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## REQUEST FOR PROPOSALS

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Project Development Fund (PDF) for Cambodia, Lao PDR,  
Myanmar and Vietnam (CLMV). Selection of Consultants for  
Preparation of Detailed Project Reports.



**SEPTEMBER 18, 2017**  
**EXPORT-IMPORT BANK OF INDIA**

## 1. **BACKGROUND**

The Export-Import Bank of India (hereafter Exim Bank, or the Bank), established under the Export-Import Bank of India Act 1981, is the country's premier financial institution and the Bank is wholly owned by Govt. of India. Exim Bank has been working closely with Department of Commerce, Ministry of Commerce and Industry, Government of India under India's 'Act East Policy' for developing a framework by way of creation of a Project Development Fund (PDF), with an initial corpus of ₹ 5 billion, for catalysing Indian investments in Cambodia, Lao PDR, Myanmar and Vietnam (CLMV).

The setting up of a PDF for CLMV seeks to strengthen India's position in South-East Asia by facilitating Indian private sector investments into these countries. The primary objective of the PDF is to facilitate Indian investments and broaden the manufacturing base of Indian companies in CLMV countries.

The PDF will be used to identify projects, which supports Regional Value Chain (RVC) and help integrate Indian companies into the RVC. The projects identified under the initiative, if found feasible/viable, will be incorporated/implemented through Special Purpose Vehicles (SPVs) in CLMV countries.

Exim Bank, as the Empowered Institution, under the PDF initiative, has identified potential sectors in the CLMV region for undertaking preparation of Detailed Project Reports, based on which Special Purpose Vehicles (SPVs) will be set up in the region for implementing the identified projects.

## 2. **PROPOSAL**

2.1 In pursuance to the above, the Bank invites proposals from reputed Indian consulting firms/organisations with proven track record for preparation of the Detailed Project Reports (DPRs) on the 4 identified opportunities in Cambodia, Myanmar and Vietnam as follows:

- I. Setting up of a Multi-speciality Hospital and/or Medical College in Cambodia
- II. Setting up of a Multi-speciality Hospital and/or Medical College in Myanmar
- III. Setting up of an Educational Institute in Myanmar
- IV. Setting up of a Pharmaceutical manufacturing unit in Vietnam

2.2 Detailed scope of work and terms of reference towards preparation of DPR for each project is separately provided at **Annexure I**. The terms of reference are only indicative and illustrative. There may be further addition to the terms if such terms are required to make the DPR more meaningful towards achievement of the overall objectives. The applicants should have necessary experience, capability and expertise to perform, as per the terms and reference and to meet the terms and conditions as outlined in the RFP.

2.3 Exim Bank will select and appoint consultants for the assignment. No contractual obligation whatsoever shall arise from the RFP process unless and until a formal contract is awarded, signed and executed by duly authorized official(s) of the Bank with a successful consultant.

2.4 The selected consultant / firm will be required to make a presentation on the progress of the assignment, within 4 weeks from the date of award of the assignment.

### **3. ELIGIBILITY CRITERIA**

3.1 Bidders meeting the following criteria are eligible to submit their bids along with supporting documents. If the bid is not accompanied by the required documents supporting eligibility criteria, the same would be rejected.

<b><i>Sr. No.</i></b>	<b><i>Mandatory Eligibility Criteria</i></b>	<b><i>Documents Required</i></b>
1.	The firm should be in operation for at least 5 years as on October 1, 2017.	Self-declaration accompanied by certificate of incorporation.
2.	The firm should have average consultancy income of ₹1.75 crore during the last 3 years i.e. FY14-15, FY15-16 and FY16-17.	Certificate from Statutory Auditors accompanied by copy of Audited Financial statements of each of the financial years.
3.	The firm should have undertaken at least 3 DPRs, for projects with project cost not less than ₹ 50 crore, during the last five years starting from October 1, 2012.	Client certificate/ Letter of Award/ Copy of contract.
4.	The firm should not have been banned/	Undertaking by the firm as per

	declared ineligible for corrupt and fraudulent practices by the Govt. of India/State Govts/ Govts or Govt agencies in anyone or more of CLMV countries/ Multilateral agencies such World Bank, ADB, AfDB/ RBI/ICAI. The firm should not have defaulted to Banks/FIs.	<u><b>Annexure II.</b></u>
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#### **4. INSTRUCTIONS TO THE BIDDERS**

4.1 Exim Bank will select one or more consulting firm(s)/organization(s), in accordance with the method of selection specified in this RFP.

4.2 Applications are invited to submit a technical and financial proposal for the preparation of Detailed Project Reports (DPRs) for 4 identified opportunities / projects i.e. 1 each in Cambodia and Vietnam and 2 in Myanmar in accordance with the terms of reference provided in **Annexure-I** of the RFP.

4.3 The proposal should reach Exim Bank's Head Office on or before **6 PM, 6<sup>th</sup> October 2017 at the address mentioned under 4.5 below**. Any proposal received by Exim Bank after the deadline for submission shall be returned unopened.

4.4 The Applicants may request a clarification on any clause of the RFP documents up to 21<sup>st</sup> August 2017. Any request for clarification must be sent in writing, or by standard electronic means to Exim Bank's office. The response will be in writing or by standard electronic means and written copies of the response (including an explanation of the query but without identifying the source of inquiry) will be uploaded on the website.

