REQUEST FOR APPLICATIONS FOR PRE-QUALIFICATION REGARDING

PROCUREMENT OF MANAGEMENT, JANITORIAL, SECURITY SERVICES AND TECHNICAL ASSISTANCE FOR IMPLEMENTATION OF ELECTRONIC MEDICAL RECORD (EMR)/ QUE MANAGEMENT SYSTEM (QMS)

FOR NEWLY ESTABLISHED TEHSIL HEAD QUARTER HOSPITAL (THQ), RAIWAND (60 BEDDED TEHSIL LEVEL HOSPITAL)

May, 2016

Primary & Secondary Healthcare Department

Government of the Punjab
DISCLAIMER

The information contained in this pre-qualification document or subsequently provided to Bidder(s), whether verbally or in written form by or on behalf of the Primary & Secondary Healthcare Department, Punjab or any of their employees or advisors, shall be subject to the terms and conditions set out in this pre-qualification document and any other terms and conditions subject to which such information is provided.

This pre-qualification document does not purport to contain all the information each bidder may require. This pre-qualification document may not be appropriate for all persons, and it is not possible for the Primary & Secondary Healthcare Department, Punjab their employees or advisors to consider the investment objectives, financial situation and particular needs of each bidder who reads or uses this pre-qualification document. Certain bidders may have better knowledge of the proposed Project than others. Each Bidder should conduct its own investigations and analysis and should check the accuracy, reliability and completeness of the information in this pre-qualification document and obtain independent advice from appropriate sources. Primary & Secondary Healthcare Department, Punjab its representatives, their employees and advisors make 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 pre-qualification document.

Primary & Secondary Healthcare Department Punjab may, in its 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 pre-qualification document or cancel the present Invitation and call for fresh Invitations. Such changes would be intimated to all bidders using this pre-qualification document.

Primary & Secondary Healthcare Department Punjab reserves the right to reject all of qualification applications submitted in response to this pre-qualification at any stage without assigning any reasons whatsoever. Primary & Secondary Healthcare Department Punjab also reserves the right to hold or withdraw from or cancel the process at any stage up to the final pre-qualification / short listing.

Neither Primary & Secondary Healthcare Department Punjab nor their employees or representative will have any liability in case of non-receipt of any correspondence from them to the bidders due to the postal delays.

Mere submission of this pre-qualification or issue of RFQ does not vest any right in the Bidder for being selected for the project.
Preface

This prequalification document for procurement of management, janitorial, security services and technical assistance for implementation of Electronic Medical Record (EMR)/ QUE Management System (QMS) for newly established Tehsil Headquarter (THQ) Hospital, Raiwind (60 bedded Tehsil level Hospital) has been prepared by Primary & Secondary Healthcare Department, Punjab and it is based on The Punjab Procurement Regulatory Authority Act, 2009 and Punjab Procurement Rules 2014.

The Punjab Government is committed to the principle of universal health care for all members of the society - combining mechanisms for health financing and service provision - and improving the health status of the population. In order to fulfil this commitment, Government of Punjab has developed Punjab Health Sector Strategy and Punjab Health Reforms Roadmap, which are aimed at pulling together the big strands of work that will help make Punjab a healthier place to live in years to come.

The vast public healthcare institutional apparatus of Punjab is spread over 36 districts comprising 27 District Headquarter (DHQ) hospitals, 104 Tehsil Headquarter (THQ) hospitals, 300 Rural Health Centers (RHC), and 2,500 Basic Health Units (BHU) as well as outreach and community - based services and provincially managed health programmes, which are responsible for the delivery of health care to people especially to women and children.

Government of Punjab is undertaking wide - ranging reforms to improve the healthcare service delivery in Punjab under the umbrella of Punjab Health Reforms Roadmap. At DHQ/THQ level, the reform priorities include improving doctors’ presence, medicine availability, equipment maintenance, infrastructure repairs and effective monitoring & governance, while for primary healthcare the priorities include vaccination, skilled birth attendance, BHU and RHC functioning, district effectiveness and family planning.

The instant initiative for Procurement of Management, Janitorial, security services and technical assistance for implementation of Electronic Medical Record (EMR)/ QUE Management System (QMS) for newly established Tehsil Headquarter (THQ) Hospital, Raiwind (60 bedded Tehsil level Hospital) is one of the measures being introduced to overcome inherent hurdles in the delivery of accessible, affordable & equitable health services to people and to improve service delivery through better management practices.
Summary Description
This prequalification document consists of the Prequalification procedures and requirements for the procurement of management services. Details are as follows:

Prequalification Document for Procurement of Management, Janitorial, security services and technical assistance for implementation of Electronic Medical Record (EMR)/ QUE Management System (QMS)

PART 1 – PREQUALIFICATION PROCEDURES

Section I. Instructions to Applicants (ITA)

This Section specifies the procedures to be followed by Applicants in the preparation and submission of their Applications for Prequalification (AFPs). Information is also provided on evaluation of AFPs.

Section II. Prequalification Data Sheet (PDS)

This Section consists of provisions that are specific to each prequalification, and supplements the information or requirements included in Section I, Instructions to Applicants.

Section III. Qualification Criteria and Requirements

This Section contains the methods, criteria, and requirements to be used to determine how Applicants shall be prequalified and later invited to bid.

Section IV. Application Forms

This Section contains the formats for the Application Submission Form and all the information required to be submitted with the application.

PART 2. SERVICE REQUIREMENTS

Section V. Scope of Services

This Section includes a summary description of the terms of reference of the services that are the subject of this prequalification, as well as a summary description and technical specifications for which the management services are being sought.
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PART 1 – Prequalification Procedures
Section I. Instructions to Applicants

A. General

1. Scope of Application

1.1 In connection with the invitation for Prequalification indicated in Section II, Prequalification Data Sheet (PDS), the Employer, as defined in the PDS, issues this Prequalification Document (PQD) to applicants interested in bidding for the services described in Section V, Scope of Services.

