



RFP No. IIML/PUR/SCIFI/40/2019-20

dated 03/01/2020

IIM LUCKNOW
SIDBI CENTER FOR INNOVATIONS IN FINANCIAL INCLUSION (SCIFI)
ASSESSMENT STUDY FOR INCUBATION MODEL OF SCIFI

1. Background of the Study:

SIDBI Centre for Innovations in Financial Inclusion (SCIFI) was established at Indian Institute of Management (IIM), Lucknow with assistance from SIDBI under its Poorest States Inclusive Growth (PSIG) Programme which is supported by the UK Aid, Department for International Development (DFID).

Inaugurated on October 27, 2017, the Centre has been set up as a developmental initiative, to *inter alia*, mentor start-ups in the domain of fintech, financial inclusion & associated areas/ technologies that will create products / services for financial inclusion as also facilitate an enabling environment / ecosystem for growth of such ventures.

SCIFI aims to unlock the entrepreneurial potential of the Indian youth through capacity building measures and by mentoring of start-ups in the domain of financial inclusion. The incubation centre seeks to explore, understand and turn ideas into reality by providing required mentoring support and access to ecosystem resources. SCIFI partners with start-ups in their entrepreneurial journey to enhance their success potential. The centre offers both physical and virtual incubation.

Going forward, SCIFI aims to be the face of IIM Lucknow for its social impact initiatives which shall engage IIM Lucknow's expertise, resources and networks for catalysing social change and create a positive imprint on the development landscape of the country, especially in the local ecosystem of the organisation.

In the above backdrop and with the Centre having completed around two years of operations, IIM Lucknow would like to have a study undertaken to evaluate the present programme of the Centre, assess the impact created in its initial two years and develop a roadmap for operations as well as strategies for the Centre's future growth and sustainability.

2. Scope of the Assessment Study:

The following terms of reference are proposed for the study, to be commissioned by SCIFI, IIM Lucknow :-

- (a) Review of the current programme structure and its impact.
- (b) Mapping of strengths and value proposition of the centre.
- (c) Study of the start-up ecosystem in relevant social sectors including Financial Inclusion with special emphasis on Uttar Pradesh.

- (d) Suggest a complete and detailed future roadmap for the centre in view of (b) and (c) above including the following aspects: -
- (i) Vision and mission of SCIFI.
 - (ii) Suggested areas/ sectors of social impact incubation to be supported in future.
 - (iii) Positioning of the incubator in the ecosystem and growth strategy.
 - (iv) Appropriate operational models of incubation/ acceleration to be adopted covering aspects such as policy, eligibility criteria, mentoring programme, monitoring and evaluation of start-ups, introduction of new forms of handholding/ value added services, etc.
 - (v) Sustainability plan for the incubator including potential partners for funding the incubator and the incubated start-ups and approach / modalities to be followed for fund raising.
 - (vi) HR plan and organisation structure required for executing the suggested action plan including the roles and competency requirement for the suggested positions.

The methodology proposed for undertaking the study and assessment of impact is required to be detailed by the applicant / bidder in the proposal.

3. Duration of the Assessment Study:

The study should be completed and final report submitted within 60 days from the date of award of the contract. Interim / draft report should be submitted for review within 45 days from the date of award of the contract.

4. Eligibility Criteria

The assessment agency submitting the proposal must fulfil the following criteria: -

- (a) Applicant should be a registered entity. Entities in relevant domain constituted as public or private limited companies, LLPs, societies or trusts as also public sector undertakings, government agencies and academic / educational / technical institutions may apply.
- (b) Applicant should have in-depth knowledge of the subject with at least 5 years of relevant experience in incubation/ start-up support/ social sector [such as financial inclusion, women empowerment, poverty eradication coupled with health & hygiene, energy, etc.] / entrepreneurship development / fintech.
- (c) Relevant knowledge/exposure in areas such as fund raising for incubators and start-ups, impact assessment as also fintech and its applications in the targeted developmental / social sectors will be desirable.
- (d) The applicant / bidder should not be black-listed by any Central / State Government / Public Sector Undertaking in India.

Faculty associated with Institutes of National Importance and Eminence having significant experience of running an academic incubator are encouraged to apply.

The decision regarding adequacy of the work experience/capacity of the organization, etc., will solely be at the discretion of the Evaluation Committee (EC) constituted by IIM Lucknow. EC is not bound to accept the lowest bid or any proposal and its decision shall be final and binding on all.

5. Request for Proposal (RFP)

Proposal is invited to undertake the task as defined in the 'Scope of the Assessment Study' above. Interested organizations are invited to submit detailed proposals indicating their background and experience in the sector especially related to incubation, start-up support, social impact, etc. All relevant documents will be made available to the agency selected for the study subject to confidentiality agreement in a form / manner satisfactory to IIM, Lucknow.

