**KARANDAAZ PAKISTAN**

**Request for Proposal**

16th.March.2018

**“Market Analysis of Equipment for Clinical Laboratories in Pakistan and Availability of and Need for Formal Financing**.”

**SECTION 1. LETTER OF INVITATION**

RFP No. 41.

12th March 2018, Islamabad

1. The purpose of this RFP is to solicit bids from companies interested in conducting research on the needs for formal financing of medical and diagnostic equipment in clinical laboratories and diagnostic facilities. The RFP is designed to assess whether organizations are able to provide the services required, and through a competitive and fair assessment, select a winning vendor for a services year-long contract.
2. Karandaaz Pakistan invites sealed proposals from interested and eligible organizations. More details on the Services required are provided in the Terms of Reference (Section 4 of RFP).
3. The company will be selected under open competitive procedures, in accordance with the procurement policies and procedures of Karandaaz Pakistan. In the event of any conflict or inconsistency in terms and conditions of the request for proposal, Karandaaz Pakistan procurement policies and procedures shall prevail.
4. The full RFP is available at [**www.karandaaz.com.pk**](http://www.karandaaz.com.pk).
5. Both financial and technical proposals must be submitted before 12:00 noon Pakistan Standard Time on 09th April 2018. Offerors must prepare four hard copies of the technical proposal and one hard copy of the cost proposals, and submit in separate **sealed** envelopes to the attention of ‘The Procurement Department’ 1-E, Ali Plaza, D Chowk, Mezzanine Floor, Naziumudin Road, Blue Area, Islamabad

Yours sincerely,

**The Procurement Department**

Karandaaz Pakistan

**SECTION 2. INSTRUCTIONS TO FIRMS**

**A. General**

1. **Scope of Proposal**

Karandaaz Pakistan issues this Request for Proposal (RFP) for the following services:

“Market Analysisof Medical Devices Sector”

Throughout this RFP:

1. The term “in writing” means communicated in written form (e.g., by mail, e-mail, fax)
2. “Day” means calendar day
3. **Fraud and Corruption**

Firms shall comply with Karandaaz Pakistan’s policy regarding fraud and corruption given in Section 3 of the RFP.

1. **Eligibility**

Karandaaz Pakistan may specify certain minimum qualification criteria in the Terms of Reference e.g. minimum years of relevant experience.

The firm has an obligation to disclose to Karandaaz Pakistan any situation of actual or potential conflict that impacts its capacity to serve Karandaaz Pakistan’s best interests. Failure to disclose such situations may lead to the disqualification of the firm or the termination of its Contract. Karandaaz Pakistan’s policy with regard to conflict of interest is given Section 3 of the RFP.

Firms shall provide such evidence of their continued eligibility satisfactory to Karandaaz Pakistan, upon request.

1. **One Proposal Per Firm**

Each firm shall submit only one proposal, either individually or as a partner in a joint venture. A firm that submits or participates in more than one proposal shall cause all the proposals with the firm’s participation to be disqualified. However, this does not limit the participation of subcontractors and individual experts in more than one proposal.

1. **Cost of Preparation of Proposal**

The firm shall bear all costs associated with the preparation and submission of its proposal. Karandaaz Pakistan shall not be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

**B. Request for Proposal**

1. **Contents of the RFP**

The RFP includes the documents listed below and any Addendum issued in pursuant to point 8 of this section ‘Amendment of RFP’.

Section 1 - Letter of Invitation

Section 2 - Instructions to firms

Section 3 – Procurement Policy – vendor conduct

Section 4 - Terms of Reference

Annexure A – Proposal Submission Form

1. **Clarification of RFP**

All questions and/or clarifications regarding this RFP must be submitted via email to Procurement@karandaaz.com.pk no later than 5:00PM local time on March 22nd, 2018. All correspondence and/or inquiries regarding this solicitation must reference the RFP number. No phone calls or in-person inquiries will be entertained; all questions and inquiries must be in writing

Questions and requests for clarification—and the responses thereto—will be circulated to all RFP recipients who have indicated an interest in bidding by 5:00PM on March 22nd, 2018.

Only written answers will be considered official and carry weight in the RFP process and subsequent evaluation. Any verbal information received from a Karandaaz employee or other entity should not be considered as an official response to any questions regarding this RFP.

