**Template for Business Plan Proposal**

**Appendix 2**

**Points to Note:**

* + - 1. Business Plan Proposal is expected to contain the information as specified below. To facilitate a comprehensive and accurate assessment of the proposal, the Proponent is strongly recommended to adopt the framework of the template below in preparing the proposal and provide all the information required. Failing to provide as specified may obtain low or no marks in the assessment.
			2. In case the proposal is submitted by an alliance/consortium comprising two or more parties, **each party should complete Part I in separate sheets**. Please also indicate which one of the parties is authorised to take up the role of Principal Proponent and, on behalf of the alliance/consortium, liaise with the Trustee of the SIE Fund on all matters relating to this invitation exercise. It is preferable for the Proponent to attach relevant letters of intent or memoranda of understanding among the parties of alliance/consortium in support of the proposal.
			3. In submitting the Business Plan Proposal, please ensure that the following information has been included in the proposal:
	1. Part I – Particulars of the Proponent
	(one form for each party in case of an alliance/consortium)
	2. Part II(a) – Details of Proposal (Form))
	3. Part II(b) – Details of Proposal (Free Format))

**Part I - Particulars of the Proponent**

|  |  |  |
| --- | --- | --- |
| **Registered Name of Entity:** | (Chi) |  |
| (Eng) |  |
| *If the Proponent is an alliance/consortium, please indicate if the above entity is authorised to take up role of Principal Proponent and, on behalf of the alliance/consortium, liaise with the Trustee on all matters relating to this invitation exercise* | [ ]  Yes | [ ]  No |
| **Correspondence Address** |  |
| **Website (if any)** |  |
| **Business Registration No. (if applicable)** |  |
| **Name of the Contact Person** | (Chi) |  |
| (Eng) |  |
| **Post title of the Contact Person** |  |
| **Telephone No.** |  |
| **Fax No.** |  |
| **Email Address** |  |
| **Mode of Entity (see paragraph 5.1 of the Invitation Brief):** |
| [ ]  | Charitable institution of a public character exempted from tax under section 88 of the Inland Revenue Ordinance (Cap 112) |
| [ ]  | Company (private or public) formed and registered under the Companies Ordinance (Cap 622) |
| [ ]  | Co-operative Society registered under the Co-operative Societies Ordinance (Cap 33) |
| [ ]  | Society registered under the Societies Ordinance (Cap 151) |
| [ ]  | Statutory body established under the legislation in Hong Kong (please specify the ordinance below) |  |
|  |  |
|  |  |  |
| [ ]  | Others (please specify) |
|  |  |  |
|  |  |  |

**Please sign and stamp your chop below**

|  |
| --- |
|  |
| (Name of Authorised Signatory)(Date) |

**Part II(a) – Details of the Proposal (Form)**

Please fill in the form below.

**A. Proposed Duration of Engagement Period**(See paragraphs 4.12 and 9.1 of the Invitation Brief)

|  |  |
| --- | --- |
|  | years |

*(Note: The proposed duration should fall within the range of 3 and 5 years.)*

**B. Proposed Number of Tiers for the Tiered and Incentive-based Payment Structure** (See paragraph 6.11 and **Appendix 4** of the Invitation Brief)

|  |  |
| --- | --- |
|  | tier(s) |

*(Note: The proposed number should fall within the range of 1 to 3, i.e. Tier 0 (baseline) plus a maximum of 2 upper tiers (Tiers 1 and 2).)*

**C. Proposed Key Performance Indicators (KPIs) of the Intermediary and Services**(See paragraph 6.11 and **Appendix 4** of the Invitation Brief)

| **Proposed KPIs** (Note 1) | **Tier 0****(baseline)** | **Tier 1**(Note 2) | **Tier 2**(Note 3) |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*Notes:*

1. *The proposed KPIs cover all those critical tasks in respect of the Services to be delivered by the Proponent as far as possible. They should be SMART (specific, measurable, attainable, relevant and time-bound) and outcome-based as far as practicable. The Trustee will negotiate with the Proponent to finalise a set of KPIs to be adopted for appointment as and when the Proponent is selected under the assessment process.*
2. *Only applicable if the proposed number of tiers for the tiered and incentive-based payment structure is 2 (i.e. Tiers 0 & 1) or 3 (i.e. Tiers 0, 1 & 2).*
3. *Only applicable if the proposed number of tiers for the tiered and incentive-based payment structure is 3 (i.e. Tiers 0, 1 & 2).*

