



GOVERNMENT OF ODISHA
HEALTH & FAMILY WELFARE DEPARTMENT



No: ME-II-M-03/2015(Pt.)/23117/H Dated: 07/09/2018

Notice for the issue of the Request for Proposal and the Draft Concession Agreement (“Bid Documents”) for developing 25 hospitals in public private partnership (PPP) mode

Health & Family Welfare Department, Government of Odisha (“**Authority**”) invites interested organisations (“**Bidders**”) to procure the bid documents to participate in the global competitive bidding process for the selection of private partners to develop hospitals in 25 locations in Odisha on design, build, finance, operate and transfer (DBFOT) basis in PPP mode under the AFFORDABLE HEALTHCARE PROJECT (“**Project**”).

Project Locations: Angul, Balangir, Barbil, Bargarh, Bhadrak, Bhawanipatna, Boudh, Deogarh, Jagatsinghpur Dist., Jeypore, Jharsuguda, Kalinganagar, Kamakhyanagar, Kendrapara, Malkangiri, Nabarangpur, Nayagarh, Nuapada-Kharia Road, Paralakhemundi, Phulbani, Puri, Rairangpur, Rayagada, Rourkela and Subarnapur. Hospitals to be developed as 100 or 200 bed greenfield facilities

Role of Private Partner(s): Design, finance and build the hospital and operate and manage all clinical, non-clinical and administrative operations of the hospitals developed under the Project for a concession period of 32 years (subject to the terms and conditions of the bid documents)

Authority’s Contribution: Provision of unencumbered land, facilitate approvals and provide viability gap funding support for the first 7 years of the concession period (the bid criteria) as set out in the bid documents

Draft Bid Documents: Please refer to the Request for Proposal for further details, which is available free of cost on the following URL: http://health.odisha.gov.in/Affordable_Health_Project.asp?GL=1 (“Website”). An information memorandum with additional information is also available at the website.

Pre-bid Meeting: A pre-bid meeting has been scheduled on 10-10-2018 in Bhubaneswar at the IDCO conference hall, 5th Floor, Annex building, IDCO Towers, Janpath, Bhubaneswar between 11:00 hours to 16:30 hours. Please see the website for updates on the dates and venue.

Tentative Timelines	Commencement of the Project Registration: 10/09/2018	Bid Start Date for Phase 1: 20/11/2018
<i>Please see website for updates</i>	Last date for Project Registration: 16/12/2018, 1600 hrs IST	Bid Due Date for Phase 1: 18/12/2018, 1600 hrs IST

The timelines mentioned above are tentative and subject to change. Please see the website for updates.

For further information please contact:

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With a copy to:
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DISCLAIMER: The Authority reserves the right to modify, cancel, suspend or terminate any aspect of its proposal to undertake the development of any or all of the hospitals in the Project or any part thereof, for any reason and without giving prior notice.



ODISHA
NEW OPPORTUNITIES

GOVERNMENT OF ODISHA

REPUBLIC OF INDIA

DEPARTMENT OF HEALTH & FAMILY WELFARE

Affordable Healthcare Project

(Developing Hospitals Under Public Private Partnership Mode)



We want to become the investment destination of choice by continuously creating and delivering outstanding opportunities for business growth, fostering all-round socio-economic development for the State and its people.

Shri Naveen Patnaik
Chief Minister



Project Proponent:

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Project Website: http://health.odisha.gov.in/Affordable_Health_Project.asp?GL=1

ODISHA

A GROWING STATE WITH INCREASED FOCUS ON HEALTHCARE SERVICES

PROJECT OBJECTIVE: Affordable and Quality Health Care for All in Odisha

- The Government of Odisha intends to enhance equitable access to quality and affordable healthcare services to people across the state
- As a part of this initiative the Government is developing hospitals in 25 locations across Odisha, in partnership with the private sector in a Public Private Partnership (PPP) mode
- The hospitals will provide secondary and basic tertiary care services

