

**Clarification on queries raised during the RFP issued by CHAI for the selection of a Market Intelligence and Financial Advisory consultant**

**Reference:** CHAI/EAPOA/GEMS/01/2024 (Request for Proposals: Market Intelligence & Financial Advisory support for Enhancing Access to Medical Oxygen in the Southern and East Africa region)

**Query: Do we need to submit separate proposals for each lot if applying for all three lots?**

**Clarification:** If you are applying for multiple lots, we request that you submit a consolidated proposal. To ensure clarity, please provide a detailed methodology and work plan for each lot by organizing them into separate sections within the consolidated proposal.

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**Query: Can we include company details, credentials, and team member profiles in the Word document along with the methodology and work plan?**

**Clarification:** As stated in the Instructions tab of Annex A, we require CVs for the staff involved, along with at least two references or letters of recommendation. Applicants may either include these in the proposal document or submit them as separate attachments.

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**Query: Are detailed CVs of proposed team members expected at this stage? If so, is there a preferred format for submission?**

**Clarification:** As mentioned in the Instructions tab of Annex A, we require CVs for the staff involved. Applicants may present these in any format they deem appropriate.

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**Query: Are Joint Ventures allowed as part of our proposal submissions? Is there a preference to bid separately or as a consortium?**

**Clarification:** We have no preference regarding how you choose to submit your bid. You are welcome to apply individually or as a consortium for one or more lots based on your expertise. Feel free to proceed in the manner that best suits your capabilities and collaboration with your partner. However, it is important that Annex A is completed individually by each firm involved. This means the budget should clearly indicate the contributions of each consortium member and their respective budget allocations. You may submit multiple copies of Annex A, one for each participating firm, or replicate the sheets within Annex A so that each firm can record its information on separate sheets.

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**Query: Can the workstreams of market intelligence analysis, strategy development, and financial advisory run concurrently?**

**Clarification:** Yes, the workstreams of market intelligence analysis, strategy development, and financial advisory can run concurrently, provided that adequate human and financial resources are available. Please ensure this is reflected in your methodology, work plan, budget, and team composition.

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**Query: Would you consider changing the order in which the three workstreams are implemented?**

**Clarification:** Yes, we are flexible and open to suggestions regarding the order of completion of the various workstreams. We encourage applicants to include the rationale and the potential implications of such a change in their proposal. This will help us understand the reasoning behind the adjustment and its impact on the overall project.

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**Query: Is there an indicative budget for this mandate or the respective lots?**

**Clarification:** We kindly ask applicants to submit their estimated financial requirements for completing this scope of work. Please note that both the technical and financial aspects of the proposal will be assessed during the selection process.

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**Query: Is it expected that consultants are based in hub and spoke countries, or is remote support acceptable?**

**Clarification:** Although there is no requirement for consultants to be located in hub/spoke countries, we expect them to have experience in market intelligence analysis and the development of go-to-market strategies within the healthcare sector in Africa (please refer to the 'Required Qualifications' section of the RFP for further details). If consultants will be working remotely, please specify this in the proposal and include any travel budget they may need in the financial proposal.

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**Query: Is there an expectation for travel or on the ground primary research in the execution of the various lots?**

**Clarification:** We anticipate that the consultant(s) will undertake thorough market research, which will likely involve collecting both primary and secondary data from both, hub and spoke, geographies. This may necessitate travel to these countries if the consultants are not located there.

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**Query: Are bids proposing 12 months upfront acceptable, or is the 6-month timeline a hard deadline?**

**Clarification:** We encourage applicants to submit a work plan they believe can be accomplished within a 6 to 12-month timeframe. There is no strict deadline as long as the deliverables are completed within this period. However, please note that a fixed budget is allocated for this task and extending the timeline may not result in additional funding.

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**Query: When do you expect the consultancy to begin?**

**Clarification:** We expect that the evaluation of proposals, negotiations, and contracting may take until March 2025 to finalize. Following that, we would like to initiate the project as soon as possible.

