SAREP-RFP-2022-007

Questions and Answers

Q1. Task 1 Set-up Technology Incubation Hub at SGKC campus: The sub-task A and sub-task B and C of the RFP do not appear to be in sync with each other, and a substantial interim step seems to be missing in the RFP. This is explained below:

> 1. At the outset it needs to be clarified whether the objective of the initiative is to:

> (i) set up an incubation hub that nurtures and incubates start-ups as its core activity on continued basis? or

> (ii) incubate select number of start-ups as a one-time activity. Request if this can be clarified, as approaches in both cases is very different.

> 2. There may be various approaches to set-up an incubation hub. For ease of explanation let's assume that there are two options: (i) Option 1- Inhouse process; and Option 2 – Partnership based approach. In case of latter, SGKC/PGCIL being a Government PSU may require The subcontractor to run a selection process/open procurement, the rules and bid document for which may need to be designed at the first place. RFP does not provide for any such task and does not build this in the timelines.

> a. Please clarify if Option 1 has already been selected by PGCIL/SGKC?

> b. In case not, Subtasks A will need to be modified to include for selection process of such partner upfront. We suggest including this as a line item under Sub-task A. This will be a sizeable and time-consuming tasks

> c. Even in case of Option 1, the internal management structure and teams will need to be aligned before a full-scale incubation process is run? Please indicate if there are decision that have already taken place on the mode of delivery? That will help The subcontractor align the A&M.

A1.1. Suggestion noted. Please refer to modifications made in Task 1 vide sub task A to sub task D of the amended document.

A1.2.a. Refer to A1.1 above.

A1.2.b. Refer to A1.1 above.

A1.2.c. Refer to A1.1 above.

Q2. Task 1, Sub-task A Design and Development of Tech Incubation Hub: The purpose of the TA is to support establishment and operationalization of an incubator focused on power sector. Therefore, support/ handholding under the TA (beyond the launch of incubator) must lead to institutionalization of the operations (onboarding, selection, mentoring, funding, training etc.) within the incubator so that the incubation activities can continue sustainably post TA. This institutionalization or incubation work will require presence of manpower resources and systems and processes within the incubator to assimilate the learnings. However, the scope of work, budget and deliverables/ milestones seem to incorporate neither the time required for institutionalization, nor the support of the subcontractor during this period.

A2. Suggestion noted. Please refer to modifications made in Task 1 vide sub task A to sub task D of the amended document

Q3. <u>Task 1, Sub-task B Onboarding of Start-ups for Incubation</u>: After the launch, the incubator is expected to institutionalize capabilities in onboarding (i.e. procurement, selection and onboarding) as well as incubation (i.e. business planning, mentoring, term-sheet development, enabling financial assistance etc.). However, the current scope of work seems to reflect that these activities will be undertaken by the subcontractor. Thus, clarity may be provided on the role of the subcontractor, i.e., executing these activities or handholding the incubator.

A3. Suggestion noted. Please refer to modifications made in Task 1 vide sub task A to sub task D of the amended document

Q4. <u>Task 1, Sub-task C Incubate Start-ups</u>:

1. Please clarify the intent of the task? The idea of setting up in incubation hub ideally should be to nurture and incubate start-ups on a continued basis that too by the management structure set up as part of the incubation hub. This task however intends to run it as task by the Subcontractor as one time activity. We suggest removing sub-task b and c, which should be undertaken by the incubator set up at SGKC.

2. In general, there are various methods through which an incubator engaged with start-up ecosystem. Development of business plan and incubation is in lieu of consideration (equity, success fee, retainership etc). How has that been envisaged here? How will SGKC engage with these start-ups and the terms of engagement need to be elaborated?

3. Similar to the scope for incubation hub, the sub-task A, B and C seem to indicate that most of the activities pre and post launch are to be undertaken by the subcontractor? However, ideally shouldn't these activities need to be institutionalized and the scope of the subcontractor be limited to handholding.

