

Request for Proposal (RFP)

Subject RFP #:	RFP-CATALYZE-217772-Ethiopia-2023-019
RFP Issue Date:	March 8, 2023
Terms of Reference / Specifications:	MS4G Open Innovation Competition Management
Project	USAID CATALYZE Market Systems for Growth (MS4G)
The Company	Palladium International, LLC
Country of Performance	Ethiopia
Closing Date and Time	April 7, 2023 11:59 EAT
Questions Deadline	<input checked="" type="checkbox"/> Accepted at ethiopiams4g.procurement@thepalladiumgroup.com by March 16, 2023 at 17:00 EAT <input type="checkbox"/> N/A
Bidders' Conference	<input type="checkbox"/> <input checked="" type="checkbox"/> N/A
Details for Submission	Submissions will be accepted: <input checked="" type="checkbox"/> Electronically: email to ethiopiams4g.procurement@thepalladiumgroup.com
Offer Validity Period	90 days

Thank you for your interest in the above procurement. As implementer for the CATALYZE Innovative Blended Finance Project funded by United States Agency for International Development (USAID), Palladium invites you to submit a proposal for the scope of work attached in Annex A. Your proposal must be valid for the Validity Period.

Please email your notice of intention to submit a proposal by the Questions Deadline. Answers to questions shall be distributed to all offerors that have indicated an intention to submit a proposal by the deadline.

Please submit your proposal in accordance with the Details for Submission above by the Closing Date and Time. This RFP in no way obligates Palladium to award a contract nor does it commit Palladium to pay any cost incurred in the preparation and submission of a proposal. Palladium bears no responsibility for data errors resulting from transmission or conversion processes.

Yours sincerely,

CATALYZE Procurement Team

Terms and conditions

1. Proposal Conditions

By submitting a proposal, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in a single currency.

2. Proposal Lodgement

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFP unless the Company determines to do so otherwise at its sole discretion.

3. Evaluation

The Company may review all proposal to confirm compliance with this RFP and to determine the best proposal in the circumstances.

4. Alterations

The Company may decline to consider a proposal in which there are alterations, erasures, illegibility, ambiguity or incomplete details.

5. The Company's Rights

The Company may, at its discretion, discontinue the RFP; decline to accept any proposal; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a proposal; satisfy its requirement separately from the RFP process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate proposals as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers.

6. Amendments and Queries

The Company may amend, or clarify any aspect of the RFP prior to the RFP Closing Time by issuing an amendment to the RFP in the same manner as the original RFP was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties.

Any queries regarding this RFP should be directed to the Contact Person identified on the cover page of this RFP.

7. Clarification

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their proposals. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their proposal.

8. Confidentiality

In their proposal, potential suppliers must identify any aspects of their proposal that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their proposal.

The potential supplier acknowledges that in the course of this RFP, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFP and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFP and after the completion of the process.

9. Alternatives

Potential suppliers may submit proposals for alternative methods of addressing the Company's requirement described in the RFP where the option to do so was stated in the RFP or agreed in writing with the Company prior to the RFP Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.

10. Reference Material

If the RFP references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their proposal. And provide it to the Company upon request.

11. Price/Cost Basis

Prices or costs quoted must show the tax exclusive price, the tax component and the tax inclusive price.

The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for the Goods and/or Services.

12. Financial information

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Goods and/or Services over the term of any agreement.

If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.

13. Referees

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.

14. Conflict of interest

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).

15. Inconsistencies

If there is inconsistency between any of the parts of the RFP the following order of precedence shall apply:

- (a) these Terms and Conditions;
- (b) the first page of this RFP; and
- (c) the Schedule

so that the provision in the higher ranked document will prevail to the extent of the inconsistency.

16. Collusion and Unlawful Inducements

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their proposal or the RFP process.

Potential suppliers must disclose where proposals have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their proposal from consideration.

Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFP) which could give rise to a perception of bribery or corruption in relation to the RFP or any other dealings between the parties.

17. Jurisdiction

This RFP shall be subject to the laws of the District of Columbia, United States of America. The language of the arbitration will be English.

The Potential Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this RFP or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this RFP or the breach, termination, or invalidity thereof, shall be settled by mediation through the American Arbitration Association by filing a request for mediation with the AAA and the other party. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute.

Company Information

Palladium is a global leader in the design, development and delivery of Positive Impact — the intentional creation of enduring social and economic value. We work with corporations, governments, foundations, investors, communities and civil society to formulate strategies and implement solutions that generate lasting social, environmental and financial benefits.

