REQUEST FOR PROPOSAL (RFP)

HIRING OF CONSULTANCY FIRM(S)
FOR
PROVISION OF SERVICES TO EXECUTE
"SUPPORT FOR START-UP INCUBATORS AND ACCELERATION PROGRAM (SSI&A) FOR START-UPS REGISTERED IN SINDH PROVINCE"
PROGRAM OF SINDH ENTERPRISE DEVELOPMENT FUND (SEDF)

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Foreword

This Standard Request for Proposals is applicable to consultant assignments by the procuring agencies of Sindh province whose legal agreement makes reference to the Sindh Public Procurement Rules, 2010

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Preface

1. This document Standard Request for Proposals (SRFP) is to be used for various selection methods described in the SPPRA 2010.

2. Before preparing an RFP, the procuring agency user must be familiar with the SPPRA 2010, and Rule No 72

3. Rule No 72 (1) shall be adopted for assignments of standard or routine nature where well-established practices and standards exist.

4. In case Rule No 72 (l) is not to be used, as the assignment is not a standard or routine nature, and standards and practices are not well-established, and procuring agency choses other method of selection according to Rule No 72 (2), (3), (4), (5), and (6), the reason shall be recorded in writing by the competent authority, and also sent to SPPRA with RFP.

5. The SRFP includes a standard Letter of Invitation, standard Instructions to Consultants, Scope of Work, and a standard Form of Contract. The standard Instruction to Consultants and the standard General Conditions of Contract may not be modified under any circumstances. However, the Data Sheet and the Special Conditions of Contract may be used to reflect particular assignment conditions.

NOTICE INVITING TENDER (NIT)

NOTICE FOR INVITING TENDER

HIRING OF CONSULTANCY FIRM(s)
FOR
PROVISION OF SERVICES TO EXECUTE
"SUPPORT FOR START-UP INCUBATORS AND ACCELERATION PROGRAM (SSI&A)
FOR
START-UPS REGISTERED IN SINDH PROVINCE" PROGRAM OF SINDH ENTERPRISE DEVELOPMENT FUND (SEDF)

1. Sindh Enterprise Development Fund (SEDF) invites applications from experienced and qualified consultancy firms for the **"Hiring of Consultancy Firm(s) for Provision of Services to Execute the Support for Start-Up Incubators and Acceleration Program (SSI&A)"**. This initiative, under the umbrella of SEDF, aims to foster a dynamic entrepreneurial ecosystem in Sindh by supporting incubators and acceleration programs dedicated to startups registered within the province. The program is designed to strengthen early-stage ventures through capacity building, mentorship, market access, and investor readiness, ultimately contributing to economic development, innovation, and employment generation in Sindh.

2. **Availability of Tender Documents:** Interested and reputable consultants can download the detailed **Tender Documents** including **Terms of Reference (TORs)** and **Evaluation Criteria** from the **SPPRA EPADs e-Procurement System** and SEDF website www.sedf.gos.pk from **15th May 2025 (Thursday)** and deadline to submit the tender on or before **2nd June 2025 (Monday)** till **11:00 AM,** applicants must submit a **non-refundable fee of Rs. 5,000/-** via **Pay Order/Demand Draft**, payable to **"Sindh Enterprise Development Fund." NTN# 3774678.**

3. **Procurement Method** will be **Single Stage – Two Envelope** procedure, **Quality and Cost-Based Selection (QCBS)** method for open competitive bidding. Bidders must upload their proposals through the **SPPRA EPADs Portal** (https://portalsindh.eprocure.gov.pk).

4. **Financial Proposals** must be accompanied by **2% bid security** of the total bid amount (refundable), in the form of a **Pay Order, Bank Draft, or Bank Guarantee** issued by a scheduled bank in Pakistan. The bid security should be valid for at least **90 days beyond the bid validity date** and must be in Favor of **"Sindh Enterprise Development Fund"**.

5. **Opening of Financial Proposals o**nly firms that qualify the **Technical Evaluation** will have their **Financial Proposals** opened and considered for further evaluation.

6. **Submission of Proposals in Hard Copy:** An **original hard copy** of the complete proposal (Technical and Financial), exactly matching the version uploaded on the EPADs portal, must also be submitted at the SEDF office.

7. **Deadline for Submission p**roposals must be submitted through the **SPPRA EPADs system** on or before **2nd June 2025 (Monday) at 11:00 AM.**

8. **Opening of Bids:** Bids will be opened on **2nd June 2025 (Monday) at 12:30 PM**. All designated committee members will attend the session online via the **SPPRA EPADs portal**. Bidders are strongly encouraged to attend online. Any bidder does not present during the opening session will be marked absent, and their bid will not be considered.

9. **Misrepresentation** any firm providing false or misleading information will be disqualified at any stage of the evaluation or contracting process.

10. **Procuring Agency (P.A)** SEDF reserves the right to reject any or all bids at any time before the award of the contract in accordance with Rule 25(1) of the **SPPRA Rules, 2010**.

11. **Additional Conditions**

(a) Bids will be **automatically rejected** under the following conditions:

- Conditional or telegraphic submissions
- Missing or incorrectly submitted bid security
- Submissions received after the specified deadline
- Participation by blacklisted firms

(b) All bidders must provide an **affidavit** confirming that their firm/agency has **never been blacklisted** by any public or private organization.

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Section 1. Letter of Invitation

Letter of Invitation

Insert: Invitation/File No .....;
[Insert: Location and Date]
[Insert: Name and Address of Consultant]
Dear Mr. /Ms.:

1. The Sindh Enterprise Development Funds, (hereinafter called "Procuring Agency") now invites proposals to provide the following consulting services: [insert: name of consulting services assignment]. More details on the services are provided in the Scope of Work.

2. This Request for Proposal (RFP) has been addressed to the interested Consultants:

3. A firm will be selected under *[insert: Selection Method]* and procedures described in this RFP, in accordance with the SPPR 2010.
4. The RFP includes the following documents:
Section 1 - Letter of Invitation
Section 2 - Instructions to Bidders/ Consultants (including Data Sheet)
Section 3 – Mandatory & Technical Evaluation Criteria
Section 4 – Terms of Reference
Section 5 – Technical Forms

5. Please inform us in writing at the following address *[insert address},* upon receipt:
(a) That you received the Letter of Invitation; and
(b) Whether you will submit a proposal alone or in association.

Yours sincerely,

[Insert: Signature, name, and title of head of the department/ PA "s representative)

Section 2. Instructions to Bidders

Instructions for Bidder:

This document contains all relevant information for this request for proposal (RFP) and governs the preparation and submission of proposals. The Technical and Financial forms required for submission are attached to this RFP document. Proposals must be submitted by the deadline stipulated in this RFP, completed on the formats provided by the SEDF, with supporting documents, according to the guidelines given in this document. Proposals will be evaluated by the evaluation committees constituted by the SEDF as specified in this document. Selection of Bidders will be on Quality and Cost Based Selection methodology as provided in the Bidding Document.

1. Definitions

(a) "Procuring Agency (PA)" means the department with which the selected Consultant signs the Contract for the Services.

(b) "Consultant/Bidder" means a firm, agency, party or consortium/JV which will submit proposal in response to this RFP.

(c) "Contract" means an agreement enforceable by law and includes General and Special Conditions of the contract.

(d) "Data Sheet" means such part of the Instructions to Consultants that is used to reflect specific assignment conditions.

(e) "Day" means calendar day including holiday.

(f) "Government" means the Government of Sindh.

(g) "Instructions to Consultants/Bidder" (Section 2 of the RFP) means all information needed to prepare their Proposals.

(h) "LOI" (Section 1 of the RFP) means the Letter of Invitation sent by the procuring agency to the Consultant.

(i) "Proposal" means the Technical Proposal and the Financial Proposal.

(j) "RFP" means the Request For Proposal prepared by the procuring Agency for the selection of Consultants/Bidder.

(k) "Sub-Consultant/Bidder" means any person or entity to whom the Consultant subcontracts any part of the Services.

(l) "Terms of Reference" (TOR) means the document included in the RFP as Section 4 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the procuring agency and the Consultant, and expected results and deliverables of the assignment.

2. Introduction

2.1 The Procuring agency named in the Data Sheet will select a consulting firm/organization (the Consultant), in accordance with the method of selection specified in the Data Sheet.

2.2 The eligible Consultants are invited to submit a Technical Proposal and a Financial Proposal, as specified In the Data Sheet. The Proposal will be the basis for contract negotiations and ultimately or a signed Contract with the selected Consultant.

2.3 Consultants should familiarize themselves with rules / conditions and take them into account while preparing their Proposals. Consultants are encouraged to attend a pre-proposal conference if one is specified in the Data Sheet. Attending the pre-proposal conference is, however optional. Consultants may liaise with procuring agency's representative named in the Data Sheet for gaining better insight into the assignment.

2.4 Consultants shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. The Procuring Agency reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the consultants.

2.5 Procuring Agency may provide facilities and inputs as specified in Data Sheet.

3. Conflict of Interest

Consultants are required to provide professional, objective, and impartial advice and holding the Procuring Agency interest paramount. They shall strictly avoid conflict with other assignments or their own corporate interest. Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the Procuring Agency, or that may reasonably be perceived as having such effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

Without limitation on the generality of the foregoing, Consultants, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below:

A consultant that has been engaged by the procuring agency to provide goods, works or services other than

Consulting services for a project, any of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a firm hired to provide consulting service for the preparation or implementation of a project, any of its affiliates, shall be disqualified from subsequently providing goods or works or services other than consulting services resulting from or directly related to the firm's consulting services for such preparation or implementation.
A Consultant (including its Personnel and Sub-Consultants) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant to be executed for the same or for another Procuring Agency.

Conflicting Relationships
Government officials and civil servants may be hired as consultants only if:
(i) They are on leave of absence without pay;
(ii) They are not being hired by the agency they were working for, six months prior to going on leave; and
(iii) Their employment would not give rise to any conflict of
Interest.

To ensure a fair and transparent selection process, we have established the following guidelines to avoid conflicts of interest:

Prohibited Assignments:
The bidder (including its personnel) or any affiliated companies cannot undertake an assignment that inherently conflicts with another project they are executing for the Company or another client.

Potential Conflicts:
Bidders with business or family ties to members of the Company's Board, Management, or staff directly involved in the selection process (RFP preparation, evaluation services, agreement supervision) are not eligible for award unless the Company Board deems the potential conflict satisfactorily resolved throughout the process and agreement execution. Bidders are obligated to disclose, in writing, any actual or potential conflict of interest that could impact their ability to serve the Company's best interests or create such a perception. Failure to disclose such information may result in disqualification or agreement termination.

Current Employees:
Current Company employees cannot work for the successful bidder while they are still employed by the Company.

Conflict of Interest Form:
All bidders are required to submit the Conflict-of-Interest Form (Annexure-A of the RFP) along with their proposals. Submission of the form is mandatory, regardless of whether a conflict of interest exists or not.

Commitment to Fairness:
The Company is committed to upholding a fair and competitive selection process. These guidelines ensure transparency and mitigate the risk of conflicts of interest, fostering trust with all bidders.

4. Fraud and Corruption

It is Government's policy that Consultants under the contracts, observe the highest standard of ethics during the procurement and execution of such contracts. In pursuit of this policy, the Procuring Agency follows the instructions contained in Sindh Public procurement Rules 2010 which defines:

"Corrupt and fraudulent practices" includes the offering, giving, receiving, or soliciting, directly or indirectly of anything of value to influence the act of another party for wrongful gain or any act or omission, including misrepresentation, that knowingly or recklessly misleads or attempt mislead a party to obtain a financial or other benefit or to avoid an obligation;

Under Rule 35 of SPPRA 2010, "The PA can inter-alia blacklist Bidders found to be indulging in corrupt or fraudulent practices. Such Barring action shall be duly publicized and communicated to the SPPRA. Provided that any supplier or contractor who is to be blacklisted shall be accorded adequate opportunity of being heard".

The Company requires the Bidder/s participating in the provision of Service/s to adhere to the highest ethical standards, both during the selection process and throughout the execution of an agreement. In pursuance of this policy, Company defines, for the purpose of this paragraph, the terms set forth below as follows:

“Corrupt practice” means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the actions of any employee of the Company in the selection process or in agreement execution; “Fraudulent practice” means a misrepresentation or omission of facts in order to influence a selection process or the execution of an agreement; “Collusive practices” means a scheme or arrangement between two or more Bidders with or without the knowledge of the Client, designed to establish prices at artificial, non-competitive levels, etc.; “Coercive practices” means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of an agreement.

Consequences of Unethical Behaviour:

The Company has the right to reject any proposal if the recommended bidder (directly or through an agent) engages in corrupt, fraudulent, collusive, or coercive practices while competing for the agreement. Additionally, the Company may impose penalties, including indefinite or temporary ineligibility

for Company funding, if a bidder engages in such practices while competing for or executing a Company-funded project.

Right to Audit:

The Company reserves the right to inspect the bidding firm's accounts, records, and other documents related to proposal submissions and agreement performance. The Company may also appoint auditors to conduct an official audit at the end of the project.

5. Integrity Pact

Pursuant to Rule 89 of SPPRA 2010 Consultant undertakes to sign an Integrity pact in accordance with prescribed format attached hereto for all the procurements estimated to exceed Rs. 2.5 million. (Annex- A)

6. Eligible Consultants

If short listing process has been undertaken through REOI, as outlined under Rule 73 and 74 of SPPR 2010 for the Contract(s) for which these RFP documents are being issued, those firms - in case of Joint Ventures with the same partner(s) and Joint Venture structure - that had been pre-qualified are eligible. **(Omitted)**

Short listed consultants emerging from request of expression of interest are eligible. **(Omitted)**

7. Eligibility of Sub- Consultants

A shortlisted Consultant would not be allowed to associate with consultants who have failed to qualify the short-listing process.

8. Only one Proposal

Shortlisted Consultants / Interested Consultants may only submit one proposal. If a Consultant submits or participates in more than one proposal, such proposals shall be disqualified. Participation of the same Sub-Consultant, including individual experts, to more than one proposal is not allowed.

9. Proposal Validity

This document indicates Proposals validity that shall not be more than 90 days in case of National Competitive Bidding (NCB) and 120 days in case of International competitive Bidding (ICB). During this period, Consultants shall maintain the availability of Professional staff nominated in the Proposal. The Procuring Agency will make its best effort to complete negotiations within this period. Should the need arise; however, the Procuring Agency may request Consultants to extend the validity period of their proposals. Consultants who agree to such extension shall confirm that they maintain the availability of the Professional staff nominated in the Proposal, or in their confirmation of extension of validity of the Proposal, Consultants may submit new staff in replacement, who would be considered in the final evaluation for contract award. Consultants who do not agree have the right to refuse to extend the validity of their Proposals.

