

Terms of reference (ToRs) for the procurement of services

Provisioning of Incubation Support for the Business Ideas for Development (for-profit Social Start-ups) from different sector	Project number/ cost centre: 19.2146.9-011.00
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0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
ToR	Terms of reference
PMD	Programme Migration & Diaspora
BID	Business Ideas for Development

1. Context

Centre for International Migration and Development (CIM)
Programme Migration & Diaspora (PMD)
Component 2, Field of Action 2a
Business Ideas for Development (BID)

Brief information on the project

The Programme Migration & Diaspora (PMD) is a global project funded by the German Federal Ministry for Economic Cooperation and Development with the following objective: key players in partner countries are increasingly benefitting from the positive effects that regular migration and diaspora engagement are having on local social and economic development. The project operates in five fields of action:

1. Development-oriented return
2. Regular migration and labour mobility
3. Social engagement of the diaspora
4. Financial and economic development contribution of the diaspora and migrants
5. Consultancy on migration governance

The core offer "Business Ideas for Development" (BID) of the field of action 'Financial and Economic Development Contribution of the Diaspora and Migrants' advises and accompanies migrants in Germany who want to start a development relevant enterprise in their country of origin and provides them with industry and context-specific knowledge, skills and contacts relevant to business start-ups.

Over a period of 12 months, the programme facilitates networking opportunities for the selected entrepreneurs in the business start-up ecosystem and provides various services in the development phase of new businesses as well as assist founders in exploring the market and scouting for further financial, training, coaching and mentoring options. The programme begins with a mandatory individual coaching, that is offered in Germany. During the course of their foundation process, the laureates may travel back to their country of origin in order to take all necessary measures to register and start their (social) business.

The Programme Migration and Diaspora has been supporting different fields of action in India since 2012. Over the last 8 years, 100 returnees have been supported to set their foot in India to contribute to global development goals. In addition, multiple diaspora initiatives have been supported to facilitate knowledge exchange between Germany and India. For the first time, the programme has extended the call for Business Ideas for Development for the Indian Diaspora members in Germany to start social businesses in India.

Under the given structure of the programme, BID laureates will receive intensive mentoring, coaching and consultancy during the preparation phase in Germany. In order to complement that support in the country of origin, i.e., the programme is looking for a local incubator in the country, which will act as a service provider on ground. The selected incubator will be responsible for providing support to the programme and individual

laureates for successful execution and implementation of activities, in order to kick-start their social businesses in India.

In view of the transnational character of the programme, the local service provider should offer the following:

- Domain expertise on social entrepreneurship
- International Outlook
- A pool of mentors with an international experience
- Prior experience working with transnational enterprises will be desirable

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

2.1 Core Work: Personalized Counselling of Programme Laureates in Starting their Social Businesses

The service provider (incubator) will be involved at the level of selection, mentoring and coaching in the country. It will be responsible for providing technical inputs, guidance and sharing insights with the BID-Laureates in India, on topics ranging from registration of a social business, marketing to scaling-up of the idea, in the context of Indian social entrepreneurship ecosystem. This may include providing information on the local legal framework and social start-up-ecosystem, sharing feedback on relevance or feasibility of the business idea, among other aspects.

The service provider will provide *individual coaching* as well as organise or participate in *group events*. The format, content and tools for coaching and mentoring may be agreed upon with the GIZ Coordinator in the country. The service provider should be open to adapting the modules and tools to meet the specific requirements of the BID laureates.

Individual coaching / mentoring

As the programme structure entails first level of mentoring and individual coaching in Germany, the service provider will be required to align the content of coaching with the existing modules offered in Germany. This shall ensure seamless transition from a generic business coaching in Germany to context specific support in the country and at the same time, avoid duplication. This may include, but not limit to, operating with a common understanding on timeline, course of action and individual needs of the BID-laureates. The agenda setting will be done in a *participative manner* and in consultation with the relevant partners (ex – programme partner in Germany) and GIZ Coordinator, keeping in mind the requirements of the BID-laureates.

Within this process, a *written agreement* will be drafted and jointly signed by each laureate and the service provider. The agreement will include:

- scope of the collaboration
- activities
- responsibilities
- timeframe / number of sessions / events

Once the agreement is signed, the *individual coaching* will begin, wherein actual challenges related to pre- start-up and, start-up processes shall be addressed. The coaching may include (and not limit to) consultancy and advisory services in the following *fields of knowledge*:

- i. Adapting the social business model to meet the market requirements: (re)-definition of target market, customer profile, revenue model, market channels, organizational structure, etc.
- ii. Financial planning: diagnosis, structuring, planning and valuation.
- iii. Legal advisory service: corporate governance advice, registration and protection of trademarks, patents, industrial models and copyright.
- iv. Design and execution of commercial strategies: customer acquisition and management.
- v. Marketing: (re)-design of brand/product, brand strategy, media plan, execution of marketing campaigns.
- vi. Information technology: Information security, database standardisation, data mining, digitisation, automation of business processes, artificial intelligence solutions, etc.
- vii. Management skills: Leadership, coaching, construction and strengthening of work teams.
- viii. Human resources management: management of employees' knowledge, skills and abilities, hiring practices, compensation, motivation, policy development, etc.
- ix. Scaling-up: development, sophistication, expansion and strengthening of the product.