Project Background

USAID CATALYZE Market Systems for Growth (MS4G) is a four-year activity focusing on creating transformative outcomes in the food security and the water, sanitation, and hygiene (WASH) sectors. To achieve these goals, the activity engages youth, mobilizes capital, increases access to finance, and supports stakeholders to self-advocate toward policy change which will promote opportunities for the private sector community. MS4G invests in developing relationships with private sector players, co-investing in inclusive business models, advisory services, digital solutions, and market-based initiatives that increase the resilience and sustainability of Ethiopian enterprises and employment for women and youth. The project supports activities in Addis Ababa, secondary cities and rural areas in Ethiopia.

Purpose

The purpose of this Request for Proposals (RFP) is to identify and engage one or more service providers to support MS4G in the management and implementation of Open Innovation Competitions (OICs) focused on the WASH and agriculture (with a specific focus on fertilizer) sectors. These competitions – to be launched and managed separately – are designed to attract, engage, and support entrepreneurs, innovators, and SMEs with innovative business solutions, approaches, or technologies that contribute to USAID/Ethiopia and MS4G priorities in these target sectors. To enhance both efficiency and scale in OIC implementation and build the capacity of Ethiopia's open innovation ecosystem, MS4G seeks Ethiopian incubators, accelerators, business advisory service providers (BASPs), and other non-governmental organizations engaged in entrepreneur support and development activities to provide competition management support services. For more information, please refer to **Annex A – Scope of Work**.

Type of Contract

Palladium intends to issue a Firm Fixed Price (FFP) subcontract to the selected offeror.

Anticipated Contract Period of Performance

May 2023 – May 2024

Place of Performance

The activities to be performed under this contract will take place in Ethiopia. Services must be provided by Ethiopian registered companies.

Timeline

This RFP closes on April 7, 2023. Submitted proposals will remain valid for a period of three months from date of submission. Palladium will issue an FFP subcontract to the qualifying firm(s) within 30 – 45 days from the closing date or receipt of a completed proposal. The start date for the assignment is anticipated from May 2023.

Instructions to Offerors

Separate technical and cost proposals must be submitted by email no later than the time and date specified on the cover page.

1. Technical Proposal

For the technical proposal (in MS Word or PDF), the offeror must submit:

- (a) Cover letter with the following information:
 - a. Company Contact Information and Address.
 - b. Type of Company or Organization.
 - c. Unique Entity Identifier (UEI) number (Offeror must have a UEI number or provide proof of registration within 5 days of being notified of selection).
 - d. Signed by an authorized representative of the company.

- (b) A technical proposal of no more than 7 pages, with the following sections:
 - a. **Technical Competency (2 pages maximum)** - Offerors should detail their organization's relevant technical experience and expertise in offering the prescribed services as outlined in **Annex A: Scope of Work**, including any experience connecting entrepreneurs and innovators to investors or other key stakeholders and experience managing large competition events. The description should provide an idea of the size and scope of the offeror's industry network. This section should include a description of clients and projects from the past three years showcasing relevant experience and successful delivery. Offerors are requested to provide examples of delivering the respective service in the WASH or agriculture/food security sectors.
 - b. **Technical Approach (3 pages maximum)** - Offerors should detail their organization's proposed approach to meeting the requirements of the RFP and the deliverables schedule outlined in Annex A: Scope of Work. To the extent possible, this technical approach should reflect on the offeror's past experience managing or supporting OICs and experience working with entrepreneurs to scale innovations and business solutions. Offerors should highlight innovated approaches to the following:
 - i. How outreach to entrepreneurs will be conducted under this activity and how secondary cities¹ will be targeted.
 - ii. How activities will be structured to ensure engagement with a diversity of innovators and attract women- and youth-led OIC applicants.
 - iii. How the offeror will provide hands-on guidance to OIC applicants who may be unfamiliar with USAID or OIC processes.
 - iv. How an innovator network of finalist will be created and maintained and how finalist will be connected to investors, accelerators, other innovators, or other stakeholders to grow their businesses.
 - v. How the offeror will monitor and evaluate the successes and challenges of the work and capture lessons learned that MS4G can integrate into future competitions.
 - c. **Implementation Plan (1 page maximum)**; In a Gantt chart or tabular form, present a proposed implementation plan for delivering on the requirements of this RFP within a 12-month

¹ Secondary city is defined as those with a population size of 300,000 or greater.

timeframe. If proposing management of both OICs, please provide a distinct timeline for each competition.

