

CALL FOR PROPOSALS

For

Institutional Strengthening for a National Business Pre-Incubation Programme

The Boosting Innovation for Growth in Entrepreneurial Ecosystems (BIGEE) Programme of the Development Bank of Jamaica (DBJ) is inviting proposals for the strengthening of an existing island-wide network of Pre-Incubation Centres.

This programme aims to strengthen the capacity and delivery quality of pre-incubation services to entrepreneurs in Jamaica by improving the range and capacity of the business-formation support network available to current and potential entrepreneurs.

The DBJ will provide non-reimbursable matching grant funding of **up to US\$300,000** for the Institutional Strengthening of the National Business Pre-Incubator Ecosystem. The Bank will also provide additional capacity-building support to the implementing agency within the context of the BIGEE Programme's incubator/accelerator and ecosystem-strengthening projects.

The submitted Proposal should identify gaps and propose solutions to support the pre-incubation centres involved in the Business Pre-Incubation process. The strengthening programme should have the following objectives outlined and addressed in the proposal:

1. To strengthen the delivery of pre-incubation services to entrepreneurs in Jamaica
 - a. Expanding the cadre of professional business advisors by establishing or supporting business development centres, including the hiring and support of qualified centre managers/advisors to catalyse start-ups in future industries, especially in advanced manufacturing/logistics and agriculture; retrofitting or renovating an office space to establish a centre; and the acquisition of required computer hardware and relevant pre-incubation support software.
 - b. Improving, including through the provision of targeted training, and standardising the capacity of the business advisors involved in the delivery of pre-incubation services.
 - c. Developing and delivering a structured programme of entrepreneur pre-incubation training, business coaching and add-on consultancy services
 - d. Developing and utilizing an effective programme of monitoring and evaluation of the advising centres and their pre-incubation services, with relevant and measurable Key Performance Indicators assessed at timely, pre-determined intervals.

In applying for this grant, the invited entity must meet the following criteria:

- Registered in Jamaica
- Have a network of institutions with the capacity to deliver a national (island-wide) programme of pre-incubation services to entrepreneurs,
- Have a track record of providing pre-incubation services to entrepreneurs in Jamaica.
- Have existing programmes designed to deliver services to entrepreneurs in Jamaica
- Able to provide counterpart funding of at least 30% of the programme cost

The entity should include the following information in their proposals to demonstrate their understanding of the current challenges with delivering efficient pre-incubation services island wide:

- Provide a detailed description of the current capacity of its pre-incubation network, including the centre management/advising cadre and its operations vis-a-vis the operations of the parent corporation, identifying its current challenges and opportunities as well as hindrances to effective operations.
- Its plan to attract and retain the requisite staff, team, and partnerships to execute the programme effectively over the course of the funding.



- Its current versus planned revenue model in the execution of the above Programme, including current/planned charges (if any) to entrepreneurs for the services.
- Proof of its capacity to effectively monitor the performance of its centres and its own execution of the Programme described in this invitation.

Further information is provided below.

Responses to additional questions may be obtained by sending an email before Friday, June 23, 2023 to: thinkbig@dbankjm.com with the subject line: **Question RE: National Business Pre-Incubation Programme Support Grant Proposal 2023.**

The Proposal **must** be completed via the application link <https://forms.office.com/r/asFzKVv153> and submitted along with the relevant attachments, **no later than Monday, July 6, 2023, at 5:00 pm** to the email address:

thinkbig@dbankjm.com. It should have the subject line: **National Business Pre-Incubation Programme Support Grant Proposal 2023.** Supporting Documents may be accessed at this link: https://developmentbankofjamaica-my.sharepoint.com/:f/g/personal/gmaddix_dbankjm_com/EgLvPkyjhDVInBRy3pe7wRQBvc3AiwGkMJgDxzJSTqjpnQ?e=GCArQP



**THE NATIONAL BUSINESS PRE-INCUBATION ECOSYSTEM STRENGTHENING
PROGRAMME**



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GUIDELINES FOR APPLICATION

THE GOAL OF THE NATIONAL BUSINESS PRE-INCUBATION ECOSYSTEM STRENGTHENING PROGRAMME

The Strengthening Programme has been established to facilitate improvements in the quality and delivery of Pre-Incubation services across the country. This will involve standardizing the services offered across the island while raising the quality of services provided to entrepreneurs. This programme will require the development of a robust strategy to strengthen the existing network of operational and prospective centres, enabling them to execute their programmes sustainably while leveraging resources across the network and developing a seamless partner network with specialist incubators across the country.

