

# PUNJAB SKILLS DEVELOPMENT FUND

## TENDER DOCUMENT

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### HIRING OF CONSULTANT TO CONDUCT *“SKILLS NEEDS ASSESSMENT OF EXPORT-LED SECTORS”*

March, 2017



**Submission Date for Sealed Bids: 26th May, 2017 (11:30 AM)**

21-A, H-Block, Dr. Mateen Fatima Road, Gulberg-II, Lahore Pakistan

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## **1- Background**

PSDF has been set up by the Government of the Punjab, Pakistan (GoPb) in partnership with Department for International Development (DFID), UK, for the provision of vocational training to the people of Punjab with the aim of improving their prospects of wage or self-employment.

PSDF funds a range of vocational skills for the training of the residents of Punjab. The Training Service Providers (TSPs) are engaged through a competitive bidding process on per trainee per month cost basis. These service providers can be private institutes, not-for-profit organisations, public-private partnerships and public institutes. To support PSDF's province-wide expansion, additional funding has been made available by GoPb, DFID and World Bank. This funding is being provided for the vocational and technical training of about 380,000 individuals in all 36 districts of Punjab, over the next five years.

To date, Pakistan's exports have steadily declined since 2013<sup>1</sup>. Among other reasons like infrastructural and power supply challenges, the shortage of internationally-competitive human capital is cited as one of the causes of the country's deteriorating export performance.

## **2- Invitation to Bids**

Through this document, PSDF is soliciting proposals from qualified research firms to assess skills needs in export-led sectors so that PSDF can gear its efforts towards the development of competitive human capital. The sectoral focus of this study will include export groups driven by skilled manpower like agro & food (processed foods), textile and garments, engineering and manufacturing goods, and services-based sectors.

## **3- Instructions to Consultant Firms**

PSDF invites technical and financial proposals from consultant firms. All interested organizations are requested to complete the Forms & Annexures given in this document. These annexures/forms cover information/questions on the firm/s profile and relevant experience.

The selection of consultant firms will be based on Quality and Cost Based Selection (QCBS) method. PSDF will adopt single stage two envelopes bidding procedure to call for proposals.

The bid shall be a single package consisting of two separate envelopes, containing separately the financial and the technical proposals. The envelopes shall be marked as "Financial Proposal" and "Technical Proposal". In the first instance, the "Technical Proposal" shall be opened and the envelope marked as "Financial Proposal" shall be retained unopened in the custody of the PSDF. The PSDF shall evaluate the technical proposal in the manner prescribed in the section - 7 of this document,

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<sup>1</sup> Pakistan Bureau of Statistics data

without reference to the price and shall reject any proposal which does not conform to the specified requirements. During the technical evaluation no amendments in the technical proposal shall be permitted. After the evaluation and approval of the technical proposals, the PSDF shall open the financial proposals of the technically accepted bids, publically at a time, date and venue announced and communicated to the bidders in advance, within the bid validity period. The financial bids found technically nonresponsive shall be returned un-opened to the respective bidders. The technical and financial proposal will be evaluated on the basis of PSDF evaluation criteria as provided in sections “Technical Proposal” and “Financial Proposal” of the document.

The scope of activities set the basis of technical approach to be adopted by the potential consultant firms. The firms who will get minimum 65 marks in technical evaluation will be called for financial bid opening and top ranked firm will be called for contract negotiations.

#### **4- Conditions for Eligibility (Qualification criteria)**

The ideal Consultant (firm/joint venture/consortium) will have proven expertise in conducting large scale surveys and working for various donor-funded or not-for-profit institutions or programmes; and will possess demonstrable experience of having worked for skilled needs assessment of all export led sectors that need to be reviewed and advised for the purposes of this assignment.

