

ISLAMIC REPUBLIC OF PAKISTAN

MINISTRY OF NATIONAL HEALTH SERVICES, REGULATIONS & COORDINATION

REQUEST FOR PROPOSAL (RFP)

FOR

**HIRING OF A CONSULTANT / FIRM FOR CONDUCTING THIRD-PARTY
PERFORMANCE AUDIT OF SHAIKH ZAYED HOSPITAL (SZH), LAHORE**

Ref No. 11-44/2026

04, September, 2026

DISCLAIMER

1. The information contained in this Request for Proposal (RFP) document or subsequently provided to Bidders, whether verbally or in written form by or on behalf of the Ministry of National Health Services, Regulations & 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 M/o NHR&C's understanding.
2. This RFP document does not purport to contain all the information each Bidder may require. This RFP document may not be appropriate for all persons, and it is not possible for M/o NHR&C to consider the objectives, financial situation and particular needs of each Bidder who reads or uses this RFP document. Certain Bidders may have better knowledge of the proposed assignment than others. Each Bidder 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. M/o NHR&C makes no representation or warranty and shall incur no liability under any law, statute, rule or regulation as to the accuracy, reliability or completeness of this RFP document.
3. M/o NHR&C 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 in this RFP document, or cancel the present invitation and call for fresh invitations. Such changes would be intimated to all Bidders using this RFP document.
4. M/o NHR&C reserves the right to reject all RFPs submitted in response to this RFP invitation prior to acceptance of an RFP, in accordance with the Public Procurement Rules (PPRA-2004). 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. M/o NHR&C will have no liability in case of non-receipt of any correspondence from it to a Bidder due to postal delays.
6. Mere submission of an RFP or issue of this RFP document does not guarantee that the Bidder will be selected for the assignment.



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PROCUREMENT NOTICE

RFP NO. 11-44/2026

REQUEST FOR PROPOSAL (RFP)

Ministry of National Health Services, Regulations and Coordination (M/o NHSR&C) invites sealed proposals from reputable, qualified and experienced consulting/audit firms for “Hiring of a Consultant/Firm for conducting a Third-Party Performance Audit of Shaikh Zayed Hospital (SZH), Lahore”.

Proposals will be evaluated in terms of Rule 36(b) of the Public Procurement Rules, 2004, i.e. the “Single Stage – Two Envelope Procedure.” Bidding documents containing the detailed Terms of Reference, scope of work and evaluation criteria can be downloaded free of cost from the M/o NHSR&C website: www.nhsrsc.gov.pk. This RFP is also available on the PPRA website www.ppra.org.pk.

The Consultant/Bidder shall submit its Proposal prepared in accordance with the instructions in this document, containing the Technical and Financial Proposals, electronically through the **PPRA e-Pak Acquisition & Disposal System (EPADS)** on or before **21-09-2026 at 11:00 hours**/ within the proposal submission deadline specified in the Data Sheet. The Bidder shall be responsible for completing its registration on EPADS and ensuring successful uploading and submission of all required documents before the deadline.

The **Technical Proposal** and **Financial Proposal** shall be submitted/uploaded separately in the respective sections/envelopes provided on EPADS. The Technical Proposal shall contain all prescribed forms, eligibility documents, supporting evidence, methodology, work plan, Key Experts' CVs, authorizations and other documents required under this RFP.

Technical Proposals will be opened on the same day at **11:30 hours** in the presence of Bidders' representatives (who choose to attend) at the address given below. Bidders will be required to submit a Bid Security of **Rs. 500,000/- (Rupees Five Hundred Thousand Only)** in the form of a CDR from any scheduled bank of Pakistan, in favor of the **Drawing & Disbursing Officer (DDO)**, Ministry of National Health Services, Regulations & Coordination, Islamabad. Late, incomplete or conditional bids will not be entertained.

M/o NHSR&C reserves the right to accept or reject any or all proposals in accordance with the relevant provisions of the Public Procurement Rules, 2004.

SECTION OFFICER (H-IV)

MINISTRY OF NATIONAL HEALTH SERVICES, REGULATIONS AND COORDINATION (M/O NHSR&C)

3RD FLOOR, KOHSAR BLOCK, PAK SECRETARIAT, ISLAMABAD

TEL: Phone: 051-9202271

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SECTION II. INSTRUCTIONS TO CONSULTANTS (ITC)

A. General Provisions

1. Definitions

1.1 In this RFP, the following terms shall have the meanings set out below:

- 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, as they may be issued and in force from time to time.
- c) "Bidder" means a firm or a Joint Venture which submits a Proposal in response to this RFP.
- d) "Consultant" means a legally-established professional consulting/audit firm or entity that may provide or provides the Services (the Third-Party Performance Audit) to the Procuring Agency under the Contract. "Consultant" means any or all members of a Joint Venture.
- e) "Contract" means the legally binding written agreement signed between the Procuring Agency and the Consultant, and includes all attached documents (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).
- f) "Data Sheet" means Section III of this RFP, which reflects the specific conditions of this assignment to supplement, but not over-write, the provisions of this ITC.
- g) "Day" means a calendar day.
- h) "Experts" means, collectively, the Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-Consultant, or Joint Venture member(s).
- i) "Joint Venture (JV)" means an association, with or without a distinct legal personality, of more than one Consultant, where one member has the authority to conduct all business on behalf of the JV, and where members are jointly and severally liable to the Procuring Agency for performance of the Contract. A Joint Venture shall not comprise more than three (3) firms, and shall collectively demonstrate expertise in (i) institutional/organizational performance audit or public-sector evaluation, (ii) financial management and audit, and (iii) legal/regulatory advisory relevant to the health sector, to meet the Basic Eligibility Criteria of this RFP.
- j) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to performance of the Services and whose CV is taken into account in the technical evaluation of the Proposal.
- k) "ITC" (this Section II) means the Instructions to Consultants.
- l) "Lead Consultant" means, in case of a Joint Venture, the firm leading the overall Assignment. The Lead Member shall be the firm with the primary demonstrated experience in institutional/performance audit assignments.
- m) "LOI" means the Letter of Invitation issued by the Procuring Agency to Consultants.

- n) "Non-Key Expert(s)" means an individual professional provided by the Consultant or Sub-Consultant, assigned to perform the Services or part thereof, whose CV is not individually evaluated.
- o) "Proposal" means the Technical Proposal and the Financial Proposal of the Consultant.
- p) "Procuring Agency" means the Ministry of National Health Services, Regulations & Coordination (M/o NHR&C).
- q) "RFP" means this Request for Proposals prepared by the Procuring Agency for the selection of Consultants.
- r) "Services" means the Third-Party Performance Audit of Shaikh Zayed Hospital (SZH), Lahore, and all related work to be performed by the Consultant pursuant to the Contract, as detailed in the Terms of Reference (Section V of this RFP).
- s) "Sub-Consultant" means an entity to whom the Consultant intends to sub-contract any part of the Services while remaining responsible to the Procuring Agency.
- t) "TORs" (Section V of this RFP) means the Terms of Reference explaining the objectives, scope of work, activities and tasks, respective responsibilities of the Procuring Agency and the Consultant, and expected results and deliverables of the assignment.

