

INDIAN INSTITUTE OF CORPORATE AFFAIRS

(Ministry of Corporate Affairs)

INVITATION FOR EXPRESSION OF INTEREST

IICA invites Expression of Interest from the interested institutions for

**Roll-out of IICA Certified Professional program in
Entrepreneurial Innovation**

Indian Institute of Corporate Affairs

Ministry of Corporate Affairs

Plot No. – P 6, 7, 8, Sector-5, IMT Manesar

Gurgaon, Haryana

TITLE OF THE ASSIGNMENT	Roll out of ICP in Entrepreneurial Innovation
FILE NUMBER	IICA/45-03 /2014/EOI-001
ASSIGNMENT PERIOD	Jan 2014 – April 2015 June 2015 - Dec 2015
DATE OF ISSUE	25-09-2014
CLOSING DATE	20-10-2014; 3:00 p.m.
Date of Technical Presentation	To be informed Later
Nature of Process	Expression of Interest

Section 1 – Instructions to Institutions

The Institutions are invited to submit a Technical Proposal and financial proposal as specified in the Data Sheet, for delivering services required for this assignment. The EOI will be the basis for a signed agreement with the selected Partner institutions. The institutions are expected to familiarize themselves with the terms and conditions of the Expression of Interest (EOI) and take these into account in preparing their Proposals.

1. Address, and formal requirements

Centre for Business Innovation
Indian Institute of Corporate Affairs
Ministry of Corporate Affairs
Plot No- P 6,7,8, Sector-5, IMT Manesar
Gurgaon, Haryana

Deadline for submission of bids: 3:00 pm, 20th October, 2014

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

Envelope 1

Financial Proposal (Business plan) for “Roll-out of ICP in Entrepreneurial Innovation”

Envelope 2

Technical Proposal for “Roll-out of ICP in Entrepreneurial Innovation”

The Outer envelope containing these two envelopes should be marked:

“Roll-out of ICP in Entrepreneurial Innovation”

Not to be opened before (22nd October, 2014)

All copies of the bid must be submitted by courier/post/hand in letter form. The above formal requirements regarding envelopes and marking will also apply to further copies of the bid.

TECHNICAL PROPOSAL

It should include detailed working concept which allows **Indian Institute of Corporate Affairs** (IICA) to examine the technical aspects in the light of the project objective. Also, if applicable, special tasks requested within the scope of the terms of reference (TOR).

Eligibility Criteria

1. At least 03 years of experience in providing Business and management education.
2. Approved by a statutory body (AICTE/ UGC/ MoHRD etc)
3. A strong team of professionals/resource persons capable of providing high quality services as per requirements of the IICA.
4. Prior experience of working with entrepreneurs would be an added qualification.

Selection Criteria

The eligible firms/agencies will be evaluated on the basis of their Technical Bids (relevant experience and expertise of providing similar services in India and abroad) and also their Financial Bids (Net profitability and revenue sharing). In Technical Bids, the firms or agencies may provide the details of

assignment undertaken by them in the form of website links, power point presentations, printed literature viz. profile, brochures etc. The shortlisted firm/agencies will also be required to make a presentation before the Selection Committee. Technical proposal will carry 70% weightage and financial proposal will carry 30% weightage for selection. Financial bids shall be opened after technical selection.

2. The Financial Proposal

An estimated budget is to be submitted in a separate envelope together with the technical proposal and should be prepared using the Standard Formats as outlined in **Section 3 and 4**. It shall list all costs associated with the assignment, including:

- (a) Remuneration for staff
- (b) Expenses on marketing and admissions
- (c) Delivery (direct and indirect expenses)
- (d) Reimbursable expenses indicated in the Data Sheet. If appropriate, these costs should be broken down by activity wise.
- (e) Feasibility of the Program: The financial proposal must suggest the feasibility of the program. Institutions must look at a minimum batch size of 20 candidates and a maximum of 40 candidates to ensure viability without diluting the standards of the program.
- (f) Under any circumstances, the net certification fees to be paid to IICA must not fall below Rs 20k per candidate.