The entity interested in submitting must fulfil the following eligibility q conditions:

- i. Must be a legal entity registered in Pakistan or country of origin since at least 10 years, and must have a corporate office in Pakistan.
- ii. Must have National Tax Number (NTN) & Punjab Sales Tax Number (PSTN).
- iii. Must be an active taxpayer in Pakistan and provide the tax return of the last fiscal Year (if applicable)
- iv. Must have minimum annual turnover of PKR 20 million as per audited financial statements.
- v. Must submit audited financial statements of the two most recent years issued by an Institute of Chartered Accountants of Pakistan (ICAP)-licensed Chartered Accountant. The statements must include Auditors’ Report, Balance Sheet, Income & Expenditure Statement of Account, Cash Flow Statement and related Notes to the Accounts as well as cover letter of audit firm mentioning name and contact details of the auditor.).
- vi. (move to ToR)
- vii. Must have a technical team consisting of research, economics, policy and TVET experts. Must have employed on full-time basis at least 10 subject matter experts. Their CVs and contact details will be submitted as part of the technical proposal.
- viii. Must have :
  - in-depth knowledge and understanding of:
    - expertise in skills needs assessments
    - Pakistani TVET and labour market context
  - excellent written and spoken English skills and sound report writing skills
- ix. Must not be blacklisted by any government or bi-lateral/multi-lateral financial institution.

- x. Must not be a shortlisted applicant for training provision under any of the PSDF sponsored training scheme.

## **5- Scope of Work**

The objective of this assignment is to understand the skills demand in sectors that rely on export-driven growth, so this can be met by training individuals of requisite number and quality. This study will:

- a) identify sectors and subsectors that are most reliant on export-based growth and contribute significantly to Pakistan's export-base;
- b) identify the employer base in each sector and segment it by large, medium and small sized firms and provide location and geographical spread information (hubs across Pakistan to be identified);
- c) provide a list of priority trades within each sector as well as associated skills that constitute each trade;
- d) identify available / approved training curricula and courses for each priority trade
- e) identify life skills, soft skills required by employers to success in these priority trades
- f) assess current skill gaps (focusing on vocational and technical skills) in export-led sectors (segmenting them into high, medium, low skills);
- g) based on employers' feedback, report comprehensively on the skills needs of all large and most medium-sized players within each sector, over the near-term (1 year), medium-term (3 years) and long-term (5 to 10 years);
- h) catalogue requirements for education attainment, technical and vocational skills qualifications and/or certification, prior experience, and current compensation levels in all trades;
- i) identify key challenges in sourcing talent across these trades and skills and recommend an intervention to overcome these challenges in Pakistan;
- j) identify trades for improving gender inclusion in the workforce in the short and medium terms; also identify the key challenges limiting women's participation in skills development.
- k) identify sector-level skills delivery gaps by studying the demand and skills supply side;
- l) identify supply side constraints limiting labour force participation in a particular trade;
- m) present final recommendations and action plan for PSDF based on analysis, industry input, as well as validation of findings by industry stakeholders;
- n) provide recommendations for skills-focused policy advice that PSDF can take to the government.

## **6- Terms of Reference**

Detailed terms of reference are attached as annexure-F.

- a. Consultant Firm must not be providing any assistance to any other person/entity in conflict with 'PSDF' to avoid any sort of conflict of interest.
- b. All direct & indirect taxes will be deducted in accordance with the provisions of Government Rules amended time to time.
- c. Successful Consultant Firm will sign a service contract and will provide the agreed services within the stipulated agreed time of issuance of the purchase order. While delay in providing services, a penalty at the uniform rate of 2% of contract value on each day delay will be charged in case of delay.
- d. If the firm completely fails to provide the services within prescribed period of service delivery and doesn't comply with the reminders, the case of consultant firm may be put to relevant authorities to declare the Firm as "Black Listed".
- e. Payment of consultancy services will be made on the satisfactory completion of services.
- f. The consultant Firm must respond efficiently for providing consultancy services in a timely manner.
- g. In case of any dispute regarding services; the decision of the PSDF shall be final & binding.

