

# Request For Quotations (RFQ)

For

**HIRING OF CONSULTING FIRMS/COMPANIES HAVING  
EXPERTISE IN PROVIDING CONSULTANCY SERVICES IN  
THIRD PARTY VALIDATION (TPV), OUTPUT, OUTCOME,  
IMPACT EVALUATIONS, M&E FRAME-WORK OF  
OUTSOURCED SERVICES CONTRACTS MANAGEMENT**



**PROJECT MANAGEMENT UNIT OF  
PRIMARY & SECONDARY  
HEALTHCARE DEPARTMENT  
GOVERNMENT OF THE  
PUNJAB**

***October 2020***

## **1. Introduction**

Primary & Secondary Healthcare Department (P&SHD) delivers quality healthcare services to the community through an efficient and effective service delivery system that is accessible, equitable, culturally acceptable, affordable and sustainable. The Procuring Agency aims to improve the health and quality of life of all, particularly women and children, through access to essential health services and strives to reform and strengthen the critical aspects of the health systems and enable it to:

- Provide and deliver a basic package of quality essential health care services
- Develop and manage competent and committed health care providers
- Generate reliable health information to manage and evaluate health services
- Adopt appropriate health technology to deliver quality services
- Finance the costs of providing basic health care to all
- Reform the health administration to make it accountable to the public

Procuring Agency is a key department entrusted by the people of Punjab with the fundamental responsibility for the health of communities and the entire population. The Procuring Agency is committed to deliver preventive as well as curative health care services of Primary and Secondary Healthcare level.

Over the last few years, The Primary and Secondary Health Department of Punjab has taken many initiatives to improve the primary and secondary healthcare facilities all over Punjab. However, in spite of these initiatives, there is still a room for improved delivery of healthcare services.

In order to improve healthcare facilities in the province, the Primary and Secondary Health Department, through its Project Management Unit, is revamping tehsil and district headquarter hospitals in the province. Different non-clinical services pertaining to THQ/DHQ hospitals which may include, Janitorial, Security, Mechanical Electrical & Plumbing, Operations & Maintenance of Generators, Supply of Medical Gases have been outsourced from time to time.

To have an impact analysis of outsourced services, PMU, P&SHD intends to hire the services of a Third Party Consultant, which may conduct the Third Party Validation of following outsourced services in 26 DHQ and 99 THQ hospitals of Punjab;

- i.** Janitorial Services
- ii.** Mechanical, Electrical, Plumbing and Operation & Maintenance of Generators Services
- iii.** Security Services
- iv.** CT Scan Services

## v. Warehousing & Distribution Services

Hospital-wise details of outsourced service providers are attached at **Annex-A**.

### **2. Objective**

To obtain advanced knowledge and skills for designing / executing Output, Outcome and Impact evaluations of public sector health facilities according to the outsourced services scope, developing M&E framework for efficient, cost effective reviews and evaluations of multiple factors for the improvement of way of operational working of contracts.

### **3. Scope of Work**

This scope of work is tentative for RFQ only, entails two sub categories:

#### **3.1 Comprehensive Scope**

- Output, Outcome and Impact evaluations of services contracts scopes etc;
- To identify project evaluation indicators and to develop a Log/ M&E- frame matrix.
- Designing Terms of Reference for different evaluation in light of project documents.
- To conduct site visits for data collection of projects as per survey design
- Data analysis by using state of the art tools and software
- To prepare evaluation reports, reviews and to give recommendations and lessons-learned for evidence based planning and decision making.
- Critically evaluate the adequacy of existing evaluation design and advise procuring agency to improve / optimize
- Capacity building of procuring agency to efficiently evaluate the contracts and formulation of policies for the sustainability of outsourced contracts.

#### **3.2 Targeted Scope**

The scope, duties and responsibilities of the consulting firms will include but not limited to the following:

- i. The firm shall define the KPI's of each contract on the basis of its scope and finalize the same with procuring agency to assess the performance against each KPI and report accordingly.
- ii. The firm shall prepare a comprehensive and logical work plan and submit the same to PMU-P&SHD for review and approval and subsequent implementation.

