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

PN: 12.1003.8-002.73

REQUEST FOR PROPOSAL

Assignment on Piloting Accelerator Programme between Corporate & Incubator

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 piloting accelerator programme between corporate & incubator**
TENDER NUMBER	
CONTRACT PERIOD	December 2016 – August 2017
DATE OF ISSUE	09.11.2016
CLOSING DATE	24.11.2016

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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 Piloting Accelerator Programme between Corporates & 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 November 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 piloting accelerator program"
PN: 12.1003.8-002.73

Envelope 2

Technical Proposal for Consulting Services for "Assignment on piloting accelerator program"
PN: 12.1003.8-002.73

The Outer envelope containing these two envelopes should be marked:

"Assignment on piloting accelerator programme between corporate & incubator"
PN: 12.1003.8-002.73

Not to be opened before (25th November 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 piloting accelerator programme between corporate & incubator"
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 piloting acceleration programme between corporate & incubator"**
1.3	Proposals must remain valid 60 days after the submission date, i.e. until: **24th January 2017**
2.1	All Clarifications required by bidders with reference to this RFP may be sent latest by **16th November 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 **17th November 2016**.
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 **9 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 applicable for local communications such as the use of telephone and facsimile required for the purpose of the Services (4) 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 November 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: Only firms that are able to clear the suitability matrix will be the 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: **1st December 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. 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. Impact or social enterprises have an important role to play in achieving development goals. A lot of experience has been made with supporting early stage social enterprises in setting up their business. More can be done to support social enterprises in scaling their green and inclusive business model and thereby increase social and environmental benefits.

However, this segment is unknown to many corporates that aim to venture into these markets. Partnerships which incubators and start-ups/ social enterprises directly are needed to develop products and services for these markets.

With the new Indian Companies Bill (2013) a condition for mandatory spending of 2% net profits by India's largest corporates on CSR-measures has been introduced. Supporting business incubators 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.

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, a Indo-German Bootcamp, etc.

2. Objective

Given the gap between corporates and incubators, GIZ seeks to engage with a consultancy / eco-system player who could bridge this gap by forging a partnership between at least one corporate and an incubator to pilot an acceleration programme. The acceleration programme pilot shall aim to bring 15 social impact start-ups from across India to help them scale through a rapid process of exposure to knowledge, capital and industry connections. The acceleration program shall be built as a 3-6 months (depending on the sector chosen) residential programme for participating entrepreneurs, complemented by virtual elements. The objective of the assignment is to:

1. Enhance the capacity of an incubator and support the incubator to introduce an accelerator programme in cooperation with a corporate
2. Foster partnerships between corporates and incubators
3. Support social-impact start-ups in their growth endeavours
4. Pilot a new handbook on acceleration programs developed by GIZ and make suggestions for improvement

To achieve the objective, the consultant should source and select at least one corporate and an incubator who are interested in partnering and running an accelerator programme. The consultant shall provide extensive support in designing and developing the acceleration programme in close cooperation with the corporate. The selection of start-ups shall be based on the problem statement of the corporate addressing a problem on the Bottom of the Pyramid. It is intended that the mentoring/ coaching period

last 3-6 months, with intensive residential training courses, complemented by virtual elements and culminating in a demo day attended by corporates, investors, and tech enthusiasts from across India. Finally, the consultancy shall conduct a workshop with other potential corporates and incubators to disseminate the learnings from the pilot accelerator programme and provide insights on developing an acceleration programme between a corporate and an incubator.

3. 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.

4. Scope of Work

The assignment will be conducted by an external consultancy/ specialized agency. The assignment will be accomplished within 9 months from the date of award of work order. The assignment shall be sector focused depending on the sector interest of the corporate, however, shall target at the Bottom of the Pyramid.

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 develop an application form for the corporate covering basic details, core experience, experience in working with start-ups/ social enterprises, drivers and idea behind partnering with a incubators and associated benefits, resources to invest in the partnership, external assistance required, inputs required from the consultancy for developing and piloting an accelerator program; timeline among others.

