



Terms of Reference

Request for Proposals: Market Intelligence & Financial Advisory support for Enhancing Access to Medical Oxygen in the Southern and East Africa region

Reference	CHAI/EAPOA/GEMS/01/2024
Posting Date	13-Dec-2024
Queries Deadline	10-Jan-2025
Closing date	27-Jan-2025

1. Background

In response to the critical need for medical oxygen to treat COVID-19 and other acute respiratory conditions, Unitaid has launched a strategic initiative to support local oxygen manufacturers through financial and technical assistance. [The East Africa Program on Oxygen Access \(EAPOA\)](#) aims to improve access to medical oxygen in low- and middle-income countries (LMICs) across East Africa. The initiative seeks to bolster the capacity of local manufacturers to meet the growing demand for medical oxygen.

The Clinton Health Access Initiative (CHAI) has been selected to lead the implementation of EAPOA.

Through the support of additional liquid oxygen production with three companies in Kenya and Tanzania (“hub countries”), EAPOA is working to stabilize supply and reduce costs for medical oxygen in Kenya, Tanzania, and surrounding countries. EAPOA is interested in a deeper understanding of oxygen demand in East Africa and the SADC region. Specifically, this would mean analysing the medical oxygen market and use in Kenya, Tanzania and surrounding countries (Burundi, eastern DRC, Ethiopia, Malawi, northern Mozambique, Somalia, South Sudan, Uganda, and Zambia; collectively referred to as “spoke countries”), and market strategies for the companies to enter and/or expand in these markets. To support this initiative, we are seeking a consultant/firm to conduct market intelligence analysis and provide financial advisory services.

2. Objective

The primary objective of this consultancy is to deliver comprehensive market intelligence, and financial advisory services, to enhance access to medical oxygen in the identified countries. This information will support EAPOA investment strategies as well as investments by the three companies themselves.

3. Scope of Work

The consultant/firm will be responsible for the following tasks:

Lot 1: Market Intelligence Analysis (Section 3.1)

3.1 Market Intelligence Analysis

Building upon existing data and analysis, including from CHAI, MedAccess and Unitaid, the consultant/firm will be responsible for conducting comprehensive market research in hub and spoke countries to identify key market trends, opportunities, and potential challenges. Specifically, the following data points and analysis are required:

- **Potential demand estimation for Oxygen and Medical Gases:**
 - Assessment of oxygen and medical gases demand based on population health data, where available, including but not limited to respiratory illnesses, maternal and Neonatal cases, Critical care, surgical and emergency requirements.
 - Identifying approaches to conduct similar demand estimation where historical data may not be available.
 - Categorization of potential oxygen volumes needed by facility type (e.g., hospitals, clinics, primary health centres) and sector (public vs. private).
 - Mapping of current funding flows and payment mechanisms for medical oxygen and other gases.
- **Current Oxygen Supply Landscape:**
 - Identification of existing oxygen suppliers and their production capacities, including local and regional manufacturers and distributors.
 - Analysis of current oxygen sources in the public and private sector, including government owned, private public partnerships and supply chains.
 - Segmentation analysis including breakdown of current supply from Pressure Swing Adsorption (PSA) plants vs Air Separation Units (ASUs); locally produced vs imported, etc.
 - Assessment of factors affecting the choice of oxygen supply (e.g., power supply, size of facility, distance from production plant, availability of infrastructure, etc.)
 - Evaluation of supply shortages and logistical challenges in the distribution of oxygen, particularly in rural or hard-to-reach areas and neighbouring regions.
 - Evaluation of potential impact of location of the Hubs in relation to supply to spoke countries highlighting potential cross border challenges, regional trade agreements, market access.
- **Regulatory and Policy Analysis:**
 - Review of regulations governing the production, distribution, importation and pricing of medical oxygen in each target country.
 - Identification of key regulatory bodies, compliance requirements, and any barriers to entry for new market players.
 - Analysis of government support programs, subsidies, or incentives available for local oxygen manufacturers.

- Mapping of current planning and budgeting process around Medical Oxygen, including creation of National Oxygen roadmaps and targets.

