



SUBJECT: MINUTES OF MEETING OF GRIEVANCE REDRESSAL COMMITTEE FOR THE REDRESSAL OF GRIEVANCES OF APPLICANTS AGAINST THE "PREQUALIFICATION FOR OPERATION AND MANAGEMENT OF LAUNDRY SERVICES"

Meeting of Grievance Redressal Committee was held on November 18, 2020 at 10:00 am and November 19, 2020 at 03:30 pm in the Committee Room of Project Management Unit (PMU), 31-E1, Gulberg III, Shahrah-e-Imam Hussain, Lahore under the convener ship of Project Director, PMU. The attendance of the subject meetings is attached at **Annex-A**.

2. Project Management Unit, Primary & Secondary Healthcare Department invited applications for the PREQUALIFICATION FOR OPERATION AND MANAGEMENT OF Laundry SERVICES. Consequently, **10 applicants** submitted their applications / proposals, which were received and opened on 21-09-2020. Notified Procurement Committee evaluated the Technical Applications / Proposals in accordance with Rule No. 32 of Punjab Procurement Rules, 2014. As per Technical Applications / Proposal Evaluation Report, out of 10 applicants **05 firms** were declared as Prequalified Applicants. The Prequalification Applications Evaluation Report was uploaded on official website of Project Management Unit, Primary & Secondary Healthcare Department & Primary & Secondary Healthcare Department. The signed Prequalification Applications Evaluation Report is attached at **Annex-B**.

3. Foregoing in view, Project Management Unit (PMU) received the grievances from the applicants against the Technical Evaluation Report of the subject Prequalification. The grievances of the applicants are attached at **Annex-C**. The Grievance Committee after examination of grievances, scrutiny of record, hearing the representative of each aggrieved applicant / firm and after due deliberation and discussion, decided upon the grievances of the applicants. The detail of the grievances, deliberations & decisions of Grievance Redressal Committee is tabulated below.

Name of the aggrieved Applicant	Description
<p>1. M/s Arar Innovations Pvt. Ltd. (Original Letter(s) Attached)</p>	<p>This is with reference to the subject cited above and the evaluation report for "Pre-Qualification of Operations & Management of Laundry Services in Health care facilities" we have serious concerns on awarding of excessive numbers to the M/s SAARF Medical Solutions.</p> <p>The subject project is vast and unique in nature with multi-dimensional scope of services including different types of management which are financial management, technology management, human resource management, operations management and transportation management. The qualified firm must have the expertise in the afore-mentioned management in order to execute the services up to the level that are anticipated in the prequalification documents. Also, the nature of the project is very important to public health, environmental concerns and for stopping the spread of infectious. Keeping in view the vast dimensions of project, it was demanded in the "Technical Evaluation Criteria" clause No. 4a of "Financial Capability/Strength"</p> <p><u>"Cumulative annual turnover in last 03 years.</u> (duly supported by Audited Financial Statements)</p> <ul style="list-style-type: none"> >=50 Million >=100 Million >=150 Million >=200 Million >=250 Million <p>It is pertinent to note here that the Procuring Agency has demanded cumulative turnover of <u>03 years</u> duly supported by the audit reports. It is evident from the above-mentioned fact that those firms will get marks in the said clause that have the required turnover of 3 years and also that have the required financial turn over. No firm can get any mark against the said clause if it does not fulfill following two conditions:</p> <ol style="list-style-type: none"> 1. Minimum age of 3 years

2. Required turn over

It is hereby submitted that the Evaluation Committee has awarded 20 marks to M/S SAARF Medical Solutions, despite of the fact that the said firm was incorporated on 4th July, 2018 and that is not meeting the required criteria of 3 years. NTN certificate of M/S SAARF Medical Solutions is attached as Annexure-A to ascertain the age of the said firm.

Keeping in view the technical evaluation criteria, M/S SAARF Medical Solutions has secured 20 marks in financial capability by providing turnover of only two years. Although the procuring agency has declared M/S SAARF "Non-Responsive", but awarding them with 20 marks in Financial Capability is unjustifiable.

Keeping in view the current economic condition, quality of services demanded and sensitivity of this project, credible firms with proven experience as demanded in the Prequalification documents must be hired to perform the services, as the subject project involves huge finances and management and the firm that has not enough proven experience can perform the services. This is a matter of great Public Interest, it is expected from your kind to issue new evaluation report by deducting marks of M/S SAARF Medical Solutions and declared them 'Non Responsive' on above mentioned points and issue revised report as the subject tender is very critical and is directly linked with the health of the patients as well as all the individuals living on this earth and also involves huge financials of Public exchequer. Looking forward for the kind considerations of our request to up held the transparency, justice and merit. We are at your entire disposal for any further query please.