2. Introduction

2.1 The Procuring Agency named in the Data Sheet intends to select a Consultant in accordance with the method of selection specified in the Data Sheet. Eligible Consultants are invited to submit a Technical Proposal and a Financial Proposal, as specified in the Data Sheet, for the consulting services required for the assignment named in the Data Sheet. The Proposal will form the basis for negotiating and ultimately signing the Contract with the selected Consultant.

2.2 Consultants should familiarize themselves with the local conditions and take these into account in preparing their Proposals, including attending a pre-proposal conference where one is specified in the Data Sheet. Attendance at any such conference is optional and at the Consultant's own expense.

2.3 The Procuring Agency will, at no cost to Consultants, timely provide the inputs, relevant institutional data, and reports required for preparation of the Proposal, as specified in the Data Sheet.

3. Conflict of Interest

3.1 The Consultant is required to provide professional, objective and impartial advice at all times, holding the Procuring Agency's interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without consideration of future work. Given that this assignment is a Third-Party Performance Audit undertaken pursuant to the directions of the Prime Minister's Office, independence from Shaikh Zayed Postgraduate Medical Institute (SZPGMI)/Shaikh Zayed Hospital (SZH) and freedom from any conflict of interest is a fundamental requirement of eligibility.

3.2 The Consultant has an obligation to disclose to the Procuring Agency any actual or potential conflict of interest that impacts its capacity to serve the Procuring Agency's best interest. Failure to disclose such situations may lead to disqualification of the Consultant or termination of its Contract and/or sanctions.

3.3 Without limitation to the foregoing, the Consultant shall not be hired under the following circumstances:

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- i) Conflicting activities: a Consultant engaged to provide goods, works or non-consulting services for SZH/SZPGMI, or any of its Affiliates, shall be disqualified from providing this performance-audit assignment, and vice versa.
- ii) Conflicting assignments: a Consultant (including its Experts and Sub-Consultants) shall not be hired where this assignment may, by its nature, conflict with another assignment of the Consultant for the same or another Procuring Agency.
- iii) Conflicting relationships: a Consultant (including its Experts and Sub-Consultants) that has a close business or family relationship with a professional staff member of the Procuring Agency, SZPGMI/SZH, or a member of the Procurement/Evaluation Committee involved in preparation of the TORs, the selection process, or supervision of the Contract, may not be awarded the Contract unless the conflict is resolved in a manner acceptable to the Procuring Agency.

4. Unfair Competitive Advantage

4.1 Fairness and transparency in the selection process require that Consultants or their Affiliates competing for this assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. The Procuring Agency shall make available to all eligible Consultants, together with this RFP, all information that would otherwise give any Consultant an unfair competitive advantage.

5. Corrupt and Fraudulent Practices

5.1 The Procuring Agency requires compliance with the applicable Regulatory Framework regarding corrupt and fraudulent practices as set forth in the Public Procurement Rules, 2004 and PPRA Regulations.

5.2 Consultants shall permit, and shall cause their agents (declared or not), Sub-Consultants, suppliers and personnel to permit, the Procuring Agency to inspect all accounts, records and other documents relating to the shortlisting process, Proposal submission, and contract performance (in case of award), and to have them audited by auditors appointed by the Procuring Agency.

6. Eligibility

6.1 The Procuring Agency permits National Consultants (individuals and firms, including Joint Ventures).

6.2 It is the Consultant's responsibility to ensure that its Experts, Joint Venture members, Sub-Consultants, agents (declared or not), suppliers and/or their employees meet the eligibility requirements of this RFP.

a. Sanctions

6.3 A Consultant or individual declared blacklisted by the Authority shall be ineligible to participate in this procurement, or to be awarded the Contract, during the period determined by the Authority. The list of debarred Consultants is available at the electronic address specified in the Data Sheet.

c. Restrictions for Public Employees

6.5 Government officials and civil servants of Pakistan are not eligible to be included as Experts in the Proposal unless such engagement does not conflict with any employment law, regulation or policy of the Government of Pakistan, and they: (i) are on leave of absence without pay, or have resigned or retired; (ii) are not being hired by the same agency they worked for before going on leave, resigning or retiring (in case of resignation/retirement, for a period of at least two years, or as established by statutory provisions,

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whichever is longer); and (iii) their hiring would not create a conflict of interest. Serving officials of MNHR&C, SZPGMI or SZH may not, under any circumstances, be included as Experts, given the independence requirement of this Third-Party Performance Audit.

B. Preparation of Proposals

7. General Considerations

7.1 In preparing the Proposal, the Consultant is expected to examine this RFP in detail. Material deficiencies in providing the information requested may result in rejection of the Proposal.

8. Cost of Preparation of Proposal

8.1 The Consultant shall bear all costs associated with 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 at any time prior to Contract award, without incurring any liability to the Consultant.

9. Language

9.1 The Proposal, and all correspondence and documents relating to it exchanged between the Consultant and the Procuring Agency, shall be written in the language specified in the Data Sheet.

10. Documents Comprising the Proposal

10.1 The Proposal shall comprise the documents and forms listed in the Data Sheet, including, where specified, a statement of undertaking by the Consultant to observe the Procuring Agency's Regulatory Framework regarding corrupt and fraudulent practices.

11. Only One Proposal

11.1 The Consultant (including individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture. A Consultant that submits or participates in more than one Proposal shall have all such Proposals disqualified and rejected, except as stated in the Data Sheet regarding participation of Sub-Consultants and staff in more than one Proposal.

12. Proposal Validity

12.1 Proposals shall remain valid for the period specified in the Data Sheet after the Proposal submission deadline. To ensure validity, the Proposal shall contain a Bid Security or a Bid-Securing Declaration valid for twenty-eight (28) days beyond the Proposal validity period.

12.2 During this period, the Consultant shall maintain its original Proposal without change, including availability of Key Experts, proposed rates and total price.

12.3 If it is established that a Key Expert nominated in the Proposal was not available at the time of submission, or was included without their consent, the Proposal shall be disqualified and may be subject to blacklisting and debarment under Clause 5.

a. Extension of Validity Period

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12.4 An extension may be made, once only, in exceptional circumstances beyond the Procuring Agency's control, after recording reasons in writing, and shall be procured in advance of expiry of the original validity period. The Bid Security/Bid-Securing Declaration shall also be extended accordingly.

12.5 If the Consultant agrees to extend validity, it shall do so without any change to the original Proposal, subject to confirmation of availability of the Key Experts.