1.2 The Applications for Pre-Qualification are being invited against Tehsil Head Quarter Hospital (THQ) Raiwand (60 bedded tehsil level hospital)

2. Source of Funds

2.1 The Government of Punjab will provide facility as mentioned in the scope of services.

3. Fraud and Corruption

3.1 The Government of the Punjab requires that Employer (Primary & Secondary Healthcare Department Punjab), as well as Applicants, Bidders, Suppliers, Contractors, and Consultants observe the highest standard of ethics during the procurement and execution of such contracts. In pursuit of this policy, the employer defines the terms and provisions, set forth below as below:

(i) Corrupt practice is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
(ii) fraudulent practice is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
(iii) Collusive practice is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party
(iv) Coercive practice is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party
(v) “obstructive practice” is deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a government investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation.

The employer;

a) will reject a proposal for award if it determines that the Bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive
practices in competing for the Contract in question;
b) will sanction a firm or individual, including declaring them ineligible, either
indefinitely or for a stated period of time, if it at any time determines that they have,
directly or through an agent, engaged, in corrupt, fraudulent, collusive or coercive
practices in competing

4. Eligible Applicants

4.1 An applicant must be a legal entity as under Companies Ordinance, 1984, The Societies
Registration Act, 1860, Partnership Act 1932, or any other law governing existence of entities

4.2 Following shall be the minimum eligibility criteria:

Registered professional and reputable health service delivery entities having following characteristics:
i. Experience of operating at least 25 bedded General Hospital in the recent 5 years at Divisional
   Headquarter/cities in Punjab (Additional Credit may be given to Lahore based).
ii. Annual Turnover of at least equal to Rs.100 million
iii. Experience of managing at least 50 employees (Additional Credit may be given to
   Internationally recognized Best HR practices)
iv. Experience of Financial management experience (Pay roll management- experience of
   managing public sector pay rolls/ similar system of at least 50 employees)
v. Experience of Procurement (Additional credit may be given to those with Procurement
   experience of at least Rs.10 million annual)
vi. Additional credit may be given to those having experience of running teaching hospital & in
   house training of staff
vii. Entity must have not been blacklisted by any competent court/Public Institution
viii. Entity must be a legal entity as under Companies Ordinance, 1984, The Societies Registration
   Act, 1860, Partnership Act 1932, or any other law governing existence of entities
ix. Entity must have Pakistan origin
x. Non-Performance of a contract did not occur by the entity within the last three years, prior to the
deadline for application submission
xi. All pending litigation shall in total not constitute more than 25 %, of the Applicant's net worth.

4.3 Applicants shall not have a conflict of interest. Applicants have an obligation to
disclose any situation of actual or potential conflict that impact their capacity to serve the best
interest of the Employer, or that may reasonably be perceived as having this effect. Failure to
disclose said situations may lead to rejection of the Application, Bid, or eventual termination
of the contract

4.4 Notwithstanding anything stated elsewhere in this document, the employer shall have
the right to seek updated information from the Bidder to ensure their continued eligibility. Bidder(s) shall provide evidence of their continued eligibility in a manner that is satisfactory to the
Primary & Secondary Healthcare Department, Government of the Punjab

4.5 Bidder may be disqualified if it is determined by the Employer, at any stage of the
process, that the Bidder will be unable to fulfill the requirements of the project or fails to
continue to satisfy the eligibility criteria. Supplementary information or documentations may
be sought from Bidders at any time and must so be provided within a reasonable time frame as stipulated by the Primary & Secondary Healthcare Department, Punjab.

4.6 An applicant who has been barred or disqualified either by any Government or department/agencies/Competent Court would not be eligible to submit an Application. Bidder to submit an affidavit to this effect

4.7 Applicant shall provide such evidence of their continued eligibility satisfactory to the Employer, as the Employer shall reasonably request

B. Contents of the Prequalification Document

5. Sections of Prequalification Document

5.1 The document for the prequalification of Applicants (hereinafter referred to as “prequalification document”) consists of parts 1 and 2 which comprise all the sections indicated below, and should be read in conjunction with any Addendum issued in accordance with ITA 7.

PART 1 Prequalification Procedure

Section I. Instructions to Applicants (ITA)
Section II. Prequalification Data Sheet (PDS)
Section III. Qualification Criteria and Requirements
Section IV. Application Forms

PART 2 Service Requirements

Section V. Scope of Services

5.2 The “Request for Prequalification Applications” issued by the Employer is not part of the prequalification document.

5.3 The Employer accepts no responsibility for the completeness of the prequalification document and its addenda.

5.4 The Applicant is expected to examine all instructions, forms, and terms in the Prequalification Document and to furnish all information or documentation required by the Prequalification Document.

6. Clarification of Pre-qualification Document

A prospective Applicant requiring any clarification of the Prequalification Document shall contact the Employer in writing at the Employer’s email address or the address indicated in the PDS from 08:00 AM to 04:00PM. Should the Employer deem it necessary to amend the prequalification document as a result of a clarification, it shall do so following the procedure under ITA 7.

7. Amendment of Pre-qualification Document
7.1 At any time prior to the deadline for submission of applications, the Employer may amend the Prequalification Document by issuing addenda.

7.2 Any addendum issued shall be part of the Prequalification Document and shall be communicated in writing to all who have obtained the prequalification document from the Employer.

7.3 To give prospective Applicants reasonable time to take an addendum into account in preparing their applications, the Employer may, at its discretion, extend the deadline for the submission of applications.

C. Preparation of Applications

8. Cost of Applications
The Applicant shall bear all costs associated with the preparation and submission of its application. The Employer will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the prequalification process.

9. Language of Application
The application as well as all correspondence and documents relating to the prequalification exchanged by the Applicant and the Employer, shall be written in the language specified in the PDS. Supporting documents and printed literature that are part of the application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the language specified in the PDS, in which case, for purposes of interpretation of the application, the translation shall govern.

10. Documents Comprising the Application
10.1 The application shall comprise the following:
   a. Application Submission Form, in accordance with ITA 11;
   b. Documentary evidence establishing the Applicant’s eligibility to prequalify, in accordance with ITA 12;
   c. Documentary evidence establishing the Applicant’s qualifications, in accordance with ITA 13; and
   d. Any other document required as specified in the PDS.

11. Application Submission Form
The Applicant shall prepare an Application Submission Sheet using the form furnished in Section IV, Application Forms. This Form must be completed without any alteration to its format.

