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

PN: 12.1003.8-002.73

REQUEST FOR PROPOSAL

Assignment on partnerships between corporates and start-ups to enable start-ups to use innovative solutions developed by corporates for last mile delivery

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH,
GIZ Office, 46, Paschimi Vihar, Vasant Vihar
New Delhi 110057, India

TITLE OF THE ASSIGNMENT	**Assignment on partnerships between corporates and start-ups to enable start-ups to use innovative solutions developed by corporates for last mile delivery**
TENDER NUMBER	
CONTRACT PERIOD	October 2017 – May 2018
DATE OF ISSUE	01.09.2017
CLOSING DATE	20.09.2017

Table of Contents

Section 1 — Letter of Invitation 4

Section 2 — Instructions to Consultants 5

1. Address, and formal requirements 5
2. The Technical Proposal 6
3. The Financial Proposal 6
4. Cost of preparing the bid 6
5. Material and Equipment 7
6. Formation of consortium 7
7. Modification/withdrawal of the bid 7
8. Other requirements 7
9. Data Sheet 8

Section 3: Terms of Reference 11

1. Background 11

The context 11

The Strategic Alliance 11

2. Objective 12

Methodology 13

3. Scope of the assignment is divided into the following Tasks 13
4. Deliverables 16
6. GIZ involvement 18

GIZ is the main coordinator of the intervention. The contractor consults with the GIZ coordinator in all phases of the implementation. 18

7. Eligibility criteria and Expertise / Skill sets required 18

Eligibility Criteria and Expertise / Skill Sets Required 18

Section 4: Technical Proposal – Standard Formats 22

Section 5: Financial Proposal: Standard Formats 26

Section 1 — Letter of Invitation

From:

Head of Procurement
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH,
46, Paschimi Marg, Vasant Vihar
New Delhi 110057, 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), Reckitt Benckiser 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 / eco-system players and similar organisations for providing the following services:
    a. Assignment on partnerships between corporates and start-ups to enable start-ups to use innovative solutions developed by corporates for last mile delivery
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. 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.

1. **Address, and formal requirements**

Bids are to be sent to-

Head of Procurement

GIZ Office India

46, Paschimi Marg, Vasant Vihar

New Delhi 110057, India

Deadline for submission of bids: **5:30 pm, 20th September 2017**

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 partnerships between corporates and start-ups to enable start-ups to use innovative solutions developed by corporates for last mile delivery"
PN: 12.1003.8-002.73

Envelope 2

Technical Proposal for Consulting Services for "Assignment on partnerships between corporates and start-ups to enable start-ups to use innovative solutions developed by corporates for last mile delivery"
PN: 12.1003.8-002.73

The Outer envelope containing these two envelopes should be marked:

"Assignment on partnerships between corporates and start-ups to enable start-ups to use innovative solutions developed by corporates for last mile delivery"
PN: 12.1003.8-002.73

Not to be opened before (21st September 2017)

All copies of the bid must be submitted by courier/post/hand in letter form. The technical proposal shall be presented in electronic format – on separate CD/ pen drive 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 authorized 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 company shall also submit the following documents along with the technical proposal.

- Name of the lead partner (first party)
- Name of the firm with whom the consortium is formed
- Letter from second party accepting the terms of consortium

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 partnerships between corporates and start-ups to enable start-ups to use innovative solutions developed by corporates for last mile delivery"
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: **The eligibility of the bidders in terms of relevant experience/financial stability will be assessed. Refer Grid for assessing the eligibility of consulting firms. The bidders have to provide documentary proof to meet the required criteria. The documents can be sent alongwith technical proposal.** **The technical assessment of the proposals will be undertaken for the only bidders who qualify in eligibility grid as mentioned above. (Refer technical assessment grid).** **The project shall be awarded taking into account the evaluation the technical and financial proposal. However, the score obtained in the evaluation of technical proposal shall form basis for opening financial proposal. The financial proposal shall be evaluated, by the concerned commercial officer, only if the technical proposal has obtained minimum score of 500 points as set by the evaluation committee.** **The technical bid and price quotation are weighted at a ratio of 70:30 respectively.**
1.2	Financial Proposal to be submitted together with Technical Proposal: Yes Name of the assignment is: **"Assignment on partnerships between corporates and start-ups to enable start-ups to use innovative solutions developed by corporates for last mile delivery"**
1.3	Proposals must remain valid 60 days after the submission date, i.e. until: **20th November 2017**
2.1	All Clarifications required by bidders with reference to this RFP may be sent latest by **11th September 2017** on the email: gtzproc@giz.de . All such queries will be compiled and a consolidated reply will be sent to all the bidders by **12th September 2017**.

