

RFP 2024.11 Supporting Unitaid in the design and implementation of innovative financing mechanisms

Response to Bidder's Clarification No.1

Question #	Reference to RFP (paragraph #)	Question text (Bidder's Question)	Unitaid's Response
1	RFP 2.1	Has Unitaid set internal targets for how much funding they are seeking to raise through additional financing mechanisms?	Unitaid has not set specific internal targets for the amount of funding they seek to raise through additional financing mechanisms. However, Unitaid's Strategy 2023-2027 outlines the organization's goal to invest US\$1.5 billion to realize 30 life-saving health products taken to scale by 2030. This strategy underscores Unitaid's commitment to mobilizing significant resources through a variety of means to achieve their mission, while maintaining flexibility in how these resources are sourced.
2	RFP 2.2	Related to Q1 above - what are expectations for the scale of the mechanism with proposed launch in 5 months after financing mechanism selection is made? In our experience this timescale is very ambitious - it may be possible to launch a smaller initiative on this timescale, but larger, multi-stakeholder initiatives generally have a longer timeframe from ideation to launch, so it would be good to align on understanding and expectations	<p>Bidders are encouraged to propose mechanisms based on their expertise, past performance and judgment, taking into account the <u>indicative</u> timeline. Unitaid will review all submitted proposals competitively.</p> <p>Regarding the question on the scale, please refer to question 1.</p>
3	RFP 2.2	Are there any financing mechanisms that Unitaid have already explicitly ruled out due to conflict with governance/operating model?	<p>Unitaid has not explicitly ruled out specific financing mechanisms. For more information on Unitaid's governance and operating model, please refer to Unitaid's constitutions and operating procedure available on our webpage: Governance - Unitaid.</p> <p>Additionally, note that any financing mechanisms considered will need to comply with WHO regulations as defined by the Framework of Engagement with Non-State Actors (FENSA). For more details on these regulations and how they guide Unitaid's financing model, you can refer to the FENSA guidelines.</p>
4	RFP 2.3	Could you pls give some information on the core team at Unitaid currently working on innovative finance: how many FTEs, what experience level; where in the organisation does the team sit / report into, including the innovative finance team's relationship to the External Relations and Communications Department?	The Senior Resource Mobilization Manager, who has over 20 years of experience, handles innovative financing matters within the External Relations and Communications department, reporting directly to the Deputy Executive Director of Unitaid. These efforts are supported by a cross-organizational effort that engages other relevant colleagues as needed, respectively, from Unitaid Strategy, Results, and Program divisions.
5	ToR P.4	The ToR mentions conducting M&E of new financing activities - is there a live set / pipeline of activities that this would be expected to include, if so could you pls share some details so we can understand the scope of existing activities that this M&E component would be expected to cover?	Unitaid has established a suite of KPI, which are used with the board to assess progress towards realizing the US\$1.5bn. These consider issues such as the diversification of donors, the number of multi-year agreements and the total value of contributions. A well-placed bidder could propose how these could be augmented with additional outcome and output level indicators.
6	ToR P.5	Has there already been some work undertaken to begin to build the business case for new innovative finance initiatives at Unitaid ahead of the launch of this RfP? If so, was this undertaken with the support of external contractor(s)	Unitaid has not developed a new business case for innovative finance initiatives ahead of the launch of this RfP.
7	ToR P.5	Does Unitaid currently have ongoing contracts related to the design of Innovative Financing mechanisms?	Unitaid does not currently have any ongoing contracts related to the design of Innovative Financing mechanisms.
8	RfP Paragraph 3.2.2	We have identified the leadership and technical expert members of our team but anticipate needing a junior project support role. Whilst we have a number of candidates in mind for this, but as a small firm we find it can be harder to secure firm commitment at the bidding stage at the more junior level - would it be acceptable for us to submit an ideal candidate profile for the junior role with a view to final candidate selection (in agreement with Unitaid) upon successful award? This would in no way impact the senior and technical members of the team, who can all commit fully in advance of award.	<p>In short, yes. A more nuanced response is that bidders are free to propose the team members as they see fit. All proposals will be reviewed in a competitive manner, taking into account the completeness and strength of the proposed team.</p> <p>In addition, in compliance with the RfP's Terms of Reference (page 6) <i>"The proposed team members whom have been agreed on and accepted by Unitaid following the tender evaluation process"</i></p>

RFP 2024.11 Supporting Unitaid in the design and implementation of innovative financing mechanisms

			(including from the outcome of negotiation prior to award recommendation) shall be available throughout the contract period and shall not be changed after the award of contract, unless requested or agreed to by Unitaid.”
9	RfP Paragraph 3.3.5	Are you able to provide a copy of the WHO travel policy/rates in order that we can ensure the travel component of our financial proposal is compliant?	In principle, travel will take place in economy class, on the least expensive route available. Travel by train should also be considered as an alternative to flights, where such options exist, particularly when the costs are less expensive than flights and the travel mode minimizes the carbon emission. The amount to cover living expenses during travel (eg. lodging, meals, taxes, compulsory service charges, gratuities, local communications including internet connections and transport, and other minor personal expenses) will be considered <u>up to a maximum</u> of the official WHO per diem rate for the location. The per diem rate for Switzerland is USD381 as of June 2024. Nevertheless, bidders are not obliged to apply the exact rate and may consider a lower per diem rate as deemed appropriate, which raises the competitiveness of bidder’s financial offer.
10		Could you please confirm that only one business case for a to be specified innovative financing mechanism is in scope of this project?	Unitaid is open to receiving proposals that include multiple innovative financing mechanisms, provided they are coherent and well-aligned with the project's objectives. As stated per the Terms of Reference, page 4: <i>“The proposed mechanism(s) will need to offer a solution that can be anticipated to deliver a predictable and growing revenue stream up to and beyond 2027 at an acceptable return on investment.”</i>
11		Could you please elaborate on the expected scope for the implementation support of the innovative financing mechanism(s)?	<p>As described in the Terms of Reference, the expected bidder’s scope of work includes, but is not limited to:</p> <ol style="list-style-type: none"> 1. <u>Assessing existing financing mechanisms utilized for development, particularly for global health, focusing on identifying best practices and innovative approaches, providing an analysis of their economic value and scalability.</u> 2. <u>Engaging iteratively with Unitaid’s core team working on Innovative Finance. - Conducting regular monitoring and evaluation of new financing activities, focusing on measuring impact and effectiveness.</u> 3. <u>Designing financing models and implementation strategies tailored to work within its institutional parameters.</u> 4. <u>Developing a donor-facing prospecting tools aligned to the proposed model, which is tested with key donor audiences.</u> 5. <u>Facilitating stakeholder engagement and partnership-building efforts to mobilize support for innovative financing initiatives.</u> 6. <u>Providing capacity-building support to Unitaid staff and partners on proposed financing concepts and practices.</u> 7. <u>Facilitating introductions to anchor donors, where required</u> <p>While bidders should demonstrate competence and capacity across all seven areas, it is expected that focus on points 3, 4, 5 and 6. Unitaid will agree with the successful bidder the preferred balance of work.</p>