12. Documents Establishing the Eligibility of the Applicant
To establish its eligibility in accordance with ITA 4, the Applicant shall complete the eligibility declarations in the Application Submission Form and Forms ELI (eligibility) 1.1 and 1.2, included in Section IV, Application Forms.
13. **Documents Establishing the Qualifications of the Applicant**

To establish its qualifications to perform the contract(s) in accordance with Section III, Qualification Criteria and Requirements, the Applicant shall provide the information requested in the corresponding Information Sheets included in Section IV, Application Forms.

14. **Signing of the Application and Number of Copies**

14.1 The Applicant shall prepare one original of the documents comprising the application as described in ITA 10 and clearly mark it “ORIGINAL”. The original of the application shall be typed or written in indelible ink and shall be signed by a person duly authorized to sign on behalf of the Applicant.

14.2 The Applicant shall submit copies of the signed original application, in the number specified in the PDS, and clearly mark them “COPY”. In the event of any discrepancy between the original and the copies, the original shall prevail.

D. **Submission of Applications**

15. **Sealing and Identification of Applications**

15.1 The Applicant shall enclose the original and the copies of the application in a sealed envelope that shall:

(a) Bear the name and address of the Applicant;
(b) Be addressed to the Employer
(c) Bear the specific identification of this prequalification process indicated in the PDS

15.2 The Employer will accept no responsibility for not processing any envelope that was not identified as required.

16. **Deadline for Submission of Applications**

16.1 Applicants may always submit their applications by Dak/Courier or by hand by or before 4 pm on 10th June, 2016

16.2 Applications submitted by either facsimile transmission, telex or e-mail will not be considered for evaluation and short listing.

16.3 The applicant may modify, substitute or withdraw its application after submission, provided that written notice of the modification, substitution or withdrawl is received by the employer before the PQQ Due Date and time.

16.4 No application shall be modified or substituted or withdrawn by the applicant after the Due Date and time

16.5 The Employer may, at its discretion, extend the deadline for the submission of applications by amending the Prequalification Document, in which case all rights and obligations of the Employer and the Applicants subject to the previous deadline shall thereafter be subject to the deadline as extended. In such cases the Qualification applications received
prior to such extension shall not be opened.

17. Late Applications
Any application received by the Employer after the prescribed deadline for submission of applications will not be entertained and will be returned unopened to the Applicants.

18. Opening of Applications
18.1 The Employer would open the Applications on the opening due date as indicated in the PDS, for the purpose of evaluation

18.2 The Employer shall prepare a record of the opening of applications that shall include, as a minimum, the name of the Applicant.

E. Procedures for Evaluation of Applications

19. Confidentiality
19.1 Information relating to the evaluation of applications, and recommendation for prequalification, shall not be disclosed to Applicants or any other persons not officially concerned with such process until the notification of prequalification is made to all Applicants.

19.2 From the deadline for submission of applications to the time of notification of the results of the prequalification, any Applicant that wishes to contact the Employer on any matter related to the prequalification process, may do so but only in writing.

19.3 The employer will not reveal any such information unless it is ordered to do so by higher authority that has the power under law to require its disclosure.

20. Clarification of Applications
20.1 To assist in the evaluation of applications, the Employer may, at its discretion, ask any Applicant for a clarification of its application which shall be submitted within a stated reasonable period of time. Any request for clarification and all clarifications shall be in writing.

20.2 If an Applicant does not provide clarifications of the information requested by the date and time set in the Employer’s request for clarification, its application may be rejected.

21. Responsiveness of Applications
The Employer may reject any application, which is not responsive to the requirements of the prequalification document.

F. Evaluation of Applications and Prequalification of Applicants

22. Evaluation of Applications
The Employer shall use the factors, methods, criteria, and requirements defined in Section III, Qualification Criteria and Requirements to evaluate the qualifications of the Applicants. The Employer reserves the right to waive minor deviations in the qualification criteria if they do
not materially affect the capability of an Applicant to perform the contract.

23. Employer’s Right to Accept or Reject Applications
The Employer reserves the right to accept or reject any application, and to annul the prequalification process and reject all applications at any time, without thereby incurring any liability to Applicants.

24. Prequalification of Applicants
All Applicants whose applications have met or exceeded (“Passed”) all the specified threshold requirements will, to the exclusion of all others, be prequalified by the Employer.

25. Notification of Prequalification
Once the Employer has completed the evaluation of the applications it shall notify applicants who have been prequalified.

26. Invitation to Bid
26.1 Promptly after the notification of the results of the prequalification the Employer shall invite bids from all the Applicants that have been prequalified.

26.2 Bidders may be required to provide a Bid Security or a Bid Securing Declaration acceptable to the Employer in the form and an amount to be specified in the Bidding Documents, and the successful Bidder shall be required to provide a Performance Security to be specified in the Bidding Documents.

27. Changes in Personnel or Qualifications of Applicants
Any change in the structure, formation, personnel or qualifications of an Applicant after being prequalified and invited to bid shall be subject to a written approval of the Employer prior to the deadline for submission of bids. Such approval shall be denied if as a consequence of the change, the Applicant no longer substantially meets the qualification criteria set forth in Section III, Qualification Criteria and Requirements, or if in the opinion of the Employer, a substantial reduction in competition may result. Any such changes shall be submitted to the Employer not later than 14 days after the date of the Invitation for Bids.
Section II. Prequalification Data Sheet
# Section II. Prequalification Data Sheet

## A. General

<table>
<thead>
<tr>
<th>ITA 1.1</th>
<th>The Employer is: The Primary &amp; Secondary Healthcare Department, Government of the Punjab</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITA 1.2</td>
<td>Contract Name: Management contract for Management, Janitorial &amp; security services and technical assistance for implementation of Electronic Medical Record (EMR)/ QUE Management System (QMS) for Tehsil Headquarter (THQ) Hospital, Raiwind</td>
</tr>
<tr>
<td>ITA 2.1</td>
<td>Source of Funds: Government of the Punjab</td>
</tr>
<tr>
<td>ITA 4.3</td>
<td>Conditions to be considered conflict of interest: Direct or Indirect relation of the competing organization with any officer, member of a committee involved in this transaction, who may influence the process or disclose the information relating to this process shall be considered a conflict of interest and it is responsibility of the bidding firm, to inform the employer about this relationship.</td>
</tr>
<tr>
<td>ITA 4.6</td>
<td>The list of debarred firms can be viewed at PPRA website. <a href="http://ppra.punjab.gov.pk">ppra.punjab.gov.pk</a>.</td>
</tr>
</tbody>
</table>