Consultants shall submit required bid security along with financial proposal defined in the data sheet (which shall not be less than one percent and shall not exceed five percent of bid amount).

10. Clarification and Amendment in RFP Documents

Consultants may request for a clarification of contents of the bidding document in writing, and procuring agency shall respond to such queries in writing within three calendar days, provided they are received at least five calendar days prior to the date of opening of proposal. The procuring agency shall communicate such response to all parties who have obtained RFP document without identifying the source of inquiry. Should the PA deem it necessary to amend the RFP as a result of a clarification, it shall do so.

At any time before the submission of Proposals, the Procuring Agency may amend the RFP by issuing an addendum! Corrigendum in writing. The addendum shall be sent tv all Consultants and will be binding on them. Consultants shall acknowledge receipt of all amendments. To give Consultants reasonable time in which to take an amendment into account in their Proposals the Procuring Agency may, if the amendment is substantial, extend the deadline for the submission of Proposals.

11. Preparation of Proposals

In preparing their Proposal, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies (deviation from scope, experience and qualification of personnel) in providing the information requested may result in rejection of a Proposal.

12. Language

The Proposal as well as all related correspondence exchanged by the Consultants and the Procuring Agency shall be written in English However it is desirable that the firm's Personnel have a working knowledge of the national and regional languages of Islamic Republic of Pakistan.

13. Technical Proposal Format and Content

While preparing the Technical Proposal, consultants must give particular attention to the following:

If a consultant considers that it does not have all the expertise for the assignment, it may obtain a full range of Expertise by associating with individual consultant(s) and / or other firms or entities in a joint venture or sub-Consultancy, as appropriate. The international consultants are encouraged to seek the participation of local consultants by entering into a joint venture with, or subcontracting part of the assignment to, national consultants. It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it.

Proposed professional staff must, at a minimum, have the experience indicated in this document, preferably working under similar geographical condition.

The Technical Proposal shall provide the following information using the attached Standard Forms (Section 3):

The Technical Proposal is to consist of the following:

Checklist (Mandatory Documents required with the Proposal)

Form B1. *Technical Proposal Submission Form*

Form B2. *Registered Age, Financial Position and Profile of lead bidder*

Form *B3: Availability of space and required infrastructure*

Forms B4: *Relevant Experience of the Firm/Bidder*

B4-1: Managing & running Incubator/Accelerator – Years in operation

B4-2: Successful Graduation of past incubated Start-ups

B4-3: Accumulative Verifiable Investment Raised by past incubated Start-ups

B4-4: Accumulative Verifiable Revenue Generated by past incubated Start-ups

B4-5: Managing & running exclusive accelerator or relevant program– Years in operation

Form B5: *Proposed Methodology*

Form B6: *Proposed Curriculum*

Form B7: *Proposed Project Team*

B7-1: Proposed Team Structure

B7-2: Project Director Experience in start-up ecosystem and Businesses

B7-3: Qualifications, Total experience, and Professional Certifications/Memberships

B7-4: Proposed Mentors/Consultants/Experts

Form B8: *International partnerships*

Form B9: *Roles and Responsibilities of Consortium/JV Partners/Partnership (if applicable)*

Technical Proposal should detail the capability and experience of delivering the services specified in the RFP document. Experience of similar nature assignments for technical evaluation should be submitted using the prescribed format.

Team proposed by the Bidder for the project (including updated CVs of individuals involved in management and project implementation) in accordance with relevant Forms. CVs should provide details of projects undertaken and completed by the individual.

Technical Proposal should not contain any financial proposal information. Cost and financial estimates need to be provided in a separate sealed envelope clearly indicating Financial Proposal. The Technical Proposal must not contain any pricing information whatsoever on the services being offered. Non-compliance may lead to rejection of the Proposal.

14. Financial Proposals

14.1 The Financial Proposal shall be prepared using the attached Standard Forms (Section 5).

The Financial Proposal is to consist of the following:

- Financial Proposal submission Form– Form C1
- Summary of costs – Form C2
- Breakdown of Major OPEX – Form C3
- Breakdown of remuneration of proposed team members – Form C4

Note: The Bidder is required to specify its project execution fee within the financial proposal, ensuring that it does not exceed 15% of the total project cost. However, Bidder reserves the flexibility to set its fee lower in order to maintain competitiveness within the market. This approach allows Bidder to adjust its pricing strategy while adhering to the prescribed limit, thereby maximizing its potential for securing the project contract.

The Financial Proposal should provide detailed costing related to the execution of the entire project.

By following the above guidelines and requirements, you can ensure your proposal is complete, well-organized, and evaluated fairly.

15. Taxes

The Consultant will be subject to all admissible taxes including stamp duty and service charges at a rate prevailing on the date of contract agreement unless exempted by relevant tax authority.

Inclusive Pricing and Evaluation:

All quoted costs within the Financial Proposal must be inclusive of all applicable taxes, both direct and indirect.

The evaluation of Financial Proposal will be based solely on the total bid amount provided, which should already incorporate all taxes.

All prices must be quoted in Pakistani Rupees (PKR).

Tax Responsibility:

Price inclusive of quoted tax, quoted by the bidder shall be considered for evaluation irrespective of the tax rate.

The lowest evaluated bidder will be solely responsible for the taxes included in their bid amount.

Any additional demands from tax authorities will be the sole responsibility of the winning bidder.

16. Submission, Receipt, and Opening of Proposals

Proposal shall contain no interlineations or overwriting.

Submission letters for both Technical and Financial Proposals should respectively be in the format of Section 5. All pages of the original Technical and Financial Proposals will be initialled by an authorized representative of the Consultants (Individual Consultant). The authorization shall be in the form of a written power of attorney accompanying the Proposal

All required copies of the Technical Proposal are to be made from the original. If there are discrepancies between the original and the copies of the Technical Proposal, the original governs.

The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL" Similarly, the original Financial Proposal (if required under the selection method indicated in the Data Sheet) shall be placed in a sealed envelope clearly marked "FINANCIAL PROPOSAL" followed by name of the assignment, and with a warning "Do NOT OPEN WITH THE TECHNICAL PROPOSAL. "If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.

The Proposals must be sent to the address indicated in the Data Sheet and received by the PA no later than the time and the date indicated in the Data Sheet, or any extension to this date. Any proposal received by the PA after the deadline for submission shall be returned unopened. In order to avoid any delay arising from the postal or PA's internal dispatch workings, Consultants should ensure that proposals to be sent through couriers should reach a day before the deadline for submission.

17. Proposal Evaluation

From the time the Proposals are opened to the time the Contract is awarded, the Consultants should not contact the PA on any matter related to its Technical and/or Financial Proposal. Any effort by consultants to influence the PA in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Consultants' Proposal.

Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

18. Evaluation of Technical Proposal

18.1 The consultant selection committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified in this document. Each responsive Proposal will be given a technical score (St). A Proposal shall be rejected at this stage if it fails to achieve the minimum technical score indicated in this document.

In the case of Quality Based Selection, Selection Based on Consultant's Qualifications, and Single-Source Selection, the highest ranked consultant or firm selected on a single-source basis is invited to negotiate its proposal and the contract on the basis of the Technical Proposal and the Financial Proposal submitted.
(The whole bid opening process will be done through the **SPPRA EPADs (E-Procurement System**)

Financial proposals of those consultants who failed to secure minimum qualifying marks shall be returned.

19. Evaluation of Financial Proposals

Financial Proposals shall also be opened on the portal of **SPPRA EPADs as per SPPRA Rules.** The Financial Proposal of the Consultants who met the minimum qualifying marks

The Evaluation Committee will correct any computational/human errors. When correcting computational/ human errors, in case of discrepancy between a partial amount and the total amount, or between word and figures the formers will prevail. In addition to the above corrections, activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items.

In case of Least Cost Selection LCS Method, the bid found to be the lowest evaluated bid shall be accepted.

In case of **Quality and Cost Based Selection QCBS** Method the lowest, evaluate Financial Proposal (Fm) will be given the maximum financial score (St) of 100 points. The financial scores (St) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according to their combined technical (St) and financial (St) scores using the weights (T = the weight given to the Technical Proposal; P
T = the weight given to the Financial Proposal; (T + P = 1) indicated in the Data Sheet: (S = St x T% + Sf x P%). The firm achieving the highest combined technical and financial score will be invited for negotiations.

20. Negotiations

20.1 Negotiations will be held at the date and address indicated in the Data Sheet. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm availability of all Professional staff. Failure in satisfying such requirements may result in the PA proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude a Contract.

21. Technical negotiations

21.1 Technical Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, organization and staffing, and any suggestions made by the Consultant to improve the Terms of Reference. The PA and the Consultants will finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as "Description of Services". Minutes of negotiations, which will be signed by the PA and the Consultant, will become part of Contract Agreement.

22.Financial Negotiations

22.1 If applicable, it is the responsibility of the Consultant, before starting financial negotiations, to contact the local tax authorities to determine the tax amount to be paid by the Consultant under the Contract. The financial negotiations will include a clarification (if any) of the firm's tax liability, and the manner ill which it will be reflected in the Contract; and will reflect the agreed technical modifications in the cost of the services. Consultants will provide the PA with the information on remuneration rates described in the Appendix attached to Section 5 (i.e. Financial Proposal- Standard Forms of this RFP.

23. Availability of Professional staff/experts

23.1 Having selected the Consultant on the basis of, among other things, an evaluation of proposed Professional staff, the PA expects to negotiate a Contract on the basis of the Professional staff named in the Proposal. Before contract negotiations, the PA will require assurances that the Professional staff will be actually available. The PA will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that Professional staff were offered in the proposal without confirming their availability, the Consultant may be disqualified. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and be submitted by the Consultant within the period of time specified in the letter of invitation to negotiate.

24. Bidding Documents

The bidder is responsible for thoroughly reviewing all instructions, general conditions, forms, terms, and specifications provided in the RFP document and its annexures. Non-compliance with these instructions will be the bidder's responsibility and could impact on the evaluation of the proposal. Proposals that do not fully meet the core requirements may be rejected. Failure to adhere to the applicable instructions, general conditions of the agreement, and specifications may result in the rejection of the proposal.

Submitting Technical and Financial Proposals in response to the RFP document signifies the bidder's acceptance, in principle, of the attached draft Agreement. During negotiations with the successful bidder, adjustments may be made to the agreement. The Company retains the right to accept or reject any proposed changes by the successful bidder. Additionally, the Company reserves the right to make any changes to the draft Agreement in order to ensure better & smooth implementation of the project.

After issuance of letter of acceptance, the successful Bidder is expected to sign the agreement as soon as possible. If successful Bidder is not responsive and does not sign the agreement within a reasonable time, maximum 10 calendar days after issuance of the letter of acceptance, the Company reserves the right to terminate and nullify the bid award and forfeit the bid security. In such a scenario, the bid may be awarded to the second-best scoring bidder.

In the event of non-compliance with the core requirements of the RFP document and obligations contained in the agreement, the Company may terminate the agreement by providing one (1) month written notice to the successful bidder without any further obligation or compensation on the part of the Company.

25. Award of Contract

After completing negotiations, the Procuring Agency shall award the Contract to the selected Consultant and within seven days of the award of contract, Procuring Agency shall publish on the website of the Authority and on its own website, if such a website exists, the result of the bidding process, identify the bid through procuring identifying number, if any and the following information, evaluation report, form of contract and letter of award, bill of quantity or schedule of requirement, as the case may be.

After publishing of award of contract consultant required to submit a performance security/ Bank Guarantee at the rate indicated in date sheet.

The Consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet.

26. Confidentiality Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Consultant of confidential information related to the process may result in the rejection of its Proposal.

27. Governance and Bid Evaluation:

The procurement committee, designated by the SEDF, will assess each technical proposal to ensure alignment with stipulated eligibility criteria and regulatory compliance requirements against prequalification criteria. This committee bears the responsibility of guaranteeing that all proposals, shortlisted for technical evaluation, meet legal and regulatory compliance standards.

The Technical Evaluation Committee (TEC), designated by SEDF, will consist of diverse group of experts including subject matter specialists, project management professionals, industry stalwarts, etc. The Technical Evaluation Committee (TEC) composition will be 60% Private Sector Experts and 40% from Government officials, preferably of relevant field.

The Technical Evaluation Committee (TEC) purpose is to evaluate technical proposals submitted in response to the RFP, ensuring alignment with project objectives and industry standards while assessing the feasibility, effectiveness, and suitability of proposed methodologies and solutions. TEC will provide score to each bidder shortlisted for technical evaluation. TEC will maintain transparency, fairness, and adherence to procurement guidelines throughout the evaluation process, aiming to select a proposal that best meets the project's requirements and objectives.

A rubric-based evaluation of proposal criteria will be carried out by the Technical Evaluation Committee (TEC), as per evaluation criteria in RFP. Each shortlisted technical proposal will be evaluated based on the criteria defined in this section. Marks will be granted against each capability in the evaluation criteria by assessing the documents submitted with the technical proposal and the responses/clarifications provided by the bidder.

From the time the Proposals are opened to the time the evaluation report is announced, Bidders should not contact the Company on any matter related to its Technical and/or Financial Proposal. Any effort by the Bidder to influence the Company in the examination, evaluation, ranking of Proposals, and recommendation for award of Agreement may result in the rejection of the Bidder's Proposal. However, the Company may contact the Bidder for seeking clarification of any aspect of Technical Proposal or demand any missing information.

Evaluators of Technical Proposals shall have no access to Financial Proposals until the technical evaluation is concluded.

The evaluation weights assigned to the Technical and Financial Proposals are as follows:

Technical Proposal: 70%

Financial Proposal: 30%

SEDF shall evaluate the proposal, and the bid found lowest in cost shall be awarded maximum marks.

28. RFP Publication and Bidder Selection

SEDF will publish this Request for Proposals (RFP) and actively promote it to attract potential bidders. The selection of the bidder will be based on the evaluation of the proposals submitted in response to the RFP. This rigorous process ensures that the most suitable bidders are selected to manage and execute the program effectively.

29. Financial Proposals:

Following the technical evaluation of proposals, each bidder will be informed of their technical score. Only bidders who achieve a minimum qualifying technical score will be notified of the date, time, and location for the opening of financial proposals. This event will occur within the bid validity period, and attendance by bidders is optional. The opening date will be chosen to allow interested bidders sufficient time to prepare for the financial proposal opening.

For bidders whose technical scores fall below the minimum qualifying criteria, they will be notified, and their unopened financial proposals will be returned to them after a successful bidder is selected. Before the financial proposal opening officially begins, the technical scores of qualified bidders will be announced publicly.