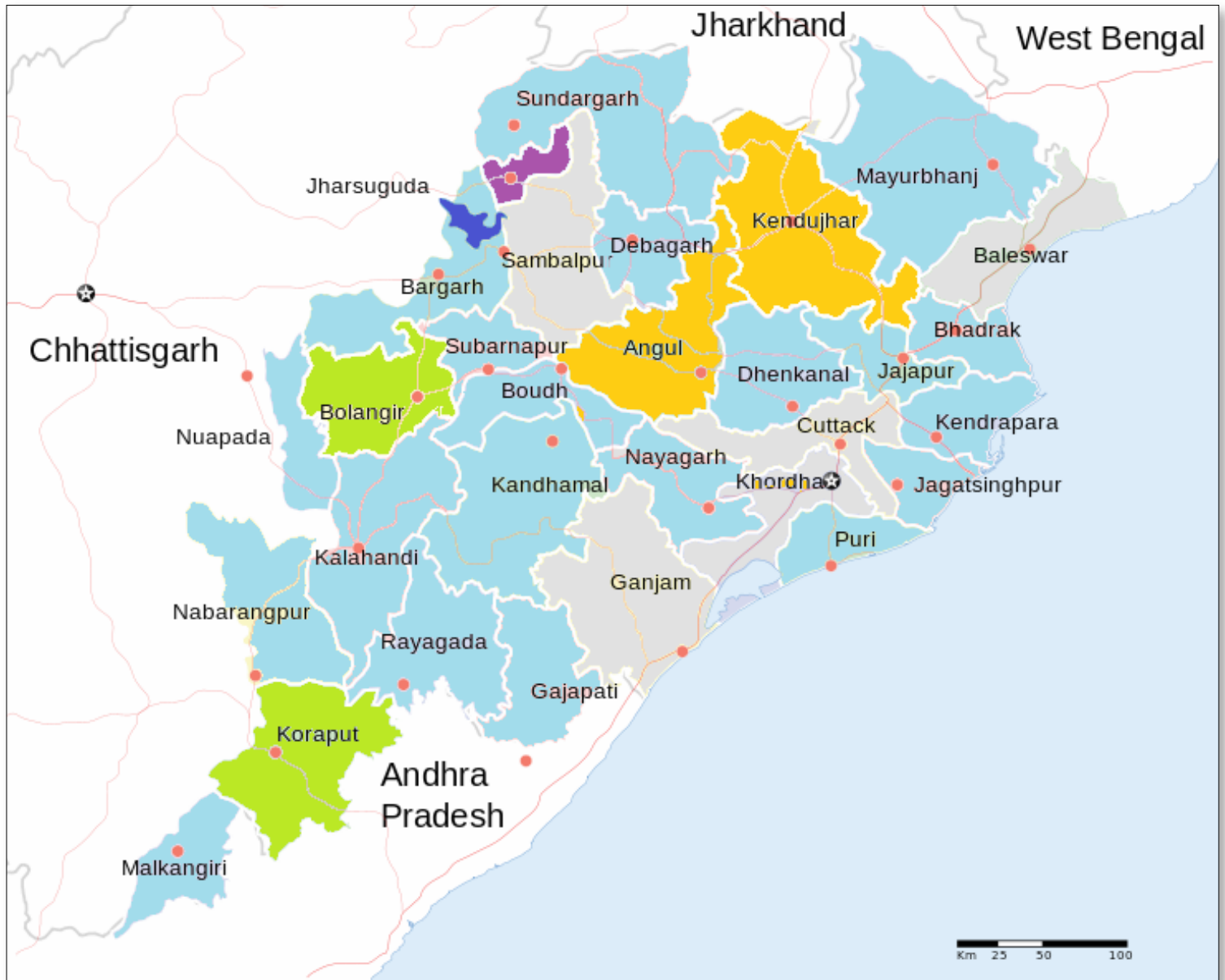
ODISHA: The Ultimate Investment Destination