- d. **Staffing Plan (1 page maximum).** Provide a brief summary of how the offeror will staff its support of the referenced OIC (WASH and/or Fertilizer). Offerors are encouraged to detail the experience of up to five proposed staff.

(c) Contact details for three references.

(d) All supporting documentation specified below in the pass/fail evaluation criteria.

Note: GSA has developed a useful interactive PDF tool that guides through the most common scenarios about UEI (https://www.fsd.gov/sys_attachment.do?sys_id=af05f8fb1b44851006b09796bc4bcb6d)

2. Cost Proposal

Offerors must submit a cost proposal using the Excel template in Attachment 1. The cost proposal consists of:

- (a) Budget and accompanying cost explanations in Microsoft Excel with all formulas visible (unlocked).

Key assumptions

- Budget in Ethiopian Birr.
- All prices are to be inclusive of relevant taxes.
- Separate unit cost and number of units.
- Break down activity costs into as much detail as possible.
- Offeror should budget for:
 - Defense Base Act (DBA) insurance in accordance with FAR 52.228-3, as applicable.

The selected offeror will be required to complete the Due Diligence Questionnaire (Attachment 2) and provide a UEI number within 5 days of being notified of selection.

Submission of Offers

Electronic proposals must be submitted by sending two separate emails, one for technical proposal and one for cost proposal with the RFP number in the subject lines. Ensure all required documents are attached. The RFP number can be found on the cover page.

Offers received past the deadline stated on the cover page will be deemed non-responsive and will not be considered for award.

Evaluation and Award Process

Proposals will be evaluated using a best value trade off methodology. This is a three-stage process.

- (1) The first set of criteria is graded on a pass/fail basis. Offerors must meet the following minimum eligibility qualification criteria and provide supporting documentation:

	Requirement	Supporting Documentation
(a)	Must be a registered legal entity in Ethiopia for a minimum of one year.	Copy of Renewed Business Licence, TIN certificate, VAT certificate (if applicable) or articles and memorandum of associate.
(b)	Must not have any active exclusions from the working with the US government (www.sam.gov), the UN (Sanctions List), or the US Department of the Treasury Office of Foreign Asset Control.	
(c)	Company must not have a controlling interest held by a government, government agency, or agent thereof.	

(2) If these minimum criteria are met, the offeror’s technical proposal will be evaluated as follows:

Evaluation Criteria	Details	Points
Technical Competency	<ul style="list-style-type: none"> • Extent to which the offeror’s past experience, capabilities and existing service offerings align with the services outlined in the scope of work. Additional consideration will be placed on offerors with experience delivering the respective services in an open innovation context. • Extent to which the offeror’s’ past experience and current capabilities are applicable to the WASH and/or fertilizer Sectors. • Extent to which the offeror’s past experience demonstrates a competency and capability to deliver services in an inclusive and equitable manner that effectively engages women and youth clients and customers, while reaching businesses, constituencies and stakeholders in outside Addis Ababa (e.g. secondary cities and rural areas). 	30
Technical Approach	<ul style="list-style-type: none"> • Extent to which the offeror’s technical approach demonstrates an understanding of MS4G’s service needs for tasks and deliverables outlined in the scope of work, including effective engagement with potential innovators within the WASH and/or fertilizer sector context. • Extent to which the offeror’s technical approach provides a compelling case that the offeror will be able to feasibly and effectively deliver the tasks and deliverables outlined in the scope of work. • Extent to which the offerors’ technical approach provides a compelling case that it’s delivery of services will be both inclusive and equitable as it pertains to engaging and supporting women- and youth-led innovative enterprises or organizations, and engaging stakeholders outside Addis Ababa. 	30
Implementation Plan	<ul style="list-style-type: none"> • Extent to which the offeror’s implementation plan presents a feasible, yet aggressive approach to assist MS4G in rapidly launching and implementing a OIC over a period of 12 months. 	20
Staffing Plan	<ul style="list-style-type: none"> • Extent to which the offeror plans to mobilize the right mix of staff resources to meet the requirements and timeline of the scope of work and ensure successful support across the OIC life cycle in a high-impact services to MS4G and selected innovators in a cost-efficient manner. 	20
TOTAL		100

(3) The offeror’s cost proposal will be evaluated for:

- Proposed total price, relative to other offers received.
- Realism and reasonableness of the work to be performed.
- Price reflects a clear understanding of the requirements.
- Price is consistent with various elements of the technical proposal.
- Compliance with USAID cost principles (select one: Non-profit entities – Cost Principles in 2 CFR 200 Subpart E or For profit entities – Cost Principles in FAR Part 31).

