

**Expression of Interest (EOI)**

**For**

**Services of an Existing Incubator**

**to**

**PROVIDE TRAINING SERVICES TO THE AIM INCUBATOR MANAGERS**

**Atal Innovation Mission**

**National Institution for Transforming India (NITI) Aayog**

**Room No.: 111**

**Yojana Bhawan, Sansad Marg,**

**New Delhi – 110001**

**Tel No.: 23042162**

**Aug, 2018**

## INDEX

<b>S.No.</b>	<b>CONTENTS</b>	<b>Page No.</b>
1.	Text of Advertisement Invitation For Expression of Interest	3
2.	Objective	4
3.	EOI Processing Fees	4
4.	Venue & Deadline for Submission of Proposal	4
5.	Validity of Offer	4
6.	Terms of Reference	5 /Annexure-I
7.	Instructions to Consultants	5
8.	Pre-Qualification Criteria	5
9.	Evaluation Criteria & Method of Evaluation	6
10.	Response	7
11.	Conflict of Interest	7
12.	Condition under which EOI is issued	7
13.	Last Date of submission of EOI	7
	FORMATS	8
i)	Format - 1	8
ii)	Format – 2	9
iii)	Format - 3	10
iv)	Format - 4	11
v)	Format - 5	12
vi)	Format - 6	13
vii)	Format - 7	14
14.	Annexure I – Terms of Reference	15

## 1. TEXT OF ADVERTISEMENT

**Atal Innovation Mission**  
**National Institution for Transforming India (NITI) Aayog**  
**Yojana Bhawan, Sansad Marg,**  
**New Delhi – 110001**

### **INVITATION FOR EXPRESSION OF INTEREST**

Atal Innovation Mission (AIM), NITI Aayog invites sealed Expression of Interest (EOI) from Indian/Foreign incubators/agencies for undertaking training services to the AIM Incubator Managers.

The EOI Document containing the details of pre-qualification criteria, submission requirement, brief objective & scope of work and evaluation criteria etc. can be downloaded from the website [www.aim.gov.in](http://www.aim.gov.in) OR [www.niti.gov.in](http://www.niti.gov.in)

Further details, if any, may be obtained from Head (Admin), Yojana Bhawan, Sansad Marg, New Delhi-110001 during working hours (9: 30 am – 5:30 pm).

Last date for submission of EOI is 23rd August, 2018 upto 1500 hrs. Sealed envelope marked to the captioned address, containing EOI and non-refundable fee of Rs 1,000 by way of DD/Pay Order in favour of “PAO, NITI AAYOG”, payable at New Delhi may be submitted mentioning “EOI for training services to the AIM Incubator Managers” on the top cover:

“The Mission Director,  
Atal Innovation Mission, NITI Aayog,  
Sansad Marg , New Delhi, 110001 ”

Applicants meeting the pre-qualification criteria may be invited for presentation / proposal/pre-bid meeting before the selection committee of AIM. Bid Document will be subsequently issued to the short listed applicants only.

Head (Administration),  
Atal Innovation Mission, NITI Aayog  
Sansad Marg, New Delhi

Note: AIM, NITI Aayog reserves the right to cancel this request for EOI or invite afresh with or without amendments, without liability or any obligation for such request for EOI and without assigning any reason. Information provided at this stage is indicative and AIM, NITI Aayog reserves the right to amend/add further details in the EOI.

## **2. OBJECTIVE**

AIM is the Government of India's endeavour to promote a culture of innovation and entrepreneurship. Its objective is to serve as a platform for promotion of world-class Innovation Hubs, Grand Challenges, Start-up businesses and other self-employment activities, particularly in technology driven areas. In this pursuit, AIM is establishing and funding new incubation centres across the country, while also providing scale-up support to a few existing and leading incubation centres. Till date, AIM has selected 101 incubators for support under the Atal Incubation Centres (AICs) program and the Established Incubation Centres (EICs) program.

While evaluating the applications for AICs and interacting with ecosystem stakeholders, the AIM team felt a stark need for more and better incubator managers, who are the real front-line individuals expected to provide incubation services to new start-ups. Incubator managers need to have a mix of business training, experience, extensive networks and contacts in the business world, and a vision for helping other start-ups. Providing incubation is still an art, and insights are being continually developed. However, there are some incubators in the country and abroad that can share their experience and provide initial training.

In order to create a group of trained incubator managers in the country, it is proposed to organize a series of phased trainings, in partnership with experienced incubators. Given the nascent nature of incubation in India, it is advisable to induct a trainer with experience in having incubated companies, so that first-hand experience is shared with the new incubators.