6. Submission of Bids

Two stage bidding process will be followed for selection of the agency for conducting the assessment study. Commercial bids shall be opened only for the applicants shortlisted after technical evaluation. The bidder cannot sub-contract the study.

6.1 Technical Bid:

The applicant should submit the following details in **Annexure-I** along with the documents together with the cover letter, without which the applications shall not be considered: -

- (i) Full particulars of the applicant detailing their background, constitution/ ownership, manpower, competence, experience and area of core competence. Any information relevant to this study and the eligibility criteria may be emphasized.
- (ii) Details of major assignments undertaken of a similar nature.
- (iii) Qualifications and experience of Team Leader & key personnel identified for the assignment.
- (iv) A detailed approach for undertaking the task comprising proposed methodology, schedule, milestones; and plan indicating how to carry out the task.

This should be submitted in sealed envelope super-scribed '**Technical Bid for Assessment Study for Incubation Model of SCIFI**'.

6.2 Commercial Bid:

The commercial bid shall be submitted in a separate sealed envelope super-scribed '**Commercial Bid for Assessment Study for Incubation Model of SCIFI**' in **Annexure II**. Applicant should quote their total all-inclusive lumpsum charges in INR for undertaking the study (both inclusive and exclusive of all applicable taxes and duties) along with the proposal.

Fund requirement with break-up and justification for manpower, travel, documentation and other major requirements, etc., should be mentioned in the bid. The applicable taxes, if any, should also be indicated separately. While any increase in the rates of applicable taxes or impact of new taxes subsequent to the submission of commercial bid shall be borne by IIM Lucknow, any subsequent decrease in the rates of applicable taxes or impact of new taxes shall be passed on to IIM Lucknow in its favour. This will remain applicable throughout the contract period.

The technical bid and the commercial bid should be sealed by the bidder in separate covers duly super-scribed and both these sealed covers shall be put in a bigger cover which should also be sealed and duly super-scribed 'RFP No. IIML/PUR/SCIFI/40/2019-20 dated 03/01/2020 - Bid for Assessment Study for Incubation Model of SCIFI'. Proposals may be sent by post/ person/ courier to: -

Indian Institute of Management, Lucknow
SIDBI Center for Innovations in Financial Inclusion (SCIFI)
First Floor, Gyanodaya Building, IIM Lucknow campus
Prabandh Nagar, IIM Road
Lucknow (U.P.) - 226013
Phone: 0522- 6696010/ 6696387
Email ID: scifi_ceo@iiml.ac.in/ scifi_office@iiml.ac.in

Last date and time for receipt of bids / proposals at IIM Lucknow will be January 25, 2020 by 4.30 pm. Proposals received after the due time and date will not be considered. Faxed or emailed proposals will not be considered. IIM Lucknow reserves the right to scrap/ cancel the entire process at its discretion without assigning any reason at any stage. IIM, Lucknow also has the right to re-issue / re-commence the bidding process and the decision of IIM, Lucknow in this regard shall be final, conclusive and binding upon all applicants. IIM, Lucknow is not bound to accept the lowest, or any other proposal, that may be received.

Shortlisted bidders will be required to present their proposal to the Evaluation Committee at IIM Lucknow physically or through video. Optimum combination of cost and quality to meet the requirements will be evaluated for award of contract.

7. Evaluation Methodology

7.1 Evaluation Process

The Technical bids shall be evaluated first and as per the evaluation, agencies shall be shortlisted. Commercial bids shall be opened for the bidders shortlisted after technical evaluation. The final selection will be done based on Quality cum Cost Based System (QCBS) wherein Relative Technical Bid Score will get a weightage of 70% and Relative Commercial Bid Score a weightage of 30%.

7.2 Evaluation of Technical Bids and Presentations

The Technical Bids / proposals will be evaluated by the Evaluation Committee (EC) to be constituted by IIM Lucknow for the purpose. The bidders will be required to present their proposal to the EC. The Technical Bids shall be opened on **December 31, 2019 at 05.30 PM**. The date and time of presentation will be intimated separately.