4.5 The address for any further communication and sending the proposal is:

**Deputy General Manager**

**Project Exports Group,**

**Floor 21, Centre One,**

**World Trade Centre Complex,**

**Cuffe Parade,**

**Mumbai 400005.**

**Ph: 91 – 22 – 22172308/ 22180693**

**Email: [nirmitved@eximbankindia.in](mailto:nirmitved@eximbankindia.in)**

4.6 The Applicants shall bear all costs associated with the preparation and submission of their proposals. Exim Bank is not bound to accept any proposal, and reserves the right to annul the selection process (either partially or fully) at any time prior to Contract award, without thereby incurring any liability to the Consultants.

4.7 The Consultants shall maintain confidentiality on all matters disclosed till proper instruction is issued for publication. Exim Bank reserves the right to impose penalty in case of any violation of the above.

4.8 All intellectual property developed during the course of the assignment shall be the exclusive property of Exim Bank, and Exim Bank will have full authority and discretion towards the manner in which it is utilised, with or without acknowledging the Consultant.

#### **Preparation of Proposal**

4.9 The Applicant shall submit separate technical and financial proposals for each of the four opportunities / projects, which shall be evaluated independent of each other.

4.10 Joint Venture / Consortium will be permitted subject to the principal bidder having a majority stake in the JV / Consortium. All JV members will be jointly and severally responsible for the execution of the assignment. In case of JV, letter of intent to form JV or the JV agreement is to be submitted. JV with a foreign company with relevant experience will be permitted.

4.11 The Proposal must remain valid for at least 90 days after the submission date. During this period, the Applicant shall maintain the availability of professional staff nominated in the Proposal and also keep the financial proposal unchanged.

4.12 In preparing their Proposal, the Applicants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.

4.13 The Technical Proposal shall provide the following information:

- i. A brief description of the Applicant's organization along with details of experience of assignments which are similar to the proposed assignment as per the terms of reference.
- ii. A description of the approach, methodology and work plan for performing the Assignment covering the following subjects: technical approach and methodology, work plan, and organization and staffing.

4.14 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non responsive and is liable to be rejected.

4.15 The Financial Proposal shall be submitted as per the attached **Annexure III**. The Consultant's total contract amount shall be fixed lump sum including fee and all reimbursable costs and taxes. The amount should be quoted in Indian Rupees only. The financial proposal shall not include any conditions attached to it and any such conditional financial proposal shall be rejected summarily.

4.16 The Applicants shall fully familiarize themselves with the applicable taxes on amounts payable by Exim Bank under the Contract. All such taxes must be included by the Consultants in the financial proposal.

4.17 Both Technical and Financial Proposals shall contain no interlineations or overwriting, except as necessary to correct errors made by the Applicants themselves. The person who signed the proposal must initial such corrections.

4.18 An authorized representative of the Applicant shall initial all pages of the Technical and Financial Proposals. The authorization shall be in the form of a written power of attorney accompanying the Proposal or in any other form demonstrating that the representative has been duly authorized to sign. The signed Technical and Financial Proposals shall be marked "ORIGINAL".

4.19 **Payment Terms**

The payment terms would be as follows:

<i>Percentage</i>	<i>Completion Stage</i>
50%	Within 30 days of submission of a satisfactory and acceptable draft DPR.
50%	Within 45 days of submission of a satisfactory and acceptable final DPR.

#### **Submission of Proposal**

4.20 The original Technical Proposal shall be placed in a sealed envelope clearly marked “TECHNICAL PROPOSAL” followed by the name of the Assignment. Similarly, the original Financial Proposal shall be placed in a sealed envelope clearly marked “FINANCIAL PROPOSAL” followed by the name of the Assignment. The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed.

4.21 The outer envelope shall bear the name of the Project / Opportunity for which the proposal is submitted along with the submission address and with a clear marking that “DO NOT OPEN BEFORE 10 AM, 9<sup>th</sup> October 2017”.

4.22 Exim Bank shall not be responsible for misplacement, loss or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may be a case for Proposal rejection. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.

#### **Format for Technical Proposal**

4.23 The format for submission of the Technical Proposal includes:

- a) Letter of Proposal (As per **Annexure II**)
- b) Consultant’s organization & experience
- c) Comments & suggestions on TOR
- d) Approach & methodology
- e) Team composition
- f) Work Schedule (including expected commencement day, draft submission, etc.)

4.24 In addition to these, the Consultants may add sections. An Evaluation Committee of the Bank will evaluate the proposal and will primarily look into the aforementioned sections for this purpose.

#### **Opening and Evaluation of Proposal**

4.25 The technical proposals shall be opened by Exim Bank on 9<sup>th</sup> October 2017 at 10 A.M. Exim Bank shall evaluate the technical proposals on the basis of:

**a. Qualifications and experience (25%)**

- i. Experience in similar projects;
- ii. Experience in similar areas and conditions;
- iii. Capacity of consultants to carry out the assignment;
- iv. Specialization in pertinent areas;
- v. Reference from clients, banks, etc.
- vi. Organization and management;

**b. Proposed methodology and works plan (40%)**

- i. Understanding of the objectives of the assignment;
- ii. Responsiveness to the Terms of Reference;
- iii. Comments & Suggestions on Terms of Reference;
- iv. Innovativeness;
- v. Quality and clarity;
- vi. Flexibility and adaptability;
- vii. Timeliness of outputs;

**c. Quality of proposed staff (20%)**

- i. Details of the core team that will be handling the assignment, their background, qualification.
- ii. Experience in similar assignments;
- iii. Professional experience and status;

**d. Presentation (15%)**

4.26 All bidders meeting the eligibility criteria as mentioned under para 3 above will be called for a presentation. The presentation will be for no more than



30 minutes covering the credentials as mentioned under para 4.25 (a) to (c). The presentation should be made by the leader of the Core Team.

