

RFP Reference: UHS/IT/TENDER/038/2026

17th September 2026

RFP Closing Date: 1st October 2026

No.	Description
1	Privileged Access Management (PAM) System

University Hospital Sharjah. (UHS) Management has decided to invite vendors for a Request for Proposal (RFP). You, as a vendor are requested to participate in the RFP process by submitting your offer to provide the services as described in this document.

The RFP should comply with the following terms & conditions:

1. The proposal shall be clear, informative & include as per the requirement described in the RFP.
2. The financial offer should be on your company letterhead containing the authorized signatory and must be sent to the attention of the Director of Finance, **University Hospital Sharjah, PO Box 72772, Sharjah in a sealed document.**
3. The price quoted is as mentioned in the technical requirement listed below (RFP) to UHS.
4. All deliveries should be made for the ordered quantity in full, without partial shipments, to our Main Warehouse, located in UHS vicinity or as specified on the Purchase Order/ Contract. Failure to comply with the agreed delivery schedule or any shortfall in quantity may result in penalties or contract termination, as per the Purchase Agreement Terms and Conditions.
5. As a part of the RFP document, the Vendors are requested to provide their valid Trade License, Name, and Designation of the Managing Director/General Manager/Sr. Manager having the authority to bind their company for the business relationship. Also, the vendors are required to provide licenses, certificate confirming that the vendor is legalized to operate the proposed business activity. As well as the following documents:
 - a) Valid Trade License
 - b) Updated Company Profile
 - c) Tax Registration Certificate (TRN)
 - d) Full Company Address & Contact Details
 - e) Memorandum of Association (MOA) and Power of Attorney (POA) for authorized signatory (if applicable)
 - f) An official Authorization Letter/Agency Certificate, confirming the vendor's legal authorization to supply the specified items on behalf of the manufacturer or principal company.
 - g) Any additional approvals or compliance documents mandated by government authorities for the supply of the specified equipment.
 - h) Non-Liability Letter and Legal Clearance Confirmation.
 - i) Insurance Policies (General Liability, Professional Indemnity, etc.).

- j) Declaration of No Ongoing Legal Disputes.
 - k) Vendor Code of Conduct Acknowledgment.
6. Standard payment terms are 90 days from the date of completion of delivery of supplies/ services or as specifically agreed in purchase contract/ agreement.
 7. Any delays or non-conformance may result in the termination of Services agreement and/or imposition of penalty for delayed services as per the Services Agreement terms and conditions. **A performance bond may be required to ensure commitment to the agreed timelines and quality standards.**
 8. The proposed services shall be evaluated & approved by UHS's before confirmation. Once the agreement is signed off, the services will have to correspond to the required services with specific time-frame, and as originally proposed, agreed and any deviations shall be considered a breach of service contract/agreement.
 9. The specified brand and manufacturer must remain unchanged throughout the contract period unless otherwise approved by UHS in writing.
 10. UHS will be constantly evaluating the compliance of Contract/Agreement Terms and consistency in performance of the services throughout the duration of the agreement.
 11. Vendors are required to submit regular progress reports at agreed intervals detailing progress, challenges, and actions to address any delays or issues. Should Vendors not meet the requirements of UHS, UHS reserves the right to terminate the agreement if the vendor is not able to rectify during the time allotted by UHS's representative.
 12. Vendor Contact details (landline, mobile, emails) of the authorized representatives should be mentioned.
 13. **Tenders should be submitted in two sealed envelopes and submitted to the Administration Office Finance Department- UHS:**
 - a. **The Technical Specification details (PLEASE DO NOT INDICATE ANY FINANCIAL VALUE IN THIS).** If requested for additional clarifications and details these need to be submitted to **(Administration Office Finance Department- UHS).**
 - i. The offer should must conform to the RFP Document as per the attachment.
 - ii. The offer shall be submitted (hard copy and soft copy saved in USB).
 - iii. Reference Project/Hospital where similar work was performed.
 - b. **The Financial Offer** addressed to UHS's Director of Finance, with **tender reference.**

All above documents should be submitted before the tender expiry date, all documents submitted after the expiry date will not be accepted.
 14. UHS shall have no obligation to accept any tender proposal submitted by any vendor. UHS may at its sole discretion and without providing any reason, accept or reject any or all

proposals, in whole or in part. Such rejection shall not give rise to any claim, liability, or cause of action of any kind by the vendor against UHS.

