

**CLARIFICATION
ON
Corporate Innovation and Odisha Startup Fund Development Program**

With reference to RFP (Ref. No.: SO/VII/2023-24/218/1534, date: 10.05.2023), floated for “Corporate Innovation and Odisha Startup Fund Development Program, the clarification to all queries received is as follows:

Responses to pre-bid queries/revised clause and additional suggestions

The following are the responses to the queries received from the various bidders with regard to RFP (Ref. No.: SO/VII/2023-24/218/1534, date: 10.05.2023), floated for “Corporate Innovation and Odisha Startup Fund Development Program – refer to the response column (last column of the table) for the responses.

S. No.	Clause no.	Page No.	Original Clause	Query / Revised Clause	Additional suggestions	Response
1.	Section 5	45	Having gone through the RFP and having fully understood the scope of work for the captioned assignment as set out in the RFP; we are pleased to quote the following lump sum fees (exclusive of applicable taxes) for the Assignment	A lump sum fee may not be applicable for this particular assignment, as it encompasses both Application Development and Consulting services. We would like to recommend that the department consider obtaining separate quotes for the advisory and software development aspects.	Accordingly, the payment terms for software development and advisory should be different	Development of the digital platform enabling the innovation ecosystem and startup funding support is an integral element of the overall solution being sought. We don't view the advisory and the platform to be 2 independent solutions, and hence this suggestion cannot be considered.
2.	Scope of Work (Module 2)	25	This platform should be hosted in the cloud and should be API integrated with all best practice driven security features - THIS NEEDS TO BE COMPLETED IN 8 MONTHS FROM INITIATION OF ENGAGEMENT. Provision should be made to provide an expert on as and required basis	We have two queries regarding this clause: Query 1: Does the authority possess sufficient staff to adequately maintain this application in case of any maintenance requirements? Query 2: What specific expertise would be necessary and available on an as-needed basis for this project?		The bidder is expected to take complete responsibility of development and maintenance of the platform during the course of the engagement. Post the engagement period, there should be a plan for proper knowledge and technology transfer to Startup Odisha. All required expertise should be provided by the bidder - no expectations from Startup Odisha except basic physical infrastructure as mentioned in Module II - Page 25 of the published RFP
3.	Pre-qualification Criteria- 3.13.3 Manpower (4)	13	The Bidder must have at least Three hundred (300) full time personnel on their roles which should include research and consulting/ advisory	The minimum personnel requirement was increased to 400 to ensure a bidder with greater capacity, expertise, and resources for the project.	The change in the minimum personnel requirement to 400 full-time personnel suggests a desire for a bidder with increased capacity, expertise, and	Based on the requirement of the Scope of Work, Startup Odisha would like to encourage participation from reputed consulting firms that could provide these services efficiently and professionally and the personnel

				The Bidder must have at least Four hundred (400) full time personnel on their roles which should include research and consulting / advisory	resources to successfully undertake and deliver the project.	strength of 300 is a reasonable expectation. Hence this section is retained with no change.
4.	Technical Qualification - 3.13.4 Team Profile Project Director (2.1)	14	Project Director -1 : The position of Project Director requires a candidate with either an MBA or a Postgraduate degree in Engineering, Management, Finance, Economics, or a relevant field. The ideal candidate should have a minimum of 20 years of experience working with startups, incubators, venture capitalists, corporate innovation teams, and other relevant stakeholders in the startup ecosystem.	20 years of experience in start-ups would not exist as the start -up ecosystem has come to shape since 2012. It would be advisable to set a minimum requirement of 15 years of experience in startups, considering the emergence and evolution of the startup ecosystem over the past decade.		This is acceptable and will be considered
5.	Technical Qualification - 3.13.4 Team Profile Project Management Consultant (2.4)	14	Project Management Consultant MBA or Postgraduate in Engineering/ Management/Finance/Economics or any relevant discipline. Min. 15 years of experience in areas related to business planning, operations management. Consulting experience with Government Institutions and startups is preferred	A Project Management Consultants experience should be kept at 10 years. The team should have a balance of senior and junior resources. Having all senior resources will make the project unstable	To maintain the stability of the project. The team should have a combination on senior and mid - level resource. 15 years of experience will make the team top heavy.	This is acceptable and will be considered
6.	Section - 2 - Information to the bidder 3.13.4 The technical evaluation will involve:(Qualifying mark = 70)	14	Bidder's experience - 40	<i>The bidder's experience was increased from 40 to 60 marks</i> to emphasize its significance in the evaluation process. This change reflects the importance of evaluating the bidder's track record and expertise in various aspects of the startup ecosystem. <i>New marking components have been added to assess the bidder's experience in specific areas related to startup ecosystem development, government support, and policy implementation.</i> These additions provide a more comprehensive evaluation of the bidder's capabilities and align with the specific requirements of the project. <i>Existing points marking has been revised accordingly to accommodate these new components</i> and ensure a fair and thorough assessment of the bidder's qualifications.	By introducing these criteria, the selection committee will evaluate bidders based on their hands-on experience and contributions to nurturing and supporting startups in various capacities.	No amendment shall be made in the description of the Experience, since the given description covers all possible aspects of projects undertaken by the bidder in consonance with the requirement of the project. The selection committee will be equipped with the requisite evaluation criteria for the capabilities and capacities of the bidder during the technical presentation - a critical step of the evaluation.

