

ISLAMIC REPUBLIC OF PAKISTAN
**MINISTRY OF NATIONAL HEALTH SERVICES, REGULATIONS &
COORDINATION**



REQUEST FOR PROPOSAL (RFP)

FOR

**HIRING OF CONSULTANTS FOR TRANSACTION ADVISORY SERVICES FOR
OUTSOURCING OF GOVERNMENT HEALTH FACILITIES IN ISLAMABAD**

Ref No. _____

July, 2025

DISCLAIMER

1. The information contained in this Request for Proposal (RFP) document or subsequently provided to applicants, whether verbally or in written form by or on behalf of Ministry of National health services Regulations and Coordination (M/o NHR&C), shall be subject to the terms and conditions set out in this RFP document and any other terms and conditions subject to which such information is provided. The interpretation of all contents of this RFP is as per Ministry of National health services Regulations and Coordination (M/o NHR&C) understanding.
2. This RFP document does not purport to contain all the information each applicant may require. This RFP document may not be appropriate for all persons, and it is not possible for Ministry of National health services Regulations and Coordination (M/o NHR&C) to consider the investment objectives, financial situation and particular needs of each applicant who reads or uses this RFP document. Certain applicants may have better knowledge of the proposed project than others. Each applicant should conduct its own investigations and analysis and should check the accuracy, reliability and completeness of the information in this RFP document and obtain independent advice from appropriate sources. Ministry of National health services Regulations and Coordination (M/o NHR&C) makes no representation or warranty and shall incur no liability under any law, statute, rules or regulations as to the accuracy, reliability or completeness of the RFP document.
3. Ministry of National health services Regulations and Coordination (M/o NHR&C) may, in their absolute discretion, but without being under any obligation to do so, update, amend, add to any or all of the provisions or supplement the information of this RFP document or cancel the present invitation and call for fresh invitations. Such changes would be intimated to all applicants using this RFP Document.
4. Ministry of National health services Regulations and Coordination (M/o NHR&C) reserves the right to reject all (RFP) submitted in response to this RFP Invitation prior to the acceptance of an RFP according Public Procurement Rules (PPRA-2004). Ministry of National health services Regulations and Coordination (M/o NHR&C) also reserves the right to hold or withdraw from or cancel the process at any stage up to the final pre-qualification / shortlisting.
5. Ministry of National health services Regulations and Coordination (M/o NHR&C) will have no liability in case of non-receipt of any correspondence from them to the applicant due to the postal delays.
6. Mere submission of this RFPs or issue of RFP document does not guarantee that the applicant will be selected for the project.



PROCUREMENT NOTICE
RFP NO _____
REQUEST FOR PROPOSAL (RFP)

Ministry of National health services Regulations and Coordination (M/o NHSR&C) invites sealed bids From Reputable Consultants for “Hiring of Consultants for Transaction Advisory Services for Outsourcing of Government Health Facilities in Islamabad.” Complete list of Health Facilities is given in Section VIII of this RFP.

Bids will be evaluated in terms of Rule 36 (b) of Public Procurement Rules-2004 i.e., “Single stage-two envelope procedure”. Bidding documents containing detailed scope of work and evaluation criteria etc. can be downloaded free of cost from Ministry of National health services Regulations and Coordination (M/o NHSR&C) website: www.nhsrsc.gov.pk. This RFP is also available at PPRA website www.ppra.org.pk and P3A website www.p3a.gov.pk.

Bids prepared in accordance with the instructions in the bidding documents containing Technical and Financial Proposals, must reach at address given below on or before **12th August 2025 at 11:00 am.**

Technical Proposals will be opened on same day at **11:30 am** in the presence of bidders’ representatives (who choose to attend) at the address given below. Bidders will be required to submit Bid Security of **Rs. 1,000,000/-** (One Million Rupees Only) in the form of CDR only from any schedule Bank of Pakistan in favor of Director General, Development, Ministry of National Health Services, Regulations & Coordination Islamabad. Late/ incomplete/ conditional bids will not be entertained.

Ministry of National health services Regulations and Coordination (M/o NHSR&C) reserves the right to accept or reject any or all bids in accordance with relevant clause of Public Procurement Rules (PPR-2004).

DIRECTOR P&D
MINISTRY OF NATIONAL HEALTH SERVICES REGULATIONS AND
COORDINATION (M/O NHSR&C)
3RD FLOOR, KOHSAR BLOCK, PAK SECRETARIAT, ISLAMABAD,
TEL: 051-9245998

Section II. Instructions to Consultants

A. General Provisions

<p>1. Definitions</p>	<p>1.1 Definition</p> <ul style="list-style-type: none">a) “Affiliate(s)” means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Consultant.b) “Applicable Law” means the laws and any other instruments having the force of law in Pakistan, or in such other country as may be specified in the Data Sheet, as they may be issued and in force from time to time.c) “Bid Price” means final price quoted by Bidder in the financial proposal should only be in Pakistani Rupees, including all costs and taxes.d) “Bidder” means a enterprise or Joint-Venture which submits a Proposal in response to this RFP.e) “Consultant” means a legally-established professional consulting firm or an individual that may provide or provides the Services to the Procuring Agency under the Contract. The Consultant mean any or all members of a Consortium.f) “Contract” means a legally binding written agreement signed between the Procuring Agency and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).g) “Data Sheet” means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific country and assignment conditions to supplement, but not to over-write, the provisions of the ITC.h) “Day” means a calendar day.i) “Experts” means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-Consultant or Consortium member(s).j) “Health Facilities” mean the list of health facilities to be outsourced by the Procuring Agency, as listed in Section VIII of this RFP
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- k) "Consortium" means an association with or without a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the Consortium, and where the members of the Consortium are jointly and severally liable to the Procuring Agency for the performance of the Contract. The Consortium shall not be an association of more than five (5) firms. A Consortium must include at least one technical consultancy firm, one financial advisory firm and one legal advisory firm. To meet the Basic Eligibility Criteria, the Consortium must fully comply with all requirements outlined in this RFP.
- l) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the technical evaluation of the Consultant's proposal.
- m) "ITC" (this Section 2 of the RFP) means the Instructions to Consultants that provides the Consultants with all information needed to prepare their Proposals.
- n) "Lead Consultant" In case of a Consortium, the firm leading the overall Assignment. In such cases, the Lead Member shall be the financial consultancy firm.
- o) "LOI" (this Section 1 of the RFP) means the Letter of Invitation being sent by the Procuring Agency to the Consultants.
- p) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-Consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.
- q) "Proposal" means the Technical Proposal and the Financial Proposal of the Consultant.
- r) "Procuring Agency" means Ministry of National health services Regulations and Coordination or M/oNHSR&C
- s) "RFP" means the Request for Proposals to be prepared by the Procuring Agency for the selection of Consultants, based on the SRFP.