4. The task involves procuring seed funding and loans for start-ups? How will these funds be managed, and can a Govt. set up receive such funds? Further, fund raising activities are very specific and time intensive for start-ups, and incubator only points to specific channels. These activities are run as specific mandates either as transaction or in lieu of a consideration like success fee, equity share, rent, royalty? Please clarify the mechanism.

A4.1 Suggestion noted. Please refer to modifications made in Task 1 vide sub task A to sub task D of the amended document

A4.2. Refer to A4.1 above.

A4.3. Refer to A4.1 above.

A4.4. Refer to A4.1 above.

Q5. <u>Task 1, Sub-task D Training and Capacity Building</u>: Suggest that these activities are institutionalized and delivered through the incubator set up institutionalized at SGKC instead of being a part of the Subcontractor's scope.

A5. Suggestion noted. Please refer to modifications made in Task 1 vide sub task A to sub task D of the amended document

Q6. <u>Task 1</u>: We presume 40% of the overall scope is only general guidance on the fee spilt and not a mandatory rule? Also, please indicate that if the resources will be interchangeably use depending on the scope of work?

A6. This is not meant to be a fee split. The percentages indicate the level of effort that each task involves. These percentages provide a general guiding framework for prospective bidders. All

payments shall be linked to deliverables as indicated in the RFP. At the time of contract award, the selected bidder must already possess the level of expertise detailed in Section 3(f) 2 of Attachment B of the RFP

Q7. <u>Task 1</u>: Please indicate in case of change of scope, how will change order be dealt with. Would the proposed rate and LOE estimate be used as the basis?

A7. If there is any change in the SOW during the performance of the subcontract, RTI shall notify the subcontractor in writing and the subcontractor will be given an opportunity to request a change in price. RTI also reserves the right to negotiate a downward revision of prices on account of a change in scope. All changes will be incorporated in the subcontract through a formal contract modification. The subcontractor cannot commence performance on the SOW revisions until a subcontract modification is executed.

Q8. <u>Task 2 Establish Innovation Park at SGKC campus; Sub-task A Design and implement business model to ensure continuity</u>:

1. Please elaborate what is meant by business model? As we understand, in a roadmap released by SGKC, a business model was already envisaged?

2. Please elaborate activities envisaged under securing funding avenues – Is SGKC/PGCIL looking for funding the development of physical innovation park? Please indicate.

3. Please elaborate the meaning of PPP partnerships and fund commitment as part of this task? Is there any form of bidding and PPP selection envisaged here?

4. We presume that any expenses towards any procurement – hardware and software for the physical innovation park will be either borne by SGKC or provided by SAREP separately? Please confirm.

A8.1. May please refer to the changes made in the RFP, at Task 2 in the amended document.

A8.2. Refer to A8.1 above.

A8.3. Refer to A8.1 above.

A8.4. Refer to A8.1 above.

Q9. <u>Task 2 Establish Innovation Park at SGKC campus; b.   Sub-task B: Selection of technologies for showcasing at the innovation park</u>:

1. Does PGCIL/SGKC intent to run a separate EOI process for selection of technologies? Please confirm?

2. As we understand the virtual innovation park has already been launched, what are activities envisaged towards keeping it active? Please elaborate.

3. The subcontractor team does not envisage any IT resources; hence we presume no IT related activities are required to be performed by the subcontractor?

4. We presume that any expenses towards any procurement – hardware and software for any of the above will be either borne by SGKC or provided by SAREP separately? Please confirm

A9.1. Please refer to the changes made in the RFP, at Task 2 in the amended document.

A9.2. Refer to A9.1 above.

A9.3. Refer to A9.1 above.

A9.4. Refer to A9.1 above.

Q10. Request a relook at the timelines consider the above comments and suggestions?

A10. Bidders have an option to propose an alternative delivery schedule (lead time availability), not to exceed the overall project schedule of 24 months.

