



**Invitation to Tender (ITT):
IDEAS Bicycle Innovation Program
Local Communications Lead**

Deadline for submissions: 15 October 2024 at 12:00 am GMT

The Opportunity

DT Global is looking to recruit a local individual/agency based in Malawi and/or Zambia to work alongside DT Global and our local implementation partners to develop a communications strategy for the Bicycle Innovation Program, including public relations, social media and network marketing.

The individual/agency will have strong reach across Malawi and/or Zambia and a strong track record delivering creative, dynamic and impactful campaigns, which will match the aims and ethos of the Bicycle Innovation Program and its partners.

DT Global intends to issue a single contract to one individual/agency who has the appropriate, locally relevant expertise and networks to develop a communications strategy across both Malawi and Zambia. If needed, we will supplement the scope of work with an additional outreach partner in one of the markets, should the selected individual/agency not have the necessary local contacts/expertise required.

Background to the Bicycle Innovation Program

The Bicycle Innovation Program is a \$5.11 million Open Innovation Program (OIP). This program sits within the USAID [Innovation Design, Execution, and Acceleration Support \(IDEAS\)](#) mechanism as part of the USAID Innovation, Technology, and Research Hub's Innovation Division (ITR/I). The mechanism is being run by the [USAID Exploratory Programs and Innovation Competitions \(EPIC\) team](#) with support from a consortium made up of Encompass, Challenge Works, DT Global and Itad. DT Global, is leading the Bicycle Innovation Program's implementation phase.

Over the next five years, the IDEAS team will support ITR/I's mission of increasing the adoption of high-impact development and humanitarian solutions by bringing together a diverse set of nontraditional partners to discover, test, and scale breakthrough evidence-based approaches, methods and technologies. The Bicycle Innovation Program is the first program to be run through this new USAID mechanism.

The Bicycle Innovation Program aims to enhance economic opportunities, improve productivity and increase access to essential services through the increased adoption of bicycles in Sub-Saharan Africa. The Program aims to achieve this by incentivizing the development and scaling of innovative solutions relating to bicycles in Malawi and Zambia. An upcoming Request for Applications will be launched in November 2024 and will remain open until January 2025. We are looking for a communications partner to support this call for applications. Successful applicants to the Program will receive both financial and non-financial support. Again, the details of the Program are still to be confirmed, but this is likely to include a total of \$2.2 million of grant funding. Successful applicants will also receive non-financial support, both virtually and in-person to support the development of their solutions. This is likely to include training, mentoring and engagement events.

Communications Partner Objectives

- To produce a communications strategy that will be based around public relations, social media and network marketing.

- To advise on the most relevant and influential communications channels in the target markets, adapting the campaign accordingly.
- To execute and see through the developed strategy.
- To develop social media posts and other content such as op-ed, blogs, innovator profiles etc.
- To liaise with DT Global, USAID and the broader IDEAS team.
- To work alongside local implementation partner(s).

Scope of work

Initially, DT Global would like to work with the communications partner for the first phase of the Bicycle Innovation Program, from w/c 21st October 2024 - 31st January 2025.

During this first phase, the key aims are to:

- Develop a locally appropriate communications strategy including a recommendation as to whether outreach content should be translated into additional local languages. All written content must be produced in English.
- Increase the number of applications to the Bicycle Innovation Program in both Zambia and Malawi
- Raise awareness about the Bicycle Innovation Program amongst key stakeholders including national/local government officials, private sector organisations, community groups and NGOs.

Assuming this relationship is working for both parties, DT Global intends to extend the communications partner for the remainder of the program until November 2026, with an associated increase in budget. The scope of work and budget for the follow-on work will be developed in collaboration with the implementer(s) of this first phase of the work.

The first phase of work should cover the following areas:

- **Media relations** – Outlining the media relations strategy (in conjunction with DT Global, USAID and the broader IDEAS consortium) for the period of the challenge and implementing all media relations focused within the relevant markets.
 - NB – The strategies and content need to be considerate of communities and individuals that are not digitally connected or have lower levels of literacy. We are looking for solutions on how to reach these audiences creatively, and through verbal and visual media, including newspapers, magazines, radio and/or television.
- **A locally relevant name** - We would like the communications partner to suggest a name for the Bicycle Innovation Program which would be more locally relevant and engaging.
- **Social media** – Development of social media content and implementation, which includes identifying influencers, managing the ongoing content and supporting with some paid amplification.
- **Network marketing and content strategy** – Supporting content on both owned, earned and paid channels and ensuring a joined-up content strategy across all platforms. This includes a communications calendar for releasing materials and assets on our digital platforms.
- **Photography** – High resolution images to be taken at local events in Malawi/Zambia which can be used in blog posts/webinars etc.

