# ECTOR SKILLS STUDY PROCESSING





## Acronyms

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## ACRONYMS

BSC	BACHELORS OF SCIENCE
DCB	DARK CUTTING BEEF
DFID	DEPARTMENT FOR INTERNATIONAL DEVELOPMENT
GDP	GROSS DOMESTIC PRODUCT
GSP+	GENERALISED SCHEME OF PREFERENCES
MSC	MASTERS OF SCIENCE
ΝΤΝ	NATIONAL TAX NUMBER
TLO	ON-THE-JOB TRAINING
ΡΒΤΕ	PUNJAB BOARD OF TECHNICAL EDUCATION
PDLDB	PUNJAB DAIRY AND LIVESTOCK DEVELOPMENT BOARD
PIN	PARTICIPANT IDENTIFICATION NUMBERS
PSDF	PUNJAB SKILLS DEVELOPMENT FUND
РТС	PUNJAB TRAINING COUNCIL
Ρντ	PRIVATE
SADI	SOLVE AGRI AND DAIRY INSTITUTE
SPSS	STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES
SPT	SURVEY PROGRESS TRACKER
ΤΕντα	TECHNICAL EDUCATION AND VOCATIONAL TRAINING AUTHORITY
TOR	TERMS OF REFERENCE
ТЅР	TRAINING SERVICE PROVIDER
ттв	TRADE TESTING BOARD
UHT	ULTRA-HIGH TREATMENT
UVAS	UNIVERSITY OF VETERINARY AND ANIMAL SCIENCES
UK	UNITED KINGDOM
ντι	VOCATIONAL TRAINING INSTITUTE

unjab Skills Development Fund (PSDF) provides skill and vocational training opportunities to the poor and vulnerable populations of selected districts in Punjab, aiming to improve their ability to find work, progress in their current employment, or develop a new enterprise. In line with its objectives, PSDF conducts sector-specific studies to identify and investigate skills needs to allow for comprehensive understanding and strategic planning. Accordingly, the focus of this study is on two sectors of the food processing industry: meat processing and dairy processing. The purpose of this study was to focus on skills needs of the meat processing and dairy processing chains starting at the mid-farm level.

A mixed data collection strategy was deployed to uncover quantitative and qualitative insights and findings in regard to meat and dairy processing. This involved primary research techniques including survey of meat and dairy processing units (formal and informal), in-depth interviews with sector experts and training service providers and field observations. There were 125 meat processing units covered in the survey: 42 were registered/formal units while 83 were unregistered/ informal units. For dairy processing, 128 units were covered: 42 were registered/formal units while 86 were unregistered/ informal units. As part of this exercise, a total of 36 expert interviews took place including both meat and dairy sectors. The third component of the primary research included in-depth interview sessions with training service providers: twenty-three (23) TSP interviews took place. Although major clusters for both sectors are located in central Punjab, the purpose was to obtain feedback from northern, central and southern parts of the province; thus, five (5) districts were selected: Kasur, Lahore, Multan, Sargodha, Rawalpindi/Islamabad.

With the surge in global population, the demand for dairy products has increased across countries. Innovation has also taken place in regard to dairy products - whereby, companies specializing in dairy aim to differentiate their products to attract consumers and maintain competitiveness. Moreover, there is an increasing focus on quality and hygiene, with higher levels of regulation and scrutiny by food administration authorities as well as more aware customers. Given the technological advancement across industrial sectors, dairy processing has also benefited from modernization. Technologically advanced equipment is implemented for basic procedures including milking (modern milk parlours) to value added processes such as dairy product-making. Equally important has been the advancement in supply chain management allowing for fresh and processed products to be transported globally. Such advances have necessitated upgrading the skillset of personnel involved in dairy processing.

Dairy processing is a major economic sector in Pakistan: the Pakistan Dairy Association estimates that approximately 47-50 billion liters of milk is extracted annually. Combined with the livestock sector, this adds around 11-12% to the nation's gross domestic product (GDP)<sup>1</sup>. Dairy processing is mainly oriented towards milk extraction and distribution. Where processing does take place, this has been towards basic products such as butter, yogurt, creams, khoya or ice cream to list a few. Conventional methods and practices are prevalent across Punjab and other provinces. However, modernization began to take place as a result of larger corporations – such as Nestle, Enrgo and Haleeb – which set up large-scale modern processing units

in various parts of the country and restructured the formal sector. Visits to farms and interviews with experts confirmed that modern technology has been imported by such units, although technological advancement in Pakistan at large is still in its infancy. Conventional methods are deep-rooted in the country's history and breakaway from these practices has been difficult because of tradition, economic constraints and lower awareness levels. Above all, labour is abundant domestically – and it is cheap. Awareness, knowledge and skills have developed over the years, albeit, to a lesser extent relative to industrialized nations. However, despite such developments, there is still considerable room for knowledge enhancement and skill development across the value chain, from milking of animals to dairy product-making and marketing.

The global population rise has also positively affected the demand for meat and meat products. In particular, there has been a growing trend towards organic, hygienic and quality meat amongst industrialized and emerging countries. A variety of meat products are consumed around the world including beef, minced beef, mutton, patties and sausages amongst others. There has also been a surge in the demand for halal meat products. Automation has taken place in modern processing plants which now use technology to assist with fodder mix, de-boning, meat cutting and storage of meat products. However, this transformation is not uniform - developing countries with high livestock count and production capacities often rely on conventional methods in regard to meat production and processing. Although adoption of new technology is taking place in such countries, including Pakistan and India, conventional methods and informal units will continue to play an important role in the meat sector in the immediate future.

With substantial availability of animals, meat and meat processing are important economic subsectors in Pakistan. The sector is predominantly marked by informal units - from small-scale farmers to larger farms and butcheries. Conventional practices are prevalent across the province – mainly as a result of a large number of informal units. It is economically viable for farmers or butchery owners to utilize abundant and cheap labour. This is not to say that modern meat processing plants and technology are unfamiliar to the country. There are around 20 modern meat processing plants (fully mechanized) located across the country, operating in line with international procedures and requirements. The crucial component from slaughter to carcass freezing is also mechanized in these plants with electric cutters, de-boning equipment, handling lines and industrial chillers. However, the availability of trained personnel has been a challenge for modern plants.

Findings from the survey revealed that informal units, which are more common across the province, are of small (up to 5 workers) to medium size (between 6 and 20 workers). On the

## **EXECUTIVE SUMMARY**

other hand, formal units employed more personnel and were observed to be medium to large in size. Formal units were also relatively new, with 76% of them being operational for less than 10 years as compared to 40% informal units. Dairy processing was divided into 3 key components: i) on-farm milking; ii) milk collection/post-farm storage and iii) dairy product-making. Units were often engaged in multiple trades and each trade is associated with various activities, fully detailed in the report. Thirty-one (31) of the 42 formal units were mainly involved in dairy farming; 4 noted milk collection as their primary activity; 14 stated that dairy processing was their core function (this included milk collection activity as well). On the other hand, 33 out of 86 (38%) informal units were categorized as dairy farms; 22 (26%) stated milk collection as their primary activity; and around half, 46 units, claimed to be processing units, wherein, dairy product-making was taking place.

During the survey, all informal and formal units were asked to identify which activities they were engaged in. The most common activity being carried out overall was milking (extracting milk from cows and buffalos, by hand or pumps), particularly in formal units. Although milk-product making has been noted as the second most common activity, the products which were being developed were quite basic; this included yogurt, butter, khoya and packaged fresh milk. On the other hand, it can be seen that value-added activities, such as ultra-high treatment (UHT), homogenization and pasteurization were the least common amongst the units visited, as this was generally a feature of formal units which are fewer in number. Around 81% of formal units and 73% of informal units were producing fresh/raw milk. This was followed, to a lower extent, by yogurt and cream. The finding provides evidence on the minimal dairy processing and product-making activities currently taking place in the province.

Informal meat processing units were characterized by a smaller workforce, mainly being small to medium in size. On the other hand, formal units were mainly medium to large; however, a quarter of the sampled survey had between 10-29 employees (small). Moreover, formal processing units were

relatively new - where around 75% had been operational for less than 10 years compared to 43% informal units. The meat process was also divided into 3 key components: i) calf-fattening/animal nutrition ii) slaughtering/butchery and iii) meatcuts/processing. A mix of units was discovered, where some were specializing in a particular component while others were engaged in multiple. Of the formal units, 16 out of 42 were involved in calf-fattening/animal nutrition. There were a few conventional slaughterhouses/butcheries (8) while 18 classified their units as modern meat processing units (exhibiting some level of technology usage in activities carried out). On the other hand, 27 out of 83 (or 33%) informal units were involved in calf-fattening/animal nutrition; 45 (54%) were conventional slaughterhouses/butchers and 16 (19%) claimed to be modern meat processing units as a result of some level of technology used in their activities.

Slaughtering and animal procurement were the two most common activities amongst informal and formal units visited. Calf-fattening farms also cited animal procurement as a major activity which then enables them to nurture the animal in the required condition for further processing or sale. Activities associated with slaughtering, including skin removal and evisceration (removal of viscera or internal organs) were also a prevalent activity. In terms of output, the meat products developed by the sampled units included beef and mutton. Most of this meat was freshly cut and sold to the market on the same day or within a few days of slaughtering. For some modern processing plants involved in exporting, the beef and mutton was primarily in the shape of a chilled carcass and to a lesser extent, chilled minced mutton. Value added products including patties or sausages were rarely observed.

The three most commonly cited occupations in high demand presently were **milkers**, **milk product makers** and **machine operators**. These occupations were also expected to be in high demand in the future, along with doctor of veterinary medicine/veterinary officer. The occupation-to-skill maps devised help identify broad skill gaps in each component of dairy processing.

	On-farm milking	N	/ilk collection/Post-farm storage		Dairy product-making
•	The correct content (mixture) and silage-making technique	•	Machine operation	•	Product-making (knowing recipes /mixing ingredients / processing techniques)
•	Judgment of animal health	•	Machine maintenance; repair and troubleshooting	•	Machine operation
•	Poor hygienic practices	•	Milk handling during transportation	•	Machine maintenance; repair and troubleshooting
		•	Hygienic practices	•	Quality control measures
				•	Hygienic practices

#### Livestock farmers, butchers and machine operators

were the three most common occupations currently in high demand. The same three occupations were expected to be

in high demand in the future, along with doctor of veterinary medicine/veterinary officer and nutritionist. Skill gaps by component are summarized below

	Calf-fattening/animal nutrition		Butchery/slaughterhouse		Meat cuts/processing
•	Feed mixing and associated feedlot management	•	Halal method of slaughtering	•	Halal method of slaughtering
•	De-worming of animals	•	Meat cuts	•	Meat cuts
•	Animal health care and management	•	Packaging techniques	•	Packaging techniques
•	Hygienic practices	•	Machine operation	•	Machine operation
		•	Machine maintenance; repair and troubleshooting	•	Machine maintenance; repair and troubleshooting
				•	Mixing and cooking of ingredients

Employment projections are based on insights and perspectives of relevant experts including representatives of associations, large unit owners, sector researchers, and academic professors with expertise in these two subsectors. In the absence of published data or a province-wide baseline, estimates provided below must be treated as broad indications of the current/near future demand (in terms of trained persons needed).

Dairy Processing	Meat Processing
• On farm milking (milkers): 7,000	Feedlot farmers/stockmen: 3,000
• Milk collection/post farm storage: 3,500	• Butchers: 3,000
Dairy product-making: 500	Machine operators: 2,000
• Total: 11,000 trained persons	Doctors of veterinary medicine / veterinary officer: 300
	Total: 8,300 trained persons

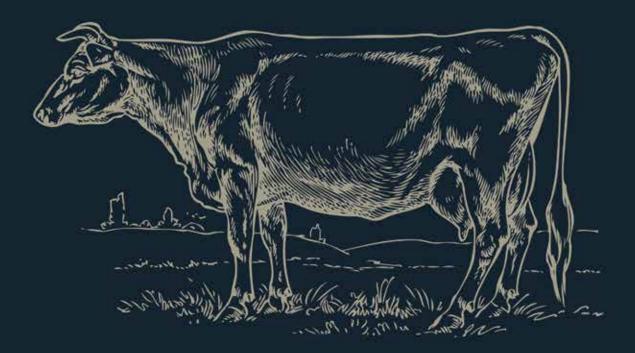
Only 7 out of 84 workers (or 8%) in the formal dairy processing sector had attended a training course related to their work. Amongst informal sector employees, none of the workers surveyed had attended training. This is because of the fact that informal training and on the job learning takes place in both formal and informal processing units. However, this informal training method may not necessarily be the most optimal in terms of imparting knowledge and building skills of workers. Around half of the workers in both informal and formal sectors stated that they required more training to improve their performance. Only 38% of employers in the formal units and 48% in the informal units felt that all of their workers were fully proficient at their jobs.

Similar to the dairy processing sector, very few employees in the meat processing sector had attended formal training (5 out of 84 workers in the formal sector and 3 out of 163 workers in the informal sector). Again, informal training and on the job learning takes place in both formal and informal meat processing units as well. Slightly more than half of the workers employed in the formal and informal meat processing sectors felt that they needed more training to upgrade their skills. Around 36% of employers in the formal units and 43% in informal units felt that 100% of their staff was fully proficient and skilled to undertake the requisite tasks assigned to them. Employers in both dairy and meat processing sectors rarely used training service providers (TSPs) or any other external party to help train staff. TSPs were also not accessed in regard to recruiting new workers or train any apprentices. During the consultations formal and informal unit employers, many were unaware of any TSPs which existing, particularly providing training for meat or dairy sector trades. Nevertheless, around half of the employers in both sectors indicated the need for support in regard to training employees – mainly based on skills related to relevant activities carried out at the respective units.

Based on the visits to TSPs, it became clear that TSPs vary in terms of the offering of courses, enrolment capacity, curriculum type/use and linkages with the industry. Amongst the public sector TSPs, the *University of Veterinary and Animal Sciences (UVAS)* was generally regarded as a leading TSP in the province. This included training on trades related to pre-slaughter animal handling to meat refrigeration. The *Vocational Training Institute (VTI)* was found to be another benchmark institute particularly known for its training course on halal method of slaughtering. *Nestle Sarsabz* offered a variety of practical courses to its own employers as well as suppliers spread across the province which ranged from animal feeding and nutrition to milk quality and hygiene. *Solve Agri and Dairy*  *Institute (SADI)* offered courses related to modern dairy farm management and dairy nutrition. Based on preliminary findings gathered as part of this study, it became evident that although there are several TSPs offering training courses in the meat and dairy processing sectors, the benchmark TSPs discussed above seem to be the most relevant for PSDF's perspective and scope.

This sector study for meat and dairy processing confirms the considerable growth potential of both these sectors in terms of size and quality. PSDF has correctly identified the meat and dairy processing sectors to focus upon for the purpose of skill development. Sector-wise recommendations are provided below:

Dairy Processing	Meat Processing
Training on dairy product-making	Feedlot implementation and management skills
Machine operation and routine maintenance	Halal method of slaughtering
Machine repair	Training on animal care and management
Handling of foreign animal breeds	Carcass Grading and meat quality
Focus on silage (fodder-making)	Training on meat cuts and efficient carcass utilization
Quality testing	Meat packaging
Training in hygienic practices for all workers	Preparation of processed meat and meat products
Focus on geographic clusters	Meat quality assessment
	Training in hygienic practices for all workers
	Focus on geographic cluster



## **1. INTRODUCTION**





he Government of the Punjab and the United Kingdom's (UK) Department for International Development (DFID), under Punjab Economic Opportunity Programme, have setup Punjab Skills Development Fund (PSDF) as a not-for-profit company under the Companies Ordinance 1984. PSDF provides skill and vocational training opportunities to the poor and vulnerable populations of selected districts in Punjab, aiming to improve their ability to find work, progress in their current employment, or develop a new enterprise. Upgrading and imparting new skills in demand is a key focus area, particularly in employment-intensive industrial sectors.

In line with its objectives, PSDF conducts sector-specific studies to identify and investigate skills needs to allow for comprehensive understanding and strategic planning. These studies provide in-depth quantitative and qualitative evidence related to the skills of specific sectors. More specifically, sector-specific studies aim to help identify particular skills or qualifications that PSDF may fund. Thus, the studies contribute to PSDF's objectives of raising skills levels and competencies in the province. Accordingly, the focus of this study is on two sectors of the food processing industry: meat processing and dairy processing.

Meat and dairy processing sectors are major contributors to Pakistan's economy. With core clusters located in Punjab, a considerable proportion of labour is involved in this sector. This includes individual farmers and small-scale enterprises to modern processing plants. PSDF recognizes the growth potential of this sector given its local market share and food-related exports based on the last 10 years. Together with the recently awarded Generalised Scheme of Preferences - Plus (GSP+) status by the European Union, the increasing global demand for meat and dairy products (including Halal meat), and technological change, considerable opportunities exist for expansion in both these sectors. Given their labor-intensive nature and use of new technology, there is a need to upgrade existing skills level to meet industry requirements and allow for global competitiveness. PSDF is aware of the mismatch between the demand for specific skills and available supply in meat and dairy processing, wherein, the workforce lacks technical skills, knowledge and abilities. In order to overcome these deficiencies and facilitate growth, PSDF intends to build a pool of competitive human resources in Punjab.



he purpose of this study was to focus on skills needs of the meat processing and dairy processing chains starting at the mid-farm level. Due to the distinctiveness and varying activities undertaken in each sector, they were analyzed separately. The objectives of the study were outlined in the Terms of Reference (TOR) as follows:

> Assess current skill levels (both vocational and professional) in the meat and dairy processing subsector of Punjab (not limited to the fourteen districts where PSDF operates)

Inform PSDF's plan to strengthen the skill potential of workers in the meat and dairy processing sectors; this will include identification of trades in demand, training courses required and training delivery options

Identify subsector-level skills delivery gaps and the contribution required of other industry players

Develop medium- to long-term targets for human resource development (HRD) for the meat and dairy processing sectors focusing on vocational and technical skills

Identify key actions for TVET policy and practice that will strengthen the sector and indicate complimentary policy actions to deal with HRD issues

Figure 1.1 Study objectives

## 2.1 APPROACH

he methodology adopted for this study was explicitly aligned to meet the outlined TOR and scope of work. As a result, a mixed data collection strategy was deployed to uncover quantitative and qualitative insights and findings in regard to meat and dairy processing. This involved primary research techniques including survey of meat and dairy processing units (formal and informal), in-depth interviews with sector experts and training service providers and field observations. Collectively, the feedback provided valuable insight into the dynamics of the meat and dairy processing in Punjab – its existing status, needs and future trends relative to skills. Accordingly, the findings served as a sound basis for devising viable recommendations and meeting project objectives.

The study was implemented in three stages, as shown below:



STAGE I INSTRUMENT FINALIZATION

### 2.2.1 PRELIMINARY DISCUSSIONS

The study began with discussions with the PSDF team to develop a shared understanding of the tasks and agreement on communication protocols. Semiotics' approach to the study was discussed and finalized. In particular, detailed discussions regarding the sample strategy and stakeholders to meet took place. The work plan for the study was devised and shared with PSDF for their approval.

### 2.2.2 SAMPLE FINALIZATION AND STAKE-HOLDER LISTING SURVEYS

As per the TOR, a broad indication of the sampling strategy was provided. This included surveys of formal and informal processing units (meat and dairy) as well as interviews with sector experts and training service providers.

Sector	Total Units	Type of Unit	Units	Trades	Respondents	Per Unit	Total
		Registered/	42	calf-fattening	Owner/Man- ager	1	42
Most processing	125	Formal	42	and animal nutrition;	Employees/ Workers	2	84
Meat-processing	123	Un-registered/	83	slaughterhous- es/butcheries; meat-process-	Owner/Man- ager	1	83
		Informal	65	ing units	Employees/ Workers	2	166
		Registered/	42	on-farm milk- ing processes;	Owner/Man- ager	1	42
Dairy Processing	Formal 42		42	post-farm stor- age and logis- tical processes; milk collection centers; dairy	Employees/ workers	2	84
Dairy Processing	Un-registered/		96		Owner/Man- ager	1	86
		Informal	00	product pro- cessing units	Employees/ Workers	2	172
	٦	Table 2.1 Survey	/ sample - meat	and dairy proc	essing units		

The sample breakdown demonstrates the equal focus given to both sectors as part of this study (although a few additional dairy units were included).

- There were 125 meat processing units covered in the survey: 42 were registered/formal units while 83 were unregistered/ informal units. Trades covered were mid-farm level onwards. Within each unit, 1 owner/manager was interviewed and 2 employees/workers.
- For dairy processing, 128 units were covered: 42 were registered/formal units while 86 were unregistered/informal units. Similarly, the trades covered were mid-farm level onwards. From each unit visited, 1 owner/manager was interviewed and 2 employees/workers.

The suggested number of units to be surveyed was between 200 and 250, as per the TORs. In order to include the listed trades, and importantly, conduct an adequate statistical analysis of formal and informal units, the higher figure of 250 was selected (253 to be exact). Since there are more informal units in the province, the sampling strategy directly took this into consideration in order to be reflective of ground reality, and thus, a higher proportion of informal units were surveyed.

In parallel, the geographic spread (in terms of district selection) was also discussed and finalized with PSDF. Although major clusters for both sectors are located in central Punjab, the purpose was to obtain feedback from northern, central and southern parts of the province. Therefore, five (5) districts were selected to include all three areas:

- 1. Kasur
- 2. Lahore
- 3. Multan
- 4. Sargodha
- 5. Rawalpindi/Islamabad



trict level with the given sample size.

With the sampling strategy finalized, indicative lists of units to visit was compiled. This was a meticulous and time-consuming task, since comprehensive lists of units in each sector do not exist. To compile these lists, multiple sources were accessed/utilized such as the Punjab Dairy and Livestock Development Board (PDLDB), Chamber of Commerce, Livestock Department, Expert contacts, field investigation etc. Back-ups were maintained in the event that units may not be functional, accessible or willing to take part in the survey. Lists were shared with PSDF prior to the commencement of the survey. The final list of units visited is compiled in *Annex 4 – List of Industry: meat and dairy sectors*.

Care was taken in analyzing and interpreting results at the dis-

### EXPERT INTERVIEWS

A suggested sample of in-depth interviews with sector experts was also noted in the TORs. As part of this exercise, a total of 36 expert interviews took place including both meat and dairy sectors. This list was compiled based on sector expertise of the study team at Semiotics Consultants, referrals from sector experts and secondary research. Again, an indicative list was shared with PSDF for their approval and additional suggestions for consultations were provided. Back-ups were maintained in the event of unavailability or inaccessibility of experts. The final list of expert consultations is compiled in *Annexure 4 – List of Experts: meat and dairy sectors*.

### TRAINING SERVICE PROVIDER (TSP) INTERVIEWS

The third component of the primary research included indepth interview sessions with training service providers. Twenty-three (23) TSP interviews took place. A similar exercise to the identification of experts took place in order to devise an indicative list of TSPs. Again, this was shared with PSDF and additions were made. The final list of TSP consultations is compiled in Annexure 5 – List of Training Service Providers: meat and dairy sectors.

## 2.2.3 INSTRUMENT DEVELOPMENT AND FINALIZATION

Upon approval of the sampling strategy, an initial draft of instruments was designed based on team expertise, secondary research and discussions with PSDF. Multiple sets were created based on the relevant stakeholders.

- 1. Survey questionnaire for employers/managers (meat sector)
- Survey questionnaire for employers/managers (dairy sector)
- 3. Survey questionnaire for employees/workers (meat and dairy sectors)
- 4. In-depth interview guide for sector experts
- 5. In-depth interview guide for training service providers

Instruments were translated into the Urdu language to facilitate implementation and accuracy in the field. Several rounds of review took place between Semiotics and PSDF and additional feedback was provided from DFID. This helped strengthen the instruments and ensured their compliance to PSDF requirements. Pre-testing of the instruments was then conducted in Rawalpindi to ascertain that the language and questions were clear, response options were appropriate, and flow of questions was logical. Issues were identified and amendments were made following the pre-test. After this review, a final set of instruments was prepared, shared with the PSDF, and finalized for data collection. *See Annexure 2 – questionnaires*.

## 2.2.4 ENTRY SOFTWARE DESIGN

Once the assessment instruments were finalized, the work on developing data entry software took place. The software was designed, developed and tested before the data from the field started to come in. The software was developed using Microsoft tools with databases in Microsoft Access. A module for comparing the entered subsets of data and their conflict resolution module was also developed and tested at this stage.

## 2.3 STAGE II DATA COLLECTION

## 2.3.1 HIRING AND TRAINING OF FIELD TEAMS

For the purpose of meat and dairy processing unit surveys, field staff indigenous to the local district/area was hired, wherever possible. This facilitated mobility, communication and cultural understanding of the local areas. Utilizing Semiotics' exhaustive roster of field staff, appropriate individuals were selected based on experience (prior field engagements), competence and linguistic capabilities. Multiple sets of teams were established: each team was allocated to a specific district.

Once hiring was complete, field teams were trained before administering the survey in their respective districts. Training was arranged for both field enumerators and team supervisors. Teams were grouped into separate sessions based on nearest location: trainings took place in Lahore and Rawalpindi which catered to all teams. During the sessions, teams were coached upon the purpose of the survey, research methodology, guidelines on conducting survey, sample design, recording and entry of data, and guidelines on tracing the identified units. The training helped ensure that the investigators understand each instrument and are sufficiently trained to implement the survey correctly in the field.

## 2.3.2 DATA COLLECTION – SURVEYS AND INTERVIEWS

Upon completion of training, field teams were allocated to their respective supervisors and deployed in the field for the purpose of collecting data based on the instruments designed. Data was collected simultaneously from all districts. PSDF had provided a Survey Facilitation Letter, outlining the purpose of the study and its commissioning of Semiotics Consultants. Although this proved valuable in the field, it is worth mentioning that access to formal processing units was quite difficult: prior approvals from senior management had to be sought and restrictions on plant area observations were applied in some cases.

A system of unique Participant Identification Numbers (PIN) was employed for handling recording, data protection and security issues. Each respondent was allocated a unique PIN. These PINs followed a logical pattern and were systemized,

that is to say, unique coding was adopted to identify key aspects of respondents such as gender, unit type, employment level etc. The use of PINs optimized data handling and data protection. The proposed PIN also allowed for the analyst to retain the important characteristics of the respondent.

Interviews with sector experts and TSPs took place in parallel to survey activities. These interviews were carried out by team experts. Appointments were sought beforehand and physical visits were made across the selected districts for this purpose (in a few cases, telephonic interviews took place where experts were physically inaccessible).

A Survey Progress Tracker (SPT) (field log) was developed to ensure that the full sample was achieved. The Field Supervisors and their respective Survey Manager monitored the coverage of the full sample and submitted progress reports with respect to each metropolitan area, to the Semiotics headquarter on a regular basis.

## 2.3.3 MONITORING AND CONTROL OPERA-TIONS

The following monitoring activities were carried out by the supervisory staff to ensure the quality and credibility of survey data:

- Meetings were held daily with field enumerators on survey related matters; work was assigned to be undertaken each day and supervisors passed on required survey material
- Monitoring of the investigators on the spot to ensure data accuracy and quality – each district was allocated a District Coordinator overseeing supervisors and enumerators.

- Receiving filled-in questionnaires from the field staff on a daily basis and checking and monitoring discrepancies detected therein when everything was fresh in the memory of the field enumerators.
- Promptly reporting the daily progress of work to the District Coordinator. Problems requiring immediate solutions and other matters including comments on the quality of work of investigators, which were reported to the Survey Manager and management, as required.

## 2.3.4 QUALITY ASSURANCE

Efforts were made to collect accurate quantitative and qualitative data based on the designed instruments. For this, the procedures for a) field edits and b) office edits were developed to avoid non-sampling errors and increase consistency and quality of data:

- Engagement of appropriate staff with desired qualifications, relevant background and prior survey experience
- Intensive training and orientation before the start of the survey work
- Effective monitoring and control of survey activities, as noted above
- On-spot random checking of enumeration work by team members, ensuring that the desired data was being collected as intended.
- Multiple tiers and checks of data collection; internal checks built within the instrument and software. Review of collected data by the field team, supervisory personnel and management to optimize accuracy.

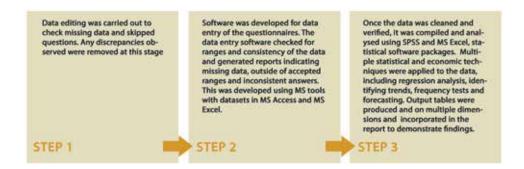
## 2.4 STAGE III ANALYSIS AND REPORTING

## 2.4.1 DATA ENTRY AND DATASET DEVELOPMENT

Once the data had gone through the compilation, count and quality assurance steps, it was given clearance for data entry processing. Data was entered with reference to the hard copies. Entry took place in the designed software; the comparison module allowed for discrepancies to be detected between the entries as well as the hard copies. The process was closely monitored by the data entry supervisors and data analyst to ensure accurate entry of the data. Following data entry, cleaning and verification, separate datasets were prepared corresponding to the instruments used. Databases were made available in Microsoft Access, Excel and Statistical Package for the Social Sciences (SPSS) formats for analysis.

## 2.4.2 QUANTITATIVE AND QUALITATIVE ANALYSIS

The **quantitative data** collected from fields passed through three steps as follows.



On the other hand, qualitative data was analyzed by team members to identify key themes and trends occurring in the responses. This was a complex exercise given the number of open-ended interviews which took place. Qualitative information analysis matrices were developed for this purpose. Within the survey questionnaires, coding took place to systemize and categorize open-ended responses where needed. A thorough probing of findings was conducted during the analysis, including follow-ups where required.

## 2.4.3 STRUCTURE OF THE REPORT

The subsequent section of the report discusses these findings based on insights coming forward from the survey and discussions held. First, an industry snapshot of the two sectors is provided. This is followed by a discussion on existing workforce characteristics. Third, skills analysis takes place whereby, demand and supply dimensions are analyzed. Findings are discussed separately for meat and dairy processing sectors. Accordingly, recommendations have been made based on this evidence. 3

## **INDUSTRY SNAPSHOT**

## **3.1 DAIRY PROCESSING SECTOR**

## 3.1.1 GLOBAL DEVELOPMENTS

With the surge in global population, the demand for dairy products has increased across countries. This has been the case for industrialized nations as well as emerging economies of China, India and countries located in South East Asia. In a number of cases, domestic production is not keeping up with domestic demand, and thus, imports are made to meet market requirements. Over the years, innovation has also taken place in regard to dairy products - whereby, companies specializing in dairy aim to differentiate their products to attract consumers and maintain competitiveness. Differentiation, as a result of competition and varying consumer tastes, is based on various characteristics including different levels of fat content, selection of blends and flavorings and maturity to mention a few. Moreover, there is an increasing focus on guality and hygiene, with higher levels of regulation and scrutiny by food administration authorities as well as more aware customers. Therefore, although demand has increased for dairy products, so has the expectation of its consistency and quality.

Given the technological advancement across industrial sectors, dairy processing has also benefited from modernization. Experts were keen to point out the transformations in this sector over the last two decades, whereby, mechanical automation of dairy processing plants has become the norm in many industrialized countries. Technologically advanced equipment is implemented for basic procedures including milking (modern milk parlours) to value added processes such as dairy product-making. Equally important has been the advancement in supply chain management allowing for fresh and processed products to be transported globally. Developing nations have also imported modern processing plants and adopted this technology; however, this is less prevalent in such areas, including Pakistan. Accordingly, productivity has increased: more milk is extracted from fewer animals, at lower costs. The reason behind this achievement is not solely dependent on technological advancement, but also on a better understanding of animal behaviour and their characteristics developed through intensive experimentation and studies over the years. Breeding practices, improvements in animal handling, correct fodder (silage) provision and ratios and enhanced health care has allowed for better productivity and higher quality of output.

The advances in technology, its implementation in processing units and better understanding of this field has had a direct impact on the individuals employed in this sector. In simple terms, such advances have necessitated upgrading of the skillset of personnel involved in dairy processing. This includes operations and maintenance of equipment and better management of the animals, product handling and product development. Accordingly, the industrialized world has witnessed a more skilled workforce engaged in this sector. Increased levels of awareness, knowledge, and skills have helped transform this sector alongside technological advancement. For continued growth and improvement, new technology will come hand-in-hand with upgraded skills.

## 3.1.2 DAIRY PROCESSING IN PAKISTAN – A BRIEF OVERVIEW

Dairy processing is a major economic sector in Pakistan: the Pakistan Dairy Association estimates that approximately 47-50 billion liters of milk is extracted annually. Combined with the livestock sector, this adds around 11-12% to the nation's gross domestic product (GDP)<sup>3</sup>. Small-scale units in the informal sector, often defined by individuals having less than 10 animals, makes up 80 to 85% of the dairy processing sector as per private and public sector experts. Accordingly, using Labour Force Survey (LFS) and Punjab Agriculture Research Board estimates, around 17-18% of the country's workforce is engaged in these sectors - predominantly small-scale farmers. Dairy processing is mainly oriented towards milk extraction and distribution. Estimates from Tetrapak and large commercial units indicate that only between 2% to 5% of the milk which is extracted is actually processed by the formal sector (for dairy product development). Where processing does take place, this has been towards basic products such as butter, yogurt, creams, khoya or ice cream to list a few.



Although the informal sector is spread across the province, there were two major clusters of dairy processing found in Punjab. Primarily, districts of central Punjab are home to the major players of dairy processing – in the formal and informal sectors. The region including districts of Kasur, Lahore, Faisalabad, Shiekhupura, Sahiwal, Okara, and Sargodha formed the primary cluster for this activity. A large majority of processing units are located in this area. The survey discovered that a secondary cluster is also present in Punjab, located in the southern part of the province. Districts of Vehari, Multan, Muzaffargarh and Rahim Yar Khan were identified as a second cluster, although, with a far lower density of the processing units compared to central Punjab.

Conventional methods and practices are prevalent across Punjab and other provinces. However, modernization began to take place as a result of larger corporations – such as Nestle, Enrgo, and Haleeb – which set up large-scale modern processing units in various parts of the country and restructured the formal sector. There are other large-scale set-ups located in central Punjab, operating their own brands or supplying milk to other entities. Visits to farms and interviews with experts confirmed that modern technology has been imported by such units, although technological advancement in Pakistan at large is still in its infancy. Conventional methods are deep-rooted in the country's history and breakaway from these practices has been difficult because of tradition, economic constraints and lower awareness levels. Above all, labour is abundant domestically - and it is cheap. This often makes it economically viable to continue operations using conventional methods with the low-cost input of labour.

Although conventional practices are prevalent, this is not to say that developments in the sector have not taken place in Pakistan. Experts noted that one of the key transformations in the last decade has been realization of the value of milk - it has begun to be viewed as a valuable commodity by farmers. Large corporations, such as Nestle and Haleeb mentioned earlier, have contributed to this realization, given their entrenched network of suppliers. With the increasing demand of milk by such companies, small farmers were becoming more efficient and consistent in their output. Moreover, additional milk collection centres were opening, collecting milk at local and accessible locations. With milk output increasing at even the small-scale farm level, farmers were now able to supply milk at better rates compared to those offered by larger corporations. The survey confirmed that many informal units were now selling their milk to collection centers or supplying the milk themselves to neighbouring villages, towns or cities.

Awareness, knowledge and skills have also developed over the years, albeit, to a lesser extent relative to industrialized nations. Farmers and workers at informal processing units are more aware of animal management and milk handling compared to their predecessors. There is increasing evidence of local product-making over the last decade compared to the earlier years. Moreover, larger informal units (with more animals /output capacity) have incorporated some level of technology/machinery in their practices as well. Higher levels of awareness regarding breeding, vaccination and animal care has also helped improve output. However, despite such developments, there is still considerable room for knowledge enhancement and skill development across the value chain, from milking of animals to dairy product-making and marketing. Locally developed machinery, such as for pasteurization and silage, need to be further promoted and utilized in the sector.

Consultations with formal units and experts revealed that finding adequately skilled workers was still a constraint. Training had to be provided to workers, which was primarily taking place in-house and by learning on the job. The absence of technology at informal units, low literacy levels and insufficient/unavailable training opportunities limited the capacity of potential human resources to develop skills in machine operations and repair or advanced techniques in animal handling and management, hygiene, and product-development amongst others. Thus, large corporations/units were forced to impart such training themselves; thus, where skilled workforce was found, it was often as a result of training that they had acquired on the job imparted by the employer. On the other hand, informal units stated that hiring untrained or unskilled individuals was not a problem, since on the job learning was essential anyway for workers to understand their roles and become proficient at their tasks.

Although Pakistan is amongst the top 5 largest milk producing countries, it faces major challenges in relation to export. Dairy sector experts, including major dairy production units visited, stated that the prime reason behind this is the fact that there are not many dairy *products* which are made and the volume of processed milk is limited in Pakistan. The second hurdle is the weak supply chain system whereby, dairy product logistics require effective cooling systems, efficient transport and proficient management. Third, further facilitation is required by the government in regard to boosting exports. Although relevant regulatory bodies and authorities<sup>4</sup> have been set up, their effectiveness is unknown. By adopting and enforcing stringent quality control measures at par with international requirements and standards, credibility of the domestic product can be established.

Despite these challenges, nearly all experts stressed upon the large potential for export of dairy products. Large-scale informal and formal units also emphasized their capacity in export, should the requisite support and infrastructure be available for them. Currently, a large proportion of milk and milk products (such as ghee, butter and dairy based sweets) is being exported to Afghanistan and to a lesser extent, countries of the Middle East. There is significant potential to further capitalize on these markets together with emerging economies – China, India and East Asian countries – as well as the stable demand of industrialized nations. However, to fully reap the benefits, further investment and focus needs to take place in product development, such as mozzarella cheese, ultra-high treatment (UHT) milk, and dry milk to list a few which were noted by dairy sector experts and large formal unit managers/ owners as being in high demand.

## 3.2 MEAT PROCESSING SECTOR

## 3.2.1 GLOBAL DEVELOPMENTS

Similar to the dairy sector, the global population rise has also positively affected the demand for meat and meat products. In particular, there has been a growing trend towards organic, hygienic and quality meat amongst industrialized and emerging countries. Key players in the global market including Australia, Brazil, India and the United States as exporters of meat and meat products. A variety of meat products are consumed around the world including beef, minced beef, mutton, patties and sausages amongst others. There has also been a surge in the demand for halal meat products. This is particularly the case for the Gulf countries, whereby, halal meat imports have been increasing on an annual basis. Experts estimated that the global halal meat industry is worth approximately US\$ 600 billion. Again, the meat processing sector is highly regulated with stringent quality controls and monitoring in meat importing countries.

The meat processing sector has benefited from advances in technology as well. Automation has taken place in modern processing plants which now use technology to assist with fodder mix, de-boning, meat cutting and storage of meat products. With technology, economies of scale could be realized thereby reducing costs while simultaneously, improving the quality of the output. Modern processing plants are primarily located in industrialized countries but are increasingly being adopted in developing nations with large livestock heads, including Pakistan. Similar to dairy processing, a better understanding of animal behaviour and their characteristics developed through research has also taken place. Examples include developments in breeding, including artificial insemination techniques, and better fodder have contributed to improving the quality of meat and the quantity derived from each animal.

Improvements in technology and meat science have significantly enhanced the knowledge and skills of individuals engaged in this sector globally. Accordingly, the workforce is more aware of management of animals and correct handling techniques in regard to meat processing and product development. Equipment operational and repair skills have also been imparted and embedded amongst the workforce at modern meat processing plants. However, this transformation is not uniform - developing countries with high livestock count and production capacities often rely on conventional methods in regard to meat production and processing. Knowledge on animal management is based on experience, training on new techniques is limited and skills on handling technology are often absent. Although adoption of new technology is taking place in such countries, including Pakistan and India, conventional methods and informal units will continue to play an important role in the meat sector in the immediate future.

## 3.2.2 MEAT PROCESSING IN PAKISTAN – A BRIEF OVERVIEW

As noted earlier, the dairy and livestock sector contributes to approximately 12% of the national GDP in 2012-13. Pakistan ranks fifth globally in terms of the number of cattle and buf-

falo it contains, estimated at 72 million across the country. With substantial availability of animals, meat and meat processing are important economic subsectors. The emphasis placed on this sector by the experts was confirmed with data from the Pakistan Economic Survey (2012-13) which revealed an increase in meat production by 4.5% over the last year. The sector is predominantly marked by informal units – from small-scale farmers to larger farms and butcheries. There are around 20 modern meat processing plants (fully mechanized) located across the country, operating in line with international procedures and requirements. Modern technology has been adopted and implemented at these units, with most of them being located in Punjab. In addition, there are approximately 200 meat exporters operating in the province.

The major cluster for meat processing units, informal and formal, was central Punjab. This included the districts of Lahore, Sheikhupura, Kasur and Faisalabad. Most of the activity in the province is taking place in these areas. In addition, it was observed that Gujranwala and Rawalpindi were two additional districts where there was prevalence of meat processing given the livestock count. Nevertheless, livestock is spread across the province and meat-related activities are a vital income source for a large segment of the population.

Conventional practices are prevalent across the province – mainly as a result of a large number of informal units. Calf fattening farms and butcheries tend to operate in a traditional manner, depicted by manual work carried out by labour. As discussed earlier, labour is abundant and cheap in the country, and therefore, it is economically viable for farmers or butchery owners to utilize such labour. Heavy investment in mechan-



ical equipment and machinery is therefore not deemed necessary. Moreover, people engaged in the informal sector are often unaware of the advancements or developments which have been made in this sector. Thus, previous experience and practices continue to take place today in much of the prov-

#### ince.

This is not to say that modern meat processing plants and technology are unfamiliar to the country. With the majority of these plants being located in Punjab, awareness of modern processes is increasing as a result of these units. Machinery, at par with international standards, is used for activities ranging from fodder mix to product development. The crucial component from slaughter to carcass freezing is also mechanized in these plants with electric cutters, de-boning equipment, handling lines and industrial chillers. However, the availability of trained personnel has been a challenge for modern plants. Several experts noted that in a number of plants, although modern technology had been adopted, workers reverted to conventional practices because they were unaware and untrained in the use of the equipment.