	<p>t) “Services” means the work to be performed by the Consultant pursuant to the Contract.</p> <p>u) “SRFP” means the Standard Request for Proposals, which must be used by the Procuring Agency as the basis for the preparation of the RFP.</p> <p>v) “Sub-Consultant” means an entity to whom the Consultant intends to subcontract any part of the Services while remaining responsible to the Procuring Agency during the performance of the Contract. “TORs” (this Section VI of the RFP) means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Agency and the Consultant, and expected results and deliverables of the assignment.</p>
<p>2. Introduction</p>	<p>2.1 The Procuring Agency named in the Data Sheet intends to select Consultants from those listed in the Letter of Invitation, in accordance with the method of selection specified in the Data Sheet. The eligible Consultants are invited to submit a Technical Proposal and a Financial Proposal. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.</p> <p>2.2 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the Data Sheet. Attending any such pre-proposal conference is optional and is at the Consultants’ expense.</p> <p>2.3 The Procuring Agency will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant’s Proposal as specified in the Data Sheet.</p>
<p>3. Conflict of Interest</p>	<p>3.1 The Consultant is required to provide professional, objective, and impartial advice, at all times holding the Procuring Agency’s interest’s paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work.</p> <p>3.2 The Consultant has an obligation to disclose to the Procuring Agency any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Procuring Agency. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract and/or sanctions by the Authority.</p> <p>3.3 Without limitation on the generality of the foregoing, the Consultant shall not be hired under the circumstances set forth below:</p>
<p>a. Conflicting activities</p>	<p>(i) <u>Conflict between consulting activities and procurement of goods, works or non-consulting services:</u> a Consultant that has been engaged by the Procuring Agency to provide goods,</p>

	works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a Consultant hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation.
b. Conflicting assignments	(ii) <u>Conflict among consulting assignments:</u> a Consultant (including its Experts and Sub-Consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant for the same or for another Procuring Agency.
c. Conflicting relationships	(iii) <u>Relationship with the Procuring Agency's staff:</u> a Consultant (including its Experts and Sub-Consultants) that has a close business or family relationship with a professional staff of the Procuring Agency, or of a recipient of a part of the financing in case the project is financed by some financing institution) who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Authority throughout the selection process and the execution of the Contract.
4. Unfair Competitive Advantage	4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Procuring Agency shall indicate in the Data Sheet and make available to all eligible Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.
5. Corrupt and Fraudulent Practices	5.1 The Authority requires compliance with its Regulatory Framework in regard to corrupt and fraudulent practices as set forth in Section 6. 5.2 In further pursuance of this Regulatory Framework, Consultants shall permit and shall cause their agents (where declared or not), sub-contractors, sub-Consultants, Consultants, suppliers, and personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any shortlisting process, Proposal submission, and contract performance (in the case of award), and to have them audited by auditors appointed by the Procuring Agency.
6.	6.1 The Procuring Agency permits Consultants (individuals and Consultants, including Consortiums and their individual members) from all countries to offer consulting services for the project.

	<p>6.2 Furthermore, it is the Consultant’s responsibility to ensure that its Experts, Consortium members, Sub-Consultants, agents (declared or not), sub-contractors, Consultants, suppliers and/or their employees meet the eligibility requirements.</p> <p>As an exception to the foregoing Clauses 6.1 and 6.2 above:</p>
a. Sanctions	<p>6.3 A Consultant or an individual declared blacklisted by the Authority in accordance with the above Clause 5.1 shall be ineligible to participate in the procurement process or to be awarded a contract, during such period of time as the Authority shall determine. The list of debarred Consultants and individuals is available at the electronic address specified in the Data Sheet.</p>
b. Prohibitions	<p>6.4 Consultants and individuals of a country or goods manufactured in a country may be ineligible if so indicated in Section 5 (Eligible Countries).</p>
c. Restrictions for public employees	<p>6.5 Government officials and civil servants of Pakistan are not eligible to be included as Experts in the Consultant’s Proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Government of Pakistan, and they</p> <p>(i) are on leave of absence without pay, or have resigned or retired;</p> <p>(ii) are not being hired by the same agency they were working for before going on leave of absence without pay, resigning, or retiring (in case of resignation or retirement, for a period of at least two years, or the period established by statutory provisions applying to civil servants or government employees whichever is longer. Experts who are employed by the government-owned universities, educational or research institutions are not eligible unless they have been full time employees of their institutions for a year or more prior to being included in Consultant’s Proposal.; and</p> <p>(iii) their hiring would not create a conflict of interest.</p>
B. Preparation of Proposals	
7. General Considerations	<p>7.1 In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p>
8. Cost of Preparation of Proposal	<p>8.1 The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Procuring Agency shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Procuring Agency is not bound to accept any proposal, and reserves the right to annul the selection process in accordance with the procurement regulatory framework at any time prior to Contract award, without thereby incurring any liability to the Consultant.</p>

<p>9. Language</p>	<p>9.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Procuring Agency, shall be written in the language(s) specified in the Data Sheet.</p>
<p>10. Documents Comprising the Proposal</p>	<p>10.1 The Proposal shall comprise the documents and forms listed in the Data Sheet.</p> <p>If specified in the Data Sheet, the Consultant shall include a statement of an undertaking of the Consultant to observe, in competing for and executing a contract, the Procuring Regulatory Framework regarding corrupt and fraudulent practices.</p>
<p>11. Only One Proposal</p>	<p>11.1 The Consultant (including the individual members of any Consortium) shall submit only one Proposal, either in its own name or as part of a Consortium in another Proposal. If a Consultant, including any Consortium member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude a Sub-Consultant, or the Consultant's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the Data Sheet and subject to regulatory instructions, if any.</p>
<p>12. Proposal Validity</p>	<p>12.1 Proposals shall remain valid for the period specified in the Data Sheet after the Proposal submission deadline prescribed by the PA. To ensure the validity of proposal, it shall contain bid/proposal security or bid/proposal securing declaration as a complementary bid/proposal securing instrument having the validity twenty-eight days more than the bid/proposal validity period.</p> <p>12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.</p> <p>12.3 If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her consent, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to blacklisting and debarment in accordance with Clause 5 of this ITC.</p>
<p>a. Extension of Validity Period</p>	<p>12.4 If considered necessary, an extension can be made in case of exceptional circumstances (beyond the control of the procuring agency) after recording the reason(s) in writing. Such extension shall be only once, and the period of the extension should be determined keeping in view of the circumstances under which such extension is deemed to be necessary, however, the same shall not be more than the original bid validity period. The request and the</p>