- iii. Firm shall evaluate all the clauses of signed outsourced contracts and its implementation factors which would be shared with the qualified firm after awarding the contract. However, some tentative service wise indicators are hereby mentioned for initial understanding only;
  - a. Overall cleanliness of hospitals
  - b. Status of Mechanical, Electrical & Plumbing facilities in hospitals
  - c. Security situation in each hospital
  - d. Efficient uptime of electricity backup facilities i.e., O&M of Generators
  - e. Availability of contrast and plain CT scans in health facilities along with availability of all equipment & HR.
  - f. Deployment of staff in each hospital as per contract agreement.
  - g. Provision of staff according to the minimum criteria mentioned in the contract agreement.
  - h. Whether the service provider is performing its duties according to the contract agreement or not.
  - i. To certify that all contractual obligations and procedural / codal formalities have been completed in all respects for the implementation of the project
- iv. Firm may also focus on checking
  - a. Whether daily activity logs books are being maintained by each at health facility level.
  - b. Periodic visits are being made by Medical Superintendent of the concerned hospital along with the concerned Admin officer.
  - c. Invoices are being processed in due course of time on the part of hospital administration
- v. The required number of staff as proposed in contract is deputed on each THQ/DHQ Hospital for review of Services being provided by the Outsourced Firms.
- vi. The TPV staff will work in close collaboration with the procuring agency and hospital administration of concerned hospitals.
- vii. The firm shall consult all the contractual agreement being made by the PMU-P&SHD with the outsourced firms in order to prepare a consolidated service wise report.
- viii. The selected firm shall furnish updated status of report on weekly basis, so that in case of any deviation from the scope can be identified on the part of the client.

- ix. Report must be supported by the pictorial evidences.
- x. Time for the validation/assessment of each outsourced services will be 35 working days after the signing of contract. However, such time period may be extended with mutual consultation between both the parties i.e., client and the service provider but decision would only be the discretion power of procuring agency.

#### 4. TECHNICAL EVALUATION CRITERIA

The Bidder/Service Provider must comply with all the mandatory parameters. In case of noncompliance of any mandatory parameter, the bidder shall be declared as non-responsive and shall not be considered for further evaluation for marking parameters.

1. A Bidder / applicant shall be a legally registered entity with the formal intent to enter into an agreement or under an existing agreement.
2. The bidder must be an active tax payer.
3. The bidder must have National Tax Number (NTN) & General Sales Tax Number with documentary proof shall have to be provided by bidder(s) along with PST, PRA, etc if applicable.
4. A Bidder / applicant who is barred / blacklisted or disqualified either by any Government / Department / Agency / Authority would not be eligible to submit the Bid. **The Bidder will submit an undertaking in this regard.**
5. Consortium / Association / Joint Venture is not permissible.
6. The copy of the Prequalification Documents duly signed and stamped by the bidder / applicant, shall be attached with the Technical Bids.

| TECHNICAL EVALUATION CRITERIA                   |   |            |
|---|---|------------|
| Sr. No.   | Description   | Marks      |
| 1   | SECP Registration / ICAP Registration                         | 10         |
| 2   | Relevant registration with concerned body / ISO Certification | 10         |
| 3   | General Experience and Past Performance of the Firm           | 40         |
| 4   | Managerial Capability / Technical Strength                    | 20         |
| 5   | Approach and Methodology                                      | 10         |
| 6   | Financial Capability / Strength                               | 10         |
| <b>Total</b>                                    |   | <b>100</b> |
| <b>Minimum marks required for qualification</b> |   | <b>65</b>  |

##### 4.1 SECP / ICAP Registration (Maximum Marks = 10)

Interested firm must furnish valid proof of evidence of SECP / ICAP Registration duly vouched by e-platform.