Meat sector experts and owners/managers processing units, both formal and informal, noted that trained labour is not available. Being trained in this context refers to ability in operating and maintaining machinery as well as performing tasks in conventional establishments. Workers often lack basic skills in calf-fattening, care and animal management. In regard to slaughtering and butcheries, it became apparent that the workforce lacks critical skills associated with meat cuts. This has key implications on the export market as well, whereby, mainly carcasses can be exported. Value addition barely takes place in Punjab – where less than 5% of the industry is involved in value addition at some level. Moreover, an absence of veterinary doctors and assistance was emphasized alongside inadequate local skills to manage foreign breeds of animals. Thus, similar to the dairy processing sector, workers learn by doing. This informal training mechanism takes place on the job where workers are imparted knowledge and skills by owners or fellow-workers.

Despite having a large head count of animals relative to other countries and with growing demand for halal meat, Pakistan has currently been unable to fully capitalize on this opportunity. The leading reason behind this has been the inability to export meat cuts and value added products to the importing nations. From Pakistan, chilled mutton and carcasses have been exported, without adding any value on this meat (i.e. curing, smoking, product-making such as patties, sausages etc.). Global competitors are benefiting far more as a result of value addition. Similar to the dairy processing sector, a weak supply chain system without effective cooling equipment, efficient transport and management prevails. Vacuum packaging is essential to preserve meat quality, and this is rarely taking place in Pakistan. Further facilitation is required from the government in regard to increase exports. A more proactive role by regulatory bodies and authorities is required to enforce stringent quality control measures at par with international requirements and standards, so that credibility of the domestic product can be established.

Pakistan has strong comparative advantages in this sector, such as its geographic location that allows it to supply chilled meat to growing markets such as GCC countries. To close the gap in price and sustain high growth rates, Pakistan needs to focus in improving the quality of its meat, diversify its product and gain access to new markets while improving Halal certification systems and its country brand in this sector.

## 3.3 WORKFORCE ANALYSIS

### 3.3.1 DAIRY PROCESSING

Interviews experts and surveys with dairy processing units reiterated that the prevalence of the informal sector. In terms of the workforce, this meant that much of the labour was also absorbed by the informal sector and was generally untrained or unskilled upon entering employment. The "ustaad-shagird" model of training was the most common form of (informal) training which took place, with skills being developed over time as a result of practice while undertaking tasks. Over the passage of time and by undertaking requisite tasks, workers in the informal sector become skilled or semi-skilled in specific occupations, such as milking and testing milk quality (details on types of occupations are provided in Table 4.21-4.23).

On the other hand, the formal sector, in general, exhibited higher skills level amongst its workforce. This was mainly due to the in-house training provided by the unit, especially large commercial units such as Nestle or Haleeb. Nevertheless, surveys and expert interviews both noted that workers who are employed in formal units are also often untrained at the start of their employment. Over time, by working alongside experienced co-workers, they are able to develop the requisite skills to undertake tasks associated with their respective occupation. However, managers at formal units were noted to be skilled and educated at higher level (often, tertiary education). Supervisors in such units were better skilled, often as a result of experience over time.

Workers in formal and informal units tend to generally originate from the same district in which they are employed (i.e. location of the farm/processing unit). Only at managerial levels is there a wider spread in terms of origin by district, but the remaining workforce is local. In the informal sector, workers tend to be on daily wages; even in the formal sector, daily wagers are found alongside workers who are paid monthly – particularly skilled, supervisory and managerial positions.

### 3.3.2 MEAT PROCESSING

A similar trend was observed in the meat processing sector, which is also marked by a high proportion of informal units. Thus, the "ustaad-shagird" model of training is also the norm in this subsector, whereby, experienced co-workers guide new and less experienced workers on the job. Workers in this sector are generally noted to be unskilled upon entering employment. Even over time, the skills which they have acquired often are in basic and insufficient for the correct handling of animals, operating machinery or producing meat cuts in line with export quality (details on types of occupations are provided in Table 4.25-4.27).

In formal units, there is also no prescribed entry criteria and unskilled workers are hired. These workers are then trained by co-workers on the job in requisite tasks to which they are assigned. In modern processing units, skill levels of the workforce are deemed hire than the informal sector, mainly because of the infrastructure/equipment available as well as the higher quality meat output required by the employer. Managerial staff in such processing units is also noted to be skilled and obtained tertiary level education.

Like the dairy processing sector, workers in meat processing also tend to work in units located in the same district. The

workforce is generally local, especially in the informal sector. The formal sector may attract workers from outside of the districts, but this is at the supervisory or managerial levels. Daily wagers are again the dominant category of workers in the informal sector. The formal sector also employees workers on daily wage basis, while also having a permanent workforce paid on a monthly basis. 4

## **SKILLS ANALYSIS**

his section focuses on the demand and supply of skills related to the meat and dairy processing sectors. Surveys with informal and formal units provided evidence on the existing status and requirement of human resources, across different parts of the value chain. In addition, interviews with experts and training service providers supplement these findings, providing key insights in regard to skills demand and supply.

## 4.1 PROFILE OF DAIRY PROCESSING UNITS

## 4.1.1 SIZE AND LOCATION

As was explained in the methodology section of the report, there were 128 dairy processing units which were a part of this survey sample. These were split amongst formal and informal units, based on their registration status. The discussion above also noted that the sector was predominantly informal, which is why twice as many informal units relative to formal units were surveyed. A minimum number of formal units had to be maintained for quantitative analysis. From each unit, 1 employer or manager and 2 employees or workers were selected. Dairy units were spread across 5 districts of Punjab, selected units were also relatively new, with 76% of them being operational for less than 10 years as compared to 40% informal units.

## 4.1.2 DAIRY PROCESSING COMPONENTS, ACTIVITIES AND PRODUCTS

In line with study requirements to include dairy processing units from the mid-farm level onwards, trades being undertaken by these sampled units ranged from on-farm milking to dairy product-making. The process was divided into 3 key

Sector	Total Units	Type of Unit	Units	Trades	Respondents	Per Unit	Total
		Registered /	42	on-farm milk- O ing processes; au		1	42
	120	Formal	42	post-farm stor- age and logis-	Employees / workers	2	84
Dairy Processing	128	Un-registered /	86	tical processes; milk collection centres; dairy	Owner / Man- ager	1	86
		Informal	80	product pro- cessing units	Employees / workers	2	172
		Tal	ole 4.1 Dairy pro	ocessing units			

in consultation with PSDF. The split by district shows that although there was a relatively even sample size amongst the districts, the sample size for Lahore was almost twice, give the concentration of dairy processing in this area.

components as shown below: i) on-farm milking; ii) milk collection / post-farm storage and iii) dairy product-making. Units were often engaged in multiple trades. Each trade is associated with various activities, broadly indicated below. This

	Kasur	Lahore	Multan	Sargodha	Rawalpindi/ Islamabad	Total
Dairy Units	24	40	19	23	22	128
		Table 4.	1 Dairy processir	ng units		

In terms of size of units (number of personnel employed), it became apparent that informal units, which are more common across the province, are of small to medium size. On the other hand, formal units employed more personnel and were observed to be medium to large in size. A key finding was that although there is more machinery used in formal units, there is also a need for more personnel to handle/operate this machinery and manage additional tasks at these units. Formal list was compiled based on prior research, expert feedback and specifically, feedback from the dairy units visited. Given the focus of this study on skills, activities were associated with relevant occupations. In-depth analysis of these activities and occupations will take place in the subsequent sections.

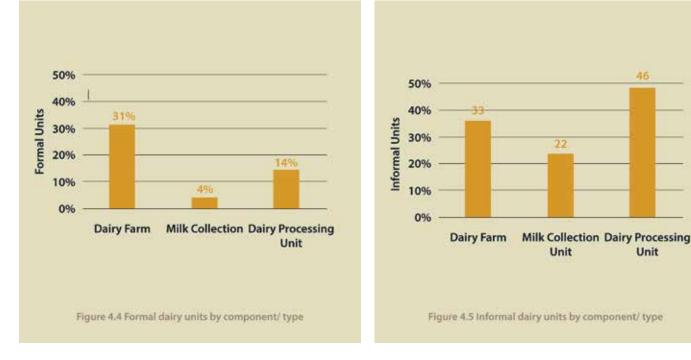
It is important to note that there was considerable overlap of the activities carried out by units, as well as amongst the processes noted above. For instance, milk testing takes place on-farm, at collection centres as well as during use for product-making. Similarly, milk collection may take place during the milk collection phase or during product-making. Nevertheless, the chart above provides a useful depiction of the phases and associated activities involved in dairy processing. Managers or owners of the units visited were asked about the primary process(es) which their unit was engaged in. An attempt was made to cover all three components as part of this survey.



Quality testing Standardization / homogenization De-creaming Pasteurization Ultra-high treatment Product-making Packaging Milk Product transportation

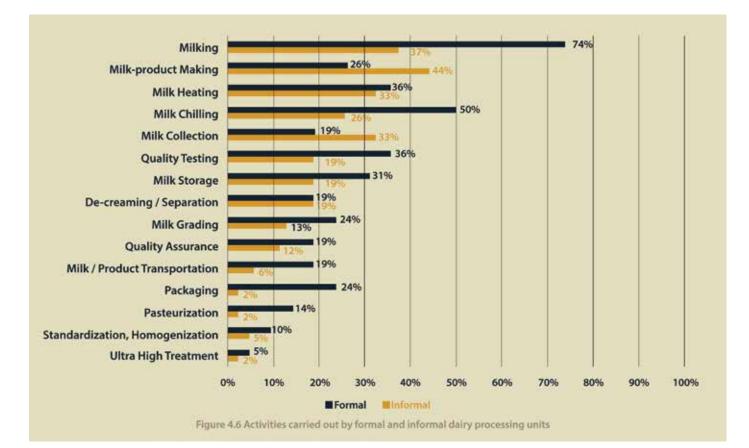
Figure 4.3 Dairy processing components and associated activities

Packaging Milk Transportation



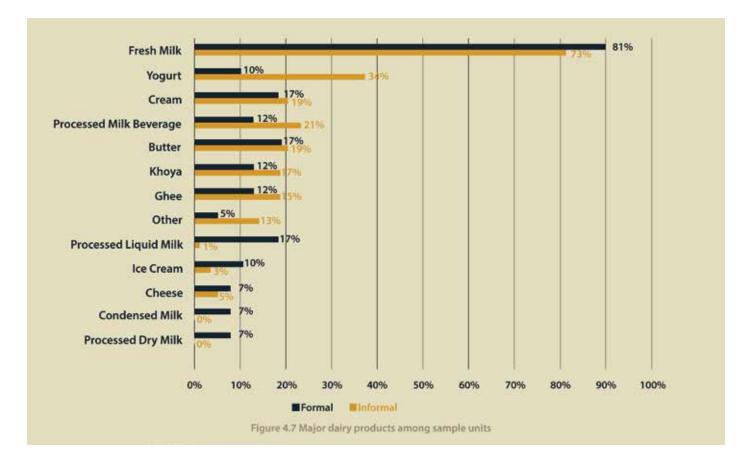
Thus, 31 of the 42 formal units were mainly involved in dairy farming; 4 noted milk collection as their primary activity; 14 stated that dairy processing was their core function (this included milk collection activity as well). On the other hand, 33 out of 86 (38%) informal units were categorized as dairy farms; 22 (26%) stated milk collection as their primary activity; and around half, 46 units, claimed to be processing units, wherein, dairy product-making was taking place.

During the survey, all informal and formal units were asked to identify which activities they were engaged in. The most common activity being carried out overall was milking, particularly in formal units. This is in line with the finding that the dairy processing sector primarily involves trade and usage of fresh milk. Although milk-product making has been noted as the second most common activity, the products which were being developed were quite basic; this included yogurt, butter, khoya and packaged fresh milk. Milk heating and chilling were also common activities carried out by the units, as this is a key activity related to the storage and transport of milk. On the other hand, it can be seen that value-added activities, such as ultra-high treatment (UHT), homogenization and pasteurization were the least common amongst the units visited.



Turning to the type of products produced by the sampled dairy processing units, it became clear that fresh milk was the most common amongst formal and informal units. Around 81% of formal units and 73% of informal units were producing fresh/raw milk. This was followed, to a lower extent, by yogurt

and cream. The finding provides evidence on the minimal dairy processing and product-making activities currently taking place in the province. This has key implications for potential growth, and accordingly, for the type of skills which are required to enable higher value addition in the product-making.



## 4.2 PROFILE OF MEAT PROCESSING UNITS

## 4.2.1 SIZE AND LOCATION

In regard to the meat processing sector, there were 125 meat processing units which were visited as part of this survey sample. Again, based on their registration status, these were categorized as formal or informal units. Similar to the dairy processing sector, the meat processing sector is also predominantly informal; thus, twice as many informal units relative to formal units were surveyed. From each unit, 1 employer or manager and 2 employees or workers were selected, as sum-

#### marized below.

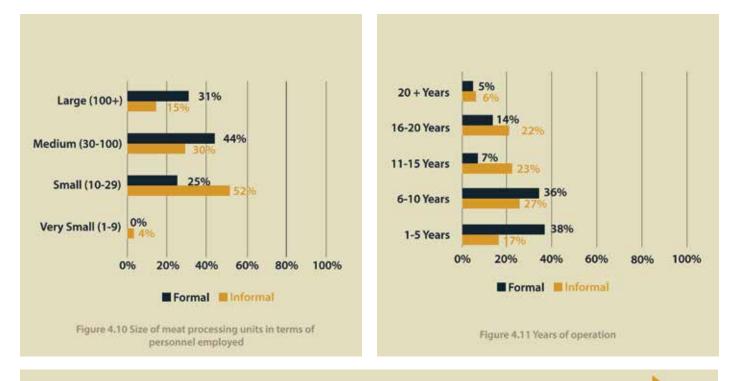
A similar geographic spread took place in regard to meat processing units, where the same 5 districts of Punjab were selected. As with the dairy sector, the split by district reveals that although there was a relatively even sample size amongst the districts, the sample size for Lahore was larger, due to the concentration of meat processing in this area (Lahore and districts adjacent to Lahore).

Sector	Total Units	Type of Unit	Units	Trades	Respondents	Per Unit	Total
		Registered/	42	calf-fattening	Owner/Man- ager	1	42
Most processing	125	Formal	42	and animal nutrition;	Employees/ Workers	2	84
Meat-processing	125 Un-registered Informal		83	slaughterhous- es/ butcheries; meat-process-	Owner/Man- ager	1	83
		Informal	65	ing units	Employees/ Workers	2	166
		Fig	ure 4.8 Meat pr	ocessing units			

	Kasur	Lahore	Multan	Sargodha	Rawalpindi/ Islamabad	Total
Informal Units	19	53	16	18	19	125
		Figure 4.9 Mea	at processing uni	ts - by district		

Informal meat processing units were characterized by a smaller workforce, mainly being small to medium in size. On the other hand, formal units were mainly medium to large; however, a quarter of the sampled survey had between 10-29 employees (small). A similar trend to dairy processing was evident here: more mechanical equipment in formal units

did not necessarily mean fewer workers, as there was also a need for more personnel to handle/operate this machinery and manage additional tasks at these units due to the volume of output. Moreover, formal processing units were relatively new – where around 75% had been operational for less than 10 years compared to 43% informal units.



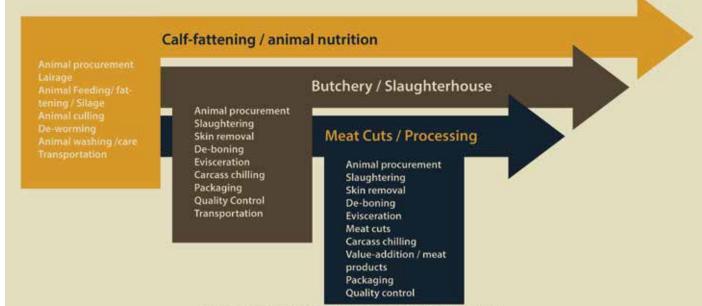


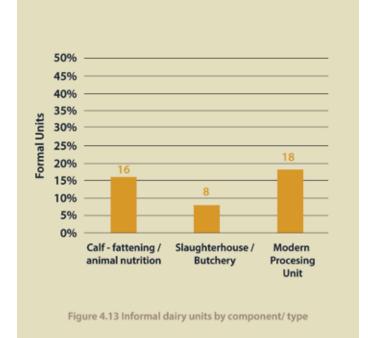
Figure 4.12 Meat processing components and associated activities

## 4.2.2 MEAT PROCESSING COMPONENTS, ACTIVITIES AND PRODUCTS

Mid-farm level onward trades ranged from calf-fattening to meat product-making. The process was also divided into 3 key components: i) calf-fattening / animal nutrition ii) slaughtering / butchery and iii) meat-cuts / processing. A mix of units was discovered, where some were specializing in a particular component while others were engaged in multiple. Each trade was associated with various activities, compiled based on prior research, expert feedback and responses from the meat units visited.

Although the activities carried out under the calf-fattening and animal nutrition were distinct, there is considerable overlap between conventional butcheries/slaughterhouses and modern processing units. The main distinction between the last two components is the use of technology: mechanical equipment is used in modern meat processing plants such as electric saws, cutters and de-boning lines, not available in conventional butcheries. Further, the manner in which activities are carried out differ; in conventional butcheries, the meat cut may by very basic and chilling will not necessarily take place in specified/industrial chillers, while standardized meat cuts and appropriate chilling equipment are evident in modern meat plants. The level and extent of quality control between the two components also varies.

During the survey, all three components were captured in terms of units covered. Managers or owners of the sampled meat processing units were asked about the primary pro cess(es) which their unit was engaged in. Of the formal units,

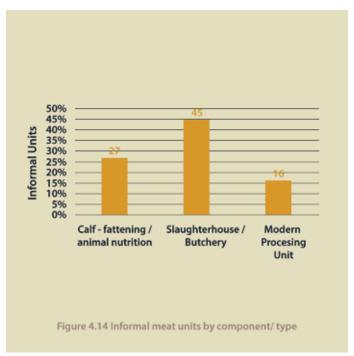


16 out of 42 were involved in calf-fattening/animal nutrition. There were a few conventional slaughterhouses/ butcheries (8) while 18 classified their units as modern meat processing units (exhibiting some level of technology usage in activities carried out). On the other hand, 27 out of 83 (or 33%) informal units were involved in calf-fattening / animal nutrition; 45 (54%) were conventional slaughterhouses / butchers and 16 (19%) claimed to be modern meat processing units as a result of some level of technology used in their activities.

Respondents from informal and formal units were asked to identify which activities they were engaged in. Slaughtering and animal procurement were the two most common activities amongst informal and formal units visited. This is not surprising given that slaughtering is a major activity enabling meat to be available for further cutting and processing; this activity was taking place both at conventional units as well as those using modern technology. Given that these animals had to be procured first and thus, animal procurement was a common activity amongst conventional and modern units as well. Calf-fattening farms also cited animal procurement as a major activity which then enables them to nurture the animal in the required condition for further processing or sale. Activities associated with slaughtering, including skin removal and evisceration (removal of viscera or internal organs) were also a prevalent activity.

On the other hand, packaging was one of the least common activities carried out overall, alongside de-worming and carcass chilling in informal units. Analyzing the responses between formal and informal units by component type demonstrates the higher level of care given to animal management prior to slaughtering and emphasis of meat handling post-slaughtering in formal units.

In terms of output, the meat products developed by the sampled units included beef and mutton. Most of this meat was freshly cut and sold to the market on the same day or within a few days of slaughtering. For some modern processing plants involved in exporting, the beef and mutton was primarily in the shape of a chilled carcass and to a lesser extent, chilled



minced mutton. Meat cuts of these products were mainly catering to the local market. Value added products including patties or sausages were rarely observed.

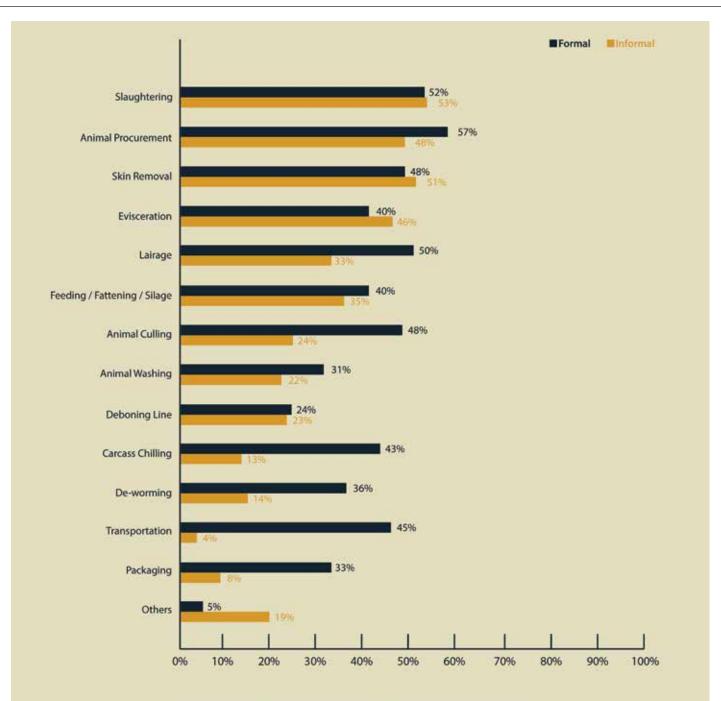
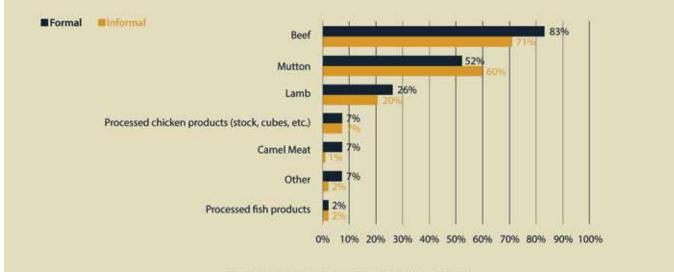


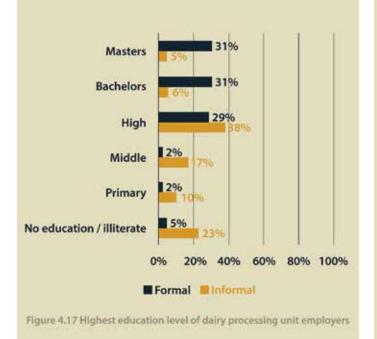
Figure 4.15 Activities carried out by formal and informal meat processing units



## 4.3 EDUCATION AND QUALIFICATION OF EMPLOYERS

## 4.3.1 PROFILE EMPLOYERS AMONGST DAIRY PROCESSING UNITS

Before delving in the types of occupations and skills present in a processing unit, questions were asked pertaining to the employer's own education and qualification as well as experience. The purpose was to see the differences between processing units and provide indication on the type of personnel employed at the unit. Unsurprisingly, higher education levels were observed amongst employers in the formal sector relative to the informal sector. Around 23% of employers in the informal sector were illiterate while another 66% had matriculation (or less than matriculation) qualification. Amongst formal sector employers, 62% had tertiary degrees (bachelors or masters) and very few were illiterate or had only completed middle school or less.



In terms of training, 29% of employers in the formal sector had obtained formal training<sup>5</sup>; this was rarely witnessed in the informal sector. At most, informal training amongst 19% was confirmed while 78% of the employers had never undertaken any training. This was mainly because employers obtained training on the job informally, often through the "ustaad-shagird" model, or through the in-house training provided by the larger, formal employers. In terms of experience, on average, employers in the formal units possessed approximately 10 years of experience while those engaged in the informal sector exhibited around 16 years of experience.

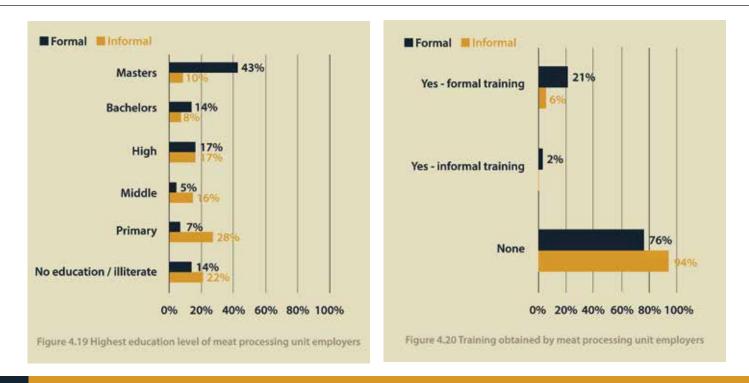
## 4.3.2 PROFILE EMPLOYERS AMONGST MEAT PROCESSING UNITS

As with the dairy processing sector, higher education levels were observed amongst employers in the formal sector relative to the informal sector. Around 22% of employers in the informal sector were illiterate while another 60% had matriculation (or less than matriculation) qualification. Amongst formal sector employers, 57% had tertiary degrees (bachelors or masters) and few were illiterate or had only completed middle school or less.

Training was not prevalent amongst meat processing unit employers. Where this had taken place, it was amongst formal employers where 9 of the 42 employers received formal training. This compares to only 5 out of 83 employers in the informal sector. Determining the extent of experience of employers, it was observed that those engaged in the formal sector exhibited 11 year of experience on average. However, the extent of experience was higher amongst informal employers, who possessed 16 years of experience on average. With this background in mind, questions related to workers employed at the respective units were asked.



Figure 4.18 Training obtained by dairy processing unit employers



## 4.4 OCCUPATION AND SKILLS: STATUS AND GAPS

## 4.4.1 OCCUPATION TO SKILL MAPPING

As part of the survey activity, a meticulous exercise of occupation and skills mapping took place. With the inherent overlap in processing components and associated activities carried out within dairy processing units, it became apparent that occupations also did not have a set definition or a set scope of work. For example, milk grading and milk collection was happening at the same time on the farm, and was generally undertaken by the same individual; similarly, quality testing could also be taking place at the same time during milk grading and collection. This was particularly the case amongst informal processing units, whereby, one individual was undertaking tasks which would normally fall under 3-4 different occupations. Accordingly, the skillset required to carry out the tasks was also diverse.

Nevertheless, data from all 128 dairy processing units and 125 meat processing units was collected, compiled, and sorted in order to generate an occupation-to-skills map by component type. The tables in section 4.4.2 depict the various occupations which fall under each component. Given the extent of over-lapping, it was not possible to relate occupations with each activity under a particular component. Moreover, broad skills associated with each occupation have also been identified. As part of the survey exercise, employers (and experts) were asked about the existing skill level of their workers as well as their required skill level (as deemed by the employer), in order to determine skill gaps. Although the question may seem simple, its response was quite complex, requiring careful consideration due to multiple tasks carried out by a particular individual/occupation, particularly in the informal sector. This also had key implications on determining areas requiring potential training assistance and thus, was given critical importance during the data collection.

The occupation-to-skills map have been strategically devised

to 1) identify the relevant occupations by component 2) depict the occupations with their associated skills and 3) highlight the skill gaps for each occupation. It is worth pointing out that there were certain skills which were not (and still are not) readily available in the labour market, and thus, employers had to train individuals in-house, on the job for new employees to learn the required skills and undertake the requisite tasks. So although the personnel employed in their respective units are now trained and carrying out tasks as prescribed (in other words, the "skill gap" has been filled), the devised maps directly take this into consideration and note the skill gap as applicable to the labour market overall (and not solely the unit under consideration). Thus, a color-coded scheme has been adopted for clarity.

- Green depicts skills which employers deemed were sufficient amongst their staff and readily available in the market
- Red depicts skills which employers deemed were insufficient amongst their own staff or amongst the labour market. This is skill gap requiring immediate attention.
- Orange depicts skills which employers felt were somewhat sufficiently exhibited by their staff (mainly, as a result of in-house training) but was insufficient in the labour market. This is therefore regarded as skill gap requiring attention.

## 4.4.2 OCCUPATIONS IN DEMAND AND SKILL GAPS – DAIRY PROCESSING UNITS

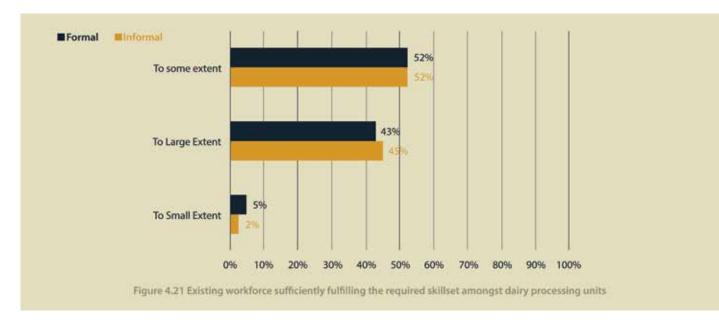
The three most commonly cited occupations in high demand presently were **milkers**, **milk product makers** and **machine operators**. These occupations were also expected to be in high demand in the future, along with doctor of veterinary medicine/ veterinary officer. Although there are existing skill gaps in the labour force, where 52% of employers overall stat-

PSDF SECTOR SKILLS STUDY MEAT AND DAIRY PROCESSING

ed that their workforce somewhat fulfilled the skillset they required to some extent, with the abundant labour available and in-house training methods, positions were not necessarily deemed hard-to-fill. (See Annex 8 for breakdown of occupation by vacancy).

Specifically, the occupation-to-skill maps below help identify broad skill gaps in each component of dairy processing. Key findings are as follows: **transportation** is required (to prevent it from spoiling during longer routes).

Poor **hygienic practices** is a general weakness amongst workers at milk collection centres; they are unaware of the hygienic methods related to milk collection, storage, cleaning of equipment and personal hygiene.



## **ON-FARM MILKING**

- The correct content (mixture) and **silage-making** technique is weak skill amongst the relevant workers. They continue to make fodder based on methods prescribed by the owners/managers of units, which is not necessarily optimal for milk production or quality.
- Judgment of animal health is another weakness noted by employers amongst their workers. This is a critical skill, whereby, determining the health of an animal affects its well-being, management and care.
- Poor hygienic practices is a general weakness amongst workers on the farm; they are unaware of the hygienic methods related to milking, cleaning of equipment and personal hygiene.

## MILK COLLECTION / POST-FARM STORAGE

- Machine operation was marked as a key skill gap amongst available labour. Although existing workforce has now been trained to use machinery (such as chillers), there is a need to facilitate potential labour in this area.
- A related skill which was also not hard-to-find was the ability to repair machinery. It was suggested that machine operators should also have adequate skills in routine machine maintenance. However, repair and troubleshooting – a skill which is also weak – should be undertaken by other mechanics/engineers.
- Weak skills also exist in relation to milk handling. Since transportation of milk is a key activity undertaken by these units, better practices in milk handling during

## DAIRY PRODUCT-MAKING

- Value addition and making dairy products is a key weakness of this sector. One of the reasons behind this short-coming is the minimal skills in relation to **product-making** (knowing recipes/mixing ingredients/processing techniques). Thus, product-making is a key skill gap.
- Again, **machine operation** was marked as a key skill gap amongst available labour. Although existing workforce has now been trained to use machinery (such as chillers), there is a need to facilitate potential labour in this area.
- Similarly, **machine maintenance and repair** was noted as a skill gap amongst existing and potential labour.
- Training in quality control measures is also needed, to allow for products to be developed in line with health and safety requirements/regulations and for potential export.
- Poor **hygienic practices** is a general weakness amongst workers involved in dairy product-making; they are unaware of the hygienic methods related to mixing of ingredients, cleaning of equipment and personal hygiene.

Component	Activities	Occupations				Skills / knowledge			
		Milker	Judgment of animal health	Clustering of animal	Feed mixing	Water Quantity	Milk quality judg- ment	Milking	Hygiene
		Fodder /Feed	Judgment of animal health	Clustering of animal	Feed mixing	Water Quantity	Hygiene		
		Parlor operator/ technicians	Judgment of animal health	Milk quality judg- ment	Milking	Machine opera- tion	Hygiene		
	Milkina	Milk vendor/ contractor	Milk Handling	Maintain opera- tional records	Hygiene				
On-farm Milking	Quality testing Milk collection	Farm Manager	Maintain opera- tional records	Farm Manage- ment	Communication skills				
	Milk grading	Doctor of Veter- inary Medicine/ Veterinary officer	Judgment of animal health	Clustering of animal	Feed mixing	Water Quantity	Milk quality judg- ment	Maintain opera- tional records	
		Quality control officer / Lab Technician	Milk quality judg- ment	Milk testing	Quality Control Measures	Milk Grading			
		Worker							
		Supervisors							
			Figur	Figure 4.22 On farm milkir	On farm milking - occupations and skills	skills			
	Component	Activities	Occupations			Skills / knowledge			

Component	Activities	Occupations			Skills / knowledge		
		Milk vendor/ contractor	Milk quality judg- ment	Milk Handling	Maintain opera- tional records	Milk Grading	Hygiene
	Quality testing	Chiller operator	Machine opera- tion	Machine mainte- nance/ repair	Milk storage	Hygiene	
	Milk collection Milk grading	Boiler operator	Machine opera- tion	Milk quality judg- ment	Milk storage	Hygiene	
Milk Collection / Post Farm	Milk coning Milk heating Packaging	Manager	Maintain opera- tional records	Communication skills			
Storage	Milk Transpor-	Packagers	Packaging	Hygiene			
	tation	Quality control officer	Milk quality judg- ment	Milk testing	Quality Control Measures	Milk Grading	
		Driver	Driving				
		Workers					
		Supervisors					
		Figure 4.23 M	Figure 4.23 Milk collection/post-farm storage - occupations and skills	rm storage - occupat	ions and skills		

							Product testing				
		Hygiene	Hygiene	Hygiene			Milk Grading				
Skills / knowledge	Hygiene	Mixing and cooking the in- gredients of dairy product	Milk storage	Milk storage	Hygiene		Quality Control Measures				and chille
	Milk quality judg- ment	Milk quality judg- ment	Milk quality judg- ment	Milk quality judg- ment	Machine mainte- nance/ repair	Communication skills	Milk testing	Hygiene			Eine 4.24 Dairy and string - accurations and skills
	Machine opera- tion	Machine opera- tion	Machine opera- tion	Machine opera- tion	Machine opera- tion	Maintain opera- tional records	Milk quality judg- ment	Packaging	Driving		1 24 Dainy product m
Occupations	De-creamers	Milk Product Makers	Chiller operator	Boiler operator	Machine oper- ators	Quality control officer / Lab Technician	Quality control officer / Lab Technician Packagers Driver Workers				Eighted /
Activities		Quality testing	Standardization / homogeniza- tion	De-creaming Pasteurization	Ultra-high treat- ment	Packaging Milk Product transportation					
Component	Dairy prod- uct-making										

## 4.4.3 OCCUPATIONS IN DEMAND AND SKILLS GAPS – MEAT PROCESSING UNITS

Livestock farmers, butchers and machine operators were the

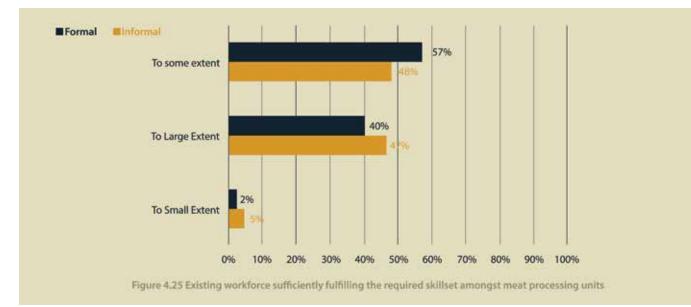
However, with the abundant labour available and in-house

training methods, positions were not necessarily deemed

gienic practices related to animal care, management and personal hygiene takes place.

### BUTCHERY/SLAUGHTERHOUSE

- three most common occupations currently in high demand. The same three occupations were expected to be in high demand in the future, along with doctor of veterinary medicine/ veterinary officer and nutritionist. Similar to the dairy processing sector, although there are existing skill gaps in the labour force, 51% of employers overall stated that their workforce somewhat fulfilled the skillset they required to *some extent*.
  - Equally important is the ability/ expertise in universal standard **meat cuts**. Due to the absence of this skill, meat is often not allowed for export or rejected; local meat cuts



hard-to-fill. (See Annex 8 for breakdown of occupation by vacancy)

The occupation-to-skill maps below help identify broad skill gaps in each component of meat processing. Trends are discussed by component.

## CALF-FATTENING/ANIMAL NUTRITION

- Feed mixing and associated feedlot management is an essential skill to allow for standardized calf-fattening and optimal nutrition. This was currently noted as a weakness in the existing and potential workforce.
- De-worming of animals is essential for animal well-being. Although this activity was being carried out amongst large formal units, the practice was not common amongst informal farms, mainly because of inability to carry out this task and dependence on outside help for de-worming, where available.
- Closely related to de-worming is the overall animal health care and management; currently, although animal care is being taken in accordance to the limited skills and knowledge of the farmers, this is still short of optimal care. Accordingly, this has a major implication on the quality of meat.
- As in the dairy processing sector, poor hygienic practices are a general weakness amongst workers involved in meat processing as well. As part of this component unhy-

are commonly not at the internationally accepted level.

- Appropriate packaging techniques for meat is also limited amongst existing workforce. Meat and meat products are simply placed/wrapped in plastic bags and transferred to customers.
- Where mechanical equipment is used, particularly in formal units, it was difficult for employers to source trained personnel. Thus, training on use of machinery (machine operation) took place in-house. There is still a shortage of this skill in the labour market.
- Alongside machine operation, routine machine maintenance is also a critical skill currently marked as weak. Likewise, repair of machinery is also a skill gap in the butcheries/slaughterhouses where equipment was available.

## MEAT CUTS/PROCESSING

- Where units are focused on meat cuts and meat processing (particularly the case of modern processing plants), halal method of slaughtering remains a skill gap in such units as well.
- Similarly, butchers and assistant butchers lack the appropriate meat cutting skills acceptable as per international standards. This is often why meat is exported as carcass from Pakistan.
- Packaging techniques are also limited at these units. Relative to modern packaging practices, such as vacuum

packaging skill is close to being unavailable. Although this is related to the fact that this technology is also not commonly found in the country, in order to export meat and meat products from Pakistan in the future, there is a need to build capacity in this area.

- Mechanical equipment is often a feature of units operating under this component. Thus, machinery operation skills (de-boning line; cutting equipment; chiller etc.) are often provided in house. This is generally a skill gap amongst the available human resources.
- Alongside machine operation, routine machine maintenance is also a critical skill currently marked as weak. Likewise, repair of machinery is also a skill gap in the

meat processing units where equipment was available.

- **Mixing and cooking of ingredients** for value-added products was also identified as a skills gap. Such skill is necessary to produce processed products, where meat has been cured, smoked, pre-cooked; etc. and frozen for sale to the market.
- Related to the point above was the need for recipe managers in frozen foods units. This is a distinct skill from cooking of the ingredients.

Component	Activities	Occupations			Skil	ls		
	Animal pro- curement	Livestock farmer	Judgment of animal age/ weight /health	Feed mix- ing/feedlot manage- ment	Calf bed- ding	De-worm- ing	Spray of medicine	Grazing
Calf-fatten-	Lairage Animal Feed- ing/fattening	Lairage oper- ator	Feed mixing / feedlot man- agement	Calf bed- ding	Spray of medicine			
ing/ animal nutri-	/ Silage Animal culling	Management	Maintain oper- ational records	Communi- cation skills				
tion	De-worming Animal wash- ing /care Transporta- tion	Doctor of Veterinary Medicine / nutritionist	Judgment of animal age/ weight /health	Feed mix- ing	De-worm- ing	Spray of medicine	Maintain operational records	
		Workers						
		Supervisor						

Figure 4.26 Calf-fattening/ animal nutrition - occupations and skills

Compo- nent	Activi- ties	Occupa- tions				SI	kills			
	Animal procure-	Butcher	Judgment of animal age/ weight/ health	Machine operation	Halal method of slaughter- ing	Meat cuts	Judgment of Quality	Deboning	Skin removal	Eviscer- ation technique
	ment Slaughter- ing Skin removal	Assistant butcher	Judgment of animal age/ weight/ health	Machine operation	Halal method of slaughter- ing	Meat cuts	Judgment of Quality	Deboning	Skin removal	Eviscer- ation technique
Butchery / Slaughter-	De-bon- ing Eviscera-	Manager	Maintain operation- al records	Commu- nication skills						
house	tion Carcass chilling Packaging Quality	Doctor of Veterinary Medicine / Assistant	Maintain operation- al records	Judgment of Quality						
	Control	Workers								
	Transpor- tation	Supervi- sor								
			Figure 4.27	Butchery/sla	aughterhouse	- occupatio	ons and skills			

Component	Activities	Occupations			SI	Skills				
		Butcher	Judgment of ani- mal age/ weight/ health	Machine opera- tion	Halal method of slaughtering	Meat cuts	Judgment of Quality	Deboning	Skin removal	Evisceration technique
		Assistant butch- er	Judgment of ani- mal age/weight/ health	Machine opera- tion	Halal method of slaughtering	Meat cuts	Judgment of Quality	Deboning	Skin removal	Evisceration technique
		Operator pro- cessing hall	Machine opera- tion	Machine mainte- nance and repair						
	Animal procure- ment	Chiller operator	Machine opera- tion	Chiller operator	Machine mainte- nance and repair					
	Slaughtering Skin removal	Deboning Line operator	Machine opera- tion	Deboning	Machine mainte- nance and repair					
Maat cute / mm.	De-boning Evisceration Meat cuts	Other Machine operators	Machine opera- tion	Machine mainte- nance and repair						
cessing	Carcass chilling Value-addition /	Manager	Maintain opera- tional records	Communication skills						
	meat products Packaging Quality control	Quality control officer / Lab Tech- nicians	Judgment of Quality	Testing of quality						
	Iransportation	Doctor/ Veteri- nary Assistant	Maintain opera- tional records	Judgment of Quality						
		Chef/cook	Machine opera- tion	Mixing and cook- ing of ingredients						
		Recipe Manager for frozen foods	Recipe Manager							
		Packager	Packaging							
		Workers								
		Supervisor								
			Figure 4.28 Meat	Figure 4.28 Meat cuts/processing - occupation and skills	cupation and skills					

## 4.5 EMPLOYMENT DEMAND – PRESENT AND NEAR FUTURE

Published data regarding current or future employment demand in the dairy or meat sectors does not exist. Further, in the absence of baseline data on number of units by type in each of the subsectors in Punjab, it is not possible to apply survey data to province statistics. Instead, current demand has been estimated based on expert interviews which took place as part of this survey exercise. Relevant experts include representatives of associations, large unit owners, sector researchers, and academic professors with expertise in these two subsectors. Thus, the estimates provided below must be treated as broad indications of the current/near future demand.