3.1	Proposals shall be submitted in the following language: **English**
3.2	Consultants may associate with other Consultants in a Consortia: **Yes**
3.2	The estimated number of calendar-months required is **8 months** from the date of contract signing
3.3	Training is a specific component of this assignment: **Yes**
3.4	Applicable Reimbursable Expenses *(if applicable)* (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** GST 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/ pen drive along with the hard copy proposals
4.2	The Proposal submission address is: Head of Procurement, GIZ Office India

	46, Paschimi Marg, Vasant Vihar New Delhi 110057, India Proposals must be submitted no later than the following date and time: ***5:30 pm on 20th September 2017***
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. Grid for Assessing the Eligibility of Firms: Evaluation of the technical proposal on the basis of 1) Technical Experience 90% *2)* Regional Experience *10%* Total weight: 100% Please refer **Annex I** for detailed technical assessment grid of the offer
5.2	Financial quotes to be provided in Ruppee
5.3	The overall weightage will be based on composite scoring (Technical and Financial) in the following ratios: Technical = 0.7 and Financial = 0.3
7.1	Expected date for commencement of consulting services: **1st October 2017**

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

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

The Strategic Alliance

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

The Strategic Alliance seeks to create a sustainable mechanism on how corporates can engage and financially contribute to supporting the start-up and social enterprise incubation system and partner

with incubators, while at the same time getting access to innovation and business partners. The focus of the Alliance is on building partnerships with external partners and not on creating in-house incubation capacities. The Strategic Alliance has started in April 2015 and has undertaken several interventions, such as identifying innovative engagement mechanisms between corporates & incubators as well as corporates and start-ups, conducting demodays showcasing innovative start-ups to corporates and investors, Indo-German Bootcamps, etc.

2. Objective

Many corporates seek to partner with start-ups to identify new innovative solutions. However, some corporates have also developed new innovative solutions for the BoP that do not fall into their core business activities thus making it difficult for them to access the market for these products. Start-ups and social enterprises are often more agile and have better access to markets especially targeting the BoP. They hence would be better able to achieve scale of these products and market them in this difficult to reach customer segment. The project has identified three solutions in the areas of healthcare, food processing, water, etc. developed by corporates that could be handed over to potential partner start-ups. GIZ envisions two category of start-ups as potential partners (a) emerging/ aspiring entrepreneurs that seek to establish their own venture and are willing to take up the solution from a corporate (b) an existing start-up with a similar product portfolio. These solutions are ready for commercialisation and have been fully tested. The corporate will keep a small stake in these ventures and at the same time will support them to scale their business. Given that this model has never been tested, GIZ seeks to engage with a consultancy/ market research company/ specialized expert agency that

- Could develop an outsource strategy for the corporates for their existing innovative product/ solutions focused on Bottom of the Pyramid (BoP) market
- Could support the corporates to identify the right start-up partner that would take up the solution for further commercialisation and scale-up through a structured mechanisms based on various criteria including shared vision and agenda, expertise, complementary assets, stage of start-up etc.
- Could train the start-ups/aspiring entrepreneurs in different fields (such as business planning, production planning, etc.) in order to build their capacity to commercialise and scale the solution
- That could facilitate the partnership model (including legal agreements, etc.) and could develop the roadmap (including the transition of ownership of the solution to the start-up) for scaling up of the innovative product/ solution to the end consumer together with the start-up and the corporate

Methodology

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

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

The assignment will be conducted by an external consultancy/ specialized agency. The assignment will be accomplished within 8 months from the date of award of contract. The consultancy is expected to deliver the following outputs:

1. Sourcing and selection

a) The consultancy shall actively pursue opportunities to engage with corporates by active solicitations, approaching a set of high potential corporates and explaining the opportunity at hand. The consultancy shall identify at least 3 innovative products/ solutions that are market ready and where the corporates are willing to hand-over these solutions to start-ups for commercialization and scale-up. GIZ will provide the contacts to the corporates that have expressed their willingness and desire to handover their innovative solutions. The consultancy shall cover the basic details of the innovative product/ solutions, the support the corporate would provide / resources to invest in the partnership as well as in the acceleration programme, the legal aspects and details and other inputs required from the consultancy to develop the outsource/hand-over plan for last mile delivery. The outsource plan shall also include the timeline, next steps, among others details.

b) The consultancy shall then identify at least 15 start-ups by issuing a call for applications for the three identified solutions. GIZ envisions two category of start-ups as potential partners (a) emerging/ aspiring entrepreneurs who are willing to take up an existing innovative solution to market for last mile delivery (b) an existing start-up with a similar product portfolio who seeks to extend their product portfolio.

c) The consultancy shall develop an application form for the start-ups/aspiring entrepreneurs to capture the basic details, details on existing product portfolio, if any, drivers and idea behind seeking to take over the innovative product of the corporate, resources available, timeline, etc.