7.		<p>Existing point</p> <p>Experience in supporting the innovation agenda serving national and international clients across large corporations, startups, and financial institutions. (10)</p> <ul style="list-style-type: none"> ● 1 project: 2 marks ● 2 projects: 4 marks ● 4 or more projects: 7 marks ● 6 or more projects: 10 marks 	<p>Existing point</p> <p>Experience in supporting the Startup ecosystem / innovation agenda serving national and international clients across large corporations, startups, and financial institutions. (15)</p> <ul style="list-style-type: none"> ● 1 project: 2 marks ● 2 projects: 5 marks ● 4 or more projects: 10 marks ● 6 or more projects: 15 marks 		<p>Refer to response to item 6 above. The same holds for this.</p>
8.		<p>Existing Point</p> <p>Demonstrate capability and similar experience in building and managing technology platforms in an innovation ecosystem. (15)</p> <ul style="list-style-type: none"> ● 1 project: 2 marks ● 2 projects: 5 marks ● 3 projects: 10 marks ● 4 or more projects: 15 marks 	<p>Existing Point</p> <p>Demonstrate capability and similar experience in building and managing technology platforms in an innovation ecosystem. (10)</p> <ul style="list-style-type: none"> ● 1 project: 2 marks ● 2 projects: 5 marks ● 3 projects: 10 marks 		<p>Refer to response to item 6 above. The same holds for this.</p>
9.		<p>Existing point</p> <p>Demonstrated experience in advising, setting up venture capital arms, providing consultancy and manage the operations. (15)</p> <ul style="list-style-type: none"> - International / National - 1 fund - 7 marks - International / National - 2 or more funds - 15 marks 	<p>Existing point</p> <p>Demonstrated experience in advising, setting up venture capital arms, providing consultancy and manage the operations. (5)</p> <ul style="list-style-type: none"> - International / National - 1 fund - 3 marks - International / National - 2 or more funds - 5 marks 		<p>Refer to response to item 6 above. The same holds for this.</p>
10.			<p>New points:</p> <p><i>Experience of mentoring / handholding support to government for nurturing the start-up ecosystem in any one state in India (10)</i></p> <p>2 districts within a state: 2 Marks 2 to 5 districts within a state: 5 Marks 5 districts within a state: 10 Marks</p>		<p>Refer to response to item 6 above. The same holds for this.</p>