A separate Financial Evaluation Committee will then assess the financial proposals. The committee has established procedures for resolving discrepancies: if there's a difference between the "total" amount and a partial amount listed, the total amount takes precedence. Similarly, if there's a discrepancy between the amount written in words and the numerical representation, the written amount will be considered correct.

It's important to note that all activity and resource costs outlined in the technical proposal are assumed to be incorporated into the financial proposal, regardless of whether they are individually listed and priced within the financial document. The selection process will utilize the Quality and Cost Based Selection (QCBS) method. The financial proposal with the lowest evaluated cost will be awarded the maximum financial score of 30 marks.

30. Project Payment Structure: Reimbursement with Mobilization Advance

Mobilization Advance:

The project will follow a reimbursement model for payments on submission and approval of previous quarter deliverables and reports. However, the selected Bidder can request a one-time mobilization advance of up to 20% of the total project cost.
To receive the mobilization advance, the Bidder may be asked to provide a bank guarantee equivalent to the advance amount.
This advance will be adjusted upon project completion and any remaining balance will be released immediately.

Disbursements:

The Bidder will submit invoices following the agreed-upon disbursement plan.
The SEDF will have 15 calendar days to review and verify the invoices.
Following acceptance of deliverables, payment will be issued within 15 calendar days.
In case of any discrepancies, the undisputed amount will be recommended for payment.

Disbursement Plan and Exceptional Circumstances:

All project expenditures must adhere to the approved disbursement plan.
Under exceptional circumstances, if an expense falls outside the approved plan, the SEDF Management will have the final authority to approve or deny such payments.

31. Mobilization advance, Deliverable Based payments, Project Fee,

Bidder will receive a mobilization advance of 20%, and SEDF retains the prerogative to request bank guarantee equal to the advance amount to safeguard government interests.
Rest of the disbursements will be contingent upon the completion of specified/agreed deliverables. The SEDF monitoring team will ensure completion and submission of agreed reports and deliverables. The final payments will be synchronized with the submission and approval of all agreed deliverables and reports.
The Bidder is required to specify its project management fee within the financial proposal, ensuring that it does not exceed 15% of the total project cost. However, Bidder reserves the flexibility to set its fee lower in order to maintain competitiveness within the market. This approach allows Bidder to adjust its pricing strategy while adhering to the prescribed limit, thereby maximizing its potential for securing the project contract.

32. Preparation of Proposal

Compliance: Bidders are required to ensure that their proposal strictly adheres to all instructions, specifications, and requirements outlined in this RFP document.

Table of Contents: Bidder proposal shall include a comprehensive table of contents for easy navigation within the proposal.

Formatting: Bidder must maintain a professional and consistent format throughout the proposal. Use clear headings, subheadings, and bullet points for easy readability.

Proposal Validity Period: Bidder proposal must remain valid for 90 days from the RFP advertisement date. In exceptional circumstances, the Company may request an extension of the validity period with bidder consent, without any significant changes to the RFP document.

Proposal Preparation Costs: Please note that all costs associated with preparing proposal, negotiations with the Company, and any related discussions or visits are non-reimbursable.

Language of the Proposal: All proposals, correspondence, and related documents exchanged between bidder and the Company must be submitted in writing and in English, unless otherwise specified in this RFP.

Currency: Quote all prices in Pakistani Rupees (PKR). All payments will also be made in PKR.
(Note: Quoted amount will be inclusive of all applicable taxes)

Supporting Documentation: In the preparation of the Technical Proposal, bidders must provide verifiable documentary evidence to substantiate all claims. Bid evaluation committees will evaluate proposals solely based on the documentation submitted in adherence to the evaluation criteria outlined in this RFP.

33. Clarity, Compilation and Pricing information

Clarity and Detail:

Proposals should be clear, concise, and provide all necessary information.

Clean and Error-Free:

Proposals must be free of interlineations, erasures, or overwriting. However, minor corrections made by the Bidder are permitted, provided they are initialed by an authorized representative.

Organized for Review:

Use color separators, flags, or tags to clearly differentiate different sections of proposal for easy review.

No Pricing Information:

The Technical Proposal must strictly exclude any pricing information related to proposed services. Failure to comply with this requirement may result in proposal disqualification.

34. SPPRA Compliance

The Company is committed to conduct the entire procurement process in strict adherence to the Sindh Public Procurement Regulatory Authority (SPPRA) rules, ensuring transparency, fairness, and equal opportunity for all bidders.

35. Intellectual Property (IP) Rights

- ✓ SEDF Ownership of Bidder-Created IP: The SEDF will own the intellectual property rights (IPR) generated by the Bidder's activities specifically related to the program. This may include materials, curriculum, processes, or methodologies developed by the Bidder for program execution.
- ✓ Start-Up IP Ownership: Importantly, the SEDF and Bidder will not claim ownership of any intellectual property rights developed by the startups themselves during their incubation or acceleration journey within the program. The startups will retain full ownership and control of their own IP.

36. RFP Clarifications and Amendments

This section outlines the communication channels and procedures for resolving Bidder inquiries and potential RFP modifications.

Bidder Inquiries:

Bidders can submit written inquiries or use standard electronic means (email) to request clarifications on the RFP document. The deadline for inquiries is as specified in the RFP itself.

The Company will provide written or electronic responses via email

Grievance:

Any grievance filed by a bidder will be promptly forwarded to the independent Grievance Committee of SEDF for careful review and appropriate decision-making. The Grievance Committee is responsible for assessing the merits of grievance, conducting necessary investigations or inquiries, and recommending actions or resolutions to address the concerns raised by the bidder. This process ensures transparency and fairness in addressing grievances related to the procurement procedures under the SEDF, ultimately aiming to uphold the integrity of the procurement process and promote confidence among stakeholders. The Grievance Committee operates independently to assess and resolve grievances in a timely and effective manner, fostering accountability and trust in the SEDF's procurement activities.

RFP Amendments:

The Company reserves the right to amend the RFP document at any time before proposal submission. Amendments will be issued in writing or by standard electronic means.

These addendums will be communicated through various channels to ensure Bidder awareness:

Publication in a local newspaper

Upload to the SPPRA website

Upload of the revised RFP document to both the Company and SPPRA websites

By following these procedures, the Company aims to maintain clear communication and ensure all Bidders have access to the most up-to-date RFP information.

Data Sheet:

1.1	Name of the Assignment is: **HIRING OF CONSULTANCY FIRM(S) FOR PROVISION OF SERVICES TO EXECUTE "SUPPORT FOR START-UP INCUBATORS AND ACCELERATION PROGRAM (SSI&A) FOR START-UPS REGISTERED IN SINDH PROVINCE" PROGRAM OF SINDH ENTERPRISE DEVELOPMENT FUND (SEDF)** Procurement Agency Official: Secretary Committee Address: Sindh Enterprise Development Fund, Block B, 1st Floor, FTC Building, Shahra-e-Faisal, Karachi Telephone: 021 99221584 - 88 E-mail: info@sedf.gos.pk
1.2	RFP Issuance Date: **15th May 2025 (Thursday)**
1.3	Deadline for receiving queries / questions: **22nd May 2025 12:00 PM (Thursday)**
1.4	Pre-Bid Meeting: **22nd May 2025 (Thursday) at 12:00 PM** Venue: **Committee Hall Investment Department GoS, 1st floor, Block-B, FTC Building Shahrah e Faisal, Karachi**
1.5	Response to queries/questions related to RFP: **(Omitted)**
1.6	Proposal Submission Deadline: **2nd June 2025 11:00 AM (Monday)**
1.7	Opening of Technical Proposals Through SPPRA EPADs Portal: **2nd June 2025 at 12:30 PM**
1.8	Opening of Financial Proposals SPPRA EPADs Portal & Physical: **Will be communicated after completion of Technical Evaluation Process**
1.9	Award/Signing of Agreement: **will be communicated later**
2.0	The method of selection is **Quality & Cost Based Selection QCBS Method as Per Rule-72(3) of SPPRA Rules, 2010 (amended)**
2.1	Financial Proposal to be submitted together with Technical Proposal: YES _____ NO _____ Single stage two-envelope procedure: Quality & Cost Based Selection Method **Note: Bidding process will be done through SPPRA EPADs system and submitting all the required documents technical & financial should be uploaded on SPPRA Portal is Mandatory otherwise bids will be returned if submitted by hand only**
2.2	**All the Bidding process will be done through SPPRA EPADs system and submitting all the required documents technical & financial should be uploaded on SPPRA Portal is Mandatory otherwise bids will be returned if submitted by hand only.** **Additional** **Envelope #1 shall clearly bear the name: HIRING OF CONSULTANCY FIRM(S) FOR PROVISION OF SERVICES TO EXECUTE "SUPPORT FOR START-UP INCUBATORS AND ACCELERATION PROGRAM (SSI&A) FOR START-UPS REGISTERED IN SINDH PROVINCE" PROGRAM OF SINDH ENTERPRISE DEVELOPMENT FUND (SEDF)** One hard copy of Technical Proposal marked as Original must be submitted with one soft copy of the original technical proposal in USB same as submitted on **SPPRA**

	EPADs Portal. Bidders are to make sure that Financial Proposal is **not** part of the Technical Proposal in any form. *Additional hard copy of Technical Proposal is mandatory requirement.
2.3	**Additional: Bidding process will be done through SPPRA EPADs system and submitting all the required documents technical & financial should be uploaded on SPPRA Portal is Mandatory.** **Envelope #2 shall clearly bear the name "FINANCIAL PROPOSAL – HIRING OF CONSULTANCY FIRM(S) FOR PROVISION OF SERVICES TO EXECUTE "SUPPORT FOR START-UP INCUBATORS AND ACCELERATION PROGRAM (SSI&A) FOR START-UPS REGISTERED IN SINDH PROVINCE" PROGRAM OF SINDH ENTERPRISE DEVELOPMENT FUND (SEDF)** Financial Proposal in hard copy must be submitted with one soft copy of the same in USB same as submitted on **SPPRA EPADs Portal**. Soft copy must be in MS Excel format. (**The hard copy and soft copy of Financial Proposal must be sealed in Envelope # 2 and should not be part of Technical Proposal in any form).** Bid Security in a separate sealed envelope, shall be enclosed in Envelope for Financial proposal is mandatory otherwise bidder/consultant will be considered as rejected.
2.4	**PRE-BID MEETING** A pre-bid meeting will be held on **22nd May 2025 (Thursday) 12:00 PM** to response the queries of Interested Consultants or in case of consortium joint venture.
2.5	**The Proposal submission address is:** Sindh Enterprise Development Fund, Block B, 1st Floor, FTC Building, Shahra-e-Faisal, Karachi Proposals must be submitted no later than the following date and time: **2nd June 2025 (Monday) at 11:00 AM** ***(Note: Submitting/uploading Proposals on SPPRA EPADs & submit Hard copy is Mandatory)***
2.6	Expected date for commencement of consulting services (Trainings) After Selection of Successful Bidder and completing all formalities, the actual dates will be fixed / communicated later
2.7	Proposals validity that shall not be more than 90 days (National Competitive Bidding (NCB)
2.8	Clarifications to the RFP may be requested not later than mentioned date before the submission date. Address: Sindh Enterprise Development Fund, Block B, 1st Floor, FTC Building, Shahra-e-Faisal, Karachi Telephone: 021 99221584 - 88 E-mail: info@sedf.gos.pk
2.9	The proposal as well as all related correspondence exchanged by the consultants and the procuring agency shall be written in English however it is desirable that the firm's personnel have a working knowledge of the national and regional languages of Islamic republic of Pakistan.

3.0	**1.** The program will be implemented in Karachi City in the 1st Phase. After successful completion of 1st Phase other cities will be considered for upcoming phases. **2.** 15 startups of acceleration stage will be inducted. **3.** Total program duration is 8 months. a. The **first two months will focus on branding**, outreach, program design, and selecting diverse startups. **One month** will provide intensive training, including workshops and mentorship. The next **four months** will focus on scaling, innovation, and collaboration, with tailored guidance and funding access. The program will end in the 8th month with a demo event for startups to showcase progress and attract investment **4.** To ensure diversity and inclusivity, quotas will be set, allocating 4 startups slot from out of Karachi and rest from Karachi city. Additionally, preference will be given to women, minorities, and differently abled individuals, reflecting the program's commitment to equitable opportunities. At least 3 startups selected will be led by women/ minorities or differently abled individuals, further emphasizing inclusivity and diversity within the program. **5.** Successful bidders will be tasked with organizing hostel accommodation for 4 deserving startups coming from other cities. **6.** The program will be sector-agnostic, welcoming startups from any industry or field without specific limitations or preferences. **7.** Opportunities will also be extended to non-tech startups if the business demonstrates scalability and sustainability potential. **8.** Selected startups may receive grants ranging from PKR 500,000 to PKR 10,000,000 during the program, with a total grant pool of PKR 60 million. subject to approval of the selection committee as mentioned below: **9.** A committee to oversee the grant distribution process will be formulated. The grant committee will consist of the following 7 members: **a. Secretary, Investment Department, Sindh (1 Member)** **b. Secretary, Information Science & Technology Department, Sindh (1 Member)** **c. CEO, Sindh Enterprise Development Fund (1 Member)** **d. Technology and Ecosystem Experts (3 Members)** **e. A representative from a bank (1 Member)** **10.** Opportunity to participate in Local and international conference/seminars/competitions/meeting or travel for selected startups