Geography

Whilst the program will be open to applications from across Malawi and Zambia in Zambia we are particularly keen to target communications outreach around the Copperbelt, Central province, and part of Eastern province. This should be reflected in the proposed approach. In both countries one of the principal objectives is to drive applications for solutions that will improve the livelihoods of people living in rural areas of Malawi and/or Zambia. A key principle of the communications strategy should be how outreach can be targeted to rural areas.

In addition to the list of deliverables outlined below we are also keen to hear suggestions for further deliverables that could be included as part of your proposal.

Deliverable	Details	Timeline
<p>A media relations strategy</p>	<p>A brief strategy document (suggested approx. 10 page) outlining how you will support DT Global (and the broader IDEAS team) to gain as many applications as possible to the Bicycle Innovation Program.</p> <p>This should focus primarily on:</p> <ul style="list-style-type: none"> ● Media engagement (i.e. stakeholder map and proposed engagement with local newspapers, radio, television etc.); <p>The strategy should also consider:</p> <ul style="list-style-type: none"> ● Social media (including a summary of the channels you suggest we use, key messaging, proposed tone of voice, potential influencer networks, and how earned and paid channels can be leveraged.) 	<p>w/c 21st October 2024 - 8th November 2024</p>
<p>A locally relevant name for the Bicycle Innovation Program</p>	<p>We would like the communications partner to suggest a name for the Bicycle Innovation Program which would be more locally relevant and engaging</p>	<p>By 31st October 2024</p>

A communications calendar	A communications calendar which provides an overview of when the proposed activities will take place from the launch of the call for applications to the deadline	By 8th November 2024
Social media toolkit and content for posts	We would like enough content for 5 posts a week, ideally. No new social media accounts will be set up for this program specifically. Instead existing social media accounts will be used – including those managed by DT Global, Challenge Works, Itad, Encompass, USAID as well as potential local outreach partners.	8th November 2024- 14th January 2025
Ongoing engagement with media relations	The program should be promoted via other partner, influencer and media channels, by forming partnerships with newspaper, radio, television etc. This is especially important given that some individuals may not be digitally connected.	8th November 2024- 14th January 2025
Draft and share press release and blog post content	This press release is a short summary that summarises and drives excitement about the program that will be drafted in partnership with DT Global and USAID. The press release should be reviewed and circulated via standard media platforms. At least two additional blog posts will also be required to drive interest in the program during the call for applications.	By 8th November 2024
Ongoing capture of comms material from program related events - photography	We will be running a series of events locally to increase the number of applications. Event dates will be shared in advance. High resolution photographs should be captured, which can be used for future communications content.	November 2024- January 2025

Monthly progress reports	A short report summarising the progress, including: <ul style="list-style-type: none"> • Social media engagement and interaction stats on an account level and on a post level (followers, likes, views, click through rates etc.) • Media publishing 	October 2024 – January 2025
Ongoing engagement with earned and paid channels	Our social media content should be amplified through earned and paid channels, such as relevant influencers.	8th November 2024- 14th January 2025

Branding

Branding for the Bicycle Innovation Program must follow the IDEAS branding guidelines which will be shared with the successful applicant(s).

Timeline

This timeline may be subject to change. Any changes will be discussed and agreed in advance with the selected communications partner.

Budget

The communications partner is invited to submit a financial proposal as per Appendix 3 below. Your proposal should include time for the first phase of implementation from the w/c 21st October 2024 until the 31st January 2025. Further funds might be available after the initial period. For this piece of work, your proposal should not exceed **\$15,000**, inclusive of local taxes, charges, travel expenses and research materials. Additional budget may be made available if costs of utilizing certain media are higher than anticipated.

Application process & requirements

To apply for this opportunity, please submit a proposal by **15 October 2024 at 12:00am GMT**. Your submission should include the following information:

- A written proposal outlining:
 - A brief introduction of your company
 - A brief outline of the content of your communications strategy, that clearly demonstrates your proposed approach including which channels you plan to use and your experience in using them.
 - A proposed locally relevant name for the program
 - Description of 2-3 relevant similar projects

- Individual CVs of each team member
- A budget breakdown, including
 - Day rates of each team member
 - Any travel costs
 - Proposed expenses including any additional communications related costs for social media, newspaper/TV/Radio placements, photography etc.