- ◆ Odisha is home to 3.5% of India's population with 42 million people (2016)
- ◆ Heartland of India's Mineral Deposits with production worth USD 6.2 billion in FY 18
- ◆ 1st Position in India in terms of attracting live manufacturing investments (ASSOCHAM, 16)
- ◆ Leader In the World Bank Business Reforms Report 2016, for creating a conducive business environment with fast-paced reforms.
- ◆ Strategically located on the east coast of India with the largest ports in the east and with a network of 10,000 kms of National and State highways & 2,540 kms of railway lines
- ◆ One of the India's Fastest Growing states: Achieved during 2017-18, 10% higher than India's growth of 6.5% and is poised to grow at around 12% by year 2020 (Dun & Bradstreet)
- ◆ Educational Hub of the East with 1,78,404 technical manpower per annum and presence of AIIMS, IIT and IIM
- ◆ Huge demand for healthcare: Around 36,000 hospital beds for 42 million people (only 0.8 bed available /'000 people), Odisha has a large health infrastructure gap of 120,000 hospital beds, compared to the WHO average of 3.5 beds /'000 people for low-mid income countries
- ◆ Large headroom for growth of the private health sector growth in the state
- ◆ Healthcare services are generally concentrated in three main districts: Cuttack, Khordha (Bhubaneswar) and Sundergarh
- ◆ Patients from almost all other districts travel many hours to major cities in Odisha or the adjacent states for availing health services indicating a large unmet need in the interiors of the state



Odisha Affordable Healthcare Project

districts included



- 200 Bed Hub Hospitals
- 200 Bed Spoke Hospitals
- 100 Bed Hub Hospital
- 100 Bed Spoke Hospitals

TABLE 1: DETAILS OF THE PROPOSED HOSPITALS

Hospital No	Site Location	Type	Beds	Hub/Spoke ²	Project Category	Fixed VGF ³ (INR crores)	Maximum Additional VGF ⁴ (INR crores)	Fixed Grant at 100% Capacity ⁵ (INR crores)
1	Jeyapore (Koraput)	Cluster Project A	200	Hub	A2	51	118	15
2	Puri	Cluster Project A	100	Spoke	B	14	79	6
3	Bolangir	Cluster Project B	200	Hub	A2	51	118	15
4	Jharsuguda	Cluster Project B	100	Hub	B	14	79	6
5	Angul	Cluster Project C	200	Spoke	A3	25	125.5	10
6	Barbil (Kendujhar)	Cluster Project C	200	Spoke	A3	25	125.5	10
7	Bhawanipatna (Kalahandi)	Individual Project A	100	Spoke	C	28.5	94	6
8	Bhadrak	Individual Project B	100	Spoke	B	14	79	6
9	Rayagada	Individual Project C	100	Spoke	C	28.5	94	6
10	Phulbani (Kandhamal)	Individual Project D	100	Spoke	C	28.5	94	6
11	Boudh	Individual Project E	100	Spoke	C	28.5	94	6
12	Nuapada/Khariar Road	Individual Project F	100	Spoke	C	28.5	94	6
13	Malkangiri	Individual Project G	100	Spoke	C	28.5	94	6
14	Nabrangpur	Individual Project H	100	Spoke	C	28.5	94	6
15	Subarnapur	Individual Project I	100	Spoke	C	28.5	94	6
16	Paralakhemundi (Gajapati)	Individual Project J	100	Spoke	C	28.5	94	6
17	Rairangpur (Mayurbhanj)	Individual Project K	100	Spoke	B	14	79	6
18	Kendrapara	Individual Project L	100	Spoke	B	14	79	6
19	Kamakhyanager (Dhenkanal)	Individual Project M	100	Spoke	B	14	79	6
20	Nayagarh	Individual Project N	100	Spoke	B	14	79	6
21	Deogarh	Individual Project O	100	Spoke	B	14	79	6
22	Bargarh	Individual Project P	100	Spoke	B	14	79	6
23	Jagatsinghpur/Paradeep town	Individual Project Q	100	Spoke	B	14	79	6
24	Kalinganager (Jajpur)	Individual Project R	100	Spoke	B	14	79	6
25	Rourkela (Sundargarh)	Individual Project S	100	Spoke	B	14	79	6

Note:

1. Please see the project transaction structure for description of Hubs and Spokes
2. VGF: Viability Gap Funding, to be provided by the Government of Odisha. Fixed VGF will be paid against attainment of construction milestones
3. This is a cumulative figure. Additional VGF (AVGF) will be paid at the end of each year of satisfactory operations for the first 5 years of operations
4. Fixed Grant will be payable on attainment of 100% operational capacity

