

GOVERNMENT OF PAKISTAN

Ministry of National Health Services, Regulations & Coordination,
3rd Floor Kohsar Block New Secretariat, Islamabad

SUBJECT: MINUTES OF MEETING OF GRIEVANCES REDRESSAL COMMITTEE FOR THE PROCUREMENT OF "HIRING OF CONSULTANTS FOR TRANSACTION ADVISORY SERVICES FOR OUTSOURCING OF GOVERNMENT HEALTH FACILITIES IN ISLAMABAD"

A series of meetings of the **Grievance Redressal Committee**, chaired by the Chief Finance & Account Officer, Ministry of NHR&C, were held to review the Request for Proposal, including evaluation parameters and vendor grievance details, in line with the compliance requirements of PPRA Rules, 2004.

- **1st Meeting:** 5th September, 2025
- **2nd Meeting (with Vendor):** 8th September, 2025
- **3rd Meeting (Final Conclusion):** 9th September, 2025

The members of the Committee are as follows:

1	Chief Finance & Account Officer, M/o NHR & C	Chairman
2	Director General Population M/o NHR & C	Member
3	Director General Litigation, M/o NHR & C	Member
4	Director Litigation, M/o NHR & C	Member
5	Procurement Specialist HPSIU	Member
6	Section Officer (F&A), M/o NHR & C	Member
7	Any coopted	Member

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2. The Chairman welcomed all participants and underscored the importance of transparency in the procurement process for national health programs.

Bidders' Concerns:

Sr.No	Evaluation Parameters	Marks	Bidder Grievance
1	a) Bidder must have experience in completed/ongoing projects feasibility Study and upgradation of Health Facilities, Hospital Management / Outsourcing Models, with a minimum size of 100 bed capacity or value of PKR 2 billion. Please provide verifiable details such as contracts etc.	5/15	The consultant has provided 40 assignments which include the feasibilities studies more than 100 beds capacity hospitals and worth of more than PKR 2 billion. The details are mentioned in page 63-page 80 of the submitted Technical Proposal Document Therefore full marks should be awarded for this Section
	b) Experience of development of bidding package during last 10 years (including RFQ/RFP and draft concession agreement, etc.) of a PPP project of minimum size of Rs. 3 billion or equivalent, by legal / financial member of Consortium	0/15	The consultants have provided more than 3 assignments in this section in which the consultants are mandated to provide the transaction advisory services included preparation of RFQ/RFP documents concession Agreement The details are mentioned in page 81- page 128of the submitted technical proposal documents therefore full marks shall be awarded for this section
2.	Methodology & Understanding	4/20	It is requested to the evaluation committee to reassess the submitted methodology and the allocate the respected marks

Grievances Redressal Committee Review:

a) The RFP allocated a maximum of **15 marks** for:

"Experience in completed/ongoing projects: feasibility study and upgradation of health facilities, hospital management/outsourcing models, with a minimum size of 100 bed capacity or value of PKR 2 billion. Please provide verifiable details such as contracts etc."

The evaluation committee awarded **5 out of 15 marks**.

The justification provided by Technical Evaluation Committee was:

- Only one project was verifiable with complete supporting documentation.
- The remaining projects had discrepancies between the project list and attached evidence (e.g., incomplete contracts, missing completion certificates, unclear linkage to listed projects, or insufficient details to confirm project size/scope).

Findings and Conclusion

A large number of projects were listed by the firm, many of which appeared relevant to the criterion. The documentation, however, was inconsistent, making independent verification difficult for the technical Committee. The evaluation framework required 3 qualifying projects, each carrying 5 marks, to achieve the maximum of 15 marks. Since only one project was deemed verifiable, the bidder was awarded 5 marks.

Under Rule 31, procuring agencies may seek clarifications where information is unclear, provided this does not alter the substance of the bid. In this case, the Committee opted not to exercise this discretion and conducted the evaluation strictly on the basis of the record submitted at the time of bidding. As a result, projects that might have met the required criteria were excluded from consideration, potentially undervaluing the bidder's relevant experience

b) The bidding documents allocated a maximum of **15 marks** for the following criterion:

"Experience in development of bidding packages during the last 10 years (including RFQ/RFP and draft concession agreement, etc.) of a PPP project of minimum size of Rs. 3 billion or equivalent, by the legal/financial member of the consortium."

iConsult was awarded **0 out of 15 marks** under this criterion.



The justification provided by the Technical Evaluation Committee was that:

- iConsult demonstrated experience in PPP arrangements, but largely in private sector projects rather than in government health facilities.
- Some documents relating to PPP projects in the health sector were included; however, there were discrepancies between the information listed in the project tables and the supporting documentation, particularly with respect to project values. Due to these inconsistencies, the Committee considered the submitted evidence unreliable and therefore awarded no marks.

Findings and Conclusion

iConsult's submission included several PPP-related projects, including some in the health sector. While most of its experience is in private sector PPPs, the consortium still showed relevant experience in preparing RFQs, RFPs, and concession agreements, which are directly related to the evaluation criteria.

The Technical Committee found some mismatches between the project details listed in the summary tables and the supporting documents. These included differences in reported project values, incomplete documents, and insufficient information to confirm project size or scope.

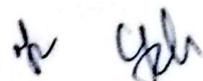
Awarding 0 out of 15 marks suggests that the firm had no relevant experience at all. However, the record shows that iConsult did submit multiple PPP-related projects.

Under ITB Rule 31, bidders cannot change their bids after submission (31.1), but the procuring agency can request clarifications in writing if information is unclear, as long as it does not change the substance of the bid (31.2).

In this case, many of the discrepancies were related to incomplete documentation or mismatched project values, which could have been clarified without changing the bid. The Committee chose not to seek such clarifications and evaluated only the documents as submitted. As a result, projects that might have qualified if clarifications had been obtained were excluded from consideration.

e) The RFP allocated a maximum of 20 marks for Methodology & Understanding

The Technical Evaluation Committee awarded 4 out of 20 marks for the 'Methodology & Understanding' section



Findings and Conclusion

The RFP did not specify how the 'Methodology' section would be evaluated or how marks would be allocated among its sub-components. During evaluation, the Technical Evaluation Committee divided the methodology into five components, but the bidding documents did not provide any pre-defined scoring benchmarks. In the absence of objective criteria, the Committee relied on a subjective approach, which reduces transparency and makes the basis for the marks awarded unclear.

iConsult's methodology provided coverage of feasibility studies, PPP structuring, financial analysis, hospital operations, and capacity building. The evaluation was carried out using unclear and subjective standards, and the absence of clear, pre-defined scoring benchmarks in the RFP makes it difficult to justify the marks awarded. The grievance therefore has merit and warrants careful review by the Technical Evaluation Committee.



Section Officer (F & A)

M/o NHR&C

Member/Secretary



Subject Expert

M/o NHR&C

Member



D.G Population

M/o NHR&C

Member



DG Litigation

M/o NHR&C

Member



CA&AO

M/o NHR&C

Chairman