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هيئة الأشغال العامة
PUBLIC WORKS AUTHORITY

REQUEST FOR EXPRESSION OF INTEREST

**THE PUBLIC PRIVATE PARTNERSHIP FOR
THE DEVELOPMENT OF PRIMARY HEALTH
CARE CORPORATION CENTRES**

PROJECT ID: BP 2020 S 55 G

EXPRESSION OF INTEREST PROCEDURES

**Public Works Authority
P.O. Box 22188
Doha
State of Qatar**

September 2020

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1. INTRODUCTION

The Primary Health Care Corporation (“PHCC”) is planning to develop and refurbish four (4) primary care centres (“the Project”) and is seeking potential private sector support in delivering the required infrastructure. This opportunity would leverage the benefits of partnering with the private sector, specifically around providing patient-centred, high quality and accessible care, while producing better population health outcomes.

This opportunity reflects the objectives of the Qatar National Vision 2030 which highlighted the significance of developing and enabling the private sector to play a key role in achieving the long-term goals and outcomes for the country. In particular, the use of Public Private Partnerships (PPPs) as a means of developing its infrastructure and delivery of services.

The Prime Minister’s Office and PHCC have delegated Public Works Authority (“Ashghal”) to implement the Project using the PPP model.

The purpose of this Request for EOI is to invite competent Qatari and international companies and consortia capable of delivering the project to participate in the Project, and request them to indicate their interest in the Project by submitting an EOI.

2. DISCLAIMER

Whilst the information contained in this Request for EOI has been prepared in good faith, it does not purport to be comprehensive nor to have been independently verified. Neither PHCC, Ashghal nor their respective employees, agents or advisers make any representation or warranty express or implied, with respect to the veracity, adequacy, accuracy, reasonableness or completeness of the information contained in this Request for EOI or with respect to the information on which it is based or in respect to any written or oral information or representation given or made, or to be given or made, by Ashghal or any of its advisers to any company or consortium or to its or their professional advisers, whether given or made prior to or after the issue of this Request for EOI (collectively, the “Information”).

Ashghal, its employees, agents and its advisers hereby expressly disclaim any and all liability arising out of or in relation to the Information (including in relation to omissions therefrom) and in respect of the use of and/or reliance on such Information by companies or consortia and/or its or their advisers.

3. TERMS AND CONDITIONS

This Request for EOI does not purport to commit or bind Ashghal in any manner whatsoever to proceed with the Project or to the awarding of a contract. Ashghal reserves its absolute, complete and unfettered right to, at any time and for any reason whatsoever, disregard all EOIs and to terminate at will the competitive selection process and may, at its discretion, proceed with the project in some other manner, with no liability to any party whatsoever.

Each respondent is solely responsible for all costs it incurs in the preparation of its EOI response, including without limitation all costs of providing information requested by Ashghal, attending meetings and conducting any due diligence. Under no circumstances will Ashghal or any of its advisers be liable for any costs or expenses borne by the respondent or any of its advisers in this process, nor shall they be liable for any damages or consequential damages whatsoever, which may arise out of the process.

Ashghal reserves the right, in their absolute discretion, with no liability whatsoever to:

- a. Amend the scope of the Project, modify, cancel or suspend the EOI process or any or all stages of the procurement process, at any time for any reason;
- b. Waive a defect or irregularity in the form or content of any EOI;
- c. Re-advertise for new responses, call for tenders, or enter into negotiations for this Project or for work of a similar nature;
- d. Make any changes to the terms of business opportunity described in this Request for EOI; and
- e. Extend, from time to time, any date, time period or deadline provided in this Request for EOI.

All responses submitted to Ashghal shall become the property of Ashghal immediately upon such submission.

4. GENERAL INFORMATION

4.1 Project Background

The primary healthcare in Qatar is being transformed to align with the State's national health strategy and PHCC Corporate Strategic Plan 2019-2023, by focusing on three (3) key pillars of healthcare provision; better health, better care and better value, with the aim of;

1. Enhancing the health and quality of life for the people of Qatar through an aligned system that addresses population health needs,
2. Providing integrated and accessible quality care, delivered within a better coordinated health system that is more patient-centred, and
3. Achieving better value from healthcare expenditure that produces better health outcomes.

To this end, the State of Qatar has identified an opportunity for the private sector to participate in designing, building, operating and maintaining four (4) Primary Health Care Corporation Centres ("PHCC Centres" or the "Centres").

This opportunity would leverage the benefits of partnering with the private sector, specifically around providing patient-centred, high quality and accessible care, while producing better health outcomes.