1. **Amendment of RFP**

At any time prior to the deadline for submission of bids, Karandaaz Pakistan may amend the RFP by issuing an Addendum.

Any Addendum issued shall be part of the RFP and will be communicated via the Karandaaz Pakistan website ([www.karandaaz.com.pk](http://www.karandaaz.com.pk)). Firms are advised to monitor the site for updates.

To give prospective firms reasonable time in which to take an Addendum into account in preparing their bids, Karandaaz Pakistan may, at its discretion, extend the deadline for the submission of bids, pursuant to point 17 ‘Deadline for Submission of Proposals’ of this section.

**C. Preparation and Submission of Proposals**

1. **Language of proposal**

All documents relating to the proposal shall be written in the English language.

1. **Documents Comprising the Proposal**

The proposal shall consist of the following:

1. Qualifying Package
2. Copy of registration certificate
3. NTN
4. Audited accounts
5. Technical Proposal consisting of the following:
6. Firm’s organization and experience;
7. Comments and suggestions on the terms of reference, and facilities to be provided by the client;
8. Description of approach, methodology, and work plan in responding to the terms of reference;
9. Examples of relevant past experience
10. Work schedule and planning for deliverables; and
11. Team composition, assignment, and key experts’ inputs and Curriculum vitae (CV).
12. Financial Proposal
13. **Currencies of Bid and Payment**

Firms may express the price only in PKR.

1. **Proposal Validity**

The proposal shall remain valid for ninety (90) days after the proposal submission deadline date established by Karandaaz Pakistan. A proposal valid for a shorter period shall be rejected as non-responsive.

In exceptional circumstances, prior to the expiration of the proposal validity period, Karandaaz Pakistan may request all firms who submitted their proposals to extend the period of validity of their proposal for a specified additional period. The request and the responses shall be made in writing. If the firm agrees to extend the validity of its proposal, it shall be done without any change in the original proposal and with the confirmation of the availability of the key experts. The firm has the right to refuse to extend the validity of its proposal in which case such proposal will not be further evaluated.

If any of the Key Experts become unavailable for the extended validity period, the firm shall provide a written adequate justification and evidence satisfactory to the Client together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.

If the firm fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Client, such Proposal will be rejected.

1. **Proposal Security**

In this procurement, a proposal security is not required.

1. **Alternative Proposals**

Alternative proposals shall not be considered.

1. **Format, Signing, and Submission of Proposals of Proposal**

The firm shall prepare and email a scanned copy of the documents comprising the Proposal as described in point 10 on official company letterhead. Each document shall be signed by a person duly authorized to sign on behalf of the firm. All pages of the proposal shall be initialled by the person or persons signing the proposal.

Both Financial and Technical Proposals must be submitted before 12:00 noon Pakistan Standard Time on 9th April 2018. Offerors must prepare four (4) hard copies of the Technical Proposal and one (1) hard copy of the Financial Proposal, and submit in separate **sealed** envelopes to the attention of ‘The Procurement Department’ 1-E, Ali Plaza, D Chowk, Mezzanine Floor, Naziumudin Road, Blue Area, Islamabad.

The proposal should also be sent to the following email address: [**procurement@karandaaz.com.pk**](mailto:procurement@karandaaz.com.pk) with the subject line: Responding to RFP for “Medical Devices”.

The Proposal shall contain no alterations or additions, except those to comply with instructions issued by Karandaaz Pakistan, or as necessary to correct errors made by the firm, in which case such corrections shall be initialled by the person or persons signing the Proposal.

1. **Deadline for Submission of Proposals**

Proposals must be received by Karandaaz Pakistan no later than 12:00 noon Pakistan Standard Time on April 9, 2018.

Karandaaz Pakistan may extend the deadline for submission of proposals by issuing an amendment in accordance with point 8 ‘Amendment of RFP’, in which case all rights and obligations of Karandaaz Pakistan and the firms previously subject to the original deadline shall then be subject to the new deadline.

1. **Late Proposals**

Any Proposal received late by Karandaaz Pakistan will be considered only at the discretion of the evaluation team.