The DBJ will provide a non-reimbursable matching grant of **up to US\$300,000** for this Ecosystem Strengthening Programme. These funds are being granted to improve the capacity of the institutions' service delivery to entrepreneurs. These activities can be organised as outlined below:

- Training, Certification & Capacity Building of Staff
- Hiring of Staff & Professional Service Providers
- Procurement of Equipment, Furniture, Hardware & Software

It is anticipated that over the medium to long term, this initiative will result in a strengthened business advisory network that allows for the implementation of structured programmes of support to entrepreneurs. The programmes and/or services will support from the stage of business idea refinement to market validation of products and services. It will also equip founders with business skills that will ultimately improve the quality and quantity of the start-ups that apply and are admitted into the industry-specialized Incubator/Accelerator network.

The activities proposed by the Executing Entity should result in the achievement of the following outcomes:

- Increase in the number of qualified personnel to deliver Pre-Incubation services.
- Increase in the capacity of current staff to guide clients appropriately and operate centres sustainably.
- Improvement to the physical and technical infrastructure of centres to deliver a higher quality of service to clients.
- A cohesive operational strategy between the pre-incubation network and its parent entity, that results in the cost-efficient and sustainable execution of programmes.
- Number of entrepreneurs completing market validation
- Number of clients across the Pre-Incubation Network who have been able to graduate into a full incubator (or accelerator)

SPECIFIC OBJECTIVES AND ACTIVITIES OF THE PROGRAMME TO BE PROPOSED

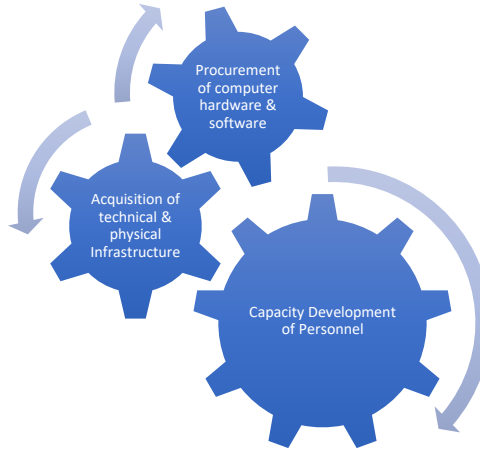
The proposal submitted by the entity should detail how the capacity of the Pre-Incubation Centres' Advisory teams will be strengthened and qualify the desired upgrading of any centre's physical and technical infrastructure considering specific and measurable improvements in service to the Pre-Incubators' clients.

The strengthening programme should include the following elements:

1. Expanding the cadre of professional business advisors by establishing or supporting business development centres
2. The provision of global best-practice training to standardise the capacity of the business advisors.
3. Marketing the centres' services and developing alliances and partners to support nodes of innovation such as universities and colleges.
4. Developing and delivering a structured programme of entrepreneur pre-incubation training, business coaching and add-on consultancy services.



5. Developing and utilizing an effective programme of monitoring and evaluation of the advising centres and the pre-incubation services delivered.
6. Development of a sustainable and cohesive operational strategy between the pre-incubation network and the Parent Entity.
7. The acquisition of required computer hardware and relevant pre-incubation support software



ADDITIONAL REQUIREMENTS

The entity is required to also provide, as part of its proposal:

- A detailed description of the current capacity of the Parent Entity /pre-incubation network, including the centre management/advising cadre and its operations vis-à-vis the operations of the parent corporation, identifying its current challenges and opportunities as well as hindrances to effective operations.
- Its plan to attract and retain the requisite staff, team, and partnerships to execute the programme effectively over the course of the funding.
- Its current versus planned revenue model in the execution of the above Programme, including current/planned charges (if any) to entrepreneurs for the services to be provided under the Programme.
- Proof of the parent corporation's ability to provide counterpart funding of at least 30% of the programme cost (up to 50% of this contribution can be in kind)
- Proof of the parent corporation's capacity to effectively monitor the performance of its centres and its own execution of the Programme described in this invitation.