**D. Conflict of Interest**

(See paragraph 6.9 of the Invitation Brief)

|  |  |
| --- | --- |
| Please specify below any circumstances which may reasonably be considered to give rise to a situation where the interests of the Proponent or each of the relevant persons conflict or compete with the Intermediary’s duties to the Trustee in the performance of the Services.

|  |
| --- |
|  |

 |

**E. Validity Period of the Proposal**

(See paragraph 6.2 of the Invitation Brief)

|  |  |  |
| --- | --- | --- |
|

|  |  |
| --- | --- |
|  | months from the Proposal Closing Date |

 |

*(Note: The validity period shall be at least 12 months from the Proposal Closing Date.)*

**Please sign and stamp your chop below**

|  |
| --- |
| (Name of Authorised Signatory)(Date) |

**Part II(b) – Details of the Proposal (Free Format)**

Please provide the information as required below in free format having regard to the detailed assessment criteria as set out at **Appendix 6**.

|  |
| --- |
| **1. Vision, Objectives and Impact** |
| (a) | **Understanding of the gerontechnology ecosystem and roles of intermediary**Please articulate your understanding on:1. the local gerontechnology ecosystem and, if your proposed Services are theme-based, the specific theme(s) covered by your proposed Services as well;
2. the development of the local gerontechnology ecosystem in coming years and, if your proposed Services are theme-based, the development of the specific theme(s) covered by your proposed Services in coming years as well;
3. the gaps and opportunities of the gerontechnology ecosystem and, if your proposed Services are theme-based, those of the specific theme(s) covered by your proposed Services as well; and
4. the roles of Intermediary in fostering the development of the local gerontechnology ecosystem.
 |
| (b) | **Objectives, impact and outcomes of the proposed Services**1. Please state the objectives of the proposed Services and describe how the proposed Services will address the gaps and opportunities of the gerontechnology ecosystem and facilitate the development of the gerontechnology ecosystem in Hong Kong.
2. Please set out:
* the target outcomes and expected impacts of the proposed Services;
* the critical success factors which are essential for achieving the target outcomes and expected impacts of the proposed Services; and
* the potential risks of the proposed Services and proposed risk management/mitigation measures.
 |
| **2. Capability** |
| (a) | **Capability of Proponent\****\* Including all the parties involved if the proponent takes the form of an alliance/consortium comprising two or more parties*1. Please provide information to demonstrate your capability, experience and track records in relation to gerontechnology and, if your proposed Services are theme-based, the specific theme(s) covered by your proposed Services as well.
2. Please set out the support and resources that you would commit for delivering the proposed Services.
3. Please provide information to demonstrate your capability, experience and track records in:
* engaging and enlisting the support and participation of existing and new stakeholders of the supply and demand sides of the gerontechnology ecosystem in delivering the proposed Services; and
* establishing networks and platforms and organising activities and events to link up the key stakeholders.
 |
| (b) | **Capability of project team**1. Please set out the proposed structure, composition and line of command of the project team as well as the roles, responsibilities and degree of involvement of the project team leader and members individually in delivering the proposed Services.
2. Please provide information to demonstrate the capability, experience, track records, credentials and qualification of the project team leader and members in relation to gerontechnology and, if your proposed Services are theme-based, the specific theme(s) covered by your proposed Services as well.
 |
| **3. Service Design**  |
| (a) | **Overall service and business model**1. Please set out the proposed design, approach and plan of the overall service and business model for developing and operating the following four elements of the Platform
* Knowledge Hub;
* Network and capacity building;
* Consultancy, localisation and testing support; and
* Impact assessment.
1. Please explain how the proposed design, approach and plan of the overall service and business model will enable the Platform to:

- achieve the objectives, target outcomes and expected impacts of the proposed Services;- meet the changing needs of the elderly, caregivers, care staff and institutions, and if applicable, PwDs and rehabilitation service units, etc. and the evolution of gerontechnology ecosystem; and- operate in a financially sustainable manner. |
| (b) | **Design of the four elements**Please set out the detailed design, strategy and plan for developing and operating each of the four elements of the Platform as set out in (a) (i) above having regard to the requirements of the Services set out in paragraph 4.8 of the Invitation Brief. |
| **4. Implementation/Execution** |
| (a) | **Collaboration strategy, work plan and corporate governance**1. Please set out the collaboration strategy and plan for achieving cross-sector partnership, collaboration and engagement with existing and new stakeholders of the gerontechnology ecosystem as well as complementarity to and linking up of existing and future set-ups, initiatives and efforts of those stakeholders in delivering the proposed Services.
2. Please provide the work plan for the entire engagement period covering all the major tasks, activities and milestones, resource allocation and prioritisation, the expected outcomes and deliverables at different stages of the engagement period, etc.
3. Please set out the marketing strategy and plan to promote the Platform.
4. Please set out the potential risks in the execution of your plan set out in (i) to (iii) above and the proposed risk management/mitigating measures.
5. Please set out your corporate governance plan with reference to the guidelines set out in **Appendix 3** to demonstrate that your organisation will act in the best interest of the Trustee and use and handle the funds properly if you are engaged as the Intermediary to design, develop and operate the Platform.
 |
| (b) | **Performance management**Please set out the performance management mechanism to monitor, measure and evaluate the performance of the Intermediary against the KPIs proposed by the Proponent. |

**Appendix 2**

**Corporate Governance Guidelines**

**Appendix 3**

There is no “one-size-fits-all” corporate governance plan that can generally apply to each and every proponent. Since the size and nature of the proponent as well as its services and desired mode of operation vary, individual proponent is required to propose its own corporate governance plan for vetting and endorsement by the Trustee of the SIE Fund (“Trustee”).

1. The proposed corporate governance plan should meet the following principles:
2. Focusing on the organisation’s purpose as the intermediary to design, develop and operate a gerontechnology platform for the Trustee and on outcomes for meeting the objectives of the SIE Fund;
3. Performing effectively with clearly defined functions and roles;
4. Promoting values for furthering the objective of the SIE Fund to facilitate the development of the gerontechnology ecosystem in Hong Kong and demonstrating the values of good governance through behaviour;
5. Taking informed and transparent decisions, and managing risk;
6. Developing the capacity and capability of the board to be effective; and
7. Engaging stakeholders and making accountability real.
8. For the purpose of this invitation exercise, the Corporate Governance Plan should include brief descriptions of both general and specific requirements (if applicable), as described below.

**General corporate governance requirements**

1. Some general principles and best practices are applicable to each and every proponent. Suggested components for the general corporate governance requirements together with some broad examples under each of components are set out below for reference by individual proponent. The examples are provided for illustration purpose only. A proponent may need to elaborate these examples to develop its Corporate Governance Plans as appropriate.

|  | **Component** (Note) | **Example** |
| --- | --- | --- |
| 1 | Board Structure and Composition  | * Clear roles of board and executives
* Desirable ratio of different types of directors
 |
| 2 | Board Operation and Effectiveness  | * Effective use of committees
* Proper declaration of interest
 |
| 3 | Strategy, Planning and Monitoring  | * Clear objectives and plan
* Effective budgeting and monitoring
 |
| 4 | Transparency and Disclosure | * High degree of transparency
* Regular and proper reporting
 |
| 5 | Social Expectations | * Contributing to social interest
* Accountable to the public, government, etc.
 |
| 6 | Risk Management and Compliance | * Effective risk management
* Independent internal control and audit
 |
| 7 | Compliance with Laws and Regulations | * Complying with relevant ordinances and codes
 |

Note:

Categorisation of governance components is mainly based on the **Guide to Corporate Governance for Subvented Organisations** issued by the Efficiency Office (May 2010) with modifications to meet the requirements of the SIE Fund. Individual proponent should develop its own corporate governance plan by making reference to the appropriate guidelines/codes.