1. **Withdrawal, Substitution, and Modification of Proposals**

Firms may withdraw, substitute or modify their proposals by giving notice in writing before the deadline for submission of proposals prescribed in point 16 ‘Deadline for Submission of Proposal’ of this section.

Each firm’s withdrawal, substitution or modification notice shall be prepared, sealed, marked, and delivered in accordance with point 15 ‘Format, Signing, and Submission of Proposals of Proposal’, with the subject line as: Responding to RFP for “Market Analysisof Medical Devices Sector - “WITHDRAWAL,” SUBSTITUTION” or “MODIFICATION” as appropriate. No Proposal may be substituted or modified after the deadline for submission of proposals.

**E. Proposal Opening and Evaluation**

1. **Proposal Opening**

Karandaaz Pakistan shall open the proposals, including modifications made pursuant to point 18, on the business day following the deadline, as per point 16.

1. **Confidentiality**

Information relating to the examination, evaluation, comparison, and post-qualification of proposals, and recommendation of contract award, shall not be disclosed to firms or any other persons not officially concerned with such process until publication of the contract award. Any effort by a firm to influence Karandaaz Pakistan in the examination, evaluation, comparison, and post-qualification of the Proposals or contract award decisions may result in the rejection of its Bid.

Notwithstanding the above, from the time of proposal opening to the time of contract award, if any firm wishes to contact Karandaaz Pakistan on any matter related to the bidding process, it should do so in writing at the address indicated in point 7 ‘Clarification of RFP’.

1. **Clarification of Bids**

To assist in the examination, evaluation, and comparison of proposals, Karandaaz Pakistan may, at its discretion, ask any firm for clarification of the firm’s proposal. The request for clarification and the response shall be in writing, but no change in the price or substance of the proposal shall be sought, offered, or permitted except as required to confirm the correction of arithmetic errors discovered by Karandaaz Pakistan in the evaluation of the proposals in accordance with point 25 ‘Correction of Errors’.

1. **Preliminary Examination of Proposals**

Prior to the detailed evaluation of proposals, Karandaaz Pakistan shall first review each Proposal and check the power of attorney or any other form demonstrating that the representative has been duly authorized to sign the proposal, initialization of all pages, etc.

1. **Determination of Firm’s Eligibility and Qualifications**

Then Karandaaz Pakistan shall determine whether the firm meets the eligibility and qualification requirements of the bidding documents. Firms failing to comply with the eligibility criteria indicated in point 3 ‘Eligibility’ shall be disqualified.

Further, Karandaaz Pakistan shall determine whether the proposal is substantially responsive to the requirements of the bidding documents.

Karandaaz Pakistan’s determination of a proposal’s responsiveness is to be based on the contents of the proposal itself. A substantially responsive proposal is one, which conforms to all the terms, conditions, and specifications of the RFP, without material deviation or reservation. A material deviation or reservation is one (a) which affects in any substantial way the scope, quality, or performance of the service; (b) which limits in any substantial way, inconsistent with the RFP, Karandaaz Pakistan’s rights or firm’s obligations under the contract; or (c) whose rectification would affect unfairly the competitive position of other firms presenting substantially responsive Proposals.

1. **Evaluation of Technical Proposal**

Karandaaz Pakistan shall evaluate the technical aspects of the proposals received, applying the evaluation criteria specified in this point. Each proposal that is not rejected for reasons stated in these Instructions will be given a technical score.

The evaluation criteria, relevant sub-criteria, and point system to be used to evaluate the Technical Proposals shall be:

Technical Proposal (80% of total score)

**Sector knowledge:**

* + - Proposed methodology
    - Work plan (should be inclusive of timeline, activities and submission of significant deliverables.
    - Past experience. (Designing sector strategies and implementing field research including surveys and key informant interviews and with demonstrable abilities of leveraging sector knowledge and insights into financial product design.)
    - Proposed team (highly recommend to be inclusive of an economist, health sector expert and financial sector expert familiar with designing financial instruments.)

1. **Correction of Errors**

Proposals determined to be substantially responsive shall be checked by Karandaaz Pakistan for any arithmetic errors. Errors shall be corrected by Karandaaz Pakistan as follows:

Where there is a discrepancy between the amounts in figures and in words, the amount in words shall govern.