15. Submission of a tender proposal shall not create an agreement, legal or other relationship between the vendor and UHS. No vendor shall acquire any rights, interests, or claims against UHS by submitting a proposal, participating in the tender process or relying on any communications related to the tender.
16. In the event UHS accepts a tender proposal of a vendor, the parties agree any such tender award will be subject to a Services Agreement and separate agreement outlining the specific terms and conditions of the project and services agreed.
17. All costs, expenses or losses incurred by the vendor in connection with the preparation, submission or presentation of its proposal shall be borne solely by the vendor. UHS shall have no liability, under any circumstances to reimburse, compensate or indemnify the vendor whether in part or in whole for such costs or expenses.
18. The vendors acknowledge and agree that they have not relied on any statement, representation, warranty, or promise made by UHS, whether oral or written, in preparing their tender proposal and all decisions and judgements regarding the submission of their proposal are made at their own discretion and risk.
19. UHS may at any time without liability, amend, suspend, or withdraw the tender invitation in whole or in part. UHS may also request additional information, clarifications or documents from any vendor and may reject any proposal that is incomplete, unclear or does not comply with the tender requirements as outlined in this document.
20. Quality, Price, and service are combined parameters for tender evaluation. Once a vendor has been selected, a negotiation period will follow to allow both parties to review the agreement terms thoroughly. This will ensure that all deliverables, KPIs, and expectations are clearly outlined before the final agreement is signed.
21. Vendors must submit a risk management plan, identifying potential risks to the project, such as security and confidentiality breaches, system failures, and disruptions to delivery schedules. Vendors should outline how they intend to address these risks, including their disaster recovery and business continuity plans.
22. Vendors are encouraged to adhere to ethical practices and sustainability standards in their operations. This includes providing energy-efficient equipment and adopting environmentally friendly practices in their supply chain and delivery.
23. The Vendor, its employees, its subsidiaries, and everyone who has a direct or indirect relationship with implementing and securing the works and Services included within the scope of this tender, shall be obligated to inform UHS and disclose in writing any case of conflict of interest or any private interest that has arisen, will arise, or may arise. For any transaction related to the activities of UHS, in accordance with UHS policies.
24. The vendor, its employees, and subsidiaries shall be obligated to maintain confidentiality of any data, drawings, documents, or information related to the tender - written or oral. Vendors must ensure that any data shared is protected by encryption standards and secure transfer protocols. Additionally, vendors are required to notify UHS of any data breaches immediately. Compliance with relevant data privacy regulations (e.g., GDPR, UAE Data Protection Law) is mandatory. This includes all dealings, affairs, or secrets related to UHS they may have encountered during the tender process. Vendors shall not be allowed to disclose any information related to the tender through any media outlet without obtaining prior written approval from UHS.
25. The copyright, rights and ownership of any documents, materials and information submitted by UHS within this tender is owned by UHS, and accordingly, these documents and materials

may not be copied, in whole or in part, or reproduced, distributed, made available to any third party, or used without obtaining prior written approval from UHS. If the vendor develops any custom software or systems for UHS as part of this tender, UHS will retain ownership of the intellectual property or have clear licensing terms for its continued use. All documents submitted by the UHS in connection with the request for proposals shall be returned upon request without any copies being retained by the bidder or any other person.

26. The vendors shall indemnify, defend and hold harmless UHS, its officers, employees and agents from and against any and all claims, liabilities, losses, damage costs, or expenses arising out of or in connection with:
- a. the vendors participation in the tender process
 - b. any errors, omissions, misrepresentations or inaccuracies in the proposal
 - c. any breach of the vendors' obligations under this tender invitation
27. To the maximum extent permitted by law, UHS expressly excludes any liability for:
- a. Any direct, indirect, incidental, consequential or special losses
 - b. Loss of profits, revenue, goodwill or business opportunities
 - c. Any claims by third parties arising from a vendor's proposal
 - d. Any loss or damage caused by errors, omissions or delays in the tender process
28. This tender invitation and all matters relating to it shall be governed by any construed in accordance with the laws of the United Arab Emirates. The competent courts of Sharjah, United Arab Emirates shall have exclusive jurisdiction over any disputes arising from or in connection with this tender.
29. This document and clauses therein constitute the entire understanding between UHS and any vendor regarding liability, proposal submission, and the tender process. No other communication, agreement or understanding, whether oral or written shall be deemed to modify, supersede, or expand these clauses.

University Hospital Sharjah

REQUEST FOR PROPOSAL

Privileged Access Management (PAM) System

1. Purpose

UHS invites qualified vendors to supply, implement, integrate, configure, train and support an enterprise Privileged Access Management (PAM) solution for UHS users and approved third-party vendors.

The solution shall securely manage privileged accounts, credentials, secrets and administrative sessions in the UHS on-premises environment. It shall reduce the risk of privileged-account misuse, enforce least privilege and provide complete auditability.