3.1	Shortlisted Consultants/ Interested Consultants may associate with other shortlisted Consultants/ Interested Consultants: Yes_ No_
3.2	TECHNICAL EVALUATION CRITERIA (SEE Section 3: Mandatory & Technical Evaluation Criteria)
3.3	The Consultant will be subject to all admissible taxes including stamp duty and service charges at a rate prevailing on the date of contract agreement unless exempted by relevant tax authority. The prices quoted without any tax remarks will be treated as inclusive of all applicable taxes. Any change in Government duties or taxes shall borne by the successful consortium / Joint Venture
3.4	Proposals will be accepted and evaluated using Single Stage, Two Envelope Procedure. (Separate sealed envelopes for Technical and Financial Proposals). The original Proposal shall contain no interlineations or overwriting. All pages of the Proposals (Technical & Financial) must be numbered. Submission letters (Form B1 & C1) for both Technical and Financial Proposals, must be in the attached format on letterhead, in separate envelopes. The Bidder's Organization Head or an authorized representative on his/her behalf should initial and stamp all pages of the original Technical and Financial Proposals. In case of authorized representative, an authorization shall be provided which shall be in the form of a written power of attorney accompanying the Proposal or in any other form demonstrating that the representative has been duly authorized to sign. Hard copies of Technical Proposal shall be sent to the address listed in this Bidding Document. All required copies of the Technical Proposal are to be exact replicas of the original. If there are discrepancies between the original and copies of the Technical Proposal, the original governs. Bidder is required to submit one original and one copy of Technical Proposal along with all supporting documents. One USB containing an electronic copy (labeled 'Electronic Copy') of all Proposal documents in PDF format (excluding the Financial Proposal), must be provided with the Technical Proposal. In the event of any discrepancy between the Original Proposal and the Electronic Copy, the former shall be deemed as the accurate Proposal. If Financial Proposal is copied to the USB containing Technical Proposal, the entire Proposal shall stand rejected. The Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL" followed by the name of the assignment "**Start-Up Acceleration Program for Start-Ups registered in Sindh Province**" and the name of Bidder. Similarly, the Financial Proposal shall be placed in a separate sealed envelope clearly marked "FINANCIAL PROPOSAL" followed by the name of the assignment "**Start-Up Acceleration Program for Start-Ups registered in Sindh Province**" and the name of Bidder, with a warning "DO NOT OPEN WITH THE TECHNICAL PROPOSAL". The envelopes containing Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission

	address and title of the assignment mentioned in this document, and the name of the Bidder, and clearly marked "DO NOT OPEN BEFORE SUBMISSION DEADLINE". Company shall not be responsible for misplacement, losing or premature opening of the outer envelope if not properly sealed and marked as stipulated. Such negligence may result in rejection of the Proposal. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for rejection of the Proposal. The Proposal must be sent to the following address and received by the Company not later than the time and the date specified elsewhere in this Bidding Document: Bidders must submit their Proposal to the Company by registered post/ courier or by hand to the official postal address of the Company before or on the submission deadline specified elsewhere in this bidding document. Any Proposal received by the Company after the deadline for submission shall be returned unopened. Company reserves the right to accept or reject any or all of the Proposals submitted at any time in accordance with applicable government rules and the stipulations contained in this document. Company shall open Technical Proposal thirty minutes after the submission deadline. The envelopes with the Financial Proposal shall remain sealed and securely stored in the custody of Company and will be opened as per the tentative timeline specified elsewhere in this document.
3.5	FINANCIAL Evaluation CRITERIA The financial bids of only technically qualified bidding consortiums against cities as per clause # 4.3 of TORs will be opened. The pricing shall include all applicable taxes, rates, duties, tolls, fees etc. The evaluation of both (technical & financial) bids will be formulated as per Rule No. 72 (1) of SPPRA Rules, 201(amended). i.e Least Cost Selection Method.
3.6	Expected date and address for contract negotiations: Sindh Enterprise Development Fund, Block B, 1st Floor, FTC Building, Shahra-e-Faisal, Karachi
3.7	The Financial Bids must be accompanied with the **bid security of 2% of bid price- in the** form of Call Deposit/Bank Draft (refundable) drawn in favor of Sindh Enterprise Development Fund (SEDF). However, as mentioned earlier in the Mandatory Section, all bidders are required to submit an affidavit on letterhead along with Technical Bid that Bid security in the required form and manner is enclosed with the financial proposal.
3.8	Successful consultant is required to submit **performance security / Bank Guarantee (05%)** of the total contract amount in form of pay order, demand draft or bank guarantee.

3.9	Consultants undertake to sign integrity Pact for the procurement estimated to exceed Pak Rs. 2.5 million.

Section 3: Mandatory & Technical Evaluation Criteria

The evaluation shall be carried out comparatively. The evaluation shall be carried out keeping in view the Rule No. 72(3) of SPPRA Rules, 2010 (amended). i.e. **Quality & Cost Based Selection Method**

The Bidding Consultants, or in the case of Consortiums / Joint Ventures compliant with the Mandatory criteria will be eligible for the Technical Scoring criteria.

The bidding Consultants or in case of Consortiums/Joint Ventures securing 70% or more scores will be considered technically responsive and subsequently selected for financial bid opening.

Before submission of Proposals, within the stipulated time mentioned in this Request for Proposal (RFP) document, Potential Bidders are required to ensure that all Mandatory Criteria outlined in this document are fulfilled.

For Bidders submitting proposals as a Consortium/Joint Venture (JV), only the Lead Bidders documents will be evaluated against the Mandatory Criteria.

The following checklist details the required documents. All applicable documents must be submitted in the specified order at the time of Proposal submission. Failure to submit any of these mandatory Criteria will result in disqualification.

Mandatory Criteria:

#	**Mandatory Criteria**	Documentary evidence / Proof
01	Consultant(s)/ in case of Consortiums / Joint Ventures each member has a valid Income Tax Registration.	The Consultant(s) in case of consortium / Joint Venture firms provide copy of valid and active NTN certificate
02	Consultant(s) / in case of Consortiums / Joint Ventures each member has a Sale Tax Registration. (Only educational institutes are exempted	The Consultant(s) / consortium / joint venture firms of each member company Provide copy of valid and active Sales Tax Certificate. The Lead Consultant(s) in case of consortium / joint venture firms shall have valid and active GST registration with FBR. (In case of education institution, proof of AOA/MOA mentioning education category under SECP registration required)
03	Consultant(s) in case of Consortiums / Joint Ventures each member have a valid Registration with Sindh Revenue Board (SRB). Registration with Sindh Revenue	The Consultant(s) in case of Consortiums / Joint Ventures firms provide copy of valid and active Registration with Sindh Revenue Board (SRB).

	Board (SRB) (only educational institutes are exempted)	(In case of education institution, proof of AOA/MOA mentioning education category under SECP registration required)
04	An undertaking / Certificate that any Consultant(s) firms / Company / Organization / Association which is part of Consortium / Joint venture is / are / not blacklisted by any Government Department or public sector organization in Pakistan.	The Lead bidder / Consultant or in case of consortium / Joint venture shall provide undertaking on Rs. 100/- stamp paper.
05	Proof of Certificate of Incorporation or Registration or equivalent.	Certificate of incorporation is required
06	In case of proposal being submitted as consortium/Joint Venture (JV), attach consent letter of **each** partner organization clearly specifying its roles and responsibilities in the program. Letter should be issued by the competent authority of the partner organization.	Attach Consent letters of each organization in the consortium or Joint venture on their letterheads and signed by relevant persons, stating their roles and responsibilities.
07	Affidavit on letter head that bid security in the required form and manner is enclosed with the financial proposal.	Bid security in the required form, enclosed in the financial proposal.
08	CONFLICT OF INTEREST - DISCLOSURE FORM (attached as Annexure - A)	Conflict of interest form must be filled and attached.

Evaluation of Technical Proposals:

During the technical evaluation no amendments in the Proposals shall be permitted. Each responsive Proposal will be given a technical score. If Proposal fails to achieve the minimum qualifying technical score indicated in the RFP document, it will not qualify for financial evaluation stage. Bidders who obtain at least 175 out of 250 marks in technical evaluation criteria will qualify and Financial Proposals would be opened only for technically qualified Bidders.

Financial Proposals of those Bidders obtaining less than 175 marks out of 250 (70%) in Technical Evaluation shall remain un-opened. After completion of evaluation, the Company shall award Agreement to the selected Bidder (highest ranked). After agreement signing with successful bidder, the Company shall return the unopened Financial Proposals of the unsuccessful Bidders.

An evaluation committee appointed by the Company will evaluate Technical Proposals on the basis of their compliance with the RFP and by applying the evaluation criteria and the point system, specified below:

#	Technical Evaluation Criteria	Sub marks	Marks
1.	**Registered Age, Financial Position and Profile of the Lead Bidder– (Form B2)**		**10**
	a. Registered age Experience of less than 5 years will carry no marks. Each additional year of experience carries 1 mark. Maximum marks = 05. **b.** Accumulative Financial Position of the consultant (s) / Consortium / Joint Venture firms (Net worth should not be less than 100 million). No Mark on any worth less than PKR 100 million. Maximum marks= 05	05 05	
2.	**Availability of Space and required Infrastructure** to accommodate at least 20 start-ups (at least 3 members per start-up). **- (Forms B3)**		**15**
	I. State of the Art ICT Allied Infrastructure II. Purpose built start-up working Space III. Location (Convenience, accessibility and safety) IV. Availability of nearby good hostel facilities for 30% start-ups V. Other added facilities (Fab, HW, VR /Computer Labs etc.)	03 03 03 03 03	
3.	**Relevant Experience of the Firm/Bidder (Forms B4)**		**50**
	a. Managing & running Incubator/accelerator – Years in operation (Form B4-1). ***(provide supporting evidence in the form of contract, letter of intent, purchase order or any other proof)*** Each year of experience carries 2 points. Maximum Marks = 10	10	
	b. Successful Graduation of Start-ups/solopreneurs (Form B4-2). Maximum Marks = 10 Zero mark for less than 100 graduating start-ups solopreneurs (including but not limited to freelancers / consultants / e-commerce store owners / Independent content creators / small-scale service providers) and increasing by 1 mark every 20 graduates.	10 00	

	c. Accumulative Verifiable Investment Raised by Start-ups (Form B4-3/4). Each PKR 100 million raised carries 1 mark. Maximum marks = 10	10	
	d. Accumulative Verifiable Revenue Generated by Start-ups (Form B4-4). Each PKR 50 million generated revenue carries 1 mark. Maximum marks = 10	10	
	a. Managing and running exclusive accelerator or relevant program - Years in operation (Form B4-5). b. Each year of experience/Each Large-Scale Acceleration Program carries 2 marks. Maximum Marks = 10	10	
4.	**Proposed Methodology (Form B5)**		**85**
	a. Outreach Plan	**10**	
	i. Advertisements, Promotions, branding	05	
	ii. Ability to create local & international collaborations with relevant entities	05	
	b. Start Selection and Graduation Criteria	**10**	
	i. Start-up Selection Process & Criteria	05	
	ii. Start-up graduation criteria	05	
	c. Acceleration Cycle Activities	**25**	
	i. Training & Workshops	05	
	ii. Mentorship & Expert Sessions Strategy & Approach	05	
	iii. Post-Program Support (Alumni Network – Continued access to mentors/investors)	05	
	iv. Networking & Collaboration Strategy & Approach	05	
	v. Training & Workshops	05	
	d. Project Management Plan	**20**	
	i. Program Charter	05	
	ii. Gantt Chart & Timelines	05	
	iii. M & E Process	05	
	iv. Monitoring Mechanism & KPI's to assess the performance of Start-up	05	
	e. Funding & Growth Strategies	**20**	
	i. Bootstrapping Strategy	05	

	ii. Revenue-Based Financing (RBF) Strategy	05	
	iii. Strategic Partnerships / B2B Consulting/Freelancing Strategy	05	
	iv. Debt Financing (Loans) Strategy	05	
5.	**Proposed Curriculum, (Form B6)**		**20**
	Quality of course content (average=05, good=10, excellent=15)	15	
	Number of times curriculum has been used / repetition of curriculum in each cohort (0.5 marks for each accelerator)	05	
6.	**Proposed Project Team (Form B7)**		**20**
	Qualification and Competence of the proposed Team Members (Forms B7)		
	i. Proposed Team Structure (Form B7-1)	05	
	ii. Project Director Experience in start-up ecosystem and Businesses (Form B7-2)	05	
	iii. Qualifications, Total experience, and Professional Certifications/Memberships (Form B7-3)	05	
	iv. Proposed mentors/consultants/Experts (Form B7-4)	05	
7	**International Partnerships (Form B8)**		**50**
	Points will be given on the basis of standing and their role and relevance in the program. (Max 10 Points for each partnership).	50	
	Total		**250**

Section 4: Terms of References

Sindh Enterprise Development Fund (SEDF):

Sindh Enterprise Development Fund (SEDF) a Company incorporated under section 42 of the Companies Act, 2017 has been established by the Government of Sindh to encourage investment and innovation in various economic sectors, with a view to facilitate efficient production, processing and marketing for wider economic gains. Further information about the company is available at https://www.sedf.gos.pk/. In line with the recent focus to accelerate digitalization of Sindh, SEDF has developed a comprehensive digital strategy and outlined a plan for its successful implementation through various key programs and projects.

Introduction:

Sindh Enterprise Development Fund firmly believes that sustainable solutions for poverty alleviation in Pakistan, especially for the disadvantaged communities at the bottom of the socioeconomic pyramid, can be achieved through innovation. By making critical sectors such as agriculture, minerals, energy, education, and healthcare more accessible and affordable to the masses, we aim to uplift communities and create lasting social impact. Today incubators and accelerators are not only fostering entrepreneurship but also nurturing and accelerating the growth of ground-breaking technology focused startups with innovative products that can scale, disrupt industries, and bring about significant market and economic changes and create a lasting impact on people's lives, transforming the way they live, work, and engage in recreational activities.

Start-ups are the building block of a knowledge-based economy and can create a larger economic impact in terms of creating jobs and improving other socio-economic indicators. Therefore, it becomes essential not only to inculcate entrepreneurial spirit in our youth but also provide them with relevant opportunity to develop their ideas into a sustainable and successful business. In line with this, one of the key envisaged interventions under Sindh Digital Strategy is to support, facilitate and provide necessary opportunity to start-ups of Sindh by funding their acceleration requirements. The key purpose of this intervention is to promote entrepreneurship and further strengthen the entrepreneurial ecosystem by partnering with relevant incubators/accelerators and to provide opportunity to 15 acceleration stage start-ups in the 1st Phase. The SEDF is deeply committed to offering exceptional support and resources, reflecting its strong dedication to nurturing long-term success within the dynamic realm of startup financing and development. This program is tailored to empower selected startups with essential skills in investment preparation for fundraising, building investment networks, attracting crucial investment rounds, and scaling their ventures to the next level. With the emphasis on female founders and supporting technology-driven startups, the program aims to secure funding and enhance investment

appeal for Start-Up Companies. Under this program, innovative ideas from all over Sindh including its rural areas will also be provided opportunity to join and accelerate.

Program Overview

The main purpose of this program is to support and promote entrepreneurship through facilitating and funding start-ups to undergo an acceleration cycle in an accelerator. However, it is very essential to ensure that demand side of the ecosystem is matched with the supply side. Similarly, effective utilization of existing resources to create synergies is also very important, therefore, a partnership with existing incubator/accelerator will be developed for execution of the program.

Program Aim:

The ultimate aim of a Start-Up Acceleration Program (Phase-I) is to propel start-ups towards hyper-growth by equipping them with the essential tools, knowledge, and a powerful network. This program empowers start-up founders to achieve significant market traction, secure funding, and ultimately transform their start-ups into thriving, successful businesses.