The objective of this programme is to train AIM Incubator Managers in different areas of incubation and allow them to absorb some of the insights, implement them into their work in the incubators, and then return with some experience to share with their peers. Incubator managers would also learn from each other in this entire process.

## **3. EOI PROCESSING FEES**

A non-refundable processing fee of Rs. 1,000/- (Rupees One Thousand only) in the form of a Demand draft or a Pay Order drawn in favour of "PAO, NITI Aayog", Payable at New Delhi, has to be submitted along with the EOI response. Bids received without or with inadequate EOI processing fees shall be liable to get rejected.

## **4. VENUE & DEADLINE FOR SUBMISSION OF PROPOSAL**

The proposal in its complete form in all respects as specified in the EOI, must be submitted to AIM, NITI Aayog on or before 31<sup>st</sup> August, 2018 at the address specified herein earlier.

## **5. VALIDITY OF OFFER**

The offer for EOI as per this document shall be valid for a period of six (6) months initially which may be extended further if required by AIM.

## **6. TERMS OF REFERENCE**

The detailed terms of reference are enclosed at **Annexure-I**.

## 7. INSTRUCTIONS TO SERVICE PROVIDERS

The Expression of Interest is to be submitted in the manner prescribed below:-  
All information as detailed below is to be submitted online, in one hard copy in a sealed envelope and one soft copy in CD:-

- Applicant's Expression of Interest as per Format-1.
- Organizational Contact Details as per Format-2.
- Experience of the organization as per Format-3.
- List of three (03) experts/ consultants on payroll as per Format-4.
- Financial strength of the company as per Format-5.
- Additional information as per Format-6.
- Declaration as per Format-7.
- Power of Attorney in favour of Authorized Signatory with long and short signatures of Authorized person.
- Consultancy organization must have its office in Delhi / NCR.

EOI documents have been hosted on the website [www.aim.gov.in](http://www.aim.gov.in) OR [www.niti.gov.in](http://www.niti.gov.in) and may be downloaded from there.

The bidders are expected to examine all instructions, forms, terms and other details in the EOI document carefully. Failure to furnish complete information as mentioned in the EOI document or submission of a proposal not substantially responsive to the EOI documents in every respect will be at the Bidder's risk and may be summarily rejected.

## 8. PRE - QUALIFICATION CRITERIA

Following will be the minimum pre-qualification criteria and each eligible agency should possess all the following pre-qualification criteria. Responses not meeting the minimum pre-qualification criteria will be rejected and will not be evaluated.

Item No.	Pre-qualification Criteria	Supporting document	Compliance
a.	The applicant shall be a firm/ company/ partnership/ proprietorship firm registered under the Indian Companies Act, 1956/ the partnership Act, 1932 and who have their registered offices in India and must have an office in National Capital Region of Delhi.	Copy of incorporation Deed, if any	Certificate of and Partnership
b.	The agency should have experience in providing training for at least 03 years as on 31.03.2018.	Certificate by Secretary of the Bidder's organization	Company

<b>c.</b>	The Bidder has to be profitable and should not have incurred loss in any of the last 3 consecutive Financial Years (FY 2015-16, 2016-17 & 2017-18)	Audited statement to be enclosed
<b>d.</b>	The Bidder should have an annual turnover of Rupees 2 crores or above in each of the last 5 consecutive Financial Years (FY 2013-14, 2014-15, 2015-16, 2016-17 & 2017-1) from Services rendered in India	CA certified document with name of CA registration number, signature and stamp
<b>e.</b>	The Bidder shall have experience of providing training programs to either government or private entities	Certificate to be enclosed
<b>f.</b>	The agency should have at least 03 full time consultants on its pay rolls	Certificate by Statutory Auditor or Company Secretary of the Bidder's organization, please attach CVs of all consultants
<b>g.</b>	The firm should not be blacklisted by any Central Govt. / State Govt. / PSU/Govt. Bodies	Undertaking Certificate signed by the Authorized signatory
<b>h.</b>	PAN No. / Service Tax Registration Certificate	Copy of Certificate to be enclosed.
<b>i.</b>	Preference will be given to agency/organization having prior experience in undertaking training services to the Incubator Managers	
<b>j.</b>	The Bidder or its consortium must have an office in India.	Details of branch offices in India

## 9. EVALUATION CRITERIA AND METHOD OF EVALUATION

The EOI would be evaluated as per the following criteria and only those bidders who score than 75% would be selected for further processing for issuance of the RFP.