	<p>responses shall be made in writing. Moreover, any such extension shall be solicited and procured in advance prior to the expiry of original (or initial) bid validity period. Bid/Proposal Securing Instrument shall also be extended in conformity with the period of extension.</p> <p>12.5 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the con Consultation of the availability of the Key Experts.</p> <p>12.6The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.</p>
b. Substitution of Key Experts at Validity Extension	<p>12.7 If any of the Key Experts become unavailable for the extended validity period, the Consultant shall provide a written adequate justification and evidence satisfactory to the Procuring Agency together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.</p> <p>12.8 If the Consultant fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Procuring Agency, such Proposal will be rejected.</p>
c. Sub-Contracting	<p>12.9 The Consultant shall not subcontract the whole of the Services.</p>
	<p>12.10 The Proposal Securing Declaration is required to protect the Procuring Agency against the risk of Consultant’s conduct which would warrant the Consultant to face the blacklisting or debarment proceedings in accordance with regulatory framework.</p>
	<p>12.11Any Proposal not accompanied by a Proposal Securing Declaration shall be rejected by the Procuring Agency as non-responsive.</p>
	<p>12.12 The Proposal Securing Declaration of a Consortium must be in the name of the Consortium submitting the Proposal.</p>
	<p>12.13 The successful Consultant’s Proposal Securing Declaration will be discharged upon the signing the contract with the Successful Consultant, and furnishing the performance security.</p>
	<p>12.14 A Consultant shall be suspended from being eligible for tendering in any contract with the Procuring Agency for the period of time indicated in the Proposal Securing Declaration:</p> <p>(a) if the Consultant withdraws its Proposal, except as</p>

	<p>provided in ITC 12.6 or</p> <p>(b) in the case of a successful Consultant, if the Consultant fails within the specified time limit to:</p> <p>(i) sign the contract, or</p> <p>(ii) furnish the required performance security</p>
<p>13. Clarification and Amendment of RFP</p>	<p>13.1 The Consultant may request a clarification of any part of the RFP during the period indicated in the Data Sheet before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Procuring Agency's address indicated in the Data Sheet. The Procuring Agency will respond in writing, or by standard electronic means,. Should the Procuring Agency deem it necessary to amend the RFP as a result of a clarification or at its own initiative, it shall do so following the procedure described below:</p> <p>i. At any time before the proposal submission deadline, the Procuring Agency may amend the RFP by issuing an amendment in writing or by standard electronic means.</p> <p>ii. If the amendment is substantial, the Procuring Agency may extend the proposal submission deadline to give the Consultants reasonable time to take an amendment into account in their Proposals.</p> <p>13.12 The Consultant who has already submitted the proposal prior to any amendments in the RFP, may submit a modified Proposal or a modification to any part of it based on the respective amendment in the RFP at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.</p>
<p>14. Preparation of Proposals – Specific Considerations</p>	<p>14.1 While preparing the Proposal, the Consultant must give particular attention to the following:</p> <p>i. If stated in the Data Sheet, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the Data Sheet) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the Data Sheet.</p> <p>ii.</p>
<p>15. Technical Proposal Format and Content</p>	<p>15.1 The Technical Proposal shall not include any information regarding Financial Proposal. A Bidder that submits Technical Proposal containing material information related to Financial Proposal shall be declared non-responsive.</p> <p>15.2 Depending on the nature of the assignment, the Consultant is required to submit a Proposal as indicated in the Data Sheet and using the Standard Forms provided in Section 3 of the RFP.</p>

16. Financial Proposal	16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment. The Bid Price will be assessed on lump sum fee basis.
a. Taxes	16.2 The Consultant and its Sub-Consultants and Experts are responsible for meeting all applicable tax liabilities arising out of the Contract unless exempted by relevant tax authority. Bidders have to assess all applicable taxes while quoting the Bid Price in the Financial Proposal.
b. Currency of Proposal	16.3 The Consultant may express the price for its Services in the currency or currencies as stated in the Data Sheet. If indicated in the Data Sheet, the portion of the price representing local cost shall be stated in the national currency.
c. Currency of Payment	16.4 Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal.
C. Submission, Opening and Evaluation	
17. Submission, Sealing, and Marking of Proposals	<p>17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with Clause 10 (Documents Comprising Proposal). The Bidders are required to submit their Proposals on EPADs. Also, the Bidders are recommended to submit two (2) copies of their Proposals in hard format to the office of the Procuring Agency on or before Bid Submission Deadline.</p> <p>17.2 An authorized representative of the Lead Consultant shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.</p> <p style="padding-left: 40px;">17.2.1 A Proposal submitted by a Consortium shall be signed by all members so as to be legally binding on all members, or by an authorized representative of Lead Member who has a written power of attorney signed by each member's authorized representative.</p> <p>17.3 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.</p> <p>17.4 The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is indicated in the Data Sheet. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.</p> <p>17.5 The original and all the copies of the Technical Proposal shall be placed inside of a sealed envelope clearly marked "TECHNICAL PROPOSAL", "[Name of the Assignment] ", reference number, name and address of the Consultant, and with a warning</p>

<p>Withdrawal of bids</p>	<p>“DO NOT OPEN UNTIL [INSERT THE DATE AND THE TIME OF THE TECHNICAL PROPOSAL SUBMISSION DEADLINE].”</p> <p>17.6 Similarly, the original Financial Proposal (if required for the applicable selection method) shall be placed inside of a sealed envelope clearly marked “FINANCIAL PROPOSAL” followed by the name of the assignment, reference number, name and address of the Consultant, and with a warning “DO NOT OPEN WITH THE TECHNICAL PROPOSAL.”</p> <p>17.7 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, RFP reference number, the name of the assignment, Consultant’s name and the address, and shall be clearly marked “DO NOT OPEN BEFORE [insert the time and date of the submission deadline indicated in the Data Sheet]”.</p> <p>17.8 If the envelopes and packages with the Proposal are not sealed and marked as required, the Procuring Agency will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>17.9 The Proposal or its modifications must be sent to the address indicated in the Data Sheet and received by the Procuring Agency no later than the deadline indicated in the Data Sheet, or any extension to this deadline. Any Proposal or its modification received by the Procuring Agency after the deadline shall be declared late and rejected, and promptly returned unopened.</p> <p>17.10 A Consultant may withdraw its Proposal after it has been submitted, provided that written notice of the withdrawal of the Proposal, is received by the Procuring Agency prior to the deadline for submission of Proposal.</p> <p>17.11 Revised Proposal may be submitted after the withdrawal of the original Proposal and should be received by the Procuring Agency prior to the deadline for submission of Proposal. The outer envelope of revised proposal should be remarked as ‘SUBSTITIION’.</p> <p>17.12 First, envelopes marked “WITHDRAWAL” shall be opened and read out and the envelope with the corresponding bid shall not be opened, but returned to the Bidder. No bid withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening.</p>
<p>18. Confidentiality</p>	<p>18.1 From the time the Proposals are opened to the time the Evaluation Report is published, the Consultant should not contact the Procurement Evaluation Committee of the Procuring Agency on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the</p>