12.6 The Consultant has the right to refuse an extension, in which case the Proposal will not be further evaluated.

b. Substitution of Key Experts at Validity Extension

12.7 Where a Key Expert becomes unavailable for the extended validity period, the Consultant shall provide written justification and evidence, together with a substitution request; the replacement shall have equal or better qualifications and experience. The technical score, however, remains based on the original Key Expert's CV.

12.8 If the Consultant fails to provide a suitable replacement, or if the justification is unacceptable, the Proposal will be rejected.

c. Sub-Contracting and the Bid-Securing Declaration

12.9 The Consultant shall not sub-contract the whole of the Services.

12.10 The Bid-Securing Declaration protects the Procuring Agency against the risk of conduct by the Consultant that would warrant blacklisting or debarment.

12.11 Any Proposal not accompanied by the required Bid Security/Bid-Securing Declaration shall be rejected as non-responsive.

12.12 The Bid-Securing Declaration of a Joint Venture must be in the name of the Joint Venture submitting the Proposal.

12.13 The successful Consultant's Bid Security/Bid-Securing Declaration will be discharged upon signing of the Contract and furnishing of the Performance Security.

12.14 A Consultant shall be suspended from tendering for any contract with the Procuring Agency, for the period indicated in the Bid-Securing Declaration, if: (a) it withdraws its Proposal except as permitted under Clause 12.6; or (b), being the successful Consultant, it fails within the specified time to sign the Contract or furnish the required Performance Security.

13. Clarification and Amendment of RFP

13.1 A Consultant may request clarification of any part of this RFP during the period indicated in the Data Sheet, in writing or by standard electronic means, to the address indicated in the Data Sheet. The Procuring Agency will respond in writing or electronically. Should the Procuring Agency deem it necessary to amend the RFP, it may do so at any time before the submission deadline by issuing an amendment in writing; if the amendment is substantial, the submission deadline may be extended to give Consultants reasonable time to reflect it in their Proposals.

13.2 No modification to the Technical or Financial Proposal shall be accepted after the submission deadline.

14. Preparation of Proposals – Specific Considerations

14.1 While preparing the Proposal, the Consultant must give particular attention to the composition of its team of Experts and the time-input of Key Experts, in the units indicated in the Data Sheet, consistent with the duration and deliverables set out in the Terms of Reference.

15. Technical Proposal Format and Content

15.1 The Technical Proposal shall not include any information regarding the Financial Proposal. A Bidder whose Technical Proposal contains material financial information shall be declared non-responsive.

15.2 The Consultant is required to submit a Full Technical Proposal (FTP), as indicated in the Data Sheet, using the Standard Forms provided in Section III of this RFP.

16. Financial Proposal

16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section IV of this RFP. It shall list all costs associated with the assignment, including (a) remuneration of Key and Non-Key Experts, and (b) reimbursable expenses, as indicated in the Data Sheet.

a. Taxes

16.2 The Consultant, Sub-Consultants and Experts are responsible for meeting all applicable tax liabilities arising out of the Contract, unless exempted by the relevant tax authority. Bidders must assess all applicable taxes in quoting the Bid Price.

b. Currency of Proposal and Payment

16.3 The Consultant shall express the price for the Services in the currency stated in the Data Sheet.

16.4 Payment under the Contract shall be made in the currency in which payment is requested in the Proposal.

C. Submission, Opening and Evaluation

17. Submission, Sealing and Marking of Proposals

a) Proposals shall mandatorily be submitted electronically through PPRA's EPADS within the prescribed deadline. In addition, the Bidder shall submit one (1) hard copy each of the Technical Proposal and Financial Proposal in separately sealed envelopes, together with the original Bid Security/CDR, as applicable. In case of any inconsistency between electronic and hard-copy submissions, the Procuring Agency shall apply the submission requirements and precedence expressly specified in this RFP and the applicable PPRA/EPADS framework.

17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms listed in Clause 10. Submission may be made by hand, by mail, or electronically were permitted in the Data Sheet.

17.2 An authorized representative of the Consultant shall sign the original submission letters for both the Technical and Financial Proposals and initial all pages of both. The authorization shall take the form of a written power of attorney attached to the Technical Proposal. A Proposal submitted by a Joint Venture shall be signed by all members, or by an authorized representative holding a written power of attorney from each member.

17.3 Any modification, revision, interlineation, erasure or overwriting shall be accepted only if signed or initialed by the person signing the Proposal.

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17.4 The signed Proposal shall be marked "ORIGINAL", and copies marked "COPY". The number of copies is indicated in the Data Sheet. All copies shall be made from the signed original; in case of discrepancy, the original shall prevail.

17.5 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL", the name of the assignment, the reference number, the name and address of the Consultant, and a warning "DO NOT OPEN UNTIL [date and time of Technical Proposal opening]."

17.6 Similarly, the Financial Proposal shall be placed in a sealed envelope clearly marked "FINANCIAL PROPOSAL", followed by the name of the assignment, reference number, and the Consultant's name and address, with a warning "DO NOT OPEN WITH THE TECHNICAL PROPOSAL."

17.7 The sealed Technical and Financial Proposal envelopes shall be placed in one outer envelope, sealed, and marked with the submission address, RFP reference number, assignment name, Consultant's name and address, and "DO NOT OPEN BEFORE [date and time of submission deadline]."

17.8 If envelopes are not sealed and marked as required, the Procuring Agency assumes no responsibility for misplacement, loss, or premature opening of the Proposal.

17.9 The Proposal must be received by the Procuring Agency no later than the deadline indicated in the Data Sheet, or any extension thereof. Any Proposal received after the deadline shall be declared late, rejected, and returned unopened.

17.10 A Consultant may withdraw its Proposal after submission, provided written notice of withdrawal is received by the Procuring Agency prior to the submission deadline.

18. Confidentiality

18.1 From the time Proposals are opened until publication of the Evaluation Report, the Consultant shall not contact the Procurement Evaluation Committee on any matter related to its Proposal. Information relating to evaluation of Proposals shall not be disclosed to Consultants or any other party not officially concerned with the process, until publication of the Evaluation Report.

18.2 Any attempt by a Consultant, or anyone on its behalf, to improperly influence the Procuring Agency in the evaluation of Proposals may result in rejection of its Proposal and application of prevailing blacklisting procedures.

18.3 Notwithstanding the above, if a Consultant wishes to contact the Procuring Agency on any matter related to the selection process during this period, it should do so only in writing.

19. Opening of Proposals (Technical Proposals)

19.1 The Procuring Agency will open all Proposals in public, in the presence of Consultants' representatives who choose to attend and other parties with a legitimate interest, at the place, date and time specified in the Data Sheet. Attending representatives shall sign a register as proof of attendance.

19.2 The Procuring Agency's Evaluation Committee shall conduct the opening of Technical Proposals in the presence of Bidders' authorized representatives who choose to attend (in person, or online where offered in the Data Sheet). The envelopes containing Financial Proposals shall remain sealed until opened in accordance with Clause 23.