4.27 At the technical proposal evaluation stage, the financial bid will remain unopened.

4.28 Financial proposals of only those applicants who are technically qualified (scoring above 75%) shall be opened on the date and time to be communicated at a later date, in the presence of the Applicants and/or their representatives who choose to attend. In case, the number of firms securing the minimum qualifying marks of 75% as above is less than four, the Bank reserves the right to reduce the minimum qualifying marks.

4.29 The formula for determining the financial scores is as follows:

$$\frac{F_m}{F} \times 100$$

Where,  $F_m$  is the lowest price and  $F$  is the price of the proposal under consideration.

#### **Award of Contract**

4.30 The Consultants will be ranked according to their combined technical and financial score. The **technical evaluation will have an 80% weight**, while **financial evaluation will carry a 20% weight**. The marks obtained after applying the weights will be ranked in descending order.

4.31 Contracts will be awarded based on ranking based on the score obtained under 4.30, above. Contract for no more than two projects shall be awarded to the same Consultant, unless there is significant difference in the scores, as adjudged by The Evaluation Committee of Exim Bank.

4.32 Exim Bank shall issue a Letter of Intent to the selected Applicant and notify all other Consultants by email/letter who have submitted proposals about the decision taken. The Consultants will sign the contract within 10 days and are expected to commence the assignment soon thereafter.

4.33 Exim Bank reserves the right a) to accept or reject any or all the proposals without assigning any reason and b) to engage consultant(s) for all the four projects/ one or more projects.

4.34 The assignments shall be completed **within 60 days from the date of the award** by Exim Bank.

#### **4.35 Timelines**

Date and time of Commencement of Bidding Process (i.e. posting of RFP on website)	September 18, 2017; 10 am
Last date and time for receipt of written queries for clarification from bidders	September 22, 2017; 6 pm
Last date for reply to queries by Exim Bank	September 27, 2017; 6 pm
Last date and time for submission of bid by the bidders	October 06, 2017; 6 pm
Date and time for opening of the technical bids	October 09, 2017; 10 am
Date of Presentation for eligible applicants	After October 09, 2017. Exact date will be informed to the eligible bidders, separately.
Date and time for opening of the financial bids	To be advised on the date of presentation.
Place of Opening of Technical Bids and Financial Bids	Export-Import Bank of India World Trade Centre, Centre One Building, Floor 21 Cuffe Parade, Mumbai-400 005.

## **5. DISCLAIMER**

5.1 The Bank makes no representation or warranty and shall have no liability to any person, including any Applicant or Bidder under any law, statute, rules or regulations for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the RFP and any assessment, assumption, statement or information contained therein or deemed to form part of this RFP or arising in any way for participation in this Bid.

5.2 It is the bidder's responsibility to examine this RFP; examine all other information available on reasonable inquiry relevant to the risks, contingencies and circumstances affecting its response to the RFP; and satisfy itself as to the completeness, correctness and sufficiency of all the information contained in its response to the RFP.

5.3 Any form of canvassing/lobbying/exercise of influence/ cartelization, etc. by the bidder will result in disqualification of such bidder.

## **Terms of Reference**

### **Purpose of the Assignment**

The setting up of a PDF for CLMV seeks to strengthen India's position in South-East Asia by facilitating Indian private sector investments into these countries. The primary objective of the PDF is to facilitate Indian investments and broaden the manufacturing base of Indian companies in CLMV countries. The PDF will be used to identify projects, which supports Regional Value Chain (RVC) and help integrate Indian companies into the RVC. The projects identified under the initiative, if found feasible/viable, will be incorporated/implemented through Special Purpose Vehicles (SPVs) in CLMV countries.

A Detailed Project Report (DPR) on the identified opportunities, in the CLMV region, will enable PDF set up SPVs in the region and implement the projects under the PDF initiative by absorbing initial start-up costs including getting various approvals, licenses, clearances under the selected opportunities.

### **Scope of Work and Deliverables**

- The proposed assignment will be initiated with in-depth data mining from the various sources. This will enable in having a more focussed insight into areas of business, trade and investment possibilities in the CLMV region.
- To support and complement the data collection from secondary sources, the applicant will undertake an extensive Study involving interaction with the key players in the CLMV region.
- The applicant will arrange to co-ordinate with various Ministries and concerned authorities in the partner countries in order to obtain primary information and feedbacks, covering various economic and investment scenarios and possible business opportunities; network with trade bodies, chambers of commerce, and financial institutions including developmental financial institutions, and Indian and international banks with their presence in the CLMV countries.