3. Cost of preparing the bid

No remuneration will be paid for preparation of the bid and the documents to be attached thereto. The bids, together with the attached documents, shall become the property of the Indian Institute of Corporate Affairs, without entitlement to remuneration. A request that the first-ranked bidder does not

constitute grounds for a claim for reimbursement of related costs from the IICA.

4. Data Sheet

1.1	Name of the Client: Indian Institute of Corporate Affairs Method of Selection: Double stage-two envelop; Quality-cum-Cost Based Selection Method(QCBS)
1.2	EMD amount in form of DD/ P.O.: INR 10,000/- only in favour of Indian Institute of Corporate Affairs, Payable at New Delhi, drawn on any schedule Bank.
1.3	Proposals must remain valid for 60 days after the submission date
2.1	Proposals shall be submitted in the following language: English
2.2	Institutions may associate with other Consultants: Yes
2.3	The agreement will be signed for a minimum of 03 years .
2.4	Training is a specific component of this assignment: Yes
2.5	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, income tax at source has to be deducted on payments to agencies, if such payments exceed Indian Rupees 30,000 p.a.
3.1	Institutions must submit the original and two copies of the Technical Proposal, and the original of the Financial Proposal. Financial Proposal to be submitted together with Technical Proposal: Yes
3.2	The Proposal submission address is: Centre for Business Innovation Indian Institute of Corporate Affairs Ministry of Corporate Affairs Plot No.-P 6, 7, 8, Sector-5, IMT Manesar Gurgaon, Haryana Proposals must be submitted not later than the following date and time: 20th October 2014
4.1	Financial quotes to be provided in INR
4.2	The weightage 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.

Section 2: Terms of Reference

1. Background

The Indian Institute of Corporate Affairs (IICA) was registered as a Society on September 12, 2008 under the Societies Registration Act, 1860. An autonomous institute, IICA works under the aegis of the Ministry of Corporate Affairs to deliver opportunities for research, education and advocacy. It is also a think tank that curates a repository of data and knowledge for policy makers, regulators, as well as other stakeholders working in the domain of corporate affairs.

Set up as the premier organization that aims at providing astute and credible intellectual leadership in corporate regulation, governance and running sustainable business, IICA is a think-tank, capacity building and service delivery institute. Its work enables corporate growth, reforms and regulation through synergized knowledge management, and global partnerships thus offering real-time solutions. IIC propels knowledge and training through its network of schools and centers. It has six schools and six centers carrying this vision forward.

2. SCOPE OF SERVICES AND DELIVERABLES

In its attempt to nurture the Entrepreneurial ecosystem in the Country, IICA has developed a program to be delivered in a full time/ part-time mode through like-minded partner institutions. The program shall be delivered liberally but with lay core focus on quality delivery, assessment and outcome of the modules.

Responsibility of IICA:

- a) To create content and assimilate case studies for smooth delivery of the program.
- b) To create a pool of Master trainers (02 nos from each partner institution through online and classroom training) to train and mentor aspiring Entrepreneurs.
- c) To facilitate admission process through application forms, brochures etc.
- d) To assess the candidates and award certification to qualified candidates.
- e) To maintain the Alumni pool and facilitate their growth.

Responsibility of Partner institutions:

- a) To allocate domain experts as faculty (drawn from industry) to train the candidates and make payment to those resource persons basis the norms of the institute.
- b) To conduct counseling, marketing and facilitate admission of candidates
- c) To ensure smooth delivery of the course, administration of classes, seating arrangement, assessment as per laid norms and fulfill certification norms.
- d) To transfer records of selected candidates from time to time to IICA.
- e) To provide library, online subscriptions and knowledge resource facility to candidates as need may be.
- f) To ensure all IPR related to IICA content is maintained intact and protected.
- g) To organize pitch events, business plan competition and other relevant sessions as required for the growth of entrepreneurs.