##### 4.2 Relevant Registration (Maximum Marks = 10)

Interested firm must furnish document of evidence of relevant registration from the concerned body / ISO.

#### 4.3 General Experience & Past Performance (Maximum Marks = 40)

| Sr. No.   | Component  | Marks | Total Marks |
|---|--|-------|-------------|
| a   | <b>General Experience of Work</b><br>01 Assignment = 02 Marks<br>02 Assignments = 04 Marks<br>03 Assignments = 06 Marks<br>04 Assignments = 08 Marks<br>05 Assignments = 10 Marks                  | 10    | <b>40</b>   |
| b   | <b>Relevant Experience of TPV</b><br>01 Assignment = 02 Marks<br>02 Assignments = 04 Marks<br>03 Assignments = 06 Marks<br>04 Assignments = 08 Marks<br>05 Assignments = 10 Marks                  | 10    |             |
| c   | <b>Relevant Experience In Risk Advisory</b><br>01 Assignment = 02 Marks<br>02 Assignments = 04 Marks<br>03 Assignments = 06 Marks<br>04 Assignments = 08 Marks<br>05 Assignments = 10 Marks        | 10    |             |
| d   | <b>Relevant Experience of Consultancy Services</b><br>01 Assignment = 02 Marks<br>02 Assignments = 04 Marks<br>03 Assignments = 06 Marks<br>04 Assignments = 08 Marks<br>05 Assignments = 10 Marks | 10    |             |
| <ul style="list-style-type: none"> <li>Projects / Assignments furnished in b,c,d must be mutually exclusive. Evaluation will be made upon the furnishing of PO / WO / Contracts / Invoices. Minimum financial slab for the evaluation of one project / assignment is Rs. 0.3 Millions.</li> </ul> |  |       |             |

#### 4.4 Managerial Capability / Technical Strength (Maximum Marks = 20)

| Sr. No | HR                                  | Qualification  | Experience                                  | Maximum Marks | Total Marks |
|--------|-------------------------------------|--|---|---------------|-------------|
| a      | Project Lead                        | Masters / PhD in Management Sciences / Engineering         | Min 7 years of experience in relevant field | 2             | <b>20</b>   |
| b      | Financial Lead                      | Masters / PhD in Management Sciences / CA                  | Min 7 years of experience in relevant field | 2             |             |
| c      | Health-Care Specialist              | MBBS / FCPS  | Min 4 years of experience in relevant field | 2             |             |
| d      | Contract Management Specialist      | Masters / PhD in Management Sciences                       | Min 4 years of experience in relevant field | 2             |             |
| e      | Economist / Public Policy Expert    | Masters Economics / Public Policy                          | Min 4 years of experience in relevant field | 2             |             |
| f      | Monitoring & Evaluation Expert      | Masters in Economics / Public Policy / Management Sciences | Min 4 years of experience in relevant field | 2             |             |
| g      | Risk Advisory Expert                | CA / ACMA /ACCA / ICMA / Equivalent                        | Min 3 years of experience in relevant field | 2             |             |
| h      | Legal Expert                        | LLB / LLM  | Min 3 years of experience in relevant field | 2             |             |
| i      | Output and Impact Evaluation Expert | Masters in Economics / Public Policy / Management Sciences | Min 3 years of experience in relevant field | 2             |             |
| j      | Communication Expert                | Masters in Mass Communication / Equivalent                 | Min 3 years of experience in relevant field | 2             |             |

**\*Documentary evidences of all human resources must be furnished to support the claims.**

#### 4.5 Approach and Methodology (Maximum Marks = 10)

A detailed approach and methodology approach of work plan to conduct the cited activities with tentative visit plans must be furnished along with reporting mechanism according to TORs and achieving of KPIs.