## 4.5.1 PROJECTION: DAIRY SECTOR

#### ON FARM MILKING

As indicated by dairy sector experts during interviews, on farm milking units are in need of workers who can undertake multiple tasks at the farm. At the moment approximately 3.5 million heads of cattle and buffalo (Economic Survey of Pakistan, 2012-13) are being maintained by the formal sector dairy farms; it is assumed that 1 person for 100 heads is required for maintenance. Considering present need and immediate growth, over the next couple of years, a total of **7,000 trained persons** (milkers) are required in this process.

#### MILK COLLECTION/POST FARM STORAGE

It was noted that currently, around 8-10% of the total milk production is being formally collected. This is likely to increase by about another 5% during next 2-3 years. Assuming that 1 person is expected to handle about 1,000 liters of milk, approximately **3,500 trained persons** are required in this process.

#### DAIRY PRODUCT MAKING

As per estimates obtained from the experts, approximately 4-5% of milk is being processed at the moment, which is likely to be enhanced by 2-3% over the next 3-5 years. Where 1 person can handle approximately 5,000 liters of milk, an estimated 500 trained persons in dairy product-making are needed over the next 2-3 years.

#### 4.5.2 PROJECTION: MEAT PROCESSING

#### FEEDLOT FARMERS/STOCKMEN AT FEEDLOTS:

Presently, there are about 120 medium scale feedlot farms having 40-70 animals at one location. Moreover there are few commercial farms having around 200-300 animals each, especially around large urban cities such as Lahore, Faisalabad, Rawalpindi, Gujranwala where animal fattening takes place for export purposes. With consultation amongst livestock experts, it has been estimated that these farms presently require at least **1,000 trained livestock farmers/stockmen** for raising their animals. Recently, Punjab Government showed keen interest in the sector by announcing an incentive of Rs. 2000/ animal. It is therefore envisaged by the experts that at least 100-150 commercial sea farms will be established. Keeping in view the Government commitment and flourishing meat ex-

port sector it is imperative to train at-least 3,000 feedlot farmers for the near future (next 5 years).

#### **BUTCHERS**:

Butchers play a pivotal role in the value chain, and thus, are in need at the present and anticipated in the near future. As there are about 30 commercial abattoirs which process the animals round the clock. Almost 100 butchers are required for each plant. In addition to this there are a large number of retail shops who require trained butchers exhibiting processing and hygiene knowledge and skills. Presently only a few exporters are running with second shift, and none of them are carrying out deboning. Owing to small profit margins in whole carcass trade all of them are planning to initiate deboning in their deboning halls. Once deboning expert butchers are available to these processors and retailers they will operate 3 shifts and will require more butchers. Every deboning facility will require at least 100 additional butchers for this purpose. Thus, estimated current demand of trained butchers is around 3,000 likely to rise to double over the next 5 years.

#### MACHINE OPERATORS:

As mentioned earlier there are about 30 commercial abbatoirs which have mechanical operations at their processing plants. To operate round the clock each plant requires at least 6-10 mechanical operators for various machines installed at their plants. Keeping in mind additional slaughterhouses, estimated aggregated demand is **1,000 machine operators** presently, to rise to 2,000 in the near future.

#### DOCTORS:

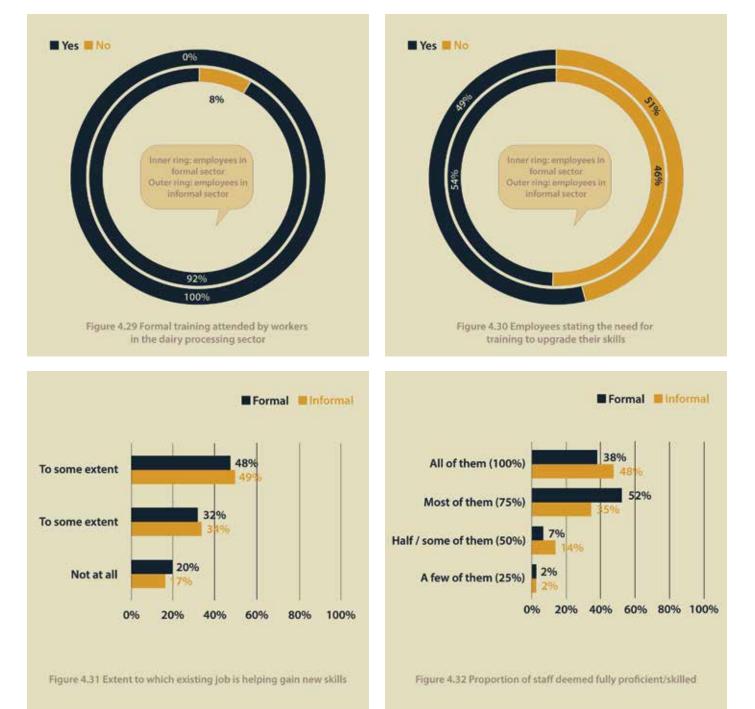
Doctors are required for commercial feedlot farms and abattoirs. These doctors need specific hand on training for the respective jobs in the value chain. Each commercial feedlot require at least one doctor while abbatoirs require 2-3. Thus, the present demand is around **100 trained doctors of veterinary medicine/veterinary officer** which may rise to 300 over the next 5 years.

## 4.6 TRAINING OF EMPLOYEES

## 4.6.1 TRAINING AMONGST DAIRY PROCESS-ING SECTOR EMPLOYEES

Attending formal training was not a common feature amongst employees in the dairy processing sector. Only 7 out of 84 workers (or 8%) in the formal sector had attended a training course related to their work. Amongst informal sector employees, none of the workers surveyed had attended training. This is because of the fact that informal training and on the job learning takes place in both formal and informal processing units. Employees are trained directly by owners or managers in smaller set-ups or by working alongside experienced workers. This is the main method of transferring skills to new employees. However, this informal training method may not necessarily be the most optimal in terms of imparting knowledge and building skills of workers. Around half of the workers in both informal and formal sectors stated that they required more training to improve their performance. This is a considerable proportion which is aware of the fact that they need more knowledge and skills in order to sufficiently undertake existing tasks which they are responsible for. This is not to say that existing informal methods have not been helpful in developing new skills; rather, informal training techniques have only been *partly beneficial* for the workers in both sectors. Thus, there is a clear need to impart more training to enhance existing skill levels of employees in dairy processing units and allow for better performance.

Evidence for the need of training workers was also provided



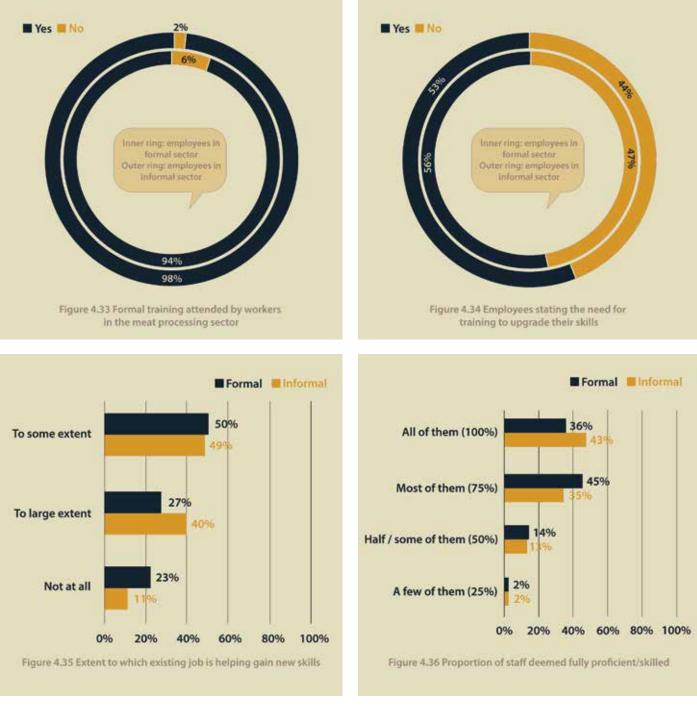
## 4.6.2 TRAINING AMONGST MEAT PROCESSING SECTOR EMPLOYEES

Similar to the dairy processing sector, very few employees in the meat processing sector had attended formal training (5 out of 84 workers in the formal sector and 3 out of 163 workers in the informal sector). Again, informal training and on the job learning takes place in both formal and informal meat processing units as well. Employers and experienced co-workers help impart new skills and knowledge amongst the workforce employed at the unit.

Nevertheless, slightly more than half of the workers employed

in the formal and informal meat processing sectors felt that they needed more training to upgrade their skills. Discussions held with employees revealed that although they felt that they are able to handle their existing responsibilities, they believe that further training could help improve their performance in the requisite tasks. Again, this is not to say that the existing job and informal training method has not helped them build new skills, as indicated below; instead, such training can facilitate on the job learning which is taking place to help improve performance.

Around 36% of employers in the formal units and 43% in informal units felt that 100% of their staff was fully proficient and skilled to undertake the requisite tasks assigned to them. Similar to the dairy processing sector, this also reflects upon room to upgrade existing skills level to allow for better performance of individuals, and units overall.



### 4.6.3 TRAINING SERVICE PROVIDERS

Employers in both dairy and meat processing sectors rarely used training service providers (TSPs) or any other external party to help train staff. TSPs were also not accessed or consulted in regard to recruiting new workers or train any apprentices. During the consultations with formal and informal unit employers, many were unaware of any TSPs existing, particularly providing training for meat or dairy sector trades. On the other hand, employees were also unaware of TSPs or availability of courses related to meat and dairy sector processing; almost none of the employees surveyed had therefore any experience of TSPs. Nevertheless, around half of the employers in both sectors indicated the need for support in regard to training employees – mainly based on skills related to relevant activities carried out at the respective units.

An important aspect of this study was to identify and visit training service providers to determine their existing status and potential to deliver training modules with support from PSDF. Twenty (20) TSPs were visited as part of this study, which focused on provision of courses related to meat and dairy processing sectors. Both, public and privately owned TSPs were visited and discussions were held with their representatives. A mixed response was received from TSPs regarding their awareness of PSDF (its existence or role). There were only a couple of TSPs which were fully aware of PSDF's role; on the other hand, while some were aware of the PSDF, they were unsure of its nature of work or how it facilitates skill development. A similar response was obtained from sector experts in regard to PSDF as well. Based on these visits, it became clear that TSPs vary in terms of the offering of courses, enrolment capacity, curriculum type/use and linkages with the industry. Nevertheless, some of the benchmark TSPs – based on interviews with TSPs and sector experts as well as feedback from processing units could also highlighted.

Amongst the public sector TSPs, the University of Veterinary and Animal Sciences (UVAS) was generally regarded as a leading TSP in the province. It offered courses of various durations and levels ranging from formal undergraduate, graduate and post-graduate studies to short course (lasting a couple of weeks) designed for managers, supervisors and workers at processing units. This included training on trades related to pre-slaughter animal handling to meat refrigeration. The institute was highly regarded and respected by experts. Interviews with its representatives demonstrated its high standards in terms of curriculum design, trainers/professional staff, equipment and training methodologies. The Vocational Training Institute (VTI) was found to be another benchmark institute which was well known amongst sector experts. This institute is particularly known for its training course on halal method of slaughtering. VTI has 174 institutes spread across the districts of Punjab. Therefore, it offers a wide reach for potential trainees.

On the private front, *Nestle Sarsabz* offered a variety of practical courses to its own employers as well as suppliers spread across the province which ranged from animal feeding and nutrition to milk quality and hygiene. Courses lasted for a few days, and individuals often undertook more than one type of training. Further, *Solve Agri and Dairy Institute (SADI)* were found to be well known in regard to training for the dairy processing sector. It offers courses related to modern dairy farm management and dairy nutrition. Solve Agri collaborates with UVAS, Punjab Training Council (PTC) and a Dutch institute (The Friesian and Wageningen University of The Netherlands) for technical support and resource sharing. Similarly, *Altaf and Co.* (and their associated project *Livestock Training Institute*) could also be deemed as benchmark TSPs in the private sector of Punjab. They offer trainings related to silage making and milking parlour technology – skills high in demand by employers.

Table 4.4 provides a summary profile of the training institutes visited. It gives details on the location of TSPs and their branches, plans for expansion, registration status, financial audit compliance and investment plans. Further, the complete list of TSPs by courses is provided in *Annexure 6 - Training Skills Providers – Course List*. This includes details on course name, main trades/skills focuses upon, eligibility criteria, enrolment, duration and fees. These are useful summaries to identify potential institutes which can be supported in regard to dairy and meat processing.

Based on preliminary findings gathered as part of this study, it has become evident that although there are several TSPs offering training courses in the meat and dairy processing sectors, the benchmark TSPs discussed above seems to be the most relevant for PSDF's perspective and scope. This is because not only management, but specifically supervisor and worker level trainings are being offered at such TSPs. Moreover, providers hold a strong reputation in the field of skill development amongst sector experts. Visits to their locations demonstrated that they had capacity to enroll and further train students; they possessed the necessary physical infrastructure, hardware and training staff needed to impart the much needed skills mentioned above. Above all, all these institutes are flexible in terms of provision of training - where arrangements can be made to deliver training beyond their immediate geographic locations conditional upon the nature of the project and its duration.

It was found that training institutes often developed modules customized to the requirements of trainees/employers. Thus, the training sessions and material are tailored by specialists based on national and international curricula followed by TSPs in order to fit the local context. All TSPs visited have training specialists on board (either in house or affiliated) who are experts in the area of dairy or meat processing. TSPs which are universities/institutes or are affiliated with such universities/ institutes generally have sector specialists in-house, with expertise in food technology, dairy and livestock/meat management and processing. Foreign staff has been called in the past and may continue to be used where new techniques or technology is under consideration.

Training is normally provided at the location of the TSP; however, trainers from TSPs often hold one-day training sessions at processing units. At their own locations, TSPs are equipped with associated training material and equipment needed for the various type of training. This includes access to farms and animals. One of the advantages exhibited by the benchmark TSPs is that they are fully functional, exhibiting adequate physical infrastructure and up-to-date technology. Where sessions took place at the location of processing units, TSPs noted that these were formal processing units only, and those which were categorized as large units (in terms of personnel employed). On-the-job training (OJT) was found not to be a common practice, despite being cited as a pragmatic approach to training by employers, employees and experts. Nevertheless, the TSPs visited disclosed that they are able to engage in OJT should there by willingness and cooperation from the industry. Modules for OJT have been developed in the past and can further be brought in line with requirements of the industry. For instance, OJT modules based on the skill gaps identified earlier will be highly relevant, given the critical need for such skills. Moreover, workers would benefit from both practical and theoretical training. Courses can be designed to have minimal impact on day-to-day work based on scheduling. This can settle the key concern many employers may have, that OJT should not interfere with productivity. On the job training can take place at informal and formal units; industry associations can help forge linkages with TSPs and influencing units.

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Investment Plans	Developed a state of the art Meat Processing and Value addition worth 45 million for hands on training	None at the moment	Any demand from the livestock and agriculture industry will be dealt with accordingly; expect to enhance working with the donors including Punjab Skills Develop- ment Fund (PSDF) for skill development courses at grassroots level.	None at the moment	Infrastructure Both New courses and technology Looking for collaboration with Int'l agencies/ NGO's Self-funded	None at the moment	Depends on the govern- ment.
Affiliated with any university/other institute	UVAS, Lahore	Punjab Vocational Training Council	Collaboration with PTC+ /DTC (Neth- erlands), UVAS and UAF for technical support and re- source sharing	Nestle	Plans to be affiliated with UVAS	ON	
Financial audit compliances (legal status / NTN / Tax return filing)	NTN Tax return filing;	NTN Tax return filing;	Private limited compa- ny and has an NTN. file tax returns every year accounts audited annually.	Yes	NTN Tax return filed	NTN Tax return filing;	
Registration status. (examining / certifica- tion authority)	Yes/ Internal Examination and Evaluation board	Yes/ Internal Examination and Evaluation board in association with external experts	Collaboration with PTC+ / DTC (Netherlands), UVAS and UAF for technical sup- port and resource sharing	A part of Nestle	Registered Institute with SDC Lahore Own Examination system and SDC's monitoring as well.	Yes/ Internal Examination and Evaluation board in association with UVAS experts	Yes; university examining body.
Plans for Expan- sion	R	Q	Not in near future	None at the moment; delivering training to suppliers across Punjab	In phase 1, planned in south Punjab then after this will move in other provinces.	Q	None at the moment
Additional branches	Q	174 Institutes, at Tehsil and District level in Punjab	Lahore, but capable of running field training courses anywhere in Pa- kistan, depending upon the need	No	Q	No	University sub campus is in Khushab and Attock
Address / Loca- tion	Out fall Road Lahore	134-A-Industrial Area Kot Lakhpat	Link Road, Model Town, Lahore		16/1, Out Fall road, Lahore	Outfall Road Lahore	Rawalpindi
Name of TSP	Department of Meat Science and Technolo- gy (MST), University of Veterinary and animal sciences (UVAS), Lahore	Vocational Training Institute	Solve Agri & Dairy Insti- tute (SADI), Solve Agri Pak (Private) Limited	Nestle Sarsabz	Livestock Training Insti- tute Lahore, (A project of Altaf & Co,Lhr.	Altaf & Co Livestock Training Institute, Lahore	Arid Agriculture Uni- versity

Name of TSP	Address / Loca- tion	Additional branches	Plans for Expan- sion	Registration status. (examining / certifica- tion authority)	Financial audit compliances (legal status / NTN / Tax return filing)	Affiliated with any university/other institute	Investment Plans
Livestock Services		Khushab and Attock					
Training Center	Bhawalnagar	University of Veterinary & Animal Sciences (UVAS ( Pattoki) and Livestock Services Training Center (Sheikhupura)	It depends upon governments' deci- sion but so far we don't have any plan or information about that.	University of Veterinary & Animal Sciences (UVAS			It all depends on govt. plan. Potential to build Veterinary Service Insti- tute in Bhawalnagar, Live- stock farming in Bhakkar, Poultry Service Plant in Rawalpindi
Star Farms Pvt. Ltd	Lahore	No	None at the moment		Private Limited		None at the moment
Technical Education & Vocational Training Authority (TEVTA)	96-H Gulberg, Lahore	369 Institutes in Punjab	Uncovered Tehsils	Punjab Board of Technical Education(PBTE) &Trade Testing Board(TTB)	Yes	PBTE , UET Lahore for (B.SC Tech)	ADP Schemes have been approved and funded by the Govt. of Punjab,
Institute of Rural Man- agement – Islamabad	House No. 4, Street 56, F-6/4 Islamabad	Islamabad, Rawalpindi, Bahawalpur, Jamshoro, Quetta, Azakhel, Chakw- al and Rajanpur.	Potential, if longer term projects secured	Internal Certification; City and Guilds United King- dom Certification; TEVTA certification	NTN Tax return filing;	TEVTA Punjab; TEVTA Sindh; Trade Testing Borad; Abaseen University; City and Guilds United Kingdom;	Will hire more trainers and human resource for upcoming projects; will modify course content improve trainer certifi- cation
Punjab Agriculture and Meat company	4/6 Shaheen Com- plex Egerton Road Lahore Residence: 304-Alinab Apart- ment Qartaba Chowk Lahore	P	P		NTN Tax return filing;	Ŷ	None at the moment
Institute of Continuing Education and Exten- sion (ICEE)	Block D Ravi Cam- pus UVAS	6 Para-Veterinary Schools in Pattoki, bhadarnagar okara, Qa- dirabad , Sheikhupura, Kherimurat, Layyah	Q	Yes/ Internal Examination and Evaluation board in association with external experts	P NTN Tax return filing;	University of Veter- inary and Animal Sciences, Lahore	None at the moment
Punjab Agriculture and Meat Company	25-KM Multan Road Lahore	No	No	NA	NTN Tax return filing;	NA	None at the moment
Faculty of Veterinary sciences, BZU, Multan	BZU, Multan	1 College of Veterinary Science Layyah	Q	Yes/ Internal Examination and Evaluation board in association with external experts		Punjab Vocational Training Council	None at the moment
Buffalo Research Institute	65 KM Multan Road	No	Q	Yes/ Internal Examination and Evaluation board	NTN Tax return filing;	Q	None at the moment

5

## **CONCLUSION & RECOMMENDATIONS**

## 5.1 MEAT AND DAIRY PROCESSING SECTORS: A FOCUS AREA FOR PSDF

his sector study for meat and dairy processing, which has been based on input from employers and employees of informal and formal processing units located in 5 districts of Punjab, sector experts and training service providers, confirms the considerable growth potential of both these sectors in terms of size and quality. Global developments include increased demand for meat and dairy products, witnessed across countries as a result of surge in population and rising purchasing power amongst emerging economies; continued growth is taking place and is also projected for the near future. Pakistan, and particularly the Punjab province, remains one of the leading producers of meat and milk due to the large number of animals it contains; livestock and dairy farming remains a vital economic activity for a large segment of its population. Although most output is being produced using conventional approaches, techniques and equipment, there is evidence of modern technology being imported to facilitate meat and dairy processing activities. Labour is abundant in the country, and exhibits significant experience and expertise on key trades. However, there is an immediate need to build its capacity in selected activities to allow for enhanced productivity and value addition. Thus, the potential for sectoral growth is large, and it is an optimal time to exploit this opportunity.

PSDF has correctly identified the meat and dairy processing sectors to focus upon for the purpose of skill development. Given the pivotal role of both these sectors in the economy and on the livelihood of a large population of the province, these sectors require consistent support and strengthening to operate efficiently and compete effectively at the global level. Findings from this sector skills study revealed that despite the abundance of labour and past experience, there are some critical skill gaps requiring immediate attention. Technological advancement has transformed the functioning of meat and processing around the world. Automation, innovative procedures and high guality benchmarks in relation to meat and dairy products have significantly affected the operational practices in these sectors. Productivity has increased, as well as value addition and range of products. Such advancements have not solely taken place as a result of technology, but also, due to enhanced knowledge and skills amongst the workforce. Workers are trained in innovative procedural techniques/ practices and machine operation skills globally. Knowledge on animal science, behaviour and management is imparted, based on lengthy experiments and research studies. However, Pakistan lags behind its competitors in providing adequate training to its workforce not only on new technology, but also conventional methods in meat and dairy processing.

The occupation-to-skills map drawn out in this study is based on evidence directly from the processing units and experts. It demonstrates the relative strengths and weaknesses in terms of skills of the existing workforce. To allow for growth in this sector, and employability of workers, there is a need to train individuals to develop currently weak skills. Training service providers, also identified in this study, and their relevant meat and dairy processing training courses can be used for this purpose. Sector-wise recommendations are provided below: it is worth noting that although a number of steps to improve these sectors can take place, the focus is maintained on skills development.

## 5.2 DAIRY PROCESSING

## 5.2.1 TRAINING ON DAIRY PRODUCT-MAK-ING

Despite being the 5th largest milk producer in the world, it was noted that less than 5% of dairy processing takes place in the country<sup>6</sup>. This means that milk is primarily sold fresh / raw in the market. There is a critical need to impart training on value addition techniques need to allow for processing to take place and a variety of products to be developed. Training on milk processing including ultra-high treatment, pasteurization and dried milk production needs to take place. Further, training on value added products needs to take place, including cheese-making (particularly, mozzarella cheese due to high global demand) and dairy beverages amongst others. By imparting such training, more value can be added by processing units and accordingly additional income can be generated.

# 5.2.2 MACHINE OPERATION AND ROUTINE MAINTENANCE

As a result of imported technology, automation is taking place amongst modern processing plants. Even where informal plants are operating based on conventional techniques, mechanical equipment is sometimes bought amongst large-scale units to ensure efficient functioning. Currently, workers are trained in-house by the units on machine operation. Trained labour in machine operation is a key limitation of the available human resources in Punjab at the moment. With growing trends towards technology and implementation of mechanical equipment in plants, there is a need to ensure adequately trained workers in machine operations. Courses offered by TSPs include training on different types of machines such as milk parlour machine and chillers amongst others. Knowledge and skills on routine maintenance of these machines should also be imparted.

### 5.2.3 MACHINE REPAIR

Although routine maintenance is a task which can be carried out by machine operators, training mechanics/engineers are needed for machine repair work. Breakdown of machinery can result in conventional practices to be used as alternatives or may break a halt in processing activities. Therefore, it is essential appropriately trained mechanics and engineers who are able to repair domestic and international machinery related to dairy processing.

# 5.2.4 HANDLING OF FOREIGN ANIMAL BREEDS

Breeding practices have increased over the last decade, whereby, livestock animals are often imported from other countries. The purpose is to improve the quality and productivity of output and to promote cross-breeding between local and foreign animals. With the larger quantity of foreign animal breeds entering the local dairy-farms, there has been a need to hire a foreign manager as well. This is because there is insufficient skill and knowledge in handing of foreign animal breeds by local workers and managers.

As part of this course, training on artificial insemination may also be given with the aim to preserve or promote previous/ valuable breeds. This training may be targeted towards doctor of veterinary medicine or veterinary assistants (or other occupations including workers or supervisors).

## 5.2.5 FOCUS ON SILAGE (FODDER-MAKING)

The impact of silage on the quality and quantity of milk produced by the animals is impressive. Feed mixing is currently taking place as prescribed by tradition in informal units; maintaining ratio of ingredients (as part of the feed) and nutritional monitoring is not taking place. Thus, this is affected the type of milk produced by the animals. Moreover, training on appropriate storing of fodder should be provided in order to save costs and allow for consistent feed available for the animals.

## 5.2.6 QUALITY TESTING

Quality testing of milk and dairy products needs to take place in line with health and safety requirements. Although such regulations are not always enforced in Pakistan, there are specified quality control measures to which processing units should adhere to. Quality testing should take place at multiple points across the three components to ensure that the milk which is being purchased/sold is of the required quality and consistency. Accordingly, techniques on milk grading should also be imparted. Other quality control measures and product testing should be a part of this training programme.

# 5.2.7 TRAINING IN HYGIENIC PRACTICES FOR ALL WORKERS

Hygiene – personal and that associated with handling of milk and its products – was raised as a key concern amongst the dairy processing units. Despite being a basic and important concept, lack of its awareness and practice was prevalent amongst workers. There is an immediate need to impart training on hygiene to workers. Given the handling of edible products, this is an important health and safety concern. Hygienic practices regarding cleanliness of workspaces, farm areas, and equipment are examples of the content of such courses. Such training needs to be provided across all three components and worker level occupations.

### 5.2.8 FOCUS ON GEOGRAPHIC CLUSTERS

The study found that there are two clusters in Punjab associated with dairy processing; the primary cluster is in central Punjab which includes Lahore and it neighbouring districts of Kasur, Faisalabad, Shiekhupura, Sahiwal, Okara, and Sargodha. The secondary cluster is in southern Punjab which includes Vehari, Multan, Muzaffargarh and Rahim Yar Khan. This is where majority of dairy processing activities are taking place in the province. In order to allow for maximum impact on any training development initiative taken by PSDF, it may be viable to focus on these selected districts first before spread out

<sup>38 &</sup>lt;sup>6</sup> A SUMMARY OF RESULTS FROM THE INTERNATIONAL FARM COMPARISON NETWORK DAIRY REPORT 2012; FOOD AND AGRICULTURE ORGANIZATION; PAKISTAN ECONOMIC SURVEY 2013-14 MILK OUTPUT ESTIMATES.

to other parts of the province. Focusing on these districts is likely to have a larger impact due to the location of the units and workforce.

## 5.3 MEAT PROCESSING

### 5.3.1 IMPARTING FEEDLOT IMPLEMENTA-TION AND MANAGEMENT SKILLS

Feedlots can provide uniform carcasses for value added-cuts which can be instrumental for increasing the farm gate price of fattened animals. Moreover, traceability of animals can only be ensured through a feedlot system. Facilitating contractual farming with feedlots is a promising activity that could improve the reliability and traceability of meat supply while improving its quality. Alternatively, or in parallel, technical assistance can be provided through skilled human resources to transform small farmers' fattening practices to commercial feedlot-like fattening. Small farmers grow fodder and mix wheat straw to feed their animals. The ratio of straw used depends upon the availability of fodder. Therefore, animals face two seasons of fodder shortages (May to July and October to December). Progressive farmers are managing fodder shortages by making silage. However, beef animals are not common consumer of silage as small farmers mainly raise them. Once these feeding practices (silage/hay) are introduced in commercial beef production these will not only save labour cost but also will make beef production an economical enterprise.

#### 5.3.2 HALAL METHOD OF SLAUGHTERING

Although Pakistan may be synonymous to Halal, exports from the country still require Halal certification for high end markets of East Asia, North Africa and GCC countries. It has also been observed that Halal standards may vary from country to country. Therefore, it is essential that butchers/assistant butchers and supervisory staff working at processing plants are taught country-specific halal standards so that there are minimal chances of non-conformity. Moreover, the correct method of slaughtering should also be imparted to the informal butchers so that appropriate meat is available for domestic consumers and animals are slaughtered in the most humane manner possible.

## 5.3.3 TRAINING ON ANIMAL CARE AND MAN-AGEMENT

Animal welfare is a pre-requisite for optimum meat quality. Unfortunately most of the staff working at abattoirs and modern processing plants are not trained on this aspect and are unable to relate animal handling with meat quality. For example dark cutting beef (DCB), the most frequent quality problem faced by our meat exporters is caused by animal mishandling during loading, transportation, unloading and pre-slaughter holding in lairage. Similarly, training on animal health care including de-worming and health checks/veterinary services should be provided to veterinary officers.

### 5.3.4 CARCASS GRADING AND MEAT QUALI-TY

In developed countries, carcass grading is an essential applied tool for predicting eating quality and is considered a basis of price index. Also, it provides a feedback to the farmers about the quality of their breeds, production and feeding practices. Carcasses with better grades are considered supreme and fetch higher prices. Conversely, no such grading mechanism exists in Pakistan and all carcasses (beef and mutton) are sold at the same price. In addition, implementation of local price control entices butchers to slaughter weaker animals. Consequently, farmers get no price incentive for fattened animals. It is highly recommended that butchers and supervisors be trained for carcass grading so that the above-mentioned objectives are achieved.

## 5.3.5 TRAINING ON MEAT CUTS AND EFFI-CIENT CARCASS UTILIZATION

Currently, the absence of workers' skills is a constraint to produce valuable quality cuts for current and future markets. It appears that exports of chilled carcasses may be reaching a point of saturation in these markets, or at least will be constraining Pakistan export growth in the future. Diversifying into chilled boneless and other cuts would be essential for both volume and for higher per unit price. Further, exporting boneless meat allows for efficient use of labour and space while bones can be supplied to the local industry that can produce high demanded products like Halal gelatine and Di-calcium Phosphate etc.

#### 5.3.6 MEAT PACKAGING

Transport of chilled meat by sea can further add to Pakistan's location advantage to nearby international Halal market. It is only possible if carcasses are broken into boneless primal cuts and vacuum packed accordingly. It has been reported that chilled vacuum-packed meat has several weeks shelf life. It is interesting and worth mentioning that none of the major meat exporters (Australia, Brazil and India) to the global halal market is exporting whole carcasses. Australia and Brazil are exporting beef in chilled vacuum packs whilst India is exporting frozen meat via sea route. However, Pakistan is an exception in this regard and exporting whole carcasses via air, which not only results in higher freight charges, but also results in air space problems for many of the exporters. Air space is one of the leading problems to enhance meat exports. Other than exporters vacuum packaging also provides solution to restaurants, meat retailers and wholesale traders by extending shelf life without affecting meat quality.

## 5.3.7 PREPARATION OF PROCESSED MEAT AND MEAT PRODUCTS

As explained earlier, chilled carcass trade has closed the opportunity of value addition. Value addition is an art of making most the from low value meat. All muscles or meat cuts are not of the same quality. High value cut, especially from upper part of the animal body and hindquarter, is considered of supreme quality; forequarter is considered low quality meat. In poultry, mechanically debone meat is used for preparing ready to cook and ready to eat products. Therefore, most of the value addition is carried out by using forequarter meat. Thus training on the preparation of processed meat and meat products (sausages, patties etc.) is needed amongst existing workers.

## 5.3.8 MEAT QUALITY ASSESSMENT

Meat quality is a qualitative term and mostly assessed objectively. This objective assessment sometimes results in consistency issues. Therefore it is suggested that workers be trained for measuring meat quality by using first hand equipment. This will allow for a level of consistency and standardization in ensuring the quality of meat produced.

## 5.3.9 TRAINING IN HYGIENIC PRACTICES FOR ALL WORKERS

Hygiene – personal and that associated with handling of milk and its products – was raised as a key concern amongst the dairy processing units. Despite being a basic and important concept, lack of its awareness and practice was prevalent amongst workers. There is an immediate need to impart training on hygiene to workers. Given the handling of edible products, this is an important health and safety concern. Hygienic practices regarding cleanliness of workspaces, farm areas, and equipment are examples of the content of such courses. Such training needs to be provided across all three components and worker level occupations.

## 5.3.10 FOCUS ON GEOGRAPHIC CLUSTER

There was one major cluster in Punjab associated with meat processing which includes Lahore and it neighbouring districts of Sheikhupura, Kasur and Faisalabad. This is where majority of meat processing activities are taking place in the province. In order to allow for maximum impact on any training development initiative taken by PSDF, it may be viable to focus on these selected districts first before spread out to other parts of the province. Focusing on these districts is likely to have a larger impact due to the location of the units and workforce.

## ANNEXURE 1 TERM OF REFERENCES

## **1. REQUIRED QUALIFICATIONS**

The company submitting proposals should have the following minimum gualifications:

- Registered in Pakistan:
- Financially capable of rendering all requested services (evidenced by financial statements/balance sheet);
- Employs competent and experienced personnel;
- Willing and able to guarantee the delivery of products and services in accordance with the performance level required by these TOR:
- A demonstrated good track record of conducting large-scale surveys in Pakistan will be an advantage;
- Previous experience of working with the meat and dairy processing sectors will also be an advantage.

## 2. PROJECT GOALS AND OBJECTIVES

This assignment involves the design and administration of survey questionnaires and interview schedules which will be analysed and used to:

- assess current skill levels (both vocational and professional) in the meat and dairy processing subsector of Punjab (not limited to the fourteen districts where PSDF operates);
- inform PSDF's plan to strengthen the skill potential of workers in the meat and dairy processing sectors; this will include identification of trades in demand, training courses required and training delivery options;
- identify subsector-level skills delivery gaps and the contribution required of other industry players, and;
- develop medium- to long-term targets for human resource development (HRD) for the meat and dairy processing sectors focusing on vocational and technical skills.
- identify key actions for TVET policy and practice that will strengthen the sector and indicate complimentary policy actions to deal with HRD issues.

## **3. SCOPE OF WORK**

The work shall concentrate primarily on technical and vocational skills (worker/operator level) but will also address HRD requirements for senior- and middle-management tiers. This study will address skills which require technical training inputs, knowledge of complex operations and machinery, skills of supervision; and also skills which can be acquired with a short/modular and focused intervention and thereby enhancing employability of those with minimal education. The report shall provide distinct skills analyses of formal and informal establishments. The scope of work involves:

preparation of questionnaire which will be administered to 200-250 processing units (this sample size is to be further a. stratified by the consultant to include formal and informal meat and dairy processing units)<sup>7</sup>.

For both sectors, the study will encompass trades starting at the mid-farm level: for meat processing, areas such as calf-fattening and animal nutrition will be viewed and farms as well as slaughterhouses/butcheries and meat processing units will be included. Similarly, for dairy processing, on-farm milking processes, post-farm storage and logistical processes, milk collection centres, and dairy product processing units will be addressed in this study<sup>8</sup>.

Given that the majority of the industry falls under the unregistered sector, the consultant<sup>9</sup> shall ensure that a representative sample size is drawn but at the same time, needs of progressive farms and establishments (i.e. leading players) are to be clearly captured and articulated<sup>10</sup>. This sampling strategy must be clearly described in the proposal. All establishments to be included will be identified by the consultant and approved by PSDF. The sample will be surveyed by means of a questionnaire that will be developed by the consultant and approved by PSDF. Producers shall also be assessed as trainers offering on-the-job training (OJT).

- b. interviews of (up to 40) business experts from both sectors: skills needs and gaps shall be identified. Feedback shall be obtained on emerging trends, the relevance and quality of courses and effectiveness of Training Service Providers (TSPs). This interview schedule/questionnaire will be developed by the consultant and approved by PSDF.
- examining and informing on the current training landscape, including TSPs and in-house training services provided by С. farms/processors. Based on structured interviews of TSPs and OJT providers (whose selection is to be approved by PSDF),

10 THE SAMPLING STRATEGY WILL NOT ONLY ANCHOR THE ENTIRE STUDY, BUT WILL ALSO BE A KEY DETERMINANT OF THE SUCCESS OF PROPOSAL DURING EVALUATION..

<sup>&</sup>lt;sup>7</sup> THE SAMPLE SIZE IS NEGOTIABLE.

<sup>&</sup>lt;sup>®</sup> THE PRODUCTS COVERED WILL COMPRISE PROCESSED MEAT PRODUCTS E.G. MUTTON, LAMB, BEEF, PROCESSED CHICKEN PRODUCTS (STOCK, CUBES ETC.), PROCESSED FISH PRODUCTS, AND FROZEN MEAT PRODUCTS: AND PROCESSED DAIRY PRODUCTS, E.G. PROCESSED LIOUID MILK AND DRY MILK. CHEESE AND BUTTER MANUFACTURING. PROCESSED MILK BEVERAGE PRODUCTS, ICE-CREAM MANUFACTURING, GHEE, POWDER AND CONDENSED.

<sup>°</sup> THIS SHOULD BE TAKEN TO MEAN ALL SURVEY FIRMS SUBMITTING TECHNICAL AND FINANCIAL PROPOSALS TO PSDF IN RESPONSE TO THIS RFP.

the consultant shall assess available training options, their relevance, quality and capacity. Training providers' capacity to develop and adapt curricula, train trainers, offer new vocational/technical courses, follow quality control of reputed certifying agencies and to establish strong linkages with employers, will be assessed. A comparison of skills needs and available supply shall be used to develop an analysis of gaps in training supply. Missing trades and curricula will be identified along with a recommendation on their development. This interview schedule/questionnaire will be developed by the consultant and approved by PSDF.

**d.** <u>detailed quantitative and qualitative analysis</u> based on the preceding points, followed by recommendations compiled in a report.

Addressing both sectors separately, the study conducted by the consultant shall:

### **1. INDUSTRY SNAPSHOT**

- a. provide overview of the sector and its growth and relevance to Pakistan, including employment potential, production processes, export performance, and regulatory environment; covering formal and informal establishments;
- b. map each sector in terms of the size and product characteristics of its various entities; identify product segments, geographical clusters (from amongst Punjab's districts) and specialisations within each;
- c. provide a brief overview of the subsector's trading performance for key products, including the subsector's global trade position, national sector data, and imports and exports over the last five years;
- d. describe briefly the current status of the industry and changes that are beginning to, or are expected to affect it; in particular, technology, organisational changes, price competition, etc. and the sector's response to these;
- e. provide a summary of other studies, reports, policy papers, strategies, and other documents developed in recent years for the sector.

## 2. WORKFORCE CHARACTERISTICS

- a. map the structure and status of existing workforce of the subsector; employment numbers (estimates), employment by gender, contractual vs. permanent employment, self-employed and employees, turnover rate, working hours; comparisons of labour productivity with competitor countries, average wages, role of labour intermediaries<sup>11</sup>;
- b. map for each subsector typical job titles to occupational areas; and
- c. develop a profile of the current qualification and training status of employed workforce.

#### **3. SKILLS ANALYSIS**

This section will cover the area of pre-employment skills and upskilling of existing workers, specifically, what skills are needed (identify skills competencies), and map these against available qualifications and provide projections (annual for next ten years) by skills and by qualifications (if available). This shall also cover core skills (literacy, numeracy, communication, and planning and creativity, etc.). The consultant shall recommend skill areas that women can be trained and employed in. Where a qualification is available, projection may be provided against that, otherwise a skills area may be mentioned and explained. Further, the skills analysis shall:

- a. provide an occupation-to-skills mapping, followed by a skills-to-qualifications mapping exercise (map each job title or role to skills if formal qualifications are not available);
- b. identify existing and future skills gaps in current labour force;
- c. work out an estimate of skills needs of the subsector broken down by qualifications and levels;
- d. identify existing and future skills shortages for new recruitments;
- e. recommend appropriate training strategies in case conventional training models do not apply;

SKILLS DEVELOPMENT

and

- a. identify and assess existing sources of training supply;
- b. assess employers' ability and capacity (in terms of numbers and trades) to train individuals;
- c. explore possible training delivery modes which can be funded by PSDF, assess possible levels of industry contributions and that of public-sector TSPs, and shall suggest mechanisms for ensuring job placement of PSDF-funded trainees after completion;
- d. assess the nature (relevance and quality) and extent of supply capacity while differentiating between institutional capacity and OJT capacity;
- e. identify strengths and weaknesses of private-sector TSPs;
- f. propose areas for investment by public providers;
- g. append to the report a list of TSPs with courses and enrolment capacity;
- h. point out gaps and areas where curricula development is needed;
- i. assess 'training of trainers' requirements within the subsector;
- j. identify existing national and international curricula that meet the industry's need and append copies;
- k. course evaluation: assess the availability of course curricula and that of manuals for each trade/technology and employer satisfaction with courses on offer; identify new trades/technologies/skills that need to be imparted and for which no courses are available;
- I. analyse certification options (national and international) and provide an assessment in view of industry needs;
- m. identify skills in which international expertise may be engaged; course options and possible international suppliers of repute will be identified.

## 4. KEY TASKS

#### 4.1 INCEPTION MEETING AND FINALISATION OF WORKPLAN

Meetings are to be held with PSDF as deemed appropriate, to review and discuss the process of conducting 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 final work plan and schedule of 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.

SKILLS SUPPLY

#### 4.2 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 completed within **two weeks** of the start of the assignment.