## 7- Guidelines

- a) Only short-listed firms fulfilling the eligibility criteria will be considered for technical and financial proposals. The financial proposal of technically qualified consultant firms will be opened for further evaluation.
- b) All documents and information received by PSDF from applicants will be treated in strict confidence.
- c) Documents submitted to PSDF will not be returned.
- d) All expenses related to participation in this tender document shall be borne by the applicants.
- e) Documents shall be submitted in a separate sealed envelopes marked as "TECHNICAL PROPOSAL" and "FINANCIAL PROPOSAL" as hard copy in a sealed envelope for 'Skills Needs Assessment of Export-Led Sectors'. Technical proposal must also be provided in soft form (word form) in a flash drive (USB). The envelope containing hard and soft copy of technical proposal and financial proposal shall be received on the postal address given below.
- f) The closing date and time for receipt of technical proposal is **26th May, 2017 (11:30 AM)** and will be publically opened on same day i.e. **26th May, 2017 at 12:00 PM** in the conference room PSDF Lahore Office, in the presence of the interested consultant firms or their representatives who may wish to attend.
- g) Technical and financial proposals received thereafter will not be accepted.
- h) PSDF reserves the right to request submission of additional information from applicants in order to clarify/further understand aspects of technical proposal, if required.
- i) PSDF reserves the right to verify any information provided by the applicants.
- j) The competent authority may reject all bids or proposals at any time prior to the acceptance of a bid or proposal. The procuring agency shall upon request communicate to any bidder, the grounds for its rejection of all bids or proposals, but shall not be required to justify those grounds.
- k) Prices quoted shall remain valid for a period of 120 days from the closing date of proposal.

- 1) Questions about this technical proposal can be made only in writing: a letter or an e-mail and must be asked by or before COB **19<sup>th</sup> May, 2017**. For any other related information please contact the undersigned.

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Punjab Skills Development Fund  
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## **8- Technical Proposal Evaluation Criteria**

This tender document is governed by the procedure approved by PSDF management. The technical proposal of eligible organisations will be evaluated using the scoring guide attached as annexure – E.

Technical proposal should contain following and any additional information related to the assignment. Copies of all required documents must be attached in technical proposal for evaluation.

### **a) Approach and Methodology**

Please be precise and to the point in addressing the objectives of this assignment through proposed approach and methodology.

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal divided into the following chapters:

- i. Technical Approach and Methodology
- ii. Work Plan

#### **i. Technical Approach and Methodology**

In this chapter you should explain your understanding of the objectives and scope of job/TORs of the assignment, approach to provide these services, and methodology for carrying out the assignment.

You may highlight the problems being anticipated by you in this assignment and their importance and explain the technical approach you would adopt to address them. You may also be invited for a presentation on your proposed methodology.

#### **ii. Work Plan**

In this chapter you should propose your work plan against the main activities of the assignment, their content and estimated duration, describing phasing and interrelations and milestones. The proposed work plan should be consistent with the technical approach and methodology, showing clear understanding of the TORs and ability to translate them into a deliverable working plan.

#### **b) Relevant Experience**

Please provide detailed information on a maximum of **three** consultancy assignments most relevant to this assignment, in which the firm was engaged. Please use Form ‘B’ in annexure – C for each of the ‘Three assignments’ information.

#### **c) Team Structure**

The team should comprise a Team Leader with Technical Experts including at least one expert who has good knowledge of local skills policy and delivery context.

Please use Form “C” in Annex – D to provide information on three of the permanent/full-time key management staff who will be engaged in the project. Please enclose/attach their CVs.

### **9- Financial Proposal**

Please refer to the annexure titled “Financial Proposal”, attached as annexure – G. Financial bid shall be submitted in a separate sealed envelope and should be inclusive of all applicable taxes like WHT PSTN & FED (if applicable). Any future tax will be adjusted as per tax law.

### **10- Financial Evaluation**

The financial proposal of only technically responsive consultant firm who will obtain minimum 65 marks will be opened.

The top ranked firm will be short listed for financial bid opening, if the cost is not within the approved limit set by the management. PSDF may negotiate with the highest ranked bidder regarding methodology, work plan, staffing, contract price and special conditions of the contract. In case of failure of negotiations, PSDF may invite the next ranked bidder as per Procurement Rules.