				<p>Experience of handholding support to government for assessment of start-ups on various aspect of business (10) 100 Start-ups: 2 Marks 100-250 Start-ups: 5 Marks More than 250 Start-ups: 10 Marks</p> <p>Experience of supporting a state Government to establish a and publish a policy on Start ups (5)</p> <p>Experience of setting up incubation centre in state/s for the startups.(5) 1 incubation centre: 2 Marks 2 incubation centre: 3 Marks 3 Incubation centre: 5 Marks</p>		
11.	<p>Section – 2 – Information to the bidder</p> <p>3.13.4 The technical evaluation will involve:(Qualifying mark = 70)</p>	15	<p>Presentation – 40</p> <p>Demonstration of understanding of the project objectives 10 Methodology demonstrating approach 15 Work Plan: 15</p>	<p>Since it's a QCBS, the marks allocated to presentation should not be more than 20 to avoid subjectivity.</p>		<p>The evaluation of the bid is indeed QCBS. Given the unique nature of the requirement, the marks allocated have been carefully thought through and represented in the RFP. The evaluation is being conducted by a panel and not an individual – to avoid possibilities of subjectivity.</p>
12.	<p>Section – 3 – Terms of Reference</p> <p>Expected Deliverables, Milestones and Payment</p> <p>Deliverable – Point no. 1, Module – General</p>	28	<p>D1- Inception report and Master program charter including roadmap Time-bound delivery (within 30 days of onboarding) In consonance with the 5T and State Startup Ranking Framework 10% penalty applicable on the payable linked to the deliverable of inception report and charter beyond the 30- days' time period.</p>	<p>SLA –</p> <ul style="list-style-type: none"> Is the 30-day time period for the delivery of the Inception report and Master program charter counted from the date of onboarding or from the date of contract signing? <p>In Schedule 3.16 (page no. 16), point no. 1, it is stated that the firm will be paid based on milestones, specifically for the Inception report and Master program charter, which should be submitted within 30 days of the award of the contract. However, the SLA specifies that these deliverables should be completed within 30 days of onboarding. These statements appear to be contradictory.</p> <ul style="list-style-type: none"> Are there any guidelines or templates available for inception report, Master Program Charter and Roadmap that need 	<p>Penalty-</p> <ul style="list-style-type: none"> Allow for Reasonable Extensions: Consider incorporating provisions for granting extensions to the 30-day timeline in exceptional circumstances or for unforeseen challenges. 	<p>The terms 'onboarding' and 'award of contract' refer to the same event – this is distinct from the event referred to as 'formal kick-off'. Hence there is no contradiction.</p> <p>The request for reasonable extensions for the 30-day timeline in exceptional circumstances or for unforeseen challenges is acceptable. The decision of the board of Executive Committee of Startup Odisha, and/or the Executive Chairman will be final on this.</p> <p>There are no specified guidelines or templates for the inception report. The successful bidder is expected to use standard project management practices and templates for the same. Aligning with the 5T and State Startup Ranking Framework is good</p>

				<p>to be followed to ensure compliance with the requirements? Any Specific criteria to align the abovementioned reports with 5T and State Startup Ranking Framework</p> <p>Penalty-</p> <ul style="list-style-type: none"> Penalty Calculation: How will the penalty of 10% be calculated if the Inception report and Master program charter are delivered beyond the 30-day timeframe? 		<p>to have.</p> <p>The penalty of 10% is calculated on the fee of 5% of total project value – associated with the submission of the inception report in 30 days from onboarding.</p>
13.	<p>Section – 3 – Terms of Reference</p> <p>Expected Deliverables, Milestones and Payment</p> <p>Deliverable – Point no. 2, Module I – Program Management</p>	28	<p>D2 -Baseline study, gap analysis, benchmarking and Program design To be undertaken within 03 months of official kick-off</p> <p>5% penalty applicable on the payables based on this Module in the subsequent Month.</p>	<p>SLA –</p> <ul style="list-style-type: none"> Official Kick-off Date: Please confirm the official kick-off date for the program. <i>Is it the date of onboarding or from the date of contract signing?</i> <p>Penalty-</p> <ul style="list-style-type: none"> How the 5% penalty on the payables based on this module is calculated in the subsequent month? 	NA	<p>Official kick-off date will be date that the engagement is formally kicked-off via a meeting with the bidder and the Startup Odisha teams, after the necessary onboarding paperwork is completed. This date will be decided by the 2 teams as the earliest mutually convenient date after the mandatory paperwork is completed.</p> <p>The payment terms clearly specify 90% of total project value equally distributed into 70 monthly payments. The penalty of 5% will be applicable to the 1/70th of the 90% of the project fee for the specific month of the engagement when the deliverable was expected.</p>
14.	<p>Section – 3 – Terms of Reference</p> <p>Expected Deliverables, Milestones and Payment</p> <p>Deliverable – Point no. 3, Module I – Program Management</p>	29	<p>D3 – Capacity Building program report at 25 existing incubators Roadmap to be submitted within 03 months from the date of official kick-off</p> <p>Programmes to be accomplished within 6 months from the date of official kick-off</p> <p>5% deduction on failure to submit the Roadmap within 03 month, for each month of delay.</p> <p>5% deduction on subsequent monthly billings for each month of delay in accomplishing programmes with all 25 incubators.</p>	<p>Penalty-</p> <ul style="list-style-type: none"> In this SLA, it is mentioned that there will be a <i>5% deduction on failure to submit the Roadmap within 03 months.</i> However, in point 1, it states that a <i>10% penalty will be applicable on the payable amount for the deliverables of the inception report, charter, and roadmap if they exceed the 30-day time period. These statements appear to be contradictory.</i> 	NA	<p>The inception report and overall roadmap of the engagement is a separate document from the detailed roadmap for individual modules – and hence the 2 documents referred to in the comment are distinct and separate from each other. The SLAs and linked penalties mentioned are for the respective documents.</p>

