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

PN: 12.1003.8-002.73

REQUEST FOR PROPOSAL

Study on Engagement Mechanisms between Corporates and Incubators and Corporates and Small and Growing Businesses (Including Start-ups and Social Enterprises)

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

TITLE OF THE ASSIGNMENT	**Study on Engagement Mechanisms between Corporates and Incubators and Corporates and Small and Growing Businesses (Including Start-ups and Social Enterprises)**
TENDER NUMBER	
CONTRACT PERIOD	November 2015 – February 2017
DATE OF ISSUE	05.10.2015
CLOSING DATE	23.10.2015

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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. 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. Study on Engagement Mechanisms between Corporates and Incubators and Corporates and Small and Growing Businesses (Including Start-ups and Social Enterprises)
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, 23rd October 2015

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

Envelope 1

a. **Financial Proposal for Consulting Services for "Study on Engagement Mechanisms between Corporates and Incubators and Corporates and Small and Growing Businesses (Including Start-ups and Social Enterprises)"**
PN: 12.1003.8-002.73

Envelope 2

Technical Proposal for Consulting Services for "Study on Engagement Mechanisms between Corporates and Incubators and Corporates and Small and Growing Businesses (Including Start-ups and Social Enterprises)"

PN: 12.1003.8-002.73

The Outer envelope containing these two envelopes should be marked:

"Study on Engagement Mechanisms between Corporates and Incubators and Corporates and Small and Growing Businesses (Including Start-ups and Social Enterprises)"

PN: 12.1003.8-002.73

Not to be opened before (23rd October 2015)

All copies of the bid must be submitted by courier/post/hand in letter form. The technical proposal shall 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 "Study on Engagement Mechanisms between Corporates and Incubators and Corporates and Small and Growing Businesses (Including Start-ups and Social Enterprises)"

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: **"Study on Engagement Mechanisms between Corporates and Incubators and Corporates and Small and Growing Businesses (Including Start-ups and Social Enterprises)"**
1.3	Proposals must remain valid 60 days after the submission date, i.e. until: **22nd December 2015**
2.1	All Clarifications required by bidders with reference to this RFP may be sent latest by **12th October 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 1**4th 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 **4 months** from the date of contract signing

3.3	Training is a specific component of this assignment: **NO**
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 23rd 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 INR / 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 Strategic Alliance or STA (an initiative of GIZ, Bosch and Intellecap) and the Aspen Network of Development Entrepreneurs (ANDE) aim to foster collaboration and partnerships between Corporates, intermediaries (particularly incubators) and Small and Growing Businesses (SGBs includes Start-ups and Social Enterprises).

With the newly elected Government, start-up and enterprise promotion has gained growing significance in India and a separate Ministry for Entrepreneurship has been established in May 2014. As a recent study by the Planning Commission highlights there are large gaps in the Indian start-up eco-system: There is limited domestic capital and venture capital available especially for early stage start-ups and the current support and incubation system is not sufficient to strengthen entrepreneurship in the country. Currently, there are around 160 incubators in the country. Looking at the demand, incubation capacities need to in-crease 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 under-served markets. Incubators are mostly in Delhi, Mumbai and Bangalore, which calls for more efforts to help incubators in significantly increasing their bandwidth and operations to other geographies. As the Incubation industry in India is still at a nascent stage, they face a lot of financial and administrative challenges.

Looking at international examples, there is potential in involving the corporate sector in the start-up support system and in incubation. Internationally, corporates partner with incubators to get access to innovation and technology. There is hence a great potential to involve the Indian corporate sector and increase capital in the under-funded start-up system. The new Indian Companies Bill (2013) puts a condition for mandatory spending of 2% net profits by India's largest corporates on CSR-measures. Supporting business incubators 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 is unknown to the other side.

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

corporates to access new technologies and innovation, gain market understanding or find business and delivery partners. To this end, corporates are hence interested in strategic acquisitions and investments in startups and social enterprises.

In addition to strategic partnerships for innovation, product development and distribution, corporates are interested to partner with incubators, startups and social enterprises as part of their employee engagement and corporate volunteering programmes.

