



UNIVERSITY OF HEALTH SCIENCES LAHORE

Khayaban-e-Jamia Punjab, Lahore 545600, Pakistan

CONSULTANT REQUIRED

The University of Health Sciences, Lahore (UHS) requires hiring of Consultants for a Large-term consultancy for a period of One Year under Punjab Procurement Rules 2014 (Amended) for the following purposes:

Hiring Individual Consultant for Quality Assurance System

The consultant shall provide expert advisory and support services in the following areas:

1. Quality Assurance System for Affiliated Institutions

i. Introduction

In order to uphold academic excellence and institutional accountability, the University recognizes the critical need to ensure consistent and measurable quality standards across its affiliated institutions. Given the regulatory emphasis by national and international accreditation bodies such as the Higher Education Commission (HEC), Pakistan Nursing Council (PNC), and Pakistan Medical and Dental Council (PMDC), it is imperative for the University to develop a robust and contextually relevant Quality Assurance (QA) System.

To facilitate this, the University proposes to engage a qualified and experienced individual Consultant to design a comprehensive QA framework that will serve as the standard mechanism for evaluating, monitoring, and enhancing the academic and administrative performance of affiliated colleges and institutions.

ii. Purpose of Hiring the Consultant

The primary purpose of hiring a consultant is to develop a customized Quality Assurance System as per Pakistan Precepts, Standards and Guidelines for Quality Assurance in Higher Education (PSG-2023) that:

- a) Aligns with the University's strategic goals and vision for quality in affiliated institutions;
- b) Ensures compliance with regulatory standards;
- c) Establishes a structured process for self-assessment, external audits, and continuous improvement;
- d) Empowers affiliated institutions through capacity-building and clear performance benchmarks.

iii. Consultancy Tasks

The Consultant will be entrusted with the responsibility to:

- a) Conduct a comprehensive needs assessment and stakeholder consultation;
- b) Analyze existing QA mechanisms (if any) and identify gaps;
- c) Design a structured QA framework, inclusive of KPIs, benchmarks, and compliance protocols;
- d) Develop QA manuals, audit templates, checklists, and reporting formats;
- e) Propose relevant QA policies and standard operating procedures (SOPs);
- f) Recommend a phased implementation strategy;
- g) Design training and orientation modules for quality personnel;
- h) Present the final QA System to the University's quality assurance body for validation and adoption.

iv. Deliverables

- a) Inception Report and Work Plan;
- b) Draft QA Framework and Tools;
- c) Final QA System Document;
- d) Implementation Roadmap;
- e) Training Outline and Capacity Building Proposal;
- f) Presentation to the University's Quality Assurance Committee.
- g) Submission of at least one PREE and IPE report from each institution
- h) Establishment of QEC at the affiliated College
- i) Implementation of HEC (QA) Policies and Criteria

2. Complaint Redressal, Monitoring & Evaluation System:**i. Background**

In line with its commitment to transparency, accountability, and good governance, the University aims to establish a robust Complaint Redressal, Monitoring & Evaluation System (CRMES) to address grievances and concerns raised by students, faculty, staff, and affiliated institutions. The CRMES will serve as a structured mechanism for the efficient lodging, tracking, resolution, and analysis of complaints to ensure prompt redressal and institutional responsiveness.

To this end, the University seeks to engage the services of a qualified individual Consultant to design, develop, and support the implementation of a comprehensive, secure, and efficient Complaint Redressal, Monitoring & Evaluation System.

ii. Objectives of the Assignment

The objective of the consultancy is to design and deliver an integrated Complaint Redressal, Monitoring & Evaluation System that:

- a) Provides an accessible and transparent platform for all stakeholders to submit complaints;
- b) Enables categorization, tracking, and timely resolution of complaints;
- c) Offers data analytics and reporting functions to support decision-making and institutional reforms;
- d) Aligns with relevant legal, regulatory, and institutional frameworks.

iii. Consultancy Tasks

The Consultant will be responsible for:

a) Assessment & Planning:

- (1) Conduct needs assessment through stakeholder consultations;
- (2) Review existing grievance redressal mechanisms (if any);
- (3) Identify technical and functional requirements for the CMS.

b) System Design:

- (1) Propose a suitable architecture (web-based, mobile-enabled);
- (2) Develop workflows for different types/categories of complaints;
- (3) Define user roles (e.g., complainant, nodal officer, administrator, etc.).

c) Development & Deployment:

- (1) Design and develop the CMS (custom or platform-based);
- (2) Ensure data security, confidentiality, and user privacy;
- (3) Integrate with institutional databases or authentication systems (if applicable);
- (4) Pilot the system in selected departments or campuses.