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

e) The start-ups shall be scored and selected based on various criteria (but not restricted to) including shared vision and agenda, expertise, complementary assets, stage of start-up (if existing), etc. The selection of these 15 start-ups shall be done in close cooperation with the corporate and GIZ.

2. Develop and implement Capacity Building Programme for selected start-ups

The consultant shall design and develop a capacity building programme in conjunction with the corporate/s. The capacity building programme shall be designed and run like a personalized incubation support in the form of coaching, mentoring, and advising to the 15 selected start-ups keeping the innovative product/ solution in the hindsight. Following list of activities shall be undertaken by the consultant to develop and implement the programme:

a) Design and develop a 45 days acceleration / capacity building curriculum in close conjunction with the corporate. The programme may include but not limited to the following topics:

- Market and business case analysis
- Market (opportunity/competition) assessment
- Customer segment analysis
- Financial planning and feasibility analysis
- Business planning and business plan development
- Production planning
- Demand and supply chain management
- Communication strategy
- Risk mitigation strategies
- Product segmentation, quality control and certification
- Fund Raising (risk, seed and mezzanine capital)
- Legal and bureaucratic issues (includes registration, regulation, license, documentation, taxation etc.)

b) The consultant shall engage external experts as well as experts from within the corporate partners to deliver the capacity building curriculum on topics as identified above, in order to enable the start-ups/ aspiring entrepreneurs to take over the solution. The consultant shall budget an amount deemed as appropriate by them for external expertise that may be needed to deliver the curriculum. This includes daily fees as well as travel and accommodation for those external experts.

c) The consultant shall develop all required materials for the capacity building / acceleration programme. The consultant shall use material already available. GIZ will provide material already available with them.

d) The consultant (may) identify and forge partnership with a potential incubator where in these start-ups can be housed for a period of 45 days acceleration/ capacity building programme.

e) Oversee the implementation of all aspects of the capacity building programme in close cooperation with the corporate and if identified the incubator and provide strategic inputs wherever required.

f) Develop a monitoring format to oversee the progress of the start-ups / aspiring entrepreneurs including observations and recommendations. Share and discuss the format on a weekly basis with GIZ and the corporate in order to arrive at an informed decision at the end of the project.

3. Partnership brokering between corporate and start-ups for hand-over of the solution

a) Based on the performance of the selected 15 start-ups/ aspiring entrepreneurs during capacity building / acceleration programme identify the best suited start-ups/ aspiring entrepreneurs to take over the three solution. These can also be several entrepreneurs per solution if teams have emerged. One corporate can engage with multiple start-ups / aspiring entrepreneurs based on capacities and strategic interest.

b) Broker at least 3 partnerships between corporates and start-ups & formalize the partnership in close cooperation with the corporate (MoU or other legal agreements are signed outlining the takeover of the partnership, etc.).

c) Develop an appropriate roadmap for each of the 3 partnerships formulated in order to ensure the successful scale-up and introduction of the solution/product in the market. The roadmap document shall include strategic inputs on functional areas such as financing, marketing, human resources etc. that is in line with the corporate's scaling goals for the innovative product/ solution; this includes but not limited to (i) product and service positioning/ features (ii) pricing and distribution strategy (iii) timeline and milestone (iv) roles and responsibility (v) monitoring and evaluation framework (vi) production planning, etc. Key performance indicators are defined for the scaling-up process and feedback loops between start-ups and corporates are set in place as well as resources and further support by the corporate to support the start-ups/ aspiring entrepreneurs to make it a successful venture.

Further support to the start-ups in implementing the roadmap through a customised support package shall be taken up by the individual participating corporate.

4. Documentation

a) The consultant shall develop a final report after completion of programme. The final report shall include 3 short case studies (max. 5 pages each) on the partnerships between corporate and

start-ups encapsulating details on the complementary frameworks, approaches, drivers and constraints for outsourcing of innovations focused at BoP market for last mile delivery.

b) The consultant shall develop a model for structured matchmaking between corporates and start-ups for outsourcing of innovative solutions to start-ups/ aspiring entrepreneurs based on the learnings of the project.