   (GIZ will share the contact details of corporates that have already been contacted as part of previous studies and engagement under the Strategic Alliance).

b) Partner identification for corporates in the form of incubators and facilitation of introductions shall be done in order to leverage complimentary skills, sector focus, infrastructure, market linkage, or other elements crucial to demonstrate proof of concept of the partnership. Sourcing of incubators will only focus on India. The consultancy shall also develop an application form for the incubator to capture the basic details, details on existing incubation programme, drivers and idea behind partnering with a particular corporate and associated benefits (main operational and commercial benefits underlying the partnership idea), timeline among others.

The project aims to focus on building the capacity of the incubator in running accelerator programmes. Hence, only the incubators that do not have an existing accelerator programme shall be considered and evaluated for partnership brokering.

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

2. Design and Development of Acceleration Programme

The consultant shall design and develop the accelerator programme in conjunction with the corporate using a newly developed handbook as a basis. The Handbook "Grow-Scale-Impact, How to help inclusive businesses achieve scale" is available at http://star-www.giz.de/pub?r=42624. It guides readers through the process of setting up an acceleration program in which inclusive businesses are supported in scaling their business model. The core of the handbook is a process consisting of seven stages: from preparation to implementation and the follow-up of the acceleration program. For each stage in the process the handbook provides plenty of online resources that can be accessed free of charge. Besides online resources the handbook also presents numerous case studies of successful approaches.

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

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

b) Design and develop the acceleration curriculum in close conjunction with the corporate and the incubator to include topics such as business model canvas, design thinking, investment readiness, investor engagement, pitch preparation, negotiations and contracts, pricing, etc. 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) As a next step, identify external partners (if required) for the roll-out of the programme and establish a work plan for programme preparation, implementation and follow-up, including assigning roles and responsibilities (for internal staff and external partners – corporate and incubator, etc.) and budget lines for all tasks.

d) Establish the selection criteria and scoring system for start-ups bas the overall theme of the acceleration programme. Design the application forms based on the selection criteria and identify other details that may be required from the start-up (i.e. financial models and statements, proof of sales, videos, reference letters, etc.). Identify suitable evaluators that can assess the start-up applications.

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

f) Using the pre-determined scoring system, evaluate and score each of the applications and select 15 start-ups for the acceleration programme.

g) The consultant shall develop a monitoring system for the project with a particular focus on the impact of the acceleration programme on the participating start-ups. The consultant shall ensure that baseline data is available for all participating start-ups at the outset of the programme and start-ups consulted again at the end of the program. GIZ will ensure start-ups are consulted again after 6 and 12 months after programme completion based on consultants monitoring system.

3. Implementation of the Accelerator Program

a) Engage a team of a minimum of at least 7 mentors (general start-up experts & domain technology experts) from corporates, start-ups experts, etc. to help facilitate the mentoring component. Engage experts in the delivery of the acceleration curriculum on topics as identified above, in order to provide targeted support to the start-ups. Match selected start-ups with appropriate mentors and coaches at the start of the acceleration programme.

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

c) Ensure that start-ups and their mentors develop a scaling plan that is in line with the start-up's scaling goals; start-ups are supported in implementing their scaling plans through a customised support package; key performance indicators are defined for the scaling process and feedback loops between start-ups and mentors in place.

d) Culminate the 3-6 month accelerator programme by organizing a Demo Day to match start-ups with potential corporates, investors and other tech enthusiast. At least 10 corporates shall be part of the demo day event.

4. Documentation and Dissemination

a) The consultant shall conduct a roundtable/ workshop directed at corporates and incubators on the learnings from the pilot accelerator program. The consultant shall provide insights on developing an acceleration programme model between a corporate and an incubator. The consultant shall design the roundtable/ workshop content and agenda with inputs from GIZ. At least 10 corporates and 10 incubators should be part of the roundtable/ workshop.

b) The consultant shall develop a final report after completion of programme. The final report shall include lessons learned on the "Grow- Scale- Impact" Handbook, the acceleration programmes activities, results and feedback from participants. The final report shall also include detailed recommendations for the improvement of the "Grow- Scale- Impact" Handbook as well as the next round of acceleration programmes including recommendations on improving the programme content among others.

c) The consultant shall deliver a recommended curriculum for an acceleration programme outlining programme content, responsibilities, suggested experts to deliver training contents, duration, etc. This curriculum will be open source and shall be shared with other incubators that seek to set up an acceleration programme.

5. Deliverables

1. Sourcing and Selection (completed after 4-6 weeks)

a) Application forms for corporates and incubators developed.