The proposal must not exceed **ten pages**, excluding CVs and the associated budget.

This process outline should be read in conjunction with the ITT Terms and Conditions, detailed in Annex I. Please send two separate files, one Technical Tender, one Commercial Tender, in a pdf or word/excel document to bikes@dt-global.com. If you have any questions, please reach out to the Bicycle Innovation Program Team (bikes@dt-global.com)

Deadline for questions: 8th October 2024

Deadline for submission: 15 October 2024 at 12:00am GMT

Interviews: Interviews will take place with shortlisted applicants on the **18th October 2024**

Contracting and work to commence: w/c 21st October 2024

Selection criteria

We will use the following criteria to assess your proposal:

Selection and Award Criteria	Weighting
1. Relevant experience and qualifications of proposed individuals	5 points
Please provide the names and CVs of all team members proposed to work on this program. Please be aware that the named individuals cannot be changed as part of this contract.	
2. Company credentials and experience with similar projects	5 points
Please submit a brief summary of your company, incl. details of 2-3 similar projects	
3. Credibility and practicality and proposal approach	10 points
Please describe how you would approach this project, including the necessary stage and methodologies used to prepare the communications strategy, with details of outreach channels you intend to use	
4. Value for money	5 points
Please provide an itemised breakdown of your proposed fees and pricing structure. Please also indicate which team member will lead on specific aspects of the work and breakdown the rate per individual/level.	

Annex 1: ITT Terms and Conditions

This appendix provides the terms and conditions which will govern your submission of a proposal to DT Global. You are required to read this appendix carefully together with the Invitation to Tender (ITT) brief before submitting a proposal. By submitting a proposal, you accept these terms and conditions and you agree to abide by them. If you do not agree to these terms and conditions, please do not submit a proposal.

1. Introduction

This tender process and any resulting contract for the Services will:

- be governed by and construed in accordance with the law of England and Wales and will be written in the English language;
- state the period during which the Services are to be performed;
- nominate specific key personnel and fees;
- Any contract placed as a result of this ITT will be subject to the Form of Services Agreement as defined by DT Global, in addition to any conditions specified in this ITT. By submitting a tender in response to this ITT, the bidder is confirming acceptance of the terms of the ITT.

2. DT Global Contact Point and Enquiries:

bikes@dt-global.com

3. Tenderer Contact Point

Tenderers must provide a single point of contact in their organisation for all correspondence relating to this ITT. DT Global shall not be responsible for contacting the Tenderer through any route other than the nominated contact. The Tenderer must therefore undertake to notify any changes relating to the nominated contact promptly.

4. Conflict of Interest

Tenderers must disclose in their tender any circumstances, including personal, financial and business activities that will, or might, give rise to a conflict of interest by taking part in any resulting Contract. This also applies to any sub-contractors proposed by the Tenderer. Where Tenderers identify any potential conflicts, they should state how they intend to avoid such conflicts. DT Global reserves the right to reject any tender which, in DT Global's opinion, gives rise, or could potentially give rise to, a Conflict of Interest.

5. Collusive Behaviour

Any Tenderer who:

- a. fixes or adjusts the amount of their tender by or in accordance with any agreement or arrangement with any other party; or
- b. communicates to any party, the amount or approximate amount of its proposed tender or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence in order to obtain

quotations necessary for the preparation of the tender or insurance or any necessary security); or

- c. enters into any agreement or arrangement with any other party that such other party shall refrain from submitting a tender; or
- d. enters into any agreement or arrangement with any other party as to the amount of any tender submitted; or
- e. offers or agrees to pay or give or does pay or give any sum of money, inducement or valuable consideration directly or indirectly to any party for doing or having done or causing or having caused to be done in relation to any other Tender or proposed Tender, any act or omission,

shall (without prejudice to any other civil remedies available to USAID, DT Global and EnCompass LLC and without prejudice to any criminal liability which such conduct by a Tenderer may attract) be disqualified. Tenderers are required to sign and return the Declaration of Non-Canvassing and Non-Collusive Tendering provided at Appendix 1.