## B. Contents of the Prequalification Document

| ITA 6 | For **clarification purposes**, the Employer's address is:  
*Contract Management Unit, Primary and Secondary Healthcare Department, Government of Punjab*  
Address: 1-Bird Wood Road  
City: Lahore  
Country: Pakistan  
Telephone:  
+92-04299205839,  
+92-042-99204567  
Focal Person: Dr. Yadullah, Deputy Secretary Technical-I PSHD  
Eamil: dryadullah@hotmail.com |

## C. Preparation of Applications

| ITA 9 | The qualification Application and all related correspondence and documents should be written in the English language. Supporting documents and printed literature furnished by Bidder with the Application; Supporting materials and application, which are not translated into English, shall not be considered. For the purpose of interpretation and evaluation of the qualification request, the English language translation shall prevail |
### ITA 10

The Applicant shall submit with its application, the following additional documents:

1. Documentary proof of being legal entity as mentioned in eligibility of Applicant.
2. Registration Certificate (name of relevant professional institutions) along with latest renewal letter;
3. Copy of Registration with Income Tax Department;
4. List of permanent professional staff along with C.Vs of relevant core staff showing project-wise experience with exact time duration for each project.
5. Documentary proof of running a 25 bedded General hospital for the last 5 years at Divisional Headquarter city.
6. List of similar works in hand since last five years, indicating total cost of such works and cost of projects received against those works along with date of start and completion or expected date of completion.
7. A certificate / affidavit stating that Bidder is:
   - i. Not blacklisted by any Government / Autonomous Body/Competent Court
   - ii. Has Pakistan origin
   - iii. Non-Performance of a contract did not occur by the entity within the last three years, prior to the deadline for application submission
   - iv. All pending litigation shall in total not constitute more than 25 %, of the Applicant’s net worth.
8. Audited statements of accounts for the last 3 years (Certified copies)
9. Existing Hospital/Health Facility Management Mechanism
10. Verifiable Evidence of HR management experience of at least 50 employees (List of employees with Name, CNIC number and date of hiring, qualification, training, capacity building mechanism adopted)
11. Verifiable Evidence of Financial Management experience of at least 50 employees (Payroll mechanism with details enumerating number, name & CNIC of employees handled, financial management model)
12. Verifiable Evidence of Procurement (Procurement procedures and procurement volume with certified documentary evidence of procurement e.g copy of bills, advertisement of procurement, contract awarded, purchase order, payment bills etc)
13. Evidence of running teaching hospital & in-house training of staff (If applicable)
14. Any other relevant information.

### ITA 14

In addition to the original, the number of copies to be submitted with the application is two. The Applicant will thus have to submit one original and one copy for one set of application.
## D. Submission of Applications

| ITA 15 | Applicants shall not have the option of submitting their applications electronically. For **application submission purposes only**, the Employer's address is:  

*Contract Management Unit,*  
*Primary and Secondary Healthcare Department, Government of Punjab*  
1-Bird Wood Road  
City: Lahore  
Country: *Pakistan*  
Telephone:+92-04299205839, +92-04299204567  
  
Focal Person: Dr. Yadullah  
Designation: Deputy Secretary Technical-1,  
Email:dryadullah@hotmail.com |

| ITA 16 | **The deadline for application submission**  
**is:** Date:10th June, *2016*  
Time: *1600 PST* |

| ITA 17 | Late applications will be returned unopened to the Applicants. |

## E. Procedures for Evaluation of Applications

| As at ITA 19-21 |
Section III
QUALIFICATION CRITERIA & REQUIREMENT
Section III. Qualification Criteria & Requirement

A. General
28. Qualification Criteria and Requirement

The employer will examine all the bidders on the following criteria:

28.1 BASIC

a. Origin of Entity is Pakistan
b. No Conflict of Interest
c. Not blacklisted by any Government/agency/authority
d. Existence as a legal Entity (Legal incorporation or establishment and registration)

28.2 FINANCIAL CREDENCE AND EXPERIENCE

1. History of Non-Performing Contracts
Nonperformance of a contract did not occur within the last three years, prior to the deadline for application submission based on all information on fully settled disputes or litigation. A fully settled dispute or litigation is one that has been resolved in accordance with the Dispute Resolution Mechanism under the respective contract, and where all appeal instances available to the applicant have been exhausted.

2. Pending Litigation
All pending litigation shall in total not constitute more than 25% of the Applicant's net worth and shall be treated as resolved against the Applicant.

3. Financial Qualifications
In order to Pre-Qualify Annual turnover of the entity must be at least Rs.100 million. Average Annual Turnover calculated as the sum of total certified (audited) payments received within last three years.

4. Experience
i. Experience of operating 25 bedded General hospital for the last 5 years at Divisional Headquarter cities (Additional credit may be given to Lahore based).
ii. Annual Turnover of at least equal to Rs.100 million
iii. Experience of managing at least 50 employees (Additional Credit may be given to Internationally recognized Best HR practices)
iv. Experience of financial management (Pay roll management- experience of managing public sector pay rolls/ similar system of at least 50 employees)
v. Experience of Procurement (Additional Credit may be given to those with Procurement experience of at least Rs.10 million annual)
vi. Additional credit may be given to those having experience of running teaching hospital & in house training of staff
# Eligibility Criteria

**QUALIFICATION CRITERIA FOR PROCUREMENT OF MANAGEMENT, JANITORIAL, SECURITY SERVICES AND TECHNICAL ASSISTANCE FOR IMPLEMENTATION OF ELECTRONIC MEDICAL RECORD (EMR)/ QUE MANAGEMENT SYSTEM (QMS) FOR NEWLY ESTABLISHED TEHSIL HEAD QUARTER HOSPITAL (THQ), RAIWAND (60 BEDDED TEHSIL LEVEL HOSPITAL)**