## 1. Setting up of a Multi-specialty Hospital / Medical College in Cambodia

- Minimum 300 Bed hospital
- Adequate Land provision for future expansion including setting up of a medical college

S.no	Description
1	<p><b><u>Understanding the Market landscape</u></b></p> <ul style="list-style-type: none"><li>• In-depth understanding of the market potential for primary, secondary &amp; tertiary health care services in the country;</li><li>• IP &amp; OP Market growth rates, market size, historical growth, future projected growth;</li><li>• Prime catchment areas for primary, secondary &amp; tertiary health care services, population growth;</li><li>• Attractive markets for primary, secondary &amp; tertiary health care services;</li><li>• Current &amp; future expected developments in the catchment areas;</li><li>• How is the demand expected to grow for the identified services?</li><li>• Payer mix, affluence, Insurance penetration county wise;</li><li>• Inpatient hospitalization rate, inpatient visits and outpatient visits in private vs public players, healthcare number of OP visits per capita;</li><li>• What are the various procedures covered &amp; not covered under Health Insurance and by Government for IP services? Health insurance cover for OP &amp; OP diagnostic services;</li><li>• What are the Government funding schemes/financing arrangements for patients from across economic strata;</li><li>• Disease incidence &amp; Disease profile in catchment areas, hospitalization rate;</li><li>• Current &amp; projected potential for IP &amp; OP services, possibly by key specialties – to determine the service/specialty mix that is most optimal for the target markets;</li><li>• How is the landscape of access to quality medicines across key catchment areas &amp; what are the pricing practices prevalent. Understanding of the drugs availability in the country. Is there any shortage of drugs/access to medicine, etc.</li><li>• Access to Diagnostic services within public &amp; private systems, leading players, breadth of services, gaps/shortfall, pricing for diagnostic services;</li><li>• Disease burden mix (e.g., Injuries, Communicable, Non</li></ul>

	<p>Communicable) – Current and over time?</p> <ul style="list-style-type: none"> <li>• Health care spending mix by medical risk type (e.g., Routine, Preventive, Chronic, Discretionary, Elective, Catastrophic, End of life, etc.) – current and over time?</li> <li>• What part of health care spending is covered by Insurance and where is there a gap (e.g., Dental, OPD, etc.)?</li> </ul>
2	<p><b>Understanding the Competitive Landscape</b></p> <ul style="list-style-type: none"> <li>• What is the spread/structure of Public &amp; Private healthcare systems for primary, secondary &amp; tertiary health care services in the country and what are the typical challenges being faced with each of the systems?</li> <li>• Patient outflow/movement trends by catchment areas to various cities within country and to countries outside for primary, secondary &amp; tertiary health care;</li> <li>• Who are the leading players – private sectors, current &amp; expected in future for primary, secondary &amp; tertiary health care services;</li> <li>• Patient volumes by specialty and procedure for key hospitals and clinics;</li> <li>• In-depth understanding of all leading players for primary, secondary &amp; tertiary health care services;</li> <li>• Comparison of prevalent IP/OP pricing for services across key specialty/procedures/diagnostic services;</li> <li>• Tariffs/Pricing test wise, consultant visit, laboratory charges, procedure charges, drug etc. Complete understanding of medical billing components/breakdown;</li> <li>• What are the IP billing practices, typical break-ups / structure of billing, how do patients get billed? What are the formats in practice?</li> <li>• What are the major gaps/shortfalls in the country's healthcare system for primary, secondary &amp; tertiary care services?</li> </ul>

3	<p><b>Medical Workforce</b></p> <ul style="list-style-type: none"> <li>• How many Doctors by Specialty, Nurses and Paramedics does that country have – of these how many are from within country &amp; from outside?</li> <li>• What are all the Doctor/Consultant engagement&amp; remuneration models prevalent across primary, secondary &amp; tertiary health care delivery models both within public &amp; private systems?</li> <li>• What are the various gaps/shortfalls in medical workforce of healthcare system?</li> <li>• What is the annual output by qualifications from these institutions? What is the growth trend for generation of medical workforce?</li> <li>• What %&amp; category of medical workforce migrates out of country?</li> <li>• What is the distribution/availability of the medical workforce, Doctors by specialty with in country and importantly in each of the key attractive catchment areas?</li> </ul>
4	<p><b>Business Plan &amp; Financial Evaluation</b></p> <ul style="list-style-type: none"> <li>• Revenue built up – Demand side basis the demographics and disease profile;</li> <li>• Detailed Capex plan;</li> <li>• Understanding of the complete break-down of construction costs;</li> <li>• Financing Options available, working capital gap and initial investment;</li> <li>• Indicative Business Plan for the tertiary and secondary care hospitals and Clinic basis;</li> <li>• Revenue Mix, Payer Mix; Pricing Strategy and matrices; Consumables cost analysis;</li> <li>• Workforce ramp up as per occupancy projections; Working capital assumptions – Payables, receivables; Fixed and variable cost analysis;</li> <li>• Indicative assumptions on operating expenses and administrative expenses;</li> <li>• Typical utility cost assumption in the region;</li> <li>• Returns analysis (IRR, Payback, NPV etc.).</li> </ul>
5	<p><b>Design of the Clinical Model</b></p> <ul style="list-style-type: none"> <li>• What should be the proposed healthcare entity's (hospital &amp; clinic) approach to designing a compelling Clinical services model &amp; gain sustainable differentiation?</li> <li>• What clinical quality benchmarks are crucial to ensure since inception?</li> <li>• What is the most viable consultant engagement &amp; payout model?</li> </ul>