#### 4.3 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 questionnaire(s) and interview schedule are to be submitted to PSDF for review and finalisation within a month of the start of the assignment. The proposed design for this survey should include the following:

#### 4.3.1 SURVEY INSTRUMENT

The survey tool will be designed to capture:

- a. general information about the respondent, including but not limited to the following:
  - size of company
  - age of company
  - divisions within each of the two sectors
  - product(s) or type(s) of product that the organization is involved in
  - category (importer or exporter)

- type of business (producer or distributor)
- scope of operations
- if applicable: information about destination markets (national/international)
- regulators
- contact information
- b. data needed to determine the type and level of skills needed in the subsector
- c. data needed to determine the current and future demand for these skills
- d. data needed to determine the availability and accessibility of (certified and accredited) skills training for present and future workforce
- e. data needed to determine the level of utilisation of TSP services by the respondent and the capacity of the firm to train
- f. list of issues and obstacles encountered with regards to training workforce
- g. information regarding relationship with TSPs (i.e. whether they provide on-the-job training; or partner with or recruit external TSPs, etc.)
- h. other related information.

#### 4.3.2 SAMPLING PLAN

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

#### 4.3.3 DATA COLLECTION METHODS

The proposal must provide details of data collection instruments, procedures, and techniques 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.

#### 4.3.4 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.

#### 4.3.5 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. Proposals should indicate the need for pretests, and if so, what should be pretested and how. If no pretest is proposed, proposals should indicate why none are needed and what risk that might introduce into the survey process.

#### 4.4 SURVEY ADMINISTRATION

The implementation of the survey will include the following tasks which should be addressed in the proposal:

- a. supervision of survey activity;
- b. selection and training staff/enumerators to collect data;
- c. contacting respondents as per the proposed sampling plan; this may require public outreach and marketing of the survey before directly contacting the sample respondents;
- d. printing of questionnaires and other materials;
- e. distribution of survey materials to enumerators;
- f. conducting interviews and assembling survey responses;
- g. validation and coding of the survey database.

#### 4.5 INTERVIEWS OF INDUSTRY EXPERTS

Interviews are to be conducted with experts from the meat processing and dairy processing sectors to gather more in-depth information. Effort should be made to reflect and synthesise 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.

#### 4.6 TRAINING SERVICE PROVIDERS

Institutional training providers and possible employers that can act as trainers will be assessed in addition to other players affecting supply.

#### 4.7 SURVEY DATABASE DEVELOPMENT AND DOCUMENTATION

Data collected are to be compiled and analysed. All data records are to be maintained and made available for verification as needed.

#### 4.8 REPORT

A draft report on the findings with recommendations is to be submitted to the PSDF team for review **within six weeks** after the closure of the data-collection period. Quantitative and qualitative analyses must be conducted to present the findings. Within **two weeks** of receiving comments from PSDF, a final report is to be prepared and submitted.

## **5. PROJECT DELIVERABLES**

- A Survey Database that comprises cleaned and coded data in SPSS, MS Excel and/or Access (in both paper and electronic forms).
- Documentation that includes progress reports, a full final report, results and analyses, sampling plan, stratification, survey instruments, data dictionary, and other technical memos.
- An MS PowerPoint presentation portraying survey findings and recommendations shall be delivered to PSDF.
- The research firm will also be presenting their findings and recommendations to industry stakeholders in an event organised by PSDF. The expenditure of this event will be covered separately and directly by PSDF.

## PSDF Sector Skills Study – Meat and Dairy Processing Survey Questionnaire

## Employers/ Managers: Meat Mid-farm Level and Processing

Questionnaire Number (For	ID	D	D	Sr. No.	
official use only)					

## Section-A: Unit and Respondent Profile

ID	Question	Response	
Firm P	Profile		
ID1	Farm/Firm Name فارم/کاروبار کا نام		
ID2	Farm / Employer Address هارم/ کاروبار کا پتہ		
ID3	District	KasurقصورLahoreلابورMultanسلتانSargodhaدولولينڌي/اسلام أبادRawalpindi/Islamabadراولينڌي/اسلام أباد	1 2 3 4 5
ID4	Town ٹاؤن		
ID5	Union Council یونین کونسل		
ID6	مقام	Urban     شېرى       Semi urban     نيم شېرى       Rural     ديېى	1 2 3
ID7	What trades does your unit specialize in? آپ کا کاروبار کن کاموں میں مہارت رکھتا ہے؟	Animal procurement       جاتور خریدنا         Lairage       جاتور باژه میں رکھنا         Animal feeding/ fattening / fattening / fattening       ماسمال المحافظ المرابع         Animal feeding/ fattening / fattening       ماسمال المحافظ ا	11 12 13 14
ID8	ls your unit registered with the Government? (i.e. Registrar of Companies) کیا آپ کی کمپنی حکومت کے ساتھ رجسٹرڈ ہے؟	بل Yes نېس No	2
ID9	Unit Size (employees) آپ کے کاروبار کا سائز کیا ہے؟ (ملازمین کے حوالے سے)	Very Small (1-9)         لابت چپوٹا           Small (10-29)         لابت الحقاق           Medium (30-100)         درمیانہ           Large (100+)         ابڑا	1 2 3 4
ID10	Number of animals at your unit آپ کے کاروبار میں جانوروں کی تعداد کتنی ہے؟	Very Small (1-9)         لابت چیوٹا           Small (10-29)         لابت اللہ           Medium (30-100)         درمیانہ           Large (100+)         الرام	1 2 3 4

ID	Question	Response	
	Question	Not Applicable / None	5
1011	De una helene te enviedute envietier	بان ان (وضاحت کرین) Yes(Specify)	1
ID11	Do you belong to any industry association	انېږى (ويست تروي) نېږى	2
	or local group of employers?		2
	کیا آپ کسی ایسوسی ایشن یا مقامی کاروبار کرنے والے لوگوں		
	کے گروپ سے تعلق رکھتے ہیں؟		
ID12	How long has your unit been operational? آپ کا کارویار کب سے کام کر رہا ہے؟	years	
ID13	How would you categorize your unit?	چپوٹے جاتور کو موٹا کرنا اور Calf-fattening and animal جاتوروں کی خور اک	1
	(Circle all that apply) آپ اپنے کاروبار کو کس زمرے میں ڈللیں گے؟	روايتی ذبح خانہ/قصائی کی / Conventional Slaughterhouse دوکان	2
		گوشت کا جدید پروسیسنگ Modern meat processing unit یونت	
ID14	Which activities are carried out at your	جانور خريدنا Animal procurement	
	unit? (Circle all that apply)	جانور باژہ میں رکھنا Lairage	2
	آپ کے کاروبار میں کون کون سی سرگرمیاں ہو رہی ہیں؟ (تمام لاگو جوابات پر دائرہ لگائیں)	Animal feeding/ fattening / جانوروں کا چار «/ہوٹا کرنا Silage	3
	(تمام لا کو جو آبات پر دانره تخلین)	مىحيح جاتور كا انتخاب Animal culling	4
		جانوروں کو کیڑے مار دوا De-worming دینا	5
		جاتور دهونا Animal Washing	6
		ذبح کرنا Slaughtering	7
		کھال اکارنا Skin Removal	
		انتین نکائنا Evisceration	9
		گوشت کو ٹھنڈا کرنا Carcass chilling	
		بِتْيَانِ الْکُ کُرِنَا Deboning line	
		پیکنگ Packaging	12
		نقل و حمل کرنا Transportation	
		دیگر (تفصیل بتائیں) Others (Specify)	14
ID15	Which meat <b>products</b> does your unit	بڑا گوشت چیوٹا گوشت Beef	1
	produce/process?		2
	گوشت کا کون سا پر وٹکٹ آپ کے یہاں بنتا ہے؟	بهیز/میمنا اونٹ کا گوشت	-
		رف کا کرمند مرغی کے گوشت سے بنی Processed chicken products	
		مصنوعات (stock, cubes, etc.)	5
		مچھلی کی مصنوعات Processed fish products	6
		جمے ہوئے گوشت کی Frozen meat products مصنوعات	7
ID16	Total Daily Sale of Meat	Not Applicable	
1010	گوشت کی روز انہ کی کل فروخت	Rs.	
ID17	Are you an exporter?	بان Yes	
	کیا آپ اپنی مصنوعات ملک سے باہر بھی بھیجتے ہیں؟	نېين(ID 20) پر جائين) No(Skip to ID 20)	2
ID18	If yes, to which country you are exportin your product(s)? (specify) ر بان، تو کون سے ملک میں آپ گوشت یا اس کی بنی ہوئی		
	سنو عات بھيجتے ہيں؟(وضاحت کريں)		
ID19	If yes, which products you are exporting?	بڑا گوشت طاگر شت	
	اگر باں، تو کون سی مصنو عات بھیجتے ہیں؟	چپوٹا گوٹٹ احماد مال	2
		دمبا/ہیمنا اونٹ کا گوشت Camel meat	
			4
		مر غی کے گوشت سے بنی Processed chicken products مصنوعات	5
		مچهلی کی مصنوعات Processed fish products	6
		جمع ہوئے گوشت کی Frozen meat products	7
		مصنوعات دیگر (وضاحت کریں) (Other(Specify	8
	I	(w))//3	

ID	Question	Response
Respo	ndent Profile	
ID20	Name:	
	نام	
ID21	موبائل Mobile Number:	
	ئمير	
ID22	Age:	years
	عمر	
ID23	Gender:	1 مرد Male 2 عورت Female
1024	جنس A sector of the sector of	ہے کرک 1 کوئی تعلیم نہیں/ان پڑ ہ
ID24	Highest Education Level Completed مکمل یافتہ تعلیم کا درجہ کیا ہے؟	۲ مربی کلیم میں پر ۲ Primary 2 پرائیری
	محمل یا قد تعلیم کا ترجہ کیا ہے:	مثل Middle
		4 بائى High
		5 بیچلرز Bachelors
		6 ماسٹرز Masters
ID25	Did you attend any technical and vocational	1 جی بان،باقاعدہ/یاضابطہ Yes – formal training ۔ تریبت
	education and training course? (formal defined as	بریس 2 جی بان غیر رسمی ترییک Yes – informal training
	being linked to government / TEVTA; of a fixed duration and linked to certification)	No 3
	کیا آپ نے کوئی ٹیکنیکل اور ووکیٹنل تعلیم اور تربیتی کورس	
	کیا ہوا ہے ؟ (باقاعدہ تربیت کا مطلب ہے کہ کسی حکومتی ادار ے	
	/TEVTA سے حاصل کردہ مخصوص دور انیے کی تربیت جس	
	کے بعد آپ کو سرٹیفیکیٹ ملا ہو)	
ID26	How long have you been working in this	
	sector?	vears
	آپ کتنے عرصے سے اس سیکٹر میں کام کر رہے ہیں؟	
ID27	Are you the owner of this unit?	۲ بان ۱ این از بان ۲ از بان ۲ از بان ۲ از بان ۲ از ۲
	کیا آپ اس کاروبار کے مالک ہیں؟	2 نہیں (عبدے کی تفصیل No (specify designation) 2 بتاتیں)
		( <u>.</u>

Section B– Employee status, occupation and skill gap Complete the matrix below based on the area(s) in which your unit specializes.

	ţ	র জার <b>র</b>												
ID36 If hard-to-fi	what is th													
ID35 ID36 Availability of If hard-to-fill.	skilled workers what is	for this position/ مند کارکتوری/ملازمین می سنتیایی												
ID34 Vacancies	ملازمت کی خللی جگہیں	(a) (b) Number of For how long has this current position been vacancies? vacant worths) بيمين شيخين من ينجه من												
یدے سے D34 Vacan	بللى جگېين	a) Number of current vacancies? مکبون کنسہ	(جیوٹے جانور کو											
شے میتر ض مو ت		(b) Required ability and المسلاطيت الار ملاحيت الار ملاحيت الارك ملاحيت الارك الالحين الحي	_موڭا كرنا/جانور											
نیچے نیے میں کر خر زبار کے خاص خاموں کے جوالے سے پر خرین 1D31 1D33 1D33 ion / Qualification skills	ښ	(a) Ability and knowledge of current میلامیت از منزیات میلامیت از منزیات	(جير ٹر جاتور کو موٹا کرنا/جاتور کی خوراک) Animal Nutrition											
یا کے خوالے سے پر خرین ID32 Education / Qualification	تعليم	(b) Requir education/ qualification (employer's opinion) دريد بع الم												
ಸ್ಥಳಲ್ಲಿ ID32 Education / Qu	ť	(a) Current education/ qualification of employees at this level کنار بین	Calf Fattening/											
ID31 Level of	employees L	1												
ID30 Number of	employees	5												
ID29 Major Job	title/	المتعمدين الم ثلثار/يلاريت		1	2	en	4	5	1	2	m	4	s	1
ID28 Major	Activity			1					2					e

the fill	اگر ایگرزم نووچ														
ID36 If hard-to-fill, what is the	reason? (select all that اگر بئر مند کاری ایلازم منا مشکل ہے تو رہہ بنگسی؟														
kers	this بزرمنظ کی دستظ														
ID35 ID36 Availability of If hard-to-fill, skilled workers what is the															
ID34 Vacancies ملازمت کی خللی جگہیں	(a) (b) (b) Number of For how long has this current position been vacancies? vacant vacant فل من الم														
ID34 ا Vacanu ن خلای جگہیں	(a) Number of current vacancies? میروید خلی جگہوں کی تعاد														
	(b) Required ability and krowfedge میلامیت بولی کلم کر گرانے کلب کر چاہیے					(ئېح كر ئا/قصائى)									
ID33 Skils skils	and of مرجودہ میلادیت														
	(a) Ability and Ability and knowledge of current employees میلامیت اور مغربات					Slaughter/ Butchery									
ID32 Education / Qualification	(b) Required education/ qualification (employer's opinion) و، نرجہ جز اس کثر کہنائے جاہبے بوتا					Slaughter,									
ID32 Education / Q	(a) Current education/ qualification of employees at this level بینجب ندرجب														
ID31 Level of employees															
8 2 3	مرزیش تعال														
ID29 Major Job title/	مصهوریت ایم ڈلگر/یکڑریت	2	3	4	5		1.	2.	ż.	4	5	1.	2.	3.	4
ID28 Major Activity							1					2.			

ID36 If hard-to-fill, what is the															
ID35 Availability of skilled workers	for this for position/ position/ ( ) من منذ كاركثون/ملازمين كي نستيابي														
cies ملازمت کر	(b) For how long has this position been vacant (Months) کتنے عراص														
ID34 ا Vacano ن خلای جگبیں	(a) Number of current vacancies? مکبون کی تعلیہ		(گر												
	(b) Required ability and knowledge knowledge arksay اور معالم مراحب و الم مطوريات جو الم		بثنت کی کلائی/پر و												
ID33 Skills	(a) Ability and knowledge of current employees میلامیت از سارمان		(گَرِسْتَ کی کَتْانِی/پررِسَيْسَتْگ) (Rocessing / Processing) leat cuts / Processing												
ID32 Education / Qualification	(b) Required education/ qualification (employer's opinion) وبالجب جابات کیلیے		Aeat cuts / Proo												
ID32 Education / ۵	(a) Current education/ qualification of employees at this level بنجب ان جب		2												
ID31 Level of employees	I														
1 <b>2</b> 2 3	محربیون کطار														
	occupation ایم ثانتگ/یکزرمت	S		1.	2.	3.	4	5	1.	2.	3.	4	S	1.	2.
ID28 Major Activity				1					2					ŝ	

ID36 If hard-to-fill, what is the															
ID35 ID36 ID36 Availability of If hard-to-fill, skilled workers what is the	for this position/ مرّد من کفون/ملازمین کی سمئیلی														
ID34 Vacancies ملازمت کی خالی جگہیں	(b) For how long has this position been vacant (Months) مکری مک														
ID34 ا Vacanc ن خلای جگبیں	a) Number of current vacancies? مربود جگبون کرنندا														
\$	(b) Required ability and knowledge knowledge مسلامیت اور میلودان بر این علوبان بر از این بین بین بین بین														
ID33 Skills	(a) Ability and knowledge of current employees ملاحيت اور مغربات				(یکجنگ)Packaging(										
ID32 Education / Qualification تشيم	(b) Required education/ qualification (employer's opinion) و: درجہ جو اس کثر کنٹے جابے بوتا														
ID32 Education / Qu באנא	(a) Current education/ qualification of employees at this level بینجب ندرجب														
ID31 Level of employees															
848	مدریون می تعاد														
ID29 Major Job title/	محمهمهم ابم جاب ٹلنڈ/بلازمت	3.	4	S		1.	2.	ŕ	4	5	1.	2.	3.	4	S
ID28 Major Activity						1					2				

ID36 If hard-to-fill, what is the	this reason? (select all that (select all that (hلازم منك كركن بنر من كوريد بكلين <sup>5</sup>					
ID35 ID36 Availability of If hard-to-fill, skilled workers what is the	for this reason? position/ (select all that occupation apply) ایکلایم سند کلرکنی ایک بند منتخل بے کر دستیابی					
ID34 Vacancies ملازمت کی خلای جگہیں	ક્રેસ જેવન					
	(a) Number of current vacancies? مربون جگبون کرنساد					
	(b) Required ability and ability and knowledge knowledge مریخ ایر میز کرنے کرنے کرنے کرنے بین جاہتے جاہتے					
ID33 Skils Skils	(a) Ability and knowledge of current employees میلامیت اور مغومات					
2 Qualification	(b) Required education/ qualification (employer's میازیس کی دید جو اس کیر کیلاے جاہے بوتا تب					
Education / (	) Current ducation/ ualification of mployees at the level انجب ناريخ					
ID31 Level of employees נב אינולאם	200022 7 1					
ID30 ID31 Number of Level employees employ						
ID29 Major Job title/	المعمومين الج ثالثار/ملازمت	1.	2.	3.	4	5
ID28 ID29 Major Activity title/		m				

مسطيح جاتور كا ) 3. Slaughtering (جاتور مرفا كرنا) Silage (جاتور مرفا كا ) A. Animal feeding/ fattening / Silage (خاتور خريفا) A. Animal culling (جاتور خريفا) A. Animal culling (جاتور خريفا) A. Animal culling (جاتور خريفا) A. Animal procurement ل التين نكل المراقين المراقين الترين التي التي التي التي الترين الترين الترين الترين الترين الترين الالتراكية الترين المراقين المالية الم (اليخك) 14. Packaging (اليل لكانا اور جهاتش كرنا) 12. (المزل الك كرنا) 13. Labeling and sorting (البلال 14. Packaging (المراكب كرنا) 15. ِ (نَيْمُر (نَفْسَيْلُ بَتَانَيْلُ)-(Specify) (نَقَلَ وَ حَمْلُ هُرَنَا) (Transportation (نَقَلَ وَ حَمْلُ هُرَنَا)

لیب ) Chiller operator (بِتَى الگ كرنے كا مثين إيريثر ) A. Chiller operator (لار چلانے والا) 7. Chiller operator (برام بينگ بال كا أيريثر ) 6. Operator processing hall (بِكِم بهال والا جانورون کے باڑے کی ) Livestock farmer (استگار /بالب قصاب) A. Assistant butcher (اقصاب) A. Assistant butcher (اسابر غذائیت) Loestock (اس مویشی پالنے والا کسان) Loestock farmer (ال کسان) A. Assistant butcher (ال Management (مثل مینبخنٹ), 15. Higher Management (بائر، مینبخنٹ), 16. Doctor of Veterinary Medicine, 17 Quality control officer, 18. Others (specify) (دیگر (تفصیل بتاتین))

(دركر ليول) 2. Worker level (مثل ميتيجنت ليول) (دركر ليول) A1- 1. Middle Management level (دركر ليول)

ال المنفرز). 2. Bachelors (البطرز) 5. Bachelors (البطرز) 5. Bachelors), 4. High(طل), 3. Middle(طل), 4. High(طل), 4. High(طل), 6. Masters() بالمراكب لإمار 7. Technical and vocational (ثيكنيكل اور ووكيشنل)

(جیٹرے کی صفائی) Calf cleaning (بچیٹرے کے صفائی) A. Calf bedding (بچیٹرے کے رہنے کی جگہ) G. Calf bedding (چارہ ملاکا) S. Calf cleaning (جیٹر کی تیت کا اندنز ہائکتا) aveworming (جائرہ لکتا) aveworming (جائرہ ملکا) ut (الشين کی صفاتی) 12. Machine cleaning (الشين چلانا) Machine operation (جانور کو چرانا) 10. Grazing (الویات کا سپر ے کرنا) 4. Sanitize meat processing ال (جتور کی صحت کا انداز • لگتا) A & B 1. Judgment of animal age(to 2. Judgment of animal weight) الغاز • لگتا) العالي 3. A & B 1. Judgment of animal health equipment( اللال طریقے سے نبح کرنا)14. Aalal method of slaughtering (الشین کی بنیادی دیکھ بیال) 16. Meat (الار سیسینگ کے آلات کر جراثیم سے پاک کرنا)15. Halal method of slaughtering (الار سیسینگ کے آلات کر جراثیم سے پاک کرنا) 

(مرجرد نبین) 3. Not available (شکل سے دستیاب)\* (انہائی سے دستیاب) 3. Not available (سرجرد نبین) 1. Easily available

ال المناسب المالة (الجسبي ند لينا) 3. Lack of interest (المناسب لبناكافي بتر /مط المالة الم experience( ملازمین زیادہ تنغراہ ملاگئے ہیں) S. Seasonal work (کاروبار کی جگہ تک ہینچنا مشکل) 6. Location is difficult to reach (نامناسب)ناکانی تجربہ experience( نامناسب)ناکانی تجربہ experience) 8.

(دیگر (تغصیل بتاتیں))(specify)

ID	Question	Response	
ID37	Which of the occupations noted		
	above are <b>currently</b> in high demand?		
	(SELECT FROM 29 ABOVE)		
	اوپر بتائی گئی ملازمتوں / پیشوں میں سے کس کی	بئے گئے سوال نمبر 29 سے کوڈ لکھئے	اوير ديا
	ضرورت سب سے زیادہ ہے؟		
ID38	Which of the occupations noted		
	above will be in high demand in the		
	future?		
	(SELECT FROM 29 ABOVE)	بنے گئے سوال نمبر۔ 29 سے کوڈ لکھنے	او بر دینا
	کس ملازمت / پیشے کی ضرورت مستقبل میں بھی رہے گ		
1020	حى: +:		
ID39	How many employees does your unit	(مورت)female female	
	have in total? آپ کے کل کتنے nave in total? ملاز مین ہیں؟		
ID40	What is the employment status of	Damagna ( 51 )	
	ان ملازمین کی ملازمت ??? these employees	(مستقل) Permanent (مستقل)	
	ی مربعی می مرب ۱۳۵۶ داده داده داده داده در می مربعی می مربعی می مرب ۱۳۵۶ داده داده داده داده داده داده داده دا کا درجه کیا ہے؟	ن (بشمول (Temporary (including daily wager	عارضى
ID41	What is the average salary paid to		
1041	your employees?	Middle Management level/month	
	آب اینے ملاز مین کو اوسطال کتنی تنخواہ دیتے ہیں؟		
		Worker Level/month	
ID42	How often are workers paid?		1
	ملازمین کو تنخواہ کب دی جاتی ہے؟		2
			3
ID43	What determines the number of		4
	employees you hire? (circle all that		2
	apply)	کرنے کے لئے	-
	ملازمین کو کام پر رکھنے کا فیصلہ کیسے کیا جاتا ہے؟		3
	( ایک سے زیادہ جو اب دے سکتے ہیں)		4
ID44	What is the staff turnaround		1
	situation?		3
	ملازمین کےکام چھوڑنے کا رجحان کیا ہے؟	کم Low	4
ID45	Compared to twelve months ago, has		1
	the number of people in this	ورسی ہی رہی ہے Remained the same	
	organization changed?	کم ہوئی ہے کاروبار ایک سال پہلے تھا ہی Organization did not exist one	4
	پچھلے 12ماہ کے مقابلے میں کیا آپ کے کاروبار میں	نېیں year ago	
	ملازمین کی تعداد میں تبدیلی آئی ہے؟	معلوم نېين Do not know	5
ID46	ls retention an issue? کیا آپ کو ملازمین کو نوکری پر برقرار/روکے رکھنے	ېان Yes	
	یو جو مدرمیں تو توتری پر برترار رونے رتھے کامسٹلہ درپیش ہے؟	اپر جانین) No (Skip to ID 48)	2
ID47		زيادہ کام کا بوجھ Excessive workload	
	اگر ہاں ، تو کیوں؟ ( ایک سے زیادہ جواب دے سکتے	كم تنغواه كما اجاز الديَّة نباء كان التي مناتا معام ما تنابع	
	بير)	Higher paying opportunities کے مواقع elsewhere	3
			4
			5
		سبولیات دیگر (تفصیل بتائیں) (Others(Specify	6
ID48	Are any of your current employe	ees	-
	related to you? If yes, how many?	(ملازمین) Employees	
	i chatea to your in yes, now many:		

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ID	Question	Response	
	آپ کے موجودہ ملازمین میں سے کوئی آپ کا رشتہ دار	<u>کا</u>	
	ق دار ہے؟ اگر باں تو کتنے؟		
ID49	Where do most of your workers	اسی گاؤن/ٹاؤن سے Same village/town	1
	originate from?	قریبی گاؤں/ٹاؤن سے Nearby village/town اسی ضلع کے کسی اور حصبے Another part of the district	2
	آپ کے زیادہ تر ملازمین کا تعلق کہاں سے ہے؟		5
		دوسرے ضلع سے Another district	4
		دوسرے صوبے سے Another province	5
ID50	How do you recruit workers? آپ ملازمین کیسے بھر تی کر تے ہیں؟	خاندان کے حوالے سے آئے Referred through family ہوئے لوگ	1
		دوستوں کے حوالے سے آئے Referred through friends ہوئے لوگ	2
		اشتہارات کے ذریعے Advertisement	3
		خود کوئی آ جائے Walk-in	4
		(0	
ID51	What is the recruitment/hiring	کوئی طریقہ نہیں ہے امیدوار سے غیر رسمی بات جیت (Informal interview (discussion	2
	workers?	with candidate	2
	(circle all that apply)	امیدوار کارسمی/یاقاعدہ انڈرویو Formal interview with	3
	ملازمین کو بھر تی کرنے کا طریقہ کیا ہے؟ ( ایک سے زیادہ جواب دے سکتے ہیں)	candidate	
	( بیٹ سے ریادہ جوب دے سمنے ہیں)	درخواست فارم چننے سے پہلے بنر مندی کا Testing of skills prior to	4 5
		selection selection	5
		دیگر (تفصیل بتانیں) Other	6
ID52	Is any prior experience required for	Middle Management level	
	employment?	پہلے سے موجود تجربہ Prior experience	
	کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے	کوئی نېين None کوئی نېين Workers Level	2
	تجربے کی ضرورت پڑتی ہے؟	Prior experience پہلے سے موجود تجربہ	1
		کوئی نہیں None	
ID53	If yes, how many years of experience	Middle Management level: years	
	is required?	/	
	اگر ہاں، تو کتنے سالوں کا تجربہ چاہیے ہوتا ہے؟	Workers Level: years	
ID54	Is any prior certification required for	شکنیکل اور ووکیشنل Technical and Vocational Training	1
	employment? (specify from where)	شیننگ اتھار ٹی ینجاب ووکیشنل ٹریننگ Puniab Vocational Training Council	2
	کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے	پنجاب ووکیشنل ٹریننگ Punjab Vocational Training Council کونسل (PVTC)	2
	کسی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟(وضاحت کریں کہاں سے)	پنجاب بورڈ آف ٹیکنیکل Punjab Board of Technical Education ایجوکیٹن	3
		پرائیویٹ ادارہ Private Institute	4
		پچھلے ملک سے / Previous employer certification سرٹیفیکیٹ/خط	5
		سر تغیریت/خط کچه نېین None	6
ID55	Is any written contract/agreement	Yes بان	
	provided to your employees?	نېين No	2
	کیا آپ اپنے ملازمین کے ساتھ نوکری کا تحریری معاہدہ		
	کرتے ہیں؟		
ID56	At which level would you hire female		1
	employees?	مثّل مینیجمنت لیول Middle management level	
	آپ کس سطح پر خواتین ملازمین رکھتے ہیں؟		3
1057		خواتین کو ملازمت نہیں دیتے Do not/would not hire females کمپیوٹر کا بئر	4
ID57	Which additional skills/qualities do	مواصلات کی مبارک Computer skills	2
	you look for in your candidates	Numeracy حساب کثاب کا علم	3
	during recruitment?	حفاظتی اقدامات کا علم Safety knowledge	4
	ملازمین کو بھرتی کرتے وقت آپ کون سے اضافی ہنر/صلاحیتیں دیکھتے ہیں؟	ٹرم میں کام کرنے کی صلاحیت Team work	5
	ابتر اصد حيين بيديسے ہيں.		-
		انفرادی صفائی Individual Hygiene دیگر (وضاحت کریں)	6

ID	Question	Response	
		No additional skills	8
ID58	Do you hire directly from Training Service Providers (TSPs)? کیا آپ براہ راست تربیتی اداروں سے ملازمین بھرتی	بان Yes نېين(No(Skip to ID 60) (آپر جائيں)	1 2
ID59	کرتے ہیں؟ Which TSPs do you typically hire	Name of TSP Rank	
	from? Rank the trained individuals hired from these TSPs?		
	کون سے تربیتی ادارے سے آپ ملازمین بھرتی کرتے ہیں؟بھرتی کیے گئے افراد کو تربیت کے حوالے سے درجے ہندی کریں؟		
	زیادہ 1. Highly competent مہار ت/قابلیت 2. Competent		
	2. Competent مېر هېن کسی حد تک 3. Somewhat competent مېر /قابل		
	4.Not competent at all بالکل ماہر /قابل بائیں ا		

## Section D: Skills and Training

ID	Question	Response	
	Does your existing workforce sufficiently fulfill the skillset you require? کیا آپ کے موجودہ ملازمین میں آپ کی موجودہ ضرورت کے مطابق بنر/مہارت موجود ہے؟	بېت ټهرژی خد تک To a small extent کسی خد تک To a large extent بېت زیادہ خد تک Technical skills specific to trade	2 3
	lagging? اگر کمی ہے تو کون سے ہنر میں کمی ہے؟	Technical skills specific to trade پیشے کے مطابق مخصوص Technical skills specific to trade بنر (specify) بنر (وضاحت کریں) Management / supervisory skills مینیجمنٹ/سپر وائزری بنر Administrative skills Other skills (specify) نیگر بنر (وضاحت کریں) None	2 3 4
	What percentage/proportion of your staff do you consider fully proficient at their jobs? آپ کے خیال میں آپ کے کتنے فی صد ملاز مین کو اپنے پیٹے میں مکمل مہارت رکھتے ہیں؟ Which type of skills are being imparted by your unit to your employees? آپ کے کاروبار میں کس قسم کا ہنر سکھایا جاتا ہے؟	All of them (100%)         (100%)           Most of them (75%)         (75%)           item (75%)         (75%)           Half/some of them (50%)         (50%)           A few of them (25%)         (25%)           None         نجد کو(25%)           Technical skills specific to trade         نجد کو(25%)           yxt         Administrative skills           Management / supervisory skills         بنر (وضاحت کریں)           Other skills (specify)         (be conder کریں)           Utility         (conder کریں)	1 2 3 4 5 1 2 3
ID64	lf training is provided, how does this take place? (circle all that apply) اگر کوئی تربیت دی گئی ہے تو کیسے دی گئی؟ (( ایک سے زیادہ جواب دے سکتے ہیں)	الیکر بر روطناعت کرین) کوئی نہیں نہیں (ID 65) کوئی نہیں نہیں (ID 65) کام کے دوران ٹریئر/ یا مینیجرکا Working alongside/observing کام کے دوران دوسرے ملازمین کا Working alongside/ observing کام کے دوران دوسرے ملازمین کا Nome (Skip to ID 65) مشاہدہ کرنا اور سیکھنا Other employees دور کام کرنا Classroom-based training کی جگہ دکھاتا کی جگہ دکھاتا	5 1 2

		جماعت کی بنیاد پر تربیت دیگر ادارے / Classroom-based training	5
		demonstration at other site	5
		(institution)	
		دیگر (تفصیل بتانیں) Other (specify)	6
ID65	Do you work with other businesses/	Yes – often بالىزيانە	
	external trainers to train your	بل کبھی کبھار Yes – sometimes	
	employees?	بان بېت کې Yes – rarely	
	کیا آپ نے اپنے ملازمین کی تربیت کسی اور	نېين(ID 70)پر جائين (ID 70)	4
	کاروبار /یابر کے افراد سے کروائی؟		
ID66	If yes, specify with whom? Provide		
	name of TSPs.		
	اگر ہاں، تو تفصیل بتانیں؟ تربیتی اداروں کے نام بتانیں۔		
ID67	For which training course(s) was		
	the TSP sought? Specify.		
	کون سا تربیتی کورس تربیتی ادارے نے کروایا؟		
	تفصیل بتائیں۔		
ID68	How effective has this course been	بالکل یہی نېیں Not effective at all	
	in developing the skills/ knowledge	کسی حد تک موٹر Somewhat effective	2
	of your workers?	موٹر Effective	3
	وہ کورس آپ کے ملازمین کے بنر اور معلومات	بېت موٹر Very effective	4
	وہ مورمی بچ سے مدرمیں سے ہر اور مطونات بڑ ہانے میں کتنا کار آمد ثابت ہوا؟		
ID69	How would you rate the service	برا Poor	1
	provided by the TSP? (in terms of	مطمئن شدہ Satisfactory	2
		اچها Good	3
	curriculum used, facilities provided	بېت اچها Very good	4
	etc.)		
	آپ اس تربیتی ادارے کی خدمات کو کیا درجہ دیں ¢ ♦		
ID70	ls your industry or business	بان (وضاحت کریں) Yes (explain)	1
	association involved in training in	نېږى No	2
	any way? کیا آپ کی انڈسٹری یا کاروبار کی انجمن تربیت		
	یو آپ کی انسٹری و کاروبار کی ایجنل تربیت کرانے میں حصہ لیتی ہے؟		
1071	Do you receive information from	روزانہ Regularly	1
10/1		کبھی کبھار Sometimes	
	0 0 1 0	ہبت کم Rarely	
	training programmes?	نېيں No	4
	کیا آپ کو کبھی تربیتی اداروں سے نئے آنے والےتربیتی پروگرام کے متعلق معلومات موصول		
	ویے ریوی پروٹرم نے مصل میردد مردوں ہوئیں؟		
ID72	Do you require support in training	پیشے کے مطابق مخصوص Training on Technical skills specific پیشے کے مطابق مخصوص to trade (specify)	1
	your employees? If yes, what type	بنر (وضاحت کریں) to trade (specify)	
	of assistance do you need?	مىنىچەنىڭ/سىروائزرى بنر / Training on management	2
		Training on management / مینیجمنٹ/سپروانزری بنر supervisory skills	2
	(circle all that apply) کیا آپ کو اپنے ملازمین کو تربیت دلوانے کے لئے	انتظامی بنر Supervisory skills	3
	کیا آپ کو اپنے محرمین کو تربیب دنوانے کے لئے مند کی ضرورت ہے؟ اگر ہاں تو کس قسم کی مدد	دیگر بنر (وضاحت کریں) (Training Other skills (specify)	
	مت کی صرورت ہے : اگر ہاں تو کی صد کی مت درکار ہے؟( ایک سے زیادہ جواب دے سکتے ہیں)		
		کوئی دوسرا ذریعہ(وضاحت کریں) Other support (specify)	
ID73	For the purpose of training your	حکومت کا TEVT ادارہ Government TEVT institution نیگر حکومت کا ادارہ Other Government TSP	
	employees, which source of	دیگر حکومت کا ادارہ Other Government TSP پر ائیویٹ ادارہ /شخص(تفصیل Private Institute /provider (Specify)	
	training service provider (TSP)	پر ایوریت اداره استخص(تعمین ) Private institute /provider (specity) بتائین)	3
	would you prefer?	این جی او (تفصیل بتائیں) NGO TSP (Specify)	4
	اپنے ملازمین کی تربیت کے لئے آپ کس ادارے کو	Others (Specify) (نیکر (تفسیل بتائین)	
	پہ نے معرفین کی تربیب سے سے مپ کی معرفے کر ترجیح دیں گے؟		

ID74	Have you ever used any Standard		1
	Operating Procedures manual to	نېين(skip to ID 76) (skip to ID 76) (نېين	2
	mentor/train your employees?		
	کیا آپ نے کبھی اپنے ملازمین کی تربیت کے لئے		
	معیار ی ضابطہ کار کتابچہ استعمال کیا ہے؟		
ID75	If yes, how useful was this manual?	بېت حد تک مدد گار ry helpful	1
		کسی حد تک مندگار mewhat helpful	
		بالکل مندگار نہیں helpful at all	
ID76	in no, non ascial mould such a p	بېت حد تک مدد گار ry helpful	1
		mewhat helpful کسی حد تک مندگار بالکل مددگار نبیں ا	
	💴 🏾 اگر نہیں ، تو آپ کیا سمجھتے ہیں یہ کتابچہ کتنا مفید	بالکل مددگار نېین helpful at all	3
	ہو سکتا ہے؟		
ID77	now do you moment you p	ا کام کے دور ان کارکردگی کے مشاہدے the job performance	1
	employees' performance?	bservation)	2
	Pur tails in End of Stand Structure in it is	متواتر ٹیسٹ سے riodic tests پیداوار کی مقدار سے uput of products	2
		پیدور کی مدر سے her (تفصیل بتائیں)	4
10.79	Is your business <b>currently</b> providing on	پیر ( <u>مر</u> ی با یی) بان	1
10/9		بی (No (skip to ID 81) (پر جائیں) No (skip to ID 81)	
	the job training to employees?		_
	کیا آپ کا کاروبار اس وقت ملازمین کو دور ان نوکری تربیت ک		
10.70	کی سہولت دے رہا ہے؟ 	managers	
1079	If yes, for how many employees?		
	الدر ہن، تو کتنے مدر میں:	workers	
ואמו	If yes, for which skill(s)? (Specify)	Horiters	
ibou	اگر بان،تو کون سی مہارت کے لئے؟ (تفصیل بتائیں)		
1091	Has your business provided on the job	یاں Yes	1
1001	, , , , ,	ا بری نہیں	2
	training to your employees in the past?		-
	کیا آپ کا کاروبار ماضی میں بھی دوران نوکری تربیت دیتا بار		
1001	یا ہے؟ Does your business have the capacity to		1
1084		No (dia to ID 04) (dia to ID 04)	2
	یا آپ کے ?? take apprentices on board		-
	کاروبار میں شاگردوں کی گنجائش ہے؟		
ID83	If yes, how many apprentices can you		
	گر بل،تو کتنے ?take on board	1	
	شاگرد آپ رکھ سکتے ہیں؟		
1084	Any other comments regarding	5	
1004			
1007	employee skills? لازمین کی بنر		

## Section E: Awareness of PSDF

ID	Question	Response	
ID85	Are you aware of the PSDF Programme? کیا آپ کو <b>PSDF</b> کے پروگرام کے متعلق معلوم ہے؟	بان نېين(88 ID اپر جانين) No (skip to ID 88)	1 2
ID86	Are you aware of the role of PSDF in trainings? کیا آپ کو تربیت کے حوالے سےPSDF کے کردار کے متعلق معلوم ہے؟	بان Yes نېين No	2
ID87	Do you have any previous experience working with PSDF?	Yes         ران           No         نېټر	1 2

	اپ کاPSDF کے ساتھ کام کرنے کا تجربہ ہے؟	کیا			
1	D88 What areas should be focus	ed	Π	تیکنیکل تربیت جو کہ تربیتی Technical training provided by TSP	1
	upon to strengthen the qualit	v/	╎┟	ادارہ دے دیران کے مثب شاہ	
	effectiveness of training provid		۱ŀ	دوران نوکری تربیت On Job training	2
			۱ŀ	نصاب میں تبدیلی Revision of curricula	3
	by Training Service Providers or C	JT	L	دیگر (تفصیل بتانیں) Other (specify)	4
	Providers??				
	کے خیال میں تربیت کے کون سے عنصر پر				
	ہ دیہان دیا جانا چاہیے تا کہ تربیتی اداروں کے				
	بتي معيار /افاديت كو بهتر بنايا جا سكے؟	ترب			

## PSDF Sector Skills Study - Meat and Dairy Processing Survey Questionnaire Employers/ Managers: <u>Dairy</u> Mid-farm Level and Processing

Questionnaire Number (For	ID	D	D	Sr. No.
official use only)				

## Section-A: Unit and Respondent Profile

ID			
		Response	
Firm P			
ID	Farm/Firm Name		
	فارم/کاروبار کا نام		
ID2	Farm / Employer Address		
	فارم/کاروبار کا پتہ		
102		قصور Kasur	1
ID3	District	ليتور لابور	2
	ضلع	مالکان ملکان	3
		مرگودها Sargodha	4
		رولینڈی/اسلام آباد Rawalpindi/Islamabad	
ID4	Town		5
104			
	ٹاؤن		
ID5	Union Council		
	يونين كونسل		
ID6	Locale	شېرى Urban	1
	مقام	نيم شېرى Semi urban	
		ديېى Rural	3
ID7	What trades does your unit specialize	ىودھ دېنا Milking	
	in?	معيار جانچنا Quality Testing	2
	آپ کا کار وہار کن کاموں میں مبارت رکھتا ہے؟	دوده اکثها کرنا Milk collection	
		دودھ کے معیار کے مطابق Milk Grading	4
		در جه بندی کر نا در ده مکن کاگر را	-
		دودھر کھنے کلگودام Milk storage دودھ سے بالائی الگ کرنا De- creaming/ separation	5
			6 7
		دوده ثهندًا کرنا دوده گرم کرنا Milk Heating	
		ترت کرم کرک ستینڈر ڈاینزیشن، سیپریشن، Standardization,	9
		بوموجيناتزيشن homogenization	<b>1</b>
		بىچرائىزىشن Pasteurization	10
		الثراباني ثريثمنت Ultra high treatment	
		دودہ سے اشیاء بنابا Milk-product making	
		پیکنگ Packaging	13
		معیار کی یقین دہائی کا عمل Quality Assurance	14
		دوده/بوده کی بنی اشیا ء کی Milk/Product Transportation	15
		نقل و حمل	
		دیگر ( وضاحت کرین) Other (specify)	
ID8	Is your unit registered with the	بان (وضاحت کرین) Yes(Specify)	1
	Government? (i.e. Registrar of	نېپى No	2
	Companies)		
	کیا آپ کی کمپنی حکومت کے ساتھ رجسٹر ڈ ہے؟		
ID9	Unit Size (employees)	بېت چېرٹا Very Small (1-9)	1
	آپ کے کاروبار کا سائز کیا ہے؟ (ملازمین کے حوالے		2
	سے)	درمیانہ Medium (30-100)	3