Lot 2: Go-to-Market Strategy Development (Section 3.2)

3.2 Go-to-Market Strategy Development

Building upon existing data and analysis, including from CHAI, MedAccess and Unitaid, the consultant/firm will develop customized go-to-market strategies for **each target country**, which may vary significantly in terms of business environment, procurement policies, etc. This would incorporate geography, including a detailed analysis of local market dynamics, competition, and potential entry barriers (i.e., 3.1 above). The following elements must be included:

- **Market Segmentation and Targeting:**
 - Identify specific market segments based on geography, facility type (hospitals, health centres, dispensaries, clinics, etc), ownership (public or private), and socio-economic factors.
 - Develop a prioritization framework for segments that offer the greatest potential for impact and feasibility.
- **Competitive Landscape Analysis:**
 - Conduct a thorough analysis of existing competitors, both local and international, including their market share, pricing strategies, and distribution networks.
 - Map-out of potential future competitors in the region based on available statements of interest, expansion plans, etc.
 - Identify opportunities for differentiation and areas where the consultant/firm can leverage competitive advantages.
- **Entry and Expansion Strategy:**
 - Develop entry strategies for initial market penetration, considering regulatory requirements, partnerships, and supply chain logistics.
 - Outline expansion plans for scaling operations over time, ensuring alignment with projected growth in demand and local capacity building.
- **Innovative Business Model Design:**
 - Suggest business models that address the unique needs of each market, with specific focus on financial sustainability and scalability.
 - Conduct a sensitivity analysis to assess the cost-benefit of various distribution options, including, central depots, delivery to hospital, etc.
 - Incorporate elements of blended finance, including public-private partnerships, impact investment, and donor funding mechanisms, to ensure that business models are both attractive to investors and accessible to local manufacturers.
- **Risk Assessment and Mitigation Planning:**
 - Identify potential risks associated with market entry and expansion, including political, economic, and operational risks.
 - Develop comprehensive risk mitigation strategies and contingency plans for each target geography.

Lot 3: Financial Advisory (Section 3.3)

3.3 Financial Advisory

The consultant/firm will also provide strategic financial advisory services, including facilitation and guidance as needed to support implementation. This includes, but is not limited to, the following areas:

- Facilitate the drafting of transaction agreements based on blended financing arrangements, including structuring of grants, loans, and volume guarantees.
- In alignment with CHAI, Unitaid and MedAccess' agreement around the financing arrangement, further refine the blended financing framework which includes grants, debt, equity, volume guarantees, and more. This would include designing the financial structure under which donor funds are accounted for in the suppliers' books thus establish the basis and leverage to maximize public health value in finance terms.
- Develop a comprehensive framework to identify potential alternative/innovative financing options available for suppliers beyond the existing blended financing arrangement to help bridge funding gaps and ensure long-term sustainability.
- The framework should include KPIs to monitor the implementation of the project to ensure suppliers are adhering to terms of the agreement, and a mechanism to flag financial risks that subsequently trigger alternative financing options.
- Assist suppliers in evaluating identified alternative financing options and provide advisory support throughout the financial decision-making.

Consultants/firms are invited to apply for one or more lots depending on their expertise and capabilities. Please specify in your proposal which lot(s) you are applying for.

4. Reporting and Deliverables

The consultant/firm will produce comprehensive reports and strategic documents to guide the implementation of the project. The deliverables will include:

- **3.1 Market Intelligence Reports:**
 - Detailed reports for hub and spoke countries, providing insights into market trends, competitive landscape, regulatory analysis, and stakeholder mapping.
 - Reports should also include specific recommendations for addressing identified market gaps and leveraging opportunities.
- **3.2 Go-to-Market Strategy Documents:**
 - Tailored strategy documents for each target geography, detailing market entry plans, innovative business models, risk mitigation strategies, and scaling frameworks.

- The documents should also outline timelines, key performance indicators (KPIs), and milestones for monitoring and evaluating progress.
- **3.4 Financial Advisory**
 - Provide a framework to identify and assess alternative financing options for suppliers.
 - Provide evaluation reports on alternative financing options, offering recommendations for each supplier.
 - Advise suppliers (and Unitaid, CHAI, MedAccess) through the financial decision-making process, including stakeholder meetings and contract advice.
 - Support CHAI upon request to assess supplier performance and compliance based on contractual agreements entered between CHAI and the suppliers.

5. Duration

The consultancy is expected to be completed within a **6-month timeline** (extendable up to 12 months). We invite consultants to develop a workplan that reflects timelines they consider achievable. Following the initial 6 months, there may be an opportunity to assess the potential for a longer-term retainer based on the consultant's performance. There will be a key mid-point deliverable where the consultant/firm is expected to present a synthesis based on deliverables above.