Q11. Many of the program deliverables indicated in the table are the KPIs of the incubators and innovation park – for instance Term-Sheet signed, 100 no. of participants trained etc. These deliverables are subject to externalities and should not be linked with The subcontractor's performance. Request if this can be clarified and updated in the light of above comments.

A11. May please refer to the modifications, see amended document.

Q12. Roles of SGKC/ PGCIL in enabling the TA may please be clarified- for instance term sheet signing, delivery of training programs, financing etc.

A12. May please refer to the modifications, see amended document.

Q13. Overall budget for the envisaged activities looks challenging for the envisaged set of activities? We suggest this be relooked at?

A13. The RFP price range, inclusive of GST, is indicative but reasonable and based on adequate research by RTI. While it is up to the bidders to propose their own prices, however, if the bidders adequately understand and address the tasks in the SOW, they should arrive at prices that are not too far from the range specified by RTI.

Q14. We presume that in case any partnerships are envisaged with external incubator(s), then fees for such incubator(s) will come from SGKC/PGCIL sources and/or SAREP sources. Please clarify.

A14. That will be an arrangement directly between the subcontractor and the stakeholder(s) outside of the scope of the contract that RTI will have with the successful bidder. RTI will have no role to play in this and undertakes no responsibility to broker or provide assent to any such deal. Also, the deliverables listed in the RFP cannot be made contingent to such contractual arrangements.

Q15. Unit measure may please be clarified.

A15. Unit of Measure should be "each". No numbers are required. Payment will be made upon full completion of the concerned deliverable(s) and submission of proper invoices.

Q16. The column on "Description of commodity or services" lists the outcome for the SGKC and instead of the activities of the subcontractor (i.e. business plan preparation, development of training program, outreach etc.) and needs a relook in view of aforementioned queries/ observations.

A16. The column on "Description of commodity or services" indicates the deliverable required under the particular task. The subcontractor activities are covered under the detailed tasks.

Q17. The team roles may need to be relooked at basis the above questions? We presume that the team members required are indicative only and will not be needed on full time basis. The team shall perform the work on milestone basis?

A17. The subcontractor must deploy the team listed in Section 3.(f).2) of "Attachment - B Instructions to Bidders/Sellers". It is up to the subcontractor to decide whether they will work full-time or part-time. Subcontractor payments will be made strictly in accordance with the milestones in the Pricing section of "Attachment A - Commodity Specifications or Statement of Work"

Q18. As the specific experience is already covered in Section 3(f)(3) of the RFP, it may please be clarified what kind of credentials/ documents are expected to be furnished under this category – 3(f)(4).

A18. This is meant to allow RTI to conduct reference checks on how the bidder had performed or is performing under contracts of a similar nature. The information must include details of recent and

relevant contracts with points of contact in the client organisations with their telephone numbers, emails, etc.

Q19. Does SGKC, Manesar already have an existing Smart Grid testbed where scenarios can be tested across the value chain (generation, transmission, distribution & retail? is the test bed already linked to underlying processes/application? If yes, what are the application components and test areas that are already covered & can be leveraged?

A19. For more details on facilities available at SGKC and beyond this RFP, please follow the following link - https://sgkc.powergrid.in/lobby.php#

Q20. Also, what are the devices and testbed setup details? Is there a TDMS (test data management system in place?

A20. Refer to A19 above.

Q21. Are Renewables such as Solar, Wind, etc., available in Testbed?

A21. Refer to A19 above.

Q22. Is REI & Storage part of the test bed or needs to be built from scratch? Are there EV charging stations or miniatures on campus that can be integrated with the demo areas?

A22. Refer to A19 above.

Q23. What are the cloud platforms, software applications & platforms that are available? Are there any visualization tools - GIS and Power system modelling tools that can be leveraged?

A23. Refer to A19 above.

Q24. Does it have an existing AMI setup with smart meters, HES, MDM and Billing System on cloud that can be leveraged?