#### 4.6 Financial Capabilities (Maximum Marks = 10)

| Sr. No.                 | Parameter   | Score |
|-------------------------|---|-------|
| a                       | Cumulative Turnover for last 03 Years. (duly supported by Audited Financial Statements) | 10    |
|                         | >=10 Million (02 Marks)   |       |
|                         | >=20 Million (04 Marks)   |       |
|                         | >=30 Million (06 Marks)   |       |
|                         | >=40 Million (08 Marks)   |       |
| >=50 Million (10 Marks) |   |       |

## 5. INSTRUCTION TO APPLICANTS

### General Instructions

1. A Bidder / Service Provider shall be a legally registered entity with the formal intent to enter into an agreement or under an existing agreement.
2. At any time, prior to the deadline for submission of bids, the Procuring Agency for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, may modify the prequalification / bidding documents by amendment. Such amendment/response shall be uploaded on departmental websites, and shall be binding on them.
3. The Procuring Agency, at its discretion, may extend the deadline for the submission of bids. Amendment notice to that effect shall be communicated in the same manner as the original invitation to bid.
4. For the purpose of preparing the bid, the interested bidders will be allowed to visit the respective hospital to conduct survey and relevant assessments. However, basic details about each Hospital and service timings are mentioned in this document.



5. The bidders are expected to examine all terms and instructions included in the Documents. Failure to provide all requested information shall be at bidder's risk and may result in rejection of the proposal.
6. The copy of the Documents duly signed and stamped by the bidder / applicant, shall be attached with the Technical Bids in printed & electronic form (flash-drive).
7. At any stage if any fake / bogus / fabricated document is found, then procuring agency have right to reject the Prequalification offer from ab-initio and may take subsequent action including blacklisting of applicant.
8. The procuring agency shall evaluate the bids in a manner prescribed ahead in the document, without reference to the price and reject any bid that does not conform to the specified requirements.
9. The Service Provider shall have to provide all relevant documents required for technical qualification.
10. The Bidder must quote the Contract Title and include the following declarations:
  - a. We have examined the information provided terms of reference and offer to undertake the work described in accordance with requirements as set out in the TOR.
  - b. The prequalification offer has been arrived independently and without consultation, communication, agreement or understanding (for the purpose of restricting competition) with any other potential investor invited to submit bid for this contract.
  - c. We confirm that the enclosed hard copies are true and have complete copies of these documents.
  - d. We confirm that we will be available to undertake the services.
  - e. We confirm that there are no personal, financial and business activities that will, or might, give rise to a conflict of interest, if we are awarded with contract.
  - f. Subcontracting is not allowed in any case. At the time of the contract the Service Provider shall submit an undertaking on a legal paper, that the firm shall not further sub-contract/sublet services or any part thereof.
  - g. We confirm that the Service Provider:
    - i. Are not or have not been the subject of any proceedings or other arrangements relating to bankruptcy, blacklisting, insolvency or financial standing.

- ii. Have not been convicted of any offence concerning professional misconduct.
- iii. Have not been convicted of corruption including the offence of bribery.
- iv. We agree to bear all costs incurred by us in connection with the preparation and submission of this proposal and to bear any further pre-contract costs.

h. I confirm that I have the authority of **[name of Service Provider's company]** to submit bid and to clarify any details on its behalf.

11. During evaluation of the bids, the Procuring Agency may, at its discretion, ask the Bidder for a clarification of its bid as provided in Rule 33 of PPRA 2014.

## 6. Schedule of Bid Submission

### 6.1 Schedule

| Sr. No. | Activity  | Date                 |
|---------|---|----------------------|
| 1       | Floating & Uploading of Document on official e-platform | 16-10-2020           |
| 2       | Bid Submission  | 02-11-2020 @11:00 am |
| 3       | Bid Opening   | 02-11-2020 @11:30 am |