ID	Question	Response	
		یڑا (100+)	4
ID10	Number of animals at your unit	بېت چهر ثا (1-9) Very Small	1
	آپ کے کاروبار میں جانوروں کی تعداد کتنی ہے؟	Small (10-29) چپرٹا	2
		درمیاتہ (Medium (30-100	3
		ابڑا Large (100+)	4
		Not Applicable / None	5
ID11	Do you belong to any industry		3
	association or local group of employers?	نېږں No	4
	کیا آپ کسی ایسوسی ایٹن یا مقامی کاروبار کرنے والے لوگوں کے گروپ سے تعلق رکھتے ہیں؟		
ID12	How long has your organization been	years	
	آپ کا کاروبار کب سے ?operational		
	ی دیا ہے؟		
ID13		ڈیری فارم Dairy Farm	1
1012	, 8 ,		
	(Circle all that apply)	دودہ اکٹھا کرنے کا مقام Milk Collection Unit ٹیری پر وسیسٹ کا مقام Dairy processing Unit	3
	آپ اپنے کاروبار کو کس زمرے میں ڈالیں گے؟ (ایک سے اندازہ معامد میں ڈالیں گے؟		
	(ایک سے زیادہ جواب دے سکتے ہیں)	دوده دینا ۲۰۰۲ Milking	4
ID14	Which activities are carried out at your	يودھ بينا معيار جانچنا Quality Testing	
	unit? (Circle all that apply)	میر جنب Milk collection دوده اکثها کرنا	
	آپ کے کاروبار میں کون کون سی سرگرمیاں ہو رہی ہیں؟	معیار کے مطابق Milk Grading	
	( ایک سے زیادہ جواب دے سکتے ہیں)	درجہ بندی کرنا	[
		دودھر کھنے کاگودام Milk storage	
		دودہ سے بالائی الگ کرنا De- creaming/ separation	
		دوده ثهندًا كرنا Milk Chilling	
		دودهگرم کرنا Milk Heating	
		سٹینڈر ڈاینزیٹن، سیپریٹن، Standardization, برمرجینائزیٹن homogenization	9
		بوموجينانژيشن homogenization پسچرائيزيشن Pasteurization	10
		يشير اليريش الثر ابني ثريثينت	
		مراجع المراجع ا المراجع المراجع	
		بیکنگ Packaging	13
		معیار کی یقین دہانی کا عمل Quality Assurance	
		دوده/دوده کی بنی اشیا ء کی Milk/Product Transportation	15
		نقل و حمل	
		نيگر (وضاحت کرين) (Other (specify)	
ID15	Which dairy products does your unit	تازه دوده Fresh milk پر وسیسڈ لیکویڈ دوده Processed liquid milk	
	produce/process? (Circle all that apply)	پروسیط چری درده Processed liquid milk	
		بنير Cheese	4
	دودھ کا کون سا پر وٹکٹ آپ کے یہاں بنتا ہے؟ ( ایک سے زیادہ جواب دے سکتے ہیں)	Butter مکین	5
	( ایک سے زیادہ جواب دے سکتے ہیں)		-
		نېې Proposed mill houseness	6
		دودہ سے بنی پینے کی اشیاء Processed milk beverage بالائی	7
		برین آش کریم	
		کی رو Ghee	
		گاڑ ھا کرنا Condensed milk	
		کهریا Khoya	
		دیگر (وضاحت کریں) Other (specify)	13
ID16	Total Daily Milk Production/collection دودہ کی روزانہ کی پیداوار /اکٹھا کرنا	Liters per day	
ID17	Are you an exporter?	بان Yes	1
1017	کیا آپ اپنی مصنو عات ملک سے باہر بھی بھیجتے ہیں؟	بان نېين(ID 20 پر جائين) (ID 20 پر جائين)	
1010		(0-+ 3 10 10)00-	-
ID18	If yes, to which country you are		
	exporting your product(s)? (specify)		

ID	Question	Response	· · · · · · · · · · · · · · · · · · ·
	اگر باں، تو کون سے ملک میں آپ دودھ یا اس کی بنی ہوئی		
	مصنوعات بھیجتے ہیں؟		
ID19	If yes, which products you are	تازەدودھ Fresh milk	1
	exporting? (specify)	پروسیسڈ لیکویڈ دودہ Processed liquid milk	2
	اگر بان، تو کون سی مصنو عات بهیجتے ہیں؟	خشک دوده Processed dry milk	3
	اللر بن تو تون شی منتشوعت بہیجے ہیں۔	پنیر Cheese	4
		مکین Butter	5
		دبی Yogurt	6
		دودہ سے بنی پینے کی اشیاء Processed milk beverage	7
		بالائی Cream	8
		آئس کریم Ice-cream	
		گهی Ghee	
		گاڑھا کرنا Condensed milk	
		کېږيا Choya د د د د د د ک	12
		نیگر (وضاحت کرین) Other (specify)	13
Respo	ndent Profile		
ID20	Name: نام		
ID21	Mobile Number:		
	موياتل نمبر		
ID22	Age:		
	عمر	years	
ID23	جنس Gender	مرد Male	1
1025		عورت Female	2
ID24	Highest Education Level Completed	کوئی تعلیم نہیں/ان پڑ ہ No education/illiterate	1
	مکمل یافتہ تعلیم کا درجہ کیا ہے؟	پرائىرى Primary	2
	2,1,1,3, (1,1,1,0)	مڈل Middle	3
		بائی High	4
		بیچلرز Bachelors	5
		ماسٹرز Masters	6
ID25	Did you attend any technical and	جى بان.باقاعدە/ياضابطہ Yes – formal training ترييت	1
	vocational education and training	جى بار. غير رسمى ترين Yes – informal training	2
	COURSE? (formal defined as being linked to government /	نېيں No	3
	TEVTA; of a fixed duration and linked to certification)		
	کیا آپ نے کوئی ٹیکنیکل اور ووکیشنل تعلیم اور تربیتی کورس کیا ہوا ہے ؟ (باقاعدہ تربیت کا مطلب ہے کہ کسی		
	حکومتی ادارے /TEVTA سے حاصل کردہ مخصوص دور انیے کی تربیت جس کے بعد آپ کو سر ٹیفیکیٹ ملا ہو)		
ID26			
	آپ کتنے عرصے سے اس سیکٹر ?sector	years	
	میں کام کار سے سے؟		
1027	میں کام کر رہے ہیں؟ Aro vous the owner of this upit?	Vec	1
ID27	میں کام کر رہے ہیں؟ Are you the owner of this unit? کیا آپ اس کاروبار کے ملک ہیں؟	باں نبیں (عہدے کی تفصیل بتائیں) No (specify designation)	

Section B– Employee status, occupation and skill gap Complete the matrix below based on the area(s) in which your unit specializes. ے میٹر کس کر کاروبلر کے خاص کاموں کے حوالے سر اُز کا یں

نبط لننا Ķ

1.14	h = a > t												
ID36 If hard-to- fill. what is	the reason? (select all الم بند كاركن المازم منا مشكل الم وجم بتلاين؟												
ID35 Availability of skilled workers	for this position/ مزمن منزکترن/ملازمین کی دستیایی												
ID34 Vacancies ملازمت کی خٹلی جگہیں	(b) fe For how long has this position been vacant the deal vacant the deal												
ID34 ا Vacano ن خللی جگہیں	(a) Number of current vacancies? مرجود خلی جگہری کی تعدد												
	(b) Required ability and knowledge knowledge and knowledge and a definition of the form o	(فارم (											
ID33 Skills بر	(a) Ability and knowledge of current employees میلامیت از مغزیات	(فارم ير دودھ ديٺ) On Farm Milking (فارم ير دودھ ديٺ											
ID32 Education / Qualification تشيم	(b) Required education/ education/ qualification (employer's دو الرجم جو أس كلم كيلتي جابي يونا كيلتي	On Farm											
ID32 Education / Qu تشييم	(a) Current education/ qualification of employees at this level بیزین کاریج												
ID31 Level of employees	I												
ED3 empl													
	محصومین بنیادی جاب ثلاثل/ماترمت		1.	2.	3.	4.	5.	1.	2.	3.	4.	5.	1.
	يتيدي سرگرميل		1					2					е

						_									
ID36 If hard-to- fill. what is	the reason? (select all المرابز منذ كاركن الملازم منا مشكل المرابز وجد بتلاس؟														
ID35 Availability of skilled workers															
ID34 Vacancies ملازمت کی خالی جگہیں	(b) For how long has this position been vacant (Months) بلازیت کی جگین														
ID34 ا Vacanc ن خالی جگہیں	(a) Number of current vacancies? مربودی میکسد														
	(b) Required ability and knowledge knowledge action (knowledge action) and action (knowledge action) at a strict a strict action) at a strict action at a strict act					(دودھ									
D33 Skills نبز	(a) Ability and knowledge of current employees میلامیت اور منوبات					اكثها كرئا)									
ID32 Education / Qualification	(b) Required education/ qualification (employer's opinion) دو سرجہ جو اس کفر کیلئے جابعے ہوتا					Milk Collection									
ID32 Education / Qu تشيم	(a) Current education/ qualification of employees at this level بنجب بن بنجب														
ID31 Level of employees	I														
8 2 3	يى ئىمان ئىمان														
ID29 Major Job title/	occupation بنیادی جاب ٹانٹا/ملازمت	2.	3.	4.	5.		1.	2.	3.	4	5	1.	2.	3.	4
ID28 Major Activity	يىيەت سرگرمىل						1					2			

					_			_							
ID36 If hard-to- fill. what is	the reason? (select all اگر بنر مند کارکن ایلازم منا مشکل ایے تو وجہ بنگیں؟														
ID35 Availability of skilled workers															
ID34 Vacancles ملازمت کی خٹلی جگہیں	(b) For how long has this position been vacant (Months) مدین میکار														
ID34 ا Vacano ن خلای جگہیں	(a) Number of current vacancies? میرید خلس جگہرں کی تعدید							(دوده کو نخیر ه کرنا							
	(b) Required ability and knowledge knowledge akter او معالم معالم الم الم الم الم الم الم الم الم الم							اور اگھے لیے ا							
ID33 Skills نبز	(a) Ability and knowledge of current employees میلامیت ار منزرمان							جائے کا عمل)rocess							
ID32 Education / Qualification	(b) Required education/ qualification (employer's opinion) دو الرجم جالب كلم كياب جابع							کا صل)Post farm storage and logistics process							
ID32 Education / Qu تشيم	(a) Current education/ qualification of employees at this level تنظير كا يرجب							ost farm storage							
ID31 Level of employees								Р							
	میں تعال														
	محصومهم بنیادی ٹلنڈ/مزمت	5	1	2	3	4	5		1.	2.	3.	4	5	1.	2.
ID28 Major Activity	ىيەدى سرگرىيل		ŝ						1					2	

										_					
ID36 If hard-to- fill. what is	the reason? (select all الم (بومند عارين المازم منا مشكل مے تو وجہ بتانين؟														
ID35 Availability of skilled workers															
ID34 Vacancies ملازمت کی خالی ج	(b) Ther of For how long has this rent position been ancies? vacant with this with this with the been ancient the been with the been ancient the been with the been been ancient the been been been been been been been be														
ID34 ا Vacano ن خللی جگہیں	(a) Number of current vacancies? مکرین کی تعدید									(دودھا					
	(b) Required ability and knowledge knowledge akteriout a by a chira at a chi									کی مصنو عات بنان					
D33 Skills نبز	(a) Ability and knowledge of current employees میلامیت اور منوبات									(نودہ کی مصنو عات بناتے کا یونث)Dairy products processing unit					
ID32 Education / Qualification	(b) Required education/ qualification (employer's opinion) کیلیے جبابے بوتا کیلیے									roducts processi					
ID32 Education / Qu تعليم	(a) Current education/ qualification of employees at this level بنجب بن بنجب									Dairy pi					
ID31 Level of employees	1														
	يەر ئىمان ئىمان														
ID29 Major Job title/	occupation بنیادی جاب ٹانٹا/ملازمت	3.	4	5	1	2	3	4	5		1.	2.	3.	4	5
ID28 Major Activity	يىيەدى سرگرمىل				3						1				

										_	
ID36 If hard-to- fill what is	the reason? (select all that apply) المرين منذ كاركن المريز منذ مشكل بي ثو وجد بتكنين؟										
ID35 Availability of skilled workers	for this position/ مرتدیا/مالاسن کی سنئیلی										
ID34 Vacancies ملازمت کی خالی ج	(b) (b) Number of For how long current position been vacancies? vacant works معال (Months) بودد خلول معال المعالية والمعال المعالية والمعال المعال المعالمات المعال المعالمات المعالمات المعال المعالمات معالمات معالما										
ID34 Vacanc ی خالی جگہیں	(a) Number of current vacancies? میربین خاص										
2	(b) Required ability and knowledge knowledge فرین بر شرکه از مرکه مرکه مرکه مرکه مرکه مرکه مرکه مرکه										
ID33 Skills نیز	(a) Ability and knowledge of current employees میلامیت اور مغربیت										
ID32 Education / Qualification	(b) Required education/ qualification (employer's opinion) میارید جز اس کلیا کیلنے جنہ دیا										
ID32 Education / Qu تشيم	(a) Current education/ qualification of employees at this level نظيم كا لرجب										
E P P											
	ی مدریون تعاد										
ID29 Major Job title/	occupation بنیادی جاب ٹنٹل/ملازمت	1.	2.	3.	4	5	1	2	3	4	5
ID28 Major Activity	ينيەدى سرگرميان	2					e				

6. Milk Heating (تودد کو ٹینڈا رکینا), 2. Quality Testing (نودد کینے کاگودام) 4. Milk storage (باردد اکثیا کر), 5. Milk Cooling (نودد خواند) 6. Milk Heating 7. 10. Pasteurization (استبنار ثالیتر یشن، بوموجینان یشن و محل) المستومان المناه (اورده سے بلائی الگ کرنا) 20. Pasteurization (اورده کی نقل و محل) Milk Transportation (اورده سے بلائی الگ کرنا) All Pasteurization (اورده کی نقل و محل) Milk Transportation (اورده کی نقل و محل) Milk Transportation (اورده سے بلائی الگ کرنا) معلول 13. Packaging (پلائٹ کی صفائی اور نکاسی کا صل) 14. Quality Assurance (ایک او حل) Transportation (اسولر کی یقون دبائی کا صل) 14. (پیکوبنگ Packaging in place and sanitation of the plant (پیکوبنگ Packaging in place and sanitation of the plant (پیکوبنگ Packaging in place and sanitation of the plant (پیکوبنگ Packaging in place and sanitation of the plant (محولر کی یقون دبائی کا صل) 13. (اللرَّابِانِي ثَرِيضَنْتُ) 11. Ultra high treatment (اللرَّابِانِي ثَرِيضَنْتُ) 12 Milk-product making (SPECIFY PRODUCT).

( نیگر ( وضاحت کرید))(Shers (specify) در بیان 18. (اینل لگانا ارر چهانٹی کرنا) (vthers and sorting and sorting

De-creamers, 6. Milk Product Makers (SPECIFY PRODUCT) النواء بالتي والال (الوند كي الثوباء بناتي والال) De-creamers, 6. Milk Product Makers (SPECIFY PRODUCT) النواء بناتي والال) De-creamers, 6. Milk Product Makers (SPECIFY PRODUCT) النواء بناتي والال) De-creamers, 6. Milk Product Makers (SPECIFY PRODUCT) النواء بناتي والال) De-creamers, 6. Milk Product Makers (SPECIFY PRODUCT) النواء بناتي والال) De-creamers (SPECIFY PRODUCT) (الوند كي الثوباء بناتي والال) (الوند كي الثوباء بناتي والال) De-creamers (SPECIFY PRODUCT) (الوند كي الثوباء بناتي والال) (الوند كي الثوباء بناتي والال) (العالم) (العالم) (الحالية المن الحالية ال operators, 12. Workers, 13. Middle Management, 14. Higher Management, 15. Doctor of Veterinary Medicine( المترزين كا تكثر العامين 12. Workers, 13. Middle Management, 14. Higher Management, 15. Doctor of Veterinary Medicine( 12. Veterinary Officer 17. ( نیگر ( وضاحت گرین)) (specify) (thers (specify)) ( نیگر ( وضاحت گرین)

(وركر ليول) 2. Worker level (مثل مينيجنت ليول) 2. (وركر ليول) 1. Alddle Management level

ID 32 A & B - 1. No education/illiterate (مالي ترالي المولار) 2. Primary (يراشر كا), 3. Middle (يلشر) 4. High (يلتى) 4. High (يلتى) 6. Masters (بالمسلار) بالمولد 1. No education/illiterate (مالي تسليم نبين) 7. Technical and (ثیکنیکل اور ووکیشنل)vocational

ل (بشین کی صفاتی) B. Machine cleaning (بشین چلاتا) Machine operation (بالی کی صفائی) 7. Cleaning of lairage / shed (بالی کی مقال ), 10. . (جلار الما العالما العالما المعالمات الماليات) A. Feed mixing of animal (جلارون کی نرجہ بندی) العاد 2. (جارون کی محت کا التاز دلگانا) A. Feed Quantity ( جلو مالمال المالما المالما المالمال 3. HD 33 – 1. Judgment of animal health ( جلو ملائات) بالمالمال 3. الماليات 2. Water (بودہ کے میمار کا انداز • Milk quality judgment کی بنیادی دیکھ بیال) Basic machine maintenance (بودہ کے پر وسیسینگ کے آلات کو جراثیم سے پلک کرنا (Arik quality processing equipment) (بودہ کے میمار کا انداز • Milk quality judgment کا انداز • Milk quality judgment کا انداز • Arik quality judgment و انداز • Arik quality judgment کا انداز • Arik quality judgment کا انداز • Arik quality judgment و انداز • Arik quality و (نور ہ کی مصنو مات کو شکل دینا); 14. proding or shaping the dairy product of dairy product of the dairy product of the dairy products of dairy products of dairy products of the dairy products of the dairy products of the dairy product of t ( نیگر ( وضاحت کرید))( ther (specify) (کام کا ز (کام کا ریکار ڈر کینا) ( نیگر ( دِضاحت کرید))

(موجود نبوب) Mot available (مثلكل سے دستياب)\* Hard-to-fill (أسالى سے دستياب) A. Not available (موجود نبوب) A. L

الغاليان 3. Lack of interest (المتحسي نہ لينا) المادان الماليات الله المراحين الماليات الماليات الماليات المالين الماليات المالي experience (ملازمین زیادہ تنغواہ ملگقے ہیں) S. Seasonal work (کاروبلر کی جگہ تک پینچنا مشکل) G. Location is difficult to reach (وقتی/موسمی کام) S. Seasonal work (نامناسب/ناکافی تحریہ) experience (نامناسب/ناکافی تحریہ) 8. (نیگر (تفصیل بتاتین))(Vther (specify)

ID	Question	Response	
ID37	Which of the occupations noted above		
	are currently in high demand?		
	(SELECT FROM 29 ABOVE)		
	اوپر بتائی گئی ملازمتوں / پیشوں میں سے کس کی	ے گئے سوال نمبر 29 سے کوڈ لکھئے	اوپر دیئ
	ضرورت سب سے زیادہ ہے؟		
ID38	Which of the occupations noted above		
	will be in high demand in the future?		
	(SELECT FROM 29 ABOVE)		
	کس ملازمت / پیشے کی ضرورت مستقبل میں بھی رہے گی؟	ے گئے سوال نمبر  29 سے کوڈ لکھئے	اوپر دين
ID39	How many employees does your unit		
	have in total?	(خواتين)female	
	ب نے ت نے ملازمین ہیں؟	(حربین temale (مربی male	
ID40	What is the employment status of	Permanent(مستقل)	
	these employees?		
	ان ملاز مین کی ملاز مت کا در جہ کیا ہے؟	(بشمول (Temporary (including daily wager دیہاڑی دار)	عارضى
ID41	What is the average salary paid to	Middle Management level/month	
	your employees?		
	آپ اپنے ملازمین کو اوسطان کتنی تنخواہ دیتے ہیں؟	Worker Level/month	
ID42	How often are workers paid?	روزانہ Daily	
	ملازمين كو تنخواہ كب دي جاتي ہے؟	یفتہ وار Weekly مینڈہ وار Monthly	
		ر الارتيان اليگر Other	4
ID43	What determines the number of	کام کے لحاظ سے Workload	1
	employees you hire? (circle all that	دوستوں ارشتہ داروں کو معنون کرنے To oblige relative/friends	2
	apply)	کے لئے نئے لوگوں کی تربیت کے لئے To train new HR	2
	ملازمین کو کام پر رکھنے کا فیصلہ کیسے کیا جاتا ہے؟	نئے لوگوں کی تربیت کے لئے To train new HR نیگر (ٹفصیل بتائین) (کلونی)	
-	(ایک سے زیادہ جواب دے سکتے ہیں)		1
ID44	What is the staff turnaround		2
	situation? ملاز مین کےکام چھرڑنے کا رجحان کیا ہے؟	درمیلہ Medium	3
		کم Low	-
ID45	Compared to twelve months ago, has	زیادہ ہوتی ہے Increased ویسی ہوتی ہے Remained the same ویسی ہی رہی ہے	
	the number of people in this	کم ہوئی ہے Decreased	3
	organization changed?	کاروبلر ایک سال پہلے تھا بی نہیں Organization did not exist one	4
	پچھلے 12ماہ کے مقابلے میں کیا آپ کے کاروبار میں ملازمین کی تعداد میں تبدیلی آئی ہے؟	year ago	5
ID46	Is retention an issue?		5
1040	کیا آپ کو ملازمین کو نوکری پر برقرار/روکے	بان ۲۰۰۱ (۲۰۱۵ ماله ماله ۲۰۰۱) (۲۰۱۰ ماله ۲۰۰۱) (۲۰۱۰ ماله ۲۰۰۱)	
	رگینےکامسنلہ درپیش ہے؟	نېين (10 ID 48) (پر جانين) No (Skip to ID 48)	2
ID47	Why? (circle all that apply)	زياده کام کا بوجه کان است	
	اگر بان ، تو کیوں؟	کم تنخراہ کپن اور زیادہ تنخراہ کے مواقع Higher paying opportunities	
	( ایک سے زیادہ جواب دے سکتے ہیں)	elsewhere	5
		ملازمين كارويه Attitude of worker	
		بہت کم یا نہ یونے کے بر ابر سہولیات Minimum or no benefits نیگر (تفسیل بتائیں)	5
ID48	Are any of your current employees!	نیکر (تفصیل بناتین) Others(Specify)	0
1048	Are any of your current employees/ related to you? If yes, how many?		
	related to your if yes, now manyr کیا آپ کے موجودہ ملازمین میں سے کوئی آپ کا رشتہ	Employees	
	یو بچ سے موجودہ محرمیں میں سے عولی بچ ت رسم دار/تعلق دار ہے؟ اگر بان تو کتنے؟		
L	ەر بىغى در ہے . در بان تر سے .		

ID	Question	Response	
ID49	Where do most of your workers	اسی گاؤن/ڈاؤن سے Same village/town	1
1045	,	قریبی گاؤں/ٹاؤن سے Nearby village/town	
	originate from?	Another part of the district اسی ضلع کے کسی اور حصبے سے	3
	آپ کے زیادہ تر ملازمین کا تعلق کہاں سے ہے؟	Another district دوسرے ضلع سے	-
		Another province دوسرے سے	
ID50	How do you recruit workers?	Referred through family خاتدان کے حوالے سے آئے ہونے ٹوگ	-
1050	How do you recruit workers?	Referred through friends دوستوں کے حوالے سے آئے ہوئے	2
	آپ ملازمین کیسے بھرتی کرتے ہیں؟	لرگ	-
		اشتہارات کے ذریعے Advertisement	
		خود کوئی آ جائے Walk-in	
		دیگر (تفصیل بتائیں) Other	_
ID51	What is the recruitment/hiring	کوئی طریقہ نہیں ہے No recruitment process	1
	process for workers?	امیدوار سے غیر رسمی بات چیت (Informal interview (discussion) نیدوار سے غیر رسمی بات چیت	2
	(circle all that apply)	امیدوار کا رسمی/یاقاعدہ انٹرویو Formal interview with	3
	ملازمین کو بھرتی کرنے کا طریقہ کیا ہے؟	candidate	ľ
	( ایک سے زیادہ جواب دے سکتے ہیں)		4
		Testing of skills prior to discussion and standing of skills	5
		درخواست فازم چنتے سے پہلے بثر مندی کا ٹیسٹ لے Testing of skills prior to selection	Ľ
		مر Other دیگر (تفصیل بتائین)	6
			0
ID52	Is any prior experience required for	Middle Management level	1
	employment?	پہلے سے موجود تجربہ Prior experience	
	کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے	كوئى ئېږى None	2
	تجربے کی ضرورت پڑتی ہے؟	Workers Level	4
		پہلے سے موجود تجربہ Prior experience	
		كوئى تېږى None	2
ID53	If yes, how many years of experience	Middle Management level: years	
ID53	lf yes, how many years of experience is required? الگر ہاں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟	Middle Management level:years Workers Level:years	
ID53 ID54	is required? اگر ہاں، تو کتنے سالوں کا تجربہ چاہیے ہوتا ہے؟	Workers Level: years	1
	is required? اگر ہاں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required	Workers Level: years	1
	is required? اگر ہاں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS?	Workers Level: years Technical and Vocational شِكَنِكْ الهار ثرينتگ الهار ثي Training Authority (TEVTA)	
	is required? اگر ہاں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where)	Workers Level:years مَيْحَنِيكَ اور ووكِيتْنَلْ تْرِينْنَگَ اتهارتْی Technical and Vocational تَيْحَنِيكَ اور ووكِيتْنَلْ تْرِينْنَگَ اتهارتْی إلى المان الممان المان المان	1
	is required? اگر ہاں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے	Workers Level:years بيكنيكل اور ووكيشنل ثريننگ اتهار ثي Training Authority (TEVTA) Punjab Vocational Training ينجاب ووكيشنل ثريننگ كونسل Council (PVTC)	2
	is required? اگر ہاں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where)	years         Technical and Vocational تيكنيكل اور ووكيشنل ثريننگ اتهار ٹی       years         Training Authority (TEVTA)       Punjab Vocational Training         Punjab Vocational Training Council (PVTC)       years         Punjab Board of Technical       years	
	is required? اگر ہاں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے	years         Technical and Vocational تركنيكل اور ووكيشنل ثريننگ اتهار ثی       years         Training Authority (TEVTA)          Punjab Vocational Training Council (PVTC)          Punjab Board of Technical پنجاب بور ڈ آف ٹیکنیکل ایجوکیشن          پنجاب بور ڈ آف ٹیکنیکل ایجوکیشن          Punjab Board of Technical پنجاب بور ڈ آف ٹیکنیکل ایجوکیشن	2
	is required? اگر ہاں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے	years         Technical and Vocational تيكنيكل اور ووكيشنل ثريننگ اتهار ٹی       years         Training Authority (TEVTA)       Punjab Vocational Training Council (PVTC)         Punjab Board of Technical پنجاب بور ڈ أف ٹيکنيکل ايجوكيشن ايجوكيشن       ينجاب بور ڈ أف ٹيکنيکل ايجوكيشن         Private Institute       years	2 3 4
	is required? اگر باں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کسی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟	years         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)         Punjab Board of Technical پنجاب بور ڈ آف ٹیکنیکل ایجوکیشن شریندگ         پنجاب بور ڈ آف ٹیکنیکل ایجوکیشن بریندگ         Private Institute         پنجها مالک سے سر ٹیفیکیٹ/خط	2
	is required? اگر باں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کسی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟	years         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)         Punjab Board of Technical ينجاب بور څ آف ٹيکنيکل ايجوکيشن         yiept vocational Training Council (PVTC)         Punjab Board of Technical ينجاب بور څ آف ٹيکنيکل ايجوکيشن         yiept vocation (PBTC)         Private Institute         yiept allow and the provided and the pr	2 3 4 5
	is required? اگر باں، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کیی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں)	years         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)         Punjab Board of Technical پنجاب بور ڈ آف ٹیکنیکل ایجوکیشن شریندگ         پنجاب بور ڈ آف ٹیکنیکل ایجوکیشن بریندگ         Private Institute         پنجها مالک سے سر ٹیفیکیٹ/خط	2 3 4 5
	is required? الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کسی سرٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required	Workers Level:years Technical and Vocational ثبیننگ اتهارشی Training Authority (TEVTA) Punjab Vocational Training Council (PVTC) Punjab Board of Technical پنجاب بورڈ آف ٹبکنیکل ایجوکیشن Education (PBTC) Private Institute Previous employer certification years / letter None Technical and Vocational trestine for the state Technical and Vocational	2 3 4 5 6
	is required? <sup>1</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کیی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS?	Workers Level:       years         Technical and Vocational تبكنيكل اور ووكيشنل ثريننگ اتهار شي       تبكنيكل اور ووكيشنل ثريننگ كونسل         Punjab Vocational Training Council (PVTC)       بنجاب ووكيشنل ثريننگ كونسل         Punjab Board of Technical ينجاب ورگيشنا اور ووكيشنل الجوكيشن       ينجاب ووكيشنل ثريننگ كونسل         Private Institute       يوجهلے مالک سے سر ثيفيكيث/خط         Previous employer certification       كچه نبين         Zesa نبين       Technical and Vocational         Technical and Vocational       تيكنيكل اور ووكيشنل ثريننگ الهار شي         Technical and Vocational       تيكنيكل اور ووكيشنل ثريننگ الهار شي	2 3 4 5 6
	is required? <sup>5</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کیی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where)	years         Workers Level:	2 3 4 5 6 1 2
	is required? <sup>1</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کیی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS?	Workers Level:       years         Technical and Vocational تبكنيكل اور ووكيشنل ثريننگ اتهار شي       تبكنيكل اور ووكيشنل ثريننگ كونسل         Punjab Vocational Training Council (PVTC)       punjab Board of Technical ينجاب ووكيشنل ثريننگ كونسل         Punjab Board of Technical ينجاب ووكيشنا شيند أداره       يجهار مالک سے سر ثيفيكيث/بخط         Private Institute       private Institute         Vone       كچه نبين         Technical and Vocational Training Authority (TEVTA)         Previous employer certification         Apple مالک سے سر ثيفيكيث/بخط         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training         نيجاب وركيشنل ثريننگ كونسل         Previous employer certification         نيجاب وركيشنل ثريننگ كونسل         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training         نيجاب وركيشنل ثريننگ كونسل         پنجاب وركيشنال ثريننگ كونسل         Punjab Board of Technical         نيجاب وركيشنال ثريننگ ايجارش	2 3 4 5 6
	is required? <sup>5</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کیی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where)	years         Years         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)         Punjab Board of Technical يتجاب ووكيشنال ثرينندگ كونسل Private Institute         Private Institute         Previous employer certification / Petro         / letter         None         کچه نبين         Technical and Vocational Training Authority (TEVTA)         Private Institute         Parevious employer certification / Petro         Jetter         None         Sea ing         Yea ing Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training ing Authority (TEVTA)         Punjab Board of Technical Training ing instruction ing instructin	2 3 4 5 6 1 2 3
	is required? <sup>5</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کیی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where)	years         Years         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)         Punjab Board of Technical ينجاب ووكيشنل ثريننگ كونسل Private Institute         yrivate Institute         Private Institute         None         كچه نبين         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training         yeage of Technical Training Authority (TEVTA)         Punjab Vocational Training         yeage of Technical Training Authority (TEVTA)         Punjab Board of Technical Training         yeage of Technical Technical         yeage of Technical Technical         yeage of Technical	2 3 4 5 6 1 2 3 4
	is required? <sup>5</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کیی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where)	years         Workers Level:years         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)         Punjab Board of Technical ينجاب ووكيشنا ثريننگ كونسل         Punjab Board of Technical ينجاب ووكيشنا ثريننگ كونسل         Private Institute         Private Institute         Private Institute         Previous employer certification         / letter         None         کچه نبين         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training (Outric)         Punjab Vocational Training         ينجاب ووكيشنا ثريننگ كونسل         Punjab Nocational Training         ينجاب يورد آف ثركنيكل ايجوكيش ليندي كونسل         Punjab Board of Technical Training         ينجاب ووكيشنا ثريننگ كونسل         Punjab Nocational Training         ينجاب يورد آف ثركنيكل ايجوكيش ليندي يوكيكيكل ايجوكيش ليزين گريندگ         Punjab Board of Technical ينجاب يورد آف ثركنيكل ايجوكيش ليزيندگ كونسل         punjab Board of Technical ينجاب يورد آف ثركنيكل ايجوكيشن ايجو كيشن         يوليوريش ادار ه         Private Institute         private Institute         يوليوريش كرنس ليوليوكيش كرنس ليوليوكيش كرنس ليوليوكيش كرانس (Perc)         Private Institute <t< th=""><th>2 3 4 5 6 1 2 3 4 5</th></t<>	2 3 4 5 6 1 2 3 4 5
	is required? <sup>5</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کیا آپ کے کاروبار میں نوکری حاصل کرنے کے لئے کیی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where)	years         Workers Level:	2 3 4 5 6 1 2 3 4 5 6
	is required? <u>الگریاں</u> ، تو کتنے سلوں کا تجریہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where) (وضاحت کریں) Is any written contract/agreement	years         Workers Level:years         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)         Punjab Board of Technical ينجاب ووكيشنا ثريننگ كونسل         Punjab Board of Technical ينجاب ووكيشنا ثريننگ كونسل         Private Institute         Private Institute         Private Institute         Previous employer certification         / letter         None         کچه نبين         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training (Outric)         Punjab Vocational Training         ينجاب ووكيشنا ثريننگ كونسل         Punjab Nocational Training         ينجاب رور دوكيشنا ثريننگ كونسل         Punjab Board of Technical Training         ينجاب ووكيشنا ثريننگ كونسل         Punjab Nocational Training         ينجاب رورد اف ثركنيكا ايجوكيش ثريننگ كونسل         Punjab Board of Technical         ينجاب رورد اف ثركنيكا ايجوكيش ثار ايندگا تولره         Punjab Board of Technical         ينجاب رورد اف ثركنيكا ايجوكيش ثريندگ كونسل         Punjab Board of Technical         ينجاب يورد اف ثركنيكا ايجوكيش ثرها         Private Institute         ينجاب يورد اف ثركنيكا ايجوكيش ثرها         يرائي	2 3 4 5 6 1 2 3 4 5 6
ID54	is required? <sup>1</sup> لگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ کی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where) (وضاحت کریں) Is any written contract/agreement provided to your employees?	years         Workers Level:years         Technical and Vocational Training Authority (TEVTA)       Punjab Vocational Training Council (PVTC)         Punjab Board of Technical ينجاب بوري أف تل كنيكل الجوكيش الداره       punjab Board of Technical Education (PBTC)         Private Institute       يوبيل اليويي الداره         Previous employer certification / letter       كچه نيس         None       كچه نيس         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training Letter         Ouncil (PVTC)         Punjab Board of Technical Training Authority (TEVTA)         Punjab Vocational Training         ينجاب ووكيشنل ثرينندگ تهار ثي         Punjab Board of Technical ينجاب ووكيشن ثرينندگ كونسل         punjab Board of Technical punjab Board of Technical punjab Board of Technical punjab Internet (PVTC)         Private Institute         priviate Institute         priviate Institute         private Institute         previous employer certification         previous employer certification         previous employer certification         private Institute         page punjab Autority (PTC)         Previous employer certifica	2 3 4 5 6 1 2 3 4 5 6 1
ID54	is required? <sup>1</sup> لگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ کی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where) (وضاحت کریں) Is any written contract/agreement provided to your employees?	Workers Level:       years         Technical and Vocational Training Authority (TEVTA)       Punjab Vocational Training Council (PVTC)         Punjab Board of Technical ينجاب ووكيشتل ثرينندگ كونسل       punjab Board of Technical Education (PBTC)         Private Institute       يوچهلے مالک سے سر ثيفيكيث/خط ليو كيشن ثرينندگ تهارش         Technical and Vocational Training Letter       punjab Board of Technical Education (PBTC)         Private Institute       يوچهلے مالک سے سر ثيفيكيث/خط         Technical and Vocational Training Authority (TEVTA)       punjab Vocational Training Council (PVTC)         Punjab Board of Technical Training Authority (TEVTA)       punjab Vocational Training Letter         Punjab Board of Technical Training Authority (TEVTA)       punjab Board of Technical Training Council (PVTC)         Punjab Board of Technical Training Letter       punjab Board of Technical Education (PBTC)         Private Institute       punjab Education (PBTC)         Private Institute       previous employer certification previous employer certification (PBTC)         Private Institute       pysep – for managers and previous employer certification previou	2 3 4 5 6 1 2 3 4 5 6 1 2
ID54	is required? <u>الگریاں، تو کتنے سلوں کا تجریہ چاہیے ہوتا ہے؟</u> a) Is any prior certification required for employment of MANAGERS? (specify from where) <u>کبی سر ٹیفیکیٹ کی ضرورت ہوتی ہے</u> ؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where) (وضاحت کریں) Is any written contract/agreement	years         Workers Level:years         Technical and Vocational Training Authority (TEVTA)       Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)       years         Punjab Board of Technical Education (PBTC)       years         Previous employer certification / Petro use employer certification / letter       years         None       years         Technical and Vocational Training Authority (TEVTA)         Punjab Nocational Training Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training Uocational Training Authority (TEVTA)         Punjab Board of Technical picture         yeaping Council (PVTC)         Punjab Board of Technical Training Uocation (PBTC)         Private Institute         Previous employer certification         yeaping ticle         Previous employer certification         yeaping ticle         Private Institute         Private Institute         Yes – For managers and workers         Yes – for managers only         Yes – for workers only         Yes – f	2 3 4 5 6 1 2 3 4 5 6 1 2 3
ID54	is required? <sup>1</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کبی سر ٹیفیکٹ کی ضرورت ہوتی ہے؟ کبی سر ٹیفیکٹ کی ضرورت ہوتی ہے؟ (eضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where) (eضاحت کریں) Is any written contract/agreement provided to your employees? کرتے ہیں؟ کرتے ہیں؟	Workers Level:       years         Technical and Vocational Training Authority (TEVTA)       تبعاب ووکیشنل ٹریننگ کونسل Punjab Vocational Training Council (PVTC)         Punjab Board of Technical Education (PBTC)       یبجاب بورڈ آف ٹیکنیکل ایجوکیشن ٹریننگ کونسل Private Institute         Previous employer certification / letter       یبجاب بورڈ آف ٹیکنیکل ایجوکیشن ٹریننگ کونسل Private Institute         None       کچھ نہیں         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training (Council (PVTC))         Punjab Board of Technical پنجاب ووکیشنل ٹریننگ انھارٹی         Punjab Board of Technical پنجاب ووکیشنل ٹریننگ انھارٹی         Punjab Board of Technical تھارٹی         پنجاب ووکیشنل ٹریننگ انھارٹی         Punjab Board of Technical تھارٹی         پنجاب ووکیشنل ٹریننگ کونسل         Punjab Board of Technical پنجاب ووکیشن ٹریندگ انھارٹی         Previous employer certification         پنجاب ووکیشنا ٹریندگ کونسل         Private Institute         Private Institute         None         Ves – For managers and         Ves – for managers only         Yes – for workers only         Yes – for workers only         Yes – for workers only         Yes	2 3 4 5 6 1 2 3 4 5 5 6 1 2 3 4 4
ID54	is required? <u>الگربا</u> ل، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ کی سر ٹیفیکیٹ کی ضرورت ہوتی ہے؟ (وضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where) (وضاحت کریں) Is any written contract/agreement provided to your employees? کیا آپ اپنے ملازمین کے ستھ نوکری کا تحریری معاہدہ کرتے ہیں؟ At which level do you/would you hire	years         Workers Level:years         Technical and Vocational Training Authority (TEVTA)       Training Authority (TEVTA)         Punjab Vocational Training Council (PVTC)       punjab Board of Technical Education (PBTC)         Private Institute       yeak         Previous employer certification / Petro       yeak time         / letter       Seak time         None       yeak time         Upinjab Board of Technical seak time       yeak time         yeak time       yeak time         Private Institute       yeak time         None       yeak time         Upinjab Vocational Training       time         Yeak time       yeak time         Punjab Vocational Training       yeak time         Upinjab Vocational Training       yeak time         Yeak time       yeak time         Punjab Board of Technical time       yeak time         yeak time       yeak time         Private Institute       yeak time         Yeak time       yeak time         Yeak time       time         None       yeak time         Yeak time       time         None       yeak time         Yeak - For managers and       yeak time	2 3 4 5 6 1 2 3 4 5 6 1 2 3 4 1
ID54	is required? <sup>1</sup> الگر بال، تو کتنے سلوں کا تجربہ چاہیے ہوتا ہے؟ a) Is any prior certification required for employment of MANAGERS? (specify from where) کبی سر ٹیفیکٹ کی ضرورت ہوتی ہے؟ کبی سر ٹیفیکٹ کی ضرورت ہوتی ہے؟ (eضاحت کریں) b) Is any prior certification required for employment of WORKERS? (specify from where) (eضاحت کریں) Is any written contract/agreement provided to your employees? کرتے ہیں؟ کرتے ہیں؟	Workers Level:       years         Technical and Vocational Training Authority (TEVTA)       تبعاب ووکیشنل ٹریننگ کونسل Punjab Vocational Training Council (PVTC)         Punjab Board of Technical Education (PBTC)       یبجاب بورڈ آف ٹیکنیکل ایجوکیشن ٹریننگ کونسل Private Institute         Previous employer certification / letter       یبجاب بورڈ آف ٹیکنیکل ایجوکیشن ٹریننگ کونسل Private Institute         None       کچھ نہیں         Technical and Vocational Training Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training Authority (TEVTA)         Punjab Vocational Training (Council (PVTC))         Punjab Board of Technical پنجاب ووکیشنل ٹریننگ انھارٹی         Punjab Board of Technical پنجاب ووکیشنل ٹریننگ انھارٹی         Punjab Board of Technical تھارٹی         پنجاب ووکیشنل ٹریننگ انھارٹی         Punjab Board of Technical تھارٹی         پنجاب ووکیشنل ٹریننگ کونسل         Punjab Board of Technical پنجاب ووکیشن ٹریندگ انھارٹی         Previous employer certification         پنجاب ووکیشنا ٹریندگ کونسل         Private Institute         Private Institute         None         Ves – For managers and         Ves – for managers only         Yes – for workers only         Yes – for workers only         Yes – for workers only         Yes	2 3 4 5 6 1 2 3 4 5 5 6 1 2 3 4 4