A24. Refer to A19 above.

Q25. Please confirm the contracting agency and its address, to which invoice will be issued- RTI India or RTI USA?

A25. The contracting agency will be RTI International, USA. All necessary information will be listed in the subcontract.

Q26. Please confirm the currency denomination of contract price, USD or INR?

A26. Indian Rupees (INR), unless the successful bidder is not a local (Indian) entity. Non-Indian entities should quote their prices in US Dollars.

Q27. LTA (Lead time availability) in the number of days is still confusing. We are assuming it is an additional number of days against the target given in the proposal for each task/activity/service

A27. Refer to revised delivery table. T denotes the date the contract is awarded.

PLEASE REFER TO THE NEXT PAGE THAT INDICATES THE CHANGES MADE IN THE RFP STATEMENT OF WORK

Comparison table of old and revised SOW

Old SOW	Revised SOW
Task 1: "Title" (40% of the overall scope of work)	<u>Task 1: Set-up Technology Incubation Hub at SGKC campus</u> (60% of the overall scope)
Task 1: Sub-task A ii. Analyze options on tech incubation models in Indian context and recommend the most suited one based on qualitative and quantitative assessments (ease of implementation, timelines, fund and sponsorship availability, etc.)	Analyze options on tech incubation models in Indian context, study facilities available at SGKC including its operations from SGKC premises, and recommend the most suited one based on qualitative and quantitative assessments (ease of implementation, timelines, fund and sponsorship availability, etc.)
Task 1: Sub-task A iii. Prepare tech incubator guiding framework, governance (administrative, business, and legal) and organization structure, sustainability (revenue model, program structure), performance parameters (KPIs) and scale-up plan. The plan would also identify the expectations of the entrepreneurs from the incubation hub and accordingly incorporate the feedback into the program structure. hub	Prepare tech incubator guiding framework, governance (administrative, business, and legal), infrastructure requirements, organization structure, sustainability (revenue model, program structure), performance parameters (KPIs) and scale-up plan. The plan would also identify the expectations of the entrepreneurs from the incubation hub and accordingly incorporate the feedback into the program structure.
Task 1: Sub-task A iv. Explore collaboration, partnership options, and handholding to SGKC and concern stakeholders to make the center incubation ready. v. Identify mentors, and steering committee members for the incubation hub; define their roles and responsibility; and support their onboarding. vii. Conduct a national event to launch the Incubation Hub to enhance the awareness and participation	Deleted
Task 1: Sub-task A vi. Develop business plan, idea inventory and strategic roadmap for tech incubator with well-defined targets and milestones.	Develop business plan, operational structure, business model and strategic roadmap for tech incubator with well-defined targets and milestones.
Task 1: Sub-task B: Title Onboarding of Startups for Incubation	*Onboarding of a Tech incubator*
Task 1: Sub-task B i. Prepare and roll out the call for applications by start-ups via EOI for onboarding startups.	i. Develop RFP document including key objectives, outputs, role and responsibilities

ii. Develop social media and outreach content to socialize the call for applications via various mediums including SGKC, USAID/India and SAREP social media handles. iii. Support SGKC in evaluation, shortlisting, and selection of applicants	and commercial arrangements ii. Obtain review, consensus on modifications to the RFP document with involved stakeholders iii. Roll out the call for applications via RFP iv. Develop social media and outreach content to socialize the call for applications via various mediums including SGKC, USAID/India and SAREP social media handles. v. Support SGKC in tender management including evaluation, shortlisting, and selection of tech incubator
Task 1: Sub-task C: Title Incubate startups (5 – 10 startups)	*Handholding support to SGKC*
Task 1: Sub-task C: Revised to -----------------------------→	i. Facilitate contract/ MoU signing between selected incubator and SGKC ii. Support SGKC in monitoring and review of business plans/ key outputs of the incubator iii. Coordinate between SGKC and incubator for roll-out of first round of incubation including launch of the Incubation Hub and facilitate partnerships for different aspects of incubation like mentorship, marketing, investment, etc.
Task 1: Sub-task D: Title Training, Capacity Building, Outreach and Knowledge Dissemination	*Outreach and Knowledge Dissemination*
Task 1: Sub-task D: Title Revised to -----------------------------→	i. Showcasing and promotion of the incubatee on the SGKC website, and other possible places such as SAREP website, etc.; Provide high visibility to incubates at SGKC events, seminars and conferences, network with other incubates and network partners, to increase