2. Objective

STA and ANDE seek to understand the various models and mechanisms of corporate and SGB engagements as well as corporate and incubator engagements to enable more such partnerships. Questions such as why and how partnerships emerge, what kind of value each partner sees in such an engagement, and what a third party can do to facilitate such engagement are all imperative in this context.

Against this background GIZ seeks to engage with a consultancy/ knowledge partner to conduct a study on engagement mechanisms between corporates and SGBs (including start-ups and social enterprises) and corporates and incubators respectively. The objective of the study is to find answers to the questions mentioned above by analyzing case studies of successful engagements that have emerged over the years and by identifying engagement mechanisms between corporates and SGBs as well as corporates and incubators. Additionally, the study should identify the success factors in the engagement that triggered a successful partnership.

3. Purpose of the Study

(i) The purpose of the study is to conduct a detailed analyses of multiple examples of Corporate-SGB and Corporate-Incubator engagements in India to be able to ascertain elements that have played a vital role in such partnerships. The analysis will be an end-to-end study, beginning with why a corporate felt the need to engage with a SGB/incubators, the criteria used by the corporate to select a SGB/incubator, the methods used by the corporate to scout for a SGB/incubator, the partnership model among others. The study should also outline the outcome of the partnership (e.g. an innovation, new markets explored, etc.).

(ii) The study will serve the following needs:

a. Act as a ready reference to understand the Corporate-SGB / Corporate-Incubator engagement space with successful case studies and identify potential partners.
b. By bringing out the salient features of engagements and analyzing the engagement models, serve as a guide for interested corporates to establish partnerships with SGB/incubators.
c. Help SGB/incubators understand the incentives and perspectives of a corporate for a successful engagement

d. Act as a starting point for the STA and ANDE to understand the attributes of such engagements and aid in developing a sustainable model for facilitating these engagements.

4. Scope of Work

The study comprises the following scope of work:

a) Corporate-SGB Engagement

1. **Development of Case Studies**: Scouting of successful examples of Corporate-SGB engagement in India; exemplary international engagements can be analysed as part of secondary research. The examples should cover the following possible partnerships, but not be limited to these. The consultant is requested to identify further possible models of engagement:
   - Corporates working together with SGB as part of their supplier programmes (e.g. to increase the quality of their suppliers)
   - Corporates working together with SGB to source new innovations
   - Corporates working together with SGB for distribution purposes (e.g. to increase their outreach in underserved markets) and to increase their customer base (e.g. start-ups as customers)
   - Corporates working with SGB and particularly social enterprises as part of their strategy or CSR engagements
   - Corporates working with SGB to gain market knowledge (e.g. in underserved regions)

   In doing so, it is expected that the reasons for selecting these examples will be presented as well. This includes the development of set of selection criteria. The consultant is also required to develop a methodology along the case studies are developed and presented. The approach the consultant is requested to follow is as following:

   - Initial scoping (through desk research) and identification of at least 15 examples.
   - Analysis of examples and identification of relevant models of engagement (based on the criteria laid out) that are worth examining in greater detail. The consultant is requested to undertake this task in close cooperation with the project team. The consultant should also take existing literature in consideration (e.g. Winning Together – A Guide to Successful Corporate-Startup Collaborations (NESTA) - http://www.nesta.org.uk/sites/default/files/winning-_together-june-2015.pdf)

2. Based on that, identification of case studies (at least 7) that should be explored in detail. The analysis includes a detailed research, interviews with relevant stakeholder, etc. Gather information about these partnerships and analyze the same to present a case for how such an engagement crystallized into a successful partnership. This analysis should answer the following questions:
   - Why did the corporate feel the need to engage with SGB?
   - What were the methods/channels used by the corporate to scout SGB?

- Which role did intermediary organisations play in supporting the development of the partnership?

It is expected that insights from the actors involved in these engagements will be used as much as secondary research.

3. Identify the different engagement models under the different models of partnerships (e.g. supply, innovation, distribution, market knowledge, etc.) as well as the engagement modalities/interest of corporates to work with SGB and compile a list of the different forms of support provided by corporates, e.g.:

    a. Supply: Capacity building support, mentoring support, infrastructure support, etc.
    b. Innovation: Investment, infrastructure/ entrepreneurs in residence, mentoring support, last mile technology support, etc.
    c. Distribution: Pitch days to Start-ups, etc.
    d. CSR: Funds, etc.
    e. Market knowledge: Funds to conduct local market studies, etc.