PROJECT TRANSACTION STRUCTURE

ELEMENT	STRUCTURE
Project Structure	<ul style="list-style-type: none"> Concession- (Design Build Finance Operate and Transfer - DBFOT)
Concession Duration & Renewal	<ul style="list-style-type: none"> 32 years: 2+30 Years duration, renewal on mutual agreement
Private Sector	<ul style="list-style-type: none"> Design, finance, construct and equip the Hospital Manage, operate and maintain the Hospital Take market risk and partial tariff risk
Government Role	<ul style="list-style-type: none"> Provide Viability Gap Funding (VGF) for upto first 7 years Empanel under Biju Swastha Kalyan Yojana (BSKY)/ National Health protection Scheme (NHPS)/ Other successor/ substitutes programs in the future Provide sufficient unencumbered land Set Tariffs, referral of Select (Government/ Social health insurance) Patients, monitor
Land Offered	<ul style="list-style-type: none"> 2-4 acres, unencumbered, located near national or state highway Land to be provided to the private sector operator on lease at IPR 2015 rates
Project Commissioning Phasing (Main construction/ commissioning milestones)	<p>Phase I: (On starting operations)</p> <ol style="list-style-type: none"> Completion of earth evacuation, foundation works, super structure upto floor roof casting for 100% bed capacity Completion of civil, services and finishing works, equipment installation, manpower recruitment, statutory clearances for 50% bed capacity <p>Phase II: (to be achieved within 4 years of operations)</p> <ol style="list-style-type: none"> Completion of civil, services and finishing works, equipment installation, manpower recruitment, statutory clearances to reach 100% bed capacity
Hospital Numbers	<p>25 Hospitals</p> <ul style="list-style-type: none"> 200 bed hub hospitals (with Neurosurgery and Cardiac Sciences) 100 bed special hub hospitals in Jharsuguda
Hospital Configuration	<ul style="list-style-type: none"> 200 bed spoke, secondary-care hospitals 100 bed spoke, secondary-care hospitals Atleast 50% of beds to be General Ward beds
Specialities in Spokes (100 & 200 Beds)	<ul style="list-style-type: none"> General Surgery, General Medicine, OB&G, Pediatrics, Orthopedics, Anesthesiology, Ophthalmology, ENT, Dental, Radiology, Pathology, Psychiatry, Dermatology, Critical-care, Emergency & Trauma
Specialities in Hub Hospitals	<ul style="list-style-type: none"> As in Spokes PLUS Cardiology (non-invasive only) and Neurosurgery Jharsuguda: As in Spokes PLUS Neurology, Neurosurgery, Urology and Neonatology
Leveraging Emerging Trends	<ul style="list-style-type: none"> Project encourages leveraging of emerging technologies such as tele ICU services, tele-radiology to overcome shortage of staff Outsourcing of non-core clinical services such as diagnostics, ENT, Dental, ophthalmology, dialysis, tele-ICU, etc. allowed

PROJECT TRANSACTION STRUCTURE

ELEMENT	STRUCTURE
Capacity Reserved for Select Patients (Government patients)	<ul style="list-style-type: none"> No separate physical capacity reserved for Select patients Select patients to be treated in General Wards, subject to availability of beds Private Partner free to treat market patients as well
Viability Gap Funding (VGF) to be provided by the Government (Table 1)	<ul style="list-style-type: none"> FIXED AMOUNT equivalent to around 30% or 60% of the Project Cost (as has been pre-estimated by the Government) Exact VGF depends on the type of hospital and location To be paid linked to construction and commissioning milestones in years 1 to 2 (or 3 in some cases)
Additional VGF (AVGF) (Table 1&3)	<ul style="list-style-type: none"> Bid Criteria: (subject to maximum limits) To be paid out in 6 tranches from Years 2/ 3 to 7 of Effective date Negative VGF allowed ("premium" to be paid to the Government) Amount of AVGF or "Premium" in any year can be as per individual requirements and business projections of the bidder (subject to limits)
VGF on commissioning of 100% planned capacity	<ul style="list-style-type: none"> Fixed VGF to be paid upon commissioning of 100% of capacity by year 6 of effective date (when the project is launched) as in Table 1
Convergence with State/ National Insurance Programs	<ul style="list-style-type: none"> Compulsory empanelment with state/ national health insurance programs, e.g. BSKY/ Other successor/ substitute programs
Tariffs for Select Patients (for Inpatient services only, including diagnostic services)	<ul style="list-style-type: none"> Select patients will be Government referred patients or patients availing benefits under social health insurance/ assurance programs such as the Biju Swasthya Kalyan Yojana (BSKY) Select Patients required to be treated in General Wards only Any Select patient who are enrolled in prevailing social insurance/ assurance programs will be treated at the rates under the program OSTF patient will be treated at OSTF prescribed rates All other Select patients to be treated at BSKY rates
Tariffs for Non-Select/ Private Patients (for In- patient services)	<ul style="list-style-type: none"> Market rates as determined by the private partner
Tariffs for Out Patient and diagnostic services	<ul style="list-style-type: none"> Market rates as determined by the private partner
Quality	<ul style="list-style-type: none"> All sites to conform to and become accredited with National Accreditation Board for Hospitals and Healthcare Facilities (NABH), India within 4 years of operations
Tariff Risk Mitigation	<ul style="list-style-type: none"> Private partner provided revenue downside protection for limited period against reduction in tariff rates or major policy changes