### 6.2 Deliverables

- i. The assignment requires proper planning of the activities involving, review of the contract documents followed by field visits, analysis of services being performed by the outsourced firms and submission of report.
- ii. The Consultant will be required to deliver as per following

| Deliverables                 | Timeline  | Time Period (Days) |
|------------------------------|---|--------------------|
| Work Plan                    | Within 05 days of signing of contract   | 05                 |
| 1 <sup>st</sup> Draft Report | Within 20 Days of approval of work plan   | 25                 |
| 2 <sup>nd</sup> Draft Report | Within 05 Days of approval of first draft   | 30                 |
| Final Report                 | Within 05 Days of approval of 2 <sup>nd</sup> draft<br>Upon completion of assignment completion report shall covering the following aspects:<br>a) Overall observation & findings focusing both quantitative & qualitative aspects<br>b) Recommendation for release of payments to contractor, if any<br>c) Major or minor deviations while complying contractual obligations.<br>d) Limitations & future aspects | 35                 |
| <b>Total Time Period</b>     |   | <b>35</b>          |

## 6.3 Financial Bid Performa

### FINANCIAL BID SUBMISSION FORM

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| <b>Particulars</b>   | <b>Total Amount Ex Tax</b> | <b>Total Amount In Tax</b> | <b>Total Amount Including Tax, Mobility Accommodation &amp; all other relevant charges</b> |
|--|----------------------------|----------------------------|--|
| <b>Janitorial Services</b>   |                            |                            |  |
| <b>Mechanical, Electrical, Plumbing and Operation &amp; Maintenance of Generators Services</b> |                            |                            |  |
| <b>Security Services</b>   |                            |                            |  |
| <b>CT Scan Services</b>  |                            |                            |  |
| <b>Warehousing &amp; Distribution Services</b>   |                            |                            |  |
| <b><i>Total Price Quoted for the Assignment</i></b>  |                            |                            |  |

| Sr. No. | Name of Hospital                     | Zone   | MEPG SERVICES | CT SCAN SERVICES | SECURITY SERVICES | JANITORIAL SERVICES |
|---------|--------------------------------------|--------|---------------|------------------|-------------------|---------------------|
| 1       | DHQ Attock                           | North  | ✓             |                  | ✓                 | ✓                   |
| 2       | DHQ Bahawalnagar                     | South  | ✓             |                  | ✓                 | ✓                   |
| 3       | DHQ Bhakkar                          | North  | ✓             | ✓                | ✓                 | ✓                   |
| 4       | DHQ Chakwal                          | North  | ✓             | ✓                | ✓                 | ✓                   |
| 5       | DHQ Chiniot                          | Center | ✓             | ✓                | ✓                 | ✓                   |
| 6       | DHQ Hafizabad                        | North  | ✓             |                  | ✓                 | ✓                   |
| 7       | DHQ Jhang                            | Center | ✓             |                  | ✓                 | ✓                   |
| 8       | DHQ Jhelum                           | North  | ✓             | ✓                | ✓                 | ✓                   |
| 9       | DHQ Kasur                            | Center | ✓             | ✓                | ✓                 | ✓                   |
| 10      | DHQ Khanewal                         | South  | ✓             | ✓                | ✓                 | ✓                   |
| 11      | DHQ Khushab                          | North  | ✓             | ✓                | ✓                 | ✓                   |
| 12      | DHQ Layyah                           | South  | ✓             | ✓                | ✓                 | ✓                   |
| 13      | DHQ Lodhran                          | South  | ✓             | ✓                | ✓                 | ✓                   |
| 14      | DHQ Mandi Bahauddin                  | North  | ✓             | ✓                | ✓                 | ✓                   |
| 15      | DHQ Mianwali                         | North  | ✓             | ✓                | ✓                 | ✓                   |
| 16      | DHQ Muzaffargarh                     | South  | ✓             | ✓                | ✓                 | ✓                   |
| 17      | DHQ Nankana Sahib                    | Center | ✓             |                  | ✓                 | ✓                   |
| 18      | DHQ Narowal                          | North  | ✓             | ✓                | ✓                 | ✓                   |
| 19      | DHQ Okara                            | Center | ✓             | ✓                | ✓                 | ✓                   |
| 20      | DHQ Okara SC                         | Center | ✓             |                  | ✓                 | ✓                   |
| 21      | DHQ Pakpattan                        | Center | ✓             | ✓                | ✓                 | ✓                   |
| 22      | DHQ Rajanpur                         | South  | ✓             | ✓                | ✓                 | ✓                   |
| 23      | DHQ Sheikhpura                       | Center | ✓             | ✓                | ✓                 | ✓                   |
| 24      | DHQ Toba Tek Singh                   | Center | ✓             | ✓                | ✓                 | ✓                   |
| 25      | DHQ Vehari                           | South  | ✓             | ✓                | ✓                 | ✓                   |
| 26      | DHQ Government Civil Hospital Multan | South  | ✓             |                  | ✓                 | ✓                   |
| 27      | THQ 18-Hazari District Jhang         | Center | ✓             |                  |                   | ✓                   |
| 28      | THQ Ahmedpur East                    | South  | ✓             |                  |                   | ✓                   |
| 29      | THQ Ahmedpur Sial District Jhang     | Center | ✓             |                  |                   | ✓                   |
| 30      | THQ Alipur District Muzaffargarh     | South  | ✓             |                  |                   | ✓                   |