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19.3 At the opening of Technical Proposals, the following shall be read out: (i) the name and country of the Consultant, or, for a Joint Venture, the name of the JV, the lead member and all members; (ii) the presence or absence of a duly sealed Financial Proposal envelope; (iii) any modifications submitted prior to the deadline; and (iv) any other information deemed appropriate or indicated in the Data Sheet.

20. Proposals Evaluation

20.1 Subject to Clause 15.1, evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the submission deadline. The Procuring Agency will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

21. Evaluation of Technical Proposals

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 this RFP, applying the evaluation criteria, sub-criteria and point system specified in the Data Sheet. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, or fails to achieve the minimum technical score indicated in the Data Sheet.

22. Financial Proposal (Sequencing under QCBS)

22.1 Financial Proposals of Consultants who fail to achieve the minimum technical score shall not be opened, and shall be returned unopened after completion of the selection process and Contract signing.

23. Public Opening of Financial Proposals

23.1 After completion of the technical evaluation, the Procuring Agency shall issue the Technical Evaluation Report and notify, in writing, Consultants who achieved the minimum technical score, of the date, time and location for opening of Financial Proposals. Attendance at this opening is optional, at the Consultant's choice.

23.2 The Financial Proposals shall be opened by the Evaluation Committee in the presence of representatives of Consultants whose Proposals passed the minimum technical score. The names of Consultants and their technical scores (with break-down by criterion) shall be read aloud, the Financial Proposals inspected to confirm they remain sealed, 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 price of other activities or items, and no corrections shall be made to the Financial Proposal. The Evaluation Committee will correct computational or arithmetical errors and, in case of discrepancy between a sub-total and the total amount, or between words and figures, the former shall prevail. In case of discrepancy between the Technical and Financial Proposals regarding quantities of input, the Technical Proposal shall prevail.

25. Taxes

25.1 For evaluation purposes, the Procuring Agency shall exclude all local identifiable indirect taxes (sales tax, excise duty, VAT or similar) levied on the Contract's invoices.

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will be discussed and finalized at Contract negotiations and added to the Contract amount as a separate line, indicating which taxes are paid by the Consultant and which are withheld by the Procuring Agency on the Consultant's behalf.

26. Conversion to Single Currency

26.1 As the Financial Proposal is to be submitted in Pak Rupees only (see Data Sheet), no currency conversion is required for evaluation purposes.

27. Combined Quality and Cost Evaluation (QCBS)

27.1 The total score is calculated by weighting the technical and financial scores and adding them, as per the formula and weights set out 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 Negotiations will be held at the date and address indicated in the Data Sheet, with the Consultant's representative(s) holding written power of attorney to negotiate and sign the Contract.

28.2 The Procuring Agency shall prepare minutes of negotiations, signed by both the Procuring Agency and the Consultant's authorized representative.

a. Availability of Key Experts

28.3 The invited Consultant shall confirm the availability of all Key Experts as a pre-requisite to negotiations, or, if applicable, propose a replacement in accordance with Clause 12. Failure to confirm availability may result in rejection of the Proposal and the Procuring Agency proceeding to negotiate with the next-ranked Consultant.

28.4 Substitution of Key Experts at negotiations may be considered only where due to circumstances outside the Consultant's reasonable control and not foreseeable (e.g. death or medical incapacity). The substitute shall have equivalent or better qualifications and experience than the original candidate.

b. Technical Negotiations

28.5 Negotiations include discussion of the Terms of Reference, the proposed methodology, the Procuring Agency's inputs, the Special Conditions of Contract, and finalization of the "Description of Services" part of the Contract. These discussions shall not alter the original scope of Services or the terms of the Contract in a manner that affects the quality of the final product, its price, or the relevance of the initial evaluation.

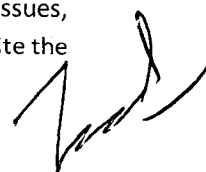
c. Financial Negotiations

28.6 There shall be no financial negotiations; discussion may cover only clarification of the Consultant's tax liability and how it should be reflected in the Contract.

29. Conclusion of Negotiations

29.1 Negotiations conclude with a review of the finalized draft Contract, initialed by both the Procuring Agency and the Consultant's authorized representative.

29.2 If negotiations fail, the Procuring Agency shall inform the Consultant in writing of all pending issues, provide a final opportunity to respond, and, if disagreement persists, terminate negotiations and invite the



next-ranked Consultant. Once negotiations commence with the next-ranked Consultant, the earlier negotiations shall not be reopened.

30. Award of Contract

30.1 Subject to Clause 29, the Procuring Agency will award the Contract to the Consultant whose Proposal is determined substantially responsive and Most Advantageous, provided the Consultant is: (a) eligible under Clause 6; (b) qualified to perform the Contract satisfactorily; and (c) negotiations, if any, have been successfully concluded.

30.2 The selected Consultant shall be required to commence the Services within the period specified in the Data Sheet from the date of Contract signing.

31. Grievance Redressal Mechanism

31.1 The Procuring Agency shall constitute a Grievance Redressal Committee (GRC) comprising an odd number of persons with proper authority to address complaints. The GRC shall not include any member of the Procurement Evaluation Committee, and shall include at least one relevant subject specialist.

31.2 Any party may file a written complaint against the eligibility parameters or other terms and conditions prescribed in the RFP, found contrary to the Procurement Regulatory Framework, to be addressed by the GRC before the submission deadline.

31.3 A Bidder aggrieved by any act of the Procuring Agency after submission of its Proposal may lodge a written complaint not later than seven days after announcement of the Technical Evaluation Report, and five days after issuance of the Final Evaluation Report.

31.4 Where a complaint is filed against the Technical Evaluation Report, the GRC shall suspend the procurement proceedings.

31.5 Where a complaint is filed after issuance of the Final Evaluation Report, the complainant cannot raise objections to the technical evaluation, except where the single-stage one-envelope procedure was adopted.

31.6 The GRC shall investigate and decide upon a complaint within ten days of its receipt.

31.7 A Bidder or the Procuring Agency dissatisfied with the GRC's decision may file an appeal before the Appellate Committee of the Authority, on the prescribed format, after depositing the prescribed fee, in accordance with the Redressal of Grievance Regulations, 2021.

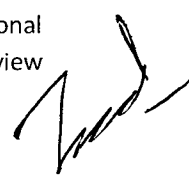
31.8–31.11 The Appellate Committee shall serve notices on all parties, call the relevant record, examine it, hear the parties, and decide the complaint within fifteen days of receipt of the appeal. The Committee's decision shall be final.