- h) To maintain fee account for transparent accounting procedures and follow process as laid down in the agreement.

3. Deliverables and Time schedule (September'14 - April 2015)

- a) Shortlisted Institutions which fulfill all eligibility criteria will be called for a presentation on the Technical aspects of the proposal. No TA/DA is admissible for making presentation before the expert committee.
- b) Post screening, financial bid will be opened the next day and selected institutions will be notified in a week's time.
- c) The partner institution shall sign an agreement with the IICA in November 2014, market the program and enroll candidates. The first batch of the course will be rolled out in January 2015, followed by another batch in June 2015.
- d) IICA will organize one classroom training program for Master trainers (partner organization to nominate 02 faculty) in its campus in Manesar in the month of November. IICA will pay economy airfare to those trainers, accommodation on campus and city travel. IICA will organize regular online interactions and training for trainers.
- d) The minimum contact hours for this program is expected to be 80 hours; however, institutions are free to propose longer timeline. An electronic copy of each curriculum shall also be provided on a CD.
- e) The institutions are free to decide their weekly schedules.

3.1 Pedagogy

The ICP in Entrepreneurial Innovation focuses on developing creativity, understanding processes, developing skills in communication and understanding how to assess risks and costs of ideas for any new venture. The delivery will be duly assisted by supplemental reading,

outlined methods, practical frameworks and models, discussion, and development of a strategic business portfolio.

Module 1: Developing the Entrepreneurial Mindset

- (i) Entrepreneurship & Entrepreneurial Mindset,
- (ii) Personal and Leadership Development Workshop
- (iii) The Generation of New Venture Ideas,
- (iv) The feasibility of New Venture Ideas
- (v) Structuring a new venture
- (vi) Resource Planning
- (vii) Understanding of Legal, regulatory, taxation and Compliance issues
- (viii) Enterprise Life cycle

Module 2: Business Models and Strategic Planning

- (i) Business environment analysis
- (ii) Market Research,
- (iii) Business Models,
- (iv) Competitive Analysis,
- (v) Strategic Planning,
- (vi) Building a new venture team,
- (vii) Project management

Module 3: Taking to market and Fund raising

- i) Market planning,
- ii) Taking to the Market,
- iii) Positioning for a new venture,
- iv) Workshop on negotiation skills,
- v) Start-up financing,
- vi) Debt vs Equity Funding,
- vii) Growth options
- viii) Exit options

Module 4: Business Innovation and sustainability matrix

- Development of a strategic business portfolio using Innovation and sustainability models, approach and methodologies

Module 5: Business Plan and Financial Modeling

- (i) Creation and writing of a Business Plan,
- (ii) Creation of Financial Modeling and Valuation Opinion,
- (iii) Connecting Business Plan with Financial Modeling,
- (iv) Creation and Writing of a Confidential Information Memorandum and Teaser,
- (v) Viability of the Venture

4. Payment Schedule

The successful partner institution is free to decide their fee structure for the said program. The same must be reflected in their financial proposal. The table below shows the sequence of payments against project milestones.

No	Project Milestone	Payment	Months
P1	Performance security to be paid to IICA. (In form of Bank guarantee at the time of signing the agreement)	An amount equivalent to IICA share; will be returned upon account settlement.	M1
P2	Student registration amount to be paid to IICA.	Rs 1,000/-	M2
P3	Student enrolment (towards study material, trainer's development, assessment and certification) to be	Rs 20,000/- + applicable taxes per student	M3

	reimbursed to IICA.		
P4	Marketing, admission expenses, Course delivery expenses et al. to be reimbursed to partner institution.	As per the budget submitted by partner institution	M3
P5	On completion of course:- i) IICA to be paid 50% of Net Profits. ii) Partner institution to be paid 50% of Net Profits as success fees.	50% of Net Profits* (Net Profits under any circumstances must not be less than 20% of Proposed Fees.)	M6

*Net Profits = Proposed Fees by institution – direct and indirect expenses.