Program Objectives:

- ✓ Spread & accelerate the entrepreneurial activities on a provincial level for larger socio-economic development of the province.
- ✓ To provide necessary opportunities to start ups to scale up to the next level.
- ✓ Encourage and support Accelerators to further strengthen the Sindh entrepreneurial ecosystem.
- ✓ Encourage investment, instill entrepreneurial ability and to provide a major push to the wider economy.
- ✓ Wealth creation and upward mobility for citizens by creating more opportunities for startups.

Program Design:

Program will be designed to select high-potential startups with the ambition to disrupt their industries. Through a data-driven selection process, we identify ventures with strong traction and growth potential. Once inducted, we assess each startup's specific needs and tailor an intensive program to propel them towards hyper-growth. By providing mentorship, access to funding networks, and industry expertise, we empower founders to rapidly scale their businesses and turn innovative ideas into market leaders. To ensure program success, only highly qualified Bidders with proven experience of helping start-ups to scale up will be considered for implementation. Bidder will be composed of industry experts, subject matter specialists, seasoned mentors, trainers, and accomplished entrepreneurs. The program will encompass all essential components required for acceleration stage startups, ensuring a comprehensive support system for participants.

The program will be implemented in Karachi City in the 1st Phase. After successful completion of 1st Phase other cities will be considered for upcoming phases. Successful Bidder will be responsible for delivering the proposed components of the program. Bidders will ensure the provision of fully equipped space capable of accommodating a minimum of 3 members from each startup, furnished with state-of-the-art infrastructure, furniture, fixtures, ICT allied services, utilities, and necessary accessories. Additionally, Bidders are mandated to supply one laptop to each startup founder.

The program will encompass one cohort of 15 startups, with the total program duration of 8 months. The initial **two month**s will be dedicated to branding, outreach, program design, team finalization and selection processes, ensuring the inclusion of diverse and promising startups. Subsequently, **one month** will be allocated for intensive training aimed at bringing all startups to a standardized level of readiness, equipping them with essential skills and knowledge. This includes workshops, mentorship, and peer-to-peer learning to address individual needs and establish a unified foundation for growth. The remaining **four months** of will be designated for an extensive program, fostering growth, rigorous acceleration, innovation, and collaboration among startups. Startups will receive tailored guidance, industry-specific expertise, and access to funding networks to rapidly scale their businesses and become market leaders.

In the **final 8th Month** Program will conclude in a final demo event where startups will showcase their progress and accomplishments, facilitating potential investment opportunities and furthering their entrepreneurial journey.

To ensure diversity and inclusivity, quotas will be set, allocating 4 startups slot from out of Karachi and rest from Karachi city. Additionally, preference will be given to women, minorities, and differently abled individuals, reflecting the program's commitment to equitable opportunities. At least 3 startups selected will be led by women/ minorities or differently abled individuals, further emphasizing inclusivity and diversity within the program.

In order to uphold inclusivity and promote equal opportunity, successful bidders will be tasked with organizing hostel accommodation for 4 deserving startups coming from other cities. However, provision of accommodation will be contingent upon need and approval from the SEDF oversight committee for the program, ensuring equitable access for all participants.

Opportunities will also be extended to non-tech startups if the business demonstrates scalability and sustainability potential.

A quota for women and startups outside Karachi has been allocated, but all startups must meet the merit criteria and will be selected based on merit. This program is designed to support acceleration-stage startups that have established revenue streams. Startups that qualify may receive grants ranging from PKR 500,000 to PKR 10,000,000 during the program, with a total grant pool of PKR 60 million.

The successful bidder will be responsible for forming a committee to oversee the grant distribution process. The bidder is also required to include the PKR 60 million grant amount, inclusive of taxes, in their bid.

The grant committee will consist of the following 7 members:

1. Secretary, Investment Department, Sindh (1 Member)
2. Secretary, Information Science & Technology Department, Sindh (1 Member)
3. CEO, Sindh Enterprise Development Fund (1 Member)
4. Technology and Ecosystem Experts (3 Members)
5. A representative from a bank (1 Member)

This structured approach ensures fair and merit-based selection while promoting diversity and inclusivity in the startup ecosystem.

The program will be sector-agnostic, welcoming startups from any industry or field without specific limitations or preferences.

Bidder is also required to allocate budget for domestic and international travels for few start-ups (4 domestic travels and 2 international) to attend conference/meetings/seminars etc. if needed. Approval of above committee is required for international travel of any start-up.

Based upon the above, the Company therefore invites proposals from bidders to execute Start-Up Acceleration Program (Phase-I).

Engagement and Mobilization Strategy:

The Bidder will craft an engagement strategy to spark a startup selection drive throughout Sindh. This initiative entails establishing connections with essential stakeholders through an extensive media campaign. A potent blend of modern and traditional outreach methods, including compelling social media initiatives, precise online advertising, and impactful community gatherings, will be deployed. Our goal is to ensure that every budding entrepreneur in Sindh has the chance to network, cooperate, and launch their entrepreneurial endeavors.

Selection Criteria of Startups:

- ✓ **Traction:** Has the startup achieved initial traction through sales, user acquisition, or key partnerships? Can they demonstrate product-market fit?
- ✓ **Growth Strategy:** Does the startup have a clear and achievable growth plan?
- ✓ **Revenue Model**: Does the startup have a validated revenue model with a clear path to profitability?

- ✓ **Team Capability**: Has the founding team demonstrated the ability to execute and achieve their goals? Do they have the experience to scale the business?
- ✓ **Fundraising Readiness**: Is the startup ready to raise capital? Do they have a compelling investment pitch and financial projections?
- ✓ **Minimum Viable Product**: Possess a Minimum Viable Product (MVP) and demonstrates readiness for fundraising.

These are general selection guidelines; selected Bidder may provide different criteria based on their experience and program goals.

Delivering a Comprehensive Program:

The Bidder is required to:

- ✓ Implement a professional and well-structured acceleration program.
- ✓ Design and execute a curriculum encompassing topics like business model development, Financial Model development, pricing, marketing and sales strategies, GTM, pitching skills, investor readiness, and other relevant areas tailored for each program stage.
- ✓ Organize workshops, mentor sessions, and training covering critical aspects of business growth, including financial management, legal compliance, and team building.
- ✓ Develop and implement essential policies and procedures to ensure the program runs smoothly and efficiently, including guidelines for participant conduct, intellectual property protection, and conflict resolution.
- ✓ Arrange counseling and mentoring sessions for startups to provide personalized guidance and support in addressing specific challenges and seizing opportunities.
- ✓ Foster a collaborative and supportive environment by facilitating networking events, peer-to-peer learning opportunities, and access to industry experts and resources.
- ✓ Monitor and evaluate program progress and participant outcomes regularly, making adjustments as needed to optimize program effectiveness and impact.
- ✓ Foster partnerships with industry leaders, investors, and other key stakeholders to enhance program visibility, access additional resources, and create opportunities for collaboration and growth.
- ✓ Support startups in developing and executing strategic partnerships with corporate entities, distribution channels, and ecosystem players to accelerate market penetration and scale their business operations.
- ✓ Offer guidance on intellectual property (IP) strategy development, patent filings, and IP portfolio management to safeguard startups' innovations and competitive advantages in the market.

- ✓ Facilitate access to international markets through export assistance programs, cross-border trade missions, and international business development support services to help startups expand their global footprint.
- ✓ Create opportunities for startups to participate in accelerator showcases, demo days, and startup competitions to gain visibility, attract investment, and validate their business models in front of potential stakeholders.
- ✓ Foster a culture of innovation and entrepreneurship through community-building activities, learning initiatives, and collaborative projects aimed at fostering knowledge exchange and idea generation among startups.
- ✓ To ensure that all participating startups will be ready for the crucial Demo Day event. This entails ensuring comprehensive readiness, including fine-tuning presentations, refining pitches, and providing coaching on effective communication strategies.
- ✓ To orchestrate the participation of key stakeholders, particularly local and international investors, as well as influential industry leaders, to maximize networking opportunities and foster potential investment partnerships. SEDF anticipates that through the bidder's guidance, startups will be strategically positioned to attract significant investor interest, leading to the completion of multiple investment deals and fostering long-term growth prospects for the entrepreneurial ecosystem.

Bidders are required to guide Start-Ups in completing a deal room that encompasses:

- ✓ Vision and Mission: Bidders will assist startups in crafting a clear and compelling vision statement that outlines their long-term goals and aspirations, along with a mission statement that defines their purpose and the impact they aim to make.
- ✓ Team Details: This involves showcasing the startup's team members, their roles, expertise, and contributions, highlighting their qualifications and relevant experience.
- ✓ Media Coverage: Bidders will help startups gather and present any media coverage or press releases related to their company, products, or achievements, demonstrating public recognition and credibility.
- ✓ Partnerships: Startups will be guided in showcasing their strategic partnerships and collaborations, emphasizing the strength of their network and alliances within the industry.
- ✓ Product Demos: This entails providing interactive demonstrations or videos showcasing the functionality and features of the startup's products or services, allowing potential investors to understand the value proposition firsthand.
- ✓ Technical Documentation: Bidders will assist in compiling technical documentation that provides detailed information about the startup's technology stack, architecture, and any proprietary algorithms or methodologies.

- ✓ Key Features: Startups will outline the key features and unique selling points of their products or services, highlighting what sets them apart from competitors.
- ✓ Traction Metrics: This involves presenting data and metrics that demonstrate the startup's progress, growth, and user engagement, such as user acquisition numbers, revenue figures, or customer testimonials.
- ✓ Roadmaps: Bidders will help startups outline their roadmap for future development, indicating upcoming milestones, product enhancements, and expansion plans.
- ✓ Market Overviews: This entails providing an analysis of the target market, including size, trends, opportunities, and potential challenges, to showcase the startup's understanding of its industry landscape.
- ✓ Go-to-Market Strategies: Startups will detail their go-to-market strategies, outlining how they plan to acquire customers, penetrate the market, and drive adoption of their products or services.
- ✓ User Demographics: Bidders will assist in profiling the startup's target user demographics, preferences, behaviors, and pain points, to demonstrate a deep understanding of their target audience.
- ✓ Competitive Landscapes: Startups will analyze their competitive landscape, identifying key competitors, their strengths, weaknesses, and differentiation strategies.
- ✓ Customer Lists: This involves disclosing a list of current customers or clients, along with any notable partnerships or endorsements, to showcase market validation and customer traction.
- ✓ Regulatory Landscapes: Bidders will help startups navigate any relevant regulatory frameworks or compliance requirements applicable to their industry or target markets.
- ✓ Investment Documents: Startups will compile any investment-related documents, such as pitch decks, financial projections, term sheets, or investor presentations, to facilitate potential funding discussions.
- ✓ Company Records: This entails organizing and presenting essential company records, such as incorporation documents, legal agreements, and intellectual property portfolios.
- ✓ Cap Tables: Bidders will assist startups in constructing cap tables, detailing the ownership structure and equity distribution among founders, investors, and other stakeholders.
- ✓ Financial Statements: Startups will provide comprehensive financial statements, including income statements, balance sheets, and cash flow statements, to demonstrate financial health and performance.

- ✓ Social Media Presence: This involves integrating and showcasing the startup's social media presence, including LinkedIn profiles, Twitter accounts, and other relevant platforms, to demonstrate online visibility and engagement with the community.

Performance Evaluation:

The Bidder will implement a Key Performance Indicator (KPI) framework to assess the program's effectiveness and identify areas for improvement. This data-driven approach ensures continuous program optimization and impactful results.

Expected Outcomes:

- ✓ **Investment Readiness**: Accelerated start-ups will be thoroughly prepared to secure investment, with polished pitches and comprehensive financial projections.
- ✓ **Revenue Growth:** Participating start-ups in the acceleration program will exhibit quantifiable growth in revenue, demonstrating their ability to scale and generate income.
- ✓ **Investment Secured:** Ideally, a significant number of acceleration-stage start-ups will secure funding from investors, further fuelling their growth trajectory.
- ✓ **Innovation Level**: Monitor and assess the level of innovation fostered by the program within participating start-ups. This could involve tracking the number of patents filed, adoption of new technologies, or the development of disruptive business models.

Additional Considerations:

- ✓ **Diversity and Inclusion**: Track the diversity of start-ups, with a focus on including women-led ventures and businesses from under-represented communities.
- ✓ **Community Engagement:** Measure the program's impact on the local entrepreneurial ecosystem through metrics like community events organized, partnerships established, and media coverage generated.
- ✓ **Long-Term Sustainability**: Track the success of program graduates beyond program completion. This could involve monitoring their survival rate, continued revenue growth, and job creation over a longer period.

Key Performance Indicators (KPIs):

Start-up Success:

- ✓ Quality of start-up graduation criteria.
- ✓ Number of start-ups graduating from the program.
- ✓ Revenue generated by acceleration-stage start-ups.
    - o Expected accumulated revenue of cohort PKR 45 Million

- ✓ Investment secured by start-ups after program completion.
    - Expected accumulated investment commitment of cohort PKR 150 Million
- ✓ Number of jobs created by program graduates.

Program Quality:

- ✓ Quality of mentors and speakers engaged with the program.
- ✓ Satisfaction level of start-ups with the program curriculum and delivery.
- ✓ Effectiveness of acceleration services provided.
- ✓ Innovation level of start-ups fostered by the program.

Outreach and Impact:

- ✓ Number of applications received for the program.
- ✓ Diversity of start-ups selected (e.g., percentage of women-led ventures).
- ✓ Media coverage and community engagement generated by the program.
- ✓ Stakeholder satisfaction, including feedback from investors, partners, and government agencies.

SEDF will finalize the program Key Performance Indicators (KPIs), and payments will be contingent upon the successful completion of these and other agreed KPIs, along with the submission of due deliverables and reports, and their subsequent approvals. This approach ensures that payments are tied to the achievement of predefined performance metrics and the satisfactory delivery of required outputs and documentation. Adherence to these guidelines will facilitate transparent accountability and alignment with project objectives, promoting effective monitoring and evaluation of program outcomes.

Proactive Risk Management for Project Success:

The Bidder will collaborate with the Sindh Enterprise Development Fund (SEDF) team to develop a risk management plan. This plan will be a cornerstone of ensuring project success and will encompass the following key elements:

Comprehensive Risk Identification and Assessment:

- ✓ The Bidder will proactively identify both internal and external risks that could potentially derail project objectives.
- ✓ These risks will be categorized and meticulously assessed based on their likelihood of occurrence and potential impact on the project.

Targeted Mitigation Strategies:

- ✓ For high-priority risks, the team will develop effective mitigation strategies to minimize their impact or prevent them from occurring altogether.
- ✓ This proactive approach safeguards project timelines, budget, and overall objectives.