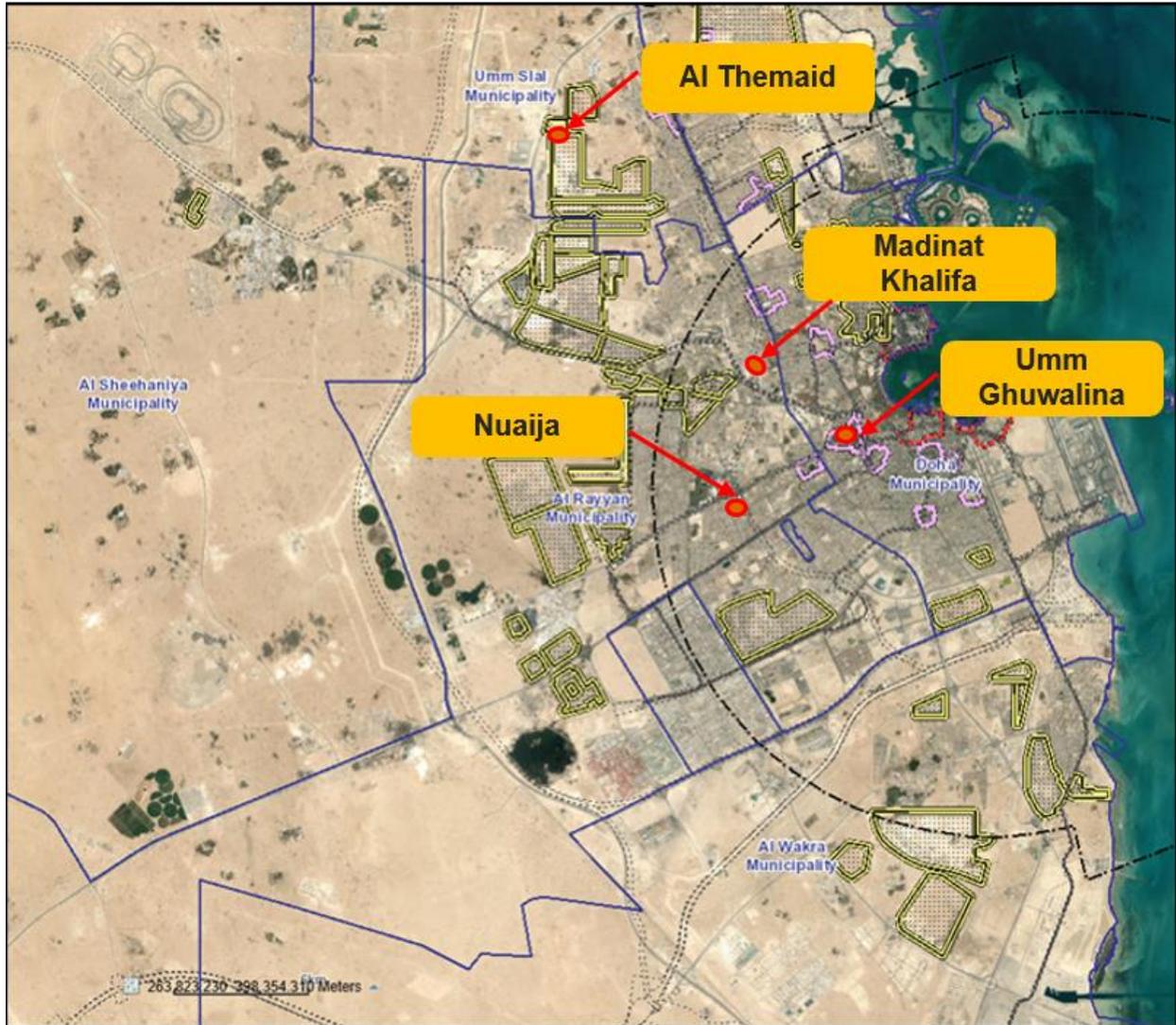
The scope of works includes the development of two (2) new Centres and refurbishment of two (2) existing Centres.

4.1.1 Project Sites

The Project consists of the development of the following 4no. PHCC Centres:

- i. Madinat Khalifa PHCC (replacement),
- ii. Umm Ghuwalina PHCC (replacement),
- iii. Nuaija PHCC (new build), and
- iv. Al Themaïd PHCC (new build)

Figure 1. Project Sites



i. **Madinat Khalifa Health Centre**

The new Health Centre will provide quality primary care for the residents of Madinat Khalifa and the surrounding areas, by replacing the existing centre.

