

HEALTH DEPARTMENT,  
GOVERNMENT OF SINDH



MANAGEMENT OF PUBLIC HEALTH FACILITIES  
UNDER PUBLIC PRIVATE PARTNERSHIP (PPP)  
ARRANGEMENT

REQUEST FOR STATEMENT OF  
QUALIFICATIONS (RSQ)

FOR HIRING OF PRIVATE PARTNER TO IMPROVE SECONDARY  
AND TERTIARY HEALTH CARE  
THROUGH PERFORMANCE BASED PARTNERSHIPS

## 1. GENERAL

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### *a) Preamble:*

With a population of around 43 million, Sindh is the second most populous province of Pakistan. At the turn of new millennium, our country and province faces enormous challenges with regard to its health sector. The Government of Sindh is committed to improve the quality of health services being provided to public and for the purpose an effective policy backed up by an implementation plan and adequate resources is in place so that a visible difference can be brought about in the quality of our medical, nursing and paramedical education, health services delivery in collaboration with other sectors, to the ultimate benefit of people of the province

The Health Sector Strategy (HSS) 2012-2020 summarizes the vision, goals, objectives and targets of the government with regard to its health sector, which justifiably aims at improvement in their health status, and the overall quality of life of its citizens. The socio economic factors as well as role of other sectors have also been carefully considered while framing the Health Sector Strategy. The HSS aims at enhancing health sector financing, ensuring efficient utilization of available resources, mainstreaming the public health sector, reforming all aspects of health, bringing about inter-sectoral collaboration and empowering communities with regard to their health needs in a sustainable manner.

### *b) Objective:*

The objective of the government of Sindh is to seek participation of private sector in quality health care service delivery to public, ensuring equitable and sustainable access. It is envisaged that the management of public sector healthcare facilities is handed over to private sector with the expectation that private sector expertise and know how in the field will bring a visible change in these institutions and offer quality services at affordable prices. The Government of Sindh would appreciate if the Private Partner would identify / select the GoS under-performing unit/ service and come up with the concrete proposal for its improvement.

c) The Health Department, Government of Sindh (the "GOS") is desirous of procuring services of Private Partners in Province of Sindh, Pakistan through the Management Contracts for following major components:

- (i) Management of Select RHCs/ THQs/ DHQs other Hospitals for improving infrastructure; availability of health services (as per agreed EPHS) and provision of additional services as per agreed framework;
- (ii) Management of the Diagnostic Services in select health facilities;
- (iii) Establishing Ambulances services;
- (iv) Management Contracts for a few select Provincial/ District Health Development Centers for establishing high quality training of Nurses/ Paramedics.

- (v) The project's social benefits would encompass but not limited to:
- A. Increased utilization and coverage of Primary and secondary health care services in the districts.
  - B. Adequately equipped and functional health infrastructure.
  - C. Improved supervision and timely utilization of allocated resources.
  - D. Increased consumer satisfaction with publicly provided health services.

The Health Department invites SOQ for seeking the proposals from professional and reputable health service providers / institutions, possessing the requisite experience. EOI should comprise detailed profile of the Partners, sector related experience, list and detail of comparable projects handled in the last five (5) years and / or in process including project costs etc.

The Private Partner shall, be responsible to:

- Improve access to health care and community satisfaction from public service delivery in the district through supportive management and meet key performance indicators
- Ensure equitable and quality service provision in the entrusted domain.

The exhaustive list of key performance indicators with all relevant details of targets and measuring the performance will be provided later once the partner is qualified.

- Provide the agreed Essential Package of Health Services (EPHS).
  - Align with the provincial, national and international commitments and obligations.
- d) Interested potential Partners are required to submit a Statement of Qualification ("SOQ") in the form and manner set out herein to the GOS by January 10, 2014 (the "Due Date").
- e) Information provided in the SOQs will be used by the GOS exclusively to evaluate the suitability of the Partner. Only such health service providers / institutions as are pre-qualified by the GOS, after such evaluation may be issued Request for Proposal ("RFP") (defined in Section 6 below) for the purposes of participating in the subsequent bidding for hiring of the Services.
- f) Notwithstanding anything contained in this Request for Statement of Qualifications ("RSOQ"), receipt of the SOQ from the potential Partner is not and should not be considered as a commitment by the GOS to engage any potential Partner.