SI.NO	Criteria	Weightage
1.	Past experience of the agency (track record)	60%
2.	General profile of qualification, experience and number of key staff	25%
3.	Overall financial strength of the agency in terms of turnover	15%

The EOI shall be evaluated strictly as per the criteria attached. The shortlisted agency meeting the above eligibility criteria would be called for a pre-bid meeting and RFP would be issued to them, for further submission of their technical and financial proposal in a sealed envelope.

**10. RESPONSE**

Bidders must ensure that their Bid response is submitted as per the formats attached with this document. Special comments on the objectives and scope of the service projected in the enquiry may also be submitted along with the offer.

EOI should be sent in sealed cover super scribed, as “EOI for undertaking training services to the AIM Incubator Managers.”

**11. CONFLICT OF INTEREST**

Where there is any indication that a conflict of interest exists or may arise, it shall be the responsibility of the Bidder to inform AIM, detailing the conflict in writing as an attachment to this Bid.

AIM will be the final arbiter in cases of potential conflicts of interest. Failure to notify AIM of any potential conflict of interest will invalidate any verbal or written agreement.

A Conflict of Interest is where a person who is involved in the procurement has or may be perceived to have a personal interest in ensuring that a particular Bidder is successful. Actual and potential conflicts of interest must be declared by a person involved in a Bid process.

**12. CONDITION UNDER WHICH EOI IS ISSUED**

The EOI is not an offer and is issued with no commitment. AIM reserves the right to withdraw EOI and or vary any part thereof at any stage. AIM further reserves the right to disqualify any bidder, should it be so necessary at any stage.

**13. LAST DATE OF SUBMISSION OF EOI**

The last date of submission of EOI is 23.08.2018 (1500 hrs.).  
Bid Opening Date & Time is 23.08.2018 (1600 hrs.)

**FORMATS FOR SUBMISSION:**

**FORMAT – 1**

**APPLICANT’S EXPRESSION OF INTEREST**

To,

“The Mission Director,  
Atal Innovation Mission, NITI Aayog,  
Sansad Marg , New Delhi, 110001 ”

**Sub: Submission of Expression of Interest for undertaking training services to the AIM Incubator Managers.**

Dear

In response to the Invitation for Expressions of Interest (EOI) published on xx.xx.xxxx for the above purpose, we would like to express interest to carry out the above proposed task. As instructed, we attach 2 sets of the following documents in separately sealed envelopes and one soft copy:

1. Organizational Details (Format-2)
2. Experience in related fields (Format-3)
3. List of experts / consultants on payroll at least 3 (Format-4)
4. Financial strength of the organization (Format-5)
5. Additional information (Format-6)
6. Declaration (Format-7)

Sincerely Yours,

Signature of the applicant

[Full name of applicant]

Stamp.....

Date:

Encl.: As above.

Note: This is to be furnished on the letter head of the organization.



## FORMAT – 2

S. No	Organizational Contact Details	
1.	Name of Organization	
2.	Main areas of business	
3.	Type of Organization Firm/ Company/ partnership firm registered under the Indian Companies Act, 1956/ the partnership Act, 1932	
4.	Whether the firm has been blacklisted by any Central Govt. / State Govt./PSU/ Govt. Bodies / Autonomous? If yes, details thereof.	
5.	Address of registered office with telephone no. & fax	
6.	Address of offices in i) National Capital Region of Delhi ii) All other State/UT's	
7.	Contact Person with telephone no. & e-mail ID	

Enclose:-

1. Copy of Certificate of Incorporation.
2. Copy of Article of Association in respect of 3 above.
3. Undertaking in respect of 4 above.

Signature of the  
applicant

Full name of the  
applicant

Stamp & Date

**FORMAT – 3**

<b>Experience in Related Fields</b>						
Overview of the past experience of the Organization in all aspects related to Brand Building related						
<b>S. No</b>	<b>Items</b>	Number of Assignments during last 5 years	Order Value of each assignment in Crores of Rs. (Enclose copy of each order)	Mention the name of Client/ Organization (Enclosed completion certificates)		
<b>1</b>	Experience of assignments of similar nature					
<b>1.1</b>	Experience in carrying out similar assignments in Government					
<b>1.2</b>	Experience in carrying out similar assignments in Public sector.					
	Decision of Evaluation Committee in ascertaining “similar nature” and “similar assignment” will be final.					
				Signature of the applicant Full name of applicant		
				Stamp & Date		

**FORMAT – 4**

**List of experts/consultants on payroll (at least 3)**

S. No	Name	Designation	Qualification	Relevant Experience
1.				
2.				
3.				
.				
5.				
6.				

Signature of the  
applicant  
Full name of  
applicant  
Stamp & Date

**FORMAT – 5**

<b>Financial Strength of the Organization</b>					
S. No	Financial Year	Whether profitable Yes/NO	Annual net profit (in Crores of Rs.)	Overall annual turnover (in Crores of Rs.)	Annual turnover from only Consultancy services rendered in India (in Crores of Rs.)
1	2015-16				
2	2016-17				
3	2017-18				

Note: Please enclose auditor's certificate in support of your claim.