6	<b>Regulatory Compliances, Licenses</b> <ul style="list-style-type: none"> <li>• What are the various regulatory compliances to ensure?</li> <li>• What are the various healthcare licenses required at various stages of project development &amp; both for human resources &amp; clinician engagement towards commencing operations?</li> <li>• What are the various compliances, licenses to ensure for importing workforce in the country?</li> <li>• What's the typical medical equipment procurement model at leading players in the country? Import vs. local purchase, lease vs outright purchase etc.</li> <li>• Key Health care policies – e.g., pricing regime?</li> <li>• A qualitative commentary on how has regulatory environment evolved and outlook for future;</li> <li>• Tax rates, incentives for existing business enterprise, new entrants as well as for transactions.</li> </ul>
7	<b>Recruitment Strategy</b> <ul style="list-style-type: none"> <li>• Skill set gaps in the available medical and non-medical pool in the region;</li> <li>• Existing arrangement and institution providing the skill development services as well as recruitment services;</li> <li>• What the sources of recruitment at key players in the market?</li> <li>• Most viable/suitable approach for recruitment of medical workforce resources across all core functions;</li> <li>• Compensation/costs models that may be most suitable/viable;</li> <li>• What are the various employer/employee compliances, licenses, benefits, etc. to address &amp; costs to be factored?</li> <li>• Detailed understanding of costs across functions (medical and non-medical) for local as well as a foreign hires.</li> </ul>
8	<b>Risks &amp; Mitigation</b> <ul style="list-style-type: none"> <li>• What are the various risks in the entire project – current, future, political, etc.?</li> <li>• Financial, Operational &amp; clinical risks, indemnities;</li> <li>• Competition activity, reputation, media, negative publicity;</li> <li>• To analyze trend for medico legal cases and liabilities associated with medical negligence.</li> </ul>
9	<b>Recommendations</b>



## 2. Setting up of a Multi-specialty Hospital / Medical College in Myanmar

- Minimum 300 Bed hospital
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1	<p><b><u>Understanding the Market landscape</u></b></p> <ul style="list-style-type: none"> <li>• In-depth understanding of the market potential for primary, secondary &amp; tertiary health care services in the country;</li> <li>• IP &amp; OP Market growth rates, market size, historical growth, future projected growth;</li> <li>• Prime catchment areas for primary, secondary &amp; tertiary health care services, population growth;</li> <li>• Attractive markets for primary, secondary &amp; tertiary health care services;</li> <li>• Current &amp; future expected developments in the catchment areas;</li> <li>• How is the demand expected to grow for the identified services?</li> <li>• Payer mix, affluence, Insurance penetration county wise;</li> <li>• Inpatient hospitalization rate, inpatient visits and outpatient visits in private vs public players, healthcare number of OP visits per capita;</li> <li>• What are the various procedures covered &amp; not covered under Health Insurance and by Government for IP services? Health insurance cover for OP &amp; OP diagnostic services;</li> <li>• What are the Government funding schemes/financing arrangements for patients from across economic strata;</li> <li>• Disease incidence &amp; Disease profile in catchment areas, hospitalization rate;</li> <li>• Current &amp; projected potential for IP &amp; OP services, possibly by key specialties – to determine the service/specialty mix that is most optimal for the target markets;</li> <li>• How is the landscape of access to quality medicines across key catchment areas &amp; what are the pricing practices prevalent. Understanding of the drugs availability in the country. Is there any shortage of drugs/access to medicine, etc.</li> <li>• Access to Diagnostic services within public &amp; private systems, leading players, breadth of services, gaps/shortfall, pricing for diagnostic services;</li> <li>• Disease burden mix (e.g., Injuries, Communicable, Non</li> </ul>

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5	<b>Design of the Clinical Model</b> <ul style="list-style-type: none"> <li>• What should be the proposed healthcare entity's (hospital &amp; clinic) approach to designing a compelling Clinical services model &amp; gain sustainable differentiation?</li> <li>• What clinical quality benchmarks are crucial to ensure since inception?</li> <li>• What is the most viable consultant engagement &amp; payout model?</li> </ul>

6	<b>Regulatory Compliances, Licenses</b> <ul style="list-style-type: none"> <li>• What are the various regulatory compliances to ensure?</li> <li>• What are the various healthcare licenses required at various stages of project development &amp; both for human resources &amp; clinician engagement towards commencing operations?</li> <li>• What are the various compliances, licenses to ensure for importing workforce in the country?</li> <li>• What's the typical medical equipment procurement model at leading players in the country? Import vs. local purchase, lease vs outright purchase etc.</li> <li>• Key Health care policies – e.g., pricing regime?</li> <li>• A qualitative commentary on how has regulatory environment evolved and outlook for future;</li> <li>• Tax rates, incentives for existing business enterprise, new entrants as well as for transactions.</li> </ul>
7	<b>Recruitment Strategy</b> <ul style="list-style-type: none"> <li>• Skill set gaps in the available medical and non-medical pool in the region;</li> <li>• Existing arrangement and institution providing the skill development services as well as recruitment services;</li> <li>• What the sources of recruitment at key players in the market?</li> <li>• Most viable/suitable approach for recruitment of medical workforce resources across all core functions;</li> <li>• Compensation/costs models that may be most suitable/viable;</li> <li>• What are the various employer/employee compliances, licenses, benefits, etc. to address &amp; costs to be factored?</li> <li>• Detailed understanding of costs across functions (medical and non-medical) for local as well as a foreign hires.</li> </ul>
8	<b>Risks &amp; Mitigation</b> <ul style="list-style-type: none"> <li>• What are the various risks in the entire project – current, future, political, etc.?</li> <li>• Financial, Operational &amp; clinical risks, indemnities;</li> <li>• Competition activity, reputation, media, negative publicity;</li> <li>• To analyze trend for medico legal cases and liabilities associated with medical negligence.</li> </ul>
9	<b>Recommendations</b>