	<p>Evaluation Report.</p> <p>18.2 Any attempt by Consultants or anyone on behalf of the Consultant to influence improperly the Procuring Agency in the evaluation of the Proposals may result in the rejection of its Proposal, and may be subject to the application of prevailing blacklisting procedures.</p> <p>18.3 Notwithstanding the above provisions, from the time of the Proposals' opening to the time of publication of evaluation report, if a Consultant wishes to contact the Procurement Evaluation Committee or the Procuring Agency on any matter related to the selection process, it should do so only in writing.</p>
<p>19. Opening of Proposal (Technical Proposals)</p>	<p>19.1 The Procuring Agency will open all Proposal, in public, in the presence of Consultant' or their representatives who choose to attend, and other parties with a legitimate interest in the Proposal proceedings at the place, on the date and at the time, specified in the BDS. The Consultant' representatives present shall sign a register as proof of their attendance.</p> <p>19.2 First, envelopes marked "WITHDRAWAL" shall be opened and read out and the envelope with the corresponding Proposal shall not be opened, but returned to the Consultant. No Proposal withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening.</p> <p>19.3 Second, outer envelopes marked "SUBSTITUTION" shall be opened. The inner envelopes containing the Substitution Proposal shall be exchanged for the corresponding Original Proposal being substituted, which is to be returned to the Consultant unopened. No envelope shall be substituted unless the corresponding Substitution Notice contains a valid authorization to request the substitution and is read out and recorded at bid opening.</p> <p>19.4 Next, outer envelopes marked "MODIFICATION" shall be opened. No Technical Proposal and/or Financial Proposal shall be modified unless the corresponding Modification Notice contains a valid authorization to request the modification and is read out and recorded at the opening of the Proposal. Any Modification shall be read out along with the Original Proposal except in case of Single Stage Two Envelope Procedure where only the Technical Proposal, both Original as well as Modification, are to be opened, read out, and recorded at the opening. Financial Proposal, both Original and Modification, will remain unopened till the prescribed financial Proposal opening date.</p> <p>19.5 The Procuring Agency's evaluation committee shall conduct the opening of the Technical Proposals in the presence of the Consultants' authorized representatives of the Lead Consultant who choose to attend (in person, or online if this option is offered in the Data Sheet). The opening date, time and the address are stated in the Data Sheet. The envelopes with the Financial Proposal shall remain</p>

	<p>sealed until they are opened in accordance with Clause 23 of the ITC.</p> <p>19.6 At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Consultant or, in case of a Consortium, the name of the Consortium, the name of the lead member and the names and the countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the Data Sheet.</p>
20. Proposals Evaluation	<p>20.1 Subject to provision of Clause 15.1 of the ITC, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.</p> <p>20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline. While evaluating the Proposals, the Procuring Agency will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p>
21. Evaluation of Technical Proposals	<p>21.1 The Procuring Agency's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the Data Sheet. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the Data Sheet.</p>
22. Financial Proposals for QBS	<p>22.1 Following the ranking of the Technical Proposals, when the selection is based on quality only (QBS), the top-ranked Consultant is invited to negotiate the Contract.</p> <p>22.2 Only the Financial Proposal of the technically top-ranked Consultant (as predefined in the Evaluation Criteria) is opened by the Procuring Agency's evaluation committee. All other Financial Proposals are returned unopened after the Contract negotiations are successfully concluded and the Contract is signed.</p>
23. Public Opening of Financial Proposals (for QCBS, FBS, and LCS methods)	<p>23.1 After the technical evaluation is completed, the Procuring Agency shall issue the Technical Evaluation Report containing all the information regarding responsiveness or non-responsiveness of the Consultant along with the technical scores. The Financial Proposals of non-responsive Consultants will be returned unopened after completing the selection process and Contract signing. The Procuring shall notify in writing those Consultants that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the Financial Proposals. The opening date should allow the Consultants sufficient time to make arrangements for attending the opening. The Consultant's attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the Data Sheet) is optional and is at the Consultant's choice.</p> <p>23.2 The Financial Proposals shall be opened by the Procuring</p>

	Agency's evaluation committee in the presence of the representatives of those Consultants whose proposals have passed the minimum technical score. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to Consultant that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals.
24. Correction of Errors	24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.
a. Time-Based Contracts	24.1.1 If a Time-Based contract form is included in the RFP, the Procuring Agency's evaluation committee will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Procuring Agency's evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.
25. Taxes	25.1 The Procuring Agency's evaluation of the Consultant's Financial Proposal shall exclude taxes and duties in the in accordance with the instructions in the Data Sheet .
26. Conversion to Single Currency	26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the Data Sheet .
27. Combined Quality and Cost Evaluation	
a. Quality- and Cost-Based Selection (QCBS)	27.1 In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the Data Sheet. The Consultant achieving the highest combined technical and financial score will be invited for negotiations.
D. Negotiations and Award	
28. Negotiations	28.1 The negotiations will be held at the date and address indicated in the Data Sheet with the Consultant's representative(s) who must have written power of attorney to

	<p>negotiate and sign a Contract on behalf of the Consultant.</p> <p>28.2 The Procuring Agency shall prepare minutes of negotiations that are signed by the Procuring Agency and the Consultant's / Lead Consultant's authorized representative.</p>
a. Availability of Key Experts	<p>28.3 The invited Consultant shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with Clause 12 of the ITC. Failure to confirm the Key Experts' availability may result in the rejection of the Consultant's Proposal and the Procuring Agency proceeding to negotiate the Contract with the next-ranked Consultant.</p> <p>28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.</p>
b. Technical negotiations	<p>28.5 The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Procuring Agency's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not alter the original scope of services under the TORs or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.</p>
c. Financial Negotiations	<p>28.6 There shall be no financial negotiations, however, it may include only the clarification of the Consultant's tax liability and how it should be reflected in the Contract.</p>
29. Conclusion of Negotiations	<p>29.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initiated by the Procuring Agency and the Consultant's / Lead Consultant's authorized representative.</p> <p>29.2 If the negotiations fail, the Procuring Agency shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists, the Procuring Agency shall terminate the negotiations informing the Consultant of the reasons for doing so; and the Procuring Agency will invite the next-ranked Consultant to negotiate a Contract. Once the Procuring Agency commences negotiations with the next-ranked Consultant, the Procuring Agency shall not reopen the earlier negotiations.</p>

<p>30. Award of Contract</p>	<p>30. Subject to ITC 29, the Procuring Agency will award the Contract to the Consultant whose Proposal has been determined to be substantially responsive to the RFP Documents and who has been declared as Most Advantageous Consultant, provided that such Consultant has been determined to be:</p> <p>a) eligible in accordance with the provisions of ITC 6;</p> <p>b) is determined to be qualified to perform the Contract satisfactorily; and</p> <p>c) Successful negotiations have been concluded, if any.</p>
<p>31. Grievance Redressal Mechanism</p>	<p>31.1 Procuring agency shall constitute a Grievance Redressal Committee (GRC) comprising of odd number of person with proper power and authorization to address the complaint. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending the nature of the procurement.</p> <p>31.2 Any party can file its written complaint against the eligibility parameters or any other terms and conditions prescribed in the prequalification or bidding documents found contrary to provision of Procurement Regulatory Framework, and the same shall be addressed by the GRC well before the bid submission deadline.</p> <p>31.3 Any Bidder feeling aggrieved by any act of the procuring agency after the submission of his bid may lodge a written complaint concerning his grievances not later than seven of the announcements of technical evaluation report and five days after issuance of final evaluation report.</p> <p>31.4 In case, the complaint is filed against the technical evaluation report, the GRC shall suspend the procurement proceedings.</p> <p>31.5 In case, the complaint is filed after the issuance of the final evaluation report, the complainant cannot raise any objection on technical evaluation of the report:</p> <p>Provided that the complainant may raise the objection on any part of the final evaluation report in case where single stage one envelop bidding procedure is adopted.</p> <p>31.6 The GRC, in both the cases shall investigate and decide upon the complaint within ten days of its receipt.</p> <p>31.7 Any bidder or the procuring agency not satisfied with the decision of the GRC may file Appeal before the Appellate Committee of the Authority on prescribed format after depositing the fee as prescribed in “Redressal of Grievance Regulations, 2021”.</p> <p>31.8 The Committee, upon receipt of the Appeal against the decision of the GRC complete in all respect shall serve notices in writing upon all the parties to Appeal.</p> <p>31.9 The committee shall call the record from the concerned</p>