6. Confidentiality

- 6.1 All material issued in connection with this ITT shall remain the property of DT Global, EnCompass LLC and USAID and shall be used only for the purpose of this procurement exercise.
- 6.2 The contents of this ITT are being made available by DT Global on condition that:
 - a. Tenderers shall at all times treat the contents of the ITT and any related documents (together called the 'Information') as confidential, save in so far as they are already in the public domain;
 - b. Tenderers shall not disclose, copy, reproduce, distribute or pass any of the Information to any other person at any time or allow any of these things to happen;
 - c. Tenderers shall not use any of the Information for any purpose other than for the purposes of submitting (or deciding whether to submit) a Tender; and
 - d. Tenderers shall not undertake any publicity activity in connection with this ITT within any section of the media without prior approval from DT Global.
 - e. Tenderers may disclose, distribute or pass any of the information to the Tenderer's advisers, sub-contractors or to another person to enable the preparation of this ITT.

7. Right to Cancel, Clarify or Vary the Process

- 7.1 Neither DT Global, nor Encompass LLC or USAID shall be committed to any course of action as a result of:
 - a. issuing this ITT or any invitation to participate in this procurement exercise;
 - b. communicating with a Tenderer or a Tenderer's representatives in respect of this procurement exercise; or
 - c. any other communication between DT Global, Encompass LLC, USAID and any other party.

7.2 By taking part in this competitive procurement exercise, Tenderers accept that DT Global shall not be bound to accept any tender and reserves the right not to conclude a Contract for some or all of the services for which tenders are invited.

8. Costs of the ITT

Tenderers will remain responsible for all costs and expenses incurred by them, their staff, and their advisors or by any third party acting under their instructions in connection with this ITT. This will be regardless of whether such costs arise as a result of any direct or indirect amendments made to this ITT by DT Global or any other party to this Call at any time. For the avoidance of doubt, DT Global, shall have no liability whatsoever to respondents for the costs of any amendments, changes, discussions or communications.

9. DT Global's Treatment of Your Tender

When you submit a tender, DT Global will:

- a. Ensure tenders are registered upon receipt and held securely (unopened) until after the deadline for receipt of tenders.
- b. Exclude tenders received after the time and deadline for receipt of tenders
- c. DT Global reserves the right to accept and include late tenders, where it is in the best interest of the project. If DT Global includes late tenders, this decision will be communicated to all tender participants. At our sole and absolute discretion disqualify any non-compliant tenders (i.e. Tenders failing to meet the terms of these instructions) received. The commercial details of such tenders will be recorded and marked as disqualified.
- d. Ensure that all tenders are evaluated objectively, in line with the evaluation criteria specified in this ITT pack. During evaluation of the Tenders, DT Global or its partners may, at its discretion, ask any Tenderer for a clarification of its Tender. The request for clarification and the response shall be in writing.
- e. Once evaluated, DT Global will invite selected Tenderers to discuss their proposals with the evaluation team.

10. Duty of Care and Subcontractor Capability Assessment

10.1 All Subcontractor Personnel (including their employees, sub-contractors or agents) engaged under this contract will come under the Duty of Care of the lead Subcontractor. The Subcontractor is responsible for the safety and well-being of their Personnel and any Third Parties affected by their activities, including appropriate security arrangements. The Subcontractor will also be responsible for the provision of suitable security arrangements for their domestic and business property.

- 10.2 Subcontractors must comply with the general responsibilities and duties under relevant health and safety law including appropriate risk assessments, adequate information, instruction, training and supervision, and appropriate emergency procedures. These responsibilities must be applied in the context of the specific requirements the Subcontractor has been contracted to deliver (if successful in being awarded the contract).

- 10.3 DT Global will not award a contract to a Subcontractor who cannot demonstrate that they are willing to accept and have the capability to manage their Duty of Care responsibilities in relation to the specific procurement.

11. DT Global Business Ethics Policy

- 11.1 All Subcontractors must be willing to adhere to DT Global's Business Ethics Policy provided in Appendix 2. Lead Subcontractors and all joint-venture partners must complete, sign, and submit this document as part of their submission.

12. Due Diligence

Before signing a contract for the works, the Tenderer will need to complete and undergo due diligence checks by DT Global. Depending on the legal form of the relationship between the members of the consortium or partnership, the process should be completed by the lead organisation. It is expected that the bidder leading a partnership or consortium will carry out due diligence on their supply chain.