## 2. PRE-QUALIFICATION

### *2.1 Eligibility Requirements*

In order to be pre-qualified by the GOS, the potential partners (health service providers / institutions) must fulfill the following eligibility requirements:

- A. Must have very good understanding of health sector of Sindh;
- B. Must have past experience of managing health facilities/ relevant health services with availability of technical manpower; modern systems of management including HMIS, Audits, Accounts, Reporting, and Research etc.
- C. Must have very good understanding of various areas of Sindh
- D. Must be familiar with international practices in the health sector
- E. Preference will be for potential Health Service Providers backed by philanthropy/ innovative ideas of funds generation and financing the cost of improved health service delivery;
- F. Must have sound financial worth

## ***2.2 Basis for Disqualification***

The following may be reasons for disqualification of a potential Partner by the GOS at any time/stage:

- (a) If the Partner fails to submit the required support documentation along with the SOQ by the Due Date.
- (b) Misrepresentation, withholding or concealment of information in the SOQ by the Partner.
- (c) If the Partner fails to disclose or provide any additional information as may be required by the GOS.
- (d) If the GOS determines that the Partner is prohibited from doing business with the GOS on grounds which may include but not limited to past track record, public policy or national interest.
- (e) If the GOS (in its sole discretion) determines during evaluation that the Partner will be unable to satisfactorily provide the Services (including as a consequence of any conflict of interest).

## ***2.3 Discretion of the GOS***

Notwithstanding anything contained herein, the GOS may at its discretion reject any or all SOQs, temporarily halt the process or annul the same at any time/stage without assigning any reason or incurring any liability whatsoever.

### 3. MANDATORY CONTENTS OF SOQ

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Each SOQ shall include the following sections:

- Methodology
- Capability and Experience
- Conflict of Interest

#### 3.1 *Methodology*

This Section of the SOQ shall set forth a brief write up of the methodology to be employed by the potential Partner to provide the Services. It shall also include the envisaged assistance required from GOS and the anticipated milestones and timelines by which such milestones are proposed to be achieved.

#### 3.2 *Capability and Experience*

This section of the SOQ shall include the following information of the potential Partner:

- (a) Name of each employee working full time with the potential Partner together with his/her academic qualification and years of experience.
- (b) Resume of concerned persons who would be involved in provision of the Services together with their expertise and experience, demonstrating their capability to provide the Services (including relevant experience).
- (c) Identity of the partner who will be responsible for the Services ("Responsible Partner").

#### 3.3 *Conflict of Interest*

This Conflict of Interest section shall include information regarding any conflict of interest that a potential Partner has in representing GOS.

### 4. SUBMISSIONS OF SOQS

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#### 4.1 *Timing, Number of Copies and Filing Requirements*

A potential Partner must submit an original three copies of its SOQs not later than 1400 hrs Pakistan Standard Time on or prior to the Due Date to the GOS at the following address:

Secretary to Government of Sindh,  
Health Department,  
5Th Floor, New Sindh Secretariat,  
Kamal Atta Turk Road, Karachi.

Phone No: + (92) 21-99211012, 99211565

Fax No: + (92) 21-99211012, 99211565

Email: \_\_\_\_\_

Each SOQ shall be in English. Faxed SOQs will not be accepted. SOQs bearing a postmark or courier arrival receipt up to 1400 hrs Pakistan Standard Time on the Due Date will be accepted upon the package's arrival.

#### **4.2 Sealing and Marking of SOQs**

In order to avoid the possibility of loss of the contents of an SOQ due to a rupture of the outer envelope containing an SOQ, each SOQ should be enclosed in a sealed envelope which itself should be encased in another envelope. Both the inner and outer envelope(s) must be marked with the full address as shown above.

#### **4.3 Material Change**

Each potential Partner must report any material change in the information provided by it in its SOQ up to the Due Date. Any such material change that may be grounds for disqualification under Section 2.2 could lead to a disqualification of the potential Partner.

#### **4.4 Certification**

The Responsible Partner must sign the SOQ, on behalf of the potential Partner, to indicate consent evidencing their agreement to provide the Consulting Services.