7.2.1 Parameters for Technical Evaluation

While evaluating the proposals, the EC will allot weightage as under: -

Sl. No.	Parameters	Max. Marks
(A)	Specific experience (in India) relevant to the assignment	[35]
(i)	Experience in undertaking consultancy projects / studies / operations in areas such as incubation/ start-up support/ social sector [such as financial inclusion, women empowerment, poverty eradication coupled with health & hygiene, energy, etc.] / entrepreneurship development / fintech.	10
(ii)	Experience in the field of incubation	10
(iii)	Knowledge / exposure in areas such as fund raising for incubators and start-ups, impact assessment and fintech and its applications in the targeted developmental / social sectors.	10
(iv)	Accreditations/ Rewards and Recognition	5
(B)	Assignments undertaken of a similar nature	[20]
(C)	Key professional staff to be associated with the study	[20]
(i)	Team Leader	10
(ii)	Other team members	10
(D)	Presentation covering the following made before Evaluation Committee:	[25]
	(i) Understanding of scope	
	(ii) Suggested approach and methodology	
	(iii) Suggestions to make the assignment effective and successful	
	Total for (A), (B), (C) & D above	100

7.2.2 Technical Score

Based on the evaluation, Relative Technical Score (RS_{Tech}) shall be assigned to each bid on the basis of parameters mentioned above. Relative Technical Score (RS_{Tech}) for each applicant / bidder will be calculated as follows based on above parameters:

$$RS_{Tech} = (T / T_{High}) * 100$$

Where,

RS_{Tech} = Relative technical score obtained by the applicant / bidder

T = Technical score obtained by the applicant / bidder

T_{High} = Highest technical score secured amongst the bidders

Technical Bids receiving a RS_{Tech} greater than or equal to a score of **75 (cutoff marks)** will be eligible for consideration in the subsequent round of commercial evaluation.

7.3 Evaluation of Commercial Bid

Commercial Bids of the applicants / bidders, who are found shortlisted and technically qualified in previous phase, will be taken for commercial evaluation. The date for opening of commercial bids will be advised separately. Relative Technical Score RS_{Tech} of the technically qualified bids would be announced before the representatives of the bidders and the commercial bids of those bidders would be opened for commercial evaluation. Relative Commercial Score (RS_{Com}) of each bidder shall be calculated as follows :

$$RS_{Com} = (C_{Low} / C) * 100$$

Where,

RS_{Com} = Relative score for commercial bid of the applicant / bidder

C = Commercial bid value of the applicant / bidder under consideration

C_{Low} = Lowest commercial bid value out of all the eligible commercial bids obtained

7.4 Final Selection of the Eligible Bidder

Total Relative Score (RS) obtained by each eligible bidder will be calculated as follows:

$$RS = (RS_{Tech} \times 0.70) + (RS_{Com} \times 0.30)$$

The eligible bidder will be selected based on maximum Relative Score (RS) obtained. The bidder with the highest Relative Score (RS) will be selected for further discussion and execution of the assignment. In case of a tie after the commercial evaluation stage, decision of EC will be final and will be based on marks scored in the technical evaluation only.

8. Terms of Payment

- (i) 25% of the approved contract value will be released as an advance on acceptance of the terms and conditions of award of contract.
 - (ii) Next 25% of the approved contract value will be released on submission of the interim / draft report complete with project assessment, vision document, incubation model, sustainability and growth plan.
 - (iii) Next 30% of the approved contract value will be released after submission of the final report.
 - (iv) Final 20% on acceptance of the report by the Evaluation Committee (EC).
- Taxes as applicable would be released with each payment.

9. Pre- Bid Queries

Any queries relating to the proposal should be referred to CEO-SCIFI by email at scifi_ceo@iiml.ac.in/ scifi_office@iiml.ac.in. Only queries received up to 17th January 2020 of the RFP shall be entertained. Alternately, the bidder may visit the SCIFI office for pre-bid meeting on 17th January 2020 at 16.00 hours.

FORMAT FOR COVER LETTER FOR TECHNICAL BID

(To be included in Technical Bid Envelope)

Date:

Indian Institute of Management, Lucknow
SIDBI Center for Innovations in Financial Inclusion (SCIFI)
First Floor, Gyanodaya Building, IIM Lucknow campus
Prabandh Nagar, IIM Road
Lucknow (U.P.) - 226013

Dear Sir / Madam

Appointment of Agency for Assessment Study for Incubation Model of SCIFI
RFP No. IIML/PUR/SCIFI/40/2019-20 dated 03/01/2020

With reference to the above RFP, having examined and understood the instructions, terms and conditions forming part of the RFP, we hereby enclose our offer to provide our services as detailed in your above referred RFP and in conformity with the requirements mentioned in the said RFP document. We further declare that:

- (i) We have not been debarred/ black listed by any Central / State Government / Public Sector Undertaking in India.
- (ii) We are eligible and competent as per the eligibility criteria contained in the RFP and the information submitted by us is true and correct and we shall be able to perform this contract as per RFP document.

We agree to all the terms and conditions mentioned in the RFP. We hereby submit our Technical Bid / Offer. The offer / bid shall be binding on us up to **120 days** from last date of bid submission as specified in the RFP document.