Under any circumstances the partner institution will not charge any additional fees from candidates for utilizing requisite facility for this program. Any revision in the business plan, due to unforeseen circumstances must be brought to the notice of IICA officials immediately. The same shall then be reflected in the agreement with the institution by issue of a letter from the competent authority, IICA.

5. Management of accounts:

For managing this program, the accounting will be done in a transparent manner based on bills and invoices at IICA level. It is proposed that the bank account shall be managed by the partner institution. The account will be used for:

- a) Collection of registration and course fees from candidates.

- b) Disbursement of agreed amount to be paid to respective partner institutions within 2 weeks of commencement of the program.
- c) If the institution does not conduct program within 30 days of scheduled date, the fees shall be refunded to the candidates.
- d) Payment of full and final settlement amount from profits after settling all accounts.

However, this is just an illustrative mode of management of account; exact modalities of transfer of funds between partners will be agreed upon between partners before signing the agreement/contract.

6. Other terms & conditions

- Only bidders who satisfy the eligibility condition may apply. Sealed tenders, clearly marked are to be delivered by hand/post at IICA, Manesar by the last date & time as mentioned. Tenders received after due date will not be entertained.
- The bid should be accompanied by an Earnest Money Deposit (EMD) of Rs.10,000/- (Rs. Ten Thousand only), by Demand Draft/Pay Order in favour of Indian Institute of Corporate Affairs, Payable at New Delhi, drawn on any schedule Bank. Tenders without EMD will be rejected.
- Tenderers should sign at the bottom space of all pages of tender document. The tender bid shall be opened at IICA, Manesar.
- EMD of the successful bidder shall be forfeited in the event of withdrawal of his bid after award of the work order or non-completion of the task.
- EMD of unsuccessful bidder shall be returned after a decision on the tender is taken. No interest will be paid by IICA on the EMD.

- Performance security shall be retained with IICA till successful completion of program and shall be refunded thereafter. No interest will be paid by IICA.
- Performance security shall be forfeited in case of termination of agreement before completion of the course.
- EMD shall be refunded after receiving Performance security.
- Any effort by a bidder to influence the IICA in the IICA's bid evaluation, bid comparison or contract award decisions may result in rejection of the bidders bid.
- The notification of award will constitute the formation of an agreement.
- Partial quotations of items will make the tender liable for rejection. Bidder has to give quotation for all items in the Tender Performa.
- Any postal delay or loss in transit will not be binding on IICA.
- Indian Institute of Corporate Affairs, reserves the right either to accept or reject any or all the EOIs at any time prior to signing the agreement.
- The IICA, in order to satisfy itself can get a spot enquiry to verify soundness, capability and viability of the institution.
- No advance payment will be made by IICA. Also, no interest will be paid on delayed payment.
- All disputes are subject to the jurisdiction of courts in the National Capital Territory of Delhi.
- In case of any differences, the institution can be called for discussions. A third party counselor as appointed by DG & CEO, IICA will be the Sole Arbitrator on all matters and his decision will be binding on the parties.
- In case of breach of any clause of the agreement, the institution can also be black listed.

Section 3: Technical Proposal – Standard Formats

The technical presentation should not exceed 20 minutes, the presentations will be held at IICA, Manesar in the second week of November (The schedule shall be informed in the last week of October). With reference to brief guideline provided in section 2 of this EOI, institutions are expected to use the following recommended formats and number of pages for their technical proposals.

1. Executive Summary:

Executive summary should capture important parts of your technical proposal including achievements, approach, timeline, milestones and staffing. Executive summary must be confined to maximum 5 pages.

2. Profile

About 2 pages description of background, organization and competencies of the institution and each associate for this assignment must be included.

3. Relevant Experience

The section should contain project credentials of the institution. This section should mention 5 most relevant experiences and must not exceed 10 pages. The promoter/ team's sentiments for adopting this course must be highlighted.