Some suggested guides are listed below for reference. The list is by no means exhaustive. A proponent may make reference to other appropriate guide(s) in developing their general corporate governance measures:

*For subvented organisations, public bodies or non-business entities:*

1. **Guide to Corporate Governance for Subvented Organisations**, by the Efficiency Office (May 2010)

[*https://www.effo.gov.hk/en/reference/publications/guide\_to\_cg\_for\_so\_2015.pdf*](https://www.effo.gov.hk/en/reference/publications/guide_to_cg_for_so_2015.pdf)

1. **Corporate Governance for Public Bodies – A Basic Framework**, by the Hong Kong Institute of Certified Public Accountants (2004)

[*http://app1.hkicpa.org.hk/publications/corporategovernanceguides/eframework\_guide.pdf*](http://app1.hkicpa.org.hk/publications/corporategovernanceguides/eframework_guide.pdf)

*For business organisations (registered under Companies Ordinance), partnerships and individuals:*

1. **Corporate Governance Code** (Appendix 14 to the Rules Governing the Listing of Securities on HKSE), by the Hong Kong Stock Exchange (2012)

[*http://www.hkex.com.hk/eng/rulesreg/listrules/mbrules/documents/appendix\_14.pdf*](http://www.hkex.com.hk/eng/rulesreg/listrules/mbrules/documents/appendix_14.pdf)

1. **Guidelines on Corporate Governance for SMEs in Hong Kong** (2nd Edition), by the Hong Kong Institute of Directors (2009)

[*http://www.hkiod.com/document/corporateguide/sme\_guidelines\_eng.pdf*](http://www.hkiod.com/document/corporateguide/sme_guidelines_eng.pdf)

1. **SME Corporate Governance Toolkit**, by the Hong Kong Institute of Directors (2009)

[*http://www.hkiod.com/document/smetoolkit/smetoolkit\_eng.pdf*](http://www.hkiod.com/document/smetoolkit/smetoolkit_eng.pdf)

*For general reference:*

1. **The Organisation for Economic Co-operation and Development (OECD) Principles of Corporate Governance**, by OECD (2004)

[*http://www.oecd.org/corporate/ca/corporategovernanceprinciples/31557724.pdf*](http://www.oecd.org/corporate/ca/corporategovernanceprinciples/31557724.pdf)

1. The series of **“Best Practice Checklists on Governance and Internal Control”** issued by the Independent Commission Against Corruption (ICAC) for different types of organisations, such as listed companies, SMEs, social enterprises, public organisations, NGOs, etc. Copies of these publications are available at ICAC’s website [*http://www.icac.org.hk/en/corruption\_prevention\_department/pt/index.html*](http://www.icac.org.hk/en/corruption_prevention_department/pt/index.html)

**Specific corporate governance requirements**

1. Based on a risk assessment approach, specific governance requirements are determined by assessing the possible risks of the proponent under various dimensions including, without limitation, project type, profit management, remuneration basis, and mode of financing. Some examples of the specific requirements are set out below for reference by individual proponent in developing its Corporate Governance Plans.

|  |  |  |
| --- | --- | --- |
|  | **Item** | **Example** |
| A | **Profit Management** |
| 1 | Organisation registered under Section 88 of the Inland Revenue Ordinance | * Clear re-investment strategy (to align with the objective as far as possible)
 |
| 2 | Organisation not registered under Section 88 of the Inland Revenue Ordinance | * Proper policy and mechanism of remunerations for board/committee members and senior executives
 |
| B | **Remuneration Basis** |
| 1 | Payment of a fixed, all-inclusive lump sum service fee by instalments | * Setting of specific, attainable, relevant and time-bound key performance indicators, milestones and other performance requirements at different stages of the engagement period
 |

**Appendix 2**

**Template for Fee Proposal**

**Appendix 4**

Please provide the information as required below with reference to paragraphs 6.10 & 6.11 and **Appendix 5** of the Invitation Brief.

|  |
| --- |
|  |
| * + - * 1. Please state the **fixed, all-inclusive lump sum service fee**\* (in Hong Kong Dollars) to be charged for the proposed Services covering the entire engagement period.

|  |  |
| --- | --- |
|  |  **Fixed, all-inclusive lump sum service fee\* (HK$)** |
| Tier 0 (baseline) |  |

*\* Should be no less than HK$1* |
| * + - * 1. If the proposed number of tiers for the tiered and incentive-based payment structure as set out in Part II(a)(B) of the Business Plan Proposal is 2 (i.e. involving Tiers 0 & 1) or 3 (i.e. involving Tiers 0, 1 & 2), please set out the proposed level(s) of additional service fee(s) required to cover the additional resources for delivering the better/ideal levels of performance above baseline. The proposal level(s) of additional service fee(s) should be **expressed as a percentage of the fixed, all-inclusive lump sum service fee** set out in Part A above and link to the corresponding KPIs proposed in Part II(a)(C) of the Business Plan Proposal:

|  |  |
| --- | --- |
| **Proposed Tier above Baseline** | **Additional Service Fee**(as a percentage of the fixed, all-inclusive lump sum service fee) |
| Tier 1 | % |
| Tier 2 | % |