<table>
<thead>
<tr>
<th>No.</th>
<th>Subject</th>
<th>Requirement</th>
<th>Submission Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Origin</td>
<td>Registered Office in Pakistan</td>
<td>Forms ELI –1.1, with attachments</td>
</tr>
<tr>
<td>1.2</td>
<td>Conflict of Interest</td>
<td>No conflicts of interest</td>
<td>Undertaking &amp; Application Submission Form</td>
</tr>
<tr>
<td>1.3</td>
<td>Not blacklisted by any Government/agency/authority</td>
<td>Not blacklisted by any Government/agency/authority</td>
<td>Undertaking &amp; Application submission Form</td>
</tr>
<tr>
<td>1.4</td>
<td>Existence as a legal Entity (Legal incorporation or establishment and registration)</td>
<td>Registration Certificates</td>
<td>Forms ELI –1.1 with attachments</td>
</tr>
</tbody>
</table>

## 2. Historical Contract Non-Performance

| 2.1 | History of Non- Performing Contracts                                  | Nonperformance of a contract did not occur within the last three years, prior to the deadline for application submission based on all information on fully settled disputes or litigation. A fully settled dispute or litigation is one that has been resolved in accordance with the Dispute Resolution Mechanism under the respective contract, and where all appeal instances available to the applicant have been exhausted. | Undertaking & Con 2 |
| 2.2 | Pending Litigation                                                    | All pending litigation shall in total not constitute more than 25 % of the Applicant's net worth and shall be treated as resolved against the Applicant. | Undertaking |

## 3. Financial-Performance

| 3.1 | Financial Qualifications                                              | In order to pre-qualify Annual turnover must be at least Rs.100 million                            | Form FIN -3.1 & 3.2 (Certified copies of audited account statements for last three years) |
## 4. Experience

<table>
<thead>
<tr>
<th>4.1</th>
<th>Experience</th>
<th>a. Experience of operating at least 25 bedded General Hospital for the last 5 years at Divisional Headquarters in Punjab (additional credit may be given to Lahore based).</th>
<th>Verifiable Documentary evidence &amp; EXP – 4.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td>Specific Experience for Health Management Services</td>
<td>Detail of General Hospital Services being offered</td>
<td>Verifiable Documentary evidence &amp; EXP – 4.2</td>
</tr>
<tr>
<td>4.3</td>
<td>HR Experience</td>
<td>b. HR management- should have experience of managing at least a staff(permanent/ project) strength of 50</td>
<td>Employees number, qualification, detail of hiring, training &amp; capacity building mechanism</td>
</tr>
<tr>
<td>4.5</td>
<td>Procurement Experience</td>
<td>e. Procurement management-</td>
<td>Procurement volume and details(copy of advertisement, award contract, purchase order, payment of bill)</td>
</tr>
<tr>
<td>4.6</td>
<td>Any other additional experience (running teaching hospital, conducting training)</td>
<td></td>
<td>Verifiable documentary evidence</td>
</tr>
</tbody>
</table>

## 5. Management Staff (Optional)

<table>
<thead>
<tr>
<th>5.1</th>
<th>Key Staff</th>
<th>Number of technical/managerial resources working as full-time employees</th>
<th>Appraisal mechanism and indicators</th>
</tr>
</thead>
</table>

## 6. Training and Monitoring of Staff (Optional)

<table>
<thead>
<tr>
<th>6.1</th>
<th>Monitoring of staff</th>
<th>Explicit and verifiable experience of monitoring of the staff</th>
<th>Monitoring Reports and analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2</td>
<td>Training of staff</td>
<td>Experience of running teaching hospital &amp; in house training of staff</td>
<td>Training Reports and Pictures</td>
</tr>
</tbody>
</table>
Section IV. Application Forms
Application Submission Form

Date: [insert day, month, year] Title of Assignment (┉┉┉┉)

To: [insert full name of Employer] ⎔

We, the undersigned, apply to be prequalified for the ‘Procurement of Management, Janitorial & Security services and Technical Assistance for Electronic Mechanical Record (EMR)/ Que Management system (QMS) for Tehsil Headquarter Hospital (THQ), Raiwind' and declare that:

(a) we have examined and have no reservations to the Prequalification Documents, including Addendum(s) issued in accordance with Instructions to Applicants (ITA)
(b) we, have Pakistan origin
(c) We, are a legal entity as required in eligibility requirement
(d) We, have not been blacklisted by any competent court/Public Institution
(e) we, do not have any conflict of interest as defined in this document
(f) Non-Performance of a contract did not occur by the entity within the last three years, prior to the deadline for application submission
(g) All pending litigation shall in total not constitute more than 25 %, of the Applicant's net worth.
(h) we, have not been declared ineligible by the Bank, or under the Employer’s country laws, official regulations, or under execution of a Bid Securing Declaration in the Employer’s Country, or by an act of compliance with a decision of the United Nations Security Council.
(i) we understand that Employer may cancel the prequalification process at any time and Employer is neither bound to accept any application that has been received nor to invite the prequalified applicants to bid for the contract subject of this prequalification, without incurring any liability to the Applicants.
(j) the Employer and its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this application, and to seek clarification from our bankers and clients regarding any financial and technical aspects. This Application Submission Form will also serve as authorization to any individual or authorized representative of any institution referred to in the supporting information to provide such information deemed necessary and as requested by Employer to verify statements and information provided in this application, such as the resources, experience, and competence of the Applicant.
(k) the Employer and its authorized representatives may contact the following persons for further information

<table>
<thead>
<tr>
<th>General and managerial inquiries</th>
<th>Address and Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact 1</td>
<td>Address and Contact Details</td>
</tr>
<tr>
<td>Contact 2</td>
<td>Address and Contact Details</td>
</tr>
</tbody>
</table>

Technical inquiries
Contact 1  Address and Contact Details
Contact 2  Address and Contact Details

Financial inquiries
Contact 1  Address and Contact Details
Contact 2  Address and Contact Details

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

Name [insert full name of person signing the application]
In the Capacity of [insert capacity of person signing the application]