15.	<p>Section – 3 – Terms of Reference</p> <p>Expected Deliverables, Milestones and Payment</p> <p>Deliverable – Point no. 4, Module II – Platform Development</p>	29	<p>D4 – Platform architecture and software requirement specification document & implementation plan Roadmap to be submitted within 02 month from the date of official kick-off.</p> <p>Plan to be submitted within 02 months of approval of roadmap, along with specifications, architecture and requirements.</p> <p>5% deduction on failure to submit the roadmap within 02 month.</p> <p>5% deduction on failure to submit the detailed plan and requirements within 02 month for each subsequent month of delay.</p>	<ul style="list-style-type: none"> • Are there any existing platforms or technologies that should be considered or integrated into the development process? • Will there be any technical support or assistance provided by the authority during the platform development phase? • What are the key priorities or objectives that should be addressed in the platform architecture and implementation plan? Are there any platform architecture and software requirement specification document? Is there a preferred technology stack or programming language? Are there any specific security or data privacy requirements? 		<p>Development of the digital platform enabling the innovation ecosystem and startup funding support is an integral element of the overall solution being sought.</p> <p>Startup Odisha will provide detailed information about existing platforms to the successful bidder – and, the bidder is expected to have the technical knowhow to integrate these into the core platform being developed.</p> <p>All required expertise should be provided by the bidder – no expectations from Startup Odisha except basic physical infrastructure as mentioned in Module II – Page 25 of the published RFP</p> <p>Given the complex nature of the assignment, the bidder has been provided with the flexibility to design and implement the most appropriate platform that sufficiently covers the requirements as might be there to complete the activities mentioned across the various modules. No specific preference of technology stack or programming language.</p> <p>Mandatory security and data privacy requirements have been clearly mentioned in the RFP sections 3.18 to 3.22</p>
16.	<p>Section – 3 – Terms of Reference</p> <p>Expected Deliverables, Milestones and Payment</p> <p>Deliverable –</p>	29	<p>D6 – Platform development – procurement, design, development, user testing, risk management and user acceptance report Platform (POC) to be live in within 8 months from official kick-off and subsequently on BOT-mode 10% deduction on monthly billing for each month of delay in launch.</p>	<ul style="list-style-type: none"> • Are there any specific technological or security requirements that need to be considered during the platform development? • How will the delay in approvals of wireframes, UAT, and other deliverables by the authority/Client impact the project timeline? 		<p>Mandatory security and data privacy requirements have been clearly mentioned in the RFP sections 3.18 to 3.22</p> <p>Any delay in approvals need to be clearly called out in the monthly project report with expected impact on outcome and timeline. To ensure healthy functioning of the engagement, certain extensions/</p>

	Point no. 6, Module II – Platform Development					provisions can be included under extenuating conditions. However the decision on this by the executive committee and/or the executive chairman of Startup Odisha will be final.
17.	Section – 3 – Terms of Reference Expected Deliverables, Milestones and Payment Deliverable – Point no. 7, Module III – Venture Capital Fund Setup	29	D7 – Detailed report on the platform development of venture capital fund and ecosystem development for Startup Odisha VC's Front Office Platform to be developed. SLA as per Module – II Penalty clause as per Module – II.	<ul style="list-style-type: none"> Clarification required on the penalty clause mentioned in Module II that will be applicable to this deliverable? What triggers or criteria will result in penalties, and how will the penalties be calculated? <p>For example - If two deliverables are not completed within the specified time frame, a penalty of 10% will be applied to each of them. This penalty will be calculated based on 10% of the 90% of the fees, and it will be deducted on a monthly basis until the deliverables are completed.</p>	<ul style="list-style-type: none"> As part of this module, the selected bidder should also conduct a thorough analysis of the existing startup ecosystem in Odisha to identify gaps and areas for improvement. This analysis can help inform the development of the platform and the ecosystem development activities to ensure they address the specific needs and challenges of the local startup community. 	<p>The penalty clause administration is the same as in module II – penalty of 5% upon failure to submit roadmap by the end of month 2 from official kick-off; 5% deduction on failure to submit detailed plan and requirements, within 2 months of approval of roadmap, and 10% deduction of monthly billing for each month of delay in launch of POC within 8 months of official kick-off.</p> <p>Penalties are cumulative. If 2 deliverables are not completed, the total penalty will be the sum of penalties due to the individual delays. And this will be calculated for that month as the specified percentage of 1/70th of 90% of the project value – except in case of the first and last payment installments where the penalties are calculated as a percentage of 5% of the project value.</p> <p>Baselining and need identification is a necessary inclusion and has been specified in Module 1 of the RFP.</p>
18.	Section – 3 – Terms of Reference Expected Deliverables, Milestones and Payment Deliverable –	30	D8 – Detailed report on the rollout of skill and capacity development of Entrepreneurship and Innovation across the higher education institutions of Odisha Minimum 50 higher educational institutions to be long-term subscribers to the portal by 12 months. 10% deduction for deviations (less	<p>SLA –</p> <ul style="list-style-type: none"> Need more details on the process for institutions to become long-term subscribers to the portal? Are there any specific criteria or requirements they need to meet? Is there any support or assistance provided by the authority to help institutions become subscribers to the portal? If so, what kind of support is 	<ul style="list-style-type: none"> The selected bidder should comprehensive marketing and outreach strategy need to develop to raise awareness among higher educational 	<p>No specified process for institutions to become long-term subscribers to the portal – the successful bidder is expected to design these SOPs and criteria basis the baselining and benchmarking to be conducted.</p> <p>No support expected to be provided by Startup Odisha for helping institutions to become subscribers –</p>