32. Mechanism of Blacklisting

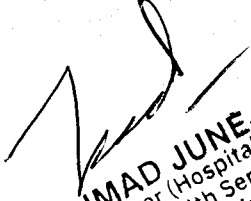
32.1 The Procuring Agency shall bar, for the period prescribed under Rule 19 of the Public Procurement Rules, 2004, any Bidder or Contractor that: (i) is involved in a corrupt or fraudulent practice as defined under Rule 2; (ii) fails to perform its contractual obligations; or (iii) fails to abide by the Bid-Securing Declaration.

32.2–32.12 The blacklisting process, including the show cause notice, opportunity for reply and personal hearing, communication of the debarment order, right of representation to the Authority for review

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petition mechanism, shall be conducted strictly in accordance with Rule 19 of the Public Procurement Rules, 2004 and the applicable PPRA Regulations, 2021.


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SECTION III. PROPOSAL DATA SHEET

A. General

ITC 2.1	Name of the Procuring Agency: Ministry of National Health Services, Regulation & Coordination (M/o NHR&C) Method of Selection: Quality- and Cost-Based Selection (QCBS) Financial Proposal to be submitted in a separate, sealed envelope, as per the Single Stage – Two Envelope Procedure. Name of the Assignment: HIRING OF A CONSULTANT/FIRM FOR CONDUCTING A THIRD-PARTY PERFORMANCE AUDIT OF SHAIKH ZAYED HOSPITAL (SZH), LAHORE
ITC 2.3	A pre-proposal conference/meeting will be held, if required: Yes Date/Time: On 15-09-2026, during office hours till 1100 hrs. Client's representative: Procurement Committee, Ministry of National Health Services Regulation & Coordination (M/o NHR&C), 3rd Floor, Kohsar Block, Pak Secretariat, Islamabad. Phone: 051-9202271 Email: sectionofficerhealth3@gmail.com
ITC 2.4	The Procuring Agency will facilitate, at no cost to the Consultant: access to SZH/SZPGMI institutional records, previous inspection/audit reports, strategic plans, KPI and financial data as available; a designated Ministry/SZPGMI focal person; and coordination for site visits and stakeholder meetings/interviews.
ITC 6.3.1	A list of debarred Consultants/individuals is available at the PPRA website: https://ppra.org.pk/

B. Preparation of Proposals

ITC 9.1	The language of the Proposal is English.
ITC 10.1	The Proposal shall comprise the following, in the 1st inner envelope (Technical Proposal): • TECH-1: Technical Proposal Submission Form • TECH-2: Consultant's Organization and Experience • TECH-3: Comments/Suggestions on the TORs and on Counterpart Staff & Facilities • TECH-4: Team Composition, Key Experts' Inputs, and Curriculum Vitae (CVs) 2nd inner envelope (Financial Proposal): FIN-1, FIN-2
ITC 11.1	Participation of Sub-Consultants, Key Experts and Non-Key Experts in more than one Proposal is: Not permissible.
ITC 12.1	Proposals shall be valid for 90 (ninety) days after the Proposal submission deadline.
ITC 12.10–12.11	Bidders shall submit a Bid Security of Rs. 500,000/- (Rupees Five Hundred Thousand Only) in the form of a CDR from any scheduled bank of Pakistan, in favor of the Drawing & Disbursing Officer (DDO), M/o NHR&C, Islamabad. Any Proposal not accompanied by the Bid Security shall be rejected as non-responsive.
ITC 13.1	Clarifications may be requested no later than 5 days prior to the submission deadline, addressed to:

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	Procurement Committee, M/o NHR&C, 3rd Floor, Kohsar Block, Pak Secretariat, Islamabad. Phone: 051-9202271 Email: sectionofficerhealth3@gmail.com
ITC 15.2	The format of the Technical Proposal to be submitted is: Full Technical Proposal (FTP). Submission in a wrong format may render the Proposal non-responsive.
ITC 16.1–16.2	As per the Financial Proposal Submission Forms (FIN-1/FIN-2). No price-adjustment provision applies to the lump-sum price.
ITC 16.4	The Financial Proposal shall be stated in Pak Rupees.

C. Submission, Opening and Evaluation

ITC 17(a), 17.1, 17.4	In addition to the original uploaded on PPRA's e-PAD system, one (1) hard copy each of the Technical and Financial Proposal (original) shall be submitted.
ITC 17.7, 17.9	Proposals must be submitted no later than: Date: 21-09- 2026 Time: 1100 hours Submission address: Procurement Committee, M/o NHR&C, 3rd Floor, Kohsar Block, Pak Secretariat, Islamabad. Phone: 051-9202271 Email: sectionofficerhealth3@gmail.com
ITC 19.1–19.2	An online option for opening of Technical Proposals is offered: Yes. Opening: Procurement Committee, M/o NHR&C, 3rd Floor, Kohsar Block, Pak Secretariat, Islamabad. Date: 21-09-2026 Time: 1130 hours.
ITC 21.1	Minimum Technical Qualifying Score: The minimum technical qualifying score shall be 70 marks out of 100. Only those Consultants/Bidders who (i) meet all Mandatory Eligibility/Responsiveness Requirements (Pass/Fail) and (ii) obtain an overall technical score of 70 marks or above shall be declared Technically Qualified. A Consultant/Bidder obtaining less than 70 marks out of 100 shall be declared Technically Non-Qualified, and its Financial Proposal shall not be opened. The Financial Proposals of only those Consultants/Bidders declared technically qualified shall be opened on the date and time notified by the Procuring Agency in accordance with the RFP. Technical marks shall be awarded strictly against the evaluation criteria, sub-criteria, marking methodology and documentary evidence specified in this RFP. No marks shall be awarded for claims that are not supported by the required verifiable documentary evidence. Failure to meet any requirement designated as Mandatory (Pass/Fail) shall result in rejection of the Proposal as non-responsive, irrespective of the technical score otherwise obtainable. After opening of the Financial Proposals of technically qualified Consultants, the final ranking shall be determined using the QCBS methodology, with 80% weight assigned to the Technical Score and 20% to the Financial Score. The Consultant achieving the highest