### 3. Setting up of an Educational Institute in Myanmar

- Focus on Higher education covering 4/5 disciplines including engineering, IT
- Adequate Land provision may be kept for future expansion

1	<p><b>For Graduate / Post Graduate degree programs from approved University</b></p> <ul style="list-style-type: none"> <li>• Market size of the program / degrees being offered.</li> <li>• Historical Trend of students passing out from School / College, etc. under various disciplines.</li> <li>• How many players are currently operating in that market – private / public / foreign?</li> <li>• Which programs students join i.e. % of students joining to different programs.</li> <li>• Demand of the particular program / degree in the market / country – which are the preferred segments?</li> <li>• How many students (%) go out of that market / country?</li> <li>• Out of total available market size how much % of Students enroll to different players – private / public / foreign?</li> <li>• What are the fee structure in that market / country for various courses?</li> <li>• What are the approvals / compliance required to offer the particular program / degree or set up the campus / college?</li> <li>• Whether program is regulated by any local authority – both on student numbers and fee?</li> <li>• Accreditation, if any required from the regulators like department of education.</li> <li>• What is per capita income in that market?</li> <li>• Whether subsidized loan available from government for those programs?</li> <li>• How generally student fund the fees – self / loan?</li> <li>• What is market growth visibility for next 10-15 years?</li> <li>• Competitor information's on similar segment – past few years' enrolment, fees, revenue, profit, etc.</li> <li>• What sort of Government support available for new players - Does Govt. offer any grant, tax exemption, special rate for land, subsidized rate of interest on debt, etc.</li> <li>• What are other general laws to operate in the market?</li> <li>• Any specific laws for operating in the education sector in the Country?</li> <li>• Other information like: <ul style="list-style-type: none"> <li>a) Availability of faculty for all streams;</li> <li>b) Market for placements;</li> <li>c) Job opportunities for fresh graduates;</li> </ul> </li> </ul>
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	d) Annual salary drawn at entry level.
2	<b>Information on Assessment and Certifications</b> <ul style="list-style-type: none"> <li>• What is the current process of conducting various assessments like Year/Semester end exams by University / College, Pre-recruitment assessments by corporates both public and private, On-Job evaluations by corporates?</li> <li>• Whether these activities are outsourced or managed in-house?</li> <li>• If outsourced – who are service providers, how they are addressing it and competitors information in such case?</li> <li>• If in-house – What are issues industry is facing on these activities?</li> <li>• Whether these industries are looking for any such options to outsource the assessment activity?</li> <li>• What is current volume of assessments for different segments and how it is going to grow in future?</li> </ul>
3	<b>Regulatory Compliances, Licenses</b> <ul style="list-style-type: none"> <li>• What are the various regulatory compliances which investor needs to ensure?</li> <li>• What are the various licenses required at various stages of project development towards commencing operations?</li> <li>• What are the various compliances, licenses to ensure for importing workforce in the country?</li> <li>• A qualitative commentary on how has regulatory environment evolved and outlook for future;</li> <li>• Tax rates, incentives for existing business enterprise, new entrants as well as for transactions.</li> </ul>
4	<b>Business Plan &amp; Financial Evaluation</b> <ul style="list-style-type: none"> <li>• Detailed Capex plan; how much initial investment is required to start an investment (Land / Staff/ Amount of investment, etc.)?</li> <li>• Revenue built up; Revenue Mix, Player Mix; Pricing Strategy and matrices; Consumables cost analysis;</li> <li>• Understanding of the complete break-down of construction costs;</li> <li>• Financing Options available, working capital gap and initial investment;</li> <li>• What is the rate of interest for working capital loans?</li> <li>• Workforce ramp up as per projections; Working capital assumptions – Payables, receivables; Fixed and variable cost analysis;</li> <li>• Indicative assumptions on operating expenses and administrative</li> </ul>

	<p>expenses;</p> <ul style="list-style-type: none"> <li>• Typical utility cost assumption in the region;</li> <li>• Returns analysis (IRR, Payback, NPV etc.).</li> </ul>
5	<p><b>Recruitment Strategy</b></p> <ul style="list-style-type: none"> <li>• Skill set gaps in the available education pool in the region;</li> <li>• Existing arrangement and institution providing the skill development services as well as recruitment services;</li> <li>• What the sources of recruitment for key players in the market?</li> <li>• Most viable/suitable approach for recruitment of Professors / Teachers / support staff across all core functions;</li> <li>• Compensation/costs models that may be most suitable/viable;</li> <li>• What are the various employer/employee compliances, licenses, benefits, etc. to address &amp; costs to be factored?</li> <li>• Detailed understanding of costs across functions for local as well as a foreign hires.</li> </ul>
6	<p><b>Risks &amp; Mitigation</b></p> <ul style="list-style-type: none"> <li>• What are the various risks in the investment – current, future, political, financial, operational, etc.?</li> <li>• Competition activity, reputation, media, negative publicity.</li> </ul>
7	<p><b>Recommendations</b></p>

#### 4. Setting up of an Pharmaceutical Manufacturing Unit in Vietnam

- Trade agreements between China and Vietnam / ASEAN to be carefully studied to see whether formulations manufactured in Vietnam can be exported to China since China is a big market.