The amount stated in the proposal shall be adjusted by Karandaaz Pakistan in accordance with the above procedure for the correction of errors and, with the concurrence of the firm, shall be considered as binding upon the firm. If the firm does not accept the corrected amount, the proposal shall be rejected.

1. **Currency for Price Evaluation**

For evaluation and comparison purposes, Karandaaz Pakistan shall convert all proposal prices expressed in US Dollars into an equivalent amount in PKR, using the selling exchange rates established by the State Bank of Pakistan on the date of proposal opening specified in point 19 ‘Proposal Opening’.

1. **Evaluation of Proposal Price and ranking :**

Financial Proposal (20% of Total Score)

Cost proposals submitted will be evaluated according to price reasonableness determination under full and open competition and known market conditions.

Evaluation of the cost proposal will consider, but will not be limited to, the following:

* Cost reasonableness;
* Consistency with the technical proposal;

20 points will be awarded to the lowest responsive bidder while rest of the bids will be allocated points according to following formula:

Points of a Bidder = (P1/ P2)\* 20

Where:

P1= Price of Lowest Responsive Bidder

P2= Price of the Bidder

**F. Award of Contract**

1. **Award Criteria**

Subject to 31 below, Karandaaz Pakistan shall award the contract to the firm whose proposal has been determined to be substantially responsive to the RFP and which has the highest combined technical and financial score, provided that such firm has been determined to be eligible in accordance with point 3.

1. **Karandaaz Pakistan’s right to accept any proposal and to reject any or all proposals**

Notwithstanding point 28 above, Karandaaz Pakistan reserves the right to accept or reject any proposal, and to cancel the bidding process and reject all bids, at any time prior to the award of contract, without thereby incurring any liability to the affected firm or firms or any obligation to inform the affected firm or firms of the grounds for Karandaaz Pakistan’s action.

1. **Notification of Award and Signing of Agreement**

The firm whose Proposal has been accepted shall be notified of the award by Karandaaz Pakistan prior to expiration of the proposal validity period in writing. This letter (hereinafter and in the contract called the “Letter of Acceptance”) shall state the sum that Karandaaz Pakistan shall pay the contractor in consideration of the services as prescribed by the contract.

The Agreement shall incorporate all agreements between Karandaaz Pakistan and the successful firm. It shall be signed by Karandaaz Pakistan and sent to the successful firm, within seven (7) days following the Letter of Acceptance’s date. Within seven (7) days of receipt, the successful firm shall sign the Form of Agreement and deliver it to Karandaaz Pakistan.

Karandaaz Pakistan will also promptly notify in writing each unsuccessful firm. After publication of the award, unsuccessful firms may request in writing to Karandaaz Pakistan seeking explanations of the grounds on which their Proposals were not selected. Also, Karandaaz Pakistan shall entertain a complaint from any firm that claims to have suffered or that may suffer, loss or injury due to a breach of a duty by the company in the conduct of this bidding process. Such requests shall be addressed and delivered in writing to:

Karandaaz Pakistan

Attention: Chief Executive Officer

Re: “Market Analysisof Medical Devices Sector”

1 E, Ali Plaza, Nazimuddin Road, D-Chowk, Islamabad

Any requests via email seeking this explanation will not be answered.

**SECTION 3. PROCUREMENT POLICY – VENDOR CONDUCT**

1. **Corrupt or fraudulent practices**

Bidders, suppliers, contractors and their agents (whether declared or not), sub-contractors, sub-consultants, firms or suppliers, and any personnel thereof, shall observe the highest standard of ethics during the procurement and execution of contracts.

Karandaaz Pakistan shall not award contract if it is determined that the bidder, or any of its personnel, or its agents, or its sub-consultants, sub-contractors, firms, suppliers and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question. As part of bidding/ solicitation documents, Karandaaz Pakistan will seek declaration of ‘Non collusive non corrupt practices’ from each bidder. Format for such declaration is prescribed in section 3 of the standard bidding document. In pursuance of this policy, following terms are defined as follows:

1. “Corrupt practice” is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
2. “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;
3. “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;
4. “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;
5. “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 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.
6. **Avoidance of conflict of interest**

Any firm participating in the procurement process should disclose any actual or perceived conflict of interest situation/condition. Any firm found to have a conflict of interest shall be ineligible for award of a contract.