The existing Health Centre is to be replaced with a new Health Centre in the same land within the Project scope considering;

- the age of the building (40 years old) limits introduction of new services and causes challenges for maintenance, and
- in order to provide enhanced services to registered population.

The site location for the proposed Madinat Khalifa health centre is indicated in the below figure along with plot area and associated pin number.

Figure 2. Project Site - Madinat Khalifa



ii. **Umm Ghuwalina Health Centre**

The new Health Centre will provide quality primary care for the residents of Umm Ghuwalina; considered one of the busiest districts in Central Doha.

The existing Health Centre is to be replaced by a new Health Centre developed at a different location considering;

- The age of the building which limits introduction of services and causes challenges to maintenance, and
- in order to provide enhanced services to registered population.

The Site location is indicated in the below figure with plot area and associated pin number.

Figure 3. Project Site - Umm Ghuwalina



iii. Nuaija Health Centre

The site selected for the new Health Centre is located in a densely population area and is intended to serve a large catchment population.

The site location is indicated in the below figure with plot area and associated pin number.

Figure 4. Project Site – Nuaija



iv. Al Themaïd Health Centre

The site for the new Health Centre is located on the far outskirts of Doha, where the catchment population is growing and requires primary health care provision and capacity.

The site location is indicated in the below figure with plot area and associated pin number.

Figure 5. Project Site – Al Themaïd



4.1.2 Clinical and Supportive Services

Indicative clinical services that are planned to be provided at all the four health centers are as listed below:

- Pharmacy
- Family medicine
- Home Care
- Dental
- Emergency & Walk-in Service
- Assistance for Patients with Needs
- Administrative & Supporting Services
- Specialized Clinics
- Well Baby
- Radiology
- Laboratory

In addition to above, below services are planned to be provided in Madinat Khalifa Health Centre;

- Mental Health
- Physiotherapy

However, as the procurement process progresses, amendments and modifications may occur to the planned services and required service levels.

4.2 Project Details

4.2.1 Project Scope

The Project scope will include:

Design, construction, financing, maintenance and non-clinical operations and [clinical operations] of the defined Centres, as deemed necessary for delivering the objectives of the Project.

- Two (2) new facilities and two (2) replacement of two existing facilities
- Financing of the project, including construction and commissioning
- Facilities management (building systems and utilities)
- IT infrastructure and services
- Non-clinical support services (cleaning, waste disposal, security)
- Clinical staffing and services (to be confirmed)
- Clinical support services (laboratory service and pharmacy, to be confirmed)

4.2.2 Design Requirement

The design requirements for the Project shall include but not limited to the following:

- The Centres are expected to create a primary healthcare facility of choice for the residents of subject areas and the surrounding.
- The Centres are to be designed to provide services which are to be satisfactory to the population that it will serve to, also to contribute the overall improvement of healthcare system in primary services in its region.
- The Centres are to be designed in such way to meet the standards of the new health facility licensing system and achieve GSAS Certification.
- The Centres are to be design with consideration of potential future growth, sustainability, urban and social integration.
- Flexibility should be shown in both internal and external spaces design for future potential changes in rooms and areas.
- The design principles and approach shall be generally in accordance with:
 - Qatar National Vision 2030
 - National Development Strategy 2018-2022
 - National Health Strategy 2018-2020
 - PHCC Corporate Strategic Plan 2019 -2023
 - Institute for Healthcare Improvement 2017 The Triple Aim
 - National Health Strategy 2012-2016 Occupational Health Project
 - Community Facilities Standards and Provision Guidelines
 - PHCC procedures and MoH requirements
- Value engineering should be adopted and conducted where applicable with aim of reducing construction and operational costs.
- The Centres are expected to obtain international accreditation of *Accreditation Canada International*, which sets standards provided by *Health Standards Organisation (HSO)* to *Accreditation Canada*.
- The Centres are to be operated with appropriate buildings management, information systems and other digital solutions (i.e. for delivery and transfer of the tests and assessment results) [for both clinical and non-clinical services].
- The Centres should provide continuous and timely access and fit to purpose of being first point of contact for primary care.
- The Centres should provide a multidisciplinary care, inter-centre connections (i.e. Lab., Specialised Clinic, Emergency etc.).
- The Centres should have appropriate and secure circulation within the building including ambulance access.
- The Centres designs should consider counselling and sensitive conversations with privacy.