    If possible, identify new innovative approaches of cooperation and support.

4. Analyse the different engagement mechanisms and identify success factors that made the engagement a successful partnership for all participating stakeholders and supported SGB to scale up. Identify and analyze failures and challenges when the engagement did not work out.

5. Give an analysis of engagements, draw out common features and present them in the form of criteria used to select SGB for a partnership in each of the engagement models.

6. A segment with special focus on Corporate-Social Enterprise (SE) partnerships shall also be part of the study. Such partnerships might emerge from business responsibility needs of the Corporates as well as distribution (e.g. social enterprises as partners to distribute solutions of bigger corporates that benefit the Bottom of the pyramids) or innovation needs. The consultant is required to place an emphasis on those partnerships and identify at least 2-3 examples.

b) Corporate-Incubator Engagement

1. **Development of Case Studies:** Scouting of successful examples of Corporate-Incubator engagement in India (in-house corporate incubators should not be part of the analysis); exemplary international engagements can be analysed as part of secondary research. Gather information about these partnerships and analyze the same to present a case for how such an engagement crystallized into a successful partnership. This analysis should answer the following questions:

- Why did the corporate feel the need to engage with incubators? In this case also make reference to the drivers between the establishment of the partnerships and the main departments involved (strategy, business development, CSR, etc.)
- What were the methods/channels used by the corporate to scout successful incubators?
- Which role did intermediary organisations play in supporting the development of the partnership?

The approach the consultant is requested to follow is as following:

- Initial scoping (through desk research) and identification of at least 15 examples.
- Analyse of examples and identification of relevant models of engagement that are worth examining in greater detail. The consultant is requested to undertake this task in close cooperation with the project team.
- Based on that, identification of case studies (at least 7) that should be explored in detail. The analysis includes a detailed research, interviews with relevant stakeholder, etc.

The consultant is also required to develop a methodology along which the case studies are developed and presented. The consultant should also take existing literature in consideration (e.g. India & Corporate Incubation (IICA) - http://iica.in/images/Whitepaper_Corporate%20Incubation%20in%20India.pdf). While this study gives an overview on some of the corporate-incubator models along a framework, there is little outlook into cooperation between corporates and standalone incubators, how corporates engaged with the incubator/ selected incubators, what is the support provided or programmes run and what are the success factors of the cooperation.

2. Identify the different engagement models of partnerships as well as the engagement modalities. Corporate offerings to incubators and incubators offering to corporates will also be identified. These could include:
   - Accelerator programmes
   - Hackathons, Hackdays
   - Long-term partnerships with incubators, involvement in mentorship
   - Capacity Building Support
   - Etc.

3. Analyse the different engagement models and identify success factors as well as innovative approaches that made the engagement a successful partnership, e.g.: Which aspect of the accelerator programme is unique as well as innovative and made it a successful cooperation. Identify and analyze failures and challenges when the engagement did not work out.

4. Compile a list of the different forms of support provided by corporates to incubators under the different engagement formats, e.g. as part of an accelerator programme how did the corporate

support the incubator. The consultant is required to identify new innovative ways of supporting incubators beyond the well-known support mechanisms, e.g.: Fund/Grant, Mentoring, etc.

5. Based on an analysis of engagements, draw out common features and present them in the form of criteria used to select incubators for a partnership.

6. A segment with special focus on Corporate-Social incubator partnerships shall also be part of the study. The consultant is required to place an emphasis on those partnerships and identify at least 3 examples.

5. Deliverables

- A detailed workplan outlining milestones and deliverables
- Methodology and approach as well as a draft table of contents
- First three case studies to evaluate approach, adjust approach if required and to assess structure and depth of content.
- Interview questions as well as Interview transcripts
- A final report consisting of not more than 100 pages in a word document format in printable style/design.
- The report should be supported by a Powerpoint presentation outlining key findings. The working and report language is English.
- The report should cover the aspects mentioned in the scope of work as well as:
    - The final 14 case studies (7 Corporate-Incubator Engagement; 7 Corporate-Small and Growing Business engagement.)
    - The initial selection of 30 case studies during the secondary research should be presented in the annex.