	combined score shall be ranked first and considered for award/negotiations in accordance with the RFP.
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No.	Mandatory Requirement	Evidence	Result
MANDATORY REQUIREMENTS (Pass/Fail – not scored; a Proposal failing any item is rejected as non-responsive)			
1	Legal registration of firm	SECP/Registrar of Firms registration	Pass/Fail
2	NTN and Active Taxpayer status	NTN + ATL evidence	Pass/Fail
3	Not blacklisted/debarred	Notarized affidavit/declaration	Pass/Fail
4	Disclosure of litigation history	Litigation statement/affidavit	Pass/Fail
5	Independence from SZH/SZPGMI	Signed declaration	Pass/Fail
6	No conflict of interest	TECH-1 declaration	Pass/Fail
7	Required Bid Security	PKR 500,000 CDR in prescribed form	Pass/Fail
8	Complete Technical Proposal	TECH-1 to TECH-4 and required supporting documents	Pass/Fail
9	Financial Proposal separately submitted	No financial information in Technical Proposal	Pass/Fail
10	Authorization to sign proposal	Power of Attorney/Board authorization	Pass/Fail
12	Availability/consent of all Key Experts	Signed CVs/availability declarations	Pass/Fail
No.	Evaluation Parameter	Detailed Marking Criteria	Marks
A	Firm's Relevant Experience & Track Record		25
A1	Institutional / Performance Audit Experience	Similar institutional/performance audit, organizational assessment, public-sector evaluation or performance-management assignments completed during last 10 years: 4 marks per assignment, maximum 4 assignments . Evidence: contract/work order + completion/acceptance certificate.	16
A2	Healthcare / Hospital Sector Experience	Performance audit, institutional assessment or similar assignment involving tertiary/teaching hospitals, health institutions or healthcare organizations: 3 marks per assignment, maximum 3 assignments .	9
B	Approach, Methodology & Work Plan		30
B1	Understanding of Assignment	Demonstrated understanding of SZH's institutional environment, objectives, scope, expected outcomes and key performance issues.	5
B2	Performance Audit Methodology	Sound methodology covering document review, institutional assessment, KPI analysis, financial/performance review and verification procedures.	7
B3	Data Collection & Validation	Appropriate tools for interviews, surveys, document/data verification, sampling, triangulation and validation of findings.	4
B4	Hospital Performance/KPI Assessment	Approach for assessing service delivery, efficiency, utilization, quality, financial performance, HR and institutional KPIs.	4

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B5	Root-Cause & Gap Analysis	Method for identifying systemic, operational, governance, financial and HR-related causes of performance gaps.	3
B6	Recommendations & Improvement Framework	Approach for developing practical, prioritized and implementable recommendations with responsibility/timeframe.	3
B7	Work Plan & Gantt Chart	Logical sequencing of activities, milestones, fieldwork and deliverables consistent with the 90-day assignment.	4
C	Key Experts – Qualifications & Experience		40
C1	Team Leader / Institutional Performance & Healthcare Management Specialist	Qualification 3; general professional experience 3; relevant performance/institutional assessment experience 5; healthcare/hospital experience 4.	15
C2	Financial / Performance Audit Expert	Professional qualification (CA/CMA/equivalent) 3; relevant audit experience 4; public-sector/health financial-performance audit experience 3.	10
C3	Legal / Regulatory Expert	Qualification 2; relevant public-sector/regulatory experience 2; health/institutional governance experience 1.	5
C4	HR & Governance Specialist	Qualification 1; HR/organizational assessment experience 2; public-sector/health governance experience 2.	5
C5	Healthcare Quality / Clinical Governance Specialist	Clinical/quality qualification 1; clinical governance/patient safety experience 2; hospital accreditation/quality assessment experience 2.	5
D	Organizational & Financial Capacity		5
D1	Average Annual Turnover	PKR 30–49.99m = 2 marks; PKR 50–74.99m = 3 marks; PKR 75–99.99m = 4 marks; PKR 100m or above = 5 marks. Based on average turnover for last 3 financial years supported by audited accounts/tax returns.	5
	TOTAL TECHNICAL SCORE		100

ITC 23.1	An online option for opening of Financial Proposals is offered: No.
ITC 25.1	For evaluation purposes, the Procuring Agency shall exclude all local identifiable indirect taxes (sales tax, excise duty, VAT or similar) levied on the Contract's invoices. Applicable taxes shall be discussed and finalized at Contract negotiations.
ITC 27.1 (QCBS)	The most advantageous Financial Proposal (Fm) is given the maximum financial score (Sf) of 100. The financial score of all other Proposals is: $Sf = 100 \times Fm / F$, where "Fm" is the lowest price and "F" is the price of the Proposal under consideration. Weights: Technical (T) = 80% Financial (P) = 20% Combined score: $S = (St \times T\%) + (Sf \times P\%)$. Given the sensitivity of this assignment – undertaken pursuant to the directions of the Prime Minister's Office – a higher technical weight is applied to prioritize the credibility, independence and competence of the audit firm over cost.

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ITC 30.2	The selected Consultant shall be required to commence the Services within 7 (seven) days of Contract signing.
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SECTION III (continued). TECHNICAL PROPOSAL – STANDARD FORMS

FORM	DESCRIPTION
TECH-1	Technical Proposal Submission Form
TECH-2	Consultant's Organization and Experience (2A: Organization; 2B: Experience)
TECH-3	Comments/Suggestions on the TORs, and on Counterpart Staff & Facilities to be provided by the Procuring Agency (3A / 3B)
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 who signs the Proposal.

FORM TECH-1 – TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: Ministry of National Health Services, Regulations & Coordination, 3rd Floor, Kohsar Block, Pak Secretariat, Islamabad.

Dear Sirs,

We, the undersigned, offer to provide the consulting services for the Third-Party Performance Audit of Shaikh Zayed Hospital (SZH), Lahore, in accordance with your Request for Proposals dated [Insert Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

{If the Consultant is a Joint Venture, insert: We are submitting our Proposal as a joint venture with: [full name and legal address of each member, indicating the lead member]. We attach a copy of our JV agreement/letter of intent, signed by every participating member, detailing the legal structure and joint-and-several liability of the members.}

{If the Proposal includes Sub-Consultants, insert: We are submitting our Proposal with the following Sub-Consultants: [full name and address of each].}

We hereby declare that:

- All information and statements made in this Proposal are true, and we accept that any misrepresentation may lead to our disqualification.
- Our Proposal shall be valid and binding upon us until [insert day, month and year in accordance with ITC 12.1].
- We have no conflict of interest in accordance with ITC 3, and confirm our independence from Shaikh Zayed Postgraduate Medical Institute (SZPGMI)/Shaikh Zayed Hospital (SZH).
- Except as stated in Data Sheet, Clause 12.7, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to termination of Contract negotiations.
- Our Proposal is binding upon us and subject to any modifications resulting from Contract negotiations.

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We undertake, if our Proposal is accepted and the Contract is signed, to commence the Services 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 it receives.

Yours sincerely,

Authorized Signature (in full and initials):

Name and Title of Signatory:

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

In the capacity of:

Address:

Contact information (phone and e-mail):

{For a Joint Venture, 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 – CONSULTANT'S ORGANIZATION AND EXPERIENCE

A brief description of the Consultant's organization and an outline of its recent experience most relevant to this assignment. For a Joint Venture, information on similar assignments shall be provided for each member.

2A. Consultant's Organization

- Provide a brief description of the background and organization of your firm, and – for a Joint Venture – of each member for this assignment.
- Include an organizational chart, a list of the Board of Directors/Partners, and beneficial ownership.
- Confirm professional registrations/accreditations held (e.g., SECP/Registrar of Firms, ICAP membership, ISO/quality certifications, if any).