### **11- Type of Contract**

Contract will be a time bound task base (a complete processed invoice) contract that includes but not limited to the scope of job and terms of references and any out of pocket expenses, where required. Contract will be valid for one year from date of signing of contract.

## 12- Pre-proposal Meeting

A pre-proposal meeting will be conducted on 12<sup>th</sup> May, 2017 at 2:30 PM in PSDF office for clarification of queries and more understating of the project.

## 13- Declaration

Kindly provide the declaration as per format provided below at the end of proposal.

I, \_\_\_\_\_ hereby declare that:

- all the information provided in the technical proposal is correct in all manners and respects
- and I am duly authorised by the Governing body/Board/Management to submit this proposal on behalf of "[Click here and type the name of organization]"

Name	
Designation	
Signature	
Date and Place	

## 14- Submission of Bids (Technical and Financial Proposal)

Complete bid containing technical and financial proposal along with all required information & documentary evidences may be delivered to CEO, PSDF, 21-A, H-Block, Dr. Mateen Fatima Road, Gulberg-II Lahore and submitted before **11:30 AM on 26th May, 2017**. Technical proposals will be publically opened on the same day i.e. **26th May, 2017 at 12:00 PM** in the presence of consultant firm's representatives who wish to attend the bid opening.

Kindly fill the following necessary annexures required for the above qualification criteria and attach the supporting documentary evidences as mentioned in each annexure;

- Annex – A: Organization Information (Form 'A')
- Annex – B: Eligibility Response Checklist
- Annex – C: Relevant Experience of the Organisation (Form 'B')
- Annex – D: Key Management Staff of Firm (Form 'C')

And also sign the declaration form at the end of document and attach with your other documents.

**a- Cover Letter for the Submission of Technical Proposal and Financial Proposal**

[Firm letterhead]

[Date]

To

Chief Executive Officer

[Address mentioned in Data Sheet]

**Re:** Technical Proposal and Financial Proposal in respect of [Insert title of assignment]

Dear Sir,

We offer to provide the Services for [Insert title of assignment] in accordance with your Tender for Proposal dated [Insert Date of Tender advertised]. We hereby submit our technical Proposal and financial proposals including the required documents in a sealed envelope.

We hereby declare that all the information and statements made in these proposals are true and accept that any misinterpretation contained therein may lead to our disqualification. Our proposal is binding upon us and subject to the modifications resulting from contract negotiations. We undertake that we will initiate the services as per the client's request if our proposal is accepted. We understand that you are not bound to accept any or all proposals you receive.

Thank you.

Yours sincerely,

Signature

Name and title of signatory:

**Annexures**

**Annex – A “Organization Information”**

<b>Form A: Firm Profile</b>			
<b>S #</b>	<b>Required Information</b>	<b>Response</b>	
1	Legal name of the organization		
2	Year of Registration / Establishment of the Organisation		
3	National Tax Number		
4	Core business area/s of the organization		
5	What is the legal status of your organisation? Tick the relevant box (one box only). (Attach Copy/Copies of Registration Certificate/s)	Public Sector Organisation	
		Section 42 Company	
		Public Ltd. Company	
		Private Ltd. Company	
		Partnership Firm	
		Others (Please specify)	
6	Name and designation of ‘Head of Organization’		
7	Mobile:		
	Phone/s:		
	Email:		
	Fax:		
	Address of organization:		
	Website address:		
8	Name and designation of ‘Contact Person’:		
	Phone/s:		
	Mobile:		
	Email:		
	Fax:		