6. Workplan

(i) Basic information: The current partners of the STA and ANDE members might be able to provide some pointers to successful Corporate-SGB /Corporate-Incubator partnerships, however the Study should cover a wider spectrum of such engagements.

(ii) Methodology: There is no prescribed methodology to conduct the study. The contractor is supposed to develop a suitable methodology.

(iii) Data acquisition and analysis: This will be the responsibility of the Contractor.

(iv) Structure and Style: As detailed above, the Study is intended to serve multiple purposes. The style of writing and structure of the study should be conducive to the expected usage.

(vi) Publishing and Copyright: GIZ will own all copyright on the Study and will be free to use it as deemed fit. The Contractor will be duly acknowledged in the study and will also be free to use the document when it is made public by GIZ

7. Report and time schedule

Scope of this assignment is divided into following tasks

- Development of suitable workplan and an outline of time-bound milestones
- Undertake the primary and secondary research to find out the various engagement mechanisms as well as best-practices/case studies. During the course of interviewing corporates, compiling the first case studies and preparing the report, the consultant would be required to work closely with the team of the Strategic Alliance and clarify in due time all questions and problems that may arise.
- The consultant 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 STA should be proofread by the team lead and should majorly involve the work of a senior expert/mid-level expert.
- Finalize Corporate-Incubator and Corporate-SGB Case Studies. These will cover 14 case studies (7 Corporate-Incubator Engagement; 7 Corporate-Small and Growing Business engagement.)
- Finalize the description of engagement models, their failure and success as well as identify selection criteria used by corporates to get engaged with incubators or SGBs.
- Finalize analysis of all other question raised in the scope of work.

Reporting

- Meeting/Discussion with GIZ representatives, ANDE 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.

Time schedule

The overall duration of the assignment is estimated to be 4 calendar months from the date of signing contract; however consultants are free to propose a shorter time frame.

8. Administrative Information

Payment Schedule:

- An amount equal to 50 % shall be paid in advance, at the time of signing the contract/work order.
- An amount equal to 50 % shall be paid once the contract terms have been fulfilled at the end of the project.

9. Eligibility Criteria and Expertise / Skill Sets Required

- It is envisaged that the required assignment is carried out by an Indian consultant firm, university, incubator or eco-system player experienced in the relevant field of innovation, incubation, social enterprises and corporate engagement in start-up incubation. Consortia consisting of individuals from various organisations are explicitly desired.
- 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.
  - ✓ 1 qualified Indian senior expert and 1 qualified mid-level expert with specific technical expertise in the relevant field.

<u>1 Team Lead</u>

- **Profile of the team lead:** The team leader should be an expert with good spoken and written English. The expert should have a minimum of 12 years of experience in incubation, project management, and scientific research. A phd in areas related to innovation, incubation, start-up promotion, corporate engagement in start-up incubation, management, or economics is desirable. 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, and corporates and start-ups respectively. Experience in working with start-ups, project management skills as well as a strong network (incubators and corporates) are a prerequisite for this role. Strong analytical skills, excellent scientific report writing and good communications skills are also required for this assignment.

<u>1 Senior Resource Person</u>

- **Profile of mid-level 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 7 years of experience in the field of incubation with a focus on partnership building. He/she should have experience in the corporate sector (ideally business development) working with incubators and start-ups and should be familiar with different engagement mechanisms between corporates and incubators as well as corporates and start-ups. Mentoring experience of start-ups is

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

1 Mid-level Resource Person

- **Profile of mid-level resource person**: The mid-level resource person should be an expert with excellent spoken and written English. The expert should have a university degree (Master) in an area related to innovation, management, technology or economics and minimum of 5 years of experience in the field of qualitative scientific research in the area of innovation, incubation, corporate engagement or start-ups. Strong experience on data collection, data analysis empirical research, methodology, questionnaire development is a prerequisite. He/She should also have strong expertise in assessment and profiling of organizations. Very strong analytical skills, excellent report/study writing and good communications skills are a prerequisite