Where the legal form of the relationship means that members have joint and several liability, each member is required to complete the documents.

Failure to return the Due Diligence Questionnaire and pass the required checks (unless you have undergone Due Diligence with DT Global in the preceding two years) before contracting will prevent us from being able to sign a contract with you.

APPENDIX 2 – DT Global’s Business Ethics Policy

Please see this link: [DT-Global-Code-of-Business-Ethics-and-Conduct.pdf](#)

APPENDIX 3 - Commercial Tender Template

In responding to the ToR the bidder is required to include in the financial proposal:

- Pricing details using the format of the tables below including the names and designation of all nominated key personnel proposed to work on the Project. All rates and costs for reimbursable expenditure must be rounded to two decimal places;
- The status of this proposal for the purpose of any government tax in the UK or Overseas. Any applicable taxes should be shown in the financial tables.

It is the responsibility of the Tenderer to propose their payment schedule, which should include a spread of results-based remuneration milestones against key deliverables across the life of the project.

The proposed payment schedule will be mutually agreed between DT Global and the Subcontractor.

1. Submission Forms (please convert to excel if you wish):

PROPOSAL BREAKDOWN -KEY PERSONNEL INPUTS AND FEE RATES

NAME	PROPOSED POSITION	NO DAYS	DAILY FEE RATE IN USD	COST IN USD
Full time staff				
Part Time Staff				

Total Fees				

PROPOSAL BREAKDOWN - PROJECT EXPENSES

DESCRIPTION	UNIT	NO.	RATE	COST in USD
Total Expenses				

SUMMARY OF FEE RATES AND EXPENSES

	COST IN USD
TOTAL FEES (A)	
TOTAL EXPENSES (B)	
SUB-TOTAL	
GOVERNMENT TAX (E.G. X% OF £)	
TOTAL	

For the purposes of the financial evaluation, the VAT and Government tax will not be considered. Prior to conclusion of the contract the tax payable will be clarified and taken into consideration in the financial sum.

APPENDIX 2: Received Questions and Answers

This is a list of questions received by potential applicants by the stated deadline of the 8th of October, and our response to the questions. For transparency, we have not adjusted the questions and did not combine similar questions, but instead published all questions and answers below.

Question	Response
<p>Has project implementation been set and finalised for this project? I ask because I wonder if there is scope to include digital innovations, which can drive uptake of the use of services, for example, Onyx Connect is a social enterprise in Zambia that enables female dairy farmers to purchase bicycles on a pay-as-you-go basis using mobile money. (https://vimeo.com/424306256?share=copy). This has implications on effective and a variety of project communications assets that can be developed and leveraged.</p>	<p>Thank you for sharing this. We are aware of the work of Onyx Connect and they have been consulted during the research and design phase of the program. We are currently working on the implementation plan for the project. This may include adding more partners as needed. For the ITT, please assume we're not including any additional partners at this point.</p>
<p>I am based in Zambia but have work experience and a decent professional network in Malawi. Are you looking at recruiting another communications firm for Malawi or would the consultant recruited cover both countries?</p>	<p>Ideally the consultant would cover both countries. If that's not possible, we are open to hiring an additional company or expert to cover the second country.</p>
<p>How many applications from other communications firms/consultants are you considering for Zambia or Malawi? As you may know, several of us professionals receive these requests from various organisations seeking professionals in developing countries where they are interested in bidding for projects. Responding to these requests is quite a lengthy and involving process and I think it's helpful to know at the onset how competitive it is for me, in this instance. This helps to set and manage expectations on my part.</p>	<p>This is a public procurement, so unfortunately we can't predict how many applications we will receive. We are expecting to shortlist 2-4 companies for interview.</p>