**Annex – B “Eligibility Response Checklist”**

Sr. No.	Necessary Eligibility Information	Response/Elaboration	
1	Mention the name of Registration Authority/s under which organisation/firm is registered and provide a copy of proof of registration to prove legal identity of your firm		Copies Attached
			Copies Not Attached
2	Attach copy of certificate/list representing as an active taxpayer in country of origin		Copies Attached
			Copies Not Attached
3	Attached last audit reports of the two most recent years issued by an Institute of Chartered Accountants of Pakistan (ICAP)-licensed Chartered Accountant or ICAP-equivalent authority/body in country of origin that show minimum PKR 20 Million of annual turnover.		Copies Attached
			Copies Not Attached
4	Attach the signed declaration by showing willingness and ability to guarantee the delivery of products and services in accordance with the performance level required by these ToR		Copies Attached
			Copies Not Attached
5	Provide the tax return of the last 2 fiscal Year		Copies Attached
			Copies Not Attached
6	Mention National Tax Number (NTN) and Punjab National Tax Number (PNTN) in the name of Organization and provide a copy of registration	National Tax Number (NTN)	
		Punjab National Tax Number (PNTN)	
7	Attach list of technical team consisting of industry experts, and curriculum development and TVET experts		Attached
			Not Attached
8	Attach the signed declaration by showing in-depth knowledge and understanding of i. expertise in skills needs assessments ii. Pakistani TVET and labour market context iii. excellent written and spoken English skills and sound report writing skills		Copies Attached
			Copies Not Attached
9	Was your firm ever blacklisted by any government authority or any bi-lateral/multi-lateral financial institution? (Attach an undertaking by your firm’s authorised		We solemnly declare that our organization or any member of consortium has never been suspended/debarred or

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	person with this technical proposal)		blacklisted.
			Our organization has been blacklisted once or more than once.
10	Should not be a shortlisted applicant for the training provision or for provision of any other services under any of the PSDF sponsored scheme/programmes		Yes
			No

**Annex - C “Relevant Experience”**

<b>Form ‘B’: Relevant Experience (Project Sheet 1<sup>2</sup>)</b>			
<b>Sr. #</b>	<b>Required Information</b>	<b>Response (Please provide exact information with project title, location/s and duration)</b>	
1	Project Title and duration (The project title means the actual name of the project)		
2	In no more than 100-150 words please elaborate your role in relevant consultancy assignments	Attach a separate Page	
3	Task or activity duration in months		
4	Location/s (districts/tehsils)		
5	Please specify the magnitude of project	<b>Relevant Indicator</b>	<b>Value</b>

<sup>2</sup>Please mark the other two sheets (if filling) as Project Sheet 2 and Sheet 3 respectively.

**Annex - D “Key Management Staff Information”**

<b>Form ‘C’: Key Management Staff Information (Sheet 1<sup>3</sup>)</b>				
<b>Sr. #</b>	<b>Required Information</b>		<b>Response</b>	
1	Name			
2	Position			
3	Firm Name			
4	Age			
5	Years of association with the firm			
6	Core professional area of work			
7	Assigned tasks in this firm			
8	Please name one relevant consultancy project undertaken by the individual			
9	Specify the scope & size of the project (total budget, geography, quantum of activity & intervention areas e.g. skills training, HRD etc.)			
10	Specific role of the individual in this project			
11	Please provide information on additional experience in monitoring projects			
	<b>Position</b>	<b>Employer</b>	<b>Duration</b>	
			<b>From</b>	<b>To</b>
12	<b>Educational Qualifications</b>			
	<b>Degree/Diploma/Certificate</b>	<b>Year</b>	<b>Institution</b>	<b>Speciality</b>

<sup>3</sup>Please mark the other two sheets as Sheet 2 and Sheet 3 respectively for each individual.

**Annex – E “Technical Evaluation Criteria”**

<b>Sr. No.</b>	<b>Category</b>	<b>Marks</b>
1	Approach and Methodology	45
2	Relevant Experience	20
3	Team Structure	35
<b>Total:</b>		<b>100</b>

## Annex –F “Terms of Reference”

### Terms of Reference for Skills Needs Assessment of Export-Led Sectors

#### a. Phases and requirements

##### .1. Phase 1: Industry snapshot, identification of sectors and workforce characteristics

###### 1.1. Requirements to be covered:

This phase will provide an overview of export-led sectors and their growth and relevance to Pakistan with the ultimate objective to shortlist sectors and subsectors that are most affected by lack of skills/human capital.