2B. Consultant's Experience

- List only previous similar assignments – institutional/organizational performance audits, public-sector evaluations, or healthcare-sector assignments – successfully completed in the last ten (10) years.
- List only assignments for which the Consultant was legally contracted by the client as a firm, or as a joint-venture partner. Assignments completed by individual experts working privately, or through other firms, cannot be claimed as the Consultant's experience, but may be claimed by those Experts in their own CVs. The Consultant should be prepared to substantiate claimed experience with copies of relevant documents and references if requested.

Duration	Assignment name & brief description of main deliverables	Client & Location	Approx. Contract Value (PKR)	Role on the Assignment

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FORM TECH-3 – COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF AND FACILITIES

Comments and suggestions that could improve the quality/effectiveness of the assignment, and on requirements for counterpart staff and facilities to be provided by the Procuring Agency.

3A. On the Terms of Reference

{Improvements to the Terms of Reference, if any}

3B. On Counterpart Staff and Facilities

{Comments on counterpart staff and facilities to be provided by the Procuring Agency – e.g., administrative support, office space at SZPGMI/M/o NHR&C, access to records and IT systems, local transportation for site visits, background reports – if any.}

FORM TECH-4 – TEAM COMPOSITION, KEY EXPERTS' INPUTS, AND CURRICULUM VITAE (CV)

The Consultant shall propose, at a minimum, the following Key Experts, consistent with the evaluation criteria at Data Sheet ITC 21.1. Additional Non-Key Experts may be proposed as needed.

No.	Position	Input (person-months)	Total Time-Input (Home / Field / Total)
K-1	Team Leader / Institutional Performance & Healthcare Management Specialist		
K-2	Financial / Performance Audit Expert		
K-3	Legal Expert		
K-4	Human Resource & Governance Specialist		
K-5	Healthcare Quality / Clinical Governance Specialist		
N-1, N-2 ...	Non-Key Experts (as proposed by the Consultant)		

One (1) month equals twenty-two (22) working days. One working day shall not be less than eight (8) working hours. "Home" means work in the Expert's country of residence; "Field" means work carried out in Pakistan.

Curriculum Vitae (CV) – to be attached for each Key Expert

- Position title and number (e.g., K-1, Team Leader)
- Name, date of birth, and country of citizenship/residence
- Education – institutions, dates attended, degrees/diplomas obtained


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- Employment record relevant to the assignment – in reverse chronological order, with dates, employer, title, activities performed, and reference contact information
- Membership in professional associations, and publications, if any
- Language skills
- Adequacy for the assignment – detailed tasks to be assigned, and reference to prior work best illustrating capability to handle those tasks
- Certification of accuracy, signed and dated by the Expert, and countersigned by the Consultant's authorized representative


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SECTION IV. FINANCIAL PROPOSAL – STANDARD FORMS

FORM FIN-1 – FINANCIAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: Ministry of National Health Services, Regulations & Coordination, 3rd Floor, Kohsar Block, Pak Secretariat, Islamabad.

Dear Sir,

We, the undersigned, offer to provide the consulting services for the Third-Party Performance Audit of Shaikh Zayed Hospital (SZH), Lahore, 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 in words and figures], inclusive of all applicable taxes.

Our Financial Proposal shall be binding upon us, subject to modifications resulting from Contract negotiations, up to expiration of the Proposal validity period indicated at Data Sheet ITC 12.1.

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

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

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 for: Hiring of a Consultant/Firm for conducting a Third-Party Performance Audit of Shaikh Zayed Hospital (SZH), Lahore

Description	Duration of Contract	Lump-Sum Quoted Price (PKR)
Lump-sum cost for Hiring of a Consultant/Firm for conducting a Third-Party Performance Audit of Shaikh Zayed Hospital (SZH), Lahore, covering all Key/Non-Key Expert remuneration, reimbursable and out-of-pocket expenses.	90 calendar days	

Quoted Price in Words:

Payment Terms (linked to Deliverables at Clause 6 of the TORs)

S. No.	Deliverable / Milestone	Payment (%)
1	Submission and approval of the Inception Report and Audit	20%

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	Plan (incl. audit/performance-assessment framework and Gantt chart)	
2	Submission and approval of the Draft Performance Audit Report, including the Preliminary Findings Presentation	40%
3	Submission and approval of the Final Performance Audit Report, Executive Summary, and Actionable Improvement Plan	40%
TOTAL	100%	

Notes:

- Quoted prices shall be inclusive of all applicable Federal, Provincial and local-body taxes, to be deducted from invoices accordingly.
- The Bidder shall not claim or charge any out-of-pocket expense other than the lump sum quoted above.
- A Bid Security of Rs. 500,000/- in the form of a CDR from any scheduled bank of Pakistan, in favour of the Director General (Development), M/o NHR&C, must be submitted with the Technical Proposal.
- The successful Consultant shall submit invoices/bills upon satisfactory completion of each milestone, to the satisfaction of M/o NHR&C.
- Invoices/bills must clearly state a valid NTN and Sales Tax Registration Number.

Company Stamp and Authorized Signature


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SECTION V. TERMS OF REFERENCE (TOR)

TERMS OF REFERENCE FOR HIRING OF A CONSULTANT/FIRM FOR CONDUCTING A THIRD-PARTY PERFORMANCE AUDIT OF SHAIKH ZAYED HOSPITAL (SZH), LAHORE

1. Background

Shaikh Zayed Postgraduate Medical Institute (SZPGMI), an autonomous institution under the Ministry of National Health Services, Regulations & Coordination, Government of Pakistan ("MNHSR&C"/"the Ministry"), is responsible, through its constituent Shaikh Zayed Hospital (SZH), Lahore, for the provision of quality tertiary-care health services. Following news reports published in the daily Dawn on 17th July 2026, indicating that SZH has continuously demonstrated poor performance and failed to meet minimum service standards and key performance indicators, the Prime Minister's Office took cognizance of the matter and directed the Ministry to undertake an independent, third-party performance audit of Shaikh Zayed Hospital, Lahore.

The purpose is, inter alia, to independently assess SZH's institutional performance, governance, efficiency, quality, effectiveness, compliance, and utilization of resources, while identifying opportunities for organizational improvement, revenue enhancement, and international benchmarking.