TABLE 2: MILESTONES LINKED TO VGF PAYMENTS

Tranche	Milestone	Estimated years from the Effective Date	VGF Type
1	Initialization of construction works, completion of foundation works and structure work for 50% of bed capacity	1	<ul style="list-style-type: none"> Fixed payment based on Hospital type
2	Completion of civil works, services work and finishing work to make 50% of bed capacity operational	2	<ul style="list-style-type: none"> Fixed payment based on Hospital type
3	Equipment installation & commissioning, manpower recruitment & training, statutory clearances and commissioning of Phase I (50% of bed capacity)	2	<ul style="list-style-type: none"> Variable, to be quoted by bidder or Fixed for certain Hospital types
4	First anniversary of operations	3	<ul style="list-style-type: none"> Variable, to be quoted by bidder
5	Second anniversary of operations	4	<ul style="list-style-type: none"> Variable, to be quoted by bidder
6	Third anniversary of operations AND commission 100% of capacity	5	<ul style="list-style-type: none"> Variable, to be quoted by bidder
7	Fourth anniversary of operations with tranche A paid	6	<ul style="list-style-type: none"> Variable, to be quoted by bidder
8	Fifth anniversary of operations with tranche A paid	7	<ul style="list-style-type: none"> Variable, to be quoted by bidder
A	Equipment installation & commissioning, manpower recruitment & training, statutory clearances and commissioning of Phase II (remaining 50% of bed capacity) within 5 years of Effective Date	5	<ul style="list-style-type: none"> Fixed payment based on Hospital type as in table 1

Things to Note:

1. Milestones 1 and 2 will have sub-milestones each to allow for frequent payments
2. Bidders will be free to quote any amount of VGF needed or premium offered in any of the tranches 3 to 8, subject to limits and exceptions as in table 3
3. All payments will be made through escrow account, with VGF payments deposited one year in advance into the escrow account to ensure payment security
4. Broad space, built-up area and material specifications have been provided:
 - 200 bed: Hospital 120,000 sq ft and Staff Accommodation: 80,000 sqft
 - 100 bed: Hospital: 70,000 sqft and Staff accommodation: 45,000 sqft
 - No staff accommodation in Puri

TABLE 3: FIXED AND ADDITIONAL VGF/ PREMIUM LIMITS

Tranche	Milestone	Year	VGF Type	Maximum Amount of VGF (in INR crores)				
				Project Category A1	Project Category A2	Project Category A3	Project Category B	Project Category C
	All figures in Rs crore unless otherwise specified	Anniversary of effective date	(Filled in by the bidder)					
		Hospital Beds Planned		200	200	200	100	100
1	Initialization of construction works, completion of foundation works and structure work for 50% of bed capacity	1	T1 - Fixed	12	12	12	7	7
2	Completion of civil works, services work and finishing work to make 50% of bed capacity operational	2	T2 -Fixed	13	23	13	7	13.5
3	Equipment installation & commissioning, manpower recruitment & training, statutory clearances and commissioning of Phase I (50% of bed capacity)	2	T3 -Fixed or Variable	12.5 (maximum upper limit of AVGF)	16 (Fixed)	12.5 (maximum upper limit of AVGF)	7 (maximum upper limit of AVGF)	8 (Fixed)
4	First anniversary of operations	3	T4, Bid Variable	29 (maximum upper limit of AVGF)	29 (maximum upper limit of AVGF)	29 (maximum upper limit of AVGF)	17 (maximum upper limit of AVGF)	21 (maximum upper limit of AVGF)