Duly authorized to sign the application for and on behalf of:

Applicant’s Name [insert full name of Applicant]

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

Dated on [insert day number] day of [insert month], [insert year]
Form ELI – 1.1

Applicant Information Form

Date: [insert day, month, year]

Title of assignment: [insert title]
Page [insert page number] of [insert total number] pages

<table>
<thead>
<tr>
<th>Applicant’s legal name</th>
</tr>
</thead>
<tbody>
<tr>
<td>[insert full legal name]</td>
</tr>
</tbody>
</table>

| Applicant’s Actual or Intended country of constitution: |
| [indicate country of Constitution] |

| Applicant’s actual or Intended year of constitution: |
| ___[indicate year of Constitution] ___ |

| Applicant’s legal address in country of constitution: |
| ___[insert street/ number/ town or city/ country] ___ |

| Applicant’s authorized representative information |
| Name: [insert full legal name] | |

| Address: ___[insert street/ number/ town or city/ country] ___ |

| Telephone/Fax numbers: [insert telephone/fax numbers, including country and city codes] |

| E-mail address: ___[indicate e-mail address] ___ |

Attached are copies of original documents of:

- Articles of Incorporation or Documents of Constitution, and documents of registration of the legal entity named above
Form CON – 2

Historical Contract Non-Performance

*[The following table shall be filled in for the Applicant]*

Applicant’s Legal Name: [insert full name]  
Date: [insert day, month, year]  
Title of assignment: [insert title]  
Page [insert page number] of [insert total number] pages

<table>
<thead>
<tr>
<th>Year</th>
<th>Non performed portion of contract</th>
<th>Contract Identification</th>
<th>Total Contract Amount (current value, PKRS. equivalent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>[insert year]</td>
<td>[insert amount and percentage]</td>
<td>Contract Identification: [indicate complete contract name/number, and any other identification] Name of Employer: [insert full name] Address of Employer: [insert street/city/country] Reason(s) for nonperformance: [indicate main reason(s)]</td>
<td>[insert amount]</td>
</tr>
</tbody>
</table>

Pending Litigation, in accordance with Section III, Qualification Criteria and Requirements

☐ No Pending Litigation, in accordance with Section III, Qualification Criteria and Requirements
☐ Pending litigation in accordance with Section III, Qualification Criteria and Requirements, as indicated below.
<table>
<thead>
<tr>
<th>Year</th>
<th>Outcome as Percent of Total Assets</th>
<th>Contract Identification</th>
<th>Total Contract Amount (current value, PKRS. equivalent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>[insert year]</td>
<td>[insert percentage]</td>
<td>Contract Identification: [indicate complete contract name, number, and any other identification] Name of Employer: [insert full name] Address of Employer: [insert street/city/country] Matter in dispute: [indicate main issues in dispute]</td>
<td>[insert amount]</td>
</tr>
<tr>
<td>____</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
<tr>
<td>____</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
</tbody>
</table>
Form FIN – 3.1

Financial Situation

[The following table shall be filled in for the Applicant]

Applicant’s Legal Name: [insert full name]
Date: [insert day, month, year]
Date: [insert day, month, year]
Title of assignment: [insert title]
Page [insert page number] of [insert total number] pages

1. Financial data

<table>
<thead>
<tr>
<th>Financial information in (PKRs. equivalent in million)</th>
<th>Historic information for previous [insert number] years, [insert in words]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
</tr>
</tbody>
</table>

Information from Balance Sheet

Total Assets (TA)  
Total Liabilities (TL)  
Net Worth (NW)  
Current Assets (CA)  
Current Liabilities (CL)

Information from Income Statement

Total Revenue (TR)  
Profits Before Taxes (PBT)  
Profits After Taxes (PAT)
2. Financial documents

The Applicant and its parties shall provide copies of the balance sheets and certified copies of audited financial statements for last 3 years pursuant Section III, Qualifications Criteria and Requirements. The financial statements shall:

(a) reflect the financial situation of the Applicant

(b) be audited by a certified accountant.

(c) be complete, including all notes to the financial statements.

(d) correspond to accounting periods already completed and audited (no statements for partial periods shall be requested or accepted).

Attached are copies of financial statements (balance sheets, including all related notes, and income statements) for the [number] years required above; and complying with the requirements
Form FIN – 3.2

General Turnover Information

[The following table shall be filled in for the Applicant ]

Applicant’s Legal Name: [insert full name]
Date: [insert day, month, year]
Title of assignment: [insert title]
Page [insert page number] of [insert total number] pages

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount and Currency</th>
<th>PKRS. equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>[indicate year]</td>
<td>[Insert amount and indicate currency. Include partial accounting for the year up to the date of submission of applications]</td>
<td>[insert amount converted to U.S. dollars at the rate of exchange at the end of the period reported]</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Annual Turnover *</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Average annual turnover calculated as total certified payments received for contracts in progress or completed, divided by the number of years specified in Section III, Qualification Criteria and Requirements, Sub-Factor 3.2.
Form EXP – 4.1

General Sector Experience

[The following table shall be filled in for the Applicant]

Applicant’s Legal Name: [insert full name]
Date: [insert day, month, year]
Title of assignment: [insert Title]
Page [insert page number] of [insert total number] pages

[Identify contracts that demonstrate work over the past [number] years pursuant to Section III, Qualification Criteria and Requirements. List contracts chronologically, according to their commencement (starting) dates.]