d) Training & Capacity Building:

- (1) Conduct at least three cycles/sessions of trainings for focal persons and nominated staff;
- (2) Provide training guidelines.

e) Monitoring and Support:

- (1) To install and oversee the system for at least two months
- (2) Incorporate feedback and make necessary improvements.

iv. Deliverables

- a) A fully functional, secure, and efficient Complaint Redressal, Monitoring & Evaluation System;
- b) Clearly defined complaint resolution workflows and response timelines;
- c) Improved data analytics for institutional decision-making and policy interventions.

v. Qualification & Post Qualification Experience

- MBBS/ MHM/ MPH/ MBA or Equivalent with 15 years practical experience/ in teaching hospital/ Medical Institution of public sector.

REGISTRAR
University of Health
Sciences Khayaban-e-
Jamia Punjab, Lahore
PH:04299231304-09 UAN;111-33-33-66, Ext 354
Fax 04299230870 Website www.uhs.edu.pk

Annexure-“A”

Estimated cost of Large Individual Consultancy is **Rs. 5.0 Million**

Distribution of the payments:

Equal distribution for the 12 months.

HIRING OF LARGE CONSULTANT FOR QUALITY ASSURANCE SYSTEM FOR AFFILIATED INSTITUTIONS UNIVERSITY OF HEALTH SCIENCES, LAHORE

Terms of Reference (TORs)

University of Health Sciences, Lahore is a public sector University that was established after promulgation of UHS Ordinance 2002. Section 5 of the said Ordinance defines geographical boundaries of Punjab province as the jurisdiction of University. Section 37 of UHS Ordinance 2002 obligates all the Medical, Dental, Nursing and Allied Health Sciences Institutions to get themselves affiliated with this University. Currently, there are 211 institutions affiliated with it. University intends to install a Quality Assurance mechanism ensuring uniform and harmonious set of standards for teaching & training across all the institutions.

University of Health Sciences, Lahore being a public sector institution receives complaints from public, public organizations, government agencies, and other forums. Though the complaints are dealt by the respective departments of University, but there is a felt need for installing a Complaint Redressal, Monitoring & Evaluation System to judge the efficiency and efficacy of University's managerial systems. The University visualizes the complaints as the 360 degree feedback for continuous improvement of its systems. University intends to install a complaint Redressal, Monitoring & Evaluation System which may comprises but not necessarily limited to establishment of central repository, uniform handling of the complaints and generation of feedback to forestall them in future.

IMPLEMENTING AGENCY

The implementing agency is the University of Health Sciences, Lahore.

PROJECT LOCATION AND GEOGRAPHICAL AREA TO BE COVERED

University of Health Sciences, Lahore being a public sector institution receives complaints from public, public organizations, government agencies, and other forums. Though the complaints are dealt by the respective departments of University, but there is a felt need for installing a Complaint Redressal, Monitoring & Evaluation System to judge the efficiency and efficacy of University's managerial systems

1. QUALITY ASSURANCE SYSTEM FOR AFFILIATED INSTITUTIONS

1.1 Introduction/ Background

In order to uphold academic excellence and institutional accountability, the University recognizes the critical need to ensure consistent and measurable quality standards across its affiliated institutions. Given the regulatory emphasis by national and international accreditation bodies such as the Higher Education Commission (HEC), Pakistan Nursing Council (PNC), and Pakistan Medical and Dental Council (PMDC), it is imperative for the University to develop a robust and contextually relevant Quality Assurance (QA) System.

To facilitate this, the University proposes to engage a qualified and experienced individual Consultant to design a comprehensive QA framework that will serve as the standard mechanism for evaluating, monitoring, and enhancing the academic and administrative performance of affiliated colleges and institutions.

1.2 Objectives of Consultancy

Purpose of Hiring the Consultant: The primary purpose of hiring a consultant is to develop a customized Quality Assurance System as per Pakistan Precepts, Standards and Guidelines for Quality Assurance in Higher Education (PSG-2023) that:

- a) Aligns with the University's strategic goals and vision for quality in affiliated institutions;
- b) Ensures compliance with regulatory standards;
- c) Establishes a structured process for self-assessment, external audits, and continuous improvement;
- d) Empowers affiliated institutions through capacity-building and clear performance benchmarks.