Reference to the subject cited above, it is to state that we have participated in the "Prequalification for Operations & Management of Laundry Services" advertised by your office. The evaluation report of said prequalification is published and we have some observation in the evaluation report which are mentioned below:

1. Financial Capability/Strength:

It is submitted that as per clause 4 of Evaluation Criteria, the cumulative annual turnover for last 03 Years was demanded supported by audit reports. Maximum 25 marks shall be awarded to the firm that has cumulative annual turnover greater than or equal to 250 Million Rupees for last 03 years. It is submitted that as per the audit reports attached with the prequalification documents the annual turnover of M/S ARAR Innovations (Pvt.) Ltd. is as follows:

SUMMARY OF FINANCIAL TURN OVER		
Sr. No.	Year	Turn Over (in Rupees)
1	2017-19	590,997,337

Keeping in view the above, it is submitted that the cumulative turnover of M/S ARAR Innovations (Pvt.) Ltd. is 590.99 Million which is more than 250 Million and is duly supported by audit reports. It is requested to Please award the maximum marks in the said clause in light of the audit reports. The copy of audited reports is attached here with as Annex – A.

It is humbly submitted to kindly re-evaluate the pre-qualification documents in light of above-mentioned humble submission. We are very optimistic from your office to have a just decision and evaluation of documents in order to keep the sanctity and honor of your office and Laws of Islamic Republic of Pakistan.

**Deliberation &
Decision of the
Grievance
Redressal
Committee**

The Grievance Redressal Committee heard the stance pleaded by the firm and verified the record submitted by M/s Arar Innovations Pvt. Ltd against the firm i.e., M/s Saarf Medical Solutions. The Grievance Redressal Committee unanimously decided that there is no requirement of firm's age. Hence, the Grievance of M/s Arar Innovations Pvt. Ltd against M/s Saarf Medical Solutions is not accepted.

For point 4(a) after review the relevant record thoroughly, the GRC Members unanimously decided that in the category of "Cumulative Turn Over for last 03 years (duly supported by Audited Financial Statement)" the Firms i.e., M/s Arar Innovations Pvt. Ltd grievance is accepted and allocated 25 marks instead of 15

	marks as the firms has more than 250 Million Cumulative Turn Over for last three years and the Revised Technical Application Evaluation Report is attached at Annex-D .
2. M/s Sarmik Pvt. Ltd.	Please refer to the prequalification for operations & management of Laundry services vide Ref. No. P&SHD/PMU/PQ/OS/2020 uploaded on the website dated. We are severely aggrieved on following:
(Original Letter(s) Attached)	<ol style="list-style-type: none"> 1. Marks given against Sr. No.2 “General Experience and Past Performance of the Firm.” are not acceptable as general experience was mentioned there in prequalification requirements and we have provided all the documents related to general experience mentioned thereof but we have been given zero 0 Mark against it. We have attached the specific laundry experience, but you have not entertained it as well. 2. Marks given against “Managerial Capability / Technical Strength of the Firm (Logistic information Management System & Approach and Methodology) Sr. No. 3(c) and 3(d)” are also no acceptable as we have submitted our work Methodology and Logistic information system in detail and we are successfully implementing various work plans & methodology in many projects throughout the Punjab. We have not been awarded legitimate marks in this section either. <p>We M/s Sarmik (Pvt.) Ltd. is not satisfied with the Technical Evaluation. So, it is requested to Re-consider the Technical Evaluation and award us full marks as per the Technical Evaluation Criteria (Copy Attached), So that we may be pre-qualified for subjected tender.</p>
Deliberation & Decision of the Grievance Redressal Committee	The Grievance Redressal Committee heard the stance pleaded by the firm and verified the record submitted by M/s Sarmik Pvt. Ltd. In response to submitted Grievances, a meeting was scheduled on 18 th November, 2020. It is pertinent to note that, during the meeting of Grievance Redressal Committee (GRC), M/s Sarmik Pvt. Ltd claimed full marks in the category of “General Experience and Past Performance of the Firm” as they submitted a

documents of laundry related experience certificate i.e., Purchase Order vide No. BMH/L/17/002 dated 19.06.2017 of an amount 27,550,000 of **Bhutta Hospital and Maternity Home**. And Mechanical, Electrical and Plumbing (MEP) projects.