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

2. Design and Development of Accelerator Program (completed after 12 weeks)

a) Details on the accelerator programme – theme, timeline, workplan with roles and responsibilities defined for each of the partners, application form for the start-ups, selection/ scoring criteria developed, evaluators identified.

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

c) Monitoring system for accelerator programme is developed.

d) Marketing material for the accelerator programme is designed and list of channels to publish the call developed.

e) List of 15 selected start-ups in close coordination with corporate, incubator and GIZ (including all their details name, sector, e-mail, telephone, etc.)

3. Implementation of the Accelerator Program (completed after 8 months)

a) 3-6 month residential acceleration programme delivered in conjunction with corporate and incubator as well as external experts with extensive in-person and virtual mentoring

b) Participating start-ups have been interviewed before the accelerator programme and after programme completion.

c) 1 day demoday event to showcase startups to potential corporates, investors and others. At least 10 corporates should be part of the demoday and 10 investors. Catering/logistics cost shall be borne by the consultant.

4. Documentation and Dissemination (completed after 9 months)

a) 1 workshop with minimum 10 corporates and 10 incubators is organized & conducted to identify to disseminate the learnings from the accelerator program pilot. Venue and all related logistics (catering, audio visuals, etc.) for the workshop/ roundtable is expected to be organized by the consultancy. Travel costs have to be borne by the participants. The consultant 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 from the workshop/ roundtable.

e) A recommended curriculum for an acceleration programme outlining programme content, responsibilities, suggested experts to deliver training contents, duration, etc. which could be shared with other incubators that seek to set up an acceleration programme.

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.

b) Final report outlining achievements, challenges, recommendations, workshop data, etc. incorporating the feedback of GIZ

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 should have undertaken similar programs in designing accelerator programmes for a minimum period of 5 years with a proof of projects undertaken.

b) The consultancy should have prior experience in designing and delivering course curriculum and implementing acceleration activities (the consultants shall provide samples of prior successful work).

c) The consultancy must have established competencies in the field of innovation, incubation, corporate engagement and should have adequate experience in the area including advisory and execution of related jobs.

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

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 (max. up to 29 home-days and 25 days on field)</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 /or start-up engagement, project management, facilitation of accelerator programs. He/she should have a master degree in areas related to innovation, management, technology 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 viz. 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. He/She is expected to have a strong

network of the different stakeholders. Strong analytical skills, excellent scientific report writing and good communications skills are also required for this assignment.

1 Senior Resource Person (max. up to 60 home-days and 42 days on field)

- **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 should have experience with incubators in designing and implementing acceleration programmes including a strong network to service provider, investors, mentors or other start-up experts that cater to the needs of start-ups 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 (max. up to 89 home-days and 47 days on field)

- **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 accelerator programmes. He/ She should also have strong expertise in data collection & analysis, methodology & questionnaire development and assessment and profiling of organizations. Very strong analytical skills, excellent report/study writing, skills in set-up of monitoring systems and good communications skills are a prerequisite

External experts

Max. up to 7 days home-days and 14 field-days can be allocated for external experts to provide expertise during the accelerator programme on topics such as as business model canvas, design thinking, investment readiness, investor engagement, pitch preparation, negotiations and contracts, pricing, etc.

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.

8. 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.

9. 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

10. Time Schedule

The overall duration of the assignment is estimated to be 9 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 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) <u>Curricula vitae (CVs)</u>

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*		
Sr. Nr	**Experience and Qualification**	**Scores**
1	Experience in designing and delivering course curriculum and implementing acceleration programmes	15
2	Established and demonstrated relationships with Corporates	12
3	Established and demonstrated relationships with Incubators	12
4	Number of partnerships brokered between different stakeholders	12
5	Experience in methodology development, data collection & analysis & deriving at logical conclusion; experience in scientific & qualitative research, study/report writing	9
Total Score		60

***Note:**

***** Bidders must provide the documentary evidence in support of above criteria where relevant. All the documents must be self-attested with company stamp on each document(s). The documents are mandatory & must part of overall Technical Proposal.

** Offers that score 30 points or less shall be eliminated from the competition.
The evaluation matrix that will be devised to score on above points will be in a manner that the companies with limited experience and expertise will score lower points as against a company with diverse experience on the required expertise and skill set.