EXAMPLES OF ALLOWABLE CAPACITY-BUILDING EXPENDITURES

Training & Capacity Building	Hiring of Staff and Professional Service Providers	Procurement of Equipment, Furniture, Hardware & Software
<p>Training in Management of Pre-Incubation Programmes</p> <p>Certifications related to the management of Pre-Incubation Programmes</p> <p>Certifications in delivering training and services related to Pre-Incubation Programmes</p>	<p>Hiring of Centre Managers to provide Pre-Incubation services in underserved parishes/regions.</p> <p>Hiring of Additional Business Advisors to support Pre-Incubation service expansion.</p> <p>Hiring of Consultant-Trainers to provide related workshops</p>	<p>Software licenses related to the training and management of Pre-incubation programmes and clients.</p> <p>Computer equipment for centre managers and advisors in new pre-incubation service offices</p> <p>Office furniture and equipment to support centre managers and advisors in new pre-incubation service offices.</p>

THE APPLICATION AND SELECTION PROCESS

The submitted proposal should demonstrate how the programme will be executed, the duration of the programme and the expected outcomes. The proposal should include the following sections:

- i. Introduction and overview of pre-incubation services offered by the parent entity and the pre-incubation network,
- ii. Organization & Operational Structure, including the centres and their management arrangements,
- iii. Strategic plan to improve network,
- iv. Current gaps within ecosystem and service offering
- v. Proposed strengthening programme & activities to address gaps,
- vi. Past performance & economic impact data
- vii. Monitoring, evaluation, and follow-up
- viii. Project Budget

PROPOSAL ASSESSMENT AND EVALUATION

A proposal that includes the following will be favourably viewed:

- Clearly outlined gap assessments with appropriate justification for the proposed intervention
- Relevant capacity development activities and strategies that adequately address the gaps outlined.
- Effective articulation of strategies to develop a pipeline of especially innovation-based entrepreneurs and marketing of the services of the pre-incubation network to innovators,
- Partnerships and alliances that provide access to experienced mentors and broad industry networks to support entrepreneurs developing and testing ideas for innovation-based, high-growth potential start-ups,



- Robust monitoring and evaluation of improvement in capacity of personnel and improvement in service delivery based on improvements to technical and physical Infrastructure.

Proposals will be assessed in accordance with the following evaluation categories:

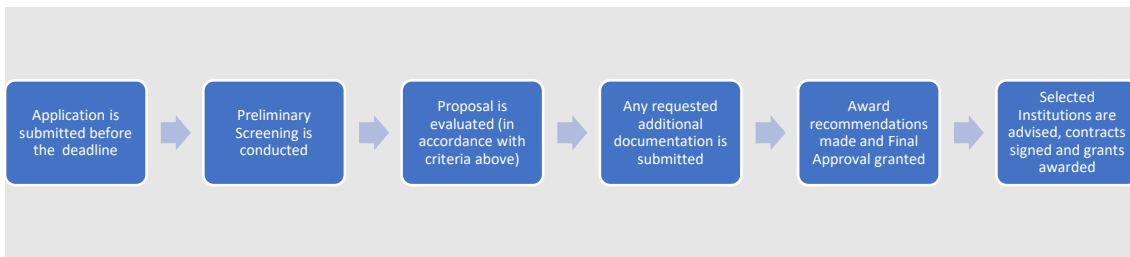
- Proposed Improvements to Operational Model
- Network Gaps & Need Assessment
- Proposed Capacity Development Programme
- Past performance (Economic Impact Data for Centres)
- Monitoring, evaluation, and follow-up of Centre progress