Contingency Plans for Unforeseen Events:

- ✓ For risks deemed difficult or impossible to fully mitigate, the team will formulate contingency plans. These plans outline alternative courses of action to navigate unforeseen circumstances with minimal disruption.

Continuous Monitoring and Adjustments:

- ✓ The risk management plan is not a static document. The team will continuously monitor identified risks and the effectiveness of mitigation strategies.
- ✓ Regular review meetings will be held to assess the evolving risk landscape and make necessary adjustments to the plan.

Program Monitoring:

Program monitoring will be conducted consistently throughout the project's duration to assess its progress, performance, and outcomes, ensuring its successful execution. This monitoring process will operate across three distinct layers to provide comprehensive oversight. At the apex, the SEDF Governance Board will oversee the project's strategic direction, ensuring alignment with organizational goals and adherence to policies. The second layer involves key executives such as the CEO, CFO, and senior management team, who will monitor project operations, milestones, and project financial resources. Finally, to ensure continuous improvement and maximize program effectiveness, an experienced industry expert with a proven track record in overseeing government-funded initiatives related to incubation will be engaged from initiation of the program for monitoring and compliance. Monitoring representative will conduct comprehensive assessments throughout project execution, providing valuable insights and recommendations for improvement across various program components.

Progress Reports

The Bidder is responsible for maintaining regular communication with SEDF and stakeholders by submitting both bi-monthly and quarterly technical and financial progress reports. The format of these reports will be collaboratively determined to ensure alignment with reporting standards. SEDF retains the right to request revisions until their approval is achieved, ensuring transparency and accuracy in reporting. Following project completion, Bidder will compile a comprehensive project completion report, including individual progress reports for each startup. Additionally, Bidder will maintain records of all startups and their progress for three years post-project completion. Quarterly progress reports will be submitted to SEDF during this period to provide updates on startups' ongoing development and outcomes, facilitating sustained oversight and evaluation beyond the project's immediate implementation phase.

Section 5: Technical Forms

Technical Proposal

The Technical Proposal is to consist of the following:

Checklist (Mandatory Criteria Documents required with the Proposal) – Page 41-42

Form B1. *Technical Proposal Submission Form*

Form B2. *Registered Age, Financial Position and Profile of lead bidder*

Form *B3: Availability of space and required infrastructure*

Forms B4: *Relevant Experience of the Firm/Bidder*

B4-1: Managing & running Incubator/Accelerator – Years in operation

B4-2: Successful Graduation of past incubated Start-ups

B4-3: Accumulative Verifiable Investment Raised by past incubated Start-ups

B4-4: Accumulative Verifiable Revenue Generated by past incubated Start-ups

B4-5: Managing & running exclusive accelerator or relevant program– Years in operation

Form B5: *Proposed Methodology*

Form B6: *Proposed Curriculum*

Form B7: *Proposed Project Team*

B7-1: Proposed Team Structure

B7-2: Project Director Experience in start-up ecosystem and Businesses

B7-3: Qualifications, Total experience, and Professional Certifications/Memberships

B7-4: Proposed Mentors/Consultants/Experts

Form B8: *International partnerships*

Form B9: *Roles and Responsibilities of Consortium/JV Partners/Partnership (if applicable)*

Technical Proposal should detail the capability and experience of delivering the services specified in the RFP document. Experience of similar nature assignments for technical evaluation should be submitted using the prescribed format.

Team proposed by the Bidder for the project (including updated CVs of individuals involved in management and project implementation) in accordance with relevant Forms. CVs should provide details of projects undertaken and completed by the individual.

Technical Proposal should not contain any financial proposal information. Cost and financial estimates need to be provided in a separate sealed envelope clearly indicating Financial Proposal. The Technical Proposal must not contain any pricing information whatsoever on the services being offered. Non-compliance may lead to rejection of the Proposal.

B1. Technical Proposal Submission Form (to be submitted on BIDDER'S letter head)

[*Location, Date*]

To:

Secretary Committee,

Sindh Enterprise Development Fund,

Block B, 1st Floor,

FTC Building, Shahra-e-Faisal,

Karachi

Tel: 021 99221584 - 88,

Email: info@sedf.gos.pk

Subject: Proposal Submission for Start-Up Acceleration Program (Phase-I)

We, [Your Company Name], hereby submit our proposal for the execution of the Start-Up Acceleration Program (Phase-I) of the Sindh Enterprise Development Fund, in response to your Request for Proposal (RFP) dated [ADVERTISEMENT DATE].

Our submission includes both a Technical Proposal and a Financial Proposal, as outlined in the RFP.

We affirm that our Technical Proposal remains valid and binding, pending any necessary modifications resulting from potential contract negotiations. The validity period of our proposal is 90 calendar days from the advertisement date.

We acknowledge your prerogative to reject any proposal received.

Thank you for considering our proposal.

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

B2. Registered Age, Financial Position and Profile of the Lead Bidder

S #	Criteria
1	**Profile of the lead bidder:** i. Registered age of Company (in years) -Duly verified from certificate of incorporation or equivalent. ii. Names of CEO/ Directors/ Partners
2	i. Location of agency office/sub office ii. Number of branches and their contact numbers of main offices. iii. Total number of employees.
3	**Financial Position** i. Name of Banks ii. Certificate of Financial position ***(to be Issued by relevant Bank)*** iii. Copy of audited Annual Accounts (of last 3 years) iv. Tax Registration (NTN/STN/FTN) v. Proof of Net worth of the Company

B3: Availability of Space and Required Infrastructure

I. State of the Art ICT allied Infrastructure

S. No.	Equipment details	Type (Hardware, Software, Electrical, Furniture etc.)	No. of units	Specifications

II. Purpose built start-up working Space

Bidders are required to submit the following documents:

2D Layout: A detailed two-dimensional (2D) layout plan of the proposed space, clearly illustrating the designated areas for various functions and activities.

3D Visualization (Optional): A three-dimensional (3D) visualization of the proposed space is encouraged to provide a more immersive understanding of the layout.

Detailed Map: A detailed map clearly marking the physical location of the proposed site. Annotations or overlays highlighting key landmarks or access points are recommended.

III. Location (Convenience, accessibility and safety)

Address and description of the location

IV. Availability of nearby good hostel

a. Description about facility
b. Pictures
c. Location
d. Facilities available
e. 2D Layout

V. Other added facilities (Fab, HW, VR Labs etc.)

B4: Relevant Experience of the firm/bidder

B4-1: Managing & running Incubator/Accelerator– Years in operation

#	Name of the Incubator/Accelerator	Address	Focal Person (Name & Contact Detail & active phone/mobile No.)	Period (Start/ End Date)	Duration (in years)	Total # of Start-ups inducted	Total # of Start-ups graduated successfully

(Add rows in form where necessary)

B4-2-: Successful Graduation of past incubated Start-ups

#	Incubator/Program Name	Incubation Stage		
		Total Cohorts	Total Start-ups Incubated	Total Start-ups Graduated

Note: Attach list of Start-ups with Start-up Name, Founder Name, Founder contact details (cell, email), Vertical, URL, Impact, Valuation etc., should be attached with the respective valuation. Number of start-ups should match with the list. Only documented evidence will be considered.

(Add rows in form where necessary)

B4-3: Accumulative Verifiable Investment Raised by past incubated Start-ups

#	Name of Start-up	Founder Name & Contact Details	Investment raised by the start-up (Amount in USD)	Investment raised by the start-up (Amount in PKR) at the then exchange rate	Period in which investment raised (Start date & end date)	Investment Stage (Pre-Seed, Seed, Series A, Series B etc.)	Investor Details (Name, Contact No etc.)
	Total		USD ……	PKR ……..			

Note: Only those investments will be considered whose documentary evidence is submitted.

(Add rows in form where necessary.)

B4-4: Accumulative Verifiable Revenue Raised by past incubated Start-ups

#	Name of Start-up	Founder Name & Contact Details	Total revenue generated by the start-up (Amount in PKR)	Period in which revenue generated (Start date & end date)
	Total		PKR ……	

Note: Only that revenue will be considered whose documentary evidence is submitted.

(Add rows in form where necessary.)

B4-5: Managing & running exclusive accelerator or relevant program– Years in operation

#	Name of the program/Accelerator	City (Address)	Focal Person (Name & Contact Detail & active phone/mobile No.)	Period (Start Date & End Date)	Duration (in years)	Total # of Start-ups inducted	Total # of Start-ups graduated successfully

(Add rows in form where necessary)

B5: Proposed Methodology

The proposed methodology to implement the project may include following but not limited to:

- Outreach Plan (Advertisements, Promotions, branding etc.) and ability to create local & international collaborations with relevant entities
- Start-up Induction & Selection Process & Criteria, i.e., Business Canvas Model or Business Plan, Start-up Graduation criteria
- Acceleration Cycle Activities (Deal Room Preparation, Pitch Deck Preparation, Training & Mentorship Program, workshops, customized programs relevant to growth of Start-ups etc.), Mentoring Strategy, Culture & Work Environment
- Project Plan including Charter, Gantt Chart & Timelines, M & E Process, Project Success, Scalability etc., and Monitoring Mechanism & KPI's to assess the performance of Start-up
- Investor linkages/ Methodology to attract for financing/investments (List of Venture Capitalists, Angel Funding, Private Equity etc. with which the bidder has had connections in the past)
- Methodology to bridge the gap between large corporations and start-ups for potential investment, map industry needs, and facilitate connections with on-going support.
- Perks/Incentives and special discount offers for Start-ups

B6. –Proposed Curriculum

Training content, duration, learning objective, time, learning objectives, etc.

Note:

Course Title	Duration (in hrs)	Course Type	Curriculum Ownership (In house, Outsourced)	Mapping with acceleration cycle	Key learning objectives	Key course content	Outcome	Proposed Trainer

* The bidder will provide information whether the proposed curriculum is/will be developed in house or will it be outsourced from its partner.

** Mapping means that the bidder should specify the time during the acceleration cycle this course will be imparted.

*** Please submit **signed CVs** of proposed trainers for each course.

Bidders can propose their own curriculum.

B7. –Proposed Project Team

B7-1: Proposed Team Structure

a) Place here the organizational chart of proposed team structure with roles & responsibilities of entire team

b) Proposed team structure justification (by designation)

c) Bidder is required to propose team according to the program requirements

d) Attach CVs of Proposed Team

(Why these resources are best fit for the position, detailed description,)

Suggested Positions by Bidders	Job Description	Position Justification	Available at present OR Will be engaged	Name of Proposed Person if available

B7-2: Project Director Experience in start-up Ecosystem and Businesses

Personnel Summary (Project Director)

Name of Project Director:		
General Information	Name:	Date of Birth:
	Telephone:	
	Fax:	
	Years with Present Employer:	

Start-up Ecosystem Experience

Summarize professional experience in reverse chronological order

DD/MM/YY		**Company/Project/Position/Specific start-up ecosystem experience**
From	**To**	

Other Business Experience:

Summarize professional experience in reverse chronological order. Indicate particular technical and managerial experience relevant to the project:

DD/MM/YY		**Company/Project/Position/Specific Tech experience**
From	**To**	

Education:

Highest Level of Degree	**Relevance of Degree to the Assignment**
PhD	
MPhil/MS	
Masters/4 Years Bachelors	

Certifications:

_____

Memberships:

_____

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

_____Date: _____

[Signature of staff member and authorized representative of the firm] *Day/Month/Year*

Full name of staff member: _____

Full name of authorized representative: _____

(Add pages where necessary)

B7-3: Qualification, Total experience, and Professional Certifications/Memberships of each proposed Team Member

Personnel Summary (Complete for each Team Member)

It is mandatory that each Management Team Member must work full time on project. Submit only those team members who will be available for the project for the entire program.

Name of Employee:		
Position:		
General Information	Name:	Date of Birth:
	Telephone:	
	Fax:	
	Years with Present Employer:	

Employment Record:

Summarize professional experience in reverse chronological order. Indicate particular technical and managerial experience relevant to the project:

DD/MM/YY		**Company/Project/Position/Specific Tech experience**
From	**To**	

Education:

Highest Level of Degree	**Relevance of Degree to the Assignment**
PhD	
MPhil/MS	
Masters/4 Years Bachelors	

Certifications:

_____

Memberships:

_____

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

_____Date: _____

[Signature of staff member and authorized representative of the firm] *Day/Month/Year*

Full name of staff member: _____

Full name of authorized representative: _____

(Add pages where necessary)

B7-4: Proposed Mentors/Consultants/Coaches/Experts Profile

(a) Attach CVs of proposed Mentors/Consultants/Experts

(b) **Personnel Summary of (Complete specifically for Mentors/Consultants/Experts**

Name	
Position:	
Relationship with Bidding Organization: ☐ Employee of the Bidding Organization ☐ Consultant ☐ Employee of the Partner Organization ☐ Others (Please specify)	
General Information	Date of Birth:
	Telephone:
	Fax:
	Years with Present Employer:
	Total years of experience:

Employment & Training Record:

Summarize professional experience of trainings imparted in reverse chronological order. Indicate particular technical and managerial experience relevant to the project

(Add pages where necessary)

B8. International partnerships

Bidders are required to provide detailed information regarding their partnerships with internationally renowned incubators/accelerators, investors/VCs, or any other relevant organizations, along with their respective roles in the proposed program. For each international partner, the bidder must submit separate documentation outlining the partner's contact details, role and a commitment letter or agreement confirming their involvement.

This information should elucidate the specific contributions and support that each partner will provide to the program, demonstrating the strength and depth of the bidder's collaborative network and the tangible benefits it will bring to the project.

Furthermore, bidders should highlight their capability to offer startup international exposure, access to international markets, trainings, curriculum, and participation in international training and acceleration programs for further exposure and scalability. Providing concrete examples and past experiences demonstrating successful international engagements will strengthen the bidder's proposal and showcase their ability to provide comprehensive support for the program's participants in navigating global markets and gaining valuable insights and expertise from international networks.

B9. Roles and Responsibilities of Consortium/JV Partners/Partnership etc.

Applying As:

☐ Separate Legal Entity	☐ Consortium (Please attach relevant document)
☐ Joint Venture (Please attach relevant document)	☐ Partnership (Please attach relevant document)
☐ Other (Please specify & attach relevant document)	

Lead Partner Organization Details:

Name of Lead Partner:
Focal Person Name:
Contact Details (Telephone, Email and Postal Address)

Other Partner's Organization Details:

Partner 1:

Name of Partner:
Focal Person Name:
Contact Detail (Telephone, Email and Postal Address):
Roles and Responsibilities in the Project:

Partner 2:

Name of Partner:
Focal Person Name:
Contact Detail (Telephone, Email and Postal Address):
Roles and Responsibilities in the Project:

Partner 3:

Name of Partner:
Focal Person Name:
Contact Detail (Telephone, Email and Postal Address):
Roles and Responsibilities in the Project:

In case of more than three partners you may add further sheets.