	traction
	ii. Develop outreach material including brochure (6 pager, 2-pager, etc., factsheet, best practice manual, success stories and/or case studies as required to disseminate accomplishments globally.
	iii. Develop content for social media outreach of SGKC incubation hub.
Task 1: Sub-task E	Deleted
Task 2: Establish Innovation Park at SGKC campus (40% of the overall scope of work)	**Support Establishment of Innovation Park at SGKC campus** (20% of the overall scope of work)
Task 2: Technical assistance for establishing physical innovation park to serve as a platform to demonstrate frontier technologies, products, and solutions at SGKC campus in the following manner	Technical assistance for supporting physical innovation park to serve as a platform to demonstrate frontier technologies, products, and solutions at SGKC campus in the following manner
Task 2: Sub-task A: Revised to -------------------------------→	Sub task A: *Support SGKC in setting up of physical innovation park -* i. Support SGKC in development of relevant specifications, bill of quantity, cost estimates for procurement/set of hardware/software for physical innovation park. ii. Support SGKC in implementation activities
Task 2: Sub-task B: i. Deleted and replaced by	i. Identify new technologies and thematic areas in consultation with SGKC.
Task 2: Sub-task B: ii. Develop a robust data driven evaluation methodology for identifying technologies to be showcased at the innovation park. iii. Facilitate PGCIL in EOI process for shortlisting of technologies, including communication and coordination with technology providers for setting up their innovative solutions at SGKC.	Develop technical specs, bill of quantity for new technologies demonstrations, and the content for AR/VR zones. Develop and facilitate EOI process for shortlisting and selection of technologies, including communication and coordination with technology providers for setting up their innovative solutions at SGKC.
Task 2: Sub-task C: Title	*Develop communication, and outreach for innovation park*
Task 2: Sub-task C: Activities under Sub-task C revised to ---------→	i. Develop engagement plan/calendarized initiatives for promotion of the virtual SGKC

	ii. Promote physical innovation park if set up within the period of contract by SGKC iii. Establish SGKC value proposition in South Asia region through campaign, roadshows, and success stories iv. Develop flyers, brochures, compendiums, case studies, success stories and other marketing material as deem necessary to engage power sector stakeholders within and outside India
Task 2: Sub-task D	Deleted
Task 3 a. - e.	Deleted
	New bullets: a. Develop a training plan and calendar to facilitate systematic and regular trainings. The training calendar should provide yearly/ half yearly/ quarterly, region wise/ utility wise and/or national scale training programs. b. The training calendar would also specify again based on expressed needs, mode of delivery i.e., physical mode or virtual mode. It may be desirable to have a suitable combination of the two depending on the nature and profile of participants c. Organize site visits and trainings of delegation of utilities from South Asia d. Identify national and international conferences/technology events for collaboration and participation by SGKC e. Develop calendarized packages for international and national delegations to choose training course with an option to customize training modules for few thematic areas. f. Deliver trainings/ workshops on tools hosted by SGKC including Smart grid readiness self-assessment tool and CBA investment analysis tool. Recommend new business features for inclusion in the tool to expand its utilization. g. Develop well defined KPIs for ensuring trainings imparted are performance driven and scale in coming years. h. Identify expert faculty to impart training, themes,

	and provide recommendations on training courses. Facilitate SGKC in delivery of first set of training courses/program (if required) and its socialization on multiple platforms