<table>
<thead>
<tr>
<th>Starting Month / Year</th>
<th>Services Offered in General Hospital</th>
<th>Experience of HR Management</th>
<th>Experience Of Financial Management</th>
<th>Experience Of Procurement</th>
<th>Additional Experience (Teaching Hospital)</th>
<th>Additional Experience (Training etc)</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Indicate month/year]</td>
<td>Brief Description of the Services performed by the Applicant:</td>
<td>Details with supporting documents</td>
<td>Details with supporting documents</td>
<td>Details with Supporting Documents</td>
<td>Details with Supporting Documents</td>
<td>Details with Supporting Documents</td>
</tr>
</tbody>
</table>
Form EXP – 4.2

**Similar Contract Experience**

*The following table shall be filled in for similar contracts performed by the Applicant*

Applicant’s/ Legal Name: [insert full name]
Date: [insert day, month, year]
Title: [insert title]
Page [insert page number] of [insert total number] pages

<table>
<thead>
<tr>
<th>Similar Contract No.</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>[insert number] of [insert number of similar contracts required]</td>
<td></td>
</tr>
<tr>
<td>Contract Identification</td>
<td>[insert contract name and number, if applicable]</td>
</tr>
<tr>
<td>Award date</td>
<td>[insert day, month, year, i.e., 15 July, 2016]</td>
</tr>
<tr>
<td>Completion date</td>
<td>[insert day, month, year, i.e., 15 July, 2019]</td>
</tr>
<tr>
<td>Role in Contract</td>
<td>[check the appropriate box]</td>
</tr>
<tr>
<td>Total Contract Amount</td>
<td>[insert total contract amount in local currency] [insert total contract amount in PKR equivalent]</td>
</tr>
<tr>
<td>Employer’s Name:</td>
<td>[insert full name]</td>
</tr>
<tr>
<td>Address:</td>
<td>[indicate street / number / town or city / country]</td>
</tr>
<tr>
<td>Telephone/fax number</td>
<td>[insert telephone/fax numbers, including country and city area codes]</td>
</tr>
<tr>
<td>E-mail:</td>
<td>[insert e-mail address, if available]</td>
</tr>
</tbody>
</table>
Form EXP – 4.2 (cont.)

Similar Sector Experience (cont.)

<table>
<thead>
<tr>
<th>Similar Contract No. [insert number] of [number of similar contracts required]</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of the similarity</td>
<td></td>
</tr>
</tbody>
</table>
| 1. Amount | [insert amount in PKRS. in words and in figures]  
[ ]  |
| 2. Physical size | [insert physical size of activities]  
[ ]  |
| 3. Complexity | [insert description of complexity]  
[ ]  |
| 4. Methods/Technology | [insert specific aspects of the methods/technology involved in the contract]  
[ ]  |
| 5. Other Characteristics | [insert other characteristics as described in Section VI, Scope of Services]  
[ ]  |
Form EXP – 4.2 (cont.)

Similar Experience in Key Activities

Applicant’s Legal Name: [insert full name]
Date: [insert day, month, year]
Applicant’s Party Legal Name: [insert full name]
Title of assignment: [insert title]
Page [insert page number] of [insert total number] pages

1. Key Activity No One: [insert brief description of the Activity, emphasizing its specificity]

<table>
<thead>
<tr>
<th>Information</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Identification</td>
<td><em>[insert contract name and number, if applicable]</em></td>
</tr>
<tr>
<td>Award date</td>
<td><em>[insert day, month, year, i.e., 15 July, 2016]</em></td>
</tr>
<tr>
<td>Completion date</td>
<td><em>[insert day, month, year, i.e., 15 July, 2019]</em></td>
</tr>
<tr>
<td>Role in Contract</td>
<td>[check the appropriate box]</td>
</tr>
<tr>
<td>Total Contract Amount</td>
<td><strong>[insert total contract amount in local currency]</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer’s Name:</td>
<td>[insert full name]</td>
</tr>
<tr>
<td>Address:</td>
<td>[indicate street / number / town or city / country]</td>
</tr>
<tr>
<td>Telephone/fax number</td>
<td>[insert telephone/fax numbers, including country and city area codes]</td>
</tr>
<tr>
<td>E-mail:</td>
<td>[insert e-mail address, if available]</td>
</tr>
</tbody>
</table>
Form EXP – 4.2(cont.)

Similar Experience in Key Activities (cont.)

<table>
<thead>
<tr>
<th>Description of the key activities</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Form COS-1

FORMAT FOR POWER OF ATTORNEY FOR SIGNING PROPOSAL

(On a Stamp Paper, value of PKR. 100)
Applicant’s Legal Name: [insert full name]
Date: [insert day, month, year]
Title of assignment: [insert title]
Page [insert page number] of [insert total number] pages

POWER OF ATTORNEY

Know all men by these presents, we __________(name and address of the registered office) do hereby constitute, appoint and authorize Mr./Ms. __________(name and address of residence) who is presently employed with us and holding the position of __________ as our attorney, to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our application for the [insert name of project in the Pakistan, including signing and submission of all documents and providing information/ responses to Primary & Secondary Healthcare Department, Punjab, representing us in all matters before GoPb, and generally dealing with Primary & Secondary Healthcare Department, Punjab in all matters in connection with our proposal for the said project.

We hereby agree to ratify all such acts, deeds and things lawfully done by our said attorney pursuant to this Power of Attorney and that all such acts, deeds and things awfully done by our aforesaid attorney shall and shall always be deemed to have been done by us.

For ------------------------
(Signature)
(Name, Title and Address)

Accepted

______________(Signature)
(Name, Title and Address of the Attorney)

Bidder seal & stamp

Notes:
1. To be executed by the Bidder or the Lead Member duly supported by a Board Resolution
2. The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executants(s) and when it is so required the same should be under common seal affixed in accordance with the required procedure.
3. Also, where required, the executants(s) should submit for verification the extract of the charter documents and documents such as a resolution / power of attorney in favor of the Person executing this Power of Attorney for the delegation of power hereunder on behalf of the Bidder.
PART 2 – Service Requirements
Schedule A: Recitals and Objective

1. Background

The Primary & Secondary Healthcare Department is the key department entrusted by the people of Punjab with responsibility for the health of communities and the population. The Primary & Secondary Healthcare Department delivers promotive, preventive and curative health services from the Primary to the Secondary Health Care level.

These health services are provided through the infrastructure, programmatic coordination, implementation and monitoring support of the Directorate General of the Health Services, Government of Punjab. The Directorate is also responsible for overseeing provision of Primary and Secondary Health Care services throughout the province, and liaises with the province’s 36 district health offices to do so. It provides support and leadership in responding to emergency health and medical issues in the province, especially for communicable disease prevention and control.

Over the last few years, The Primary & Secondary Healthcare Department of Punjab has taken many initiatives to improve the primary and secondary healthcare facilities all over Punjab. However, in spite of these initiatives, many districts of the Punjab are not delivering healthcare services to the standard expected.