2. Project Objectives

- Discover and classify privileged, service, application, emergency and vendor accounts.
- Store passwords, SSH keys, API keys, tokens, certificates and other secrets in an encrypted vault.
- Automatically rotate and reconcile credentials without affecting dependent services.
- Provide approval-based, role-based and time-limited privileged access.
- Provide just-in-time access and reduce permanent administrator privileges.
- Proxy, monitor, record and audit privileged sessions without exposing passwords.
- Provide secure remote access for third-party vendors.
- Integrate with UHS identity, security, infrastructure and clinical systems.
- Provide dashboards, alerts and reports for operations, security and compliance.

3. Scope of Supply and Services

The selected vendor shall provide all software, subscriptions, licenses, professional services, integrations, documentation, training and technical support required to deliver a fully operational PAM solution.

Current Scope:

Privileged Accounts	Concurrent Sessions	PAM Administrators	Managed Assets	Support Period
Approx. 100	15	5	Approx. 200	3 Years

Area	Required Scope
Design	High-level and low-level design, PAM architecture, network flows, security design, access workflows, onboarding standards, credential policies, backup and operating procedures.
Implementation	Install, harden, configure and commission production and DR environments, credential vault, session management, password rotation, discovery, remote vendor access, reporting, monitoring, connectors, gateways, agents and APIs.
Integration	Integrate with Active Directory, MFA, SIEM, email/notification, NAC, endpoint security, virtualization, databases, network and security devices, storage, backup, business systems and clinical applications, where applicable.
Account Onboarding	Onboard the agreed privileged accounts and target systems, including Windows, Linux/Unix, network, firewall, database, virtualization, storage, backup, application, service, scheduled-task, break-glass, vendor and clinical administrator accounts.
Handover	Complete testing, training, documentation, knowledge transfer, go-live support, hypercare and formal project closure.

4. Mandatory Functional Requirements

For every requirement, the bidder shall state: Comply, Partially Comply, Does Not Comply, Customization Required, or Roadmap. Any limitation, dependency, optional module or additional cost shall be clearly explained.

No.	Area	Mandatory Requirement	Bidder Response
1	Credential Vault	Encrypted storage for passwords, keys, tokens, certificates and secrets. Restrict direct access, support secure check-in/check-out, dual control and complete access history.	
2	Password Rotation	Automatically verify, rotate and reconcile credentials based on policy, after use, after an incident or when access is revoked.	
3	Service Dependencies	Update dependent Windows services, application services, scheduled tasks and configuration files after password changes.	
4	Session Access	Provide passwordless proxy access using RDP, SSH, HTTPS, database and other supported administrative protocols.	
5	Session Recording	Record sessions in searchable format, capture commands or activities where supported, and protect recordings from alteration or deletion.	
6	Live Control	Allow authorized UHS personnel to monitor, pause or terminate active privileged sessions.	
7	Session Restrictions	Control clipboard, file transfer, drive mapping, commands, applications and session duration based on policy.	
8	Request and Approval	Provide an access request portal with business justification, single or multiple approval levels, notifications and automatic expiry.	
9	Least Privilege and JIT	Support role-based access, temporary privilege elevation, temporary group membership, just-in-time access and just-enough administration.	
10	Separation of Duties	Separate requester, approver, PAM administrator, security administrator and auditor responsibilities.	
11	MFA	Integrate with the UHS MFA platform and support step-up authentication based on user, target, location, risk and account sensitivity.	
12	Vendor Remote Access	Provide approved, time-limited and recorded vendor access without revealing credentials and, where possible, with/without direct VPN access.	
13	Break-Glass Emergency Access	The PAM solution shall provide secure emergency break-glass access with approval, logging, alerts, and automatic password rotation after use.	
14	Vendor Controls	Restrict vendors to approved systems and time windows; allow UHS monitoring/termination; control file transfer; automatically disable expired access.	
15	Discovery	Discover privileged and unmanaged accounts across supported systems and provide account classification and onboarding workflows.	
16	Monitoring and Alerts	Detect unusual use, failed logins, access outside approved times, repeated password retrieval, suspicious commands and attempts to bypass PAM.	
17	SIEM Integration	Send PAM audit events and real-time alerts to the UHS SIEM/SOC through supported secure methods.	
18	Reporting	Provide reports for account inventory, password status, access requests, session history, user/admin activity, vendor access, policy violations, system health and license use.	
19	Audit Export	Export reports in PDF, CSV and Microsoft Excel formats and provide tamper-resistant audit logs.	

5. Technical and Security Requirements

Area	Requirement
Deployment	On-premises production and HA deployment. The bidder shall provide complete architecture, sizing, component, VM, database, storage, network port, firewall, bandwidth, certificate, agent and internet-access requirements.
Availability	No single point of failure for critical components. Provide high availability, redundancy, failover, encrypted backup, restoration and documented disaster-recovery procedures.
Security	Encrypt sensitive data in transit and at rest. Apply least privilege, role separation, secure hardening, tamper-resistant audit logging and encrypted backups.
Certificates	Support UHS-managed certificates where applicable and use currently supported secure TLS versions.