1.3 Scope of Work/Terms of Reference

The consultant shall provide expert advisory and support services in the following areas:-

Consultancy Tasks: The Consultant will be entrusted with the responsibility to:-

- a) Conduct a comprehensive needs assessment and stakeholder consultation;
- b) Analyze existing QA mechanisms (if any) and identify gaps;
- c) Design a structured QA framework, inclusive of KPIs, benchmarks, and compliance protocols;
- d) Develop QA manuals, audit templates, checklists, and reporting formats;

- e) Propose relevant QA policies and standard operating procedures (SOPs);
- f) Recommend a phased implementation strategy;
- g) Design training and orientation modules for quality personnel;
- h) Present the final QA System to the University's quality assurance body for validation and adoption.

1.4 Reporting/Deliverables with Timelines

- a) Inception Report and Work Plan;
- b) Draft QA Framework and Tools;
- c) Final QA System Document;
- d) Implementation Roadmap;
- e) Training Outline and Capacity Building Proposal;
- f) Presentation to the University's Quality Assurance Committee.
- g) Submission of at least one PREE and IPE report from each institution
- h) Establishment of QEC at the affiliated College
- i) Implementation of HEC (QA) Policies and Criteria

1.5 Duration & Timeline

The duration of the consultancy will be one (01) year.

2. Complaint Redressal, Monitoring & Evaluation System:

2.1 Introduction/ Background

In line with its commitment to transparency, accountability, and good governance, the University aims to establish a robust Complaint Redressal, Monitoring & Evaluation System (CRMES) to address grievances and concerns raised by students, faculty, staff, and affiliated institutions. The CRMES will serve as a structured mechanism for the efficient lodging, tracking, resolution, and analysis of complaints to ensure prompt redressal and institutional responsiveness.

To this end, the University seeks to engage the services of a qualified individual Consultant to design, develop, and support the implementation of a comprehensive, secure, and efficient Complaint Redressal, Monitoring & Evaluation System.

2.2 Objectives of Consultancy

The objective of the consultancy is to design and deliver an integrated Complaint Redressal, Monitoring & Evaluation System that:

- a) Provides an accessible and transparent platform for all stakeholders to submit complaints;
- b) Enables categorization, tracking, and timely resolution of complaints;
- c) Offers data analytics and reporting functions to support decision-making and institutional reforms;
- d) Aligns with relevant legal, regulatory, and institutional frameworks.

2.3 Scope of Work/Terms of Reference

Consultancy Tasks: The Consultant will be responsible for:

Assessment & Planning:

- a) Conduct needs assessment through stakeholder consultations;
- b) Review existing grievance redressal mechanisms (if any);
- c) Identify technical and functional requirements for the CMS.

System Design:

- a) Propose a suitable architecture (web-based, mobile-enabled);
- b) Develop workflows for different types/categories of complaints;
- c) Define user roles (e.g., complainant, nodal officer, administrator, etc.).

Development & Deployment:

- a) Design and develop the CMS (custom or platform-based);
- b) Ensure data security, confidentiality, and user privacy;
- c) Integrate with institutional databases or authentication systems (if applicable);
- d) Pilot the system in selected departments or campuses.

Training & Capacity Building:

- a) Conduct at least three cycles/sessions of trainings for focal persons and nominated staff;
- b) Provide training guidelines.

Monitoring and Support:

- a) To install and oversee the system for at least two months

- b) Incorporate feedback and make necessary improvements.

2.4 Deliverables

- a) A fully functional, secure, and efficient Complaint Redressal, Monitoring & Evaluation System;
- b) Clearly defined complaint resolution workflows and response timelines;
- c) Improved data analytics for institutional decision-making and policy interventions.

CORE EXPERTISE REQUIRED, INDICATING ACADEMIC QUALIFICATION, EXPERIENCE REQUIREMENTS ETC.

The consultant will be shortlisted based on the following criteria:

Qualification & Post Qualification Experience

- MBBS/ MHM/ MPH/ MBA or Equivalent with 15 years practical experience/ in teaching hospital/ Medical Institution of public sector.

ROLE OF CLIENT AGENCY

University of Health Sciences would provide support in coordination of the consultant with line departments and provision of record of the departments etc.

PROFESSIONAL LIABILITY OF THE CONSULTANT AS PER PPRA RULES

Observance of PPRA rules and completions of activities as per agreed timelines. Professional liability of consultant will be under 54 of PPRA Rules.

Pre-Qualification Document (PQD)

For

Pre-qualification of Individual Consultant

(Individual Consultant for Quality Assurance System for Affiliated Institutions)



UNIVERSITY OF HEALTH SCIENCES, LAHORE

July 2025

Note: University of Health Sciences, Lahore has introduced online pre-qualification system to receive online EOI responses from the Individual Consultants for the FY 2025-26. The Individual Consultant is advised to submit his/her responses on the online portal and hard copies of the same duly generated from the online portal must be submitted to the office of Human Resource University of Health Sciences, Lahore for further evaluation. Individual Consultant is advised that an EOI duly generated from the online portal should be signed and complete in all aspects as per PQDs and guidelines.