S.no	Description
1	<p><b>Understanding the Market landscape</b></p> <ul style="list-style-type: none"><li>• In-depth understanding of the market potential for the Formulations market in the country and preferred business line viz., Generics v/s Specialty drugs;</li><li>• Market growth rates, market size, historical growth, future projected growth for the Formulations market in Vietnam;</li><li>• The Therapy segments [like Oncology, Anti-infective, Psychiatry, Gastro-intestinal, Respiratory, or any other] that is most optimal for Vietnamese market;</li><li>• Current and future expected developments [especially since Vietnam's regulation is increasingly giving preference to locally manufactured drugs for government procurements];</li><li>• How is the demand expected to grow for the identified business line and the therapy segment(s)?</li><li>• County wide Payer mix, affluence, Insurance penetration;</li><li>• How is the landscape of access to quality medicines across key catchment areas and what are the pricing practices prevalent. Understanding of the drugs availability in the country. Is there any shortage of drugs / access to medicine, etc.</li><li>• Access to Diagnostic services within public &amp; private systems, leading players, breadth of services, gaps/shortfall, pricing for diagnostic services;</li><li>• Health care spending mix by medical risk type (e.g., Routine, Preventive, Chronic, Discretionary, Elective, Catastrophic, End of life, etc.) – current and over time?</li></ul>
2	<p><b>Understanding the Competitive Landscape</b></p> <ul style="list-style-type: none"><li>• Who are the leading players – private sector, government / state-owned enterprises, foreign companies and what is the market share?</li><li>• How do the current manufacturers market their products? What are the different channels of marketing and distribution?</li></ul>



	<ul style="list-style-type: none"> <li>• Competition from imported drugs is in which business lines and therapeutic segments? From which countries are drugs imported? Will setting up of a manufacturing unit lead to import substitution, and to what extent. Likelihood of any exports in the near future [amounts and time frame]</li> <li>• Understanding the impact of duty benefits, if any, on import of raw materials and export of finished products [to countries in ASEAN in particular]</li> <li>• What are the major gaps/shortfalls in the country's pharma manufacturing and distribution system?</li> </ul>
3	<p><b>Understanding the Approval process for setting up of a pharma manufacturing unit</b></p> <ul style="list-style-type: none"> <li>• The details of regulatory approvals required for (a) setting up of a pharma manufacturing unit (b) manufacturing of pharma products and (c) selling and distribution of pharma products in Vietnam and the region [especially ASEAN] and time - frame thereof;</li> <li>• R&amp;D requirements, especially for patented drugs;</li> <li>• Understanding the conduciveness of current regulatory regime for product and process approvals;</li> <li>• The Intellectual Property environment in Vietnam, extent of enforcement, barriers to patent registration, legislation to check counterfeit drug trade, local clinical trials and registration requirements, equal access issues, pricing regime and pricing spikes;</li> <li>• Laws / regulations on Foreign Direct Investment [FDI] in Vietnam, screening of FDI, foreign exchange regulations, especially on repatriation of profits and remittances abroad;</li> <li>• Conformity with Economic Master Plans in Vietnam;</li> <li>• Business registration requirements;</li> <li>• Analysis of various Free Trade Zones / Export Processing Zones / Industrial Parks, and the benefits and incentives provided for investments in pharma manufacturing;</li> <li>• Various compliances, licenses to ensure for importing workforce in the country, if required;</li> <li>• Suggested location, with advantages considering proximity to ports and market, availability of labour and incentives;</li> <li>• Availability of Land and the requisite approvals for the same;</li> </ul>

	<ul style="list-style-type: none"> <li>• Labour availability - skilled / unskilled and professional, training requirements, wages / salaries [any minimum stipulation], Trade Unions, work permits required, etc.;</li> <li>• Details on availability of basic amenities to run the manufacturing unit like electricity, water, pollution treatment, etc.;</li> <li>• Analysis of existing industrial tax structure.</li> </ul>
4	<b>Logistics Infrastructure</b> <ul style="list-style-type: none"> <li>• Analysis of various Trade pacts / FTAs entered into between Vietnam and neighboring countries / ASEAN / EU and with the US;</li> <li>• Connectivity with India and the rest of the world, especially with regard to imports and exports.</li> </ul>
5	<b>Business Plan &amp; Financial Evaluation</b> <ul style="list-style-type: none"> <li>• Revenue built up – Demand side basis the demographics and business profile;</li> <li>• Detailed Capex plan;</li> <li>• Understanding of the complete break-down of construction costs;</li> <li>• Financing Options available, working capital gap and initial investment;</li> <li>• Indicative Business Plan for a mid-size pharma unit;</li> <li>• Revenue Mix, Payer Mix; Pricing Strategy and matrices; Consumables cost analysis;</li> <li>• Workforce ramp up as per occupancy projections; Working capital assumptions – Payables, receivables; Fixed and variable cost analysis;</li> <li>• Indicative assumptions on operating expenses and administrative expenses;</li> <li>• Typical utility cost assumption in the region;</li> <li>• Returns analysis (IRR, Payback, NPV etc.).</li> </ul>
6	<b>Regulatory Compliances, Licenses</b> <ul style="list-style-type: none"> <li>• What are the various regulatory compliances to ensure?</li> <li>• What are the various healthcare licenses required at various stages of project development towards commencing operations</li> <li>• Key Health care policies – e.g., pricing regime?</li> <li>• A qualitative commentary on how has regulatory environment evolved and outlook for future;</li> </ul>

