

Request for Proposal (RFP)

Subject RFP #:	RFP-CATALYZE-ETHIOPIA-2021-0518 (Readvertised)
RFP Issue Date:	January 14,2022
Terms of Reference / Specifications:	Digitization opportunities in the Agriculture Value-Chain in Ethiopia
Project	CATALYZE Innovative Blended Finance
The Company	Palladium International, LLC
Country of Performance	Ethiopia
Closing Date and Time	February 14,2022 5 PM East Africa Time
Questions Deadline	<input checked="" type="checkbox"/> Accepted at EthiopiaMS4G.procurement@thepalladiumgroup.com by January 31, 2022 5PM East Africa Time <input type="checkbox"/> N/A
Bidders' Conference	<input checked="" type="checkbox"/> N/A
Details for Submission	Submissions will be accepted: <input checked="" type="checkbox"/> Electronically: email to EthiopiaMS4G.procurement@thepalladiumgroup.com <input type="checkbox"/>
Offer Validity Period	60 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

The CATALYZE Blended Finance Mechanism is a \$250 Million, 8-year contract (5-year base period, with a single 3 year option period) which uses a facilitated partnership model to craft solutions to crowd in \$2 Billion in blended finance (i.e. blended concessional and commercial finance) to USAID partner countries and initiatives. CATALYZE allows USAID Bureaus and Missions to efficiently deploy investment facilitation solutions that respond to the needs of specific sectors, issues, and geographies. Initial programs focus on education finance to implement sustainable education business models serving low-income communities, and achievement of the W-GDP objectives, but the mechanism can be applied to any development challenge or region.

Purpose

The goal of this study is to understand the end-to-end process within selected agriculture value chains of Coffee, Sesame, and Beans in Ethiopia, the potential business and development gains of digitizing market access and payments for the selected agricultural products, an analysis of the potential challenges that may be faced in identification, onboarding and incentivizing farmers, farmer's cooperatives, Agri-traders, aggregators and financial institutions and to collect information that will help inform the design of an agriculture digitization project and the development of financial products that meet the needs of SHFs and value chain actors in Ethiopia. A core output therefore includes a possible suite of digital product proposition which value chain participants (Cooperatives, Agri-buyers, Fin-techs, Ag-techs etc.,) are interested in as well. The project is designed to support a pipeline of CATALYZE: MS4G project, gathering the necessary information from out-growers in three value chains of Coffee, Oilseed and Pulses.

A complete scope of work is attached as Annex A.

Type of Contract

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

Anticipated Contract Period of Performance

The anticipated period of performance is from March 07, 2022 to April 19, 2022.

Place of Performance

The activities to be performed under this contract will take place in Ethiopia. See the Instructions for Submission of Cost Proposal for travel assumptions.

Key Deliverables and Timeline

Deliverable #	Report and Deliverable	Deadline	Payment Amount
1	Inception report highlighting overall structure, approach, content, and framework for study	5 days from award date	10%
2	Undertake primary research via industry interviews, data collection, and survey	15 days from award date	10%
3	First Draft - Prepare initial draft, including key tables, estimates, projections, and preliminary conclusions	25 days from award date	20%

4	Second Draft - Incorporate comments/feedback from reviewers and revise as needed	30 days from award date	25%
5	Final Report - Finalize study and prepare final report	45 days from award date	35%

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, the offeror must submit:

- (a) Cover letter with the following information:
 1. Firm contact info and address
 2. Type of company or organization
 3. Signed by an authorized representative of the company
- (b) Background on the firm and relevant expertise (max 2 pages)
- (c) Past Experience Information/Capability Statement
- (d) Technical Proposal & Management Approach
- (e) Proposed work plan showing how the firm would execute this project including a timeline (max 2 pages)
- (f) Description of relevant projects previously performed by the firm, demonstrating expertise in the subject matter (max 4 pages)
- (g) Contact details for three referees (max 1 page)
- (h) All supporting documentation specified below in the pass/fail evaluation criteria.