Grievance Redressal Committee (GRC) unanimously decided that M/s Sarmik Pvt. Ltd should provide proof of payment against claimed purchase order alongwith verifiable tax returns. The GRC Committee members asked to M/s Sarmik Pvt. Ltd to submit a cogent, clear and well founded reply before the GRC members. Moreover committee directed to M/s Sarmik Pvt. Ltd, through a letter vide No. **PMU/P&SHD/GR/2020** dated 18.11.2020. to submit reply / relevant record in person to the charges levied against firm latest by 19th November, 2020 @ 03:30 PM, before GRC members and In case of non-compliance the GRC will decide the matter as per available / submitted record.

It is pertinent to note that M/s Sarmik pvt. Ltd could not produce any document / relevant record against their claimed marks before the GRC meeting held on 19.11.2020. However, as they have also submitted some other projects and claimed marks against their project. The Grievance Redressal Committee observed that M/s Sarmik Pvt. Ltd has no experience in Laundry Services.

In prequalification document it is clearly mentioned at Page No. 02, **Sr.No.2 "General Experience and Past Performance of the Firm."** "General Experience / Relevant Project means that the service provider is providing services i.e., laundry supplier / installation / operations to public / private organizations / institutes / hospitals in health sector. Each Institution/Organization/Hospital will be considered as an independent project. The Applicant shall have to provide Completion Certificate / Satisfactory Performance Certificate / Purchase Orders / payment record. If a service provider is providing service from 01 year it will be consider as one project and for two years it will be consider as 2 projects and so on...The Applicant shall have to provide proof of laundry services in public/private organizations / institutes, in order to substantiate its claim. The worth of each project should be 20 Million for consideration in evaluation.

	<p>Moreover, trivial / non specialized assignments shall not be considered as relevant project.” There is no ambiguity in prequalification document that only laundry related experience is acceptable. Hence, the Grievance of M/s Sarmik Pvt. Ltd is not accepted.</p>
	<p>However, the GRC members evaluated bid for another stance pleaded by the firm “Managerial Capability / Technical Strength of the Firm (Logistic information Management System & Approach and Methodology) Sr. No. 3(c) 3(d)” It is clearly mentioned in the prequalification document that “For logistic information system the applicant will annexed portal detail and will present the same to evaluation committee if required”. And for “Approach and methodology means the applicant will submit/attach presentation, operational model, way of working, detailed SOPs, layout, ingredient’s / Detergents list, stain remover, laundry liquids, bleach, anti-biological agents/sanitizers, optical brightener / fabric softener (if any) details, way to maintain the Quality standards and to manage services in case of any failure / breakup. In addition to above, Approach and Methodology must be clear and responds to TORs mentioned in Prequalification Document. It also include the work plan/model, equipment maintenance and entire model (including HR, consumable etc.) of running the services. The Procuring Agency may require additional information or request visit of the site / setup by its technical team, if deemed necessary.”</p> <p>After thorough review of application submitted by the M/s Sarmik Pvt. Ltd the committee members of GRC unanimously decided that the numbers given terms of “Logistic information Management System” at Sr. No. 3(c) should be zero instead of 05. M/s Sarmik Pvt. Ltd. Hence, the Grievance of M/s Sarmik Pvt. Ltd is not accepted and the Revised Technical Application Evaluation Report is attached at Annex-D.</p>
<p>3. M/s Saarf Medical Solutions</p>	<p>Please refer to the technical evaluation report of the said prequalification uploaded on P&SHD website (date of uploading and last date of submission of grievance not mentioned). We would like to submit our grievance on this report as below:</p>

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(Original Letter(s) Attached)	S. No	Parameters	Marks allotted	Our Grievance	Correct Marks
	1 (a)	SECP Registration	0	<p>As per Technical Evaluation Criteria (Knock Down Criteria, page No 10 of PQD):</p> <p><u>“1. An Applicant shall be a legally registered entity with the formal intent to enter into an agreement or under an existing agreement.”</u></p> <p>We are a formally registered firm with Registrar of Firms, Lahore and Form C is already attached with our bid.</p> <p>Also, this was not required previously by your good office (P&SHD/PMU/LND-01/2018 in April 2018) then how addition of such criterion can make a difference?</p> <p>Furthermore, an SECP registered business is called “a company”. In stricto senso, a “Company” should get no marks for Parameters 2 and 3 because these two parameters are only for the “Firms”.</p>	5

