TERMS OF REFERENCE (TOR)
OUTSOURCING OF INTERNAL AUDIT FUNCTION
NORTHWEST GENERAL HOSPITAL & RESEARCH CENTRE ("NWGH")

1. Background of the Entity

Northwest General Hospital & Research Centre ("NWGH") was established under the auspices of Alliance Healthcare (Private) Limited, a company incorporated with the Securities and Exchange Commission of Pakistan (SECP) by a group of healthcare professionals with the objective of addressing the growing healthcare needs of the region.

Over the years, NWGH has evolved into a comprehensive healthcare and academic network comprising a teaching hospital, medical college, allied health sciences institute, and a university of health sciences. The hospital currently serves more than 1,000 outpatients daily and provides a wide range of specialized healthcare services, including advanced nuclear medicine, orthopaedic bone banking, neonatal transport services, and dedicated infectious disease facilities.

NWGH is duly recognized by the College of Physicians and Surgeons Pakistan (CPSP) for house-job and postgraduate medical training. Its consultants and faculty members actively contribute towards medical education, professional development, and delivery of quality healthcare services within the region.

2. Objective of the Assignment

he objective of this engagement is to outsource the Internal Audit Function of NWGH to a reputable firm of Chartered Accountants registered with the Institute of Chartered Accountants of Pakistan (ICAP).

The appointed firm shall assist management and the Board in strengthening governance, internal controls, risk management practices, operational efficiency, regulatory compliance, and financial oversight through an independent and systematic internal audit process.

3. Scope of Work

The selected firm shall be responsible for carrying out internal audit activities covering, but not limited to, the following areas:

- Review and evaluation of internal control systems and operational procedures;
- Assessment of financial controls, accounting systems, and reporting mechanisms;
- Review of procurement, inventory, payroll, revenue cycle, and expenditure management processes;
- Evaluation of compliance with applicable laws, regulations, policies, and SOPs;
- Identification of control weaknesses, inefficiencies, and operational risks;
- Recommendations for process improvements and strengthening of controls;
- Follow-up review on implementation status of prior audit observations;
- Any other internal audit assignments as may be assigned by the management or Board from time to time.

4. Eligibility & Qualification Criteria

Interested firms must fulfill the following minimum eligibility criteria:

1. The firm must be duly registered with the Institute of Chartered Accountants of Pakistan (ICAP);
2. The firm must have been in continuous professional practice for a minimum period of five (5) years;
3. The firm must maintain a functional registered office in Peshawar;
4. The firm must possess prior experience in conducting internal audits

5. The firm shall deploy at least two (2) full-time audit resources at NWGH having adequate qualifications, professional competence, and relevant experience;
6. The engagement shall be directly supervised by a qualified Chartered Accountant possessing sufficient post-qualification experience in internal audit, risk management, and advisory services;
7. The supervising Chartered Accountant shall periodically visit the hospital and remain available for meetings with management, the Audit Committee, and/or the Board as required.

5. Deliverables

The appointed firm shall be required to provide the following deliverables:

- Deployment of two (2) dedicated full-time audit personnel at NWGH premises;
- Periodic supervision and oversight by a qualified Chartered Accountant;
- Preparation and submission of quarterly internal audit reports to the management and/or Board/Audit Committee;
- Detailed reporting of:
    - Internal control weaknesses identified;
    - Risk exposures and compliance gaps;
    - Operational inefficiencies;
    - Recommendations for corrective actions and process improvements;
- Presentation of significant audit observations before the Board/Audit Committee, where required;
- Submission of special reports or investigations, if assigned by management.

6. Reporting Structure

The internal audit function shall report functionally to the Board/Audit Committee and administratively to the management of NWGH.

The selected firm shall maintain strict confidentiality regarding all records, information, and matters reviewed during the course of the engagement.

7. Duration of Engagement

The engagement shall initially be for a period of eighteen monthsr, extendable subject to satisfactory performance and mutual agreement of the parties.

8. Submission of Proposals

Interested firms are required to submit sealed technical and financial proposal containing the following information:

- Firm profile and registration details;
- Details of relevant experience and key assignments;
- Details of proposed engagement team;
- Proposed audit methodology and work approach;
- Financial proposal/fee quotation.

The proposals must be submitted in sealed envelopes on or before the prescribed deadline at the address communicated by NWGH management.

9. Evaluation Criteria

Proposals shall be evaluated based on, inter alia:

- Relevant experience and technical capability;
- Qualifications and experience of proposed staff;
- Understanding of the assignment and proposed methodology;
- Organizational presence and capacity in Peshawar;
- Financial competitiveness.

NWGH reserves the right to accept or reject any or all proposals without assigning any reason thereof.