2. Cost Proposal

Offers must submit a cost proposal. CATALYZE will provide a budget template upon request through EthiopiaMS4G.procurement@thepalladiumgroup.com. The cost proposal consists of:

- (a) Budget in Microsoft Excel with all formulas visible (unlocked)
- (b) Accompanying Word Document with all cost assumptions and explanations

Key assumptions

- Budget in USD (payable in ETB)
- 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

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

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)	For Firms: Must be a registered legal entity in their country at least for one year For Individuals: must provide proof of citizenship or legal residency or a valid business visa which permits the individual to work in the given country	Firms: Copy of certificate or articles and memorandum of associate and Documentation of business registration Individuals: Copy of passport or other government-issued ID with photo
(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	N/A– Palladium will conduct a search of these databases as part of the due diligence process
(c)	Company cannot be a foreign government-controlled organization	Submit a certification signed by firm’s legal representative
(d)	Company must not have controlled interest by a government, government agency, or agent thereof	Submit a certification signed by firm’s legal representative

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

Evaluation Criteria	Documents Evaluated	Points
Legally licensed or registered individual	A Consulting License from the relevant authorities and or TIN number.	20%
Past experience in developing similar studies and reports including interviewing key industry informants	List of past projects and or studies performed with outcome	35%
Knowledge and experience in fintech, Agriculture VC, and or experience in tech solutions in agriculture	CV of personnel or individual(s) that will develop the study.	35%
Strong ability to communicate effectively and professionally in English	Sample past reports	10%
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)

The consultant should present a financial proposal for the assignment which is expected not to exceed \$10,000 USD (inclusive of VAT and all applicable taxes).

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

Attachment 1- Due Diligence Questionnaire

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 EthiopiaMS4G.procurment@thepalladiumgroup.com

Annex A: Scope of Work

1 Scope of Work

1.1.1 Consultant for Digitization opportunities in the Agriculture Value-Chain in Ethiopia

January , 2022

1.1.2 Background

CATALYZE: Market Systems for Growth (MS4G) is a USAID-funded program that supports private enterprise expansion to help drive Ethiopia's future economic growth and prosperity. MS4G intends to foster enterprise-driven growth, especially among private enterprises that have high growth potential and the capacity to catalyze job creation throughout market systems.

1.1.3 Problem Statement

Constraints with regards to access to finance is particularly evident in the agriculture sector, yet the agriculture sector is the backbone of the Ethiopian economy contributing to over 35% of the Gross Domestic Product (GDP), accounting for over 85% of the labor force and earning over 90% of the foreign exchange. It is estimated that less than 20% of Small-Holder Farmers (SHF) in Ethiopia have access to financial services and only 9.2% of the total outstanding credit went to agriculture sector (National Bank of Ethiopia, 2020). The agricultural sector is dominated by SHF, who practice rain-fed mixed farming by employing traditional technology and adopting a low-input, and low-output production system. The land tilled by the Ethiopian small-scale farmer accounts for 95% of the total area under agricultural use, and responsible for more than 90% of the total agricultural output. However, SHF in Ethiopia are constrained by several challenges that hamper their ability and thus making the country one of the most food insecure countries in the world.

The lack of access to basic financial services exacerbates the lack of access to credit facility, hindering the productivity and efficiency of the SHFs. Access to finance including credit, saving and digital payment accounts is an underlying constraint keeping SHFs from expanding their production and services. With only 16% households in Ethiopia reporting to have borrowed in both urban and rural areas, 35% of financing comes from families and friends, 19% from Savings and Credit Cooperative Organizations (SACCOs), the rest of the financing is provided by microfinance institutions, government, and other informal sources. 43% of the borrowing in rural areas was for agricultural inputs. In rural areas, both microfinance institutions (19.6%) and SACCOs 27.4% are preferred to private banks 16.6%¹.

Providing access to SHFs in rural and remote locations is a challenge, particularly to private commercial banks due to the high transaction cost caused by distance between customer and branches of financial institutions. About 59% of Ethiopians live more than 5 km away from the nearest financial institution, averaging 15 km in rural areas, with a 9 km of median distance throughout the country and reaching up to 42 km median distance in some regions like Somali region. Missing proximity to financial services is

¹ Ethiopia Socioeconomic Survey (ESS), Central Statistics Agency, 2018/19
ARBP PC01 GL01 TL02 Request for Proposal

significantly worse in rural areas². The high transaction cost is further aggravated by the low value transactions the SHFs engage in. As a result, there is an apparent distance between branches of financial institutions and the SHFs, exposing them to additional expenses and risk of security. However, the agent banking model could help address the challenge of distance between financial service providers and the SHFs.