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**Query: For Lot 2, are "target countries" the same as "spoke" countries? Are market entry strategies expected for all 9 spoke/target geographies?**

**Clarification:** Yes, that is correct.

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**Query: Will support under Lot 3 will be provided only to the three already selected companies in Kenya and Tanzania?**

**Clarification:** Yes, that is correct

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**Query: What is the expectation of country coverage in terms of research? Is the anticipation that the depth of research will be different for the hub compared to the spoke countries? Will CHAI and partners support the provision of any data?**

**Clarification:** The teams from CHAI, MedAccess, and Unitaid have compiled and analysed preliminary data from the hub countries that could support the consultant(s). However, due to the varying availability of data across different regions, which may not always be up to date, we anticipate that consultants will utilize this information as a foundational resource. We expect the selected consultant(s) to conduct comprehensive market research, including both primary and secondary research, in both hub and spoke countries (i.e. 11 countries in total). We anticipate that the market analysis reports for all spoke countries will be of consistent depth. While we require full ownership of this task from the consultant(s), CHAI is prepared to collaborate and provide any available data to the fullest extent possible.

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**Query: Are market entry strategies intended to be tailored for the 3 liquid oxygen production companies selected? Are each of the three selected companies targeting the same geographic markets?**

**Clarification:** Go-to-market strategies are intended to be developed on a country-by-country basis, culminating into a regional approach. However, it is important to clarify that this should not be viewed as a supplier-driven exercise; rather, it should be considered within the broader context of the East Africa Program on Oxygen Access (EAPOA) project. The goal is to make medical oxygen accessible and affordable in these spoke geographies, which can only be achieved by thoroughly understanding the market dynamics in each area and what is required for successful entry and operation. After conducting this analysis, we ultimately aim to identify the optimal supplier-market match.

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**Query: Have some of the Spoke countries already been prioritized for entry by the 3 companies?**

**Clarification:** Such a prioritization exercise has not been conducted. However, depending on the findings of the market analysis, we may choose to conduct a prioritization exercise and deprioritize certain countries for the development of go-to-market strategies.

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**Query: Will the three target companies be available for engagement both in terms of leveraging their broader market knowledge as well as their own operational/financial capacities?**

**Clarification:** CHAI is pleased to facilitate connections between the consultant and the three target companies based on the requirement of the tasks. However, the extent of information that the suppliers choose to share is entirely at their discretion as per their company protocols.

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**Query: What is the status of financial negotiations and due diligence, i.e., what has been done so far and what would fall under the scope of work of the consultant?**

**Clarification:** As outlined in the RFP, the EAPOA project operates on a blended financing model that includes grants, loans, and volume guarantees. We have identified the activities funded through grant financing. We will need the consultant's assistance in structuring transaction agreements based on these blended financing arrangements. This will involve determining the appropriate jurisdiction and designing the financial structure to ensure that donor funds are accurately reflected in the suppliers' financial records. We welcome any new ideas or approaches regarding what remains to be accomplished, while considering that any proposed solutions should align with the priorities of all stakeholders involved, including Unitaid, MedAccess, CHAI, and the Ministries of Health.

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**Query: Is the consultant expected to provide active fundraising support to the three suppliers or solely decision-making support for potential funding sources identified?**

**Clarification:** Supporting suppliers in assessing alternative financing options includes offering analytical and decision-making assistance. We do not expect the consultants to take an active role in fundraising efforts for the companies. However, the key expectation would be identifying different avenues and approaches for raising funds based on the individual company's requirements.

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**Query: Can you clarify if our scope includes conducting detailed physical assessments of all relevant oxygen suppliers and their facilities across target regions, including evaluating production capacities, technology efficiency, compliance with safety standards, and logistical operations? What specific guidelines should we follow for these assessments?**

**Clarification:** As outlined in the RFP, our objective is to gain a comprehensive understanding of the oxygen and medical gas market in the specified regions. We

expect the selected consultant(s) to conduct both primary and secondary research to deliver an in-depth market assessment. The topics mentioned, including evaluating production capacities, technology efficiency, compliance with safety standards, and logistical operations, are indeed pertinent to this assessment.

While we do not have specific guidelines for conducting these evaluations, we encourage consultants to propose the most suitable approach for their assessments. CHAI is committed to collaborating with the selected consultant(s) and will provide support in refining the proposed methodology and offering feedback as necessary.

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**Query: Given travel cost unpredictability across multiple countries, can we manage travel expenses on a reimbursement basis?**

**Clarification:** We anticipate that applicants will provide a thorough financial proposal that includes an estimate of projected travel costs, enabling us to evaluate all submissions fairly. We expect applicants to develop the best possible estimates for these travel expenses. However, CHAI is unable to accommodate a reimbursement-based approach for travel expenses at this point. The donor for this work is Unitaid, and therefore, any contracting and financial requirements will likely follow closely to Unitaid's financial guidelines, linked [here](#).

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