

## **Terms of Reference (ToR): Consultancy to conduct Entrepreneurship-Driven Total Market Analysis (TMA) for PHC Products & Services in Zambia**

### **I. Introduction**

**About Amref Health Africa** Amref Health Africa was founded in 1957 and has since grown to become one of the largest African-based international health development organization. Amref implements more than 180 programs, reaching over 40 million people across 35 African countries, with a staff complement of over 2,000. Headquartered in Nairobi, Kenya, Amref Health Africa has offices in ten countries in Africa and additional advocacy and fundraising offices in Europe and North America. Amref is driven by its vision of ‘Lasting health change in Africa’ and its mission to ‘catalyse and drive community-led and people-centered health systems while addressing social determinants of health.’

In Zambia, Amref is registered as a local organization since 2016. Amref Zambia is affiliated to Amref headquarters in Nairobi, Kenya.

**About Learning for Life:** The Learning for Life Programme is a four-year partnership between the Mastercard Foundation and Amref Health Africa (Amref) to build a resilient and responsive health workforce, strengthen health systems, and catalyse the creation of 100,000 sustainable work opportunities in the Primary Healthcare ecosystem for young (18-35) African women and men in Kenya, Zambia and Senegal.

The programme is part of the Africa Higher Education Health Collaborative, a multi-year partnership between the Mastercard Foundation and nine organizations, including universities, to strengthen primary health care systems through health workforce development and transition to work, entrepreneurship development and innovation and robust networking and learning opportunities to fuel the aspirations of young women and men in Africa's health ecosystem. Learning for Life takes a comprehensive approach focusing on improving training infrastructure, increasing employment and income-generating opportunities, enhancing regulatory frameworks, and strengthening legislative and policy environments. The programme also seeks to equip future leaders with the skills they need to transform healthcare delivery across Africa and to enhance the advocacy capabilities of community leaders and youth-led organizations.

The Learning for Life programme is based on three (3) key pillars;

- I) **Health Employment:** This pillar focuses on enhancing the capacity of institutions across Africa to train skilled primary healthcare workers.
- II) **Health Entrepreneurship:** This pillar seeks to optimize entrepreneurial ecosystems within African universities to support the launch and scaling of health startups.
- III) **Health Ecosystems:** This pillar enables students and professionals to acquire advanced skills across various disciplines critical for sustainable health sector growth and transformation in Africa.

### **Project objectives**

- To enhance training infrastructure in targeted program countries to improve the quality and accessibility of health education.

- To expand employment and income-generating opportunities within the health sectors of program countries, fostering economic growth and workforce development.
- To achieve increased recognition and regulation of Primary Health Care (PHC) courses by relevant regulatory bodies, ensuring standardization and quality.
- To equip future leaders with the necessary skills and competencies for driving sustainable transformation in the health sector."

**About the Consultancy:** Under the Learning for Life Program, we are looking to engage a consultant to support us conduct an **Entrepreneurship-Driven Total Market Analysis (TMA)** for PHC products and services in Zambia. The consultant will collate data, to identify market opportunities that can be leveraged through innovation and entrepreneurship and make recommendations on how best we can position AMREF to maximize those opportunities and strengthen the health system in Zambia.

**Scope of Assignment** Amref Health Africa seeks a qualified consultant to identify high-impact entrepreneurial opportunities in Primary Health Care (PHC) using the proposed framework below. (Framework to further be discussed with the selected consultant)

	Analytical Area	Key Focus Area	Aim
1.	<b>Demand-Side Analysis to identify unmet needs, inefficiencies, and market failures that entrepreneurs can address</b>	<ul style="list-style-type: none"> <li>• Identify the most pressing PHC challenges (e.g., maternal health, infectious diseases, NCDs, diagnostics).</li> <li>• Understand how people access, use, and perceive existing PHC products/services.</li> <li>• Assess price sensitivity, distribution challenges, and cultural barriers that limit uptake of PHC solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify underserved populations and unaddressed health needs that startups/entrepreneurs could solve.</li> <li>• Highlight patient behaviors and willingness to pay for alternative PHC solutions.</li> </ul>
2	<b>Supply-Side and Ecosystem Analysis to map the existing market structure, supply chains, and key players to uncover inefficiencies and innovation opportunities</b>	<ul style="list-style-type: none"> <li>• Assess PHC service provision by public and private sector</li> <li>• Identify supply chain weaknesses, stock-outs, and areas where patients lack options.</li> <li>• Analyze existing PHC startups, private clinics, and informal providers to find differentiation points.</li> <li>• Review regulatory &amp; policy enablers and barriers for entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>• Pinpoint sectors with inefficiencies where entrepreneurial initiatives would work.</li> <li>• Identify regulatory gaps or favorable policies supporting market entry.</li> <li>• Explore untapped distribution channels (e.g., last-mile delivery for essential medicines).</li> </ul>