	<p>procuring agency or the GRC as the case may be, and the same shall be provided within prescribed time.</p> <p>31.10 The committee may after examination of the relevant record and hearing all the concerned parties, shall decide the complaint within fifteen (15) days of receipt of the Appeal.</p> <p>31.11 The decision of the Committee shall be in writing and shall be signed by the Head and each Member of the Committee. The decision of the committee shall be final.</p>
<p>32. Mechanism of Blacklisting</p>	<p>32.1 The Procuring Agency shall bar for not more than the time prescribed in Rule-19 of the Public Procurement Rules, 2004, from participating in their respective procurement proceedings, bidder or contractor who either:</p> <ul style="list-style-type: none"> i. Involved in corrupt and fraudulent practices as defined in Rule-2 of Public Procurement Rules; ii. Fails to perform his contractual obligations; and iii. Fails to abide by the id securing declaration; <p>32.2 The show cause notice shall contain: (a) precise allegation, against the bidder or contractor; (b) the maximum period for which the Procuring Agency proposes to debar the bidder or contractor from participating in any public procurement of the Procuring Agency; and (c) the statement, if needed, about the intention of the Procuring Agency to make a request to the Authority for debarring the bidder or contractor from participating in public procurements of all the procuring agencies.</p> <p>32.3 The procuring agency shall give minimum of seven days to the bidder or contractor for submission of written reply of the show cause notice</p> <p>32.4 In case, the bidder or contractor fails to submit written reply within the requisite time, the Procuring Agency may issue notice for personal hearing to the bidder or contractor/ authorize representative of the bidder or contractor and the procuring agency shall decide the matter on the basis of available record and personal hearing, if availed.</p> <p>32.5 In case the bidder or contractor submits written reply of the show cause notice, the Procuring Agency may decide to file the matter or direct issuance of a notice to the bidder or contractor for personal hearing.</p> <p>32.6 The Procuring Agency shall give minimum of seven days to the bidder or contractor for appearance before the specified officer of the Procuring Agency for personal hearing. The specified officer shall decide the matter on the basis of the available record and personal hearing of the bidder or contractor, if availed.</p>

	<p>32.7 The procuring Agency shall decide the matter within fifteen days from the date of personal hearing unless the personal hearing is adjourned to a next date and in such an eventuality, the period of personal hearing shall be reckoned from the last date of personal hearing.</p> <p>32.8 The Procuring Agency shall communicate to the bidder or contractor the order of debaring the bidder or contractor from participating in any public procurement with a statement that the bidder or contractor may, within thirty days, prefer a representation against the order before the Authority.</p> <p>32.9 Such blacklisting or barring action shall be communicated by the procuring agency to the Authority and respective bidder or bidders in the form of decision containing the grounds for such action. The same shall be publicized by the Authority after examining the record whether the procedure defined in blacklisting and debarment mechanism has been adhered to by the procuring agency.</p> <p>32.10 The bidder may file the review petition before the Review Petition Committee Authority within thirty days of communication of such blacklisting or barring action after depositing the prescribed fee and in accordance with “Procedure of filing and disposal of review petition under Rule-19(3) Regulations, 2021”. The Committee shall evaluate the case and decide within ninety days of filing of review petition.</p> <p>32.11 The committee shall serve a notice in writing upon all respondent of the review petition. The notices shall be accompanied by the copies of review petition and all attached documents of the review petition including the decision of the procuring agency. The parties may file written statements along with essential documents in support of their contentions. The Committee may pass such order on the representation may deem fit.</p> <p>32.12 The Authority on the basis of decision made by the committee either may debar a bidder or contractor from participating in any public procurement process of all or some of the procuring agencies for such period as the deemed appropriate or acquit the bidder from the allegations. The decision of the Authority shall be final.</p>
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Section III. Proposal Data Sheet

A. General	
ITC Clause Reference	
2.1	<p>Name of the Procuring Agency: <u>Ministry of National Health Services Regulation & Coordination (M/o NHR&C)</u></p> <p>Method of selection: <u>Quality and Cost-Based Selection (QCBS)</u></p>
2.2	<p>Financial Proposal is to be submitted in separate envelope as per the as per the Single Stage Two Envelop Bidding Procedure</p> <p>The name of the assignment is:</p> <p style="text-align: center;">HIRING OF CONSULTANTS FOR TRANSACTION ADVISORY SERVICES FOR OUTSOURCING OF GOVERNMENT HOSPITALS IN ISLAMABAD</p>
2.3	<p>A pre-proposal conference/meeting will be held: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Pre-Bid Meeting shall be held on following date and time: On 30th July, 2025 during office hours till 11 Hrs</p> <p>The Client's representative is: Procurement Committee, Ministry of National Health Services Regulation & Coordination (M/o NHR&C), 3rd FLOOR, KOHSAR BLOCK, PAK SECRETARIAT, ISLAMABAD.</p> <p>Phone No: 051-9245998 Email: - Email Address: msnhsr@gmail.com</p>
2.4	<p>The Procuring Agency will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals: Primary data related to Health Facilities including preliminary demand analysis and list of fixed assets and other ancillary assets available at Health Facilities</p>
6.3.1	<p>A list of debarred Consultants and individuals is available at the PPRA website: https://ppra.org.pk/</p>

B. Preparation of Proposals	
9.1	The language of the Bid is <i>English</i>
10.1	<p>The Proposal shall comprise the following:</p> <p><u>For FULL TECHNICAL PROPOSAL (FTP):</u> 1st Inner Envelope with the Technical Proposal: TECH-1 TECH-2 TECH-3 TECH-4 TECH-5 TECH-6</p> <p>Financial Proposal: (1) FIN-1 (2) FIN-2</p>
11.1	<p>Participation of Sub-Consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible</p> <p>No</p>
12.1	<p>Proposals shall be valid until</p> <p>90 Days</p>
12.10	Bidders will be required to submit Bid Security of Rs. 1,000,000/- (One Million Rupees Only) in the form of CDR only from any schedule Bank of Pakistan in favor of Director General, Development, Ministry of National Health Services, Regulations & Coordination Islamabad
12.11	Any proposal not accompanied by Bid Security shall be rejected by the procuring agency as non-responsive.
13.1	<p>Clarifications may be requested no later than 5 days prior to the submission deadline.</p> <p>Procurement Committee, Ministry of National Health Services Regulation & Coordination (M/o NHR&C), 3rd FLOOR, KOHSAR BLOCK, PAK SECRETARIAT, ISLAMABAD.</p> <p>Phone No: 051-9245998 Email: - Email Address: msnhsrc@gmail.com</p>