ID	Question	Response	1100	
		Do not/would not hire females	خواتین بھرتی نہیں کرتے /کریں گے	4
ID57	Which additional skills/ qualities do	Computer skills	کمپیوٹر کا بنر	1
	you look for in your candidates	Communication skills	مو اصلات کی مېارت	2
	during recruitment?	Numeracy	حساب کتاب کا علم	3
		Safety knowledge	حفاظتى اقنامات كاعلم	4
	ملازمین کو بھرتی کرتے وقت آپ کون سے اضافی بنر /صلاحیتیں دیکھتے ہیں؟	Team work	ٹیم میں کام کرنے کی صلاحیت	5
	ېر بېدىمى چېنے يې.	Individual Hygiene	انفر ادی صفائی	6
		Others	ديگر (وضاحت کرين)	7
		No additional skills		8
ID58	Do you hire directly from Training	Yes	ېلى	1
	Service Providers (TSPs)?	No (Skip to ID 60)	ئېيں(D 60 اپر جائيں)	2
	کیا آپ براہ راست تربیتی اداروں سے ملازمین بھرتی			
	کرتہ ہیں؟			
ID59	Which TSPs do you typically hire	Name of TSP	Rank	
	from? Rank the trained individuals			
	hired from these TSPs?			_
	کون سے تربیتی ادارے سے آپ ملاز مین بھر تی کر تے ہیں			
	ہوتی سے بربری شارے سے پہ سار میں بہر ہی بر اس سے بر			
	بیری تر نے جو جو بیر ہے جو بے بے والے ب			
	5. Highly competent			
	زيادہ مبار ت)قابلیت			
	6. Competent			
	مابر /قابل			
	7. Somewhat competent کسی حد تک ماہ /قابل			
	ی کا کا کا ماہر کہان 8. Not competent at all			
	بالکل ماہر /قابل نہیں			
	بالكن المبر رمبن مبين			

# Section D: Skills and Training

ID	Question	Response	
ID60	Does your existing workforce	بېت تهرژی خد تک To a small extent	
	sufficiently fulfill the skillset you	کَسی حد تک	
	require?	بېت زياده هد تک To a large extent	3
	کیا آپ کے موجودہ ملازمین میں آپ کی موجودہ		
	سے بچ سے موجودہ محرمیں میں بچ سی موجود ضرورت کے مطابق بنر/مہارت موجود ہے ؟		
ID61	If there are gaps, which skills are	پیشے کے مطابق مخصوص بنر Technical skills specific to trade (specify)	1
	lagging?	1.	2
	اگر کمی ہے تو کون سے بنر میں کمی ہے؟	Management / supervisory مینیجمنش/سپروانژری بنر skills	2
		انتظامی بنر Administrative skills	3
		دیگر بنر (وضاحت کریں) Other skills (specify)	4
		کرئی نېږن None	
ID62	What percentage/proportion of your	منب کو (%All of them (100%) (100%)	
	staff do you consider fully proficient	زياده تر کو (%75) Most of them (75%)	-
	at their jobs?	Half/some of them (50%)         (50%)           ١ (50%)         ١ (50%)	-
	آپ کے خیال میں آپ کے کتنے فی صد ملازمین کو	جند کو (%25) A few of them (25%) (25%) None کسی کو بھی نہیں	
	اپنے پیشے میں مکمل مہارت رکھتے ہیں؟		
ID63	Which type of skills are being	پیٹسے کے مطابق مخصوص بنر Technical skills specific to trade (رضاحت کریں)	1
	imparted by your unit to your	(specify) (specify) Management / supervisory مینیجمنش/سیروانژری بنر	2
	employees?	skills	-
	آپ کے کاروبار میں کس قسم کا بنر سکھایا جاتا ہے؟	انتظامی بنر Administrative skills	3
		دیگر بنر (وضاحت کرین) Other skills (specify)	
		کرنی نېين(ID 65) پر جانين (ID 65) اير جانين	
ID64	If training is provided, how does this	کام کے دوران \ٹریئر یا مینیجر کے Working alongside/observing	1
	take place?	مثابدہ کرنا الور سیکھنا کام کے دور ان دوسرے ملاز مین کا مثابتہ Working alongside/ observing	2
	(circle all that apply)	کم کے فران فوسرے مدر میں کا مسجد other employees	
	اگر کوئی ترییت دی گئی ہے تو کیسے دی گئی؟	خود کام کرنا Independent work	
	(ایک سے زیادہ جواب دے سکتے ہیں)	جماعت کی بنیاد پر تربیت/کام کرنے کی / Classroom-based training	4
		demonstration at workplace جگہ دکھاتا	
		جماعت کی بنیاد پر تربیت دیگر ادارے / Classroom-based training دکھانا	5
		demonstration at other site Uiass (institution)	
		دیگر (تفصیل بتاتین) دیگر (تفصیل بتاتین)	6
ID65	Do you work with other businesses/	Yes-often بارزیانه	-
1005	external trainers to train your	بان کبھی کبھار Yes – sometimes	2
		Yes – rarely پانيېت کم	
	employees?	نېين(ID 70)پر جانين (ID 70)پر جانين	4
	کیا آپ نے اپنے ملازمین کی تربیت کسی اور کاروبار/یابر کے افراد سے کروائی؟		
ID66	If yes, specify with whom? Provide		
1000	name of TSP(s).		
	اگر بان، تو تفصیل بتائیں؟ تربیتی اداروں کے نام بتائیں۔		
ID67	For which training course(s) was the		
1007	S 11		
	TSP sought? Specify.		
	کون سا تربیتی کورس تربیتی ادارے نے کروایا * تفصیل بتائیں۔		
ID68	How effective has this course been in	Not effective at all بالكل بهى نېيں	1
	developing the skills/ knowledge of	کسی حد تک موٹر Somewhat effective	
		بوٹر Effective	3
	your workers? وہ کورس آپ کے ملازمین کے بنر اور معلومات	بېت موثر Very effective	4
	وہ خورس آپ کے مکرمین کے ہتر اور معنومات بڑھانے میں کتنا کارآمد ثابت ہوا؟		
ID69	How would you rate the service	برا Poor	1
1009	now would you rate the service		

ID	Question	Response	
	provided by the TSP? (in terms of	Satisfactory مطمئن شده	2
	curriculum used, facilities provided	Good Işə	3
	etc.)	بېت اچها Very good	4
	آپ اس تر بیتی ادارے کی خدمات کو کیا درجہ دیں گے؟		
ID70	Is your industry or business	بان (وضاحت کریں) Yes (explain)	1
	association involved in training in any	ئې <u>دن</u> No	2
	way?		
	کیا آپ کی انڈسٹر ی یا کاروبار کی انجمن تربیت کراتے		
	میں حصہ لیتی ہے؟		
ID71	Do you receive information from	روزانہ Regularly	1
	TSPs regarding upcoming training	کیهی کیهار Sometimes بیت کم Rarely	
	programmes?	ہے کے No	
	کیا آپ کو کبھی تربیتی اداروں سے نئے آئے والےتربیتی پروگرام کے متعلق معلومات موصول		
	والےتربینی پروکرام کے متعلق معلومات موصول ہوئیں؟		
ID72	Do you require support in training	پیشے کے مطابق مخصوص بنر Training on Technical skills specific	1
10/2	your employees? If yes, what type of	to trade (specify) (وضاحت کریں)	_
	assistance do you need?	مینیجمنٹ/سپروائزر Training on management / supervisory skills	2
	(circle all that apply)	ی پنر انتظامی پنر Training Administrative skills	3
	کیا آپ کو اپنے ملاز مین کو تربیت دلوانے کے لئے مند	نيگر بئر (وضاحت (Training Other skills (specify)	
	کی ضرورت ہے؟ اگر ہاں تو کس قسم کی مند درکار	گریں)	
	<u>'</u> ے؛	کرئی دوسرا Other support (specify) ذریعہ(وضاحت کریں)	5
	(ایک سے زیادہ جواب دے سکتے ہیں)		
ID73	For the purpose of training your	حکومت کا TEVT ادارہ Government TEVT institution دیگر حکومت کا ادارہ Other Government TSP	_
	employees, which source of training	یر انیویٹ ادارہ /شخص(تفصیل بتائیں) Private Institute /provider	3
	service provider (TSP) would you	(Specify)	
	prefer?		
	اپنے ملازمین کی تربیت کے لئے آپ کس ادارے کو	اين جي او (تفصيل بتائين) NGO TSP (Specify)	4
	ترجیح دیں گے؟	دیگر (تفصیل بتائیں) Others (Specify)	5
ID74	Have you ever used any Standard	ېلى Yes	
	Operating Procedures manual to	نېين(ID 76) یر جانين) No (skip to ID 76)	2
	mentor/train your employees?		
	کیا آپ نے کبھی اپنے ملازمین کی تربیت کے لئے معیاری ضابطہ کار کتابچہ استعمال کیا ہے؟		
		بیت هد تک مند گار Very helpful	4
ID75	If yes, how useful was this manual?	یېت خد تک مدد گار Very helpful کسی خد تک مددگار Somewhat helpful	
	اگر بان ، تو یہ کتابچہ کتنا فائدہ مند تھا؟	الکل مندگار نہیں Not helpful at all	
ID76	If no, how useful would such a	بېت خد تک مند گار Very helpful	
	manual be for you?	کسی حد تک مددگار Somewhat helpful	
	اگر نہیں ، تو آپ کیا سمجھتے ہیں یہ کتابچہ کتنا مفید ہو	بالکل مددگار ئېيں Not helpful at all	3
	سکتا ہے؟		
ID77	How do you monitor your	On the job performance کام کے دوران کارکردگی کے مشاہدے	1
	employees' performance?	روز (observation) متواتر ٹیسٹ سے Periodic tests	2
	آپ اپنے ملاز مین کی کار کر دگی کیسے جانچتے ہیں؟	بیزاور کی مقار سے Output of products	
		نیگر (تفصیل بتائیں) Other	
ID78	Is your business currently providing	ېان Yes	
	on the job training to employees?	نېين(No (skip to ID 81) نېين) No (skip to ID 81)	2
	کیا آپ کا کاروبار اس وقت ملازمین کو دوران نوکری		
	ترییٹ کی سہولت دے رہا ہے؟		

10		
ID	Question	Response
ID79	If yes, for how many managers or	managers
	workers?	
		workers
	اگر بان،تو کننے ملازمین؟	
ID80	If yes, for which skill(s)? (Specify)	
	اگر باں،تو کون سی مہارت کے لئے؟	
ID81	Has your business provided on the	1 بان Yes
		2 نېږى No
	job training to your employees in the	
	past?	
	کیا آپ کا کاروبار ماضی میں بھی دور ان نوکری تربیت	
	دیتا رہا ہے؟	
ID82	Does your business have the capacity	Yes بان
1002		ا بين (ID 84 اير جائين) الم (skip to ID 84
	to take apprentices on board?	
	کیا آپ کے کاروبار میں شاگردوں کی گنجائش ہے؟	
ID83	If yes, how many apprentices can you	(ئىلگرد)_apprentices
	اگر بان،تو کتنے شاگرد آپ ?take on board	
	ر کھ سکتے ہیں؟	
ID84	Any other comments regarding	
	employee skills?	
	ملاز میں کی بنر مندی کے متعلق مزید تجاویز دینا چاہیں گے؟	
	ماٹر میں کی ہنر امندی کے منطق مزید نجاویر ادینا چاہیں گے:	

# Section E: Awareness of PSDF

ID	Question	Response	
ID85	Are you aware of the PSDF Programme?	بان نېين(88 ID 88]پر جائين) No (skip to ID 88)	
ID86	کیا آپ کو PSDF کے پر وگر ام کے متعلق معلوم ہے؟ Are you aware of the role of PSDF in trainings? کیا آپ کو تربیت کے حوالے سے PSDF کے کردار کے متعلق معلوم ہے؟	بل No نېين	1 2
ID87	Do you have any previous experience working with PSDF? کیا آپ کا <b>PSDF</b> کے ساتھ کام کرنے کا تجربہ ہے؟	بان Yes نېون No	1 2
ID88	What areas should be focused upon to strengthen the quality/ effectiveness of training provided by Training Service or OJT Providers? آپ کے خیال میں تربیت کے کون سے عنصر پر زیادہ دیہان دیا جاتا چاہیے تا کہ تربیتی اداروں کے تربیتی معیار/افادیت کو بہتر بنایا جا سکے؟	توکنیکل تربیت جو کہ تربیتی Technical training provided by TSP ادارہ دے دور ان ئوکری تربیت On Job training دور ان ئوکری تربیت Revision of curricula نصاب میں تبدیلی Other (specify)	3

### PSDF Sector Skills Study - Meat and Dairy Processing Questionnaire Meat and Dairy Mid Farm and Processing Unit Employees

Questionnaire Number (For	ID	D	D	Sr. No.
official use only)				

## Section-A: Industry & Respondent Profile

Employee Profile         ID       Firm Name (employer name, if individual)         and State (employer Address affects)       State (employer Address affects)       Image: State (employer Address affects)         ID3       District       and State (employer Address affects)       Address affects)       Image: State (employer Address affects)         ID3       District       and State (employer Address affects)       Address affects)       Image: State (employer affects)       Image: State (employer affects)         ID4       Town/village       Using (employer affects)       Meat       using (employer affects)       Image: State (employer affects)         ID5       Union Council       Using (employer affects)       Meat       using (employer affects)       Image: State (employer affects)         ID6       Sector       Sector       Meat       using (employer affects)       Image: State (employer affects)       Image: State (employer affects)         ID8       Locale       Affect (employer affects)       Meat       using (employer affects)       Image: State (employer affects)         ID9       Firm Size       State (employer affects)       State (employer affects)       State (employer affects)       Image: State (employer affects)         ID10       Name       Mate       Meat       using (employer affects) <t< th=""><th>ID</th><th>Question</th><th>Response</th></t<>	ID	Question	Response
ID         Firm         Name (employer name, if individual) (ح الزبار كان الم (مذف على الم الم كاريار كان الم الم كاريار كان الم الم كاريار كان الم الم كاريار كان (منابع كان)           ID2         Firm / Employer Address (منابع كان (ما كان الم	Emplo	vee Profile	
individual) (بناک بی) (j)       individual) (j)         individual) (j)       individual) (j)       individual) (j)         iD2       Firm / Employer Address (j)       individual) (j)         iD3       District       and (j)       and (j)         iD3       District       and (j)       and (j)       and (j)         iD4       Town/village       idition (j)       and (j)       and (j)         iD5       Union Council       idition (j)       and (j)       and (j)       and (j)       and (j)         iD6       Sector       ji       farm Level       and (j)       and (j)       and (j)       and (j)       and (j)       ji         iD8       Locale       alk       and (j)       and (j)      and (j) <th></th> <th></th> <th></th>			
العادي المحكمة المحكم			
ID2       Firm / Employer Address         Address       Address         ID3       District       Address         ID4       District       Address         Mutan       1       Lahore         ID5       Juitan       Sargodha       Sargodha         ID5       Union Council       ليونن كونس /         ID6       Sector       Juitan       2         ID7       Unit       Meat       Dairy       2         ID7       Unit       Juitan       Locale       Juitan       1         ID8       Locale       Juitan       Juitan       2       2         ID7       Unit       Moder Processing Unit       Juitan       2       2         ID8       Locale       Juitan       Juitan       2       2       Remain       2       2       Moder Processing Unit       Juitan       3       3       2       2       Rural       Gender Juitan       3       <			
ID3       District       نفار بیلز افر کلی         ID3       District       نفار الحكام         ID4       District       نفار الحكام         ID4       Town/village       نها بكونما         ID5       Union Council       نها بكونما         ID6       Sector       نجاز         ID7       Unit       نها بكونما         ID8       Locale       نجاز         ID8       Locale       ملكه         ID9       Firm Size       نجاز         ID10       Name       ملويت         ID11       Mobile Number       نجاز         ID12       Age       محرار نجاز         ID14       Highest Education Level Completed       نجاز بحبار وسيداند وراز نجاز بخار بحبار وسيداند وراز نجاز بخار بحبار وسيداند وراز نجاز بحبار وسيداند وراز بحبار و			
ID3         District         المعلى	ID2		
Image       المرابع الله الم المرابع الله المرابع المرابع المرابع الله المرابع المرابع المراب			
Multan         نظریفا         3           ID4         Town/village         نظریفی         نظریفی         3           ID5         Union Council         نظریفی         نظریفی         نظریفی         1           ID6         Sector         نظریفی         نظریفی         1           ID7         Union Council         نظریفی نظریفی         نظریفی نظریفی         1           ID7         Unit         نظریفی         نظریفی         1           ID8         Locale         نظریفی         Farm Level         ownentional Processing Unit         نظریفی           ID8         Locale         نظریفی         Urban         نظریفی         1           ID9         Firm Size         نظریفی         Very Small (1-9)         نظریفی         1           ID10         Name         نظریفی         1         Small (1-9)         نظریفی         1           ID11         Mobile Number         نظریفی کلروبار کل نظریفی کل نظریفی خلی نظریفی کلیفی نظریف	ID3	ضلع District	
سرگرینا			
العنوبين المعلم الجرابات         Rawalpindi/Islamabad         العنوبين الحرابات         العنوبين الحرابات         العنوبين الحرابات         العنوبين الحرابات         العنوبين الحرابات         العنوبين الحرابات         العنوبين الحراب         العنوبي الحراب         العنوبين الحراب<			
ID4       Town/village       نالان/گاؤن         ID5       Union Council       نونی کوتسل         ID6       Sector       نالازیکار         ID7       Unit       نونی کوتسل         ID8       Locale       نوبی سینگ وی         ID8       Locale       نوبی سینگ وی         ID9       Firm Size       نوبی سینگ وی         ID10       Name       نوبی سینگ وی         ID11       Mobile Number       نوبی کرد کی سینے         ID12       Age       عربی البی کو بی کو ب			
ID6       Sector       نگریت       Meat       شرعی       1         ID7       Unit       نقرعی سطح       farm Level       ite ite a state ite a	ID4	ٹازن/گازں Town/village	Ramapinan islamasid
Detection       Dairy       روایت روایت پروسیدگ وند         ID7       Unit       فرم کی سطح       Farm Level       1         Conventional Processing Unit       شرمی سطح       2         ID8       Locale       ملک       سرمی       1         ID9       Firm Size       Urban       2       1         Semi urban       نوبشدگ وزند       1       2         ID9       Firm Size       Zlegkt Zluki       Zlegkt Zluki       1         Small (10-29)       Utrban       1       3         ID10       Name       مربالک نمرز       Medium (30-100)       1         Image: Superstand Science       Jup Science       1       1         ID11       Mobile Number       مربالک نمر       1       1         ID12       Age       موالک نمر       مربالک نمر       1         ID13       Gender:       مربالی نمر       مربالی نمر       1         ID14       Highest Education Level Completed       میلی کرد مکیا ہے؟       1         Ip       Jup Science       Jup Science       1         Id14       High       Jup Science       1         IB15       If you dropped out or never enrolled in school, what was the main reason?	ID5	يونين كونسل Union Council	
Detection       Dairy       روایت روایت پروسیدگ وند         ID7       Unit       فرم کی سطح       Farm Level       1         Conventional Processing Unit       شرمی سطح       2         ID8       Locale       ملک       سرمی       1         ID9       Firm Size       Urban       2       1         Semi urban       نوبشدگ وزند       1       2         ID9       Firm Size       Zlegkt Zluki       Zlegkt Zluki       1         Small (10-29)       Utrban       1       3         ID10       Name       مربالک نمرز       Medium (30-100)       1         Image: Superstand Science       Jup Science       1       1         ID11       Mobile Number       مربالک نمر       1       1         ID12       Age       موالک نمر       مربالک نمر       1         ID13       Gender:       مربالی نمر       مربالی نمر       1         ID14       Highest Education Level Completed       میلی کرد مکیا ہے؟       1         Ip       Jup Science       Jup Science       1         Id14       High       Jup Science       1         IB15       If you dropped out or never enrolled in school, what was the main reason?	ID6	سیکٹر Sector	Meat گوشت ا
ID8       Locale       ملیر وسینگ یونٹ       Conventional Processing Unit       1         ID8       Locale       ملیر وسینگ یونٹ       Intransfer       Urban       3         ID9       Firm Size       Urban       Geni urban       1         Semi urban       Geni urban       Geni urban       1         Semi urban       Geni urban       1       1         Semi urban       Geni urban       1       1         Semi urban       Geni urban       1       1         ID9       Firm Size       Very Small (1-9)       Ubar Secondard		56660	
ID8Localeمحليد پر وسيندگ يونثModern Processing UnitعرائID9Firm Sizeنام شردیUrbanدیرمیانID9Firm Sizeکار ویار کا ساتزکار ویار کا ساتزID9Firm Sizeکار ویار کا ساتزکار ویار کا ساتزID10Nameموبائل نمبرالجوثID11Mobile Numberنامموبائل نمبرID12Ageموبائل نمبرموبائل نمبرID13Gender:موبائل نمبرموبائل نمبرID14Highest Education Level CompletedNo education/illiterateموبائل نمبرID15If you dropped out or never enrolled in school, what was the main reason?No education for out / always1ID15If you dropped out or never enrolled in school, what was the main reason?Ioi not drop out / always1ID14AgeIoi not drop out / always1ID15If you dropped out or never enrolled in school, what was the main reason?Ioi not drop out / always1ID15Astiv Sub icit icit icit icit icit icit icit ici	ID7	يونٽ Unit	
ID8       Locale       المثرى       التهم المن التهم المن المعالي       التهم المن المعالي       التهم ال			2 روايتى پروسيىنگ يونٹ Conventional Processing Unit
ID3       Locale       توبرش ری       توبرش ری         ID9       Firm Size       کارویلز کا سائز       Image (10-29)       Image (10-29)         ID10       Name       مریائہ       Image (100+)       Image (100+)         ID11       Mobile Number       مریائہ       Image (100+)       Image (100+)         ID12       Age       مریائہ       مریائہ       Image (100+)         ID11       Mobile Number       مریائہ       Image (100+)       Image (100+)         ID12       Age       مریائہ       Image (100+)       Image (100+)         ID13       Gender:       مریائہ میں دو میں ان پڑھ       Image (100+)       Image (100+)         ID14       Highest Education Level Completed       بخس       No education/Illiterate       No education/Illiterate         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always (10, muthawathawathawathawathawathawathawathaw		de c	
Rural         عال دیال         3           ID9         Firm Size         کاردیار کا سائز         1           Small (1-9)         نام         2           Medium (30-100)         تهدر المحاف           ID10         Name         1           ID10         Name         1           ID11         Mobile Number         1           ID12         Age         موبائل نمبر           ID13         Gender:         موبائل نمبر           ID14         Highest Education Level Completed         جنم           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲         ۲           *         ۲	ID8	علاقہ Locale	
ID9       Firm Size       کاروبار کا ساتز       کاروبار کا ساتز       کاروبار کا ساتز       از کا ساتز       1         ID10       Name       3			
Interview       Small (10-29)       التي ي 2         Medium (30-100)       الترابي 3         ID10       Name       1         ID10       Name       التي الم 1         ID11       Mobile Number       التي التي التي التي 1         ID12       Age       عمر         ID13       Gender:       عمر         ID13       Gender:       Male         Primary       2       No education/illiterate         Primary       1         Iddle       1         High       3         High       3         High       1         Bachelors       1         Bachelors       1         ID14       If you dropped out or never enrolled in school, what was the main reason?         ID15       If you dropped out or never enrolled in school, what was the main reason?         ID14       Did not drop out / always         Juicuic	100	کار بار کا بات	
Medium (30-100)       مرمیلته, 1         Intermed (100+)       الع الجاري         ID10       Name       الع الحالي         ID10       Name       الع الحالي         ID11       Mobile Number       موبائل نمبر         ID12       Age       مورالله مورالي         ID13       Gender:       مورالي مرد         ID14       Highest Education Level Completed       No education/illiterate         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always نمبر نجور زيا ہے تو اس         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page f alw in the page reate income for call and the page reate incom	109	FILITI 2126	
Respondent Profile         ID10       Name       مان         ID11       Mobile Number       موبائل نمبر         ID12       Age       عصر       years         ID13       Gender:       Male			
ID10       Name       نام       نام       نام       نام       موبائل نمبر         ID11       Mobile Number       موبائل نمبر       موبائل نمبر       موبائل نمبر       موبائل نمبر         ID12       Age       عمر       عمر       عمر       1         ID13       Gender:       Male       جنس       2         ID14       Highest Education Level Completed       No education/illiterate       No education/illiterate         ID14       High       تعليم کا محمل درجہ کيا ہے؟       Middle         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always       Jaway Singer for the part of the part o			ل بڑا (Large (100+)
ID10       Mobile Number       موبائل نمبر         ID12       Age       عمر       عمر         ID13       Gender:       Male       جنس         ID14       Highest Education Level Completed       No education/illiterate       No education/illiterate         ID14       Highest Education Level Completed       Primary       Middle         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always by Engling in the particle in the partic	Respo	ndent Profile	
ID12       Age       عمر       عمر       and       years         ID13       Gender:       Male       جنس       and       pears         ID14       Highest Education Level Completed       No education/illiterate       No education/illiterate       not completed         ID14       Highest Education Level Completed       ratio and to completed       No education/illiterate       No education/illiterate         ID14       High       and       ratio and to completed       ratio and to completed       Middle         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always       Jaway and to invoit for enrolled       Invoit for enrolled         ID15       Lift up Shap and to complete out or never enrolled in school, what was the main reason?       Did not drop out / always       Jaway and to invoit for enrolled       Invoit for enrolled         I       Application out on the properior out on the properior out out on the properior out	ID10	نام Name	
ID13       Gender:       ساب المار       Male       مارد       1         ID13       Gender:       Male       نجس       2         ID14       Highest Education Level Completed       No education/illiterate       No education/illiterate       Primary         2       پر آسری       ساب المار       Primary       Middle       Primary         4       بی کی کندی بی این پر آسری       Maters       Schelors       Masters         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always       Jeway for your diagonal for the part of the par	ID11	موبائل نمبر. Mobile Number	
ID13       Gender:       سرد       Male       جنس         2       عورت       عورت       ID14       Highest Education Level Completed       No education/illiterate       No education/illiterate       No education/illiterate         1       2       پر انبر ی       No education/illiterate       No education/illiterate       Primary         2       Middle       Middle       High       High       A         3       بیچارز       Masters       Masters       Masters         1       کبهی نبین چیوژ الیمیشہ سکول super for encode school, what was the main reason?       Did not drop out / always for encode school schoo	ID12	عبر Age	years
ID14       Highest Education Level Completed       No education/illiterate       No education/illiterate       1         ID14       Highest Education Level Completed       rate 2       No education/illiterate       No education/illiterate       1         ID14       High       rate 2       No education/illiterate       No education/illiterate       1         ID14       High       rate 2       No education/illiterate       No education/illiterate       1         IB15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always       1       1         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always       1       1         ID15       If onelp generate income for       income for       income for       income for       income for         I       inclustry       inclustry       inclustry       inclustry       inclustry       1	ID13		Male مرد 1
Image: Second for Level and process       Primary       2         Image: Second for Level and process       Primary       2         Image: Second for Level and process       Primary       2         Image: Second for Level and process       Primary       Image: Second for Level and process         Image: Second for Level and process       Primary       Image: Second for Level and process         Image: Second for Level and process       Primary       Image: Second for Level and process         Image: Second for Level and process       Primary       Image: Second for Level and process         Image: Second for Level and process       Image: Second for Level and process       Image: Second for Level and process         Image: Second for Level and process       Image: Second for Level and process       Image: Second for Level and process         Image: Second for Level and process       Image: Second for Level and process       Image: Second for Level and process         Image: Second for Level and process       Image: Second for Level and process       Image: Second for Level and process       Image: Second for Level and process         Image: Second for Level and process       Image: Second for Level and process       Image: Second for Level and process       Image: Second for Level and process         Image: Second for Level and process       Image: Second for Level and process       Image: Second for Level and process			
2       پرائىرى       ۲         3       مىڭل       3         4       بېتى       ١         4       ١       ١         5       بېټلرز       ٩         6       ١       ١         1       ٢       ٢         ٩       ١       ١         ١       ٢       ٢         ١       ٢       ٢         ١       ٢       ٢         ١       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢         ٢       ٢       ٢ </th <th>ID14</th> <th>Highest Education Level Completed</th> <th></th>	ID14	Highest Education Level Completed	
Image: Application of the system of the		تعلیم کا مکمل در جہ کیا ہے؟	
Bachelors       Bachelors         induction       6         ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always         induction       1         inducti			
ID15       If you dropped out or never enrolled in school, what was the main reason?       Did not drop out / always       always       1         1       کبهی نبین چیوژ الیمیشہ سکول (بیمیشہ سکول ماسی دی المال)       Did not drop out / always       1       1         2       نجان دی آمندی میں مدد کے To help generate income for       اگر آپ کبهی سکول نہیں گئے یا سکول چیوژ دیا ہے تو اس			
ID15 If you dropped out or never enrolled in school, what was the main reason? ک خاندان کی آمدنی میں مدد کے To help generate income for انگر آپ کیپی سکول نہیں گئے یا سکول چھرڑ دیا ہے تو اس			
جاتاریا school, what was the main reason? <u>enrolled</u> 2 2 خلادان کی آمدنی میں مدد کے To help generate income for اگر آپ کبھی سکول نہیں گئے یا سکول چھوڑ دیا ہے تو اس	ID15	If you dropped out or never enrolled in	
		school, what was the main reason?	enrolled جاتاريا

ID	Question	Response	
		No schools / higher level schools میکول موجود نبین available No vocational courses offered in میں ووکیٹنل کورس نبین schools	3 4 5 6
ID16	Did you attend any technical and vocational education and training course prior to this job? (formal defined as being linked to government / TEVTA; of a fixed duration and linked to certification) کیا آپ نے نوکری سے پہلے کوئی ٹیکنیکل اور ووکیٹنل تعلیم اور تربیتی کورس کیا ہوا تھا؟	بال رسمی تربیت Yes – formal training بال غیر رسمی تربیت No	1 2 3

## Section B: Securing the Job

ID	Question	Response	
ID17	What is your job title? آپ کی ملازمت کا عېدہ کیا ہے؟		
ID18	What are your responsibilities? (i.e. which activities are carried out by you) نوکری میں آپ کی نمہ داریاں کیا کیا بیں؟ (اس نوکری میں کون کون سے کام آپ کرتے ہیں؟		
ID19	How did you find out about this job/position? آپ کو یہ نوکری کس طرح ملی؟	اشتبار سے Advertisement	1 2 3 4 5
ID20	How were you selected? Was there a recruitment process? (circle all that apply) آپ کا انتخاب اس نوکری کے لئے کس طرح ہوا؟ کیا کوئی ہیرتی کا باقاعدہ طریقہ کار موجود تھا؟	الملک کے سلام غیر رسمی بلک (discussion) جیت چیک Formal interview (discussion) جیت مللک کے سلام رسمی بلک چیت Filled out an Application Form انتخاب سے پہلے کا ٹیسٹ Selection form در میں پہلے کا ٹیسٹ	1 2 3 4 5
ID21	How difficult was it to obtain this job? اس نوکری کو حاصل کرناکتنا مشکل تھا؟	بالكل مشكل نبين تها . Rigorous selection criteria التخاب كا سخت معيار . High level of competition المقابلہ بیت زیادہ تھا .	6 1 2 3 4 5
ID22	Was any prior experience required for this job? If yes, how many years? کیا اس نوکری کےلئے پہلے سے موجود تجربے کی ضرورت تھی؟		1 2
ID23	Was any prior certification required for this job? کیا اس نوکری کے لئے کسی قسم کے سرٹیفیکیٹ کی ضرورت تھی؟	Previous employer certification پچھلے مالک کا سر ٹولیرکٹ/خط / letter Other (specify) : دیگر (وضاحت کرین)	1 2 3 4
ID24	Are you related to the manager / employer or other workers in this	کسی سے کوئی تعلق نہیں No relation to anyone کسی سے کوئی تعلق تہیں Related to employer only	2

ID	Question	Response
	enterprise? کیا آپ اس کاروبار کے منیجر /مالک یا کسی اور کام کرنے والے کے رشتے دار /تعلق دارہیں؟	Related to other employees 2 مالک لائے والے سے رشتہ تعلق Related to employer and 2 مالک اور اس کے ساتھ کام کرنے والوں سے رشتہ تعلق
ID25	Was any written contract/agreement provided to you? کیا آپ کر کرئی تحریری معاہدہ دیا گیا تھا؟	Yes         1           No         2
	a. If yes, how well did you understand the contents of the agreement? (i.e. terms, conditions, etc.) الأربان، تو وه معابده آب كو كتنا سمجه مين آيا تها؟	Very well     1       Somewhat     2       Not at all     3
ID26	When did you first start this job? (enter date) آپ نے یہ کام کب شروع کیا تھا؟	(Month) / ( year)
ID27	How often are you paid? آپ کو تنخواہ کب کب ملتی ہے؟	Daily         1           Weekly         2           Monthly         3           Other (specify)         4
ID28	What is the salary or stipend amount? (on average) آپ کی انداز آنٽنخواہ کتنی ہے؟	Rs/day Rs/month
ID29	What other benefits do you receive? (circle all that apply) اس کے علاوہ کون سی سہولیات آپ کو نوکری کے دور ان دی جاتی ہیں؟	None         1           Food (meals)         ٤           2         كهانيان           3         Medical benefits           4         الشوريس           5         الشوريس           6         ويشى           7         نيگر (وضاحت کرين)

## Section C: Activities carried out and skills required

ID	Question	Response	To be filled by Supervisor
ID30	How long have you been working at your current position? آپ اس موجودہ عہدے پر کتنے عرصے سے کام کر رہے ہیں؟		
ID31	How many hours per day do you work? آپ دن میں کتنے گھنٹے کام کر تے ہیں؟	(گینٹے ایک دن میں)Hours per day	
ID32	How many days a week do you work? آپ ہفتے میں کتنے دن کام کر تے ہیں؟	(دن ایک بفتے میں)Days per week	
ID33	Have you been provided your job description? کیا آپ کو آپ کے کام کی تفصیل بتائی گئی ہے؟	Yes, verbally Yes, in writing No	1 جى بان، زېڭى 2 جى بان، ئحريرى 3 ئېين
ID34	What activities do you carry out during your job? Specify. اس نوکری میں کیا کیا کام کرتے ہیں؟	1 2 3	

ID	Question	Response To be filled Superviso	
ID35	What skills are required to carry out the above-mentioned activities? اوپر بتائے گئے کلموں کو کرنے کے لئے آپ کو کون کون سے بئر/مہارت کی ضرورت ہوتی ہے؟	1 2 3	51
ID36	Did you ever attend any training related to this job? کیا آپ نے اس کام کو کرنے کے لئے کسی تربیت میں شرکت کی؟	نېين(D 45) (پر جانين) No(skip to ID 45)	2
ID37	What was the nature / content of the training? اس تربیت کی نوعیت/مواد کیا تھا؟	تیکنیکل بنر /مبارث اس کام گو (specify) کرنے کے لئے ک مینیجمنٹ/نگر انی کی مبار ت/بنر Administrative skills Other skills (specify) کچھ بھی نہیں None	4
ID38	What was the name of the organization which provided this training? (specify) ادارے کا نام بتائیے جس نے تر بیت دی؟		
ID39	Where did this training take place? Specify location. تربیت کس جگہ ہوئی(مقام بتائیے)		
ID40	What was the name of the training course which you undertook? تربینی کورس کا نام کیا تها؟		
ID41	When did this training take place? یہ تربیت آپ نے کب حاصل کی؟	Month / Year	
ID42	What was the duration of this course (in days, weeks or months)? اس تربیت کا دور انیہ کتنا تھا (دن،بفتے یا مہینہ)؟	DaysWeeksMonths	
ID43	How effective was the training in developing/improving your skills? آپ کی مہارت کو بېتر کرنے یا بنانے میں یہ تربیت کتنی موثر تھی؟	یېت موٹر Very effective کچھ موٹر Somewhat effective بالکل موٹر نېيں Not effective at all	2
ID44	How relevant was this training to your current job? یہ تربیت مرجودہ نوکری سے کتنی مناسبت رکھتی ہے؟	Highly relevant     Highly relevant       Somewhat relevant     کچه حد تک مناسبت       Not relevant at all     کسی بهی حد تک مناسبت نېین	2
ID45	If you did not have a job during this training, how long did it take for you to find employment? اگر تربیت کے وقت آپ کے پلی نوکری نہیں تھی تو آپ کو نوکری ڈھونٹنے میں کتنا وقت لگا؟	ایک ماو کے اندر اندر     Within 1 month       ایک سے تین مہینے     Between 1-3 months       پکر سے چھ مینے     Between 4-6 months       جھے مینے سے زیادہ     More than 6 months       ہمینے سے زیادہ     Not applicable; already had a       نہی     نہی ہوتا، پہلے سے نوکری	1 2 3 4 5
ID46	Is any training provided at your current job? If yes, what is it focused on? (circle all that apply) کیا آپ کو موجودہ نوکری کے دوران کوئی تربیت دی گئی؟ اگر بال، تو تربیت کس پر دی گئی؟	Administrative skills     انتظامی میارث       Other skills (specify)     دیگر میارث (تفصیل بناتین)       None (skip to ID 51)     کچه بهی نیز (ID 51 پر جائین)	6
ID47	How is training provided?	کلم کے دوران /ٹریئر یا مینیجر کے Working alongside/observing مشاہدہ کرنا الور سیکھنا	1

ID	Question	Response To be fille	d by
		Supervi	sor
	(circle all that apply)	لام کے دوران دوسرے ملازمین کا /Working alongside	
	اگر کوئی تربیت دی گئی ہے تو کیسے دی گئی؟	شایده کرنا اور سیکهنا observing other employees	
		نود کام کرنا ہماعت کی بنیاد پر تربیت دیگر ادارے / Classroom-based training	-
		بماعت کی بنیاد پر تربیت دیگر ادارے / Classroom-based training کھاتا	
		Other (specify) (تفصیل بتانین)	
ID48	In your opinion, what has been the	لا کے دوران اڑیئر یا میٹیجر کے Working alongside/observing	
1040	, , ,	manager or employer شاہد کرنا الور سیکھنا	
	most useful method of training for	نلمکے دوران دوسرے ملازمین کا Working alongside/ observing	<u>2</u>
	you?	other employees شابده کرنا اور سیکھنا	
	(circle 1 only)	نود کلم کرنا Independent work	
	آپ کے خیال میں تربیت دینے کا کون سا طریقہ سب سے	Classroom-based training / ہماعت کی بنیاد پر تربیت دیگر /	
	زیادہ موٹر ہے؟	ار ے نکھٹا demonstration پگر (تفصیل بتانیں) (Other (specify)	_
			_
ID49	Are external trainers called in for	بی بان، زیادہ تر Yes – often بی بان، زیادہ تر Yes – sometimes	_
	training purposes?	ی بن دیور No	
	کیا تربیت دینے کے لئے باہر سے کسی فرد کو بلایا جاتا		
	بے؟		
ID50	How effective is the existing method of	ت موثر Very effective	
	training in developing your skills?	چه هد تک موثر Somewhat effective الکل موثر نبین Not effective	
	تربیت کا موجودہ طریقہ آپ کی مہارت کو بڑھانے کے	لکل موثر نہیں Not effective	: 3
	لئے کتنا موثر ہے؟		
ID51	Do you feel you require further	ان Yes	
	training for improved performance?	No U	3
	آپ کو لگتا ہے کہ آپ کو اپنی کار کر نگی بڑ ھانے کے لئے		
	مزید تربیت کی ضرورت ہے؟		
ID52	To what extent do you think this job is	ت حد تک To a large extent	1
	helping you gain new skills?	سی حد تک To some extent	<u>s</u> 2
	کیا آپ کے خیال میں آپ کی یہ نوکری آپ کی مہارت کو	لکل نېين Not at all	4 3
	بڑھانے میں کس حد تک مند کرتی ہے؟		
ID53	How supportive is your manager /	بت مدد گار / حمایت Very supportive	1
	employer in regard to helping you gain	سی حد تک مند گز /حمایت Somewhat supportive	\$ 2
		لکل مدد/حمایت نېین Not supportive at all	4 3
	new skills?		
	کیا آپ کا ملک / مینیجر آپ کو نئی مہارت سیکھنے کی حمایت/مند کرتا ہے؟		
IDEA			
ID54	What can be done to further improve		
	your skills?		
	آپ کی بنر / مبارت کو مزید بہتر کرنے کے لئے کیا کیا		
	جا سکتا ہے؟		

## Section E: Awareness about PSDF

ID	Question	Response To be filled Superviso	
ID55	Are you aware of the PSDF Programme? کیا آپ کو <b>PSDF</b> کے پروگرام کے متعلق معلوم ہے؟	بلی No (skip to ID 58) (نېین(58 ID 58)	
ID56	Are you aware of the role of PSDF in trainings? کیا آپ کو تربیت کے حوالے سے PSDF کے کردار کے متعلق معلوم ہے؟	بان Yes نېيں No	2
ID57	Do you have any previous experience working with PSDF? کیا آپ کا <b>PSDF</b> کے ساتھ کام کرنے کا تجربہ ہے؟	بان Yes آبين No	2
ID58	What areas should be focused upon to strengthen the quality/ effectiveness of training provided by Training Service Providers? آپ کے خیال میں تربیت کے کون سے عنصر پر زیادہ دیہان دیا جاتا چاہیے تا کہ تربیتی اداروں کے تربیتی معیار/افادیت کر بہتر بنایا جا سکے؟	51760 clouning	1 2 3 4