3. QUALITY ASSURANCE SYSTEM FOR AFFILIATED INSTITUTIONS

1.6 Introduction/ Background

In order to uphold academic excellence and institutional accountability, the University recognizes the critical need to ensure consistent and measurable quality standards across its affiliated institutions. Given the regulatory emphasis by national and international accreditation bodies such as the Higher Education Commission (HEC), Pakistan Nursing Council (PNC), and Pakistan Medical and Dental Council (PMDC), it is imperative for the University to develop a robust and contextually relevant Quality Assurance (QA) System.

To facilitate this, the University proposes to engage a qualified and experienced individual Consultant to design a comprehensive QA framework that will serve as the standard mechanism for evaluating, monitoring, and enhancing the academic and administrative performance of affiliated colleges and institutions.

1.7 Objectives of Consultancy

Purpose of Hiring the Consultant: The primary purpose of hiring a consultant is to develop a customized Quality Assurance System as per Pakistan Precepts, Standards and Guidelines for Quality Assurance in Higher Education (PSG-2023) that:

- e) Aligns with the University's strategic goals and vision for quality in affiliated institutions;
- f) Ensures compliance with regulatory standards;
- g) Establishes a structured process for self-assessment, external audits, and continuous improvement;
- h) Empowers affiliated institutions through capacity-building and clear performance benchmarks.

1.8 Scope of Work/Terms of Reference

The consultant shall provide expert advisory and support services in the following areas:-

Consultancy Tasks: The Consultant will be entrusted with the responsibility to:-

- i) Conduct a comprehensive needs assessment and stakeholder consultation;
- j) Analyze existing QA mechanisms (if any) and identify gaps;
- k) Design a structured QA framework, inclusive of KPIs, benchmarks, and compliance protocols;
- l) Develop QA manuals, audit templates, checklists, and reporting formats;
- m) Propose relevant QA policies and standard operating procedures

(SOPs);

- n) Recommend a phased implementation strategy;
- o) Design training and orientation modules for quality personnel;
- p) Present the final QA System to the University's quality assurance body for validation and adoption.

1.9 Reporting/Deliverables with Timelines

- a) Inception Report and Work Plan;
- b) Draft QA Framework and Tools;
- c) Final QA System Document;
- d) Implementation Roadmap;
- e) Training Outline and Capacity Building Proposal;
- f) Presentation to the University's Quality Assurance Committee.
- g) Submission of at least one PREE and IPE report from each institution
- h) Establishment of QEC at the affiliated College
- i) Implementation of HEC (QA) Policies and Criteria

1.10 Duration & Timeline

The duration of the consultancy will be one (01) year.

4. Complaint Redressal, Monitoring & Evaluation System:

4.1 Introduction/ Background

In line with its commitment to transparency, accountability, and good governance, the University aims to establish a robust Complaint Redressal, Monitoring & Evaluation System (CRMES) to address grievances and concerns raised by students, faculty, staff, and affiliated institutions. The CRMES will serve as a structured mechanism for the efficient lodging, tracking, resolution, and analysis of complaints to ensure prompt redressal and institutional responsiveness.

To this end, the University seeks to engage the services of a qualified individual Consultant to design, develop, and support the implementation of a comprehensive, secure, and efficient Complaint Redressal, Monitoring & Evaluation System.

4.2 Objectives of Consultancy

The objective of the consultancy is to design and deliver an integrated Complaint Redressal, Monitoring & Evaluation System that:

- e) Provides an accessible and transparent platform for all stakeholders to submit complaints;
- f) Enables categorization, tracking, and timely resolution of complaints;

- g) Offers data analytics and reporting functions to support decision-making and institutional reforms;
- h) Aligns with relevant legal, regulatory, and institutional frameworks.

4.3 Scope of Work/Terms of Reference

Consultancy Tasks: The Consultant will be responsible for:

Assessment & Planning:

- d) Conduct needs assessment through stakeholder consultations;
- e) Review existing grievance redressal mechanisms (if any);
- f) Identify technical and functional requirements for the CMS.

System Design:

- d) Propose a suitable architecture (web-based, mobile-enabled);
- e) Develop workflows for different types/categories of complaints;
- f) Define user roles (e.g., complainant, nodal officer, administrator, etc.).

Development & Deployment:

- e) Design and develop the CMS (custom or platform-based);
- f) Ensure data security, confidentiality, and user privacy;
- g) Integrate with institutional databases or authentication systems (if applicable);
- h) Pilot the system in selected departments or campuses.