4. Qualification to Terms of reference:

The 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 proposal:

This section should define the need for the program as envisaged by the institution, approach, methodology, work plan including sub activities and deliverables and how the institution intends to organize the course with the team composition to execute the engagement. Technical response must confine to 15 pages and in following 3 sub sections. (The formats are indicative and may be suitably modified if required)

1) Approach and methodology

Detailed need (local and/ or ecosystem), approach, marketing plans, academic schedules and methodology for carrying out the program to achieve the expected outcomes should be included. Any innovation in delivering the said program must be highlighted.

2) Work Plan including sub activities and Deliverables

Detail out Main activities, sub activities, duration, their interrelations, Milestones and deliverables. Work plan should be consistent with approach and methodology and should break out the TOR in feasible work plan.

3) Project Organisation

This should contain the project team organogram and brief profiles of project team personnel. The designation of a contact person at the Head Office who is responsible for the project, with his or her CV included.

3.1 Staffing

This section should contain the staffing table which indicates the name, firm, and area of expertise, designation and task assigned to the professional staff as per the following format:

Name of Staff	Division	Area of Expertise	Position Assigned	Task Assigned

3.2 Schedule

Staffing schedule (giving alternatives if necessary) with details of the personnel to be engaged in institution with their man-days of involvement in the assignment as per the following format:

No	Name of Staff	Description on work from	Staff input (in number of Days)				
			Month 1	Month 2	Month 3	Month 4	Total

Staffing schedule should be superficially broken into Professional trainers (International and Indian) and Support Staff.

3.3 Curricula vitae (CVs)

The CVs of the experts designated for the project are to be in tabular form and should cover the points relevant to qualifications, experience and expertise. Each CV must confine to maximum 3 pages and must be in a professional format.

3.4 Personnel Inputs and work plan

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

S.No	Work-plan Activities	Team Member	Showing the completion of activities and involvement (man-days) of team member in respective cells.				Remarks, if any
			Wk 1	Wk 2	Wk 3	Wk n	

6. Matters not appropriate in any other section

SECTION 4: FINANCIAL PROPOSAL – standard formats

The institutions must include all direct and indirect expenses that'll be incurred (post signing the agreement) to enroll candidates and deliver this program while calculating the expenses and furnish an estimated feasibility report by setting a realistic batch size (preferred minimum 20 to maximum 40 participants).

S.No	ESTIMATED EXPENSES	AMOUNT (In INR Lacs)	ESTIMATED REVENUES	AMOUNT (In INR Lacs)

(This is an indicative format and may be suitably modified)

The institutions must decide the heads to be covered under expenses, develop the program budget and highlight the Net profits.

a) Net Profits = Revenues (Fees as charged by institution + Registration) – Expenses (Student acquisition + infrastructure + program delivery costs + Fees paid to IICA)

b) Feasibility of the Program must include fees and certification charges to be paid to IICA.

- c) In case the institution utilizes its existing pipeline of students who aspire to be entrepreneurs, the institution may indicate so and calculate the costs accordingly.
- d) Infrastructure will include physical, knowledge resource and/ or virtual (portal) space used for this program and must be calculated on pro-rata basis.
- e) It is preferred to roll-out a profit making batch with minimum 20% profits; however, the institution must indicate an organic growth plan for next 2 years.
- f) In the event of change in financial proposal due to unforeseen circumstances, the same must be notified to the IICA. The matter shall be jointly discussed and the decision of the DG & CEO, IICA shall be binding on all.

Further information may be obtained from the web site www.iica.in or Shri. Neeraj Baswala, Consultant, Centre for Business Innovation, Indian Institute of Corporate Affairs (IICA), Plot No. P 6, 7, 8; Sector 5, IMT Manesar, Distt.Gurgaon (Haryana) - 122 050. Contact email - neeraj@iica.in or neerajiica1@gmail.com.