Note: *Please attach consent letter of each partner clearly specifying its roles and responsibilities in the project. Letter should be issued by the competent authority of the partner organization. Letter should be signed and attested.*

Financial Proposal

The Financial Proposal is to consist of the following:

a) Financial Proposal submission Form– Form C1

b) Summary of costs – Form C2

c) Breakdown of Major OPEX – Form C3

d) Breakdown of remuneration of proposed team members – Form C4

Note: The Bidder is required to specify its project execution fee within the financial proposal, ensuring that it does not exceed 15% of the total project cost. However, Bidder reserves the flexibility to set its fee lower in order to maintain competitiveness within the market. This approach allows Bidder to adjust its pricing strategy while adhering to the prescribed limit, thereby maximizing its potential for securing the project contract.

The Financial Proposal should provide detailed costing related to the execution of entire project.

By following above guidelines and requirements, you can ensure your proposal is complete, well-organized, and evaluated fairly.

C1. – Financial Proposal Submission Form (On bidder's letter head)

[*Location, Date*]

To:
Secretary Committee,
Sindh Enterprise Development Fund,
1st Floor, Block B, FTC Building, Shahra-e-Faisal,
Karachi
Tel: 021 99221584 - 88,
Email: info@sedf.gos.pk

Dear Sir,

We, the undersigned, offer to provide services for execution of Start-Up Acceleration Program (Phase-I) in accordance with your Request for Proposal dated [ADVERTISEMENT DATE] and our Proposal (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of [Amount in words and figures]. This amount is inclusive of all the local taxes, duties, fees, levies and other charges applicable on our company, our sub-contractors and collaborations under the Pakistani law.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, which is 90 calendar days from the date of advertisement.

Yours sincerely,
Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

C2. – Summary of Costs

Particulars	Pak Rupees
CAPEX if any (inclusive of all applicable taxes)	
All OPEX, including management fee, monitoring and compliance budget (inclusive of all applicable taxes)	
Grand Total of Financial Proposal in PKR (inclusive of all applicable taxes)	

C3. – Breakdown of Major OPEX

OPEX	**Total**
Utilities	
Dedicated Bandwidth (Min. 30 Mbps)	
HR Cost/Salaries of Management Team, Support Staff etc. (including all benefits of the staff, provide the breakdown of benefits separately in form C4)	
Workshops/Trainings/Events Expenses	
Marketing/Advertisements/ Outreach Plan	
Guest Speaker sessions	
Domain Specialists/ Mentorship sessions / Consultants, etc.	
Pitching Events & Investor summit	
Repair & Maintenance	
Traveling, Boarding, Lodging for 6 start-ups (4 local and 2 international travels)	
Facility/ Equipment Insurance	
Accommodation for start-ups if needed	
Professional Fee (Internal Audit, Legal, Tax, etc.)	
Contingencies	
Management Fee	
Monitoring and Compliance	
Any other items (Please specify)	
Sub Total OPEX	
Grand Total	

Note: Please provide detailed itemized breakup (including what kind of expenses will be charged to each sub head) of each OPEX head as mentioned in above. All amounts mentioned above in Form C3 should be in PKR and inclusive of all applicable taxes. Management fees should not be more than 15 % of the total budget. If KPIs are not achieved in a certain year, then management fees for that quarter may not be paid. However, other payments of invoice will be delivered against approved reports and deliverables.

C4. – Breakdown of Remuneration of proposed team members

Names	Position	Duration in hours/week	Per Hour Rate (PKR)	Per month Gross (PKR)	Annual Gross (PKR)
Team					
1.	Project Director		-		
2.	Program Manager		-		
3.			-		
4.			-		
5.			-		
6.			-		
7.			-		
add rows			-		
add rows			-		
On-call consultants/Mentors/Trainers/Coaches etc.					
1.	Product/UI design consultant			-	-
2.	Legal consultant			-	-
add rows				-	-
Grand Total					

Note: This remuneration should be based on the team proposed in B7.

Glossary:

For the purposes of this Request for Proposal (RFP), the following terms have the meanings specified below:

Accelerator: An ICT entrepreneur development platform funded by the Company and outsourced to a successful bidder. The objective is to accelerate the growth and success of ICT entrepreneurship through a variety of business support resources. These resources may include, but are not limited to, site management, marketing, technical expertise, training, management resources, physical space, shared IT services, and assistance in obtaining financing/startup capital to ensure rapid growth.

Bidder: An individual firm, agency, or party, or a consortium/joint venture (JV) submitting a proposal in response to this RFP.

Bidding Documents: The complete set of documents prepared by Sindh Enterprise Development Fund (SEDF) to solicit proposals.

Board: The Board of Directors of Sindh Enterprise Development Fund (SEDF).

Company: Sindh Enterprise Development Fund (SEDF) A Company incorporated under section 42 of the Companies Act, 2017 has been established by the Government of Sindh to encourage investment and innovation in various economic sectors, with a view to facilitate efficient production, processing and marketing for wider economic gains.

Consortium: An association of two or more legal entities formed to jointly respond to this RFP.

Date of Issue: The date on which Sindh Enterprise Development Fund (SEDF) issues the Start-Up Acceleration Program (Phase-I) RFP to solicit bids from potential candidates for execution of the Program.

Day: A calendar day.

Funding Agreement: The agreement established between the Company and the Successful Bidder

Joint Venture (JV): A business entity formed by two or more individuals or companies for the purpose of submitting a bid. All members of a consortium/joint venture (i.e., the lead and all other members) are jointly and severally liable to the Contracting Authority.

Lead Bidder/Partner: In the case of a consortium, joint venture (JV), or partnership, the lead entity is the one principally participating in submitting the proposal. This entity should submit a letter of intent for identification purposes.

Management Team: The administration team appointed by the Successful Bidder according to their proposal to manage the Program.

Partnership: A general partnership is a business entity formed by two or more co-owners who engage in business for profit.

Proposal: The complete set of documents submitted by a bidder, including their profile, Pre- Qualification Documents, technical proposal, and financial proposal etc.

Request for Proposal (RFP): A complete document set created by the Company to request proposals for managing and executing a program.

Successful Bidder: The Bidder whose proposal is selected and awarded the contract after a competitive bidding process.

Start-Up: An information technology (IT) startup/company/enterprise selected for the Start-Up Acceleration Program (Phase-I). These startups will receive incubation, acceleration services, mentoring, and training during the program.

Start-Up Acceleration Program/Program: A structured initiative designed to nurture and propel entrepreneurial ventures by providing comprehensive support, resources, and guidance to start-ups, (registered in Sindh Province) facilitating their rapid growth and development within specialized accelerator environments.

Annexure A

CONFLICT OF INTEREST - DISCLOSURE FORM

(To be printed on company's letterhead)

In compliance of the mandatory requirement mentioned in the RFP for execution of Start-Up Acceleration Program (Phase-I) published by Sindh Enterprise Development Fund (*hereinafter 'SEDF or 'Company'*), I hereby confirm:

☐ I have no Conflict of Interest to disclose

☐ I have a potential Conflict of Interest to disclose and the details are mentioned hereunder:

Summary Information			
Date Raised:		Reference No.:	

Personal Information			
Name:		Title/Designation:	
Contact No.:		Company:	

Nature of Conflict	
Description:	

I hereby affirm that the above details/disclosure are true to the best of my knowledge, and no additional information/disclosure exists.

In case of any change to the above given information/disclosure, I will promptly notify the Company and complete a new conflict of interest disclosure form which describes the changes.

Signature: _____

Date:

Annexure B
DRAFT CONTRACT AGREEMENT

THIS CONTRACT AGREEMENT is made and entered this _____day of _____2025 ("the Agreement")

BY AND BETWEEN:

(Consultant's Name) _____incorporated under the laws of Pakistan with registered

office at, _____**,** referred to as **"Consultant".**

AND

Sindh Enterprise Development Fund (SEDF), a company incorporated under the section 42 of the Companies Act 2017 with its registered office at **1st floor Block-B, FTC Building, Shahrah e Faisal, Karachi** (hereinafter referred to as **"Client").**

_____**(Consultant)** and (Procuring Agency) SEDF shall collectively be referred to as "**Parties**" and individually as "as (Consultant) and "(SEDF) as Client/P. A" respectively or "Party".

Whereas _____ **(Consultant)** provides services mention as per RFP and contract

Whereas Sindh Enterprise Development Fund (SEDF) invites applications from experienced and qualified consultancy firms for the **"Hiring of Consultancy Firm(s) for Provision of Services to Execute the Support for Start-Up Incubators and Acceleration Program (SSI&A)"**. This initiative, under the umbrella of SEDF, aims to foster a dynamic entrepreneurial ecosystem in Sindh by supporting incubators and acceleration programs dedicated to startups registered within the province. The program is designed to strengthen early-stage ventures through capacity building, mentorship, market access, and investor readiness, ultimately contributing to economic development, innovation, and employment generation in Sindh. Through this initiative, SEDF reaffirms its commitment to promoting enterprise growth and facilitating inclusive, sustainable development across key sectors of the provincial economy

Whereas the purpose of the Agreement is to list down the items/conditions and obligations of the Agency to provide designing, content creation and social media management services on retainership basis to the Client, and the arrangement here under shall be referred to as the "Services".

It is agreed by and between the client and the Consultant as follows:

_____**/ impanelled shall provide the following services as required by SEDF given:**

Terms of References

Sindh Enterprise Development Fund (SEDF):

Sindh Enterprise Development Fund (SEDF) a Company incorporated under section 42 of the Companies Act, 2017 has been established by the Government of Sindh to encourage investment and innovation in various economic sectors, with a view to facilitate efficient production, processing and marketing for wider economic gains. Further information about the company is available at https://www.sedf.gos.pk/. In line with the recent focus to accelerate digitalization of Sindh, SEDF has developed a comprehensive digital strategy and outlined a plan for its successful implementation through various key programs and projects.

Introduction:

Sindh Enterprise Development Fund firmly believes that sustainable solutions for poverty alleviation in Pakistan, especially for the disadvantaged communities at the bottom of the socioeconomic pyramid, can be achieved through innovation. By making critical sectors such as agriculture, minerals, energy, education, and healthcare more accessible and affordable to the masses, we aim to uplift communities and create lasting social impact. Today incubators and accelerators are not only fostering entrepreneurship but also nurturing and accelerating the growth of ground-breaking technology focused startups with innovative products that can scale, disrupt industries, and bring about significant market and economic changes and create a lasting impact on people's lives, transforming the way they live, work, and engage in recreational activities.

Start-ups are the building block of a knowledge-based economy and can create a larger economic impact in terms of creating jobs and improving other socio-economic indicators. Therefore, it becomes essential not only to inculcate entrepreneurial spirit in our youth but also provide them with relevant opportunity to develop their ideas into a sustainable and successful business. In line with this, one of the key envisaged interventions under Sindh Digital Strategy is to support, facilitate and provide necessary opportunity to start-ups of Sindh by funding their acceleration requirements. The key purpose of this intervention is to promote entrepreneurship and further strengthen the entrepreneurial ecosystem by partnering with relevant incubators/accelerators and to provide opportunity to 15 acceleration stage start-ups in the 1st Phase. The SEDF is deeply committed to offering exceptional support and resources, reflecting its strong dedication to nurturing long-term success within the dynamic realm of startup financing and development. This program is tailored to empower selected startups with essential skills in investment preparation for fundraising, building investment networks, attracting crucial investment rounds, and scaling their ventures to the next level. With the emphasis on female founders and supporting technology-driven startups, the program aims to secure funding and enhance investment appeal for Start-Up Companies. Under this program, innovative ideas from all over Sindh including its rural areas will also be provided opportunity to join and accelerate.

Program Overview

The main purpose of this program is to support and promote entrepreneurship through facilitating and funding start-ups to undergo an acceleration cycle in an accelerator. However, it is essential to ensure that demand side of the ecosystem is matched with the supply side. Similarly, effective utilization of existing resources to create synergies is also very important, therefore, a partnership with existing incubator/accelerator will be developed for execution of the program.

Program Aim:

The ultimate aim of a Start-Up Acceleration Program (Phase-I) is to propel start-ups towards hyper-growth by equipping them with the essential tools, knowledge, and a powerful network. This program empowers start-up founders to achieve significant market traction, secure funding, and ultimately transform their start-ups into thriving, successful businesses.

Program Objectives:

- ✓ Spread & accelerate the entrepreneurial activities on a provincial level for larger socio-economic development of the province.
- ✓ To provide necessary opportunities to startups to scale up to the next level.
- ✓ Encourage and support Accelerators to further strengthen the Sindh entrepreneurial ecosystem.
- ✓ Encourage investment, instill entrepreneurial ability and to provide a major push to the wider economy.
- ✓ Wealth creation and upward mobility for citizens by creating more opportunities for startups.

Program Design:

Program will be designed to select high-potential startups with the ambition to disrupt their industries. Through a data-driven selection process, we identify ventures with strong traction and growth potential. Once inducted, we assess each startup's specific needs and tailor an intensive program to propel them towards hyper-growth. By providing mentorship, access to funding networks, and industry expertise, we empower founders to rapidly scale their businesses and turn innovative ideas into market leaders. To ensure program success, only highly qualified Bidders with proven experience of helping start-ups to scale up will be considered for implementation. Bidder will be composed of industry experts, subject matter specialists, seasoned mentors, trainers, and accomplished entrepreneurs. The program will encompass all essential components required for acceleration stage startups, ensuring a comprehensive support system for participants.

The program will be implemented in Karachi City in the 1st Phase. After successful completion of 1st Phase other cities will be considered for upcoming phases. Successful Bidder will be responsible for delivering the proposed components of the program. Bidders will ensure the provision of fully equipped space capable of accommodating a minimum of 3 members from each startup, furnished with state-of-the-art infrastructure, furniture, fixtures, ICT allied services, utilities, and necessary accessories. Additionally, Bidders are mandated to supply one laptop to each startup founder.

The program will encompass one cohort of 15 startups, with the total program duration of 8 months. The initial **two month**s will be dedicated to branding, outreach, program design, team finalization and selection processes, ensuring the inclusion of diverse and promising startups. Subsequently, **one month** will be allocated for intensive training aimed at bringing all startups to a standardized level of readiness, equipping them with essential skills and knowledge. This includes workshops, mentorship, and peer-to-peer learning to address individual needs and establish a unified foundation for growth. The remaining **four months** of will be designated for an extensive program, fostering growth, rigorous acceleration, innovation, and collaboration among startups. Startups will receive tailored guidance, industry-specific expertise, and access to funding networks to rapidly scale their businesses and become market leaders.