## ANNEXURE 3 LIST OF INDUSTRY

#### **INFORMAL UNITS - MEAT & DAIRY**

Sr	Name of Industry	Sector	Addresses	Contact
Kasur				
1	Akbar Ali Dairy	Dairy	Patu kalan	0333-4886422
2	Allah Dita Dairy	Dairy	Patu kalan	0345-7859309
3	Baba Anayat Kulfi	Dairy	Main road kot bilal khan	0322-6607415
4	Bismillah Milk Shop	Dairy	Feroz pur road	0300-6269861
5	Fazal Hussain Qulfi	Dairy	Noor masjid road	0322-8782070
6	Gujar Dairy Farm	Dairy	Lari ada road	0300-7574634
7	Imran Milk shop	Dairy	Bairoon kot Azam dhoor kot road	0322-6601415
8	liaqat Ali Dairy	Dairy	Patu kalan	0305-4657280
9	Mirza Altaf Farms	Dairy	Kamal pura	0307-4363216
10	New Bilal Sadiq sweets	Dairy	New bazar	0321-7072885
11	Nisar Baje khan Dairy	Dairy	Rohi wala	0300-4757179
12	Rana Touseef Dairy	Dairy	Rohi wala Khayam kiran road	0307-6837930
13	Rehamkaria Milk Shop	Dairy	Al shahbaz road	0321-6855178
14	Sadiq Jutt Dairy	Dairy	Al shahbaz road	0300-6591955
15	Salamat Ramzan Sweet House	Dairy	Bari Allah rakhi Masjid	0321-6583193
16	Sheikh Asif Kasuri Faluda	Dairy	Bulhe shah railway road	0320-4340085
17	Abdullah Meat Farm Informal	Meat	Post office district kasur Jamia Siddiquia Taleem ul Quran	0300-6591604
18	Ikram Ali Slaughter house	Meat	Khajian wala Town ganda singh	0306-6829424
19	Jamil Meat Point	Meat	Ada Mahalam kalan	0307-6822687
20	lateef meat centre	Meat	Mustafabad ferozpur road	0300-4130350
21	Malik Meat Point	Meat	Chak Maan	0332-4141025
22	Mehr liaqat Ali Butchery	Meat	ADA Ganda singh heer ganda singh road	0311-4631057
23	Mehr Mubarik Ali Butchery	Meat	Moza Rasool nagar	0302-6891593
24	Naveed Meat Form	Meat	Rohi wala Khayam kiran road	0341-8521395
25	Pip Meat point	Meat	Moza Bhairian Bhayam kiran road	0306-4450777
26	Waris Ali Butchery	Meat	Moza khar peer ganda singh	0301-3110755
Lahore				
1	Akram Farm Barah	Dairy	Samsani khoi johar town	0345-4906203
2	Al Faisal Milk Shop	Dairy	G-1 Market johar town	0342-8000786
3	Al- Khair Milk Shop	Dairy	Gazi chowk main feroz pur road	0346-3803335
4	Al Noor Milk Shop	Dairy	Main sandha road	
5	Allah Rakha Milk Product	Dairy	Kot lakhisat	0315-6700428
6	Asli Qasoori Milk and Falooda	Dairy	Ferozpur road ichara adda lahore	0321-7778163
7	Baloch Milk Point	Dairy	Bukhari market Achara	0300-8435547
8	Bissmillah Milk Shop	Dairy	Dill kash park sanda kalan	0346-4082505
9	Ch. Bukhtiar Dairy	Dairy	Gawala colony harnas pura	0321-4585033
10	Ghosia Milk processing unit	Dairy	Gajumata stop main feroz pur road	0323-4747472
11	Ghousia Milk Shop	Dairy	345 G Rehman pura Ichra	0321-4442295
12	Ghulam Hussain Dairy	Dairy	Gawala colony harnas pura	0300-4265466
13	Hafiz Faloooda Shop	Dairy	Barkat maket	0333-4359156
14	Hafiz Milk Shop	Dairy	Barkat market new garder town	0333-4395235

Sr	Name of Industry	Sector	Addresses	Contact
15	Haji Milk Shop	Dairy	Bata pur	0322-4566986
16	Hakim Ali Dairy	Dairy	Bata pur	0301-4335422
17	Icha Milk Shop	Dairy	Jinnah hospital road near BOR	0321-8877800
18	Judge Barah	Dairy	Samsani khoi	
19	Khuram Dairies	Dairy	Kot lakhisat	
20	Kouser Butter	Dairy	Abu Bakar Siddique colony near khan ada	0322-5309375
21	Malik Dairy Farm	Dairy	Bata pur	0307-7893065
22	Muhammad Shareef	Dairy	Yaqeen pura	0323-4980206
23	Norani Milk Point	Dairy	Sultan ahmed road ichara	0300-4544442
24	Raheel Dairies	Dairy	Sansani pind	0313-4424871
25	Razzaq Dairy	Dairy	Ram pura gujar chowk bata pur	0323-4261021
26	Shadbad Dairy	Dairy	Allah hu pull gajumata feroz pur road	0300-8804959
27	Sunrise butter	Dairy	Abu Bakar Siddique colony near Masjid Shab din	0323-4933355
28	Yousaf Falooda Shop	Dairy	Purani anar kali lahore	0345-4160530
29	Al- Fazal Chicken and Mutton shop	Meat	Near alkarim chowk main molana shirkat ali road	0307-4522671
30	Ali Meat Center	Meat	Achara lahore	
31	Ameen Farms	Meat	Mazang chongi	0300-4194296
32	Ameer Muhammad	Meat	Mojang	
33	Anis Meat	Meat	Manga raiwand road 65 chak	0333-6842103
34	Bahu Meat shop	Meat	Hala colony main bazar gulberg 2	
35	Bhula Meat Shop	Meat	Main Bazar makka colony	0315-6701065
36	Chishti Gousht Farosh	Meat	Wahdat colony	0302-6851321
37	Deen Muhammad	Meat	Mojang	
38	Dogar Cattle Farm	Meat	15 km raiwand	0305-1415167
39	Dogar Goat Fraosh	Meat	Main Baidian road near nawaz interchange	0306-4506851
40	Fresh and Fast Mutton Shop	Meat	Main multan road chobar gee	0300-4304203
41	Hafiz Asif	Meat	Mojang	0333-4101610
42	Haidery Mutton Shop	Meat	Rehman pura	0346-7587735
43	Haji Meraj Mutton Shop	Meat	Ameen park rawi town	0342-4475296
44	Haji Naseer	Meat	Mojang	0333-4428760
45	Haji Tahir Beef Shop	Meat	out mall road sanda	0332-4654322
46	Haneef Zibah Khana	Meat	Shahdara	0332-8571105
47	Hasnain Albadar Farms	Meat	Block G 3 johar town	0300-6000637
48	Imran Meat Shop	Meat	47/M Firdos market gulberg 2	0321-6712240
49	Javed Zibah Khana	Meat	Dhobi bilal ganj	0312-4009624
50	Jutt Farm	Meat	7km Multan road near chohang	0300-4020926
51	Kamiela Butchery	Meat	Saddar bazar	0301-3077358
52	Khan Mutton Shop	Meat	13 kilometer thokar niyaz baig main road rai wand	0302-3530130
53	Lahori Mutton shop	Meat	Main multan road chobar gee	
54	Majeed Mutton Shop	Meat	Chowk yateem khana near Bakra mandi	0324-8457767
55	Malik Mutton Shop	Meat	Muhammad pura Achara	
56	Muhammad Ali	Meat	Harnass pura	0324-4496414
57	Muhammad Shakeel Jutt	Meat	Jalo pind wahga town	0306-8571325
58	Nawaz Mutton Center	Meat	Kamahan	0503-7186438
59	Nazeer Bakra Farosh	Meat	Badian road	0301-4810500
60	Rasheed Johar poria	Meat	Mojang	
61	Sabir Mutton Shop	Meat	Karim park maqsood pura	0322-4898550
62	Sardar Mutton Shop and Fish	Meat	Main moon market	0300-7214035

Sr	Name of Industry	Sector	Addresses	Contact
63	Umer Malik	Meat	Sangial bai pass	0333-4131103
64	Yasir Laham Farms	Meat	134 B Model town	0332-4250169
Multar	า			
1	Abdul Majeed	Dairy	Moza Boe wala	0302-3776682
2	Abdul Rasheed	Dairy	Moza Boe wala	0343-6991866
3	Evergreen Milk Shop	Dairy	Gurdaizi market	0334-6003432
4	Ghulam Raool Dahi Faroosh	Dairy	Neel kot multan	0302-5325871
5	Liaquat/BismAllah Milk Shop	Dairy	Multan naka chowk	0305-2748633
6	MashAllah Milk Shop	Dairy	Multan naka chowk	0304-5045395
7	Mubarak Milk Shop	Dairy	Khan village road	0301-2571711
8	Muhammad Imran	Dairy	Moza Boe wala	0341-4986801
9	Muhammad Ishaaq	Dairy	Moza Boe wala	0303-3207782
10	New Multan Milk Shop	Dairy	Hayat chowk new multan	0315-3811905
11	Niazi Milk Shop	Dairy	Neel kot multan	0342-0314425
12	Razaq/Al Rehman Milk Shop	Dairy	Hayat chowk new multan	0300-7149451
13	Allah Nawaz Farm	Meat	Faqeer pura	0301-7344188
13	Ameer Hamza	Meat	Mahdoom rasheed	0300-7344188
14	Hashmi Farm	Meat	Mahdoom rasheed	0343-4300007
16	Mansoor Farm	Meat	Bigan wala	0313-6074390
17	Muhammad Ehsan	Meat	Hayat chowk	0313-6823513
17	Muhammad Saleem Ghost Center	Meat	Gulshan market	0308-5025520
19	Qureshi Tikka Shop & Ghost Center	Meat	Gulshan market	0300-7191840
20	Rasheed Ghost Center	Meat	Gulshan market	0308-4933671
21	Shahid Mutton Farm	Meat	Gulshan market	0307-7603220
22	Sidhu Jutt Farm	Meat	Kothe wala kho	0303-6921034
23	Zahoor Cattle Farm	Meat	Band bosan Multan	0333-8887180
24	Zaidi Cattle Farm	Meat	Industrial estate	0314-6617123
	pindi/ Islamabad			
	Abdul Waheed Farm	Dairy	Dhowk hameeda fatehjang road	0345-5409718
2	Abid Dairy Farm	Dairy	Photohar town	0347-9004513
3	Adalat Khan Farm	Dairy	Dhowk hameeda fatehjang road	0347-5347421
4	Allah Ho Milk Shop	Dairy	Lane no 8 Afshan colony rwp	0343-6546897
5	Awami Milk Point Sweets & Bakers	Dairy	Lohar gali Peer wadahi	0344-5183565
6	Ch. Haji Ali Asghar Farm	Dairy	Dhowk hameeda fatehjang road	0300-8353786
7	Ch. Rasheed Milk Shop	Dairy	Peer chowa chowk iqbal colony near bani chowk	0300-7983906
8	Chaudhry Milk Shop	Dairy	Kartar pura rwp	0332-5360412
9	City Milk Shop	Dairy	Baira chowk Iqbal colony near Bani chowk	0306-8945253
10	Gujrat Milk Shop	Dairy	Lohar gali Peer wadahi	0301-5173796
11	Ishaaq & Fazal ur Rehman Dairy Farm	Dairy	Dhowk hameeda fatehjang road	0343-5876302
12	Kashmir Milk Shop	Dairy	Kartar pura rwp	0300-5388165
13	New Dil Pasand Sweets & Bakers	Dairy	Taili mohallah murree road	0301-5466942
14	Qasr e Shireen	Dairy	Taili mohallah murree road	0333-5593813
15	Sajid Sweets	Dairy	Saddar rwp shaffi plaza bank road	051-5516741
16	Ammar Pura Slaughter House	Meat	Amar pura	0323-5827125
17	Bilal Mutton Shop	Meat	Shop no 6 bnlock 14 f-6 supermarket islam- abad	
18	City Super Market	Meat	Siddiqui chowk saidpur road rwp	0323-5139212
19	Fayyaz Farm House	Meat	Pind sehal near chakri	0346-5214840
20	Kartar Pura 2 Slaughter House	Meat	Kartar pura	0344-4712405
21	Kartar Pura Slaughter House	Meat	Kartar pura	0302-7213514

Sr	Name of Industry	Sector	Addresses	Contact
22	Madina Cash & Carry	Meat	PwD main road	0333-5527268
23	Malik Jehangir Farm	Meat	2 km Gaggao village chakri	0301-5507403
24	Punjab Cash & Carry	Meat	PwD main road	0300-5305630
25	Qureshi Fresh Frozen Foods	Meat	5 kohsar market F 6/3 islamabad	
26	Sadiqabad Slaughter House	Meat	Sadiqabad	0303-6646256
27	Sayeed Farm House	Meat	Gahi sayyeddan rwp	0312-5166185
28	Yaqoob Zarai Farm	Meat	Chountra rwp	0334-0000525
Sargod	lha			
1	Al Rehman Milk Shop	Dairy	House no 36 Moin chowk near Circuit house	0300-2923233
2	Asad ullah Chatta Dairy Farm	Dairy	Chak 101 SB	0344-7589116
3	Atta Muhammad	Dairy	Chahta colony nisar town new satellite town	0301-6008046
4	Chatta Dairy Farm	Dairy	chak 100 SB	0345-8658755
5	Dil Pasand Dairy	Dairy	Chowk Iqbal colony	0300-9607123
6	Faizan e Madina Dairy	Dairy	Block number 15 Girls college road	0321-6044291
7	Gala Dairy Farm	Dairy	Chak 78 NB	0321-6006889
8	Kalyar Dairy	Dairy	Lala zar town near kainchi mor lahore road	0300-6000375
9	Marth Dairy Farm Dairy Dera Marthan wala		0321-6078620	
10	Mattilal Dairy         Dairy         chahta town lahore road		0300-6054434	
11	Muhammad Ansar Masood Dairy Street no 8 murad abad colony hunar wali sarak		0345-5101300	
12	Qasim Dairy Farm Dairy 100 Chak		0300-8608100	
13	Sargodha Dairy     Dairy     Block no 9 girls college road		0302-6000770	
14	Shakeel Dairy Farm	Dairy	Kanayal Aiver new main road	0300-6009277
15	Toor Brothers	Dairy	Chak 97	0301-6746737
16	Bao Aslam Beef Shop	Meat	Block 110	0322-7602139
17	Daira Chaudhry Shahbaz Tarar	Meat	Chak no 26 Shamali Tehsil bhalwal	03200-860282
18	Daira Haji Shafaat Ahmed Farm	Meat	chak no 27 shamali	0301-6745027
19	Daira Waseem Cheema	Meat	Chak 26 Shamali tehsil bhalwal	0300-6000360
20	Mazhar Mehmood Ghost Farosh	Meat	33 Phattak stop Achana wala	0341-7985801
21	Mumtaz Ghost Farosh	Meat	Ajnala station Tehsil bhalwal	0302-8140327
22	Nabeel Akbar Beef Shop	Meat	Muhammadia colony sargodha city	0315-6001031
23	Papu Beef Shop	Meat	Block 110	0306-7142100
24	Papu Ghost Farosh	Meat	Ajnala station Tehsil bhalwal	0314-6758514
25	Papu Meat Shop	Meat	Block 17 Chowk sargodha city	0323-6140223
26	Saqiba Farm	Meat	Chak 13 janubi	0341-0568313
27	Tariq Mehmood Ghost Farosh	Meat	Phattak 40 chak Bai pass shell pump	0314-8787308

#### FORMAL UNITS - MEAT & DAIRY

Sr.	Name of Industry	Sector	Addresses	Contact	
Kasur					
1	Al Bashir Dairy Form	Dairy	Wadana	0333-8042199	
2	Al Razaq Al Baqi Dairys	Dairy	Moza Punu kalan kayamam kiran road	0346-4555688	
3	Al Raziq Dairy Form	Dairy	Sirali gaon mustafabad	0300-4241894	
4	Amin Dairy form and Meat form	Dairy	Mustafabad Saryali kalan road	0333-4458093	
5	Ayub Faluda	Dairy	NEW bazar	0333-4302492	
6	Fatohi wala Bachra Form	Dairy	Village fathohi wala ganda singh road	0308-4938438	
7	Hussain Cattle and Dairy Form	Dairy	8 KM Mustafabad Feroz pur road	0321-9811118	
8	Munawar Sweets House	Dairy	NEW bazar	0322-5276793	
9	Amin Meat form	Meat			

	Bulhe Shah Meat Form	Meat	Chak khajianwala	0308-9241667	
	Civil veternary Hospital and Slaughter house khadia	Meat	Molana sadiq road Khadian	0300-4307592	
12	Nawaz Meat Form	Meat	Moza rohewala khayam kiran road	0305-7116799	
13	Red Bite	Meat	Katcheri road	0304-4898872	
14	Shair Ali Meat form	Meat	Moza rohewala khayam kiran road	0307-4124025	
15	Slaughter House Kasur New Bazar	Meat	NEW bazar	0300-4567241	
	Slaughter House Town committee Musta-fabad.	Meat	Mustafa abad	No number	
Lahore					
1	Chamman Ice Cream	Dairy	Main molana shouqat ali road near jinnah hospital faisal town	0333-4680958	
2	Dada Dairy	Dairy	lqbal nagar Kasur road lahore	0321-6579791	
3	Haleeb Foods	Dairy	62km multan road	0321-4800732	
4	Manako Dairies	Dairy	Mustafa abad lalyani	0301-3205847	
5	Millac Foods	Dairy	75/10-A Arif jan road Cantt	0300-8476765	
6	Mleko Dairies	Dairy	Near thay dial vill;age mustafa abad	0322-4795166	
	Nestle Milk Pak Ltd	Dairy	Badian lahore	0321-4115690	
8	Premier Dairies	Dairy	Garden town	042-3536378	
	Punjab Dairies	Dairy	Sundar estate	0314-6701070	
	Shareef Dairies	Dairy	55-k model town	0301-8441095	
	Star Dairy Farm	Dairy	Puran kahna stop chak shahzada lahore	0307-6677514	
	Zahra Dairy	Dairy	40 Km Main feroz pur road mustafabad	0321-4599761	
	Zain Farm	Dairy	670 A 2 Block 4 Town ship	0300-7596121	
	Aabdien International	Meat	Chunian road raiwand	0347-1533385	
	Abdali Tarders	Meat	Sundar road 65 chak	0334-4634234	
	Al- Rehman International	Meat	Manga road near makka sugar mills	0333-4844284	
	Al Saba International	Meat	Cantt	0320-4120501	
	Anees Associates	Meat	4km Riawand road	0333-4606473	
	Big Birds Farms	Meat	Raiwand road	0323-4333321	
	Dawn Foods	Meat	39-Industrial Estate kot la khpat lahore	0300-7443330	
	Dawn Mutton and Beaf Shop	Meat	Main market gulberg 2	042-35754041	
	East west Foods	Meat		0303-4169851	
			Manga road 3 kilometer near sugar mills raiwand		
	Karigar Collection	Meat	3.5 km raiwand Manga road	0321-4517573	
	Khurram Goats and Livestock Farms	Meat	Main airport road near Gat eden Avenue	0300-3573435	
	Komal Foods	Meat	Maiga tower gulberg	0300-4743330	
	LMPC	Meat	18 Km Multan road	0300-4020015	
	Taha International	Meat	197-R Model town	0331-7313086	
	Tazij International	Meat	Raiwand by pass	0342-8575905	
	The Meat Sitara Group	Meat	20 km Multan road	0300-8476765	
	Tri Star cattle farm	Meat	Pajian chowk	0341-7414650	
Multan					
	Badogzai Farm	Dairy	Lutaf abad bosan town	0307-8119889	
	Hafiz Sahiwal Cattle Farm	Dairy	Bodla road Multan	0302-8126052	
	Hussnain Gardezi Farm	Dairy	Haider abad Moza khara abad	0306-2395454	
	Imam Dairies	Dairy	Mahdoom rasheed	0312-2635435	
	Mehar Dairy Farm	Dairy	Mahdoom rasheed	0302-7720374	
	Milk Land Farm (Jehangir)	Dairy	Lutaf abad bosan town	0303-8504045	
	Muhammad Ajmal	Dairy	Moza boe wala	0305-7587224	
	Al Noor Dairy & Meat Farm	Meat	Cha dharki wala moza feroz pura shuja abad	0301-7314886	
9					
	Fatohi wala Bachra Farm Muhammad Shabeer Farm	Meat	Basti sahu	0307-3796307	

11	Yousaf Cattle Farm	Meat	Boe wala multan	0300-7630166
12	Zahoor Nawaz Farm	Meat	Basti sahu	0341-639372
Rawalp	pindi/ Islamabad			
1	Gulf Dairy Farm	Dairy	Village Banda near Dhoke Badiat	No number
2	Lavista Milk	Dairy	Samal Industrial jhang bahtar road taxila rwp	0301-8502672
3	New Al Madina Dairy	Dairy	Imam Bara chowk jamia masjid road rwp	0334-5337904
4	Royal Foods & Ice Cream	Dairy	Jhang Bahtar road Taxila rwp	0321-5200076
5	Savour Krispo	Dairy	Rawat Islamabad	0345-5140103
6	Simly Farms	Dairy	chak shahzad	0333-8504489
7	Tehzeeb Bakers	Dairy	Street no 7 I-10/3 Islamabad	
8	Al Huda Calf Fattening Farm	Meat	Chakwal	0331-5091950
9	Gulf Cattle Farm	Meat	Banda tehsil gujar khan	0314-5794830
10	Hilal Meat Processing (Pvt) Ltd	Meat	Chip house street no 9 G-8/2 Islamabad	0333-5499924
11	Metro cash & carry (Pvt) Ltd	Meat	Plot No 1-A, 1 11/4 Islamabad	0324-5000470
12	Municipal Slaughter House, Ratta Amral	Meat	Rawal town ratta amral	0304-7710346
13	Municipal Slaughter House, Sehala	Meat	Sehala islamabad	0322-5992044
Sargoo	dha			
1	Abdul Rehman Bhatti Farm	Dairy	Chak no 51 Shamal	
2	Barya Dairy Farm	Dairy	Chak no 136 Shamali Harniyawala	0346-8606134
3	Col. Dairy Farm	Dairy	Chak no 87 Janbi Lahore road	0341-7913895
4	Dhariwal Dairy Farm	Dairy	Chak no 84 Janbi Lahore road	0322-6070700
5	Haider Ali Farm	Dairy	chak no 5 shamal lahore road near small industries	0344-7485052
6	Kharral Dairy Farm	Dairy	Chak no 47 Shamal	0321-6049877
7	Wahdat Dairy Farm	Dairy	Chak no 24 Janbi near Bhagta walan	0300-4652392
8	Al Qabroz Beef Supplier	Meat	Miltary form road near al qamar Muhammadia colony	0308-4980505
9	Izhar ul Hasan	Meat	Main bazar chak nbo 31 janubi	0345-8008888
10	Sheikh Jaffar Ali Da Daira	Meat	Chak 37	0321-8425247
11	Slaughter House	Meat	Jhal chakian UC 110	0302-6717362
12	Zain Traders	Meat	Chak 31 Janubi	
13	Zarkech Baglito Farm	Meat	Post office farooqa district sahiwal	0301-3060919

ANNEXURE 4 LIST OF EXPERTS: MEAT AND DAIRY SECTORS

Sr	Name	Designation	Name of company	Telephone #	Address
-	Mr. Anjum M Saleem	Chairman	Pakistan Dairy Association	042-35783801 – 4	Shakarganj Food Products Ltd., Punjab Bank Tower, 10th Floor 10-B, Block E/2, Goldberg 3, Main Boulevard, Lahore
2	Prof. Dr. M Abdullah	Professor	UVAS	0300-6648200	Out Fall Road, Lahore
m	Syed Mansur Shah	Director	Dairy Solution Pvt. Limited	0308-4441280	177-B Johar Town Lahore
4	Dr. Nawaz Saeed	Director General	Livestock and Dairy Develop- ment Department Punjab	0333-4255633	Ghazi Road, Lahore
2	Justice (R) Khalil-ur-Rehman Khan	Chairman	Punjab Halal Development Agency	0300-8500696	4/6, Shaheen Complex, Edgerton Road Lahore
9	Dr. Muhammad Ashraf	National Agri Services Manager	Engro Foods	0302-88242985	8 - Km Sahiwal Pakpatan Road, Sahiwal
7	Dr. Muhammad Rasheed	Project Manager – Skills Development	Solve Agri Pak	0300-8440728	F-6/2, Main Link Road, Model Town, Lahore
8	Mr. Haroon M K Lodhi	CEO	Solve Agri Pak	0300-8468146	F-6/2, Main Link Road, Model Town, Lahore
6	Dr. Sobia Naheed	National Agri Services & Dairy Develop- ment Manager	Nestle Pakistan Pvt Ltd	0301-8413264	308 - Upper Mall, Lahore
10	Naseeb Ahmad Saifi	Member LCC (Meat Exporter)	Chamber of Commerce	0300-8488505	11-Shahrah-e-Aiwan-e-Tijarat, Lahore
11	Prof Dr M Akram	Chairman Department of Meat Science and Technology	Meat Expert from University of UVAS, Lahore	cell 03004238270	Ravi Campus pattoki UVAS Lahore
12	Prof Dr M Aleem Bhatti	Retired Prof/ Consultant/farmer/re- searcher	Livestock Expert (researcher/ consultant)	cell 03008453578	Lahore
13	Prof Dr. Makdoom Abdul Jabbar	Executive member	Punjab Agriculture Research Board	042-37232744	3rd Floor, ZTBL Building47-The Mall, Lahore
14	Fiasal Fareed	MD	Maxim International	056-3406335, 056-3406210	Maxim International (Pvt) Ltd. 12-Km, Sheikhupura-Lahore Road, Mannupur, Sheikhu- pura.
15	Mr. Shafqat Ch.	Director	Nishat Dairies	042 - 111 332 200	7 - Main Gulberg, Lahore
16	Mr. Kashif Bhatti	Director	Tetra Pak Pakistan Ltd	042 - 35989100	308 - Upper Mall, Lahore
17	Asad Abbas	Marketing/ Training Manager	Tetra Pak Pakistan Ltd	0322-2210000	308 - Upper Mall, Lahore
18	Dr. Hossam Muneer	Project Director	Sapphire Dairies Pvt. Ltd.	0300-8417414	7 - A / K, Main Boulevard, Gulberg 2, Lahore
19	Mr. Sami Ibrahim	Farm Manager	Dada Dairy	0333-4515655	Ferozpur Road, Kasur
20	Mr. Abdul Qayum	Manager HR	Sapphire Dairies Pvt. Ltd.	0308-4443316	7 - A / K, Main Boulevard, Gulberg 2, Lahore
21	Ms. Zainab	HR, Training Manager	Haleeb Foods Limited	042-111-135-135	E-Floor, Ali Tower, M. M. Alam Road, Gulberg - III, Lahore
22	Mr. Natiq	Chief Operating Officer	Noon Pakistan Limited		45 - F, 1st Floor, Mustafa Centre, Main Market, Gulberg II, Lahore.
23	Syed Hassan Raza	Secretary General	All Pakistan Meat Exporters and processors association	3008401680	177-B Johar Town Lahore
24	Mr. Younas Qureshi	Representative	Butchery Association	0300-48822308	House No 125 Sector B1 Block.13 Town Ship Lahore

25	Dr. Khurram Rafiq Ahmed	Meat Supply Chain (Livestock), Process- ing (Slaughterhouse), Exports, With Minors in Auditing and Training			
26	Dr. Hussain Bhatti		Food and Agriculture Orga- nization	3005176861	NARC Premises, Park Road, Chak Shahzad, P.O.Box 1476, Islamabad
27	Dr. Abdul Roauf	Director	Barani Livestock Production Research Institute	057-2213422, 03027950500	Kheri Murat, Tehsil Fateh Jang, District Attock
28	Sheraz Altaf	Director	Altaf and Co	0300-4024495	16/1, Out Fall road, Lahore
29	Dr Muhammad Zain Saleem	Trainer/ Veterinarian	Trainer Vocational Training Institute, Lahore	0331-7715250	Vocational Training Institute , 134-Industrial Area Kot Lakhpat, Green Town Lahore
30	Mr. Ameer Amjad	Managing Director/Meat Processor and Exporter	Abedien International	0300-7596121	19 KM Raiwind Road, Lahore
31	Aqeela Mumtaz	Expert in Meat			
32	Dr. Muhammad Zubair	Meat Supply Chain Manager	Engro Foods	0301-8202358	14KM , Multan Road Lahore
33	Mr. Rehan Ali	Head Meat Operations	Fauji Fertilizer Bin Qasim Limited (FFBL)		Fauji Fertilizer Bin Qasim Limited, 73 Harley St, Rwp
34	Dr. M Ashraf Anjum	Director Livestock Production research Institute	Livestock and Dairy Develop- ment Department Punjab	0300-8308049	Bahadarnagar, Okra
35	Rana Moazam Maqbool	Quality Assurance Specialist	METRO-Habib Cash & Carry	3457781358	Industrial Area, I-9, Islamabad
36	Tasaduq Rasool	Supervisor Meat and Fish	METRO-Habib Cash & Carry	3007911864	Industrial Area, I-9, Islamabad

ANNEXURE 5 LIST OF TRAINING SERVICE PROVIDER: MEAT AND DAIRY SECTORS

Sr.#	Name	Designation	Name of company	Telephone #	Address
1	Dr. Waseem Shoukat	Dairy Development & Capacity Building Manager	Solve Agri Dairy Institute	042-3585 6772-5	F-18/2, Main Link Road, Model Town, Lahore, Web. www.solveagripak.com
2	Syed Athar Masood	Principal	Punjab Vocational Training Council	0423-5209201	134-A, Industrial Estate, Madar-e-Millat Road, Kot Lakhpat, Lahore
£	Dr. Abu Bakar	Director	Altaf & Co Livestock Training Institute	0321-4666156	Altaf & Co Plaza,16/1,Out Fall Road, Sheikh Abdulqadir Jillani Road, Lahore, www.altafandco.com
4	Dr. Ahsan-Ul-Haq Farm	CRO	Buffalo Research Institute (BRI)	0346-6411167	Pattoki District Kasur
5	Pro. Dr. Masood Akhter	Dean	Faculty of Veterinary Scienc- es, BZU	0300-6622170	Multan
Q	Pro. Dr. Neamat Ullah	Director	Institute of Continuing Edu- cation & Extension, UVAS		Ravi Campus Pattoki, Kasur
7	Prof. Dr. Salah ud Din	Principal	Riphah College of Veterinary Sciences	0300-4847671	Shahpur Kanjran, Lahore
ω	Altaf Mehmood	CEO	Altaf & Co Livestock Training Institute	042-37213917	Altaf & Co Plaza,16/1,Out Fall Road, Opposite Univer- sity of Veterinary and Animal Sciences (UVAS), Sheikh Abdulqadir Jillani Road, Lahore-Pakistan. www.altafandco.com
6	Dr Fiaz	Director	Veterinary Research Institute	042-99220140	Ghazi Road, Lahore Cantt.
10	Mansoor Saeed	CEO	Lahore Meat Processing Plant	+92-42-99205436 - 40, 36370661 - 62	5/8 Shaheen Complex, Lahore
11	M Younus Qureshi	Director	Red Cow Training Institute	younus_125@hotmail.com	Lahore
12	Dr. Rasheed	Project Manager /Training Expert	Solve Agri Pak	0333-6901401	F-6/2, Main Link Road, Model Town, Lahore
13	Dr. Syed Iftikhar Hussain Shah	Director (R&D)	Technical Education and Vo- cational Training Authority Punjab	042-99263051	96-H, Gulberg Road, Lahore
14	Dr. Tasnem Akhter	Director and Registra Livestock breeding Act	Livestock Services Training Center (LSTC)	0333-4622440	Bahawalnagar
15	Dr. Muhammad Azeem	Farm Manager	NESTLE Sarsabz Training Institute	0300-8770768	Renala Khurd, Okara
16	Dr. Tariq Masood	Professor / Chairman	Dept. of Food Technolo- gy, Pir Mehr Ali Shah Arid Agricultural University, Rawalpindi	2-300-9254052: +92-51- 9290694	Habibabad, Renala Khurd, Rawalpindi

Sr.#	Name	Designation	Name of company	Telephone #	Address
17	Dr Rana Shahid Javed	Senior Instructor	Livestock Services Training Center (LSTC)	442661137, 0442661393	Bahadurnagar, Okara
18	Dr. Muhammad Faiz	Asst. Professor, Facility of Veteri- nary & Animal Sciences	University of Arid Agricul- ture, Rawalpindi	051-9062500, 03005252384	Shamsabad, Muree Road Rawalpindi
19	Mr. Munib	Program Manager	Institute of Rural Manage- ment	051-2822752	Farm C 7-A, Street No. 2, Chak Shahzad, Islamabad.
20	Muhammad Zia Ullah	Manager Operations	Star Farm	3008113908	803-D, City Towers, Main Boulevard, Gulberg II, Lahore
21	Dr. Muhammad Arif	Monitoring officer in fedlot fatten- ing project	Punjab Agriculture and Meat 3458485607 Company	3458485607	4/6 Shaheen Complex, Edgerton Road, Lahore.
22	Prof Dr. M Akram	Chairman	Department of Meat Science 0300-4238270 and Technology (MST), University of Veterinary and animal sciences (UVAS), Lahore	0300-4238270	Out fall Road Lahore
23	Nouman Arshad	People Excellence Executive	METRO-Habib Cash & Carry	3315091882	Industrial Area, I-9, Islamabad

								,
Average Post- training initial (thnom ing) (per month)								
Average time it takes to acquire job after course completion (in months)								
ipon		Synthesis/ ation/ tics application e farm animal	Epigenetic control of farm animals production.	ve anatomy & feed / feed	& feed 1 ability	Animal breeding and mating planning skills (anatomy)	animal nutrition nent, reproductive nent)	feedstuffs nt & skills in mologies
Main trad focused upon		Milk Homogenization, Bioinformatics to improve fau production	Epigenetic control animals production	Reproductive physiology, ingredients/ toxicology/	Nutrition & formulation ability	Animal bre planning sk	Dairy anim management, management)	Animal fe procurement & s milling technologies
ni) noiterud (ethnom		9	9	9	9	9	9	9
Fees (for entire course)								
Number of Trainers/ teachers for course		1	1	1	1	1	1	1
Age		NONE	NONE	NONE	NONE	NONE	NONE	NONE
eria		with at least	at least	at least (culture) 4.00.	at least	at least	at least	at least
nce Crit				) with (Pre-Agri ist 2.50//	with	) with	) with	with
Eligibility / Entrance Criteria Qualification		F.Sc (Pre-medical) 45% marks/F.Sc)	F.Sc (Pre-medical) with 45% marks/F.Sc	F.Sc (Pre-medical) with at least 45% marks/F.Sc (Pre-Agriculture) with CGPA of at least 2.50/4.00.	F.Sc (Pre-medical) 45% marks/F.Sc	F.Sc (Pre-medical) with 45% marks/F.Sc	F.Sc (Pre-medical) with at least 45% marks/F.Sc	F.Sc (Pre-medical) 45% marks/
Total Applications Received		25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge
FF		es 30%	30%	30%	30%	30%	30%	30%
Enrolment M F	Colored	70%	70%	%02	70%	70%	70%	70%
Course Name	Arid Agriculture University	Department of Veterinary & Animal Sciences           1         Dairy         Production         & 70%         3 technology (this course is the part of BSC Hons)	Dairy production & Management (this course is the part of BSC Hons.)	Meat production & management (this course is the part of BSC Hons.)	Nutrition (this course is the part of BSC Hons)	Animal breeding & genetics (this course is the part of BSC Hons and taught in 7th semester)	Livestock Management (this course is the part of BSC Hons and taught in 7 <sup>th</sup> semester)	Livestock farms operations
Sr. No	Arid	1 1	2	3	4	S	9	7

	Average Post training initia training Post training								
L	Average time it take to acquire job afte course completion (in months)								
Main trades/ skills	focused upon		Microbiological testing of food including dairy ad meat	Food safety (content of food and reaction to human body)	Nutrition elements of food and dietary effects	Laws and regulatory authorities national and international	Content of meat and processing of meat including packaging and product development	Content of dairy and processing of dairy including packaging and product	
U	i) Duration (i)		9	9	9	9	9	9	ę
	Fees (for entire course)								
/	Number of Trainers, teachers for course		1	1	1	1	1	1	1
	Age		NONE	NONE	NONE	NONE	NONE	NONE	None
Eligibility / Entrance Criteria	Qualification		F.Sc (Pre-medical) with at least 45% marks/F.Sc (Pre-Agriculture) with CGPA of at least 2.50/4.00.	F.Sc (Pre-medical) with at least 45% marks/F.Sc (Pre-Agriculture) with CGPA of at least 2.50/4.00.	F.Sc (Pre-medical) with at least 45% marks/F.Sc (Pre-Agriculture) with CGPA of at least 2.50/4.00.	F.Sc (Pre-medical) with at least 45% marks/F.Sc (Pre-Agriculture) with CGPA of at least 2.50/4.00.	F.Sc(Pre-medical) with at least 45% marks/F.Sc (Pre-Agriculture) with CGPA of at least 2.50/4.00.	F.Sc (Pre-medical) with at least 45% marks/F.Sc (Pre-Agriculture) with CGPA of at least 2.50/4.00.	<ul> <li>MSC Criteria: A person holding Bachelor's Degree</li> <li>1. PhD criteria: M.S/M.Phil with first division in relevant field OR CGPA of at least 3.00/4.00.</li> <li>2. The Ph.D. applications must be accompanied by comprehensive project proposals.</li> <li>3. Must have passed</li> </ul>
Total	Applications Received		25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge	25 to 30 students each badge	Depending upon students and faculty
ment	Ľ.		30%	30%	30%	30%	30%	30%	
Enrolment	м		70%	70%	70%	70%	70%	%02	
Course Name		Department of Food Technology	Food Microbiology (this course is the part of BSC Hons and teaching in 5 <sup>th</sup> semester)	Food Quality Management (this course is the part of BSC Hons and teaching in 7 <sup>th</sup> semester)	Nutrition and Deities	Food laws and regulations (this course is the part of BSC Hons and teaching in 7 <sup>th</sup> semester)	Meat Technology (this course is the part of BSC Hons and teaching in 8 <sup>th</sup> semester)	Dairy Technology (this course is the part of BSC Hons and teaching in 6 <sup>th</sup> semester)	Dairy Chemistry (this course is the part of MSC Hons./Ph.D)
Sr.	No	Deps	1	2	ñ	4	2	9	~

(III S STUDY MEAT A	ND DAIRY PROCESSING

				1	_	
ր	Average Pos training Initis (throm Top ( per month)					BPS-9 (starting from PKR 6200)
L	Average time it take to acquire job afte course completio (in months)					Start providing services immediat ely in
trades/ skills	focused upon					Animal medicine & treatment, artificial insemination, veterinary services
Main	focus					Animal treatme insemin services
u	i) (sthrom		9	٥		24
	conrse) Fees (for entire					PKR 54400
1	Number of Trainers teachers for course		1	1		1
	Age		None	None		NONE
Eligibility / Entrance Criteria	Qualification	GAT(Subject) with at least 60% marks. education)	<ul> <li>MSC Criteria: A person holding Bachelor's Degree</li> <li>4. PhD criteria: M.S/M.Phil with first division in relevant field OR CGPA of at least 3.00/4.00.</li> <li>5. The Ph.D. applications must be accompanied by comprehensive project proposals.</li> <li>6. Must have passed GAT (Subject) with at least 60%</li> </ul>	MSC Criteria: A person holding Bachelor's Degree 7. PhD criteria: M.S/M.Phil with first division in relevant field 0R CGPA of at least 3.00/4.00. 8. The Ph.D. applications must be accompanied by comprehensive project proposals. 9. Must have passed GAT (Subject) with at least 60% marks.		Matric (Science)
Total	Applications Received		Depending upon students and faculty	Depending upon students and faculty		50 students each badge
nent	Ľ.					%0
Enrolment	Σ				ter	%0
Course Name			Dairy Microbiology(this course is the part of MSC Hons./Ph.D)	Processing of Meat and Meat products(this course is the part of MSC Hons./Ph.D)	Livestock Services Training Center	Livestock Assistant/ Veterinary Assistant
Sr.	N		α	<b>б</b>	Livest	-

	training intia training intia		BPS-9 (starting from PKR 6200)	
	Average Posi			
L	Average time it take to acquire job affe course completio (in months)	their villages (privately ) Whereas can apply for govt job once the positions are open	Start providing services immediat ely in their villages (privately ) Whereas can apply for govt job once the positions are open	Start providing services immediat ely in their villages (privately
es/ skills			medicine & artificial a. veterinary	at, services, d, medication
Main trades/	focused upon		atio	Poultry meat, services standards, feed, medication
u	i) Duration (i		24	24
	Fees (for entire course)		PKR 54400	PKR 54400
1	Number of Trainers teachers for course		-	
	Age		NONE	NONE
Eligibility / Entrance Criteria	Qualification		Matric (Science)	Matric (Science)
Total	Applications Received			50 students each badge
nent	Ľ.		100%	%0
Enrolment	M			100%
Course Name			Livestock Assistant/ Veterinary Assistant	Poultry Assistant
Sr.	No		7	m