Signature of the applicant

Full name of applicant

Stamp & Date

**FORMAT – 6**

**Additional Information**

1. List all enclosures related to the previous sections.

S.NO	Description	No. of pages

2. Additional information to support the eligibility as per Section 7 (Not more than 2 pages).

Signature of the applicant

Full name of applicant

Stamp & Date

## FORMAT -7

### Declaration

We hereby confirm that we are interested in competing for the Services to undertake training services to the AIM Incubator Managers.

All the information provided herewith is genuine and accurate.

Authorized Person's Signature.

Name and Designation:

Date of Signature:

**Note:** The declaration is to be furnished on the letter head of the organization.

## TRAINING SERVICES TO THE AIM INCUBATOR MANAGERS

### TERMS OF REFERENCE

#### 1. BACKGROUND

The Atal Innovation Mission has selected 101 incubators for support under the Atal Incubation Centres (AICs) program and the Established Incubation Centres (EICs). While evaluating the applications for AICs and interacting with ecosystem stakeholders, the AIM team felt a stark need for more and better incubator managers, who are the real front-line individuals expected to provide incubation services to new start-ups. Incubator managers need to have a mix of business training, experience, extensive networks and contacts in the business world, and a vision for helping other start-ups. Providing incubation is still an art, and insights are being continually developed. However, there are some incubators in the country and abroad that can share their experience and provide initial training.

In order to create a group of trained incubator managers in the country, it is proposed to organize a series of phased trainings, in partnership with experienced incubators. Given the nascent nature of incubation in India, it is advisable to induct a trainer with experience in having incubated companies, so that first-hand experience is shared with the new incubators.

#### 2. OBJECTIVES

The goal of this initiative is to build upon the capacity of existing and new incubators across the country, while weaving a network of such incubators that helps to enhance their ability to support entrepreneurs and start-ups.

The project will have a two-pronged objective:

**a. Awareness building of new incubators:** The incubators, represented by their respective managers shall undergo this training programme which would help improve their awareness on best practices from across the world that have delivered results. Knowledge and experience sharing would also be key in this regard.

**b. Capacity Building of AICs:** Capacity building of incubators would include providing a platform for networking, mechanisms to implement best practices, consultancy on addressing regulatory issues, ideas on sector focus incubation and other factors critical towards an accelerated growth of incubators and supported start-ups, in general.

#### 3. TERMS OF REFERENCE

The terms of reference of the training are:-

- (a) To build awareness of new incubators on global best practices

- (b) To build capacity of Incubators through networking, mechanisms to implement best practices, consultancy on addressing regulatory issues, ideas on sector focus incubation and other factors critical towards an accelerated growth of incubators and supported start-ups, in general.

#### 4. METHODOLOGY

This training program would be oriented towards cohorts of 40-50 individuals each, and would be delivered over 2-3 day sessions in four phases, across a period of four to six months. It is expected that a total of 8-12 days of in-person training would be sufficient to provide adequate skills to a new manager to start to help start-ups. This initial series of trainings could be followed up by regular refresher sessions, or continuous learning. Spreading out the training into different phases will allow the trainee managers to absorb some of the insights, apply them into their work in the incubators, and then come back with some experience to share with their peers. Incubator managers would also learn from each other in this entire process.

The entire training exercise shall comprise three components as described below:

**Component A: Incubator Manager Training:** It is expected that the vendor would provide three sets of trainings, to cohorts selected by AIM. Each set should include 6-8 days of in-person instruction, spaced at least 8 weeks apart, over a four to six-month period. The vendor will be expected to invite relevant speakers for these sessions, apart from in-house trainers, in consultation with the AIM team.