In order to improve healthcare facilities in the province, the Chief Minister of Punjab launched the Health Reforms Roadmap. Under this Roadmap, the Chief Minister has asked the Primary & Secondary Healthcare Department to explore outsourcing the management of healthcare facilities including outreach services for improvement in health service delivery. The instant initiative is one such attempt to involve private sector for procurement of management, janitorial, security services and assistance in implementation of electronic record management (ERM) / Que Management System (QMS) for Tehsil Headquarter (THQ) Hospital, Raiwind to improve health service delivery to the public.

2. Contextual information

A series of health system reform programs have been launched by the Primary & Secondary Healthcare Department of Punjab, which include The Punjab Health Reforms Roadmap, Integrated Reproductive Maternal Child Health & Nutrition Program, Health Watch, and the Multi-sectorial Nutrition Strategy. The success of these reforms will increase the standard of healthcare facilities in the province and enhance the ability of the department and other stakeholders to work together to improve the overall performance of the district health system.
Primary & Secondary Healthcare Department facilities include:

- Over 2450 Basic Health Units (BHUs)
- Over 300 Rural Health Centers (RHCs)
- Over 100 Tehsil Headquarters Hospitals (THQs)
- 27 District Headquarter Hospitals (DHQs)

i. **Basic Health Unit (BHU)**

The BHU is located at a Union Council and serves a population of 10,000 to 25,000.

Services provided at BHU include promotive, preventive and curative care, as well as referrals to other health facilities. Outreach / community based services are part of package provided by the BHU. BHU provides all PHC services along with integral services that include basic medical and surgical care, CDD, CDC, ARI, malaria and TB control. MCH (Maternal and Child Health) services are also part of the services package at BHU. BHU provides first level referral to patients referred by LHWs. BHU refers patients to higher-level facilities as and when is necessary.

ii. **Rural Health Centre (RHC)**

The RHCs serve a population of up to 100,000 people, with each having 10-20 inpatient-beds. The RHC provides promotive, preventive and curative care, diagnostics and referral services along with inpatient services. The RHC also provides clinical, logistical and managerial support to the BHUs, LHWs, MCH Centers, and Dispensaries that fall within its geographical limits. RHC also provides medico-legal, basic surgical, dental and ambulance services.

iii. **Tehsil Head Quarter**

Tehsil Head Quarter (THQ) hospitals are located at each THQ and serve a population of 0.5 to 1.0 million. At present, the majority of THQ hospitals have 40 to 60 beds. The THQ hospital provides promotive, preventive and curative care, diagnostics, inpatients, referral services and also specialist care. THQ hospitals are also supposed to provide basic and comprehensive Emergency Obstetric and Newborn Care. THQ hospital provides referral care to patients, including those referred by the Rural Health Centers, Basic Health Units, Lady Health Workers and other primary care facilities.

iv. **District Head Quarter**

The District Head Quarters (DHQ) Hospitals are located at District headquarters level and serve a population of 1 to 3 million, depending upon the category of the hospital. The DHQ hospital provides promotive, preventive and curative care, advance diagnostics, inpatient services, advance specialist and referral services.

DHQs provides referral care to the patients including those referred by the Basic Health Units, Rural Health Centers, Tehsil Head Quarter hospitals along with Lady Health Workers and other primary and secondary care facilities.
3. Goals & Objectives of Procurement

Following are the main objectives:

- Better Management of the facility
- Better service delivery at the facility
- Improved Janitorial & Security Services
- Better implementation of Electronic Mechanical Record (EMR)/ Que Management System (QMS) at the facility
- Ensuring availability of the basics at the facilities e.g. staff postings and presence, availability of medicines and supplies and better maintained infrastructure
- Increasing the quality of services by implementing administrative, hygienic and clinical protocols, regular training of staff and stronger leadership
- Boosting customer/public satisfaction with the quality and consistency of services provided
- Introduction of better managerial practices through involvement of private sector
- Better value for public money through better management and accountability
Schedule B: Services

1. Area of assignment
The assignment area includes management, janitorial, security services and technical assistance for implementation of Electronic Medical Record (EMR) / Que Management System (QMS) of THQ, Raiwind.

2. Tasks
i. Following points elaborate the scope of work to achieve the objectives of the assignment:
   a. Management of the facility
   b. Provision of Janitorial Services
   c. Provision of Security Services
   d. Technical Assistance for setting up system of Electronic Medical Record (EMR) / Que Management System (QMS) for which funds shall be budgeted by GoPb in the regular budget of the Hospital
   e. Application of best practices in healthcare management, janitorial, security services and technical assistance for implementation of Electronic Medical Record (EMR) / Que Management System (QMS);
   f. Stronger basic performance management;
   g. Better service Delivery
   h. Flexibility and speed in decision making;
   i. Stronger leadership;
   j. Efficient procurement process;
   k. Communication with Primary & Secondary Healthcare Department, Punjab
3. Function related to the management will be contracted out

<table>
<thead>
<tr>
<th>Functions</th>
<th>Contractor</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Infrastructure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of buildings (repair if critical work needed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance of building</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide furniture fixture at the time of handing over</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain furniture and equipment (replace/fix if needed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supplies</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement of medical supplies (inc. medicines)</td>
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<td>Management of stocks</td>
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<tr>
<td><strong>Human Resource Management</strong></td>
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<tr>
<td>Recruitment of sanctioned facility staff</td>
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<tr>
<td>Transfer/ posting of Govt. staff</td>
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<tr>
<td>Surrender/reporting back of existing staff (Govt. employee) with reason able grounds</td>
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<tr>
<td>Salaries of existing staff</td>
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<tr>
<td>Hiring of additional janitorial and security staff</td>
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<tr>
<td><strong>Implementation</strong></td>
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<tr>
<td>Setting KPIs, key guidelines (minimum working hours etc.)</td>
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<tr>
<td>Managing day-to-day routines of facility staff</td>
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<tr>
<td>Implementing administrative, hygienic and clinical protocols at the facilities</td>
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<tr>
<td>Training facility staff</td>
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