|    |                                       |        |   |  |  |   |
|----|---------------------------------------|--------|---|--|--|---|
| 31 | THQ Arifwala                          | Center | ✓ |  |  | ✓ |
| 32 | THQ Bhalwal District Sargodha         | North  | ✓ |  |  | ✓ |
| 33 | THQ Bhera District Sargodha           | North  | ✓ |  |  | ✓ |
| 34 | THQ Burewala                          | South  | ✓ |  |  | ✓ |
| 35 | THQ Chak Jhumra District Faisalabad   | Center | ✓ |  |  | ✓ |
| 36 | THQ Chichawatni                       | Center | ✓ |  |  | ✓ |
| 37 | THQ Chishtian                         | South  | ✓ |  |  | ✓ |
| 38 | THQ Choa Saiden Shah District Chakwal | North  | ✓ |  |  | ✓ |
| 39 | THQ Choubara District Layyah          | South  | ✓ |  |  | ✓ |
| 40 | THQ Chowk Azam District Layyah        | South  | ✓ |  |  | ✓ |
| 41 | THQ Chunian District Kasur            | Center | ✓ |  |  | ✓ |
| 42 | THQ Darya Khan District Bhakkar       | North  | ✓ |  |  | ✓ |
| 43 | THQ Daska                             | North  | ✓ |  |  | ✓ |
| 44 | THQ Depalpur District Okara           | Center | ✓ |  |  | ✓ |
| 45 | THQ Dinga District Gujrat             | North  | ✓ |  |  | ✓ |
| 46 | THQ Dunyapur District Lodhran         | South  | ✓ |  |  | ✓ |
| 47 | THQ Esa Khel                          | North  | ✓ |  |  | ✓ |
| 48 | THQ Fateh Jhang District Attock       | North  | ✓ |  |  | ✓ |
| 49 | THQ Ferozewala District Sheikhupura   | Center | ✓ |  |  | ✓ |
| 50 | THQ Fort Abbas District Bahawalnagar  | South  | ✓ |  |  | ✓ |
| 51 | THQ Gojra                             | Center | ✓ |  |  | ✓ |
| 52 | THQ Gujar Khan District Rawalpindi    | North  | ✓ |  |  | ✓ |
| 53 | THQ Haroonabad District Bahawalnagar  | South  | ✓ |  |  | ✓ |
| 54 | THQ Hasilpur District Bahawalpur      | South  | ✓ |  |  | ✓ |