15.2	<p>The format of the Technical Proposal to be submitted is:</p> <p>FTP</p> <p>Submission of the Technical Proposal in a wrong format may lead to the Proposal being deemed non-responsive to the RFP requirements.</p>
16.1	<p>As per Financial Proposal Submission Forms.</p>
16.2	<p>A price adjustment provision applies to remuneration rates:</p> <p>No</p>
16.4	<p>The Financial Proposal shall be stated in the following currencies:</p> <p>Pak Rupees.</p>
<p>C. Submission, Opening and Evaluation</p>	
17.1	<p>In addition to the original uploaded on EPAD of PPRA, the number of copies to be submitted with the Application is: [One Copy]</p>
17.4	<p>In addition to the original uploaded on EPAD of PPRA, The Consultant must submit:</p> <p>(a) Technical Proposal: one (1) original</p> <p>(b) Financial Proposal: one (1) original.</p>
17.7 and 17.9	<p>The Proposals must be submitted no later than:</p> <p>Date: 12th August, 2025</p> <p>Time: 1100 Hours</p> <p>The Proposal submission address is: Procurement Committee, Ministry of National Health Services Regulation & Coordination (M/o NHR&C), 3rd FLOOR, KOHSAR BLOCK, PAK SECRETARIAT, ISLAMABAD.</p> <p>Phone No: 051-9245998</p> <p>Email: - Email Address: msnhsr@gmail.com</p>
19.5	<p>An online option of the opening of the Technical Proposals is offered:</p> <p>Yes</p> <p>The opening shall take place at:</p> <p>Procurement Committee, Ministry of National Health Services Regulation & Coordination (M/o NHR&C), 3rd FLOOR, KOHSAR BLOCK, PAK SECRETARIAT, ISLAMABAD.</p>

	Phone No: 051-9245998 Email: - Email Address: msnhsrc@gmail.com Date: 12th August, 2025 Time: 1130 Hours.		
21.1 [for FTP]	Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals are:		
	S. No.	Criteria	
			Marks
	Mandatory Requirements		
	1	Bidder must be a registered Firm either with SECP or with Registrar of Firms . Please attached valid documentary proof.	Mandatory Requirements
	2	Bidder must be a registered Tax Payer and must appear on the Active Taxpayer List . Please attach valid documentary proof along with NTN / STRN certificates	
	3	The Firm Having Valid Registration with Pakistan Engineering Council (PEC), if applicable	
	4	Black listing: Consultant is not blacklisted, Blacklisting means: “Barring a bidder, contractor, consultant or supplier from participating in any future procurement proceedings by the Pakistan Engineering Council/PPRA/any government, semi government, autonomous body” (Attach Affidavit on Rs. 200 Stamp paper attested by Notary Public)	
	5	Litigation History: All pending litigation. (Provide details or attach Affidavit in case of not applicable on Rs. 200 Stamp paper attested by Notary Public)	
	Work Experience		
6	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. 03 or more Projects 15 marks 02 Projects 10 marks 01 Project 05 marks	15	
6	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 03 or more Projects 15 marks 02 Projects 10 marks 01 Project 05 marks	15	

Key Staff Requirements		
7	Key professional staff qualifications and competence for the assignment	
	a) Team Leader / Hospital System Specialist: MBBS with 15 years' Experience in Healthcare Management & Strategic Planning, Installation & Commissioning Consultancy, Healthcare Business Development, Public Health Policy & Advisory Roles, Cost Optimization & Productivity Improvement.	16
	b) Bio Medical Engineer: PEC Valid Registration with Bachelor's degree in Bio Medical/Electrical Engineer 05 years relevant Experience.	08
	c) Economist / Financial Analyst: Master's degree in Economics, Finance / MBA Finance with 10 years' experience in financial advisory of project finance / infrastructure finance transactions	08
	d) Legal Specialist: LLB with 10 years' experience in legal advisory of project finance / infrastructure finance transactions	08
Financial Capabilities of the Firm		
8	Financial Capability Average Annual Turnover for last 3 years (Above Rs.200 million rupees) of Consultancy (Attach Audit Reports & Financial Statements of Lead Consultant)	10
Working Methodology for the Project		
9	Adequacy of the proposed methodology and work plan in responding to the Terms of Reference: (a) Understanding the Scope of the Project (b) Methodology (c) Technical Approach (d) Planning regarding Government Based project. (e) Work Plan in form of a Gantt chart of activities with duration of each task.	20
	Total	100
<p>.....</p> <p>The minimum technical score (St) required to pass is: <u>70</u></p>		
23.1	An online option of the opening of the Financial Proposals is offered: No.	
25.1	For the purpose of the evaluation, the Procuring Agency will exclude: (a) all local identifiable indirect taxes such as sales tax, excise tax, VAT, or similar taxes levied on the contract's invoices; If a Contract is awarded, at Contract negotiations, all such taxes will be discussed, finalized (using the itemized list as a guidance but not limiting to it) and added to the Contract amount as a separate line, also indicating which taxes shall be paid by the Consultant and which taxes are withheld and paid by the Procuring Agency on behalf of	

	the Consultant.
<p>27.1 (QCBS only)</p>	<p>The lowest Bid Price (Fm) is given the maximum financial score (Sf) of 100.</p> <p>The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:</p> <p>Sf = 100 x Fm/ F, in which “Sf” is the financial score, “Fm” is the lowest Bid Price, and “F” the price of the proposal under consideration.</p> <p>The weights given to the Technical (T) and Financial (P) Proposals are:</p> <p>T = 80%</p> <p>P = 20%</p> <p>Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following: $S = St \times T\% + Sf \times P\%$.</p>

Section IV. Technical Proposal – Standard Forms

FORM	DESCRIPTION
TECH-1	Technical Proposal Submission Form.
TECH-2	Consultant's Organization and Experience.
TECH-2A	A. Consultant's Organization
TECH-2B	B. Consultant's Experience
TECH-3	Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Procuring Agency.
TECH-3A	A. On the Terms of Reference
TECH-3B	B. On the Counterpart Staff and Facilities
TECH-4	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)

All pages of the original Technical and Financial Proposal shall be initialed by the same authorized representative of the Consultant / Lead Member who signs the Proposal.

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: *[Name and address of Procuring Agency]*

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. *[Select appropriate wording depending on the selection method stated in the RFP: “We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope” or, if only a Technical Proposal is invited “We hereby are submitting our Proposal, which includes this Technical Proposal only in a sealed envelope.”]*

{If the Consultant is a Consortium, insert the following: We are submitting our Proposal a Consortium with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: “of our letter of intent to form a Consortium” or, if a Consortium is already formed, “of the Consortium agreement”} signed by every participating member, which details the likely legal structure of and the con Service Provide ration of joint and severable liability of the members of the said Consortium.