Small and even medium-sized farmers and agribusinesses are held back by limited business skills to integrate with commercial supply chains, poor infrastructure, and a lack of access to finance and agriculture-specific financial services. Many SHF and rural SMEs are not integrated into commercial markets, and related supply chains, due to a lack of coordination, information, and access to markets.

The current Covid-19 pandemic is resulting in significant disruptions to agriculture supply chains resulting from quarantine requirements and other restrictions covering, social distancing, transport, and logistics. The disruptions provide opportunity to accelerate the adoption of digital tools and digital payment systems within supply chains as they offer possibilities to minimize person-to-person contact in market-based transactions as well as agricultural production systems.

1.1.4 Proposed Study on Digitization opportunities in the Agriculture Value-Chain in Ethiopia

A critical success factor to addressing the challenges faced by SHF's is to comprehensively understand their pain points and financial needs as well as the capabilities of the various players across the value chain including financial services providers, Mobile Network Operators, Agribuyers, Aggregators and farmer organizations. MS4G would like to conduct market level research to unpack the aforementioned.

The goal of this study is to understand the end-to-end process within selected agriculture value chains of Coffee, Sesame, and Beans in Ethiopia, the potential business and development gains of digitizing market access and payments for the selected agricultural products, an analysis of the potential challenges that may be faced in identification, onboarding and incentivizing farmers, farmer's cooperatives, Agri-traders, aggregators and financial institutions and to collect information that will help inform the design of an agriculture digitization project and the development of financial products that meet the needs of SHFs and value chain actors in Ethiopia. A core output therefore includes a possible suite of digital product proposition which value chain participants (Cooperatives, Agri-buyers, Fin-techs, Ag-techs etc.) are interested in as well. The project is designed to support a pipeline of CATALYZE: MS4G project, gathering the necessary information from out-growers in three value chains of Coffee, Oilseed and Pulses

1.1.5 Key Responsibilities

The consultant is expected to conduct a research and collect information to understand potential obstacles to acceptance of digitization of market access and payments along the referenced value chains and provide actionable advice to enable strategic engagement with key stakeholders (including financial and digital service providers, Mobile Network Operators, cooperatives, buyers, trade associations, and development partners) and inform go-to-market strategies.

This assessment will result in a report to:

- Demonstrate the business case for digitizing the agriculture sector in the value chain
- Provide insights on market demand for specific financial and digital products and services in the agricultural sector

² Ethiopia Socioeconomic Survey (ESS), Central Statistics Agency, 2018/19
ARBP PC01 GL01 TL02 Request for Proposal

- Determine the main barriers to the adoption of digital solutions and payments, and how digital financial services can address these barriers
- Identify any regulatory/legislative challenges that exist and that may deter investments in any value chain particularly Foreign Direct Investment (FDI)
- Draw on local and international experience to identify determinants of successful digitization of market access and payments and propose the way forward to develop a digital Agriculture platform that meet the needs of SHFs in Ethiopia
- Identify and list key stakeholders that should be engaged to successfully role a digital platform in the agriculture sector of Ethiopia

1.1.6 Minimum Qualifications of Consultant

Experience:

The consultant should meet the following criteria:

- Demonstrate ample experience in conducting agricultural market research involving SHFs and their financial flow, and understanding of the SHFs in Ethiopia in general and digital services in the agriculture sector in particular
- Have experience in conducting agricultural market research focused on designing and developing digital marketplace and payment products that captures the needs and demands of SHFs and/or value chain actors
- Demonstrate good knowledge of the digital behavior of SHFs and the agricultural value chains selected commodities
- Past experience in agricultural market analysis of similar context, scope and expected results
- Fluency in English and Amharic is mandatory. Fluency in additional local languages is an advantage.