The Responsible Partner submitting the SOQ on behalf of the potential Partner shall certify the SOQ in the following form:

"I, the undersigned certify on behalf of [name of the potential Partner] that to the best of my knowledge and belief, and upon diligent inquiry, all the information submitted in this Statement of Qualifications is true and accurate. I further confirm and understand that amongst other reasons any misrepresentation or concealment of facts will render [name of potential Partner] disqualified for pre-qualification.

In certification of the statements above, I hereby sign this document on the \_\_\_\_ day of \_\_\_\_ 2012.

[Typewritten name, signature and position of the Responsible Partner.]"

### **5. REVIEW AND EVALUATION OF SOQS**

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#### **5.1 Review and Evaluation**

The experience, expertise and other capabilities of the potential Partner to provide the Services will be reviewed and evaluated by the GOS, which in view

of the aforementioned criteria shall determine whether the potential Partner has the expertise and the capability to provide the Services.

**5.2 *Supplementary Information***

Where the GOS deems it convenient or necessary, it may request supplementary information or documentation from the potential Partner for determining eligibility for pre-qualification of such potential Partner.

**5.3 *Intimation of Pre-qualification***

Intimation of pre-qualification will be given in writing and delivered to pre-qualified potential Partner by facsimile, mail and/or courier at their specified address.

**5.4 *Return of SOQ***

The GOS shall be under no obligation to return any SOQ submitted by the potential Partner or to reimburse the potential Partner for the cost of preparing an SOQ or any other costs incidental thereto.

**6. BIDDING**

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All pre-qualified potential Partners will be sent 'Request For Proposal' ("RFP"). If a pre-qualified potential Partner bids for providing the Services, it shall be deemed to have no objection to the terms of the RFP.

**7. SPECIAL PROVISIONS**

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**7.1 *Discharge and Exemption***

Each potential Partner that submits an SOQ exempts and discharges the GOS and its consultants, advisors and personnel completely and unconditionally from any responsibility or liability for the decisions that may be made with respect to its pre-qualification to participate in the bidding process for providing the Services.

**7.2 *Confidentiality During Pre-Qualification***

By submitting its SOQ, each potential Partner agrees to maintain the confidentiality of all information supplied to it in connection with the pre-qualification process and agrees to keep its own application confidential, whether or not it is among those pre-qualified by the GOS.

**HIRING OF PRIVATE PARTNER TO IMPROVE SECONDARY AND TERTIARY HEALTH  
CARE THROUGH  
PERFORMANCE BASED PARTNERSHIPS**

- a. Management of Select RHCs/ THQs/ DHQs and other Hospitals for improving infrastructure; availability of health services (as per agreed EPHS) and provision of additional services as per agreed framework;
- b. Management of the Diagnostic Services in select health facilities;
- c. Establishing Ambulances services;
- d. Management Contracts for select Provincial/ District Health Development Centers for establishing high quality training of Nurses/ Paramedics.
- e. Detailed Scope of Work shall be provided in the RFP stage

**ANNEXURE A – SCOPE OF WORK**

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**General**

- All the catchment population of the facility/ district shall be covered through the cluster approach.
  - To take responsibility of repair, renovation and maintenance of health facilities.
  - To equip, furnish and optimally staff health facilities.
  - Provision of adequate supply of drugs and consumable supplies is critical to the successful provision of quality services.
  - To ensure availability of standard lists of human resource positions depending upon the catchment population and number of beds of the facility to deliver the Essential Package of Health Services (EPHS).
  - To establish well-organized management information
  - A logistics management system will be put in place to ensure continued availability of medicines and other supplies in these facilities.
  - To establish functional and robust ambulance service in the catchment of the cluster.
  - To establish and report required performance indicators.
  - To monitor, supervise and report the attached health facilities, outreach and community based services.
  - To establish a program at selected health facilities for community based management of acute illnesses.
  - In order to maintain and improve the quality of MNCH, family planning and nutrition services at all levels in the district a comprehensive capacity building activity will be undertaken in the project districts.
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### Specific