{OR

If the Consultant’s Proposal includes Sub-Consultants, insert the following: We are submitting our Proposal with the following Consultants as Sub-Consultants: {Insert a list with full name and address of each Sub-Consultant. }

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Procuring Agency.
- (b) Our Proposal shall be valid and remain binding upon us until *[insert day, month and year in accordance with ITC 12.1]*.
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) *[Note to Procuring Agency: Only if required in ITC10.2 (Data Sheet 10.2), include the following: In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and*

corruption, including bribery, in force in the country of the Procuring Agency.]

- (e) Except as stated in the Data Sheet, Clause 12.7, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.
- (f) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Procuring Agency is not bound to accept any Proposal that the Procuring Agency receives.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant (company's name or Consortium's name):

In the capacity of: _____

Address: _____

Contact information (phone and e-mail): _____

{For a Consortium, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM TECH-2 (for Full Technical Proposal Only)

Consultant's Organization and Experience

Form TECH-2: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a Consortium, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-Consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a Consortium or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

A - Consultant's Organization

1. Provide here a brief description of the background and organization of your company, and – in case of a Consortium – of each member for this assignment.
2. Include organizational chart, a list of Board of Directors, and beneficial ownership

B - Consultant's Experience

1. List only previous similar assignments successfully completed in the last [.....] years.
2. List only those assignments for which the Consultant was legally contracted by the Procuring Agency as a company or was one of the Consortium partners. Assignments completed by the Consultant's individual experts working privately or through other consulting Consultants cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-Consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Procuring Agency.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Procuring Agency & Country of Assignment	Approx. Contract value (in US\$ equivalent)/ Amount paid to your Consultant	Role on the Assignment

FORM TECH-3 (for Full Technical Proposal)

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE PROCURING AGENCY

Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Procuring Agency, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

{Improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{Comments on counterpart staff and facilities to be provided by the Procuring Agency. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

FORM TECH-4 (for FTP)
Team Composition, Assignment, and Key Experts' inputs

N°	Name	Expert's input (in person/month) per each Deliverable (listed in TECH-5)										Total time-input (in Months)		
		Position		D-1	D-2	D-3	D-...				Home	Field	Total
KEY EXPERTS														
K-1	{e.g., Mr. Abbbb}	[Team Leader]	[Home]	[2 month]	[1.0]	[1.0]								
			[Field]	[0.5 m]	[2.5]	[0]								
K-2														
K-3														
n														
											Subtotal			
NON-KEY EXPERTS														
N-1			[Home]											
			[Field]											
N-2														
n														
											Subtotal			
											Total			

- 1 For Key Experts, the input should be indicated individually for the same positions as required under the Data Sheet ITC21.1.
- 2 Months are counted from the start of the assignment/mobilization. One (1) month equals twenty two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.

3 “Home” means work in the office in the expert’s country of residence. “Field” work means work carried out in the Procuring Agency’s country or any other country outside the expert’s country of residence.

 Full time input  Part time input

**Form TECH-4
(Continued)**

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous Procuring Agency's and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Assignment

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work): _____

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks as in TECH- 5 in which the Expert will be involved}	

Expert’s contact information: (e-mail, phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Agency.

{ day/month/year }

Name of Expert	Signature	Date
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{ day/month/year }

Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date
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Section V: Financial Proposal - Standard Forms

FIN-1 Financial Proposal Submission Form

FIN-2 Summary of Costs

FORM FIN-1 FINANCIAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Sir,

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures¹]. This amount is inclusive of the taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Agreement negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph Reference 1.12 of the Data Sheet.

No commissions or gratuities have been or are to be paid by us to agents relating to this Proposal and Agreement execution.

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

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: _____

Name and Title of Signatory: _____

Name of Consultant: _____

Address: _____

FORM FIN-2 SUMMARY OF COSTS

Financial Proposal

HIRING OF CONSULTANTS FOR TRANSACTION ADVISORY SERVICES FOR OUTSOURCING OF HEALTH FACILITIES IN ISLAMABAD.

Description	Duration of Contract	Lump sum Quoted Price
Lump sum cost for Hiring of Consultant for Transaction Advisory Services for Outsourcing of Health Facilities in Islamabad	90 Days	

Quoted Prices in Words: _____

Payment Terms:

Mode of Payment	
Scope & Descriptions of work.	Payment in % age.

Note:

- a. Quoted Prices should be inclusive of all applicable taxes either Federal & Provincial Govt. or local bodies and will be deducted from the invoice accordingly.
- b. Bidder shall not claim or charge any other Out of Pocket expense other than quoted

above

- c. An amount of Rs. 1,000,000/- as Bid Security in the form of CDR only from any Schedule Bank of Pakistan must be submitted along with Technical Proposal in favor of Director General, Development, Ministry of National Health Services, Regulations & Coordination Islamabad.
- d. Successful Consultant shall submit the invoices / bills at the end of successful completion of each stage up to the satisfaction of M/ONHSR&C.
- e. Invoice / Bills must have valid NTN and Sales Tax Number clearly written.

Company Stamp and Authorized Signature

Section VI – Scope of Services

TERMS OF REFERENCE (TOR)

REQUEST FOR PROPOSAL (RFP) FOR HIRING OF CONSULTANT FOR PROPOSING MODELS FOR OUTSOURCING OF GOVERNMENT HOSPITALS IN ISLAMABAD

1. Introduction

The Ministry of National Health Services, Regulations & Coordination (MoNHSRC), Government of Pakistan, invites sealed proposals from qualified and experienced consultants or consulting firms to conduct a comprehensive study and provide viable models for outsourcing of Health Facilities in Islamabad. The consultant is also required to digitize and assess the existing inventory and infrastructure of these Health Facilities.

2. Objective

To engage a qualified consultant or firm to:

- a. Propose various international and local outsourcing models suitable for public sector hospitals.
- b. Recommend a viable and sustainable outsourcing strategy for Health Facilities.
- c. Digitize and evaluate the current inventory, infrastructure, and service delivery mechanisms of Health Facilities.