A firm shall be considered to have a conflict of interest in a procurement process if:

1. Such firm is providing goods, works, or non-consulting services resulting from or directly related to consulting services for the preparation or implementation of a project that it provided or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm; or
2. Such firm submits more than one bid, either individually or as a joint venture partner in another bid, except for permitted alternative bids. This will result in the disqualification of all bids in which the bidder is involved. However, this does not limit the inclusion of a firm as a sub-contractor in more than one bid. Only for certain types of procurement, the participation of a bidder as a sub-contractor in another bid may be permitted subject to the company’s no objection and as allowed by the standard bidding documents applicable to such types of procurement; or
3. Such firm (including its personnel) has a close business or family relationship with a professional staff of the company who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract unless the conflict stemming from such relationship has been resolved in a manner acceptable to the company throughout the procurement process and execution of the contract; or
4. Such firm does not comply with any other conflict of interest situation as specified in the standard bidding documents relevant to the specific procurement process.
5. **Duty of care**

The supplier in performance of services for Karandaaz Pakistan shall exercise duty of care. Duty of care holds the supplier responsible for the safety and well-being of its personnel and any third party affected by its activities.

**SECTION 4. TERMS OF REFERENCE**

**Thematic Area**:

**Project Title: Market Analysis of Equipment for Clinical Laboratories and Availability of and Need for Formal Financing in Pakistan**

**Expected Start Date:** April 2018

**End Date:**  July 2018

**Task Manager:** Director KMC

**About Karandaaz Pakistan**

KARANDAAZ PAKISTAN, a not-for-profit company established in August 2014, promotes access to finance for small businesses through a commercially directed investment platform, and financial inclusion for individuals by employing technology enabled digital solutions. The company has financial and institutional support from leading international development finance institutions; principally the United Kingdom Department for International Development (DFID) and the Bill & Melinda Gates Foundation.

The Company has four verticals:

* **Karandaaz Capital** provides wholesale structured credit and equity-linked direct growth capital investments in micro, small and mid-size enterprises (MSMEs) with compelling prospects for sustainable growth and employment generation in Pakistan.
* **Karandaaz Digital** focuses on expanding the poor’s access to digital financial services in Pakistan by working across the ecosystem with all stakeholders including regulators, policy-makers, government departments, businesses and researchers and academics with activities arranged in four key work areas–Policy and Regulation, Seeding Innovation, Experimentation and Solutions Development, and Scale and Outreach.
* **Karandaaz Innovation** manages the Innovation Challenge Fund, providing risk capital and grants to partners with an aim to generate innovative solutions to complex problems in areas of financial inclusion and entrepreneurship.
* **Knowledge Management and Communications** supports the company's core financial inclusion goal by developing and disseminating evidence based insights and solutions to influence markets and the financial ecosystem.

**About the Project**

Karandaaz Pakistan is looking to hire a firm to conduct research on the need for formal financing of medical and diagnostic equipment in clinical laboratories and diagnostic facilities[[1]](#footnote-1) that fall into the category of small and medium enterprises.[[2]](#footnote-2) To achieve this objective, it is expected that a demand scoping exercise will be conducted for medical and diagnostic equipment based on:

* The primary and secondary market of medical diagnostic equipment, and
* The burden of communicable and non-communicable diseases.

This will be supplemented by a comprehensive supply-side analysis through market sizing of the clinical laboratory and medical diagnostic facility and equipment landscape to understand the gap between demand and supply for services provided. The supply-side analysis will include:

* A comprehensive profiling of clinical laboratories in terms of (but not limited to) number, geographical spread, income, ownership and management structures, and business revenue and profitability i.e., operational cost structure.
* Profiling of primary and secondary market for equipment (types, brands, suppliers, import duties, maintenance costs, repair and replacement, warranty, obsolescence patterns by equipment type, etc.).

The demand and supply analysis will be complemented with an overview of the provision of and access to formal financial services (providers, products, terms, etc.), and the role that formal financial sector players can play in enhancing the growth and productivity of this segment to facilitate and enable access to healthcare in Pakistan. Since supplier credit plays a significant role in providing access to credit, the study will also include an assessment of this aspect (providers, terms, challenges, buy-back guarantees, etc.).