2. Objectives

The selected third-party auditor ("the Consultant") shall conduct the performance audit of Shaikh Zayed Hospital, Lahore, with the following objectives:

- (a) Assess SZH's operational and financial performance over the Audit Period (Clause 3 below) against its approved strategic objectives, KPIs/targets and statutory mandates, benchmarked against comparable national/international teaching hospitals and academic health institutions.
- (b) Determine the underlying root causes of underperformance and service-delivery gaps, examining institutional, managerial, financial, human-resource, operational and governance-related factors.
- (c) Identify practical way-forward options for each major area of underperformance, with each option specifying the governance, operational, financial, regulatory or legislative enablers required for its implementation.
- (d) Explore opportunities to enhance SZH's revenue base and its progress toward financial self-sustainability, including cost-recovery mechanisms, resource optimization and reduction of wastage.
- (e) Evaluate governance, accountability, transparency and decision-making mechanisms at SZH, and assess the adequacy of internal controls and risk-management arrangements.
- (f) Provide an unbiased, evidence-based assessment of the utilization of public resources and the delivery of quality patient care, enhancing transparency for all stakeholders.
- (g) Provide practical, evidence-based strategic and operational recommendations for SZH, each with measurable performance indicators, an implementation action plan/timeline, and a clear statement of the enablers/support required, to achieve sustained performance improvement.

3. Period of the Audit

The performance audit shall cover SZH's operational and financial performance over the preceding five (05) financial/operational years, i.e., FY 2021–22 to FY 2025–26 ("the Audit Period"), unless a different period is confirmed by the Project Steering Committee (Clause 9) at the Inception stage. Performance trends across the Audit Period shall be assessed against SZH's approved KPIs/targets for the corresponding years.

4. Scope of Work

The audit shall include, but not necessarily be limited to, the following areas of work at Shaikh Zayed Hospital (SZH), Lahore, for the Audit Period defined at Clause 3:

(a) Governance, Leadership and Strategic Performance

- Governance structures, management decision-making, accountability and transparency mechanisms.
- Strategic planning and achievement of approved KPIs/targets over the Audit Period.
- Adequacy of the risk-management framework and internal controls.

(b) Financial Performance and Sustainability

- Revenue generation, expenditure patterns, cost structures and budget utilization over the Audit Period.
- Outstanding liabilities/receivables and overall financial sustainability.
- Cost-recovery mechanisms and options to increase the revenue base and progress toward self-sustainability.
- Procurement, inventory and asset management, from a financial-control and value-for-money perspective.

(c) Clinical Service Delivery and Patient-Care Quality

- Effectiveness of SZH's clinical service delivery and patient-care quality.
- Quality-assurance systems, patient safety, and clinical-outcome indicators, bounded to SZH's own service delivery.

(d) Operational Efficiency, Human Resources and Systems

- Operational efficiency and effectiveness, including resource utilization and process bottlenecks.
- Human-resource management, deployment and productivity.
- Asset-management systems and the efficiency/economy of key support services.
- Digital health, Hospital Management Information System (HMIS) and other information systems.

(e) Root-Cause Analysis and Stakeholder Feedback

- Specific determination of the underlying/root causes of identified performance gaps, categorized as institutional, managerial, financial, HR, operational and governance-related factors.
- Stakeholder satisfaction survey/consultations with patients, faculty and staff directly engaged in SZH's service delivery.

5. Audit Methodology

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5.1 The Consultant shall employ a systematic performance-audit methodology consistent with applicable professional and industry standards, comprising the following phases:

Inception Phase

- (a) A preliminary review of SZH's key documents, previous inspection/audit reports, strategic plans, and relevant legislation/regulations.
- (b) Meetings with key stakeholders to refine the scope and confirm the Audit Period and understanding of the assignment.
- (c) Submission of an Inception Report detailing the final methodology, the Performance-Assessment Framework/indicators, data-collection tools, and a detailed work plan with a Gantt chart of activities and timelines.

5.2 Following the Inception Phase, the Consultant shall undertake data collection, fieldwork and analysis, applying appropriate tools and techniques, including but not limited to:

- (a) Review and synthesis of all relevant available information, including on-site file reviews, direct observation, and interviews with staff at all levels.
- (b) Qualitative analysis through stakeholder meetings, focus groups and structured questionnaires, to understand context and identify underlying issues.
- (c) Quantitative analysis, collating and analysing performance data (KPIs) related to quality, efficiency and finance, and comparing them against approved targets and benchmarks.
- (d) Desktop research and national/international benchmarking against comparable teaching hospitals.
- (e) Patient and staff surveys.

5.3 Preparation and submission of the Draft Performance Audit Report for review and feedback, along with a Preliminary Findings Presentation to MNHSR&C and SZPGMI/SZH management.

5.4 Submission of the Final Performance Audit Report, incorporating feedback received on the draft.

6. Deliverables and Reporting Timeline

The Consultant shall submit three (03) core deliverables, structured as follows:

#	Deliverable	Includes	Timeline (from Contract signing)	Payment
1	Inception Report and Audit Plan	Final methodology; Performance-Assessment Framework/KPI indicators; detailed work plan and Gantt chart	2 weeks	20%
2	Draft Performance Audit Report	Preliminary Findings Presentation; SZH Performance Scorecard; draft Executive Summary and Actionable Improvement Plan	8 weeks	40%
3	Final Performance Audit Report	Incorporates MNHSR&C/SZPGMI feedback on the draft; final Executive Summary; final SZH Performance Scorecard; final Actionable Improvement Plan with prioritized, time-bound recommendations	12 weeks (end of assignment)	40%

7. Duration of Assignment

The total duration of the assignment shall be three (03) months (90 calendar days) from the date of Contract signing, structured in accordance with the milestones set out at Clause 6 above.

8. Eligibility Criteria

The consulting firm (or Joint Venture, per ITC Clause 1(i)) shall demonstrate:

- Registration with the Securities and Exchange Commission of Pakistan (SECP) or the Registrar of Firms, and inclusion on the FBR Active Taxpayer List (valid NTN/STRN).
- That it is not blacklisted by PPRA or any Government/regulatory body, and full disclosure of its litigation history.
- At least ten (10) years' experience in institutional performance audits, healthcare quality assessment, public-sector evaluation, or organizational performance management, with at least five (5) verifiable similar assignments.
- Average annual turnover of at least Rs. 30 million over the last three (3) years, supported by audited financial statements.
- Proven experience in teaching hospitals, tertiary-care hospitals, or public-sector health/government institutions.
- A multidisciplinary team, including experts in healthcare management, financial/performance audit, legal/regulatory affairs, human resources & governance, and healthcare quality/clinical governance (see Data Sheet ITC 21.1 for detailed Key Expert requirements).
- Independence from SZPGMI/SZH and absence of conflict of interest, in accordance with ITC Clause 3.

9. Institutional Oversight – Project Steering Committee

The Ministry shall constitute a Project Steering Committee to: confirm the exact Audit Period and Performance-Assessment Framework at the Inception stage; review and approve the Consultant's deliverables; facilitate the Consultant's access to records, data and stakeholders; and provide overall oversight of the engagement. The Committee shall be constituted, and its composition notified to the successful Consultant, within two (02) weeks of Contract signing.

10. Contact Information

For further information and submission of Proposals:

Section Officer (H-IV)

Ministry of National Health Services, Regulations & Coordination, Islamabad

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