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				<p>2. General Experience and Past Performance of the Firm</p> <p>3. Managerial Capability / Technical Strength of the Firm</p> <p>Since no marks allotted to our firm against SECP registration, similarly, no marks should be given to the bidders not falling under the definition of 'Firm' as per relevant laws of Pakistan.</p>	
		2	General Experience and Past Performance of the Firm	0	30
		3 (d)	Approach and Methodology	5	10

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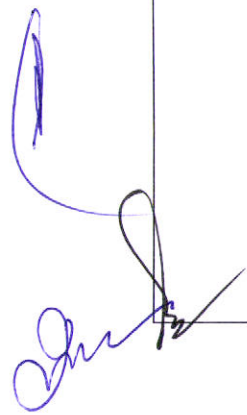
			same systems have already been used in Laundry Services provided to your good office in previous contract. If the same methodology was not enough then there is a question mark on the marks allotted to the previous contractor.		
	4 (a)	Cumulative Turn Over for last 03 years (duly supported by Audited Financial Statement)	20	We submitted our audited financial statements of last 3 years along with our bid and our cumulative Turn Over for last 3 years is above Rs 250 Million. You are requested to recheck and allocate marks accordingly.	25
You are requested to review our grievance with relevant documents and change our status to "Responsive" because our marks will increase by 45 marks.					
Deliberation & Decision of the Grievance Redressal Committee	<p>The Grievance Redressal Committee heard the stance pleaded by the firm and verified the record submitted by M/s Saarf Medical Solutions.</p> <p>The GRC members, after hearing the stance of the firm unanimously decided that, due to not availability of SECP registration certificate, M/s Saarf Medical Solutions has not right to claim marks in respective category. The grievance of M/s Saarf Medical Solutions is not accepted for point 1(a).</p> <p>For point 2, during the meeting of Grievance Redressal Committee (GRC), M/s Saarf Medical Solutions claimed full marks in the category of "General Experience and Past Performance of the Firm" and provided a legal document of JV with your Firm i.e. M/s G-Med Pvt. Ltd. against already executed laundry</p>				

services projects of Project Management Unit, P&SHD. It was astonishing to all the members of GRC that M/s G-Med Pvt. Ltd. conducted a sheer violation of the signed contract 'Obligations of the Service Provider' of 'GCC' section-A clause '3.5' between two parties i.e., PMU, P&SHD and M/s G-Med Pvt. Ltd. GRC members decided to write a letter for clarification that how a firm i.e., M/s G-Med Pvt. Ltd. signed / perform a JV with another firm? Even clearly mentioned in signed 'Obligations of the Service Provider' of 'GCC'

section-A clause '3.5' that the firm will intimate / took prior approval from Procuring Agency to do so.

It is pertinent to note that Project Management Unit, Primary & Secondary Healthcare Department had already executed two tenders for "Operations & Management of Laundry Services in DHQ / THQ Hospitals of the Punjab". At that time bids were received on 26th March, 2018 and 30th April, 2018. M/s G-MED Pvt. Ltd. was declared as lowest evaluated bidder for the requisite services in both tenders and the AAT's were issued to your firm i.e. M/s G-Med Pvt. Ltd. Foregoing in view, the GRC Members decided that M/s G-Med Pvt Ltd is thereby served upon a notice, as to why the firm i.e. M/s G-Med Pvt. Ltd. Conducted a sheer violation of the signed contract between Procuring Agency and M/s G-Med Pvt. Ltd. were directed to

submit reply / relevant record in person to the charges levied against your firm i.e. M/s G-Med Pvt. Ltd. latest by 19th November, 2020 @ 03:30 PM before Grievance Redressal Committee (GRC) by virtue a legal document of JV presented by M/s Saarf Medical Solutions. Committee asked to submit a cogent, clear and well founded reply shall be presented before the GRC, in case the firm is unable to defend the matter then M/s G-Med Pvt. Ltd will have to face severe and grave consequences as per rule no. 19, 20 and 21 of PPR-2014. A representative of the Firm i.e., M/s G-Med Pvt. Ltd presented before the committee and validated that the signatures and stamp papers are original however the context of the document is forged as they use to sign blank stamp paper. The stance laid down by the representor of M/s G-Med Pvt Ltd was not plausible to GRC. However GRC decided to refer this matter to concerned section to probe strictly in accordance to law and to initiate legal proceedings immediately on the submitted JV document.