In the **final 8th Month** Program will conclude in a final demo event where startups will showcase their progress and accomplishments, facilitating potential investment opportunities and furthering their entrepreneurial journey.

To ensure diversity and inclusivity, quotas will be set, allocating 4 startups slot from out of Karachi and rest from Karachi city. Additionally, preference will be given to women, minorities, and differently abled individuals, reflecting the program's commitment to equitable opportunities. At least 3 startups selected will be led by women/ minorities or differently abled individuals, further emphasizing inclusivity and diversity within the program.

In order to uphold inclusivity and promote equal opportunity, successful bidders will be tasked with organizing hostel accommodation for 4 deserving startups coming from other cities. However, provision of accommodation will be contingent upon need and approval from the SEDF oversight committee for the program, ensuring equitable access for all participants.

Opportunities will also be extended to non-tech startups if the business demonstrates scalability and sustainability potential.

A quota for women and startups outside Karachi has been allocated, but all startups must meet the merit criteria and will be selected based on merit. This program is designed to support acceleration-stage startups that have established revenue streams. Startups that qualify may receive grants ranging from PKR 500,000 to PKR 10,000,000 during the program, with a total grant pool of PKR 60 million.

The successful bidder will be responsible for forming a committee to oversee the grant distribution process. The bidder is also required to include the PKR 60 million grant amount, inclusive of taxes, in their bid.

The grant committee will consist of the following 7 members:

6. Secretary, Investment Department, Sindh (1 Member)
7. Secretary, Information Science & Technology Department, Sindh (1 Member)
8. CEO, Sindh Enterprise Development Fund (1 Member)
9. Technology and Ecosystem Experts (3 Members)
10. A representative from a bank (1 Member)

This structured approach ensures fair and merit-based selection while promoting diversity and inclusivity in the startup ecosystem.

The program will be sector-agnostic, welcoming startups from any industry or field without specific limitations or preferences.

Bidder is also required to allocate budget for domestic and international travels for few start-ups (4 domestic travels and 2 international) to attend conference/meetings/seminars etc. if needed. Approval of above committee is required for international travel of any start-up.

Based upon the above, the Company therefore invites proposals from bidders to execute Start-Up Acceleration Program (Phase-I).

Engagement and Mobilization Strategy:

The Bidder will craft an engagement strategy to spark a startup selection drive throughout Sindh. This initiative entails establishing connections with essential stakeholders through an extensive media campaign. A potent blend of modern and traditional outreach methods, including compelling social media initiatives, precise online advertising, and impactful community gatherings, will be deployed. Our goal is to ensure that every budding entrepreneur in Sindh has the chance to network, cooperate, and launch their entrepreneurial endeavors.

Selection Criteria of Startups:

- ✓ **Traction:** Has the startup achieved initial traction through sales, user acquisition, or key partnerships? Can they demonstrate product-market fit?
- ✓ **Growth Strategy:** Does the startup have a clear and achievable growth plan?
- ✓ **Revenue Model**: Does the startup have a validated revenue model with a clear path to profitability?
- ✓ **Team Capability**: Has the founding team demonstrated the ability to execute and achieve their goals? Do they have the experience to scale the business?
- ✓ **Fundraising Readiness**: Is the startup ready to raise capital? Do they have a compelling investment pitch and financial projections?
- ✓ **Minimum Viable Product**: Possess a Minimum Viable Product (MVP) and demonstrate readiness for fundraising.

These are general selection guidelines; selected Bidder may provide different criteria based on their experience and program goals.

Delivering a Comprehensive Program:

The Bidder is required to:

- ✓ Implement a professional and well-structured acceleration program.
- ✓ Design and execute a curriculum encompassing topics like business model development, Financial Model development, pricing, marketing and sales strategies, GTM, pitching skills, investor readiness, and other relevant areas tailored for each program stage.

- ✓ Organize workshops, mentor sessions, and training covering critical aspects of business growth, including financial management, legal compliance, and team building.
- ✓ Develop and implement essential policies and procedures to ensure the program runs smoothly and efficiently, including guidelines for participant conduct, intellectual property protection, and conflict resolution.
- ✓ Arrange counseling and mentoring sessions for startups to provide personalized guidance and support in addressing specific challenges and seizing opportunities.
- ✓ Foster a collaborative and supportive environment by facilitating networking events, peer-to-peer learning opportunities, and access to industry experts and resources.
- ✓ Monitor and evaluate program progress and participant outcomes regularly, making adjustments as needed to optimize program effectiveness and impact.
- ✓ Foster partnerships with industry leaders, investors, and other key stakeholders to enhance program visibility, access additional resources, and create opportunities for collaboration and growth.
- ✓ Support startups in developing and executing strategic partnerships with corporate entities, distribution channels, and ecosystem players to accelerate market penetration and scale their business operations.
- ✓ Offer guidance on intellectual property (IP) strategy development, patent filings, and IP portfolio management to safeguard startups' innovations and competitive advantages in the market.
- ✓ Facilitate access to international markets through export assistance programs, cross-border trade missions, and international business development support services to help startups expand their global footprint.
- ✓ Create opportunities for startups to participate in accelerator showcases, demo days, and startup competitions to gain visibility, attract investment, and validate their business models in front of potential stakeholders.
- ✓ Foster a culture of innovation and entrepreneurship through community-building activities, learning initiatives, and collaborative projects aimed at fostering knowledge exchange and idea generation among startups.
- ✓ To ensure that all participating startups will be ready for the crucial Demo Day event. This entails ensuring comprehensive readiness, including fine-tuning presentations, refining pitches, and providing coaching on effective communication strategies.
- ✓ To orchestrate the participation of key stakeholders, particularly local and international investors, as well as influential industry leaders, to maximize networking opportunities and foster potential investment partnerships. SEDF anticipates that through the bidder's guidance, startups will be strategically positioned to attract significant investor interest, leading to the completion of multiple investment deals and fostering long-term growth prospects for the entrepreneurial ecosystem.

Bidders are required to guide Start-Ups in completing a deal room that encompasses:

- ✓ Vision and Mission: Bidders will assist startups in crafting a clear and compelling vision statement that outlines their long-term goals and aspirations, along with a mission statement that defines their purpose and the impact they aim to make.
- ✓ Team Details: This involves showcasing the startup's team members, their roles, expertise, and contributions, highlighting their qualifications and relevant experience.
- ✓ Media Coverage: Bidders will help startups gather and present any media coverage or press releases related to their company, products, or achievements, demonstrating public recognition and credibility.
- ✓ Partnerships: Startups will be guided in showcasing their strategic partnerships and collaborations, emphasizing the strength of their network and alliances within the industry.
- ✓ Product Demos: This entails providing interactive demonstrations or videos showcasing the functionality and features of the startup's products or services, allowing potential investors to understand the value proposition firsthand.
- ✓ Technical Documentation: Bidders will assist in compiling technical documentation that provides detailed information about the startup's technology stack, architecture, and any proprietary algorithms or methodologies.
- ✓ Key Features: Startups will outline the key features and unique selling points of their products or services, highlighting what sets them apart from competitors.
- ✓ Traction Metrics: This involves presenting data and metrics that demonstrate the startup's progress, growth, and user engagement, such as user acquisition numbers, revenue figures, or customer testimonials.
- ✓ Roadmaps: Bidders will help startups outline their roadmap for future development, indicating upcoming milestones, product enhancements, and expansion plans.
- ✓ Market Overviews: This entails providing an analysis of the target market, including size, trends, opportunities, and potential challenges, to showcase the startup's understanding of its industry landscape.
- ✓ Go-to-Market Strategies: Startups will detail their go-to-market strategies, outlining how they plan to acquire customers, penetrate the market, and drive adoption of their products or services.
- ✓ User Demographics: Bidders will assist in profiling the startup's target user demographics, preferences, behaviors, and pain points, to demonstrate a deep understanding of their target audience.
- ✓ Competitive Landscapes: Startups will analyze their competitive landscape, identifying key competitors, their strengths, weaknesses, and differentiation strategies.
- ✓ Customer Lists: This involves disclosing a list of current customers or clients, along with any notable partnerships or endorsements, to showcase market validation and customer traction.
- ✓ Regulatory Landscapes: Bidders will help startups navigate any relevant regulatory frameworks or compliance requirements applicable to their industry or target markets.

- ✓ Investment Documents: Startups will compile any investment-related documents, such as pitch decks, financial projections, term sheets, or investor presentations, to facilitate potential funding discussions.
- ✓ Company Records: This entails organizing and presenting essential company records, such as incorporation documents, legal agreements, and intellectual property portfolios.
- ✓ Cap Tables: Bidders will assist startups in constructing cap tables, detailing the ownership structure and equity distribution among founders, investors, and other stakeholders.
- ✓ Financial Statements: Startups will provide comprehensive financial statements, including income statements, balance sheets, and cash flow statements, to demonstrate financial health and performance.
- ✓ Social Media Presence: This involves integrating and showcasing the startup's social media presence, including LinkedIn profiles, Twitter accounts, and other relevant platforms, to demonstrate online visibility and engagement with the community.

Performance Evaluation:

The Bidder will implement a Key Performance Indicator (KPI) framework to assess the program's effectiveness and identify areas for improvement. This data-driven approach ensures continuous program optimization and impactful results.

Expected Outcomes:

- ✓ **Investment Readiness**: Accelerated start-ups will be thoroughly prepared to secure investment, with polished pitches and comprehensive financial projections.
- ✓ **Revenue Growth:** Participating start-ups in the acceleration program will exhibit quantifiable growth in revenue, demonstrating their ability to scale and generate income.
- ✓ **Investment Secured:** Ideally, a significant number of acceleration-stage start-ups will secure funding from investors, further fuelling their growth trajectory.
- ✓ **Innovation Level**: Monitor and assess the level of innovation fostered by the program within participating start-ups. This could involve tracking the number of patents filed, adoption of new technologies, or the development of disruptive business models.

Additional Considerations:

- ✓ **Diversity and Inclusion**: Track the diversity of start-ups, with a focus on including women-led ventures and businesses from under-represented communities.
- ✓ **Community Engagement:** Measure the program's impact on the local entrepreneurial ecosystem through metrics like community events organized, partnerships established, and media coverage generated.

- ✓ **Long-Term Sustainability**: Track the success of program graduates beyond program completion. This could involve monitoring their survival rate, continued revenue growth, and job creation over a longer period.

Key Performance Indicators (KPIs):

Start-up Success:

- ✓ Quality of start-up graduation criteria.
- ✓ Number of start-ups graduating from the program.
- ✓ Revenue generated by acceleration-stage start-ups.
  - Expected accumulated revenue of cohort PKR 45 Million
- ✓ Investment secured by start-ups after program completion.
  - Expected accumulated investment commitment of cohort PKR 150 Million
- ✓ Number of jobs created by program graduates.

Program Quality:

- ✓ Quality of mentors and speakers engaged with the program.
- ✓ Satisfaction level of start-ups with the program curriculum and delivery.
- ✓ Effectiveness of acceleration services provided.
- ✓ Innovation level of start-ups fostered by the program.

Outreach and Impact:

- ✓ Number of applications received for the program.
- ✓ Diversity of start-ups selected (e.g., percentage of women-led ventures).
- ✓ Media coverage and community engagement generated by the program.
- ✓ Stakeholder satisfaction, including feedback from investors, partners, and government agencies.

SEDF will finalize the program Key Performance Indicators (KPIs), and payments will be contingent upon the successful completion of these and other agreed KPIs, along with the submission of due deliverables and reports, and their subsequent approvals. This approach ensures that payments are tied to the achievement of predefined performance metrics and the satisfactory delivery of required outputs and documentation. Adherence to these guidelines will facilitate transparent accountability and alignment with project objectives, promoting effective monitoring and evaluation of program outcomes.

Proactive Risk Management for Project Success:

The Bidder will collaborate with the Sindh Enterprise Development Fund (SEDF) team to develop a risk management plan. This plan will be a cornerstone of ensuring project success and will encompass the following key elements:

Comprehensive Risk Identification and Assessment:

- ✓ The Bidder will proactively identify both internal and external risks that could potentially derail project objectives.
- ✓ These risks will be categorized and meticulously assessed based on their likelihood of occurrence and potential impact on the project.

Targeted Mitigation Strategies:

- ✓ For high-priority risks, the team will develop effective mitigation strategies to minimize their impact or prevent them from occurring altogether.
- ✓ This proactive approach safeguards project timelines, budget, and overall objectives.

Contingency Plans for Unforeseen Events:

- ✓ For risks deemed difficult or impossible to fully mitigate, the team will formulate contingency plans. These plans outline alternative courses of action to navigate unforeseen circumstances with minimal disruption.

Continuous Monitoring and Adjustments:

- ✓ The risk management plan is not a static document. The team will continuously monitor identified risks and the effectiveness of mitigation strategies.
- ✓ Regular review meetings will be held to assess the evolving risk landscape and make necessary adjustments to the plan.

Annexure "C" INTEGRITY PACT

DECLARATION OF FEES, COMMISSIONS AND BROKERAGE ETC.PAYABLE BY THE SERVICE PROVIDERS/CONTRACTORS OF SERVICES, SERVICES & WORKS

Contract/Tender No._____Dated: _____

Contract Value: _____ Contract Title:_____

The **(Name of Consultant)** _____**.** hereby declares its intention not to obtain or induce the procurement of any contract, right, interest, privilege or other obligation or benefit from the Government of Sindh or any administrative subdivision or agency thereof or any other entity owned or controlled by it through any corrupt business practice.

Without limiting the generality of the foregoing**, (Name of Consultant)** _____**.** represents and warrants that it has fully declared the brokerage, commission, fees etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultation fee or otherwise, with the object of obtaining or including the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from GOS, except that which has been expressly declared pursuant hereto.

(Name of Consultant) _____**.** certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction With GOS and has not taken any action or will not take any action to circumvent the above declaration, representation, or warranty.

(Name of Consultant) _____**.** accepts full responsibility and strict liability for making any false declaration, not making full disclosure, misrepresenting facts, or taking any action likely to defeat the purpose of this declaration, representation, and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as previously mentioned shall, without prejudice to any other right and remedies available to GOS under any law, contract, or other instrument, be voidable at the option of GOS.

Notwithstanding any rights and remedies exercised by GOS in this regard, **(Name of Consultant)** _____**.** agrees to indemnify GOS for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to GOS in an amount equivalent to ten time the sum of any commission, gratification, bribe, finder's fee or kickback given by [the Seller/Service Provider/Contractor as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from GOS.

Name of Buyer: _Sindh Enterprise Development Fund__ Signature: _____ (Seal)

Name of Seller/Supplier: _____. Signature: _____ (Seal)