3. Scope of Work

The selected consultant/firm shall:

A. FEASIBILITY STUDY

i. Technical Feasibility Study:

- a. Conduct situational analysis of Health Facilities.
- b. Identify existing gaps in services at Health Facilities related to hospital management, service delivery, human resource deployment, public center blood centers and financial systems.
- c. Conduct a comprehensive review and analysis of well-functioning blood centers and their associated blood bank networks in other provinces and adopt/incorporate suitably into the outsourcing documentation for the Regional Blood Center Islamabad and its connected blood bank network to ensure optimal performance and efficiency
- d.
- e. Review existing policies, guidelines, and best practices for public philanthropic partnership services in other Provinces of Pakistan. Recommend any necessary policy interventions to facilitate the outsourcing process.
- f. Propose various outsourcing models (e.g., Public Philanthropic Partnership, Public-Private Partnerships, Management Contracts, Leasing Models, Hybrid Models) with pros and cons.
- g. Recommend a context-specific model for each of the Health Facilities.
- h. Develop a roadmap for the outsourcing process, including legal, financial, HR, and operational frameworks.
- i. Develop an implementation roadmap for the recommended model, including short-term and long-term strategies.
- j. Digitize and compile the existing inventory (equipment, furniture, IT assets, etc.) of Health Facilities.
- k. Prepare a detailed implementation and monitoring framework for Health Facilities.
- l. Conduct stakeholder consultations, including hospital administrations, public sector health professionals, and relevant government departments. Engagement with stakeholders (government bodies, healthcare professionals, donors, and private sector partners) to assess potential management models.
- m. Thorough mapping of the demand across Health Facilities and nearby regions. Analyze historical consultation/ referral trends, usage patterns and future demand projections.
- n. Assess efficiency levels, wastage and performance benchmarks of the health facilities. Identify potential areas for cost optimization and service improvement.

- o. Define roles, responsibilities and risk-sharing mechanisms between the government and the private sector. Propose key performance indicators (KPIs) for Health Facilities for monitoring private sector performance
- p. Analyze financial viability, cost recovery mechanisms, and potential revenue streams for Health Facilities.
- q. Provide a cost-benefit analysis of different operational approaches.
- r. Identify potential risks and mitigation strategies for each model.
- s. Develop an agreement covering terms and conditions of partnership, responsibilities, monitoring, legality, operational plan, conflict resolution and withdrawal

ii. Financial Viability Assessment Report

- a) Develop financial model of the Projects covering the projected revenues (if there is any), Rehabilitation and Operations & Maintenance (O&M) cost estimates over the life of the Project. O&M costs should be distinguished as direct / indirect costs and fixed and variable costs and breakeven analysis shall be performed;
- b) Prepare cost estimates for allied facilities and ancillary works based;
- c) Prepare a list of fiscal incentives and/or contingent support that may be provided to the Operator and users of the facility.
- d) Operating revenues with the underlying data such as demand forecasts and user charges (if there is any)

PPP Options Analysis Report

- a) List all possible PPP options (including philanthropic partnerships, O&M models, etc.) available for outsourcing of public health facilities
- b) Evaluate the advantages and disadvantages of each option, together with its risks, benefits and potential impacts
- c) Assess which options are likely to attract private sector engagement, and
- d) Recommend the preferred option
- e) For each of the PPP Option listed, perform the following tasks:
 - i. Prepare a viable transaction structure for implementation of the Project;
 - ii. A Cost Benefits Analysis (CBA) outlining economic efficiencies of the project and a Value for Money (VfM) analysis based on public sector comparator model;
 - iii. Impact on the financial and commercial viability, financial model and transaction structuring;
 - iv. Identify possible Government support may be required by developer, both financial and other
 - v. Identify the project risks and develop risk matrix.

iii. Legal, Institutional and Regulatory Assessment Report

- a) What laws, rules, regulations will be involved in the project implementation?
- b) What are the implications and legal aspects of the project including all possible legal impediments and legal matters related to land
- c) What kind of necessary approvals are required for establishing the Projects?
- d) Prepare draft bill, rules and regulations for the project, or trust documents, if required.
- e) Develop a time line of approvals required at various stages.

B: TRANSACTION ADVISORY

shall include but not limited to the following components:

Preparation and Submission of Procurement Package

- a) Prepare Notice for Pre-qualifications, pre-qualification criteria, pre-qualification document, request for proposal (the RFP) documents, and relevant project agreements (as per applicable standards) including Concession Agreement and project information memorandum (if required) for bidders;
- b) Presentation of feasibility study outcomes and proposed project structure for necessary approvals.

Issuance of Bid Documents

- a) Presentation of project bidding documents for necessary approvals.
- b) Issuance of bidding documents including EOI, pre-qualification document, RFP, draft concession agreement and project information memorandum to bidders pursuant to PPRA rules.

Submission of Bid Evaluation Report

- a) Assist the Procuring Agency to invite proposals from the pre-qualified bidders and handle queries, if any received in response to the RFP, of the pre-qualified bidders by attending pre-bid meeting(s).
- b) Assist the Procuring Agency to evaluate the bids including technical and financial proposals.
- c) Presentation of bid evaluation outcomes for necessary approvals.
- d) Assist the Procuring Agency in preparation of Bid Evaluation Report.

Issuance of Letter of award/acceptance

- a) Presentation of project procurement outcomes and bid results for necessary approvals.
- b) Assist the Procuring Agency in preparation of Letter of award/acceptance to preferred bidder.

C: SIGNING OF CONCESSION AGREEMENT

- a) Assist in final negotiation with preferred party;
- b) Assist in execution of concession agreement between the Procuring Agency and the project company

Execution of ancillary Agreements and other required documents

- a) Preparation of all ancillary agreements / documents / opinions / minutes of all meeting or any other similar task that may be required for the execution of this project.

Section VII - Schedule of Deliverables

	Phase-1: Feasibility Study	Timeline	Payment
1	Inception Report	One Week	05%
2	Technical Feasibility Study	1 month	35%
3	Financial Viability Assessment & PPP Options Analysis	1.5 months	05%
4	Legal, Institutional and Regulatory Assessment Report	1.5 months	05%
			50%

	Phase-2: Transaction Advisory	Timeline	Payment
5	Preparation and Submission of Procurement Package	2.5 Months	25%
6	Issuance of Bid Documents	3 Months	05%
7	Submission of Bid Evaluation Report	5 Months	05%
8	Issuance of Letter of Award/Acceptance	5.5 Months	05%
			40%

	Phase-3: Concession Agreement Signing	Timeline	Payment
9	Negotiation & Signing of Concession Agreement	6 months	5%
10	Execution of ancillary agreements	8 months	5%
			10%

** The timeline is from signing of Consultancy Services Agreement for each deliverable*

Section VIII – List of Health Facilities

1. Regional Blood Center Islamabad
2. Isolation Hospital and Infections Treatment Center (IHITC)
3. Community Health Hospitals (06)
 - Bari Imam
 - G-13
 - Shah Allah Ditta
 - Rawat
 - Tarnol
 - Kirpa
4. Mother & Child Health Hospitals (01)
 - Badhana Kalan (I-14)
5. Rural Health Center (03)
 - Tarlai
 - Sihala
 - Bhara Kahu
6. Basic Health Units (13)
 - BHU Bhukkar
 - BHU Sohan
 - BHU Gokina
 - BHU Gagri
 - BHU Jhang Syedan
 - BHU Phulgran
 - BHU Shahdara
 - BHU Pind Begwal
 - BHU Bhimber Tarar
 - BHU Jagiot
 - BHU Chirah
 - BHU Tumair
 - BHU Golra Sharif
7. Dispensaries (01)
 - Model Town Humak