



## TERMS OF REFERENCE (TOR)

### MARKET RESEARCH CONSULTANCY FOR GAROWE HOSPITAL PROJECT

#### 1. BACKGROUND

SomBank Ltd, in collaboration with East Africa University, is initiating the construction of a new hospital in Garowe, Somalia. This project aims to enhance the healthcare infrastructure in the region by providing state-of-the-art medical facilities and services. The hospital will address the growing healthcare needs of the local population and contribute to the overall well-being of the community.

#### 2. PURPOSE OF ASSIGNMENT

The purpose of this assignment is to engage an experienced market research consultancy to conduct comprehensive market research for the Garowe Hospital Project. The consultancy will assess the current healthcare landscape, identify gaps and opportunities, and provide actionable insights to inform the hospital's design, services, and operational strategies.

#### 3. OBJECTIVES

The primary objectives of the market research consultancy are:

- I. **Assess Healthcare Demand and Supply:** Analyze the current healthcare demand in Garowe and surrounding regions. Evaluate existing healthcare facilities, services offered, and their capacity to meet the population's needs.
- II. **Identify Gaps and Opportunities:** Identify gaps in the existing healthcare infrastructure and services. Highlight opportunities for the new hospital to address unmet needs and improve healthcare outcomes.
- III. **Service Needs and Preferences:** Understand the healthcare needs and preferences of the local population. Determine the most required medical specialties, departments, and services.



- IV. **Competitive Analysis:** Conduct a competitive analysis of other healthcare providers in the region. Identify their strengths, weaknesses, and market positioning.
- V. **Regulatory and Compliance Requirements:** Outline the regulatory and compliance requirements for setting up and operating a hospital in Garowe. Ensure that the proposed hospital meets all necessary legal and regulatory standards.
- VI. **Financial Viability and Sustainability:** Provide insights into the financial viability and sustainability of the hospital project. Assess potential revenue streams, funding sources, and financial projections.

#### 4. SCOPE OF WORK

The consultancy service provider will be tasked with the following key aspects:

##### 1. Market Analysis:

- I. Conduct a demographic analysis to understand the population size, growth trends, and health profiles.
- II. Evaluate the current healthcare market, including existing facilities, services, and capacity.
- III. Identify healthcare demand trends and forecast future needs.

##### 2. Needs Assessment:

- I. Conduct surveys, focus groups, and interviews with key stakeholders, including healthcare professionals, patients, and community leaders.
- II. Identify the most needed medical services and specialties.
- III. Assess the preferences and expectations of the local population regarding healthcare services.

##### 3. Competitive Landscape:

- I. Analyze existing healthcare providers in the region.
- II. Identify their market share, service offerings, and pricing strategies.



- III. Determine the competitive positioning for the new hospital.

#### 4. **Regulatory and Compliance Review:**

- I. Review local, regional, and national healthcare regulations.
- II. Identify necessary permits, licenses, and compliance requirements.
- III. Provide a roadmap for regulatory approval and compliance.

#### 5. **Financial Analysis:**

- I. Conduct a financial feasibility study for the hospital project.
- II. Identify potential revenue streams, including patient fees, insurance reimbursements, and government funding.
- III. Provide financial projections and sustainability analysis.

#### 6. **Business Plan Preparation:**

- I. Develop a comprehensive business plan for the hospital, detailing the organizational structure, operational strategy, and growth plan.
- II. Outline the hospital's mission, vision, and strategic objectives.
- III. Provide a detailed implementation plan with timelines and milestones.

#### 7. **Marketing Plan Preparation**

- I. Develop a marketing plan to promote the hospital's services and attract patients.
- II. Identify target market segments and create strategies for reaching them.
- III. Outline marketing tactics including digital marketing, community outreach, and partnership development.

### 5. **DELIVERABLES**

The consultancy is expected to deliver the following:

1. **Inception Report:** Outlining the methodology, work plan, and timelines for the market research.



2. **Interim Reports:** Periodic progress reports detailing findings and insights at various stages of the research.
3. **Final Report:** A comprehensive report including:
  - I. Detailed market analysis
  - II. Needs assessment findings
  - III. Competitive analysis
  - IV. Regulatory and compliance roadmap
  - V. Financial feasibility study
  - VI. Recommendations for hospital design, services, and operational strategies
4. **Presentation:** A presentation of the final report to key stakeholders, including SomBank Ltd and East Africa University.

## 6. QUALIFICATIONS

The minimum requirements for the consultancy firm are:

- I. Demonstrated experience in conducting market research for healthcare projects.
- II. At least 10 years of experience with a proven track record in similar projects.
- III. Expertise in healthcare regulations, compliance, and industry best practices.
- IV. Strong analytical and financial modeling skills.
- V. Excellent communication skills in English and Somali.

## 7. PROPOSAL REQUIREMENTS

Interested consultancy firms should submit a proposal that includes:

- I. **Company Profile:** Overview of the firm, including relevant experience and qualifications.
- II. **Methodology and Approach:** Detailed methodology and approach for conducting the market research.
- III. **Work Plan:** A detailed work plan outlining timelines and key milestones.





- IV. **Team Composition:** List of key consultants/personnel, their roles, qualifications, and experience.
- V. **Financial Proposal:** A detailed financial proposal, including a breakdown of costs.
- VI. **Schedule of Work:** A proposed schedule of work, including key deliverables and timelines.

## 8. EVALUATION CRITERIA

Proposals will be evaluated based on the following criteria:

- I. Experience and qualifications of the consultancy firm and its team members.
- II. Understanding of the project scope, objectives, and specific requirements.
- III. Proposed methodology, approach, and implementation plan.
- IV. Cost-effectiveness and value proposition of the proposal.

## 9. CONTRACTUAL ARRANGEMENTS

The selected consultancy firm will enter into a formal contract with SomBank Ltd and East Africa University, detailing the terms and conditions governing the provision of consultancy services, including deliverables, payment terms, and dispute resolution mechanisms.

## 10. CONTACT INFORMATION

For inquiries or to submit proposals, please contact:

Said Ali Shire, Chief Executive Officer, SomBank Ltd. E-mail: [said.shire@sombank.so](mailto:said.shire@sombank.so)

Prof. Abdirisak Mohamed Takar, **Chancellor**, East Africa University. E-mail: [rector@eau.edu.co](mailto:rector@eau.edu.co)

## 11. CONFIDENTIALITY

All information exchanged during the course of this consultancy shall be treated as confidential and used solely for the purpose of fulfilling the obligations outlined in the contract.





## 12. ACCEPTANCE OF TERMS

By submitting a proposal, the consultancy firm agrees to accept and abide by the terms and conditions outlined in this Terms of Reference (TOR).