Palladium reserves the right to award under this solicitation without further negotiations. The offerors are encouraged to offer their best terms and prices with the original submission.

PROCUREMENT INTEGRITY AND ETHICS

It is Palladium's Policy that no gifts of any kind and of any value be exchanged between vendors/contractors and Palladium personnel. Discovery of the same will be grounds for disqualification of the vendor/contractor from participation in any Palladium's procurements and may result in disciplinary actions against Palladium personnel involved in such discovered transactions.

Resulting Award

This RFP in no way obligates Palladium to award a contract. Palladium may opt to select multiple offers in response to this RFP.

Any contract/purchase order resulting from this solicitation must be signed by both parties in order to be considered valid and in force. All costs associated with, but not limited to, production, preparation and/or delivery of goods or services, including deliveries, accepted by Palladium staff, without a fully executed (signed by both parties) contract/purchase order, are at the vendor's risk only. Palladium shall not pay for any costs, without limitation, associated with production, preparation or delivery of goods and/or services under this or any other contract/purchase order, which has not been signed by both parties.

If your proposal is successful, you will be required to enter into the Company's standard contract for the types of goods or services being provided. In the provision of the Goods and Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant client terms and conditions. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any proposals pursuant to this RFP.

If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the goods or services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.

Attachments

Please review the additional documentation and proposed contracts terms and conditions which should be given consideration when preparing your proposal. By submitting your bid you will certify that that you are in agreement with the contract terms and conditions as included in this solicitation and that all prices include all aspects of the required compliance with the terms and conditions of the proposed contract.

Attachment 1 – Budget Template

Attachment 2 - Due Diligence Questionnaire

Attachment 3 - FFATA Form (will be required only for successful offeror, where applicable – included for awareness only)

Attachment 4 – Firm Fixed Price Subcontract Template

Palladium Business Partner Code of Conduct and Child Protection Guidelines can be downloaded in full at: <http://www.thepalladiumgroup.com/policies> or request through email from Catalyze.procurement@thepalladiumgroup.com

Annex A: Scope of Work

A. PROJECT AND BUY-IN OVERVIEW

USAID CATALYZE Market Systems for Growth (MS4G) is a four-year activity focusing on creating transformative outcomes in the food security and water, sanitation, and hygiene (WASH) sectors. To achieve these goals, the activity will engage youth, support enterprise growth, mobilize capital, and support stakeholders to self-advocate toward policy change which will promote opportunities for the private sector community.

B. OBJECTIVE/PURPOSE

CATALYZE MS4G plans to launch two Open Innovation Competitions (OICs):

- WASH Innovation Challenge
- Fertilizer Innovation Challenge

These OICs – which will provide a combination of financial and technical support to selected innovators – are designed to attract, engage, and support organizations with innovative business solutions, approaches, or technologies that contribute to USAID/Ethiopia and MS4G priorities in these target sectors. Additionally, these OICs are intended to optimize engagement and collaboration with Ethiopia's innovation ecosystem, investors, and innovators with a desire and capability to pilot, commercialize and scale transformative innovations for impact.

To enhance efficiency in the implementation of the two OICs, MS4G seeks to engage one or more Ethiopian incubators, accelerators, or enterprise support organizations with past and proven experience in managing, supporting, and implementing standalone open innovation competitions – ideally focused on the WASH or agriculture sectors. Successful offerors will be expected to lead innovator outreach, manage the intake and screening of applications, host the final competition event, and assist in designing award packages through an initial needs assessment of selected innovators.

The competition will occur through five stages, in which the selected subcontractor is expected to provide support:

- 1. Open call for applications.** MS4G will solicit applications from innovators through Requests for Applications (RFA). Before and after the release of the RFAs, the subcontractor is expected to assist MS4G in promoting the competition by conducting outreach to prospective applicants, investors, and other stakeholders and by hosting in-person and virtual pre-application conferences. The subcontractor will also host the competition landing page on an existing or new website to strengthen the online presence of the competition. The subcontractor may be asked to contribute to the development of the RFAs, including providing inputs on the challenges the RFAs seek to address, development of screening and evaluation criteria, and strategies for monitoring, evaluating and capturing lessons learned from resulting awards.
- 2. Shortlisting of all eligible applications and technical evaluation.** After the close of the RFA, the subcontractor will assist MS4G in conducting a basic eligibility screen of all applicants to ensure they meet the basic criteria established in the RFA. The subcontractor will share all eligible applicants with MS4G, who will then hold a Technical Evaluation Committee (TEC) to evaluate applications and shortlist 15 to 30.
- 3. Semi-finals.** During this stage, about 15 to 30 applicants to each competition will be contacted via email and requested to submit written responses to TEC questions. The subcontractor will assist MS4G in managing this communication with applicants. Based on responses from the shortlisted applicants, the MS4G TEC will select 10 to 15 finalists to attend each competition event.
- 4. Finals.** The top 10 to 15 applicants for each competition will be invited to present their innovations at the competition finals, which will be an in-person event held for two-days in Addis Ababa. The subcontractor will be responsible for the logistical planning and hosting of these events, which may include securing a venue,