* + - * 1. Please provide **high-level breakdown** of the key cost components of the service fee set out in Part A above (and Part B as appropriate) including, for example, staff cost, accommodation cost, fees for engaging implementation partners and hiring sub-contractors, if any, fees for appointing an external body to conduct annual performance assessment and prepare financial reports (including audited annual/financial reports), incidentals, insurance, etc.
 |

**Please sign and stamp your chop below**

|  |
| --- |
| (Name of Authorised Signatory)(Date) |

**Illustration of
the Tiered and Incentive-based Payment Structure of Service Fee**

**Appendix 5**

An illustration of a three-tiered payment structure is set out below.

|  |  |  |  |
| --- | --- | --- | --- |
| Tier | Level of Payment | Payment Conditions(Note 1) | Remarks |
| Basic(Tier 0) | $X | Outputs/outcomes fully meeting KPIs at Tier 0 level(Note 2) | * Tier 0 level of KPIs represents the **baseline** which the Proponent is confident to achieve in delivering the proposed Services.
* **$X** represents the **fixed,** **all-inclusive lump sum service fee** to provide the Services and achieve the baseline performance (i.e. “baseline fee”).
 |
| Overshoot(Tier 1) | $X\*(1+A%) | Outputs/outcomes further meeting KPIs at Tier 1 level | * Tier 1 level of KPIs represents a **better level of performance** than baseline.
* **A%** represents the level of **additional service fee** required to cover the additional resources for delivering the better performance level above baseline.
 |
| Outperform(Tier 2) | $X\*(1+B%) | Outputs/outcomes further meeting KPIs at Tier 2 level | * Tier 2 level of KPIs represents an **ideal level of performance**.
* **B%** represents the level of **additional service fee** required to cover the additional resources for delivering the ideal performance level above baseline.
 |

*Notes: (1) The Trustee will negotiate with the Proponent to finalise a set of KPIs and the corresponding payment conditions to be adopted for appointment as and when the Proponent is selected under the assessment process.*

*(2) In the event that KPIs at the level of Tier 0 is not fully met, the Trustee is entitled to withhold, defer or reduce the payment of the whole or any portion of the service fee to the appointed Intermediary.*