5	Second anniversary of operations	4	T5, Bid Variable	25 (maximum upper limit of AVGF)	25 (maximum upper limit of AVGF)	25 (maximum upper limit of AVGF)	17 (maximum upper limit of AVGF)	21 (maximum upper limit of AVGF)
6	Third anniversary of operations AND commission 100% of capacity	5	T6, Bid Variable	25 (maximum upper limit of AVGF)	25 (maximum upper limit of AVGF)	25 (maximum upper limit of AVGF)	14 (maximum upper limit of AVGF)	19 (maximum upper limit of AVGF)
7	Fourth anniversary of operations with tranche A paid	6	T7, Bid Variable	11 (maximum upper limit of AVGF)	11 (maximum upper limit of AVGF)	11 (maximum upper limit of AVGF)	8 (maximum upper limit of AVGF)	13 (maximum upper limit of AVGF)
8	Fifth anniversary of operations with tranche A paid	7	T8, Bid Variable	13 (maximum upper limit of AVGF)	13 (maximum upper limit of AVGF)	13 (maximum upper limit of AVGF)	10 (maximum upper limit of AVGF)	14 (maximum upper limit of AVGF)
A	Equipment installation & commissioning, manpower recruitment & training, statutory clearances and commissioning of Phase II (remaining 50% of bed capacity) within 5 years of effective date	5	Fixed, based on hospital type	15	15	10	6	6

Things to Note:

1. The bidder will have flexibility to only quote the AVGF required or premium offered in the tranches marked flexible
2. The maximum amount of Premium Offered under any tranche cannot exceed the absolute numerical value of the AVGF limit in that tranche for the particular project

TABLE 4: ELIGIBILITY CRITERIA

Capacity Criteria (The capacity of a bidder will be adjusted for subsequent evaluation; if the same bidder has been already awarded a project)		Cluster Project	200 Bed Individual Hospital Project	100 Bed Individual Hospital Project
1.	Total Licensed Beds under management	300	100	100
2.	Net Worth (in INR million) for immediately preceding financial year ending March 31, 2018	300	200	100
3.	Average annual Turnover (in INR million) for immediately preceding 2 (two) financial years ending March 31, 2018.	450	300	150

TECHNICAL ELIGIBILITY CRITERIA

(to be evaluated only once and will not be adjusted in case of award)

5.	Total NABH (or other reputed international accreditations- JCI, Canada, Australia, Japan, UK & South Africa) accredited beds under management (eligibility only)	50	50	NA
6.	Interventions performed in basic secondary care specialties (specified per specialty)	5,600	3,600	2,500
7.	Key Secondary care Specialists employed by the bidder	12	8	6

Provision of Consortium:

1. A Bidder can be an entity or a group of entities i.e. a Consortium
2. Bidders can form different Consortium with different partners for different Cluster Project and/or an Individual Projects
3. A Consortium can have a maximum of 4 members
4. A Consortium will be required to have:
 - i. Lead Financial Member: Will be required to meet 50% of the Financial Capacity
 - ii. Lead Technical Member: Will be responsible for operating the project
3. In case the Bidder is a Consortium, only those members' experience and capacity will be evaluated for satisfaction of the minimum eligibility criteria (for the concerned project) who will hold at least 10% equity in the Special Purpose Vehicle (if the concerned project is awarded to the Consortium)
4. Consortium may require a non-equity member with experience of designing/ building hospitals

BID PROCESS

Overview:

- Single bid process for all 25 sites, bids submission will be in four (4) sequential lots of 6-8 sites each, with bidding for each successive lot commencing on the successful completion of the bidding for the previous lot.
- Automatic registration for all cluster/ individual project on purchasing of bid documents once
- In case of a Consortium, only 1 member of such Consortium will be required to have completed the registration process
- Bidders may choose to utilise a free information binder containing detailed market information on all 30 districts of Odisha from http://health.odisha.gov.in/AHP_District_Profile.asp?GL=7