- In line with MME Regulations highlighted in GIS portal, the regulatory requirements are to be as follows:

Table 1. Land use Data

Centre	PIN Numbers	Plot Area (m2)	Maximum Allowable Height	Maximum Allowable Coverage	Zoning
Madinat Khalifa	32030012	11,882	G+1	50%	Open Space and Recreation Zone & Community Facility Zone
Umm Ghuwalina	7010043	12,000	G+1	50%	Special Centre Zone
Nuajja	43080013	8,097	G+1	50%	Community Facility Zone
Al Themaïd	51661021	12,000	G+1	50%	Community Facility Zone

4.2.3 Indicative Roles and Responsibilities

Stage	Private Sector Role	Government Role
Design and Build	Design	Land handover for construction
	Construction	Performance monitoring
	Demolishing where required	Provide infrastructure connectivity such as road, electricity etc.
Maintenance and Non-clinical Operations	Facility management (FM) services and operations; <ul style="list-style-type: none"> • Building systems and utilities, • Control rooms, • Cleaning stores, • Storage, • CCTV & Server rooms, • Disposal management, • Management of nonclinical support rooms (Waiting areas, Change rooms etc.) • Security & Car park management • Medical Equipment 	Setting operational and quality standards
	Building maintenance	Performance monitoring
	Lifecycle replacement including Medical Equipment	Lease agreement
[Clinical Operations]	<i>Clinical staffing and services (to be confirmed at later stages)</i>	<i>Setting operational and quality standards</i>
	<i>Clinical support services (laboratory service and pharmacy)</i>	<i>Performance and staff compliance and monitoring</i>
Finance /Commercial	Debt and equity	Manage contract
	Collect payment under an agreed payment mechanism	Provide payment under an agreed payment mechanism

5. CAPABILITIES REQUIRED FROM THE PRIVATE SECTOR

The respondents to this EOI (the “Respondents”) shall note that within the Request for Qualification (“RFQ”) they shall be required to provide evidence of their experience with projects of a similar nature as the Project including reference projects that are operational and currently under construction. Projects should include both international and regional assignments wherever applicable.

The Respondent shall be requested to focus on projects executed during the previous five (5) years and on projects implemented internationally, in the Gulf Cooperation Council (GCC) and in the Middle-East and North Africa (MENA) Region. In case of a consortium, the Respondent shall be required to clearly specify which of their consortium members have been involved in each of the case studies.

Interested parties to this EOI are recommended to have the below indicative criteria. Specific information on these criteria is expected to be included in the responses to the RFQ document and will be evaluated accordingly:

- Strong track record in the development of healthcare facilities and similar projects under a PPP type delivery model;
- Sufficient key personnel with demonstrated experience in similar size & specific technical experience;
- Technical abilities to meet the construction and operational requirement;
- International and Regional experience in participating in similar projects;
- Demonstrated ability to raise finance for similar projects;
- Sound financial position.

6. EOI SUBMISSIONS

6.1 Expression of Interest

Ashghal is interested in receiving EOIs with the information sought in section 6.2 of this document from interested parties with a track-record of extensive and relevant experience in the in the development of healthcare facilities and similar projects under a PPP type delivery model.

Parties that submit an EOI will be notified of the RFQ stage and, where applicable, requested to obtain the RFQ documents (this stage will also be advertised to the market).

Ashghal understands that interested participants may wish to form a consortium to bid for the Project, but at the stage of this Request for EOI, interested companies and firms may respond individually and demonstrate the expertise of their primary activities.

Interested parties are required to submit their EOI in one (1) copy of electronic pdf format by email to the following address:

EOI@ashghal.gov.qa

EOI responses shall be submitted before 1.00pm (Qatari time) on Sunday 11 October 2020. Ashghal reserves the right, at its discretions, not to consider late responses, with no liability whatsoever.

4. Please indicate whether you would prefer a single Project Company for the provision of infrastructure and clinical services, or 2 Project Companies (i.e. Property Co and Operating Co with split infrastructure and clinical responsibilities).

5. What is your expectation regarding the tenor period for following responsibilities:

Infrastructure (including FM and lifecycle maintenance)	Clinical services
Less than 15 years	Less than 15 years
15-20 years	15-20 years
20-25 years	20-25 years
25+ years	25+ years

6. Please indicate your proposed high-level approach to financing the project, such as capital structure, local or international financial institutions.

Mandatory Additional Documents to be Provided

1. Anti-corruption and Confidentiality Declaration
2. EOI Acknowledgement Form
3. Valid copy of the Commercial Registration.