The evaluation criteria are detailed in the table below and could be used as a guide to structure the proposal:

THE NATIONAL BUSINESS PRE-INCUBATION ECOSYSTEM STRENGTHENING PROGRAMME		
EVALUATION CRITERIA		WEIGHT
1. Proposed Improvements to Operational Model		20%
a. Pre-Incubation Pipeline Development and Entrepreneur Marketing strategy		10%
b. Network Partnerships & Integration with (non-network) incubators and Accelerators		10%
2. Network Gap & Need Assessment		20%
a. Identification of current gaps & needs within the network		10%
b. Appropriateness of gaps & needs selected to be addressed		10%
3. Proposed Capacity Development Programme		30%
a. Relevance of Training and Human Resource Strategy to identified gaps		5%
b. Relevance of Equipment & Furniture Procurement Plans to identified gaps		5%
c. Financial Sustainability and Appropriateness of Use of Funds to address known and identified gaps		20%
4. Appropriateness of Parent Entity based on Past Performance		10%
a. MSME Improvement generated (as indicated) by Portfolio analysis of early-stage programmes & services		5%
b. Economic impact contribution of improvement of early-stage clients		5%
5. Monitoring, evaluation and follow-up		20%
a. Procedures to monitor advisor and other team performance during programme		15%
b. Procedures to monitor Centre progress after programme participation		5%
TOTAL SCORE		100%

The process for selection will be as follows and is expected to take approximately eight (8) weeks to completion.





DETAILED EVALUATION GUIDELINES FOR THE NATIONAL BUSINESS PRE-INCUBATION ECOSYSTEM STRENGTHENING PROGRAMME

1. Proposed Improvements to Operational Model 20%
a. Pre-Incubation Pipeline Development and Entrepreneur Marketing Strategy 10%
Evaluation questions
<ul style="list-style-type: none"> • Are the activities indicated likely to result in more innovators choosing to become entrepreneurs? • Are the strategies designed to develop the pipeline of entrepreneur-clients likely to be effective in attracting more of these persons to the pre-incubation services? • Are the strategies to market the services of the pre-incubation network to innovators feasible, and clearly articulated? • Are the marketing channels to be used, appropriate to the target market?
b. Network Partnerships & Integration with (non-network) incubators and Accelerators 10%
Evaluation questions
<ul style="list-style-type: none"> • Is there a clearly articulated plan to develop or nurture partnerships and alliances that provide entrepreneurs with access to experienced mentors and broad industry networks? • To what extent will the described improvements in coordination with the Parent Entity help meet the needs of entrepreneurs at the earliest stages of business development? • Are there feasible strategies to leverage partnerships to connect the pre-incubation network to relevant ecosystem support? • Are there feasible strategies to integrate with (non-network) specialized incubators and Accelerators to facilitate graduation into these entities?
2. Network Gap & Need Assessment 20%
a. Identification of current and relevant network gaps and needs 10%
Evaluation questions
<ul style="list-style-type: none"> • To what extent was the method used to identify and assess the gaps and needs across the network, likely to provide credible data? • Are the identified gaps and needs clearly articulated? • Are they worth the proposed interventions? • To what extent are there typical/standard gaps that have been ignored?



b. Appropriateness of gaps & needs selected to be addressed 10%
Evaluation questions
<ul style="list-style-type: none"> To what extent do the proposed solutions address the gaps identified? To what extent are the plans for resources to be made available or shared across the network, credible, based on the gaps identified?
3. Proposed Capacity Development Programme 30%
a. Training and Human Resource Strategies 5%
Evaluation questions
<ul style="list-style-type: none"> Is the training strategy relevant to the identified gaps? Does the proposal articulate a feasible strategy to optimize the current team to address identified gaps? Does the proposal indicate a hiring strategy that will help to meet the identified staffing needs especially in innovation nodes and in rural areas?
b. Equipment & Furniture Procurement Plans 5%
Evaluation questions
<ul style="list-style-type: none"> Are the Equipment & Furniture Procurement Plans appropriate to the identified gaps?
c. Financial sustainability and Use of Funds 20%
Evaluation questions
<ul style="list-style-type: none"> Does the proposal indicate the current level of sustainability of the centres? Is there a clear strategy or plan to increase operational efficiency? Are there plans to improve/increase revenue streams? Is the proposed use of funds appropriate to the gaps and needs previously identified? Is the proposed use of funds appropriate to other known gaps and needs not indicated in the contained gap analysis? Does the proposal present budgeted expense line items that are cost-effective and reasonable, based on market rates and industry standards?
4. Appropriateness of Parent Entity based on Past Performance 10%
a. Portfolio analysis of similar, previous programmes & services 5%
Evaluation questions:
Portfolio Analysis