- a) The snapshot will include factors like employment potential, production processes, export performance, and regulatory environment - covering both formal establishments and any informal units involved in the value chain.
- b) Sectors will be mapped in terms of size of employers (large, medium and small), product characteristics, infrastructure commitments that will be realized in the next 5 years, product segments, geographical clusters and specialisations within each cluster.
- c) An overview of each sector’s trade performance for key products, including global trade position, national data, and export statistics over the last five years is to be provided.
- d) Details of the current status of the sectors and changes that are beginning to or are expected to influence performance, in particular, technology, organisational changes, price competition, etc. and the sectors’ response.
- e) Provide a year-wise analysis on the impact of technology on labour force over last five years (labour force increasing or decreasing) and future trends
- f) Status of existing workforce i.e. estimates of employment numbers, employment by gender, temporary vs. permanent employment<sup>4</sup>, seasonal employment, turnover rate, working hours, comparisons of labour productivity with competitor countries, average wages, and role of labour intermediaries<sup>5</sup> will also be explored.
- g) Literature and desk review should properly reference studies, reports, policy papers, strategies, and other documents developed in recent years for the sector in the form of a bibliography.

###### 1.2. Deliverables and outcome:

- a) Inception report with detailed work plan, analysis framework, and early impressions based on initial discussions, and literature and data review (due in 2 week of signing of contract) – for approval and go-ahead of PSDF.
- b) Report with details on
  - i. document review
  - ii. identification and short-listing of export-led sectors most relevant to PSDF for design of future training schemes

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<sup>4</sup> Permanent/regular workers are defined as those whose main job is a permanent job or with a work contract of unlimited duration and whose contracts last for 12 months and more. Contractual/temporary workers are those whose main job is of occasional, casual or seasonal nature; this includes daily workers. Contractual employees are hired for a specific job at a specific rate of pay. A contract employee does not become a regular addition to the staff and is not considered a permanent employee.

<sup>5</sup> Entities that stand between the individual worker and the organisation that needs work done.

- iii. workforce characteristics and outlook by trade within each sector

1.3 Suggested timeframe: 4- 6 weeks

**2. Phase 2: Survey activity and prioritisation of trades as per relevance to PSDF**

**2.1. Requirements to be covered:**

- a) As a next step to the analysis of shortlisted sectors conducted in Phase 1, trades within each shortlisted sector are to be listed.
- b) Typical job titles for each trade are to be mapped using the ILO International Standard Classification of Occupations.
- c) In each of the trades prioritised an indicative profile of current qualification and training status of employed workforce also to be developed.
- d) Implementation of survey activity to reflect and collect information on the following requirements:

Skills demand analysis

- i. for each priority job title/trade, a corresponding set of employer-validated competencies and skills requirements will be developed.
- ii. occupation/job title-to-skills<sup>6</sup> mapping, followed by a skills-to-qualifications mapping exercise (map each job title/occupation role to skills only if formal qualifications are not available)
- iii. projections<sup>7</sup> by skills and by qualifications (annual for the next two to five years)
- iv. identification of existing and future skills shortages for new recruitments (based on current vacancies)
- v. incidence and causes of vacancies reported as hard-to-fill<sup>8</sup> as a result of a lack of skills, qualifications or experience (skills shortage<sup>9</sup>)
- vi. skills gaps<sup>10</sup> in current labour force
- vii. estimate of skills needs of sectors disaggregated by qualifications and levels
- viii. recommendations on training strategies in case conventional training models do not apply
- ix. identification of deficiencies in basic and soft skills
- x. recommendations for areas that women can be trained and employed

Skills supply analysis

- i. assessment of existing sources of training supply, employers' ability and capacity (in terms of numbers and trades) to train individuals under suitable arrangements
- ii. possible training delivery modes which can be funded by PSDF

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<sup>6</sup> Skills shall be defined as tasks that workers are required to perform in a particular job – in TVET parlance “key competencies”.

<sup>7</sup> Where a qualification is available, projection may be provided against that, otherwise a skills area may be mentioned and explained.