Bidding

- Registered bidders can place bids for however many cluster/ individual project as desired in a lot
- Separate technical and financial bids to be placed for each cluster/ individual project
- Financial Bids will be evaluated in a pre-ordered sequence (as in Table 1) only for those
- Bidder who satisfy the Minimum Eligibility Criteria
- In case a bidder wins a project, its technical and financial capacity will be reduced accordingly to adjust its eligibility for subsequent projects

Selection Process

- In case a bidder wins two or more projects, a financial incentive will be provided
- Bidders will be required to quote any value of Additional VGF requested from the Government OR Premium offered to be paid to the Government for each Tranche from Tranches 3 to 8 (Subject to limits and certain exceptions)
- The bid can be in any combination of VGF request/ Premium offer for the individual Tranches and becomes binding on both parties in case bid is successful

Financial Bid Evaluation

- Project will be awarded on the basis of the lowest Net Present Value (NPV) of VGF (sum of VGF and Additional VGF) requested by a bidder for a project
- Time period specified against the tranche number be used and the value discounted at 8%

	Tranche No. (t)	1	2	3	4	5	6	7	8
A	Years Post Effective Date (n)	1	2	2	3	4	5	6	7
B	Bid Value quoted by Bidder (V)	v1 (Fixed VGF) (pre-defined)	v2 (Fixed VGF) (pre-defined)	v3 (Additional VGF / Premium) (as quoted by the Bidder)	v4 (Additional VGF / Premium) as quoted by the Bidder)	v5 (Additional VGF / Premium) as quoted by the Bidder)	v6 (Additional VGF / Premium) as quoted by the Bidder)	v7 (Additional VGF / Premium) as quoted by the Bidder)	v8 (Additional VGF / Premium) as quoted by the Bidder)
C	Present Value (PV)	PV1	PV2	PV3	PV4	PV5	PV6	PV7	PV8
D	Present Value Formula	$PV = \frac{v_n}{\{(1+8/100)^{n-1}\}}$							
E	Net Present Value (NPV) or "Bid Value"	$NPV = \text{Sum [PV (E) + PV (F)]} = G$							

You are cordially invited to attend one or more of the meetings schedules for the
Affordable Healthcare Project in Public Private Partnership Mode

Chief Minister's Roadshow on Health Sector

On: September 12, 2018

Time: (3 pm – 5 pm)

Venue: Kamal Mahal, ITC Maurya, New Delhi

RSVP (on or before 1800 hrs IST, September 10, 2018)

Chief Minister's Roadshow on Health Sector

On: September 26, 2018

Time: (3 pm – 5 pm)

Venue: ITC Chola, Chennai

RSVP (on or before 1800 hrs IST, September 24, 2018)

Prebid Meeting for Affordable Healthcare Project (tentative)

On: October 10, 2018

Time: (11 am – 5 pm)

Venue: IDCO conference hall, 5th Floor, Annex building, IDCO Towers, Janpath,
Bhubaneswar

RSVP (on or before 1800 hrs IST, October 9, 2018)

Make in Odisha (MIO) Conclave, 2018, Odisha's flagship Biennial Global Investors' meet

On: from November 11-15

Time: TBD

Venue: Bhubaneswar (TBD)

RSVP to

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For more details on the project please visit our website:

http://health.odisha.gov.in/Affordable_Health_Project.asp?GL=1#

Disclaimer: The Authority reserves the right to not invite any person that has not made an application pursuant to this announcement, to attend the investor conference. The Authority reserves the right to require additional information from any interested party, at its absolute discretion. The Authority reserves the right to modify, cancel, suspend or terminate any aspect of its proposal to undertake the development of any or all of the hospitals in the project or any part thereof, for any reason and without giving prior notice.

Project Advisor to the Government of Odisha



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Creating Markets, Creating Opportunities

IFC's team of experts:

- Cyril Amarchand Mangaldas (Legal Consultants)
- Medica Synergie Pvt. Ltd. (Health Sector Specialists)
- Jones Lang LaSalle Property Consultants (India) Pvt. Ltd (Infrastructure Specialists)