<p>How flexible is the budget you have stated for this work from October 2024 to January 2025 (USD15,000)? The reason I raise this is because it is quite limiting for the scope of work you have outlined here. Travel to the three provinces in Zambia alone with a team of three people (lead consultant, photographer, communications support) will cost at least USD 2500. If Malawi is added to this, the cost of travel rises considerably, whether travel is by air or road. The cost of professional services, such as photography, graphic designer, radio producer (as radio is used extensively in rural Zambia and Malawi), should be costed accurately and securing competent talent for this assignment over 4 months may exceed the \$15000 allocated. If there is flexibility in the budget, it would certainly help the consultant execute the task to the best of their ability without compromising quality or standard of work and delivery.</p>	<p>The \$15,000 threshold is fixed at the moment and we expect applicants to suggest a solution within its limits which covers all of the deliverables outlined. Where services exceed the limit and can't be included, you are free to suggest them as a sidenote in the Technical proposal, not the financial one. Where the project needs arise and budget is available, we reserve the right to add to the amount. We do not foresee extensive travel during this initial scope of work. At this stage we would ask you to cost attendance at one afternoon roundtable in Lilongwe, Malawi and one afternoon roundtable in Lusaka, Zambia with a photographer.</p>
<p>I would like to find out more on how the bicycle innovation will be implemented? Will locals be given bicycles?</p>	<p>For details of the Bicycle Innovation Program please see the ITT.</p>
<p>What is the total number of applications needed in each market?</p>	<p>We do not have a specific target in terms of the total number of applications we would like to receive to the Bicycle Innovation Program. We might expect in the region of 80-120 applications however ultimately we are more interested in receiving high quality submissions.</p>
<p>Does this programme have local spokespeople in both Malawi and Zambia who can participate in media interviews and interactions?</p>	<p>We are currently in the process of recruiting local staff/partners who we hope would be able to participate in media interviews however this cannot be guaranteed. We will also identify local judges who may be willing to take part in media interviews.</p>
<p>What are the target regions/provinces or towns in Malawi?</p>	<p>Applications that put forward ideas for any rural area in Malawi will be accepted. There are no particular target provinces.</p>
<p>Does the budget of \$15,000 also include the cost of media buying, photography and third-party costs like influencer engagement, social media advertising and printing of posters for local rural communities?</p>	<p>The \$15,000 threshold is fixed at the moment and we expect applicants to suggest a solution within its limits which covers all of the deliverables outlined including social media advertising, photography, media buying etc. Where services exceed the limit and can't be included, you are free to suggest them as a sidenote in the Technical proposal, not the financial one. Where further project needs arise, and the budget is available, we reserve the right to add to the total budgeted amount.</p>

<p>Will DT Global supply all the needed artwork and creative materials to the appointed communications partner or the agency has to develop all artwork and creative materials based on the brand guidelines and CI/VI to be shared post agency appointment?</p>	<p>We would expect the agency to develop the required materials, based on the approved brand guidelines and share them for approval before publication.</p>
<p>Lastly, will DT Global be open to host an online press conference (OPC) for Zambian and Malawian media to attend as the call for applications is launched in November?</p>	<p>We are open to exploring this idea further, subject to USAID approval. We suggest you include this as a sidenote in the Technical proposal and not in the financial proposal as this is currently not one of the deliverables outlined. Where the project needs arise and budget is available, we reserve the right to add to the amount for additional deliverables such as this.</p>
<p>The scope mentions that you will be hosting events and require photography. Can you give an idea of how many events and where in each of the markets.</p>	<p>At this stage we would ask you to cost attendance at one afternoon roundtable in Lilongwe, Malawi and one afternoon roundtable in Lusaka, Zambia with a photographer.</p>
<p>Please also confirm if our understanding is correct that you would like us to suggest locally relevant names as part of the initial submission? You have stated that you require a locally relevant name with 15th Oct Submission but they It is also itemised in the implementation phases for the 31st which is after contracting?</p>	<p>Yes we would like you to suggest a possible name for the program as a way for us to see how you approach a creative task like this. Any potential name will also need to be approved by USAID, so we have factored in time in the scope of work to allow for this and any possible feedback they may have.</p>
<p>How do we protect our IP and guard against them be used if we are not picked as implementing partner (methodology and actual creative (name)?</p>	<p>For scoring purposes we will need to read, both your technical and financial proposal. We will delete all unsuccessful applications after the procurement process is concluded. DT Global will not use any material which was submitted as part of the ITT further in the project.</p>
<p>You stipulate 5 posts per week? Is this per market?</p>	<p>Yes, per market.</p>
<p>Please provide clarity on disbursement of funds. Will this happen in phases?</p>	<p>The payment terms will be mutually agreed upon between DT Global and the implementing partner.</p>
<p>Are these applications for the innovators being made online or both online and physical? This information will feed into our Communication strategy.</p>	<p>Applications for the Challenge must be made online via an application portal. However we recognise that there may be challenges with digital literacy and we will look at ways to support potential applicants for whom this may be a barrier (e.g. through an in person application clinic).</p>