Area	Requirement
Product Security	Provide security patches and version updates during the contract and notify UHS of critical product vulnerabilities and security incidents.
Administration	Support MFA for PAM administrators, role-based administrative permissions and full logging of administrative actions.
Supported Platforms	Provide a current compatibility matrix for Windows Server, Active Directory, Linux/Unix, VMware, network devices, firewalls, security appliances, storage, backup systems, Microsoft SQL Server, Oracle, S4/HANA, Intersystem IRIS, web/application servers, clinical systems and custom applications.
Data Control	UHS data, credentials, logs and session recordings shall not leave the approved environment without prior written approval.

6. Licensing and Commercial Requirements

- The proposal shall include the most cost-effective licensing model covering 100 privileged accounts, 5 PAM administrators, 15 concurrent sessions, and 200 managed assets, including all required licenses.
- Include production, disaster recovery, test/non-production, vendor access, service accounts, session recording, reporting, analytics, APIs, connectors and mandatory integrations.
- Clearly explain the licensing metric and any limits related to users, accounts, targets, sessions, storage, recordings, APIs or integrations.
- Identify all optional modules, third-party dependencies and separately priced items.
- Provide a fixed three-year commercial proposal in AED, excluding VAT, separating one-time and recurring costs.

7. Implementation and Deliverables

1. Project initiation, requirements workshop and current-state assessment.
2. Architecture, design, sizing and infrastructure preparation.
3. Installation, security hardening and integration.
4. Account discovery, pilot onboarding and phased production onboarding.
5. Functional, integration, password-rotation, session-recording, HA, failover, backup/restore, DR, security, performance and user-acceptance testing.
6. Administrator and user training, production go-live and hypercare.
7. Final documentation, knowledge transfer, handover and project closure.

The bidder shall submit a project schedule showing activities, responsibilities, dependencies, milestones and expected completion dates.

8. Required Documentation

- Project plan, requirements document, HLD, LLD, architecture and communication-flow diagrams.
- Installation, configuration, security-hardening and integration documents.
- Backup, restoration, disaster-recovery and troubleshooting procedures.
- Testing evidence, user-acceptance report, training materials/recordings and final completion report.

All documentation shall be current, complete and submitted to UHS in editable electronic format.

9. Training, Warranty and Support

- Provide three years of warranty, maintenance and principal-vendor support for all supplied components.
- Provide 24 x 7 support for critical incidents, remote technical assistance, support portal access and escalation to the product principal.
- Authorized virtual classroom training interactive, live, instructor-led sessions (or) pre-recorded material.
- Include patches, security updates and version upgrades throughout the support period.
- Submit a support SLA with severity levels, response targets, escalation process and local UAE coordination.

10. Acceptance Criteria

- All agreed software, components and integrations are installed and operational in production and DR.
- The agreed accounts and systems are successfully discovered and onboarded.
- All agreed tests and UHS user-acceptance testing are completed successfully.

- All critical and high-priority issues are resolved.
- Training and knowledge transfer are completed.
- All required documentation is submitted and approved.
- UHS provides formal project sign-off.

11. Vendor Qualification

- Company profile and evidence of UAE presence and support capability.
- Manufacturer/principal authorization for the proposed PAM solution.
- Relevant PAM implementation experience and number of certified PAM engineers.
- At least three comparable customer references; healthcare experience is preferred.
- Project manager and technical-team profiles.
- Product roadmap, support lifecycle and confirmation that the product is not approaching end of sale or end of support.
- Relevant security and quality certifications and available independent security-assessment reports.

12. Proof of Concept

UHS may request shortlisted bidders to conduct a non-disruptive proof of concept at no additional cost. The POC may include:

- Privileged-account discovery and onboarding of selected Windows and Linux accounts.
- Password rotation, reconciliation and dependent service-account updates.
- RDP and SSH access without exposing credentials.
- Session recording, search, playback, live monitoring and termination.
- MFA integration, approval workflow and time-limited/JIT access.
- Secure vendor remote access, reports and dashboards.
- High-availability/failover and administrative separation of duties.

13. Bidder Submission Format

Submission	Minimum Content
Technical Proposal	• In detailed BOQ, Solution overview, architecture, sizing, supported-platform matrix, compliance matrix, implementation plan, integrations, assumptions, exclusions and dependencies. • Company profile, authorization letter, certifications, references, project team CVs and product lifecycle information. • Support model, SLA, severity definitions, response targets, escalation matrix and UAE support details.
Commercial Proposal	Three-year price in AED excluding VAT, with one-time and recurring costs clearly separated and all mandatory components included.