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For point 3 (d) the GRC members unanimously decided that the marks given in respective category is correct and grievance not accepted. However on the base of provided document by M/s Saarf Medical during course GRC meeting, the committee decided to refer the case to concerned section of the Department to probe into the matter and to initiate legal proceedings in line to R. 19, 20 & 21 of PPR 2014 against M/s G-Med Pvt Ltd for breach of trust and if that JV document found bogus at any stage during course of proceedings, legal action shall be taken against M/s Saarf Medical for submitting forged documents. However, qualification of M/s G-Med Pvt Ltd shall be considered as **conditional** till the decision of the probe report.

For point 4(a) after review the relevant record thoroughly, the GRC Members unanimously decided that in the category of "Cumulative Turn Over for last 03 years (duly supported by Audited Financial Statement)" the Firm i.e., M/s Saarf Medical Solutions grievance is accepted and allocated 25 marks instead of 20 marks.



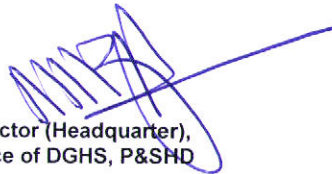
Legal Expert
Procurement Cell, P&SHD



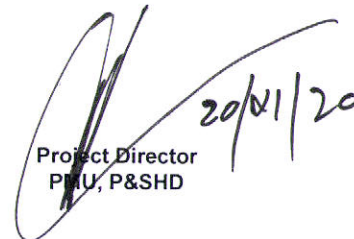
Assistant Director (A&A)
Development Wing, P&SHD



Director ICT
PMU, P&SHD



Director (Headquarter),
Office of DGHS, P&SHD



Project Director
PMU, P&SHD

Additional Secretary
(Technical), P&SHD

TECHNICAL EVALUATION FOR PREQUALIFICATION OF OPERATIONS & MANAGEMENT OF LAUNDRY SERVICES

Mandatory Requirements		M/s Medi Land Pakistan	M/s G-Med Pvt. Ltd	M/s Arar Innovations Pvt. Ltd.	M/s Sarmik Pvt. Ltd	M/s Vertex Medical Pvt. Ltd	M/s Saarf Medical Solutions	M/s Zai-Ur-Rahman Khan Khasore	M/s Console Enterprises Pvt. Ltd JV with M/s Saandal Surgical Gujrat	M/s Mustahlik Enterprises JV with M/s NeoTec Pvt. Ltd	M/s Construction Management & Cleaning (CMC) Engineering Services JV with M/s Best ManSol Services Pvt. Ltd
1	An Applicant shall be a legally registered entity with the formal intent to enter into an agreement or under an existing agreement.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	The applicant must be an active tax payer on or before the submission of Prequalification Application.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	The applicant must have National Tax Number (NTN) & General Sales Tax Number with documentary proof shall have to be provided by applicant(s) alongwith PST, PRA, etc if applicable.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	The Applicant shall have a valid registration with EOBI / PESSI.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
5	Applicant(s) who is barred / blacklisted or disqualified either by any Government / Department / Agency / Authority would not be eligible to submit the Application. The Applicant will submit an undertaking in this regard.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6	Consortium / Association / Joint Venture is permissible.	-	-	-	-	-	-	-	Yes	Yes	Yes
7	The copy of the Prequalification Documents duly signed and stamped by the applicant shall be attached with the EOI / Prequalification Application.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
COMPLY / NOT-COMPLY		Comply	Comply	Comply	Comply	Comply	Comply	Not-Comply	Comply	Comply	Comply