<ul style="list-style-type: none"> • How well have the centres, including the Parent Entity, perform in terms of: <ul style="list-style-type: none"> ○ Number of entrepreneurs supported in similar, previous programmes? ○ Number of engagement hours for client in similar, previous programmes? ○ Number of Services accessed by clients in similar, previous programmes? ○ Number of Centres previously offering similar programmes?
b. Economic impact data of similar, previous programmes 5%
Evaluation questions
Impact Data
<ul style="list-style-type: none"> • To what extent have the previous operations generated positive economic impact based on the improvement of its early-stage clients? • Do the collective centres have success cases in any of the following categories? <ul style="list-style-type: none"> ○ Business results: <ul style="list-style-type: none"> ▪ Investment or grants received ▪ Employment growth ▪ New Products Launched
5. Monitoring, evaluation and follow-up 10%
a. Procedures to monitor advisor and other team performance during programme 15%
Evaluation questions
<ul style="list-style-type: none"> • Will the quantity and quality of services delivered by advisor and client-facing staff be monitored after they have completed the training programmes? • To what extent are the proposed procedures to monitor and evaluate advisor and other team performance during the programme likely to capture and record changes in service quality and delivery to entrepreneurs? • How will the impact of additional staff hires on client performance be measured? • To what extent does the proposal detail how the impact of the strengthening activities will be measured? • To what extent does the proposal articulate how changes in service quality will be measured?
b. Procedures to monitor centre progress after programme participation 5%
Evaluation questions
<ul style="list-style-type: none"> • To what extent does the proposal detail a feasible Monitoring & Evaluation programme to measure results over the medium term?



KEY PERFORMANCE INDICATORS

BI-ANNUAL REPORTING

Name of Center: _____



Key Performance Indicators.	Indicator Measurement Unit (bi-annually)
Organizational Capacity Development	Number of staff trained in Management of Pre-Incubation Programmes.
	Number of staff obtaining certifications relating to the management of Pre-Incubation Programmes
	Number of business advisors hired to support pre-incubation services expansion
	Number of staff receiving certifications in delivering training and services related to Pre-Incubation Programmes
Service Expansion Readiness:	Number of identified service gaps or areas where additional services were needed.
	Percentage of identified service gaps aligned with the needs of the Pre-Incubation Network that have been addressed
	Number of additional sources of funding/financing generated or leveraged by the Pre-Incubation Network
	Number of additional relevant partnerships established by the Pre-Incubation Network to support innovators
	Number of relevant new services being offered by the Pre-Incubation Network to support innovators
Service Expansion Portfolio	% growth in the number of innovators supported by the Pre-Incubation Network
	% growth in number of training hours per entrepreneur in programme
	% of Pre-Incubation centres with entrepreneurs participating in specialized (national) workshops and seminars for innovators
	Rate of variation in services utilization rate across Pre-Incubation in urban vs. rural parishes
	% growth in clientele signing up for Pre-Incubation Network programmes
Performance of clientele	Number of additional services being offered to the Pre-Incubation Network
	% Growth in business revenues across entities supported by Pre-Incubation Network
	% of new clients retained in the programme three months after start



	Number of clients across the Pre-Incubation Network who have been able to graduate into a full incubator (or accelerator)
	% increase in new products/services being offered by entrepreneurs within the network
	Number of entrepreneurs completing market validation

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