	Point no. 8, Module V – Entrepreneurship and Innovation		than 50) at the end of 12 months.	<p>available?</p> <ul style="list-style-type: none"> How will the progress and subscription status of the institutions be monitored and verified? Are there any reporting mechanisms or audits in place to ensure accurate measurement of the target? 	<p>institutions about the benefits of subscribing to the portal. This could involve targeted campaigns, participation in relevant conferences or events, and collaboration with educational associations.</p> <ul style="list-style-type: none"> As part of the requirement, it is important to Establish a support system or helpdesk to assist institutions throughout the subscription process and address any challenges they may face. Therefore, the same should be added as part of the scope. Explore partnerships with industry experts, entrepreneurs, and successful startups to provide mentorship to the subscribed institutions 	<p>if any critical requirements to provide support are there, the successful bidder is expected to identify the same and propose it to Startup Odisha. However the decision of the executive committee and/or the Executive chairman of Startup Odisha on this will be final.</p> <p>There are no specified reporting mechanisms or audits in place. During the course of the engagement, the successful bidder is expected to design the same.</p> <p>Marketing and outreach, providing assistance to subscribers, and partnerships with industry experts, and mentors is an integral part of the engagement – clearly mentioned across modules I, IV, V and VI of the published RFP.</p>
19.	Section – 3 – Terms of Reference Expected Deliverables, Milestones and Payment Deliverable –	30	D9 – Completion report of the program describing the number of new startups that were created in Odisha as a culmination of the effort. Minimum 50 Startups to be created on average every 6 months - second year onwards 10% deduction for deviation (less than 50) per 6 months for continuous 2	<p>SLA –</p> <ul style="list-style-type: none"> Bidder may face challenges in directly registering startups due to various reasons <ul style="list-style-type: none"> Legal and Regulatory Requirements: Registering a startup typically involves complying with specific legal and regulatory frameworks. 	<ul style="list-style-type: none"> The success of the program should be measured not by the number of startups registered but also by the overall growth and impact of the supported startups in the 	<p>These are known and identified risks of any such engagement and for any startup ecosystem or subscription model anywhere.</p> <p>However, owing to the complex nature of this engagement, easing of this penalty clause will be considered on case to case basis.</p>

	Point no. 9, Module – General		periods	<p>Navigating through these processes can be time consuming and resources intensive for bidder</p> <ul style="list-style-type: none"> ○ Expertise and Resources: bidder may lack the specialized knowledge and resources required to handle the particulars of startup registration. It may require expertise in legal matters, business registration procedures, industry-specific regulations, and compliance ○ Registering a startup often involves dealing with Administrative procedures. Many times, these processes can be bureaucratic and involve multiple stakeholders, which can cause delays and complications. ○ Additionally, the process of registering startups can involve significant costs. These costs may include application fees, legal fees for drafting and reviewing documents, hiring professionals for compliance purposes, and other associated expenses. Moreover, startups themselves may face financial constraints, especially in the early stages of their development. Imposing the responsibility of registration on the agencies may burden startups with additional costs that could be better utilized for business development, innovation, and growth. 	<p>ecosystem.</p> <ul style="list-style-type: none"> • Bidder may not directly register startups, they play a crucial role in creating an enabling ecosystem that supports startup growth and success. By focusing on providing resources, mentorship, infrastructure, and networking opportunities, agencies can contribute significantly to the development and expansion of the startup ecosystem. 	<p>But the successful registration of startups on the portal is a mandatory responsibility of the successful bidder.</p>
20.	Section – 3 – Terms of Reference Expected Deliverables, Milestones and Payment Deliverable –	30	<p>Monthly reports describing the progress made across deliverables from D2-D8 across the various modules Monthly Reports to be submitted by 25th of Every Month. Payments to be withheld for delays in submitting reports beyond 29th of a given month, pending detailed justification for the delay from higher</p>	<p>SLA –</p> <ul style="list-style-type: none"> • Could you clarify the scope and coverage of the monthly reports? Should they cover all deliverables from D2-D8 or only specific milestones. Is there a specific template or format that should be followed for the monthly reports? 	<ul style="list-style-type: none"> • NA 	<p>No specified template for the monthly reports – the successful bidder can use their own templates for the same. The monthly report will indicate progress against the inception report and master program charter submitted in the first month of the engagement.</p>