**Detailed Assessment Criteria**

**Appendix 6**

| **Assessment Criteria** | **Maximum Score** |
| --- | --- |
| 1. **Vision, Objectives and Impact**
 | **10** |
| 1. **Understanding of the gerontechnology ecosystem and roles of Intermediary**
	1. Insights on the development of the local gerontechnology ecosystem and if applicable, specific area(s) covered in the theme-based proposal, including:
		* roles, responsibilities, interaction and collaboration of major stakeholders
		* the needs of and demand for gerontechnology in the elderly service market
		* key drivers for the establishment of a Platform in Hong Kong
	2. Foresights on local development of gerontechnology in coming years
	3. Comprehensiveness and reasonableness in identifying the gaps and opportunities of the gerontechnology ecosystem and if applicable, specific area(s) covered in the theme-based proposal
	4. Insights on the roles of the Intermediary in fostering the development of the local gerontechnology ecosystem
 | **5** |
| 1. **Objectives, impact and outcomes of the proposed Services**
2. Coverage, feasibility and effectiveness of the proposed Services in facilitating the development of the gerontechnology ecosystem in Hong Kong
3. Significance of the target outcomes/expected impacts of the proposed Services in addressing the gaps and opportunities in gerontechnology ecosystem
4. Insights on identifying the critical success factors which are essential for achieving the target outcomes/expected impacts
5. Insights on the assessment of potential risks of the proposed Services and effectiveness of the proposed risk management/mitigation measures
 | **5** |
| 1. **Capability**
 | **20** |
| 1. **Capability of Proponent**
2. Relevance of the capability, experience and track record of the Proponent organisation(s) in relation to gerontechnology and, if applicable, specific area(s) covered in the theme-based proposal
3. Value, effectiveness and practicality of the proposed support and resources committed from the Proponent organisation(s) to the proposed Services
4. Capability, experience and track record of the Proponent organisation(s) in:
	* + engaging and enlisting the support and participation of existing and new stakeholders on the supply and demand sides of the gerontechnology ecosystem in delivering the proposed Services
		+ establishing networks/platforms and organising activities/ events to link up the key stakeholders
 | **10** |
| 1. **Capability of project team**
2. Relevance of the capability, experience, track record, credential and qualification of team leader and individual team members in relation to gerontechnology
3. Reasonableness of the mix of different skills and expertise of team members and, if applicable, specific area(s) covered in the theme-based proposal
4. Effectiveness and reasonableness of the proposed team structure, line of commands, degrees of involvement, distribution of roles and responsibilities of team members
 | **10** |
| 1. **Service Design**
 | **35** |
| 1. **Overall service and business model**
2. Innovativeness, comprehensiveness, reasonableness and effectiveness of the design, approach and plan of the overall service and business model for developing and operating the four elements of the Platform in an integrated manner, enabling the Platform to achieve its overall objective and target outcomes/expected impacts, operating the Platform in a financially sustainable manner
3. Flexibility and versatility of the proposed Platform to meet the changing needs of the elderly caregivers, care staff and institutions, and if applicable, PwDs, rehabilitation service units, etc. and the evolution of the gerontechnology ecosystem
 | **15** |
| 1. **Design of the four elements**
2. Knowledge Hub
	* + Innovativeness, comprehensiveness, reasonableness and robustness of the strategy and plan for establishing and maintaining a Knowledge Hub, including, without limitation:
			- initial design, accessibility and user-friendliness of the Knowledge Hub
			- coverage, variety and relevance of the proposed Resources to be covered by the Knowledge Hub
			- scope of the target beneficiaries of the Knowledge Hub
			- means/process to keep the Knowledge Hub the most up-to-date
			- versatility and sustainability of the Knowledge Hub
		+ Feasibility and effectiveness of the strategy and plan for disseminating the latest information of the proposed Resources with suitable analysis to the relevant recipients and facilitating their access to the Resources
 | **5** |
| 1. Network and capacity building
	* + Innovativeness, coverage, diversity, feasibility and effectiveness of the strategy and plan for network and capacity building for the purpose of knowledge sharing, idea exchange, collaboration, co-creation, capacity building, linking up of existing and future set-ups, initiatives and efforts of existing and new stakeholders of the gerontechnology ecosystem, etc.
		+ Variety and reasonableness of the resources, networks, skills and expertise involved
 | **5** |
| 1. Consultancy, localisation and testing support
	* + Innovativeness, coverage, scale, feasibility, effectiveness and robustness of the strategy, plan and operational mechanism for providing consultancy, localisation and testing support for the relevant stakeholders
		+ Variety and reasonableness of the resources, networks, skills and expertise involved
 | **5** |
| 1. Impact assessment
	* + Innovativeness, comprehensiveness, reasonableness and effectiveness of the initial design of the baseline study to be conducted on the fragmentation of the gerontechnology ecosystem
		+ Reasonableness, timeliness and effectiveness of the proposed mechanism to measure and evaluate the performance and effectiveness of the Platform against its objective, the agreed KPIs and target outcomes/expected impacts
 | **5** |
| 1. **Implementation/Execution**
 | **15** |
| 1. **Collaboration strategy, work plan and corporate governance**
2. Comprehensiveness, reasonableness and effectiveness of the collaboration strategy and plan for achieving cross-sector partnership, collaboration and engagement with existing and new stakeholders of the gerontechnology ecosystem as well as complementarity to and linking up of existing and future set-ups initiative and efforts of those stakeholders in delivering the proposed Services
3. Reasonableness, timeliness and effectiveness of the work plan and marketing plan covering the entire engagement period, including, for example:
	* + major tasks, activities and milestones
		+ specific themes in different phases, if applicable
		+ resource allocation/prioritisation
		+ potential risks in execution of the work plan and marketing plan and mitigation measures proposed
		+ expected deliverables and outcomes within the engagement period
4. Compliance and effectiveness of the corporate governance plan with reference to the standard requirements provided by SIE Fund
 | **10** |
| 1. **Performance management**
2. Reasonableness, timeliness and effectiveness of the proposed performance management mechanism and KPIs to monitor, measure and evaluate the performance of the Intermediary. The KPIs proposed should be SMART (Specific, Measureable, Attainable, Relevant, and Time-bound) and outcome-based as far as practicable
 | **5** |
| 1. **Cost Effectiveness**
 | **20** |
| 1. Comprehensiveness and robustness of the overall cost structure
2. Reasonableness of individual expenditure items
 |  |