General

- Documented experience of team members and expertise in similar related projects/assignments in the fields of report writing in the field of innovation, incubation, corporate engagement and of mentoring of incubators/start-ups would be an advantage.
- Sound understanding of innovation and corporate space and incubation in India.
- Strong analytical and scientific skills, excellent report writing and communications skills
- Past experience of the team members in working for GIZ on similar assignments are an added advantage

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 Month	2nd Month	3rd Month	4th Month	Home	Field	Total
		Home (days)							
		Field (days)							

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

3) *Curricula vitae (CVs)*

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

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

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

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

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

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

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

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

7. Matters not appropriate in any other section

Section 5: Financial Proposal: Standard Formats

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

FORM 1: TOTAL COST SUMMARY

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

FORM 2: FORMAT FOR STAFF INPUTS AND FEE RATES

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

FORM 3: FORMAT FOR PROJECTED REIMBURSABLE COST

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

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

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

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

Annex I: Technical Evaluation Grid

Technical Assessment Grid of Offers (AURA)

Section	**Study Engagement Mechanisms**	Project Short Title	**Strategic Alliance – Corporate Engagement in Start-up and Social Enterprise Incubation**	Date	**September 22nd, 2015**
AV	**Thomas Doering**			PN	**12.1003.8-002.73**
Assessor	**Eileen Trenkmann/Katharina Kuehn**			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, corporate engagement in start-up/social enterprise incubation	6										
	• Experience in scientific and qualitative research, study writing	6										
	• Experience in methodology development, data collection, data analysis and deriving at logical conclusions	6										
1.2	Regional Experience (state country/region)											
	• India											
Total 1		**18**										
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)	5										
3.2	Knowledge and information management	2										
Total 3		**7**										
4.	**Consideration of local resources**											
5.	**Qualification of proposed staff**											
5.1	Expert 1: Team Lead											
5.1.1	General qualification											
	• Phd in areas related to innovation, incubation, start-up promotion, corporate engagement in start-up incubation, management or economics	2										
	• Professional experience (min. 12 yrs) in incubation, project management and scientific research	5										
5.1.2	Specific qualification											
	- special field											
	• Expertise in start-up space and implementation experience of prog. between corporates/incubators, corporates/start-ups as well as strong network	5										
	- management experience	2										
	- ability to work in a team											
5.1.3	Regional experience / Knowledge of country											
	• India											
5.1.4	Language skills											
	English	1										
Subtotal 5.1		**15**										
5.2	Expert 2: Senior Resource Person											
5.2.1	General qualification											
	• Edu. qualification/training (Master) in areas related to innovation, management, technology, economics	3										
	• Professional experience (min. 7 yrs) in the field of incubation with a focus on partnership building	3										

5.2.2	Specific qualification											
	- special field											
	• Experience in the corporate sector (ideally business development) working with incubators and start-ups and experience on different engagement mechanisms between corporates/incubators & corporates/start-ups	5										
	• Mentoring experience of start-ups	2										
	- management experience											
	- ability to work in a team											
5.2.3	Regional experience / Knowledge of country											
	• India											
5.2.4	Language skills											
	English	2										
Subtotal 5.2		**15**										
5.3	Expert 3: Mid-Level Resource Person											
5.3.1	General qualification											
	• Edu. qualification/training (Master) in areas related to innovation, management, technology, economics	3										
	• Professional experience (min 5 years) in the field of qualitative scientific research in the area of innovation, incubation, corporate engagement or start-ups	3										
5.3.2	Specific qualification											
	- special field											
	• Experience on data collection, data analysis, empirical research, methodological approach development, questionnaire development	4										
	• Expertise in assessment and profiling of organisations and report/study writing	3										
	- ability to work in a team											
5.3.3	Regional experience / Knowledge of country											
	India											
5.3.4	Language skills											
	English	2										
Subtotal 5.3		**15**										
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.		**50**										
Grand Total	**100**	**100**										
	Assessment in %											
	place											
6.	**Special advantages / risks (see extra page)**											
	place											