Yours faithfully,

Signature of Authorised Signatory
[Name & Designation]
[Seal of the Organization]

FORMAT FOR TECHNICAL BID

PART- A (Executive Summary-shall not be more than 20/25 pages)

I. Organizational details and area of work/operation

1	Name of the Organization	
2	Act under which the Firm/Resource Organization is registered, if any: (Public Institution/ NGO/ Company/ PSU/ Society/ Academic Institution, etc.)	
3	Registration Number & Date of Registration, if any (Please attach copy of incorporation/registration certificate)	
4	Information Required for Statistical Purposes Only <ul style="list-style-type: none">• Country of Registration• Number of Employees (as appropriate)	
5	Date of commencement of work	
6	Major area of work/operation	
7	Core business of the firm including the business model (Commercial, Not-for-Profit, NGO, etc.)	
8	Locations and size of establishments in India	
9	Communication Address (with email and phone numbers)	
10	Contact Person: Name, designation & contact details	
11	Accreditations/ Rewards & Recognition	

PART-B (General and Technical)

Technical Proposal – Proforma 1 (TPP-1)

Section 1: Any Qualification towards this assignment. (TPP1)

- a) Provide a brief description about of your Organization as relevant to this assignment. Further, a self-assessment notes with justification how the agency is capable for this assignment

- b) Provide a brief background, expertise, competency and work experience of your organization.

Technical Proposal – Proforma 2 (TPP-2)

Section 2: Technical Response (including method of implementation and work plan in the form of a Gantt chart showing activities, milestones, deliverables etc. against time) (TPP-2)

- a) Scope of Work, Technical Approach, Methodology and Deliverables.

Please explain:

Details	Proposal Response
Your Understanding of the objectives of the assignment	
Outline your scope of work to be carried out	
The technical approach, and the methodology	
Timeline for the complete the proposed assignment	
Deliverables	

- b) Work Plan. {Please outline the plan for the implementation of the main activities/tasks of the assignment, milestones (including interim approvals), and tentative delivery dates of the reports.

The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here.

Technical Proposal – Proforma 3 (TPP-3)

Section 3: Names & profiles of personnel to work on this project and also provide information as per below mentioned table (in the profile, please cover name of staff, nationality, profession/designation of staff, proposed position in the team, whether employee of the firm, number of years with the firm, key qualifications, education, experience and languages known) (TPP-3)

Name	Educational qualification	Experience	Employment Status *	Description/ Position	Remarks

*Full Time/Part time

Technical Proposal – Proforma 4 (TPP-4)

Section 4: Personnel inputs against each activities/ tasks of the TOR in tabular format–include person days **without any reference to fees.** (TPP- 4)

Technical Proposal – Proforma 5 (TPP-5)

Section 5: Previous experience (please indicate name of assignment, name/address of employer, date of award of assignment, date of completion of assignment, value of the assignment and role of your firm viz. prime consultant, sub-consultant, consortium member etc.) (TPP-5)

a) Experience relevant to this assignment:

Title of assignment	Duration (From–To)	Value (In Rupees)	Details of Client	Lead Firm/ Organization	Experience in India/ PSIG States	Short Description about assignment

b) Other experience:

Title of assignment	Duration (From–To)	Value (In Rupees)	Details of Client	Lead Firm/ Organization	Experience in India/ PSIG States	Short Description about assignment

Section 6 Matters not appropriate in any other appendix, e.g. Joint Ventures, Disclosures, Conflict of Interest etc.

Section 7 Indicate Project timeline as per your work plan.

Date :
Place :

Signature of Authorised Signatory
[Name & Designation]
[Seal of the Organization]

Annexure II

FORMAT FOR COMMERCIAL BID

Date:

Indian Institute of Management, Lucknow
SIDBI Center for Innovations in Financial Inclusion (SCIFI)
First Floor, Gyanodaya Building, IIM Lucknow campus
Prabandh Nagar, IIM Road
Lucknow (U.P.) - 226013

Dear Sir / Madam

Appointment of Agency for Assessment Study for Incubation Model of SCIFI
RFP No. IIML/PUR/SCIFI/40/2019-20 dated 03/01/2020

We herewith furnish our Financial Proposal for the above assignment:

- (i) **All-inclusive cost of Services for performing the role as per scope disclosed in RFP (total charges in lump sum Rupees)** : Rs. _____ (In figures) Rupees only (In words).
- (ii) Taxes applicable @ _____ : Rs. _____ (In figures) Rupees only (In words).
- (iii) **Total cost (including taxes)** : Rs. _____ (In figures) Rupees only (In words).

Break up of all-inclusive cost under different heads is furnished below :

Sl. No.	Particulars	Amount in Rs.
(i)	Manpower	
(ii)	Travel	
(iii)	Documentation	
(iv)	Other major requirements	
	Total	

Yours faithfully,

Signature of Authorised Signatory
[Name & Designation]
[Seal of the Organization]