Described below are some of the potential sessions for this component:

1. Defining an incubator
  - a. Understanding start-ups and identifying start-up support
  - b. What does an incubator provide to the start-up ecosystem? What services should an incubator offer to early stage or late stage start-ups?
  - c. What areas should an incubator avoid getting into, to maintain focus on its core areas?
2. Global experience with incubators
  - a. What have been some of the successful and unsuccessful global efforts to establish and run incubators?
3. Planning an incubator
  - a. What kind of institutions run successful incubators? What do the various incubators have in common?
  - b. What are some of the business models for incubators around the world? How do incubators fund themselves?
  - c. Ecosystem development
  - d. How to hire staff for incubators
4. Incubator operations



- a. Day-to-day activities of incubators: How to help start-ups identify their shortfalls and fill those gaps
  - b. ‘Weekly board meetings’: What kind of advice do founders need on a regular basis
5. Partnerships
- a. How to create partnerships with local institutions, investors, and other ecosystem stakeholders
  - b. How to identify the right mentor for each start-up
6. Financing start-ups
- a. How can incubators support start-ups
  - b. Understanding equity investments and seed support
  - c. Grant instruments
  - d. Debt instruments
  - e. Convertible instruments
  - f. Managing a seed fund

### **Component B: Incubation Awareness Trainings**

The AIM team has received requests from several state governments, major universities, colleges and other stakeholders for assistance on creating awareness about incubation in their communities. As part of this component, the vendor shall provide appropriate speakers for a few selected sessions. The logistics cost for these trainings under this component shall not be part of this contract and will be borne by the requesting party.

The themes of these incubation awareness sessions could include:

1. Innovation – its need for India, key components of a robust innovation eco-system
2. Entrepreneurial Eco-system – stake holders, types of ventures, funding support, policy interventions
3. Start-up Venture Lifecycle – stages of development, requirements of start-ups, sector specific issues
4. Introduction to Incubators –International & National scenarios, role in regional & economic development, value creation by Incubators, Incubator models
5. Pre-requisites to establish an Academic Institution Incubator
6. Discussions on the pre-requisites – group based discussions on identified areas followed by sharing of learnings from such discussions
7. Steps to be taken up for establishment of Incubators
8. Writing a winning proposal

### **Component C: Handholding the new AICs**

This component includes the following parts:

1. Regional outreach: The vendor will collaborate with the AIM team to help the selected AICs conduct 7-10 outreach events each in the first 6 months of operations. These events should help the AICs reach out to the local ecosystem, such as local colleges and universities, angel networks, leaders of the business community, etc. These events are critical to the success of any regional incubator. These events would include speaker sessions from prominent local or national level entrepreneurs, hackathons, boot-camps for budding entrepreneurs, etc.
2. Pre-accelerator: The vendor shall organize at least one pre-accelerator event with each AIC aimed at training local aspiring entrepreneurs, which shall include sessions such as:
  - a. Founding your company:
    - i. Finding your co-founders
    - ii. Finding a market you can address
    - iii. Matching your strengths with the needs of the market
  - b. Basic business laws
    - i. Registration of an enterprise in India
    - ii. Basic legal and accounting requirements for running a company
    - iii. Allotting equity amongst early founders and investors
  - c. Creating a world class company
    - i. The Lean Start-up Methodology
    - ii. Minimum Viable Product
    - iii. Keeping your focus on a single market
  - d. Managing a young start-up team
    - i. Co-founder relationships
    - ii. Finding your early employees
    - iii. Creating good HR practices early-on
    - iv.

## **5. TIME SCHEDULE**

A draft appraisal report would be submitted within 3 months of the date of signing of agreement. The major findings of the draft report should be shared with the AICs /AIM. Feedback from the AICs should be taken into account by the Agency in the final report in a substantive manner and for the record. AICs will be required to provide written response within 15 days of receipt of draft report. The agency will submit the final report within 4 months of the date of signing of agreement, after taking into account the comments of the AICs on the draft report. Four hard copies along with soft copy of the Final Review Report shall be submitted to AIM within a period of four months from the date of signing of agreement.

## **6. INPUTS TO BE PROVIDED BY AIM**

AIM will facilitate interaction of agency/individuals/consultants with the States/UTs as well as their visits to the selected districts and sub-district level units. A representative of AIM would accompany the team during the State visit, if required.

## **7. DELIVERABLES**

The agency shall submit a detailed report indicating the following:

- (i) Status of implementation of the training.
- (ii) Status of achievement of desired outputs and outcomes under the training.
- (iii) Recommendations on further improvement of scheme with objective of meeting its targets.
- (iv) Recommendations on better use of available resources for better management of the AICs and its control.
- (v) Recommendations on improvement of quality of training with special attention to create a platform for Incubator Managers from AICs/EICs to share knowledge on start-up management, experiences of success and failures, networking, while gaining feedbacks on better facilitation from AIM.
- (vi) Recommendations on improvement in infrastructure facilities in AICs
- (vii) Recommendations on extension / continuation of this training scheme.

\*\*\*