The overarching aim of this study is to provide financial institutions with insights into this business segment that can enable them to design new financial products or tailor existing ones such that they are more responsive to the demand and are closely aligned with the financing requirements of this segment.

**Scope of Work**

The research will be divided in following parts:

**Part 1: Clinical Laboratories and Medical Diagnostic Facilities: Overview of Demand and Business Segment Profiling**

This part will contain estimates of the demand for medical diagnostic services and customer profiling in terms of (but not limited to) geography, income levels, disease burden. It will make a connect between the average household expenditure on health and their purchasing power (cost of services, transportation and accommodation if traveling from underserved areas) for diagnostic services offered in the market.

It will be complemented by a deeper analysis on the supply side through sizing, profiling and segmenting the landscape of medical labs and diagnostic centres. It will identify:

* Key businesses (and their franchises) in the small and medium category and their demographics in terms of location, ownership structure, size, revenue, etc.;
* Appropriate segmentation (e.g. Pathology Labs, Radiology Labs)
* Key revenue centres split by first tier, second tier cities and small towns;
* Avenues and potential for business growth in terms of type of equipment, locations or services offered;
* Key services offered; cost structure, sales volume, pricing and profit margins; and
* Cyclicality and business risks (e.g. health issues in winter are higher compared to the summer potentially resulting in higher sales)
* Existing public and private partnerships, their potential an challenges
* Constraints on the growth of the various segments of labs, depending on geography, demand etc.

Where possible, the disconnect between demand and supply in terms of customer affordability and access alongside business outreach will be highlighted.

In addition, this section will also provide a threshold for the optimal size of a clinical laboratory in terms of business viability, as well as the protocols and standards for operational procedure. It should also identify the possibilities for business partnerships between existing labs and financial institutions.

**Part 2: Primary and Secondary Markets for Clinical Lab and Medical Diagnostic Equipment**

There is a mushrooming demand for diagnostic and lab equipment, and its financing is directly related to economic growth of the sector[[3]](#footnote-3). This part of the study will identify:

* The types and brands of capital intensive, revenue generating equipment commonly used and its pricing in the primary and secondary market;
* Cost of repair and maintenance, backups and warranty details;
* The value chain in terms of vendors, importers and re-sellers in the primary and secondary markets; the financing arrangement at each stage of the value chain;
* Parameters and factors considered in the decision making process for purchasing equipment;

**Part 3: Sector Financing**

This part will cover details on the formal and informal financing options available.

Financial Sector

* + Formal financing services provided (in terms of leasing, credit, etc.) by a financial service provider
* Identification of financial products
  + Perception and knowledge of formal services, including some of the following:
  + Cost of services
  + Collateral amount
  + Administrative requirements for obtaining financing

Other Financing

* Other sources of finance (e.g. vendors, pharma companies)
* Characteristics of financing services in terms of:
  + Size of the informal sector
  + Financing Limits
  + Cost of capital
  + Administrative requirements – collateral, paperwork, guarantee etc.

Comparison between the two modes of financing based on the parameters described above. In additions, suggestion will be made on financing within the value chain can be optimized and existing products offered by financial service providers tweaked or tailored to best meet the demand.

Other financing options available in the market shall also be reviewed by the consultant which may include, but not limited to partnerships, equity financing and self financing.

**Process Flow of the Study**

Process flow of the study is as follows:



**Methodology**

Karandaaz Pakistan expects that the successful applicant will conduct background research on publically available documentation. However, given the nature of this study, it is expected that the scope for secondary research will not be sufficient and will have to be supplemented with primary research in the form of (but not limited to) structured interviews and focus group discussions. The exact scope of the study in terms of geographical coverage will be defined by the consultant based on an appropriate rationale.

The contractor will also be expected to devise a methodology based on both primary and secondary data for scoping the number of medical and diagnostics centres and calculating demand estimates for services offered by this segment, which should be representative of the landscape.

The specifics of the research framework – sections that will be covered through primary and secondary research should be stated in the technical proposal. The scope and structure of the primary research component should be also addressed in the proposal.