|    |  |        |   |  |  |   |
|----|--|--------|---|--|--|---|
| 55 | <b>THQ Hassan<br/>Abdal District<br/>Attock</b>              | North  | ✓ |  |  | ✓ |
| 56 | <b>THQ Haveli<br/>Lakha District<br/>Okara</b>               | Center | ✓ |  |  | ✓ |
| 57 | <b>THQ Hazro</b>   | North  | ✓ |  |  | ✓ |
| 58 | <b>THQ Jahanian<br/>District<br/>Khanewal</b>                | South  | ✓ |  |  | ✓ |
| 59 | <b>THQ Jalalpur<br/>Pirwala District<br/>Multan</b>          | South  | ✓ |  |  | ✓ |
| 60 | <b>THQ Jampur<br/>District Rajanpur</b>                      | South  | ✓ |  |  | ✓ |
| 61 | <b>THQ Jand<br/>District Attock</b>                          | North  | ✓ |  |  | ✓ |
| 62 | <b>THQ Jaranwala<br/>District<br/>Faisalabad</b>             | Center | ✓ |  |  | ✓ |
| 63 | <b>THQ Jatoi<br/>District<br/>Muzaffargarh</b>               | South  | ✓ |  |  | ✓ |
| 64 | <b>THQ Kabirwala<br/>District<br/>Khanewal</b>               | South  | ✓ |  |  | ✓ |
| 65 | <b>THQ Kahuta<br/>District<br/>Rawalpindi</b>                | North  | ✓ |  |  | ✓ |
| 66 | <b>THQ Kalabagh<br/>District Mianwali</b>                    | North  | ✓ |  |  | ✓ |
| 67 | <b>THQ Kallar<br/>Kahar District<br/>Chakwal</b>             | North  | ✓ |  |  | ✓ |
| 68 | <b>THQ Kallar<br/>Syedan District<br/>Rawalpindi</b>         | North  | ✓ |  |  | ✓ |
| 69 | <b>THQ Kallarkot<br/>District Bhakkar</b>                    | North  | ✓ |  |  | ✓ |
| 70 | <b>THQ Kamalia<br/>District Toba Tek<br/>Singh</b>           | Center | ✓ |  |  | ✓ |
| 71 | <b>THQ Kamoke</b>  | North  | ✓ |  |  | ✓ |
| 72 | <b>THQ Karor<br/>Lalesan District<br/>Layyah</b>             | South  | ✓ |  |  | ✓ |
| 73 | <b>THQ Kehror<br/>Pacca District<br/>Lodharan</b>            | South  | ✓ |  |  | ✓ |
| 74 | <b>THQ Khairpur<br/>Tamewali<br/>District<br/>Bahawalpur</b> | South  | ✓ |  |  | ✓ |

|    |   |        |   |  |  |   |
|----|---|--------|---|--|--|---|
| 75 | THQ Khanpur District Rahim Yar Khan     | South  | ✓ |  |  | ✓ |
| 76 | THQ Kharian District Gujrat             | North  | ✓ |  |  | ✓ |
| 77 | THQ Khushab District Khushab            | North  | ✓ |  |  | ✓ |
| 78 | THQ Kot Addu                            | South  | ✓ |  |  | ✓ |
| 79 | THQ Kot Momin District Sargodha         | North  | ✓ |  |  | ✓ |
| 80 | THQ Kot Sultan District Layyah          | South  | ✓ |  |  | ✓ |
| 81 | THQ Kotli Sattian District Rawalpindi   | North  | ✓ |  |  | ✓ |
| 82 | THQ Kunjah (Maj Sss Hospital)Gujrat     | North  | ✓ |  |  | ✓ |
| 83 | THQ Lalian District Chiniot             | Center | ✓ |  |  | ✓ |
| 84 | THQ Liaquatpur District Rahim Yar Khan  | South  | ✓ |  |  | ✓ |
| 85 | THQ Mailsi District Vehari              | South  | ✓ |  |  | ✓ |
| 86 | THQ Malakwal District Mandi Baha-Ud-Din | North  | ✓ |  |  | ✓ |
| 87 | THQ Mankera District Bhakkar            | North  | ✓ |  |  | ✓ |
| 88 | THQ Mian Channu                         | South  | ✓ |  |  | ✓ |
| 89 | THQ Mian Meer Lahore Cantt.             | Center | ✓ |  |  | ✓ |
| 90 | THQ Minchinabad District Bahawalnagar   | South  | ✓ |  |  | ✓ |
| 91 | THQ Muridke District Sheikhpura         | Center | ✓ |  |  | ✓ |
| 92 | THQ Murree District Rawalpindi          | North  | ✓ |  |  | ✓ |
| 93 | THQ Noorpur Thal                        | North  | ✓ |  |  | ✓ |
| 94 | THQ Noshehra Virkan District Gujranwala | North  | ✓ |  |  | ✓ |
| 95 | THQ Pasrur District Sialkot             | North  | ✓ |  |  | ✓ |
| 96 | THQ Phalia District Mandi Baha-Ud-Din   | North  | ✓ |  |  | ✓ |