Milestone/Task	M1	M2	M3	M4	M5	M6
Contract Signing and Inception Phase	●					
Inception report submission	●					
Market Intelligence Analysis	●	●	●			
Go-to-Market Strategy Development		●	●	●		
Financial Advisory	●	●	●			
Periodic Review Meetings		●	●	●	●	
Mid-point synthesis and progress report				●		
Final Deliverables and Project Closure						●
Final report submission and presentation						●

**Indicative timelines and deliverables these would be finalised at the contracting stage*

6. Required Qualifications

The consultant/firm should have:

- Demonstrated experience in market intelligence analysis and developing go-to-market strategies in the healthcare sector, particularly in LMICs and specifically in Africa.
- Proven expertise in the target geographies, with a strong understanding of the local healthcare ecosystem and business environment.
- Technical expertise in project management and financial structuring.
- Effective communication, analytical, and stakeholder engagement skills.

Advantageous skills/competencies:

- Ability to think strategically, handle ambiguity, and problem solve in a fast-paced, limited-structure, environment.
- Pro-active and assertive approach, strong interpersonal and communication skills
- Proficiency in preparing clear and concise reports and presentations.
- Capacity to adapt to changing projects requirements and resilience to overcome challenges encountered during the project.
- Experience in management consulting/social impact consulting is advantageous.

7. Application Process

Interested consultants/firms are invited to submit the following:

- Please follow the ‘Instructions Tab’ in Annex A. The full submission would include, the information sought in Annex A, Proposal narrative in word format (as directed in Annex A) and supporting documents (as specified in Annex A)
- Specify the Lot(s) for which the proposal is being submitted (To be specified in Annex A)
- A technical proposal outlining their approach to the scope of work, including methodologies, timelines, and key deliverables. (To be submitted as separate word document; instructions included in Annex A)
- A financial proposal with a detailed budget breakdown (To be included in Annex A)
- Relevant qualifications, experience, and references (See list of documents required in Annex A)
- Partial submissions will not be eligible for further process.

8. Submission Deadline

All proposals should be submitted by 27th January 2025 by 5 pm EAT/ 3 pm CET to gempurchase@clintonhealthaccess.org

9. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- **Resume/CV and references**
Bidders will be evaluated on their qualifications, capabilities, and capacity. This includes a demonstrated history of work in market research, healthcare in low- and middle-income countries (LMICs), or similar programs.
- **Proposed Approach, Timelines, and Methodology**
Bidders will be assessed based on the strength and feasibility of their proposed approach and methodology. Key considerations include:
 - The degree to which the proposal effectively addresses the key questions.
 - Identification of potential risks and the robustness of proposed mitigation strategies
 - The clarity and realism of the proposed timelines.
- **Financial Proposal**
Bidders will be evaluated on the quality and transparency of their financial proposal.

Proposals should include a detailed breakdown of all financial elements, ensuring clarity and justification of costs. The overall value and cost-effectiveness of the budget will also be considered.

Background on EAPOA

Access link here: [Unitaid and partners launch first-of-its-kind regional manufacturing initiative to improve access to medical oxygen in sub-Saharan Africa - Unitaid](#)

About Unitaid

[Unitaid](#) saves lives by making new health products available and affordable for people in low- and middle-income countries. Unitaid works with partners to identify innovative treatments, tests and tools; helps tackle the market barriers that are holding them back; and gets them to the people who need them most—fast. Since it was created in 2006, Unitaid has unlocked access to more than one hundred groundbreaking health products to help address the world’s greatest health challenges, including HIV, TB and malaria; women’s and children’s health; and pandemic prevention, preparedness and response. Every year, these products benefit more than three hundred million people. Unitaid is a hosted partnership of the World Health Organization.

About Clinton Health Access Initiative (CHAI)

The Clinton Health Access Initiative, Inc. (CHAI) is a global health organization committed to saving lives and improving health outcomes in low- and middle-income countries by enabling the government and private sector to strengthen and sustain quality health systems. For more information, please visit: www.clintonhealthaccess.org

About MedAccess

[MedAccess](#) is a social enterprise committed to improving health in more than one hundred countries. Our mission is to cut illness and death by speeding up access to lifesaving vaccines, medicines, diagnostics and technologies for people in underserved communities. Using GBP 200 million capital from British International Investment, our agile team of global health and investment experts shapes agreements that break down the barriers preventing people from accessing medical innovations. We are independent and not-for-profit, with any operating surpluses invested into developing new agreements to accelerate access to healthcare.