Sr.	Parameters	Marks	M/s Medi Land Pakistan	M/s G-Med Pvt. Ltd	M/s Arar Innovations Pvt. Ltd.	M/s Sarmik Pvt. Ltd	M/s Vertex Medical Pvt. Ltd	M/s Saarf Medical Solutions	M/s Zai-Ur-Rahman Khan Khasore	M/s Console Enterprises Pvt. Ltd JV with M/s Saandal Surgical Gujrat	M/s Mustahlik Enterprises JV with M/s NeoTec Pvt. Ltd	M/s Construction Management & Cleaning (CMC) Engineering Services JV with M/s Best ManSol Services Pvt. Ltd
SECP Registration and ISO / Relevant Certification			10	10	10	10	10	5	0	10	10	10
1	a. SECP Registration	5	5	5	5	5	5	0	0	5	5	5
	b. ISO / Relevant Certification	5	5	5	5	5	5	5	0	5	5	5
General Experience and Past Performance of the Firm			10	30	10	0	30	0	0	0	0	0
2	a. 01 Projects	5										
	02 Projects	10										
	03 Projects	15										
	04 Projects	20										
	05 Projects	25										
	06 Projects or More	30										
	General Experience / Relevant Project means that the service provider is providing services i.e., laundry supplier / installation / operations to public / private organizations / institutes / hospitals in health sector. Each Institution/Organization/Hospital will be considered as an independent project. The Applicant shall have to provide Completion Certificate / Satisfactory Performance Certificate / Purchase Orders / payment record. If a service provider is providing service from 01 year it will be consider as one project and for two years it will be consider as 2 projects and so on...The Applicant shall have to provide proof of laundry services in public/private organizations / institutes, in order to substantiate its claim. The worth of each project should be 20 Million for consideration in evaluation. Moreover, trivial / non specialized assignments shall not be considered as relevant project.	30	10	30	10	0	30	0	0	0	0	0
Managerial Capability / Technical Strength of the Firm (Approach and Methodology)			28	30	28	15	28	25	18	28	28	18
3	a. *Project Manager / Engineer having requisite experience. 2 4 06 or more	2 4 6	6	6	6	6	6	6	6	6	6	6
	*The Applicant will provide CV alongwith degree of project manager / engineer / technical person. The education of Project Manager must be Graduation or equivalent.											
	b. *Technical Person having requisite experience. 1 2 3 4 or more	1 2 3 4	4	4	4	4	4	4	4	4	4	4
	*The Applicant will provide CV alongwith degree of project manager / engineer / technical person. The education of Project Manager must be Graduation or equivalent.											
	c. **Logistic Information Management System **For logistic information system the applicant will annexed portal detail and will present the same to evaluation committee if required.	10	8	10	8	0	8	10	0	8	8	0
	d. ***Approach and Methodology ***Approach and methodology means the applicant will submit/attach presentation, operational model, way of working, detailed SOPs, layout, ingredient's / Detergents list, stain remover, laundry liquids, bleach, anti-biological agents/sanitizers, optical brightener / fabric softener (if any) details, way to maintain the Quality standards and to manage services in case of any failure / breakup. In addition to above, Approach and Methodology must be clear and responds to TORs mentioned in Prequalification Document. It also include the work plan/model, equipment maintenance and entire model (including HR, consumable etc.) of running the services. The Procuring Agency may require additional information or request visit of the site / setup by its technical team, if deemed necessary.	10	10	10	5	10	5	10	8	10	10	8
Financial Capability/Strength			29	14	29	28	30	29	0	23	28.5	9
4	a. Cumulative Annual Turnover for last 03 Years. (duly supported by Audited Financial Statements) ≥50 Million ≥100 Million ≥150 Million ≥200 Million ≥250 Million	5 10 15 20 25	25	10	25	25	25	25	0	20	25	5
	b. Financial Ratio Current Ratio Current Assets / Current Liabilities Debt Equity Ratio Total Debt / Total Equity Working Capital Ratio (Current Assets - Current Liabilities) / Total Assets	Ratio Score = Marks 01 = 0.5 1.5 = 01 02 = 1.5 2.5 = 02 2 = 0.5 1.5 = 01 01 = 1.5 01 = 0.5 1.5 = 01 02 = 1.5	2	2	2	2	2	2	0	1	1.5	2
			1.5	1.5	1.5	0.5	1.5	1.5	0	1.5	1.5	1.5
			0.5	0.5	0.5	0.5	1.5	0.5	0	0.5	0.5	0.5
Total Marks			100	77	84	77	53	98	59	18	81	37
Final Remarks			Responsive	Responsive	Responsive	Non-Responsive	Responsive	Non-Responsive	Non-Responsive	Non-Responsive	Responsive	Non-Responsive


Legal Expert,
Procurement Cell, P&SHD


Assistant Director (A&A),
Development Wing, P&SHD


Director ICT PMU,
P&SHD


Project Director PMU,
P&SHD


Director (Headquarter)
Office of DGHS, P&SHD


Additional Secretary (Technical),
P&SHD