<sup>8</sup> Hard-to-fill vacancies are those positions against which establishments are unable to find a suitable candidate within the relatively medium to long term, at prevailing wages through the usual recruitment procedures. The number of such vacancies is often reflective of qualitative discrepancies or inflexibility in the overall labour market such as deficiencies in previous training and/or mismatching of an establishment's own internal training activities. Other reasons cited include employers demanding unrealistic requirements of applicants or that the jobs offered may be low-skilled or low paid and involve relatively unattractive work and working conditions.

<sup>9</sup> A skill shortage vacancy is one that occurs when an employer cannot find applicants with the right skills, qualifications or experience to do the job. Jobs are thus left vacant.

<sup>10</sup> A skill gap exists when an employer thinks a worker does not have enough skills to perform their job with full proficiency. Skills gaps apply to existing employees.

- iii. possible levels of industry contributions and that of public-sector TSPs
- iv. possible job placement mechanisms for trainees after training completion
- v. nature (relevance and quality) and extent of training capacity while differentiating between institutional capacity and OJT capacity
- vi. strengths and weaknesses of private-sector TSPs
- vii. recommendations for curricula development or improvement
- viii. recommended existing national and international curricula that meet the sectors' need
- ix. identify and append list of TSPs where these skills can be imparted
- x. assessment of 'training of trainers' requirements
- xi. analysis of certification options (national and international)
- xii. employer satisfaction with courses on offer
- xiii. identification of new trades or skills that need to be imparted and for which no courses are available

2.2. Deliverables and outcome:

- a) List of trades that are to be prioritised for PSDF focus, with concrete justifications (list to be signed off by PSDF), and profile of current incumbents to form the basis for skills gap analysis to be conducted in Phase 3.

2.3 Suggested timeframe: 6-8 weeks

**3. Phase 3: Skills analysis, validation and action plan**

3.1. Requirements to be covered:

- a) Analysis based on survey activity.

3.2. Deliverables and outcome:

- a) Finalization of findings of skills needs assessment and way-forward report
  - i. Consolidated report on findings of preceding steps
  - ii. Findings of stakeholder validation exercise in report form including
    - List of key stakeholders that were consulted for the validation of findings and to define a final list of requirements<sup>11</sup>
    - Results of validation meetings with stakeholders<sup>12</sup>
  - iii. List of recommended curricula with durations, level of qualification and certification requirements or options for each trade
  - iv. Detailed recommendations and a focused, pragmatic, implementable action plan based upon which PSDF may launch a training scheme for the export-led industry
  - v. recommendations for skills-focused policy advice that PSDF can take to the government
- b) Presentation portraying final findings and recommendations
- c) Survey database comprising cleaned and coded data in SPSS, MS Excel and/or Access (in

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<sup>11</sup> The assignment will entail in-depth engagements with the PSDF, private sector stakeholders, associations, chambers of commerce, etc. who have substantial experience and knowledge of export-led industries. Meetings with the GoPb counterpart departments i.e. the Planning and Development Department and the Industries, Commerce and Investment Department, Trade Development Authority of Pakistan, will also be conducted.

<sup>12</sup> Interviews to validate the findings of the skills needs assessment are to be conducted with relevant experts to validate findings of survey and to gather more in-depth information. Effort should be made to reflect and synthesize views of experts actively engaged in the industry. The bidder should be able to demonstrate its ability to identify and reach out to such experts in their proposals.

both paper and electronic forms)

- d) Documentation that includes progress reports, a full final report, results and analyses, sampling plan, survey instruments, data dictionary, and other technical memos.