The service provider is required to prove prior experience in providing all of the above listed fields of knowledge.

The service provider is required to assign at least one mentor from the pool of coaches/mentors per laureate', preferably with prior experience in the field of the business, who act as advisor, counsellor, and guide in a one-on-one setting. The mentor will be responsible for providing support to, and feedback on, the mentee in his or her charge.

a. Events

During the course of the contract, multiple events will be (co)organised to foster exchange and facilitate networking among BID-laureates and relevant stakeholders. The service provider will provide technical support and actively participate in such events. The details may be agreed upon with the GIZ Coordinator.

2.2 Background Work: Documentation, Monitoring and Evaluation

For the purpose of monitoring and knowledge management, the service provider will maintain files and documents for each laureate's journey as an entrepreneur. The template may be jointly developed with the GIZ Coordinator. This should be regularly updated and shared with the GIZ Coordinator(s).

The service provider is expected to respect values and ethics of international cooperation, adhere to timelines and work in a cooperative manner for the successful implementation of the component in India.

Period of assignment: From 01.11.2020 until 15.06.2022.

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

Milestone	Deadline/place/person responsible
Need to attend the pitch day for shortlisting the ideas.	June-July 2021/ Germany/ Service Provider
Need to attend the Kick-off event	November 2020 and again in 2021/ Germany/ Service Provider
Need to attend the Mid-term event	January 2021 and again in 2022/ Germany/ Service Provider
Need to provide individual coaching to each laureate and provide them pre-incubation support for their business ideas.	Ongoing / Bengaluru or virtually/ Service Provider
Need to participate in networking events.	Up to four events until May 2022/Delhi or Bengaluru/ Service Provider

In view of the current Covid-19 situation, some of the event dates mentioned under deadlines may change. Also, it may not be possible for the service provider to undertake certain visits to Germany due to the unavailability of international flights between India and Germany this year. In that case, the service provider will be expected to participate in the said events virtually, or in a different format. During business travel to Germany, GIZ will offer accommodation to the service provider.

3. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

Technical-methodological concept

Strategy: The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 2).

The bidder is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

4. Eligibility Criteria and Technical Qualification of the Bidder

The bidder must meet the following eligibility criteria:

- The average annual turnover of the bidder for the last three financial years must be a minimum of 80,000 Euros.
- The bidder should have had a minimum of 10 employees as at 31.12.2019.
- For technical assessment, the bidder should be able to give reference details of 5 start-up incubation projects (out of which 3 should be social start-up contracts) from last three years. The technical assessment is only based on reference projects with a minimum commission value of 1000 Euros.

The bidder is required to have the necessary technical expertise as mentioned in the document *Grid for Assessing Eligibility of Consulting Firms*. The below specified qualifications represent the requirements to reach the maximum number of points:

- Capacity to support start-ups from multiple sectors (including agritech, waste management and electric mobility)
- Experience working with social start-ups (at least five years of experience)
- Experience working with diaspora start-ups (1-5 start-ups)
- Good network of ecosystem players in India (collaborative projects with other social impact organisations/investors)
- Experience in connecting start-ups with funders (at least 5 incubated start-ups must have received funding)
- Pan India expertise (Own office/partner network in at least two cities in India, including Bengaluru)

5. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project

- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): Post-graduate degree/management diploma
- Language (2.1.2): Good business language skills in English
- General professional experience (2.1.3): 10 years of professional experience in fields like private sector development, incubating start-ups, business management
- Experience working with international start-ups/international partners
- Specific professional experience (2.1.4): 5 years in social start-up incubation
- Leadership/management experience (2.1.5): 6 years of management/leadership experience as project manager in a company
- Regional experience (2.1.6): 10 years of experience in projects in Asia, of which 5 years in projects in India

Pool of short-term experts

Tasks of the experts

- Mentoring laureates with sector specific knowledge (Agriculture, Electric mobility, Waste Management etc.)
- Help laureates in adapting the social business model to meet the market requirements
- Help laureates with design and execution of commercial strategies
- Regular communication of developments with the team leader

Qualifications of the experts

- Education/training (2.6.1): graduate
- Language (2.6.2): Good business language skills in English
- Specific professional experience (2.6.4): 5 years in social start-up incubation
- Regional experience (2.1.6): 10 years of experience in projects in India

6. Costing requirements

Assignment of personnel

The bidder needs to provide the CV of the Expert (Team Leader), who fits the above-mentioned qualification criteria. The total duration of the assignment will be a maximum of **89** expert days.

Assignment in country of assignment (*preparation + Implementation + Monitoring + Travel*) for up to **69** expert days
Assignment in Germany for up to **20** expert days (4 days x 5 events)

Travel

The bidder is required to calculate the travel by the specified expert/s and the expert/s it has proposed based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses. The cities of travel shall be Frankfurt/Berlin, Bangalore and New Delhi.

Other costs

- Visa costs

7. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English.

The complete bid shall not exceed 10 pages. (excluding CVs & other supporting company documents; as mentioned in grid for assessing eligibility of firms & TOR)

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.