coordinating catering and other services, and identifying a panel of potential competition judges to be screened and selected by MS4G.

5. **Award and technical assistance.** After the finals, MS4G will issue grants to 6 to 10 winners of each final competition. While the winners receive financial assistance, all 10 to 15 finalists will receive a technical assistance package designed to provide needed support for the growth of their businesses. The subcontractor will support MS4G in conducting a rapid needs assessment of the 10 to 15 winners and finalists of each competition to identify capacity gaps that can be address through a tailored technical assistance package. After award the subcontractor will continue support by managing an innovator peer network and hosting events that link selected finalist to potential investors.

Based on the quality of the responses and capabilities of proposals, MS4G may choose to issue a subcontract to one offeror to provide management support to both OICs, or issue subcontracts to two offerors to support each OIC separately.

C. TASKS AND RESPONSIBILITIES

In collaboration with the MS4G team, the Subcontractor will:

Task/ Responsibilities	Description of Requirement
Host Application Website	<ul style="list-style-type: none"> • Establish a landing page, compliant with USAID and CATALYZE branding and marking guidelines to provide information on each OIC, provide an initial google form for innovators to provide initial information on their innovative concept, and provide touchpoint for innovator Q&A (within 3 weeks of award). • Work with MS4G team to answer questions from interested innovators engaging through the website. • Provide weekly updates on the number of applications coming through the website. • Once innovators are selected, use website to highlight profile of selected innovators.
Innovator Outreach	<ul style="list-style-type: none"> • Develop an outreach strategy and materials for stakeholder events to promote and market each OIC to potential innovators. • Serve as point of contact to guide applicants though the application processes, including answering questions about necessary forms and troubleshooting website issues. • Hold stakeholder forums in Addis Ababa, Jimma, Bahir Dar, and Hawassa based on the agenda and content referenced above.
Innovator Screening and Due Diligence	<ul style="list-style-type: none"> • Screen all applications to ensure innovators meet the minimum criteria set by each OIC. • Submit all applications that meet the minimum criteria to MS4G for review by the TEC. • Conduct at least three reference checks on each eligible innovator.
Host Live Finalist Competition Event	<ul style="list-style-type: none"> • Determine and secure event location and any supporting service providers (e.g., catering, technical support, etc.) for each OIC. • Select and engage competition panellists. • Manage all planning and day-of logistics for each event.
Innovator Needs Assessment	<ul style="list-style-type: none"> • Conduct a rapid needs assessment and develop a tailored technical assistance package for the 10-15 finalists of each competition.
Host Investor/ Business Linkage Event	<ul style="list-style-type: none"> • Create and manage an event guest list. • Determine and secure event location and any supporting service providers (e.g., catering, technical support, etc.). • Manage all planning and day-of logistics for the event.
Manage Innovator Network	<ul style="list-style-type: none"> • Host recurring check-in meetings with award recipients to discuss challenges and opportunities with their respective award packages for the duration of their award (approximately 9 months).

D. DELIVERABLES

Deliverables under this subcontract may include, but are not limited to:

Deliverable	Timeline
Successful launch of the OIC application website	15 days after signing contract
Submission of final stakeholder event material	15 days after signing contract
Hosting of stakeholder events	30 days after signing contract
Delivery of eligible applicants	30 days before competition event date
Competition Event	TBD
Submission of needs assessment for each competition finalist	15 days after competition event
Linkage Event and Innovator Network Management (deliverable may include targets for number of innovators linked to investors, accelerators, or other stakeholders).	End of contract
Total	

E. MONITORING

The Subcontractor/Consultant will be overseen by MS4G’s Enterprise Growth technical representative.

F. PERIOD OF PERFORMANCE

The expected period of performance is 12 months from May 2023 – May 2024