3	<b>Financing and Market Viability Analysis:</b> Assess commercial viability and funding potential for PHC entrepreneurship.	<ul style="list-style-type: none"> <li>• Review sources of capital (impact investors, venture funds, government grants, donor funding).</li> <li>• Identify partnerships where private and philanthropic capital can co-invest in PHC entrepreneurship.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify financial models that make PHC solutions profitable and scalable.</li> <li>• Highlight potential investors and funders willing to support health-focused entrepreneurship.</li> </ul>
4	<b>Innovation and Technology Assessment</b> to identify disruptive innovations that could transform PHC markets	<ul style="list-style-type: none"> <li>• Assess the role of emerging technology, in PHC.</li> <li>• Explore cost-effective technologies suitable for resource-limited settings.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify scalable, tech-driven models that reduce healthcare costs and improve efficiency.</li> <li>• Highlight frugal/low-cost, high-impact innovations suitable for bottom-of-the-pyramid consumers.</li> </ul>
5	<b>Entrepreneurship &amp; Policy Recommendations:</b> Develop actionable insights for strengthening PHC entrepreneurship ecosystems	<ul style="list-style-type: none"> <li>• Identify regulatory hurdles and policy incentives for health entrepreneurs/startups</li> <li>• Map existing startup support programs and gaps in health-focused incubation.</li> <li>• Explore collaboration models with governments, donors, and private investors.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify policies to advocate for that support health entrepreneurship</li> <li>• Strengthen incubator ecosystems to foster PHC innovation.</li> <li>• Facilitate linkages between health startups and public-sector demand</li> </ul>

## Expected outcomes

The TMA is anticipated to yield:

- **Comprehensive Market Insights:** A detailed understanding of current PHC challenges and market dynamics in Zambia.
- **Identified Entrepreneurial Opportunities:** A list of viable business opportunities in the health sector that can be pursued by entrepreneurs.
- **Strategic Recommendations:** Actionable guidance for stakeholders, including policymakers, investors, academic institutions, and health entrepreneurs, to foster innovation and improve PHC services.

**Methodology** The consultant will employ a mixed-methods approach to gather and analyze data. Key activities include:

### 1. Desk Review

- Review of policies, strategies, and reports on health entrepreneurship and innovation in Zambia.
- Analysis of global and regional best practices for health entrepreneurship.

## 2. Stakeholder Engagement

- Review of policies, strategies, and reports on health entrepreneurship and innovation in Zambia.

## 3. Data Collection and Analysis

- Develop and implement a data collection and analysis plan clearly stating sample size calculations and sampling methods, etc., including providing necessary tools for analysis and report writing.

## IV. Deliverables

### 1. Inception Report:

- a. Detailed methodology, tools, and work plan for the assignment.
- b. Initial stakeholder engagement plan.

### 2. Entrepreneurship-Driven Total Market Analysis (TMA) for PHC Products & Services market opportunity map that details:

- a. **Priority sectors with the highest demand for PHC innovation** (e.g., diagnostics, maternal health, chronic disease management).
- b. **Investment-ready areas** where viable business models exist.
- c. **Tech & service delivery innovations** that could bridge gaps in PHC access.
- d. **Recommended policy interventions** to enable entrepreneurial success.

### 3. Presentation of Findings:

- a. A PowerPoint presentation summarizing findings, challenges, and recommendations for stakeholders.

## V. Report Structure The final report should:

- Be no longer than 30 pages, excluding annexes and references.
- Include an executive summary of no more than 5 pages.
- Follow a clear structure with sections for objectives, methodology, findings, stakeholder mapping, and recommendations.
- Be submitted in both draft and final versions within agreed timelines

## VI. Requirements and Selection Criteria for the Consultant

Criteria	Requirement	Marks
Education	Advanced degree in public health, business, or related field	10
Language	Fluency in English	10
Experience	Minimum of 7 years' experience in health entrepreneurship, digital health or public health	15
	Proven experience in conducting similar studies in LMICs	15

	Experience in stakeholder engagement	10
<b>Regional Experience</b>	Demonstrated experience working in Zambia or Southern Africa	15
<b>Understanding of the Assignment</b>	Clear understanding of ToR objectives and expected outputs	25
<b>Total</b>		<b>100</b>
<b>Only consultants who score above 70% will proceed to the technical evaluation stage</b>		

**VII. Duration and Timeline** The consultancy will run for **three months** (12 weeks), with the following milestones:

- **Weeks 1-3:** Inception phase, desk review, and development of tools.
- **Weeks 4-7:** Data collection, stakeholder engagement, and landscape report.
- **Weeks 8-10:** Data analysis and draft report preparation.
- **Weeks 11-12:** Submission of final report and presentation of findings.

**IX. Bid Requirements** Consultants or firms meeting the above criteria are invited to submit:

1. **Technical Proposal** (maximum 4 pages):
  - a. Understanding of the assignment.
  - b. Proposed methodology, work plan, and deliverables.
2. **Financial Proposal:**
  - a. Itemized budget, including daily consultancy fees and fieldwork expenses.
3. **Supporting Documents:**
  - a. CVs of key personnel.
  - b. Examples of similar work conducted (reports or references).

#### **X. Role of L4L Program**

- Provide technical oversight, quality assurance, and quality control as necessary.
- Mobilize local stakeholders and partners to effectively participate in the exercise.
- Provide the venue and equipment for the presentation and dissemination of the findings.
- Provide the relevant project documents for review.
- Provide feedback on drafts of the inception report, TMA map report, and other deliverables.

## **XI. Submission of Proposal**

Interested consultants should submit their applications (detailed proposal and accompanying documents) via email to [procurement.zambia@amref.org](mailto:procurement.zambia@amref.org) with the subject line: Application for Entrepreneurship-Driven Total Market Analysis (TMA) for PHC Products & Services in Zambia Consultancy. The deadline for submission of applications is **22<sup>nd</sup> April 2025 at 0900hrs CAT**.

## **XII. Evaluation and Award of Consultancy**

Amref Health Africa will evaluate the proposals and award the assignment based on technical and financial feasibility. Amref Health Africa reserves the right to accept or reject any proposal received without giving reasons and is not bound to accept the lowest or the highest bidder.