#### For Primary Care Services:

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- Education concerning prevailing health problems and the methods of preventing and controlling them
  - Promotion of safe food supply and proper nutrition
  - An adequate supply of safe water and basic sanitation
  - Maternal and child health care, including Family Planning.
  - Immunization against major infectious diseases
  - Prevention and control of locally endemic diseases.
  - Appropriate treatment of common diseases and injuries
  - Provision of essential drugs
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#### For Secondary Care Services:

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- The THQ hospital provides promotive, preventive, curative, diagnostics, in patients, referral services and also specialist care. THQ hospitals are supposed to provide basic and comprehensive EmONC.
- THQ hospital provides referral care to the patients including those referred by the Rural Health Centres, Basic Health Units, Lady Health Workers and other primary care facilities.
- The DHQ hospital provides promotive, preventive, curative, advance diagnostics, inpatient services, advance specialist and referral services.
- All DHQ hospitals are supposed to provide basic and comprehensive EmONC.
- DHQ hospitals 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 care facilities.

#### Fulfilling National and international commitments

It should be aligned with existing provincial obligations and national, international commitments of Millennium Development Goals for Child Health (MDG 4), Maternal Health (MDG 5), TB, Malaria, HIV (MDG 6), Access to Medicines (MDG 8) and contribution through inter-sectoral action to related areas of Poverty and Hunger (MDG 1), Gender Equality (MDG 3), and Environment Sustainability (MDG 7). [END]

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## Expression of Interest

## Government of Sindh's Initiative for Improving Health Care Public Private Partnerships for Select Public Health Facilities / Health Services



### Introduction:

The Health Department Government of Sindh (GoS) intends to evolve performance based Public Private Partnerships (PPP) for a few of its under-performing Health Facilities, as well as Health Services in collaboration with the private sector towards the overall objective of improving health service delivery visibly in the province. These PPPs are initially envisaged to be medium term (5-10 years). These PPPs are visualized to be Management Contracts on the basis of a mutually agreed Essential Health Service Package (EHSP). The GoS Assets under these contracts will strictly remain that of the Government of Sindh. The Management Contracts are being solicited for following major components:

1. Management of Select RHCs/ THQs/ DHQs and other Hospitals for improving infrastructure, availability of health services (as per agreed EHSP) and provision of additional services as per agreed framework

- ii. Management of a Diagnostic and other Services in different hospitals
- iii. Management of Trauma Services in different hospitals
- iv. Establishing Ambulance Services in the prescribed un served regions
- v. Management Contracts for a few select Provincial/ District Health Development Centers for establishing high quality training of Nurses / Midwives / Paramedics

### Qualification of the Partner:

The proposals are being primarily sought from professional and reputable health service providers / institutions.

- i. Preference will be for potential Health Service Providers backed by philanthropy/ innovative ideas of funds generation and financing the cost of improved health service delivery
- ii. Must have at least 5 years experience of managing health facilities/ relevant

Health services with availability of technical manpower, modern systems of management including HMIS, Audits, Accounts, Reporting, and Research, etc.

- iii. Must have sound financial worth

### Government of Sindh would provide:

- i. Medium term (5-10 years), Performance Based Management Contracts for managing the relevant facility (RHC/ hospital) extendable to long term on the basis of regular third party evaluation
- ii. Medium term (5-10 years) Performance Based Management Contracts for managing the relevant Services ( Diagnostic/ Trauma/ Training etc) extendable to long term on the basis of regular third party evaluation
- iii. Transfer of existing budgets, and additional grants subject to provision of similar funds by the Management Partner through philanthropy/ innovative financing models etc

Government of Sindh, Health Department invites "Expression of Interest" from Health Service Providers having prescribed qualification. The EOI, accompanied with evidence of relevant experience and capacity, should reach:

address given below not later than January 10, 2014.

Guidelines and Request for Proposal (RFP) will be issued to short listed applicants/ potential partners.



Secretary to Government of Sindh  
Health Department  
5th Floor, New Sindh Secretariat,  
Karnal Atta Turk Road, Karachi.  
Phone No: + (92) 21- 9922012, (92) 21- 99225493

E-mail of Contact Persons:  
Ayemulish Khan Warar: lubazad@hotmail.com  
Mouh-Bux Shaikh: mshelkhy@yahoo.com