|     |   |        |   |  |  |   |
|-----|---|--------|---|--|--|---|
| 97  | THQ Pind Dadan Khan District Jehlum       | North  | ✓ |  |  | ✓ |
| 98  | THQ Pindi Bhattian District Hafizabad     | North  | ✓ |  |  | ✓ |
| 99  | THQ Pindi Gheb District Attock            | North  | ✓ |  |  | ✓ |
| 100 | THQ Piplan District Mianwali              | North  | ✓ |  |  | ✓ |
| 101 | THQ Puttoki District Kasur                | Center | ✓ |  |  | ✓ |
| 102 | THQ Raynala District Okara                | Center | ✓ |  |  | ✓ |
| 103 | THQ Rojhan District Rajanpur              | South  | ✓ |  |  | ✓ |
| 104 | THQ Sadiqabad District Rahim Yar Khan     | South  | ✓ |  |  | ✓ |
| 105 | THQ Safdarabad District Sheikhupura       | Center | ✓ |  |  | ✓ |
| 106 | THQ Sambrial District Sialkot             | North  | ✓ |  |  | ✓ |
| 107 | THQ Samudari District Faisalabad          | Center | ✓ |  |  | ✓ |
| 108 | THQ Sangla Hill District Nankana          | Center | ✓ |  |  | ✓ |
| 109 | THQ Sara-E-Alamgir District Gujrat        | North  | ✓ |  |  | ✓ |
| 110 | THQ Shahkot District Nankana              | Center | ✓ |  |  | ✓ |
| 111 | THQ Shahpur District Sargodha             | North  | ✓ |  |  | ✓ |
| 112 | THQ Shakargarh District Narowal           | North  | ✓ |  |  | ✓ |
| 113 | THQ Sharakpur Sharif District Sheikhupura | Center | ✓ |  |  | ✓ |
| 114 | THQ Shorkot District Jhang                | Center | ✓ |  |  | ✓ |
| 115 | THQ Shujabad                              | South  | ✓ |  |  | ✓ |
| 116 | THQ Sillanwali District Sargodha          | North  | ✓ |  |  | ✓ |
| 117 | THQ Sohawa District Jhelum                | North  | ✓ |  |  | ✓ |
| 118 | THQ Talagang City Hospital                | North  | ✓ |  |  | ✓ |
| 119 | THQ Talagang District Chakwal             | North  | ✓ |  |  | ✓ |



|     |  |        |   |   |  |   |
|-----|--|--------|---|---|--|---|
| 120 | <b>THQ<br/>Tandilianwala<br/>District<br/>Faisalabad</b> | Center | ✓ |   |  | ✓ |
| 121 | <b>THQ Taunsa</b>  | South  | ✓ | ✓ |  | ✓ |
| 122 | <b>THQ Taxila<br/>District<br/>Rawalpindi</b>            | North  | ✓ |   |  | ✓ |
| 123 | <b>THQ Thal<br/>District Layyah</b>                      | South  | ✓ |   |  | ✓ |
| 124 | <b>THQ Wazirabad<br/>District<br/>Gujranwala</b>         | North  | ✓ |   |  | ✓ |
| 125 | <b>THQ Yazman<br/>District<br/>Bahawalpur</b>            | South  | ✓ |   |  | ✓ |