 **Control Measures**

**Appendix 7**

(To be specified as terms and conditions in the legally binding agreement

 to be signed between the Trustee of the SIE Fund and appointed intermediary

covering the intermediary engagement)

1. **General Control Measures**

The Trustee of the SIE Fund (“Trustee”) will impose the following measures on the intermediary appointed to design, develop and operate the gerontechnology platform:

1. Clear annual budget
2. Separate bank account
3. Separate set of books and records
4. Regular submission of audited accounts
5. Open and fair procurement procedures
6. Keep proper record of equipment procured for the project
7. Regular reporting of project progress (especially on social impact)
8. **Specific Control Measures**

Based on a similar risk assessment approach adopted for corporate governance, the specific control measures are determined by assessing the possible risks of intermediary under various dimensions including, without limitation, profit management, remuneration basis, etc. Some examples of the specific requirements are listed below for reference:

|  | **Item** | **Examples of Specific Control Measure** |
| --- | --- | --- |
| A | **Profit Management**  |
| 1 | Organisation registered under Section 88 of the Inland Revenue Ordinance | * N/A
 |
| 2 | Organisation not registered under Section 88 of the Inland Revenue Ordinance | * Possible contract conditions for refund to the Trustee if an intermediary sells the business concerned within a certain period of time (as determined by the Trustee on a case-by-case basis) after it last receives financial assistance from the Trustee
 |
| B | **Remuneration Basis** |  |
| 1 | Fixed, all-inclusive lump sum service fee  | * Disbursement of the service fee by instalments (i.e. remunerations would be released upon the intermediary’s achievement of certain milestones and meeting of certain performance requirements)
 |

**Consent to Disclosure**

**Appendix 8**

**To: Secretariat, Social Innovation and Entrepreneurship Development Fund (“SIE Fund”) Task Force**

**Re: Proposal for Design, Development and Operation of a Gerontechnology Platform for the Trustee of the SIE Fund (“Trustee”)**

 We, *[please insert the name of the proponent. If the proponent is in the form of an alliance/consortium comprising two or more parties, please insert the name of the party who is authorised by all other parties to take up the role of Principle Proponent and on behalf of the alliance/consortium, liaise with the Trustee on all matters relating to this invitation exercise]*, hereby irrevocably authorise, consent and agree that if the Trustee agrees to engage us as the Intermediary to design, develop and operate a gerontechnology platform for the SIE Fund, the Trustee, may, whatever it considers appropriate or upon request by any person (written or otherwise) and without any further reference to us, disclose to any person in such form and manner as the Trustee deems fit:

 (a) the service fee and any other fees, costs and expenses payable to us by the Trustee pursuant to the legally binding agreement to be signed between the Trustee and us covering the intermediary engagement (“Engagement Agreement”);

(b) the fee proposal submitted by us to the Trustee on *[please insert the relevant date]* in relation to the provision of the intermediary services; and

(c) the engagement of us by the Trustee under the Engagement Agreement; the names of the Intermediary, members of the Intermediary and other persons appointed or engaged by us to assist in the provision of the intermediary services in accordance with the Engagement Agreement; and details of the intermediary services.

 We hereby waive and forego our right, if any, to make any claims against the Trustee for any losses, damages, costs, charges, liabilities, demands, proceedings and actions that may arise out of or in consequence of such disclosure by the Trustee.

|  |  |  |
| --- | --- | --- |
|  Dated this day of \* SEALED with the Common Seal of *[please insert the name of the proponent]* and SIGNED by *[please insert the name(s) of the signatory(ies)]*, the *[please insert the post title(s) of the signatory(ies)]* of the *[please insert the name of the proponent]* in the presence of: | ))))) |   |

Signature of Witness:

Name of Witness:

Occupation:

Address:

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\* To be adopted if the proponent is a limited company.