	Point no. 10, Module – Monthly Reports		authority of the bidder.			
21.	Terms of Reference (ToR)	25	*The procurement of physical assets such as hardware and other equipment required such as Server etc. will be taken up by the agency including the manpower to make it fully functional. Any software license needed will be procured on behalf of Startup Odisha. The digital assets will be created by the firm and transferred to Startup Odisha as part of the engagement. The indicative bill of materials should be clearly specified in your offer. Startup Odisha will provide for all the physical infrastructure at site, bandwidth, cooling systems etc.	It is suggested that the hardware and the software license procurement is excluded from the scope of the RFP & this can be separately provisioned by the department. As such this clause may be removed. Alternatively, consortium may be allowed for the hardware and the license procurement	NA	Separating the responsibilities will only add to delay in the overall execution process. Startup Odisha is empowering the successful bidder to take their own procurement decisions and level of comfort with known suppliers to get this support system procurement done effectively and efficiently.
22.	Terms of Reference (ToR) Scope of Services Module II	24	Module II – Design, Build, Operate and Transfer a custom-built Platform for Startup Odisha	The functional modules and the business requirements for this platform should be provided in the RFP. In the absence of this the effort and the cost estimation may be feasible. We also assume that the cost of this platform will be included in the lumpsum fee of the price bid. Please confirm if our understanding is correct.	NA	Given the complex nature of the assignment, the bidder has been provided with the flexibility to design and implement the most appropriate platform that sufficiently covers the requirements as might be there to complete the activities mentioned across the various modules. Development of the digital platform enabling the innovation ecosystem and startup funding support is an integral element of the overall solution being sought. And hence, the assumption that the cost of this platform will be included in the lumpsum fee of the price bid is accurate

23.	3.13.4 The technical evaluation will involve	14	Team Profile	<p>The team required for the platform development as per module II is not specified in the RFP.</p> <p>We assume that the development team has to be additionally factored & they will work offsite from the bidder's premises.</p> <p>Please confirm if our understanding is correct.</p>	NA	<p>The bidder is expected to take complete responsibility of development and maintenance of the platform during the course of the engagement. Post the engagement period, there should be a plan for proper knowledge and technology transfer to Startup Odisha.</p> <p>All required expertise should be provided by the bidder.</p> <p>There is no additional cost to be factored beyond the lumpsum quoted fee.</p> <p>The successful bidder needs to specify the team size and location of working as per their convenience – accessible proximity of Startup Odisha to key project team members is essential and crucial.</p>
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S. No.	Section	Page No.	Content of RFP requiring modifications	Modification/clarification Requested	Explanation/ Justification	Response
24.	Corrigendum 3 (9)		Minimum 50 Startups to be created in average every 6 months - second year onwards. There is a 10% deduction for deviation (less than 50) per 6 months for continuous 2 periods.	We would request for a removal of this clause.	Creation of Startups is not directly within the control of the firm and cannot be a viable KPI.	<p>The bidder has mistakenly referred to the corrigendum issued for the older RFP and is requested to refer to the new RFP released on 10-May-2023.</p> <p>These are known and identified risks of any such engagement and for any startup ecosystem or subscription model anywhere.</p> <p>However, owing to the complex nature of this engagement, easing of this penalty clause will be considered on case to case basis.</p> <p>But the successful registration of startups on the portal is a mandatory responsibility of the successful bidder.</p>