4. Deliverables

1. Sourcing and Selection (completed after 8-10 weeks)

a) Corporates that have an interest to outsource their solutions and the three solutions are identified

b) A template to cover the basic details of the innovative product/ solutions, the support the corporate would provide / resources to invest in the partnership, the legal aspects and details and other inputs required is developed and compiled

c) Call for applications and all marketing material for the call for applications for start-ups / aspiring entrepreneurs is designed and list of channels to publish the call is developed and compiled.

d) Selection/ scoring criteria developed, evaluators identified.

e) 15 start-ups are identified for the capacity building / accelerator programme.

2. Development and implementation of Capacity Building Programme of selected start-ups/ aspiring entrepreneurs (completed after 11-18 weeks)

a) List of external experts required to implement the capacity building / accelerator programme and to provide expertise on certain topics including their cost.

b) Details of identified incubator partner (if required) also outlining the additional support offered by the same.

c) Programme outline of the capacity building / accelerator programme – timeline, workplan with roles and responsibilities defined for each of the participating stakeholders (Consultancy, corporate partners, (if participating) the incubator.

d) Development of all required documents covering the identified topics for the capacity building / accelerator programme.

e) 45 days residential capacity building programme / acceleration programme delivered in conjunction with corporate and (incubator) as well as external experts with extensive in-person mentoring.

f) Monitoring format is developed as well as submitted on a weekly basis

3. Partnership brokering between corporates and start-ups (completed after 6 months)

a) Document outlining the most suited start-ups/ aspiring entrepreneurs to take over the solution as well as their advantages, skill, etc.

b) At least 3 partnerships between corporates and start-ups to outsource the innovative product/ solutions for last mile delivery are brokered & formalized (MoU or other legal agreements outlining the model, the responsibilities of each partner, etc. are signed).

c) An appropriate scale-up and last mile delivery roadmap for each of the 3 partnerships with strategic inputs on functional areas such as financing, marketing, human resources, next steps, timelines etc. as well as further resources and support of the corporate is developed in close conjunction with the corporate and the start-up (not more than 30 pages each).

4. Documentation (completed after 8 months)

a) Final report outlining achievements, challenges, recommendations, etc. incorporating feedback from GIZ and other strategic alliance partners (not more than 50 pages)

b) Fully designed 3 short case studies (max. 5 pages each) on the partnerships between corporate and start-ups encapsulating details on the complementary frameworks, approaches, drivers and constraints for outsourcing of innovations focused at BoP market for last mile delivery, etc. for public dissemination.

c) Model for structured matchmaking between corporates and start-ups for outsourcing of innovative solutions to start-ups/ aspiring entrepreneurs based on the learnings of the project (not more than 10 pages).

5. General

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

6. GIZ involvement

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

7. Eligibility criteria and Expertise / Skill sets required

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

Eligibility Criteria and Expertise / Skill Sets Required

a) The consultancy shall either be a

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

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

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

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

   (v) Research and Higher educational institutions

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

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

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

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

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

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

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

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

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

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

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

<u>1 Team Lead (19 home-days; 13 field-days)</u>

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

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

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

1 Senior Resource Person (40 home-days; 22 field-days)

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

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

1 Mid-level Resource Person (58 home-days; 32 field-days)

- **Profile of mid-level resource person**: The mid-level resource person should be an expert with excellent spoken and written English. The expert should have a university degree (Master) in an area related to innovation, management, technology or economics and minimum of 5 years of experience in the area of innovation, corporate engagement or start-ups & should have experience in facilitation of capacity building / accelerator 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. He/ She should have an excellent network to start-ups experts, mentors, incubators, investors, etc. Very strong analytical skills, excellent report/study writing and good communications skills are a prerequisite

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

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

Publishing and Copyright

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

Reporting

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

8. Time Schedule

The overall duration of the assignment is estimated to be 8 calendar months from the date of signing contract; however consultants are 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 3 most relevant experiences in each section 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)	Role of the firm/short description
Selected Relevant projects-India				
Prior experience in designing and delivering course curriculum and implementing capacity building / acceleration activities				
Prior experience in brokering partnerships (including: including: scoping, facilitation, interest-based negotiation, relationship-management, etc.)				
Established competencies in the field of innovation, incubation, corporate and start-up engagement and a strong network of corporates, start-ups and incubators				

Strong knowledge in implementing programme based approaches, providing technical assistance and advisory support				
Strong expertise in data collection, data analysis, empirical research, methodology and questionnaire development, report and study writing				

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 /Local Transporation			
Airfare			
Accommodation			
Per diem for staff			
Others (please specify)			
Total			