Training & Capacity Building:

- c) Conduct at least three cycles/sessions of trainings for focal persons and nominated staff;
- d) Provide training guidelines.

Monitoring and Support:

- c) To install and oversee the system for at least two months
- d) Incorporate feedback and make necessary improvements.

4.4 Deliverables

- d) A fully functional, secure, and efficient Complaint Redressal, Monitoring & Evaluation System;
- e) Clearly defined complaint resolution workflows and response timelines;
- f) Improved data analytics for institutional decision-making and policy interventions.

CORE EXPERTISE REQUIRED, INDICATING ACADEMIC QUALIFICATION, EXPERIENCE REQUIREMENTS ETC.

The consultant will be shortlisted based on the following criteria:

Qualification & Post Qualification Experience

Sr No.	Proposed Position	Min Qualification and Experience
1	Individual consultant (QAS)	MBBS/ MHM/ MPH/ MBA or Equivalent with 15 years practical experience/ in teaching hospital/ Medical Institution of public sector.

All documents should be in English

****Any misinformation, false and forged statement will lead to disqualification from being shortlisted/pre-qualified and any other action as per applicable laws.**

5. Criteria, sub-criteria

Criteria, sub-criteria, and point system for the evaluation of Expression of Interest (EOIs) is as follows:

A1	Experience	Points
a)	Relevant Experience (Consider from completion of basic required qualification) <ul style="list-style-type: none"> Relevant Experience 15 Years and above 100% 	100
Total A1		100
A2	Qualification Criteria	Points
a)	i Professional Qualification Min. Required Qualification 100%	85
b)	ii List of relevant Professional Development Courses Minimum 03 Nos/FCPS	15
Total A2		100

Score = A1[70%] + A2[30%]

The minimum score required to be shortlisted is **65 Points**

6. Client Detail

University of Health Sciences, Lahore
 Khayaban-e-Jamia Punjab,
 Block D Muslim Town, Lahore, 54600
 Contact No. (042) 111 333 366

7. EOI Deadline

The Expression of Interest (EOI) will be submitted to the **Registrar, University of Health Sciences, Lahore**. Deadline for online submission of EOIs is **July 30, 2025, till 04:00 pm**. Deadline for submission of hard copies of EOIs after submission and each page duly signed and stamped by Applicant is **August 01, 2025 till 05:00pm**. However, for Clarification / Coordination,

The Registrar,

University of Health Sciences, Lahore

Khayaban-e-Jamia Punjab,

Block D Muslim Town, Lahore, 54600

Contact No. (042) 111 333 366

Email: registrar@uhs.edu.pk

Annex-A Experience (Relevant)

Name of Project:

Location (Country, Province, Division)

Employer (Contractor / Consultant / Client etc.):

Project Description:

Project Duration: (Start Date to Completion Date):

Total Cost of Project or Cost of Consultancy (in PKR):

Period of Services provided by the applicant (Start Date to Completion Date):

Position in said Project:

Scope of Services provided by the applicant:

*An applicant can add or submit information / experience of multiple projects through online portal.

Note: The applicant should submit above information through the online portal and hard copies of the same duly generated from the online portal alongwith required supporting documents as prescribed hereunder must be submitted to the office of Human Resource University of Health Sciences, Lahore for further evaluation.

Annex-B (CV)**CURRICULUM VITAE (CV)**

1. Name: _____
2. Date of Birth: _____
3. National: _____
4. CNIC No (if Pakistani): _____
5. Mobile No: _____
6. Email Address: _____
7. Home Address: _____
8. Education: _____

Degree	Major / Minor	Institution	Date (MM/YYYY)

9. **Membership of Professional Associations:** _____

10. **Registration no. With relevant Professional Body:** _____

11. **Other Training** [Indicate significant training since degrees under 6 – Education were obtained]:

12. **Languages** [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:

13. **Employment Record** [Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below):

Employer	Position	From (MM/YYYY)	To (MM/YYYY)

14. **Detail of Work Undertaken**

Name of assignment or project: _____

Cost of Project: _____ Location: _____

Date of Start: _____ Date of Completion: _____

Client: _____ Main Project Features: _____

Start Date of Services provided by the applicant:

End Date of Services provided by the applicant:

Actual time spent on the project: _____ in months.

15. **Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

_____ Date: _____

[Signature of the proposed staff]

Day/Month/Year

Note: An Applicant should submit above information through the online portal and hard copies of the same duly generated from the online portal alongwith required supporting documents as prescribed hereunder must be submitted to the office of Human Resource University of Health Sciences, Lahore for further evaluation.