	<ul style="list-style-type: none"> <li>• Tax rates, incentives for existing business enterprise, new entrants as well as for transactions.</li> </ul>
7	<b>Risks &amp; Mitigation</b> <ul style="list-style-type: none"> <li>• What are the various risks in the entire project – current, future, political, etc.?</li> <li>• Financial and Operational risks, indemnities;</li> <li>• Competition activity, reputation, media, negative publicity;</li> <li>• To analyze trend for medico legal cases and liabilities associated with medical negligence.</li> </ul>
8	<b>Recommendations</b>

**Application Submission Form**

Date: *[insert day, month, and year]*

To: ***Export-Import bank of India***

We, the undersigned, apply for appointment as the DPR consultant for projects in CLMV countries as per the RFP document dated September 18, 2017 and declare that:

- (a) We have examined and have no reservations to the RFP document.
- (b) We meet the eligibility requirements as stated in the RFP document and we have not been currently debarred by any of the entities as mentioned in the RFP document;
- (c) We confirm that we have not defaulted in any loan to any Bank/FI and our account has not been classified as Non-Performing Asset (NPA) with any Bank/FI. We further confirm that none of our companies/promoters/directors/partners appear in ECGC Specific Approval List, RBI Caution List, RBI Wilful Defaulter List (Suit filed as well as non-suit filed) and CIBIL Defaulter List, updated from time to time. On being included in any of the above lists, we shall immediately inform Exim Bank on the inclusion and reason for inclusion thereof;
- (d) We understand that you may cancel the selection process at any time and that you are not bound to accept any Application that you may receive without incurring any liability to the Applicants.
- (e) All information, statements and description contained in the Application are in all respect true, correct and complete to the best of our knowledge and belief. We understand that misrepresentation of facts in our Application and contravention to any of the terms and conditions of RFP may lead to rejection of our Application.

Signed *[insert signature(s) of an authorized representative(s) of the Applicant]*

Name *[insert full name of person(s) signing the Application]*

In the capacity of *[insert capacity of person(s) signing the Application]*

Address *[insert street number/town or city/country address]*

Dated on *[insert day number]* day of *[insert month]*, *[insert year]*

**FINANCIAL PROPOSAL SUBMISSION FORM**

[*Location, Date*]

To: Exim Bank  
Mumbai

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [*Title of consulting services*] in accordance with your Request for Proposal dated September 18, 2017 and our Technical Proposal. We are hereby submitting our Financial Proposal, in a separate file.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal of 90 days.

Form A includes the substance of our Financial Proposal, and **is inclusive of all taxes including GST.**

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

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[*Authorized signature(s)*]

Name and Title of Signatory

Name of Firm

Address

**Attachments:**

- I. Annex A Summary of Costs
- II. Annex B Breakdown of Daily Fees
- III. Annex C Breakdown of Reimbursable Costs

**SUMMARY OF COSTS**

Provide a **Summary of Costs** per the following format:

<b>TOTAL PROJECT COST</b>	
<b>COST COMPONENT</b>	<b>COST</b>
Remuneration -	
Reimbursable Expenses	
Taxes	
<b>TOTAL*</b>	

\* THE TOTAL COSTS ARE INCLUSIVE OF ALL TAXES, DUTIES, FEES AND OTHER IMPOSITIONS.

**ANNEX B**

**BREAKDOWN OF DAILY FEES**

Provide a **Breakdown of Daily Fees** per the following format:

**REMUNERATION**

<b>Names</b>	<b>Position</b>	<b>Number of days</b>	<b>Daily Fees</b>	<b>Total</b>
<i>List of Key Personnel represented in the Technical Proposal</i>				
<i>Other functional Labor category relevant to the assignment</i>				
<b>TOTAL</b>				

**DAILY FEES SHOULD BE INCLUSIVE OF ALL FRINGE BENEFITS, APPLICABLE TAXES AND OTHER COSTS)**

**ANNEX C**

**BREAKDOWN OF REIMBURSABLE COSTS**

Provide a **Breakdown of Reimbursable Costs** per the following format:

**REIMBURSABLE EXPENSES**

Item No.	Description	Quantity	Unit Price	Total Amount
1	International travel:			
2	- Airfare			
3	- Hotel			
4	- Meals and Incidentals			
4	Local Travel:			
5	- Ground transportation			
6	- Other local travel cost			
	Communication Expenses			
	Other Direct Expenses			
	- (Provide detail as applicable)			
	TOTAL			

REIMBURSABLE EXPENSES SHALL BE LIMITED TO REASONABLE, ALLOWABLE AND NECESSARY COSTS TO UNDERTAKE THE SERVICES DEFINED IN THE TERMS OF REFERENCE AND SHOULD BE COMMENSURATE WITH THE TECHNICAL PROPOSAL.