Sr.	Course Name	Enrolment	ment	Total	Eligibility / Entrance Criteria		/		U	Main trades/ skills	L	
Ŷ		Σ	Ľ.	Applications Received	Qualification	Age	Number of Trainers, teachers for course	Fees (for entire course)	i) Duration (ii months)	1 pa	Average time it take to acquire job afte course completion (in months)	Average Post training initia salary? (per month)
											) Whereas can apply for govt. job once the positions are open	
Lives	Livestock Training Institute Lahore, A project of Altaf & Co, Lhr	hore, A pr	roject of	Altaf & Co, Lhr.								
1	Artificial Insemination	W		Regularly offered	Matric Science	N/A	5	25,000	1	AI	2	>30,000
2	Dairy Farm Management	W		Regularly offered	N/A	N/A	4	15,000	10 days	Farm management	1	>15,000
3	Silage Making	M		50	N/A	N/A		10.000	3 days	Silage	Self-work	Self-work
4	Community mobilizers	F/M		Nominated	Matric	<30	7	funded	2	Basic all nits	Communit y workers	Community workers
ŝ	Milking Parlor tech	W		35	Matric	N/A	2	10,000	10 days	Milking Machinery	1	>15,000
9	Ultrasonography	M/F		25	DVM/LAD	N/A	2	5,000	5 days	ultrasound	Self	Self
Solve	Solve Agri & Dairy Institute (SADI), Solve Agri Pak (Private) Limited	DI), Solve	e Agri Pa	ak (Private) Lim	ited							
1	Dairy Extension	W	Ŀ	48	Intermediate/ Graduation	20+	14	120,000	4	Livestock Farming Rural Sociology, Extension	4-6 months (mainly people engaged in public and private jobs	15,000 - 25,000
2	Introduction to Modern Dairy Farm Management	м	<u>н</u>	+06	Intermediate/ Graduation	20+	9	25,000	0ne week	Farm Management Skills	Own businesse s plus working on farms	15,000 - 20,000 Businesses also
æ	Tunnel Farming	W		20	Middle	15+	1	95,000	9	Tunnel Farming, Off-season	3-4	12,000 -

	Course Name	Enro	Enrolment	Total	Eligibility / Entrance Criteria	/		ı	Main trades/ skills	J		
No		Ψ	tr.	Applications Received	Qualification	Age Number of Trainers/	course) Fees (for entire	i) Duration (ii location	uodn pa	Average time it take: to acquire job aftei course completion (in months)	Average Post training initia (throm not post)	
									vegetable production	months	16,000	
4	Horticulture	M		20	Matric	15+ 1	70,000	3	Vegetable and fruit production, horticulture	3 - 4 months	14,000 16,000	1
S	Milk Hygiene & Quality Assurance	W	н	48	Inter / Graduation	20+ 5	52,000	7 days	Milk handling, milk quality control, milk safety	4-6 months	15,000 25,000	I.
9	Large Scale Dairy Farm Management	W	н	15	DVM / B.Sc (AH)	20+ 8	260,000	0 4	Large scale farm management, practical	1-2 months	35,000 45,000	1
7	Dairy Nutrition	W	Ŀ	12	Graduation / DVM / BSc	20+ 3	65,000	0ne week	Nutrition, feeding	On - Job, Own business		
8	Breeding, Fertility & Young stock Rearing	W	ц.	10	Graduation / DVM / BSc	20+ 3	65,000	0ne week	Breeding, genetics, fertility management, calf rearing	On - Job, Own business		
6	Bio-security, disease prevention, health management	W	±.	13	Graduation / DVM / BSc	20+ 3	65,000	One week	Animal health, farm hygiene and bio-security	On - Job, Own business		
10	Farm economics, Farm analysis and HR Management	W	н	14	Graduation / DVM / BSc	20+ 3	65,000	One week	Farm economics, Farm administration, HRM	On - Job, Own business		
11	Livestock Emergency Preparedness	W	ц	20	DVM/ Graduation	20+ 4	25,000	One week	Livestock Emergency Preparedness, Disaster Management	On-Job Public Organizati on and NGOs staff		
12	Home Based Livestock Farming		<u>ст.</u>	500+	Less than primary	15+ 1 for 21 stud ents	or 62,000 s	4 month s	Basic literacy, home-based livestock farming including cattle, buffaloes, sheep, goat, domestic poultry	Village based own business and home based farming		
Pleas	Please list any planned / forthcoming courses below	ning cout	rses belo	w								
A	Advanced Dairy Farm Management	W	н.	20	Inter/ Graduation	20+ 3	65,000	One week	Advanced Farm Management including	1-2 months	25,000 35,000	1

			1					
Average Post			20,000 -		N/A		NIL	NIL
to acquire job afte		Village based own business and home based farming	4-6 months Existing people involved in value chain		N/A		NIL	NIL
focused upon	Nutrition, Breeding and Health Management	Basic literacy, home-based livestock farming including cattle, buffaloes, sheep, goat, domestic poultry	Milking, Milk storage, Milk handling, Milk collection, Collection Centers Setup, Financial impacts on quality, TPC impact, milk testing, transportation, route and quality maintenance, reception at factory, adulteration and counter-check				<ul> <li>Animal feeding</li> <li>Health management</li> <li>Animal reproduction</li> <li>Calf rearing</li> <li>Farm records</li> <li>Hands on practices</li> </ul>	- Basic ruminant physiology - Feeding requirement of dairy cattle - Fodder preservation
i) Duration (i) months)		4 month s	2 weeks		6- Month s		6 day	2 Day
course) Fees (for entire		62,000	62,500		Nil		0	0
Number of Trainers, teachers for course		1 for 21 stud ents	s		lin		2	2
Age		15+	18+		15		NIL	NIL
Qualification		Less than primary	Matric/inter		Middle		DDEs /DH staff	Milk collection supervisors
Applications Received		500+	20x4	rity (TEVTA)	IIN		47	0
Ľ.		Ľ	ц.	ig Autho	Nil			
Σ			W	al Trainin	liN		35+12	0
		Home based livestock farming	Milk Handling in Dairy value chain	nical Education & Vocation	Meat Technology	e Sarsabz	Farm Manager Advance Course	Animal Feeding & Nutrition
No		в	υ	Techi	1	Nestl	1	2
	Applications Received uss (in months) Moretage time it takes fees (for entire to acquire job after focused upon (in months) (in	Multication         Mplications         Mplications	Molification       Molification         Molification       Molification	M       Poplications constraints       Qualification         M       F       Applications       Qualification         M       F       Constraints       Constraints         Matrix       F       South       F       Constraints         Matrix       F       South       F       Constraints       F         Milk Handling in Daiy       M       F       South       F       Constraints       F         Milk Handling in Daiy       M       F       South       F       Constraints       F       F         Milk Handling in Daiy       M       F	M         F         Application         Qualification         Application         Consect upon         Application         Application         Application         Consect upon         Application         Application         Consect upon         Application         Consect upon         Application         Application <th< td=""><td>M         F         Application         Qualification         Application         Application</td><td>M         F         Applications         Qualification         Application         Appli</td><td>M         F         Applications consection         Applications (manual mathematical participation)         Applications (manual mathematical partical participation)         Applical participatio</td></th<>	M         F         Application         Qualification         Application         Application	M         F         Applications         Qualification         Application         Appli	M         F         Applications consection         Applications (manual mathematical participation)         Applications (manual mathematical partical participation)         Applical participatio

itial (tial (ti	А эдетэчА		NIL	NIL	NIC	NIL	NIL
fter	Average time it ta to acquire job a course complet (in months)		NIL	NIL	NIL	NIL	NIL
Main trades/ skills focused upon		techniques - Feeding systems - Ration balancing (through software)	<ul> <li>Animal health evaluation</li> <li>Common dairy animal diseases</li> <li>Drug administration</li> <li>Heat detection &amp; AI</li> <li>Synchronization</li> <li>Reproductive diseases &amp; treatment</li> </ul>	<ul> <li>'- Calf management at birth</li> <li>- Calf feeding (colostrum, whole-milk, CMR, calf starter &amp; calf grower)</li> <li>- Calf health monitoring</li> <li>- Heifer growth &amp; weight estimation</li> <li>- Heifer synchronization</li> </ul>	<ul> <li>Soil fertility &amp; management</li> <li>Basic agronomic practices</li> <li>Fodder planning &amp; crop rotation</li> <li>Production technology of various fodders</li> </ul>	<ul> <li>Importance of records &amp; record keeping</li> <li>Comparative economics of dairy &amp; cash crops</li> <li>Farm profitability indicators &amp; analysis</li> <li>Cash flow statements</li> </ul>	- Conducting group
uį)	Duration Duration		2 Day	2 Day	2 Day	2 Day	1 Day
	course) Fees (for entire		0	0	0	0	0
	Number of Traine teachers for cours		2	2	3	1	3
Age	)		NIL	NIL	NIL	NIL	NIL
Eligibility / Entrance Criteria Qualification			Milk collection supervisors	Milk collection supervisors	Milk collection supervisors	Milk collection supervisors	Milk collection supervisors
Total Applications	Received		0	0	0	0	0
ment F							
Enrolment M F			0	0	0	0	0
Course Name			Dairy Animal Health & Rep	Calf Rearing & Heifer Raising	Crop Production	Farm Business Analysis	Agriculture Education &
Sr. No			en e	4	S	9	7

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-izo <sup>q</sup> ageiavA leihini gninieti z z z z z	
Reverse time it takes       Reverse time it takes       Course completion       (in months)	
Main trades/         skills           focused upon         atmer           discussion         & farmer           meeting         atmer           -         Baseline         surveys           -         Baseline         surveys         &           -         Farmer         effecting         milk           -         Farmsportation         effecting         milk           -	-Heat/Estrous Signals of a Cow -Hoof & leg scoring -Locomotion Scoring of a
al Day centre and a centre and	
o o contree) Fees (for entire	
Number of Trainers/ teachers for course	
NIC NIC NIC	
Eligibility / Entrance Criteria Qualification Milk collection supervisors Milk collection supervisors DDES/MCS	
Total           Applications           Received           273           273	
Hent F	
Enrol         F           M         M           M         F           0         0	
Course Name       Extension       Extension       Milk quality & hygiene       Management       Management       Cow signal's and scoring	
10 a a b a b a b a b a b a b a b a b a b	

	Average Post training initia data (per month)		NIL	NIL	NIL
1	Average time it take: to acquire job aftei course completion (in months)		NIL	NIL	NIL
Main trades/ skills	uodn pe	Cow -Cleanliness Scoring -When Eating & Digesting (Rumen Scoring) -Manure Scoring -Manure Scoring -Body Condition Scoring -Teat Scoring -Health "How do you assess" & Calf Health Scoring	Introduction of dairy best practices -Breeding, feeding, calf rearing, animal selection, health management -Awareness about aflatoxin & antibiotic control - Practical demonstration at farm	'Importance of hoof trimming - Dutch method of hoof trimming(five steps) - Diagnosis hoof problems and their treatment -Lameness control -practical hands on training at farm	<ul> <li>Quarantine protocol</li> <li>Animal feeding &amp; nutrition</li> <li>Health management &amp; preventives</li> <li>Animal weight estimation &amp; aging</li> <li>Cow signals</li> </ul>
ι	i) Duration (ii months)		2 day	2 Day	12 Days
	Fees (for entire Fees (for entire		0	0	o
/	Number of Trainers, teachers for course		2	2	2
	Age		NIL	NIC	NIL
Eligibility / Entrance Criteria	Qualification		Farmers	DDEs	Farm Managers/New DDEs
Total	Applications Received		1736	0	17
ment	۲.				
Enrolment	M		1736	0	17
Course Name			Basic Dairy herd management course	Hoof trimming	Farm Manager Advance Course
Sr.	No		11	12	13

	salary? (per month)		NIL									
	(in months) Prof. Post Calinies Calinie		2									
L	Average time it take to acquire job afte course completion din monthe)		NIL									
/ skills		heifer raising orages synchronization breeding & rds & analysis raining	dairy best	t aflatoxin		productive	hniques of to	to locally nts	iniques of	vledge on ons	to animal	of proper
Main trades/	focused upon	<ul> <li>Calf care &amp; heifer raising</li> <li>Fodder &amp; forages</li> <li>Animal synchronizati techniques</li> <li>Animal breeding genetics</li> <li>Farm records &amp; analysis</li> <li>Hands on training</li> <li>Field visits</li> </ul>	'- Introduction of dairy best	practices -Awareness about aflatoxin - Calf rearing		- Anatomy of reproductive organs	<ul> <li>Diagnosing techniques of gestation period Familiarization to reproductive Disorders</li> </ul>	-Introduction to available nutrients	-Diagnosing techniques pregnancy period	-Imparting knowledge feeding formulations	-Introduction t management	-Importance o
u	i) Duration (i) Duration		1 Day			1 Month					2 days	
	Fees (for entire course)		0									
/	Number of Trainers Veachers for course		2									
	Age		NIL									
Eligibility / Entrance Criteria	Qualification		Farmer/MSA									
Total	Applications Received		1053									
Enrolment	tı.				bad							
Enrol	W		1053		- Islamal							
Course Name			Basic dairy herd	Management	Institute of Rural Management - Islamabad	ADVANCED COURSE ON LIVESTOCK NUTRITION	AND PREGNANCY DIAGNOSIS				Livestock Management	
Sr.	No		14		Insti	1					2	

I -	Average Post training initia (throm Tay (per month)									
J	Average time it take to acquire job afte course completion (in months)									
es/ skills		gement	es of animal	ice of fodder gement i with various	to poultry	of feeding, d medication	· selection of	of hatchery	of one day old	n with ercises poultry farm
Main trades/	1p	livestock management	-Basic principles of animal management	-The importance of fodder in animal management Familiarization with various breeds	-Introduction production	-Introduction of feeding vaccination and medication schedule Poultry breeds	-A method for selection of eggs	-Management of hatchery	-Management of one day old chicks	-Familiarization wit vaccination exercises Field visit to a poultry farm
	i) Duration (ii Duration				6 days					
	course) Fees (for entire									
/	Number of Trainers teachers for course									
	Age									
Eligibility / Entrance Criteria										
Total	Applications Received									
Enrolment	Ľ.									
Enro	Ψ									
					Poultry					
Course Name					Backyard Management					
Sr.	No				ŝ					

4 =	5												
Average Post- training initial	salary? (per month)		12000-14000/	12000-18000/	20000/-	15000-18000/-	12000/	12000-15000/	12000/-	12000/-	10000-15000/-		50,000/-
Average time it Av takes to acquire tra			Ist batch of 40 12 students got jobs immediately after course completion	ractice	at I dairy t farms, ictice	Supervisor at 15 poultry farms	Immediately 12	Immediately 12	Immediately 12	Immediately 12	Immediately 10		All trainees were 50 already working at processing plants
Main trades/ skills / focused upon			Halal, beef, mutton, li chicken butchery, s deboning, packing, li branding, display, sale c marketing	insemination	health ent	Poultry Housing S Poultry Disease p Management poultry feeding, vaccination, house sanitation and disinfection	Auto-electrician	Hair cutting Facial, eye brows, upper lips, manicure, pedicure, nose treatment, face lifting, wax	Male, female stitching 1	ag	5		-Halal standards -Red meat production a -Meat Quality a -Animal welfare p -Meat hygiene and Public Health
Duration (in	months)		6 months	6 months	6 months	6 months	12 mo +2 mo internship	6 months	6 months	6 months	6 months	Dre	4 week
Fees (for entire	course)		2000 stipend	500	500	200	500	500	500	500	500	(UVAS), Laho	Free
Number of Trainers/	teachers for course		4	2	4	е.	2	2	2	2	2	mal sciences	ę
Entrance	Age		No limit	15-35	15-35	15-35	15-35	15-35	15-35	15-35	15-35	and ani	No limit
Eligibility / Er Criteria	Qualification		Middle	Matric	Matric	Middle	Middle	Middle	Middle	Middle	Matric	ty of Veterinary	Professional graduate
Total Applications	Received		180	200	120	100	200	75	120	75	200	(MST), Universi	120
Enrolment	Female		40		:	:		30	30	:	40	chnology	02
Enro	Male	ute	40	40	40	40	30	:	30	30	40	ce and Te	28
Course Name		Vocational Training Institute	Halal Butcher	Artificial Insemination	Veterinary Assistant	Poultry Farming	Auto Mechanic	Beautician	Stitching	Bike mechanic	Computer Diploma	Department of Meat Science and Technology (MST), University of Veterinary and animal sciences (UVAS), Lahore	Modular Training Program for Managers Level (Meat Industry)
Sr. No		Vocat	1	2	93	4	ŝ	9	7	8	6	Depar	1

st-	(per			
e Post- g initial				8000
Average training	salary? month)		20000/-	15000-18000/-
Average time it takes to acquire	job after course completion (in months)		Already working in the industry	Already working
es to	job after completio months)		Already work in the industry	w db s
	job con moi			
skills		-Meat further processing and value addition -Meat refrigeration -HR management and disinfection -Int'l Quality and Safety standards (HACCP, ISO14000, ISO9001, ISO22000) Branding and Anrketing -Quality Assurance and Traceability Quarantine regulations	Export standards for meat processing -SOPs for meat processing -Applied technologies in meat processing for meat processing Meat inspection -Meat inspection -Meat inspection -Meat refrigeration -Itaboratory techniques for measuring meat quality -Cleaning and Disinfection	iene r animal to meat butchery processing for vale
>		-Meat further processing and value addition -Meat refrigeration -HR management and -Cleaning and disinfection -Int'l Quality and Safety standards (HACCP, ISO14000, ISO9001, ISO22000) Branding and Branding and Anrketing Quarantine regulations	Export standards meat processing -SOPs for r processing -Applied technologic meat processing for meat processing for meat processing -Meat inspection -Meat refrigeration -Laboratory technic quality -Cleaning Disinfection	9. <u>6</u> .
Main trades/ focused upon		-Meat f processing and addition -Meat refrigeratio -HR management -Cleaning disinfection -Inr'l Quality and standards (H ISO14000, ISO ISO22000) Branding Marketing -Quality Assurano -Quality Assurano -Quality Assurano	-Export standar meat processing -SOPs for processing -Applied technolo meat processing for meat processing for meat processing -Meat inspection -Meat inspection -Laboratory tech for measuring quality -Cleaning Disinfection	-Personal hygic -Pre-slaughter handling -Introduction cuts and techniques -Using p equipment f
Main focuse		-Meat processing addition -Meat refri -HR manag -Cleaning disinfection disinfection disinfection disinfection disinfection disinfection from -Branding Marketing -Quality At Traceability At	-Export s meat proc -SOPs -SOPs processing -Applied t meat proc -Applied for meat for meat -Laborato -Laborato for mea quality -Cleaning Disinfectid	-Personal -Pre-slaug handling -Introduct cuts an technique -Using equipmen
=	0		14	
Duration (in	months)		2 Weeks	2 Weeks
<u> </u>	E		5	5
Fees (for entire	course)		99	8
	8		Free	Free
Number of Trainers/	teachers for course			
Numl	teachers for cours		m	m
Entrance	Age		15-35	15-35
				1
ility /	cation		≻Inter	2
Eligibility / Criteria	Qualification		Matric-Inter	Literate
Total Applications	ived			
Total	Received		200	400
It	Female			
Enrolment	Fer		10	:
Ent	Male		60	120
			Training for t Level itry)	Training for Level itry)
ame			8 8	Tra lustry
Course Name			Modular Trai Program Supervisors I (Meat Industry)	Modular Trai Program I Workers I (Meat Industry)
Co			W Ling	Prc (Md
Sr. No			2	m

Sr. No	Course Name	Enro	Enrolment	Total Applications	Eligibility / El Criteria	Entrance	Number of Trainers/	Fees (for entire	Duration	Main trades/ skills focused upon	Average time it takes to acouire	Average Post- training initial
		Male	Female	Received	Qualification	Age	teachers for course	course)	months)		job after course completion (in months)	
										addition -Halal slaughtering and dressing operations -Meat customer dealing		
Punja	Punjab Agriculture and Meat Company	leat Comp	pany									
1	Global Gap Training to Farmers	07	0	10	Graduate farmers	No limit	1	Free	2 months	-Animal Identification techniques Ear tagging -Animal record keeping -Animal medication and vacchation plan -Farm Biosecurity -Cleaning and Disinfection	VN	NA
2	Silage Making	10		10	Not specified	No Limit	1	Free	I-2 day workshops	-Crop selection -Harvesting decision Silaging/ packing	NA	VN
33	Hay Making	10		10	SN	NL	1	Free	I-2 day workshops	-Crop selection -Harvesting decision Hay preparation	NA	VA
Instit	Institute of Continuing Education and Extension (ICEE)	lucation a	and Extens	tion (ICEE)								
1	Livestock Assistant Diploma	120	:	250	Matric	15-30	ν	13000	2 years	Animal Diseases Medication Housing Management Record keeping Animal nutrition	Immediately after completion in government hospitals, private farms or private practice	18000-20000/
2	Artificial Insemination	40	:	200	Matric	15-35	2	2500	3 months	Artificial insemination in large animals	Private practice in the field	12000-/
33	Poultry assistant Diploma	40	:	100	Matric	15-35	3	13000	2 years	Poultry Housing Poultry Disease Management poultry feeding, vaccination,	Supervisor at poultry farms	15000-18000/-

Sr.	Course Name	Enro	Enrolment	Total Applications	Eligibility / Er Criteria	Entrance	Number of Trainers/	Fees (for entire	Duration	Main trades/ skills focused upon	Average time it takes to acquire	Average Post- training initial
		Male	Female	Received	Qualification	Age	teachers for course	course)	months)		job after course completion (in months)	
										house sanitation and disinfection		
4	Dairy Herd Diploma	30	:	06	Matric	15-35	2	6000	6 months	Dairy herd management Animal disease management Animal nutrition Milking Record keening	Immediately	12000/
Facul	Faculty of Veterinary sciences, BZU, Multan	nces, BZI	J, Multan							G		
1	Livestock Assistant Diploma	40		100	Matric	15-30	20	13000	2 years	Animal Diseases Medication Housing Management Record keeping Animal nutrition	Immediately after completion in government hospitals, private farms or private practice	18000-20000/
2	Artificial Insemination	30	:	200	Matric	15-35	2	2500	3 months	Artificial insemination in large animals	Private practice in the field	12000-/
e	Poultry assistant Diploma	30	:	100	Matric	15-35		13000	2 years	Poultry Housing Poultry Disease Management poultry feeding, vaccination, house sanitation and disinfection	Supervisor at poultry farms	15000-18000/-
4	Dairy Herd Diploma	30	1	06	Matric	15-35	2	6000	6 months	Dairy herd management Animal disease management Animal nutrition Milking Record keeping	Immediately	12000/
Altaf	Altaf & Co Livestock Training Institute, Lahore	ning Insti-	tute, Lahoi	re								
-1	Artificial Insemination	30	,	200	Matric	15-35	2	15000	1month	Artificial insemination in large animals	Private practice in the field	12000-/
Red	<b>Red Cow Training Institute</b>	te										
1	Halal Butcher	40	40	180	Middle	No limit	4	2000 stipend	6 months	Halal, beef, mutton, chicken butchery, deboning, packing, branding, display, sale marketing	1st batch of 40 students got jobs immediately after course completion	12000-14000/
Ripal	<b>Ripah College of Veterinary Science</b>	ry Scienc	e									

Sr.	Course Name	Enro	Enrolment	Total	Eligibility / El	Entrance	Number of Trainars/	Fees (for ontire	Duration	Main trades/ skills focueed men	Average time it	Average Post- training initial
2		Male	Female	Received	Qualification	Age	teachers for course	course)	months)		job after course completion (in months)	
1	Livestock Assistant Diploma	40	ı	100	Matric	15-30	5	55000	2 years	Animal Diseases Medication Housing Management Record keeping Animal nutrition	Immediately after completion in government hospitals, private farms or private practice	18000-20000/
2	Artificial Insemination	30	:	200	Matric	15-35	2	13000	3 months	Artificial insemination in large animals	Private practice in the field	12000-/
°	Poultry assistant Diploma	30	:	100	Matric	15-35	3	55000	2 years	Poultry Housing Poultry Disease Management poultry feeding, vaccination, house sanitation and disinfection	Supervisor at poultry farms	15000-18000/-
4	Dairy Herd Diploma	30		06	Matric	15-35	2	10000	6 months	Dairy herd management Animal discase management Animal nutrition Milking Record keeping	Immediately	12000/
Lives	Livestock Services Training Centre	ng Centre										
1	Artificial Insemination	40		200	Matric	15-35	3		6 months	Artificial insemination in large animals	Private practice in the field	12000-18000/
2	Livestock Management	30	1	115	Middle	15-35	2	-	3months	Management and record keeping	Private practice in the field	12000-18000/
3	Animal Health	30	1	150	Matric	15-35	3		3months	Animal disease and medication Deworming techniques	Private practice in the field	12000-18000/
Please	Please list any planned / forthcoming courses below	thcoming.	courses be	low								
V	Feed lot Management	30		******	****						-Animal selection -Feed formulation -Silage and Hay making feed -Daily feed calculation -Animal health management	
METR	<b>METRO-Habib Cash &amp; Carry</b>	Ŋ										
1	Process Training-	100%	%0	To our	at least able to	At	1	None	Starts from		Already	Salaries are

Sr. No	Course Name	Enro	Enrolment	Total Applications		Entrance	Number of Trainers/	Fees (for entire	Duration (in	Main trades/ skills focused upon	Average time it takes to acquire	Average Post- training initial
		Male	Female	Received	Qualification	Age	teachers for course	course)	months)		job after course completion (in months)	salary? (per month)
	delivery process in general			employees and suppliers (esp. level 7)	read & write	least 18			1hour up to a month (e- courses as well as class room & on the job training)		employed	performance based
2	Product Knowledge fresh meat- lamb & mutton	100%	%0	To our employees and suppliers(esp. level 7)	at least able to read & write	At least 18	1	None	Starts from 1hour up to a month (e- courses as well as class room & on the job training)		Already employed	Salaries are performance based
3	Product Knowledge fresh meat-poultry & rabbit	100%	%0	To our employees and suppliers (esp. level 7)	at least able to read & write	At least 18	1	None	Starts from 1hour up to a month (e- courses as well as class room & on the job training)		Already employed	Salaries are performance based
4	Product Knowledge main merchandiser group meat	100%	%0	To our employees and suppliers (esp. level 7)	at least able to read & write	At least 18	1	None	Starts from 1hour up to a month (e- courses as well as class room & on the job training)		Alrcady employed	Salaries are performance based
ъ	Product Knowledge fresh meat- beef & veal	100%	%0	To our employees and suppliers (esp. level 7)	at least able to read & write	At least 18	1	None	Starts from 1hour up to a month (e- courses as well as class room & on the job training)		Already employed	Salaries are performance based

Ilightlity / Entrance         Number of caterial         Fees (or builtication         Duration Action         Main trades/ skills         Average time it points to acquire months)         Average time it months)         Averady         Averady         Averady<	
ty       Entrance       Number of tion       Res       (for       Duration       Main       trades/       skills         tion       Age       tradiners/ torcourse       entire       (in       focused upon       skills         bile to       Att       1       None       Starts from       focused upon         bile to       Att       1       None       Starts from       focused upon         bile to       Att       1       None       Starts from       focused upon         tritle       least       focused upon       focused upon       focused upon       focused upon         tritle       Att       1       None       Starts from       focused upon       focused upon         trite       least<	
My / EntranceNumber of Trainers/ Trainers/ BettieReset (for entrieMain trades/ for course)Ible toAttTrainers/ for course)months)focused uponIble toAtt1NoneStarts from a months)focused uponIndiceAtt1NoneStarts from training)focused uponIble toAtt1NoneStarts from training)focused uponIndiceAtt1NoneStarts from training)focused uponIndiceAtt1NoneStart	
Item       Number of trainers/       Fees (for trainers/       Durati (in trainers/         title       Age       Trainers/       course)       month         title       At       1       None       Starts         title       Is       1       None       Starts         title       Is       1       None       Starts         title       Is       None       Starts       None         title       Is       None       Starts       None       Starts         title       Is       None       Starts       None       Starts         title       Is       None       Starts       None       Starts         tite       Is <td></td>	
Itempore     Number of Trainers/ Trainers/ for course       Age     Number of teachers       Indictor     At       1     1       At     1       Indictor     At       1     1       At     1       Indictor     At       Indictor     Indictor       Indictor     At       Indictor     Indictor       Indictor     At	courses as well as class room & on
Itemple     Number       Age     Number       Trainers,     Trainers,       Itemple     At       Itemple       It	
ty / tition rrite rrite rrite rrite	
ty / titen rrite rrite rrite rrite	
2.5 2.5 2.5 2.5 2.5 C.E	
Total         Applications         Received         To       our         esp. level 7)         (esp. level 7)         To       our         employees         and suppliers         (esp. level 7)         (esp. level 7)         for our         and suppliers         and suppliers         and suppliers         employees         and suppliers         and suppliers         desp. level 7)	(esp. level 7)
Enrolment           Female           9%         0%           9%         0%           9%         0%           9%         0%           9%         0%           9%         0%           9%         0%           9%         0%	
Enro Male 100% 100% 100%	
Course Name Product Knowledge fish-freshwater fish-smoked fish-smo	
Sr. No 6 6 8 8 10	

Post- initial	(per		are	e						
Average training	salary? month)		Salaries	performance	based					
Main trades/ skills Average time it Average Post- focused upon takes to acquire training initial	job after course completion (in months)		Already	employed						
skills										
Main trades/ focused upon										
Duration (in	months)	training)	Starts from	1hour up to	a month (e-	courses as	well as class	room & on	the job	training)
Fees (for entire	course)		None							
/ Entrance Number of Fees (for Duration Trainers/ entire (in			1							
Entrance	Age		e to At	least	18					
Eligibility / Criteria	Qualification		at least abl	read & write						
Total Applications	Received		To our	employees	and suppliers	(esp. level 7)				
Enrolment	Female		960							
Enro	Male		100%							
Course Name			Product Knowledge 100% 0%	main	merchandising	group fish				
Sr. No			11							

ANNEXURE 7 DAIRY AND MEAT SKILLS MAPPING

## DAIRY

On farm milking - Occupations & Skills

Component	Activities	Occupations	Skills / knowledge	wledge			
		Milk					Hygiene
		vendor/	Milk		Maintain		
		contractor	quality		operational	Milk Grading	
		(30)	judgment	Milk Handling	records (6)	(0)	
		Chiller	Machine		Milk		
		_	operation	Machine maintenance/	storage (0)		
			(4)	repair		Hygiene	
	Quality testing	Boiler	Machine		Milk		
	Milk collection	operator (4)	operation	Machine maintenance/	storage (0)		
	Milk grading		( <u>5</u> )	repair		Hygiene	
MIIK COLLECTION / POST FAFM	Milk chiling	Manager (1)	Maintain				
Sturage			operational				
	Packaging		records (0)	Communication skills (0)			
		Packagers	Packaging	Hygiene			
	11 ausportation	Quality	Milk		Quality		
		control	quality		Control		
		officer (1)	judgment		Measures	Milk Grading	
			(0)	Milk testing (1)	(0)	(0)	
		Driver (1)	Driving				
		Workers (6)					
		Supervisors					

Milk collection / post farm storage - Occupations & Skills

<b>Occupations &amp; Skills</b>
t making
airy product
airy

.

Dairy product making - C	Dairy product making - Occupations & Skills						
Component	Activities	Occupations		Skills / knowledge	lge		
		De-creamers (10)	Machine operation (5)	Milk quality judgment (6)	Hygiene		
		Milk Product Makers (48)			Mixing and cooking		
					une ingredient s of dairy		
	Quality testing		Machine operation (6)	Milk quality judgment (25)	product (48)	Hygiene	
	Standardization / homogenization	Chiller operator (6)	Machine operation (4)	Milk quality judgment (3)	Milk storage (0)	Hygiene	
Doing another	De-creaming Pasteurization	Boiler onerator (4)	Machine operation	Milk quality indoment (2)	Milk storade (0)	Hvoiene	
making	Ultra-high treatment	Machine operators (5)	Machine operation	Machine maintenance/	Hygiene		
	Product-making Packaging	Managers (2)	Maintain operational records (0)	Communication skills (0)			
	transportation	Quality control officer / Lab			Quality Control	Milk	
		Technician (5)	Milk quality judgment (2)	Milk testing (0)	Measures (0)	Grading (0)	Product testing
		Packagers	Packaging	Hygiene			
		Driver (4)	Driving				
		Workers (7)					
		Supervisors (3)					

Calf-fattening animal nutrition - Occupations & Skills

MEAT

armerJudgment of animal animalFeed dix feedlot (15)Peedding (15)De-worming (7)see/weightmanagement (29)Calf bedding (15)De-worming (7)De-worming (7)stratorFeed mixing/ feedlot management(5)Calf bedding (11)De-worming (7)De-worming (7)nt (1)Maintain operational records (0)Communication medicine (3)Spray of (7)De-worming (7)nt (1)Maintain operational age/weightCommunication skillsSpray of (9)De-worming (4)De-worming (9)	Component	Activities	Occupations			Skills			
Animal brocurement Lairage Lairage (21)age/weight /health (34)management (29)Calf bedding (15)De-worming (7)Animal Feeding fattening / Silage Animal culting De-wormingLairage operator (21)ge/weight (11)Calf bedding (11)De-worming medicine (3)De-worming (7)Animal reding fattening / Silage Animal culting De-worming (21)Management (5) (11)Calf bedding (11)Spray of medicine (3)Po- (7)Animal reding fattening / Silage Animal culting De-worming (21)Management (5) medicine (3)Calf bedding (11)De-worming medicine (3)Po- (7)Animal culting Animal culting De-worming (21)Management (5) skillsManagement (5) skillsCommunication skillsDe-worming (7)Po- (7)Animal culting (21)De-worming skillsDe-worming (11)Animal medicine (2)Po- (7)Po- (7)Animal washing (21)De-worming (10)De-worming (11)De-worming (12)Po- (13)Po- (13)Animal washing (21)De-worming (11)De-worming (12)De-worming (13)Po- (13)Po- (13)Animal washing (21)De-worming (13)De-worming (13)De-worming (13)Po- (13)Animal washing (21)De-worming (13)De-worming (13)De-worming (13)Po- (13)Animal washing (21)De-worming (21)De-worming (21)De-worming (21)De-worming (21) </th <th></th> <th></th> <th>Livestock farmer (39)</th> <th>Judgment of animal</th> <th>Feed mixing / feedlot</th> <th></th> <th></th> <th>Spray of</th> <th></th>			Livestock farmer (39)	Judgment of animal	Feed mixing / feedlot			Spray of	
procurement LairageLairage operator (21)Feed mixing / feedlotCalf bedding (21)Spray of medicine (3)Animal Feeding fattening / SilageManagement (5)(11)Maintain medicine (3)Spray of medicine (3)Animal culling De-worming 		Animal		age/weight /health (34)	management (29)	Calf bedding (15)	De-worming (7)	medicine (0)	Grazing (10)
Animal Feeding/ fattening / SilageManagement (5)(11)medicine (3)Animal rullingManagement (1)Maintain operationalCommunicationmedicine (3)Animal cullingDe-wormingCommunicationrecords (0)skillsDe-wormingDoctor ofJudgment ofskillsmedicine (3)Animal washingVeterinaryanimalcommunicationbe-wormingAnimal washingVeterinaryanimalbe-wormingbe-wormingAnimal washingVeterinaryanimalbe-wormingbe-wormingNorterMedicine /age/weightfeed mixing (1)(4)medicine (2)SubervisorSubervisorSubervisorstatestate		procurement	Lairage operator (21)	Feed mixing / feedlot	Calf bedding	Spray of			
fattening/Silage humal cullingManagement (1)Maintain operational operationalMaintain CommunicationAnimal culling De-worming De-wormingDe-worming skillsCommunication skillsDe-worming Animal washing /care /care Medicine/Doctor of Judgment of age/weightMaintain skillsAnimal washing /care Medicine/ workers (10)Doctor of 		Animal Feeding/		management (5)	(11)	medicine (3)			
Animal culling De-worming       Animal culling records (0)       Operational skills       Communication skills         De-worming       Doctor of veterinary       Judgment of veterinary       Judgment of animal       Doctor of skills       Judgment of skills         Animal washing       Doctor of veterinary       Judgment of animal       Doctor of skills       Judgment of skills         Animal washing       Doctor of veterinary       Judgment of animal       Doctor of skills       Judgment of skills         Animal washing       Veterinary       Judgment of animal       Judgment of skills       Judgment of skills         Animal washing       Veterinary       Judgment of animal       Judgment of skills       Judgment of skills         Animal washing       Veterinary       Judgment of animal       Judgment of skills       Judgment of skills         Animal washing       Veterinary       Judgment of animal       Judgment of skills       Judgment of skills         Animal washing       Veterinary       Judgment of animal       Judgment of skills       Judgment of skills         Animal washing       Veterinary       Judgment of skills       Judgment of skills       Judgment of skills         Animal washing       Veterinary       Judgment of skills       Judgment of skills       Judgment of skills         Animal washing<	Calf-fattening /	fattening / Silage	Management (1)	Maintain					
records (0)skillsDoctor ofJudgment ofVeterinaryJudgment ofVeterinaryanimalMedicine /age/weightMedicine /age/weightMorkers (10)(4)SubervisorSubervisor	animal nutrition	Animal culling		operational	Communication				
Doctor of VeterinaryJudgment of animalJudgment of bewormingMedicine / mutritionist (6)age/weight /health (4)De-worming Feed mixing (1)Workers (10)Morkers (10)(4)SubervisorSubervisor		De-worming		records (0)	skills				
VeterinaryanimalMedicine /age/weightMedicine /age/weightInutritionist (6)/health (4)Workers (10)(4)Subervisor		Animal washing	Doctor of	Judgment of					
Medicine /     age/weight     De-worming     Spray of       nutritionist (6)     /health (4)     Feed mixing (1)     (4)     medicine (2)       Workers (10)     Subervisor     Subervisor     Subervisor		/care	Veterinary	animal				Maintain	
) /health (4) Feed mixing (1) (4) medicine (2)		Transportation	Medicine /	age/weight		De-worming	Spray of	operational	
Workers (10)     Workers (10)       Supervisor     Supervisor			nutritionist (6)	/health (4)	Feed mixing (1)	(4)	medicine (2)	records (0)	
Supervisor			Workers (10)						
			Supervisor						

Butchery / slaughterhouse - Occupations & Skills

Component	Activities	Occupations				Skills				
		Butcher (45)	Judgment of		Halal					
			animal age/		method of	Meat	Judgment		Skin	Evisceration
			weight/ health	Machine	slaughtering	cuts	of Quality	Deboning removal	removal	technique
	1 4 4		(32)	operation (13)	(28)	(18)	(0)		(0)	(3)
	Animal	Assistant	Judgment of		Halal					
	procurement	butcher (18)	animal age/		method of	Meat	Judgment		Skin	Evisceration
	Slaughtering		weight/health	Machine	slaughtering	cuts	of Quality	Deboning removal	removal	technique
	Skin removal		(6)	operation (3)	(11)	(8)	(0)	(2)	(0)	(1)
Butchery / Slaughterhouse	De-Doning	Manager	Maintain							
	Courses abilling		operational	Communication						
	Decleration		records	skills						
	Cuolity Control	Doctor of								
	Transmontation	Veterinary	Maintain							
	11 dilippot tation	Medicine /	operational	Judgment of						
		Assistant (1)	records (1)	Quality (0)						
		Workers (10)								
		Supervisor								

Component Activities								Animal	procurement	Slaughtering	Skin removal	De-boning	Meat cute / Evisceration		Carcass chilling	Value-addition	/ meat products	Packaging	Quality control	Transportation								-
Occupations	Butcher (25)		Assistant butcher	(13)		Operator	processing hall	(3) Chiller and the	t (8)		Deboning Line		1 Other Machine	operators (2)	_	m Manager (4)	_		ol officer / Lab	_	Veterinary	Assistant	Chef/cook			Packager	Workers (21)	
	Judgment of animal age/	weight/health (1)	Judgment of	animal	health (4)		Machine	operation (1)	Machine	operation (7)	Machine	operation (4)		Machine	operauon	Maintain operational	records		Judgment of	Maintain	operational	records		Machine	operation	Packaging		
		Machine operation (5)		Machina	operation (3)		maintenance and	repair (0)	Chiller operator	(0)		Deboning (0)	Machine	maintenance and	repair	Communication	skills		Testing of quality	(7)	Judgment of	Quality	<b>Mixing and</b>	cooking of	ingredients			
	Halal method of	slaughtering (3)	Halal method	0f elanahtanina	(5)			Machine	machine maintenance	and repair	Machine	and repair																
Skills		Meat cuts (21)		Moat	cuts (8)																							
	ludøment	of Quality (0)		Judgment of Ouolity	(0)																							
		Deboning (1)		Doboning	(0)																							
	Skin	removal (0)		Skin	(1)																							
	Eviscerati	technique (0)		Eviscerati	(0)																							

Supervisor

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Meat cuts / Processing - Occupations & Skills

## ANNEXURE 8 VACANCIES BY OCCUPATION - SURVEYED UNITS

## DAIRY PROCESSING

Occupations	Respondents (Units)	Number of Employees - Existing Workforce	Vacancies
Artificial Insemination technicians	2	27	0
Boiler operator	13	86	20
Chiller operator	25	97	20
De-creamers	13	128	11
Doctor of Veterinary Medicin	10	21	0
Driver	6	36	0
Higher Management	2	5	0
Lab Technicians	4	24	11
Machine operators	8	15	0
Middle Management	8	12	0
Milk collection vendor/ contractor	34	208	29
Milk Grader	1	2	0
Milk Product Makers	50	532	48
Milker	57	233	7
Others	4	9	0
Parlor operator/technicians	13	109	0
Quality control officer	11	29	0
Section Supervisors/foreman	6	21	0
Veterinary Officer	3	20	0
Workers	26	927	4
Grand Total	299	3328	150

## MEAT

Occupations	Respondents (Units)	Number of Employees - Existing Workfroce	Vacancies
Assistant butcher	32	248	3
Butcher	75	435	54
Butcher by products	6	18	0
Chiller operator	10	54	0
Deboning Line operator	7	18	0
Doctor of Veterinary Medicine	7	12	0
Driver	1	6	0
Higher Management	1	1	0
Lab Technicians	3	12	0
Lairage operator	24	50	0
Livestock farmer	41	173	0
Machine operators	4	19	0
Middle Management	4	6	0
Nutritionist	8	23	0
Operator processing hall	5	40	0
Others	3	5	0
Quality control officer	2	2	0
Veterinary Assistant	2	2	0
Workers	41	204	0
Grand Total	276	1328	57

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