25.	Corrigendum 3(8)		Minimum 50 higher educational institutions to be long-term subscribers to the portal by 12 months.	We would request for a removal of this clause or cap the number to 15 educational institutes	Subscription by educational institutions is not directly within the control of the firm and cannot be a viable KPI.	<p>The bidder has mistakenly referred to the corrigendum issued for the older RFP and is requested to refer to the new RFP released on 10-May-2023.</p> <p>There are >500 HEIs in Odisha alone. A lot of the HEIs are successfully running innovation enablement programs today. We don't believe 50 is a big or unachievable number.</p> <p>Hence, this request cannot be considered and the clause stays unchanged.</p>
26.	Corrigendum 3(3)		<p>Programmes to be accomplished within 5 months from the date of signing work order.</p> <p>5% deduction on subsequent monthly billings for each month of delay in accomplishing programmes with all 25 incubators.</p>	<p>We would request for a removal in clause. We would request the following to be included:</p> <p>'Periodic review for the program will be taken up every quarter'.</p>	Accomplishment of programmes will also be subject to preparedness of the incubators. It is not within the direct control of the firm.	<p>The bidder has mistakenly referred to the corrigendum issued for the older RFP and is requested to refer to the new RFP released on 10-May-2023.</p> <p>The successful bidder is expected to baseline the preparedness of incubators as mentioned in Module 1 and accordingly draw up a plan for successfully executing the programs with all 25 incubators in the proposed time-frame. This is a necessary KPI.</p> <p>If there are any uncontrollable conditions, there is sufficient time to bring this to the notice of Startup Odisha during the monthly reports and seek appropriate resolution for the same.</p> <p>The clause stays unchanged.</p>
27.	3. Module II (a)		Create and build a world class platform* that must be integrated with the existing Startup Odisha website through API's and any proposed ERP software that will be rolled out by Startup Odisha. This platform should be hosted in the cloud and should be API integrated with all best practice driven security features – THIS NEEDS TO BE COMPLETED IN 8 MONTHS FROM INITIATION OF ENGAGEMENT.	<p>We would request that the element be changed to:</p> <p>The consultant will create the framework, the functional flow for the platform and on how it interacts with the Startup Odisha Platform. The consultant team will also support the technical team in the development of the Platform. – The functional requirements, wireframe for the platform, to be completed within 6 months from the initiation of the engagement.</p>	For the development of the platform, a separate technology team should be hired along with a design team.	<p>Development of the digital platform enabling the innovation ecosystem and startup funding support is an integral element of the overall solution being sought. We don't view the advisory and the platform to be 2 independent solutions, and hence this suggestion cannot be considered.</p> <p>Hence, this clause stays unchanged.</p>

28.	3. Module II (a)		Create and build a world class platform* that must be integrated with the existing Startup Odisha website through API's and any proposed ERP software that will be rolled out by Startup Odisha. This platform should be hosted in the cloud and should be API integrated with all best practice driven security features – THIS NEEDS TO BE COMPLETED IN 8 MONTHS FROM INITIATION OF ENGAGEMENT.	We would request that this clause is removed from the RFP.	API integration of custom-built platform is dependent on third party integration which is not within the firm's control. However, deviation from timeline will attract penalty on the firm.	Development of the digital platform enabling the innovation ecosystem and startup funding support is an integral element of the overall solution being sought. APIs for integration to accommodate any third party solution is within the control of the successful bidder who will build the platform. This is within reasonable scope of performance and hence the clause stays unchanged.
29.	3. Module II		The procurement of physical assets such as hardware and other equipments required such as Server etc. will be taken up by the agency including the manpower to make it fully functional. Any software license needed will be procured on behalf of Startup Odisha. The digital assets will be created by the firm and transferred to Startup Odisha as part of the engagement. The indicative bill of materials should be clearly specified in your offer. Startup Odisha will provide for all the physical infrastructure at site, bandwidth, cooling systems etc.	We would request that this clause is removed.	There are several risk, contractual, legal (ownership) issues in case the consultant is involved in procuring the equipment, license etc.	Separating the responsibilities will only add to delay in the overall execution process. Startup Odisha is empowering the successful bidder to take their own procurement decisions and level of comfort with known suppliers to get this support system procurement done effectively and efficiently. Hence this clause stays unchanged.
30.	3. Module III (b.)		Create a technology platform to help establish the venture capital fund. The technology platform would need to be completed on a build, own, operate and transfer basis such as software for managing the investment portfolio, data analytics, and reporting tools. This platform will remain a property of Startup Odisha at the end of the contract tenure	We would request that this clause be removed. The alternate clause can be: The consultant will create the VC platform framework, the functional flow for the platform. The consultant team will also support the technical team in the development of the Platform	For the development of the platform, a separate technology team should be hired along with a design team.	Development of the digital platform enabling the innovation ecosystem and startup funding support is an integral element of the overall solution being sought. We don't view the advisory and the platform to be 2 independent solutions, and hence this suggestion cannot be considered. Hence, this clause stays unchanged.
31.	3. Module III (f.)		Continuously identify and evaluate investment opportunities, negotiate deal terms, and manage the investment portfolio.	We would request that this clause be changed to the following two clauses: 1. The consultant should support Startup Odisha in hiring an operations team for the Odisha Venture Fund, including the CEO, fund managers etc. 2. The consultant will support the OVC and its team in the deal (investing and fund	All the deals activity of the OVC should be handled by OVC team directly.	The RFP clearly specifies that the successful bidder will take on the overall responsibilities of developing, operating and maintaining the platform and the modules in a Build-Operate-Transfer mode for the duration of the engagement. The identified clause is included well within