The consultant will need to provide a technical and financial proposal:

Technical Proposal

- This proposal will need to include all relevant details (timelines, number of resources, deployment plan, supervision plan, among other details)
- The deployment plan needs to provide an understanding of the assignment and analysis on how the consultant expects to achieve the project target
- The plan should also provide a description of proposed approach to the assignment and the tools to be used in carrying out this assignment, including the way the field research work would be conducted
- A summary/presentation of experience relevant for this assignment
- Overview of the team structure including roles and responsibilities of the proposed team members. Proposed team members are expected to be assigned to this assignment as proposed.

Financial Proposal

- The consultant should present a financial proposal for the assignment which is expected not to exceed \$10,000 USD (inclusive of VAT and all applicable taxes).

1.1.7 Scope of Work and Methodology

The consultant is expected to conduct the research study to:

- Demonstrate the business case for digital payments for SHFs and value chain participants and show how digitizing the agriculture marketplace and payments can impact the lives of value chain participants.

- Assess the barriers, challenges, and capacity of key stakeholders to adopt digital marketplaces and payments as well as actionable advice for key stakeholders.
- Identify pain points in access to finance as well as products addressing these.
- Provide insights on market (value chains, aggregators, off-takers, financial institutions, regulatory institutions) demand for specific financial and digital products in the agricultural sector focusing on SHFs and value chain actors.

Core activities under the research project will include:

1. Market research with financial institutions, Mobile Network Operators and Fintech's to establish ability of banks/ MFIs, Telco's and Fintech's to provide digital agriculture marketplace and financial services to small holder farmers (SHF) and actors along agricultural value chains. The research will look at the financial service being offered including payments, and financing for inputs, asset acquisition, working capital, post-harvest financing, etc. and identify critical areas for digital intervention.
2. Market research (with selected SHF's, aggregators (traders/cooperatives) and Agri-buyers in the Coffee, Sesame and Beans value chains to collect and analyze data points to eventually inform project design and pilot. The data points should cover aspects of market access, volume and value of transactions being traded, related pain points to be addressed by digitalizing market access, payments, and access to financial services.
3. Market Research to understand potential obstacles to acceptance of digital marketplace and payments among SHFs to gain insights into improving potential uptake; and demonstrate the impact of digital marketplace and payments on SHF productivity and wellbeing.
4. Market research to understand the potential challenges that may be faced in identification, onboarding and incentivizing farmers, farmer's cooperatives, Agri-traders, aggregators, and financial institutions and provide suggestion on appropriate strategy to effectively onboard and incentivize farmers, farmer's cooperatives, Agri-traders, aggregators, and financial institutions.
5. Market Research to understand the Business Case for Financial Institutions, Mobile Network Operators, Fintechs and Agtechs in rolling out a digital agriculture marketplace.
6. Market Research to identify and list key stakeholders to be engaged in the Coffee, Oilseeds, Horticulture and Pulses value chain in Ethiopia.
7. Analyze and recommend the most efficient way to deploy an agricultural supply chain digital platform integrated with a digital payment system and how best to incentivize and onboard various users to use the platform

1.1.8 Deliverables

1. An inception report with methodology and approach
2. A draft report of findings with data sets, including summaries of conducted interviews and focus group discussions and any other tools applied
3. A final report with:
 - Summary report of the business case to digitize the agriculture sector digital marketplace and provision of financial services for SHFs

- Market analysis including opportunities and barriers, regulatory environment, potential appetite of relevant partners, available infrastructure, potential demand / market size
- Short deep-dive case studies of specific value chains (**Coffee, Sesame, and Beans**)
- Value proposition for smallholder farmers and value chain actors
- Recommendations for the local market (financial service, telecom, and mobile money providers) on how to address any challenges and pursue commercial viability of providing digital solutions along value chains.
- Provide initial guidance/recommendations/framework for a pilot
- Highlight how the pilot aligns with government's digital strategy and the home-grown economic reform plan.

1.1.9 Timeline

The assignment will run from approximately from March 07,2022 (the expected start date)up to April 19, 2022. This timeline may be modified slightly if required to complete all study activities.

1.1.10 Reporting

The consultant will report to the relevant Directors at the CATALYZE Ethiopia – MS4G Office and affiliated partners.