3.3. Suggested timeframe: 3-4 weeks

**b. Key tasks to be performed by the consultant**

- .1. *Inception meeting and finalization of workplan* – Steering Committee Meetings are to be held with PSDF on a biweekly basis, to review and discuss the survey, clarifying the roles and responsibilities and to receive concurrence on project direction. Relevant background information will be provided to the consultant during this initial phase. The consultant is required to visit PSDF premises and meet relevant staff members in order to gain deeper insight into the realm of the organization’s work. The final work plan and schedule of meetings and deliverables are to be submitted by the consultant within **one week** of the start of the assignment. The scope of work proposed in the submission may therefore be revised after the meeting upon mutual agreement.
- .2. *Document Review* – The survey consultant will review all relevant documents, including regional and national reports and other background information relating to the context of this assignment. This review is to be included in the literature review section of the report along with references and citations.
- .3. *Survey Design* – In addition to providing details regarding survey instruments, the proposal shall indicate how the Bidder plans to manage the survey design process, including finalising data elements, designing instruments, and incorporating input from the PSDF team. The proposed survey instruments and interview guides are to be submitted to PSDF for review and finalisation **within a month** of award of the contract. The design for this survey should include but not be limited to the following:
  - .3.1. Survey instrument will be designed to capture:
    - a. general information about the respondent, including but not limited to elements like the size of establishment, age of establishment, divisions within the sector and workforce structure, product or type of product that the establishment is involved, type of business (producer or distributor), scope of operations if applicable, information about destination markets (national/international), industry regulators, and contact information.
    - b. growth trends and prospects for each sub-sector
    - c. data needed to determine the type and level of skills needed in each sector
    - d. data needed to determine the current and future demand for these skills
    - e. data needed to determine the availability and accessibility of (certified and accredited) skills training for present and future workforce
    - f. data needed to determine the level of utilization of TSP services by the respondent and the capacity of the firm to train
    - g. list of issues and obstacles encountered with regards to training workforce
    - h. information regarding relationship with TSPs i.e. whether they provide on-the-job (OJT) training or partner with or recruit external TSPs, etc.

.3.2. Sampling plan

The proposal should provide a proposed sampling approach, including sample targets, and sampling frames to meet the study objectives.

.3.3. Data collection methods

The proposal must provide details of data collection instruments and procedures to be applied. If any innovative methods and techniques are used for improving the quality of data, reducing respondent burden, and increasing response rates and sample representativeness, they must be mentioned with references to their successful application in other studies.

.3.4. Data Quality Control

Data quality monitoring plans will be devised by the survey consultant to ensure sampling targets are met. The proposal should specify the process that will validate the quality of the dataset. The consultant will also provide weekly reports on the status of the overall project, as well as distributions of key variables, as determined at the inception meeting. The proposal should also indicate the best process to facilitate timely third-party data reviews.

.3.5. Survey Pretests

Prior to the implementation of the main survey, various components of the survey instrument, recruitment, response rates, and data retrieval methods will be tested. Appropriate changes will then be made to proposed survey methods to arrive at a final survey plan.

- .4. *Implementation of the survey* will include tasks like the supervision of survey activity; selection and training of staff/enumerators; contacting sample respondents; printing of questionnaires and other materials; distribution of survey materials to enumerators; conducting interviews and assembling survey responses; validation and coding of the survey database. Enumerators' training manuals (which will include definitions of key terms and other information) and training schedules will be shared with and approved by PSDF. PSDF representatives may also attend enumerators' training sessions.
- .5. Data collected are to be compiled and analysed. All data records are to be maintained in a survey database and made available for verification.
- .6. A final draft report is to be submitted to the PSDF team for review **within designated timeframes**. Within **two weeks** of receiving comments from PSDF, a final report is to be prepared and submitted.

**c. Timeframe**

It is anticipated that the duration of the project shall not exceed 16 weeks. The project will commence upon approval of the proposal and signing of an agreement between the bidder and PSDF.

**d. Responsibilities and reporting lines**

The research/consultant team will report to Manager, Strategy & Business Development PSDF. PSDF will be kept informed of progress on a regular basis and will submit drafts of

ongoing work to PSDF for discussion and comment. PSDF will provide all necessary guidance and comments on the drafts shared by the consultant.

**Annex-G “Financial Proposal”**

Bid Price inclusive of all direct & indirect taxes (i.e. WHT, FED, PST)
Financial proposal in detailed segments is required with individual as well as total cumulative cost.