				raising) activities. These services will be advisory in nature and the final ownership of the deals will be with OVC team.		the scope of operating the module. Hence this clause stays unchanged.
32.	3. Module VI (b.)		Creation of DPR for the proposed COEs (up to a maximum of 8)	We would request the removal of this clause.	Clause c. of module VI suffices, and that a separate expert team is on-boarded	This is a reasonable ask and will be considered
33.	3.13.4	14 and 15	Team requirement	<p>We would request the following changes to the team for the engagement:</p> <p>1. Team Director: 12 years of work experience – Education qualification: MBA or equivalent – Deployment: 25% 4 marks</p> <p>2. Startup Ecosystem Expert: 8 years of work experience – Education qualification: MBA or equivalent – Deployment: 50% 4 marks</p> <p>Innovation Platform Development Expert: 8 years of work experience – Education qualification: MBA or equivalent – Deployment: 50% 4 marks</p> <p>4. Funding Expert: 8 years of work experience – Education qualification: MBA or equivalent – Deployment: 25% 4 marks</p> <p>5. Project Associates (4 associates): 3 years of work experience – Deployment: 100% 4 marks (1 mark each)</p>		<p>These resources correspond to leadership roles within the project. Bidder is at liberty to propose any number of qualified resources with relevant work experience as it considers fit for implementing the project.</p> <p>However considering the nature and complexity of the engagement and the request from multiple bidders, some relaxation in the number of years of experience and deployment percentage will be included in the corrigendum</p>

34.	3.13.4	14	Experience in supporting the innovation agenda serving national and international clients across large corporations, startups, and financial institutions.	Experience in supporting the innovation agenda serving national and international clients across large corporations, startups, financial institutions and states	<ul style="list-style-type: none"> - 1 project: 2 marks - 2 projects: 5 marks - 4 or more projects: 12 marks - 6 or more projects: 20 marks 	<p>The change proposed in the definition to include states is acceptable and will be included.</p> <p>However the scoring of the number of projects will remain unchanged.</p>
35.	3.13.4	14	Demonstrate capability and similar experience in building and managing technology platforms in an innovation ecosystem.	We will request that the completed projects be considered.	<ul style="list-style-type: none"> - 1 project: 5 marks - 2 projects: 10 marks - 3 projects: 20 marks - 4 or more projects: 30 marks 	<p>The change proposed in the definition to consider completed projects is acceptable and will be included.</p> <p>However the scoring of the number of projects will remain unchanged.</p>
36.	3.13.4	14	Demonstrated experience in advising, setting up venture capital arms, providing consultancy and manage the operations.	We will request that this clause be removed as this fund is subsumed under innovation/ startup ecosystem development		<p>Setting up a VC fund is an integral and essential part of the overall exercise. Experience around this is mandatory to be demonstrated independently - subsumed within earlier clauses, or not.</p> <p>The clause will remain unchanged.</p>
37.			Submission date	We will request that the date of submission of the proposal is kept as 15 days from the date of release of the revised RFP.		<p>This is a re-tender. Sufficient time is being provided for any serious bidder to submit a bid including any changes that might be required basis the corrigendum.</p> <p>The submission date will remain unchanged.</p>
38.			Duration of the assignment	We will request that the duration of the assignment be kept as 3 years		<p>Owing to the nature and complexity of the engagement. As well as a critical requirement to ensure Startup Odisha achieves revenue positive status in a sustainable manner during the course of the engagement, 6 years is a reasonable estimate for successfully completing all tasks sought in a sustainable manner</p> <p>This clause stays unchanged.</p>