**Pre-Qualifications and Evaluation Criteria**

Only firms can apply. Applicants will need to meet the following pre-requisites:

* Is a registered/incorporated entity
* Has audited accounts and tax returns for a minimum of two financial years
* Relevant organizational experience (research, feasibility studies, financial product development)
* Be available to work on the assignment as per proposed timeline

Only if the above criteria are met will the firm be evaluated further against the detailed selection criteria specified below. The ideal contractor will have the following credentials:

* A team of experts that should have strong knowledge of:
  + The health sector of Pakistan
  + The financial sector and financial products available in Pakistan
* A track record of similar research initiatives;
* Deep understanding of conducting similar sectoral research studies and converting findings into learnings on financial products and strategy
* Prior banking experience, particularly knowledge of product development;
* Early identification of financial products that can be discussed with survey respondents during data collection
* Availability of key staff within the stipulated time frames for this work. Specific names and resumes (relevant experience only) of the team should be provided

**Task Manager/Reporting**

The Contractor will report to the Director, Knowledge Management and Communications in Karandaaz. The task manager will sign off on deliverables and invoices.

The engagement shall commence in April 2018 and is expected to be concluded by July 2018. The Contractor will be required to provide the following deliverables through the duration of the engagement and remain available to respond to any queries thereafter, including one presentation at a Karandaaz Pakistan research launch event:

* Finalized methodology and work plan
* Draft sections on introduction, sector background and statistics
* Overview of Demand and Business Segment Profiling
* Interim presentation relating key findings – profiling and segmentation strategy (25 – 35 slides)
* Draft section(s) on Primary and Secondary Markets for Clinical Lab and Medical Equipment
* Indicative Business Requirements and Financial Needs Analysis
* Sector Financing
* Compiled Final Report
* Final Presentation (30-35 slides)
* Two blog posts
* Participation and Presentation in Study Launch Event

The Karandaaz Knowledge Management team will coordinate the engagement and participate in primary research activities where possible. The Contractor shall be responsible for making all logistical arrangements for their team required with respect to the engagement.

**Documents to be submitted**

All applicants should submit a:

* **Qualifying Packet** (with all relevant official documents bound in report form)
* **Technical Proposal** – no more than 20 pages (additional 10 pages for Annexes)
* **Financial Proposal** – no more than 5 pages, complete with budget narrative

Late proposals or those that exceed the page limit will **not** be entertained.

Each document will be separately sealed and then included in one sealed package. Soft copy and hard copies must be mailed to the following office and email addresses no later than **April 6, 2018**:

**Office Address:** 1 E, Ali Plaza, Nazim ud din Road, D-Chowk, Islamabad

**Email:** [procurement@karandaaz.com.pk](mailto:procurement@karandaaz.com.pk)

Envelops should be marked: “***“*Market Analysis of Equipment for Clinical Laboratories and Availability of and Need for Formal Financing in Pakistan*”***.

All queries should be directed to [procurement@karandaaz.com.pk](mailto:procurement@karandaaz.com.pk) no later than **March 22, 2018**.

**PROPOSAL SUBMISSION FORM**

Dear Sir/Madam,

Having examined the Solicitation Documents, the receipt of which is hereby duly acknowledged, “THE FIRM NAME” undersigned, offer to provide consulting for “INSERT REFERENCE NUMBER” to Karandaaz Pakistan in accordance with the Price Schedule attached herewith and made part of this proposal. “THE FIRM NAME” undertake, if our proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.

“THE FIRM NAME” agree to abide by this proposal for a period of 90 days from date fixed for opening of proposal in the invitation for proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

We understand that you are not bound to accept any proposal you may receive.

Dated: this------day of -------2018.

**Name, Designation and Signature of the “firm Representative”**

1. Facilities that operate as businesses by providing services in the domain of radiology, pathology, microbiology and biochemistry. [↑](#footnote-ref-1)
2. According to IFC, small enterprises have an annual turnover of $100,000 to $3 million whereas medium enterprises have an annual turnover of $3 million to $15 million [↑](#footnote-ref-2)
3. IFC-SBP SME Study on Private Sector Hospitals, 2011 [↑](#footnote-ref-3)