

# PUNJAB SKILLS DEVELOPMENT FUND

## TENDER DOCUMENT

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“OUTSOURCING OF STUDY TO UNDERSTAND BARRIERS FACED BY  
PUNJAB’S LOW INCOME URBAN WOMEN IN ACCESSING FORMAL  
EMPLOYMENT”

Aug, 2017



**Submission Date for Sealed Bids: 28th Aug, 2017 (11:00 AM)**

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## **1- Background**

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

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

## **2- Invitation to Bids**

Through this document, PSDF is soliciting proposals from qualified research firms to study to understand barriers faced by Punjab's low income urban women in accessing formal employment so that PSDF can gear its efforts towards the development of programs to target low income urban women.

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

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

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

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

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

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

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

The ideal Consultant (firm/joint venture/consortium) will have proven expertise in conducting large scale surveys and working for various donor-funded or not-for-profit institutions or programmes; and will possess demonstrable experience of having worked for barriers faced by Punjab low income urban women in accessing formal employment that need to be reviewed and advised for the purposes of this assignment.

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

- i. Must be a legal entity registered in Pakistan or country of origin since at least 10 years, and must have a corporate office in Pakistan.
- ii. Must have National Tax Number (NTN) & Punjab Sales Tax Number (PSTN).
- iii. Must be an active taxpayer in Pakistan and provide the tax return of the last fiscal Year (if applicable)
- iv. Must have minimum annual turnover of PKR 20 million as per audited financial statements.
- v. Must submit audited financial statements of the two most recent years issued by an Institute of Chartered Accountants of Pakistan (ICAP)-licensed Chartered Accountant. The statements must include Auditors’ Report, Balance Sheet, Income & Expenditure Statement of Account, Cash Flow Statement and related Notes to the Accounts as well as cover letter of audit firm mentioning name and contact details of the auditor.).
- vi. (move to ToR)
- vii. Must have a technical team consisting of research, economics, policy and TVET experts. Must have employed on full-time basis at least 10 subject matter experts. Their CVs and contact details will be submitted as part of the technical proposal.
- viii. Must have :

- in-depth knowledge and understanding of:
  - expertise in study of low income urban women in accessing formal employment
  - Pakistani TVET and labour market context
- excellent written and spoken English skills and sound report writing skills
- ix. Must not be blacklisted by any government or bi-lateral/multi-lateral financial institution.
- x. Must not be a shortlisted applicant for training provision under any of the PSDF sponsored training scheme.

## 5- Scope of Work

The purpose of this assignment is to understand the landscape of employment opportunities available to Punjab’s low income urban female and barriers faced by this population in gaining access to formal employment. This study will include:

1. The objective of this assignment is to understand the nature of employment opportunities available for women in key urban centres of Punjab as well as the employment aspirations of urban females from low-income categories, so that PSDF can design and execute programmes that result in tangible employment outcomes. The assignment will also identify key challenges faced by women in accessing and obtaining formal employment opportunities and the challenges employers face in sourcing and retaining female employees. Policy recommendations will be made to address these challenges.
2. Evidence to support the study will be obtained from employers, employed women, women looking for employment, women on PSDF-funded training programs and other relevant stakeholders<sup>1</sup>. The sample will cover literate, semi-literate and illiterate women. This study will concentrate on 10 urban centres<sup>2</sup> in Punjab, for entry level to operator to supervisor-level roles. The sample will include at least 100 registered employers based on industrial spread (MNCs, Pakistani companies, and SMEs – focusing especially on progressive establishments<sup>3</sup>) segregated by sector, suggested number of 200 employed women and 500 women currently enrolled in formal training programmes with a minimum duration of two months who are aspiring workers. This study will cover areas mentioned below:
  - 2.1. **Policy & regulatory snapshot:** policy and regulatory review and identification of key challenges and gaps
    - i. adequacy and effectiveness of the regulatory, policy, and institutional environment of women’s formal employment;
    - ii. overview of the existing gender-related employment scenario and analysis of urban women’s Labour Force Participation Rates and implications for PSDF;
  - 2.2. **Demand Analysis:** employer-based, spread across large- and medium-sized employers in the 10 urban centres mentioned above:

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<sup>1</sup> Including but not limited to national-level institutions as well as provincial bodies like the Women Development Department of Punjab, Punjab Commission on the Status of Women, microfinance institutions like Kashf, Chambers of Commerce & Industry and business associations.

<sup>2</sup> Lahore, Faisalabad, Gujranwala, Rawalpindi, Jehlum, Gujrat, Sialkot, Sheikhpura, Multan, Rahim Yar Khan and Bahawalpur.

<sup>3</sup> Growth-oriented companies with evolved, gender-diverse HR practices and vision

- i. employer-base in each sector segmented by large, medium, small; information on location and geographical spread;
  - ii. based on employer feedback, develop a comprehensive list of trades across which women are employed and can be potentially employed;
  - iii. based on evidence<sup>4</sup> gathered from employers, the challenges employers face in sourcing and retaining female talent in vocational skills-based roles;
  - iv. what kind of monetary and non-monetary incentives are offered to women employees to increase their employment and motivate retention;
  - v. what kind of initiatives the employers are willing to undertake, either by themselves or in partnership with PSDF, to increase women employment;
  - vi. what aspirations do unemployed women have with regards to future employment.
- 2.3. **Supply Analysis: Working women and women aspiring to become employed (including women in training programmes)**
- i. identify supply-side constraints limiting women's labour force participation in a particular trade;
  - ii. barriers to women accessing employment opportunities (including social norms, legislative, institutional capacity, mobility aspects, political will etc.) focusing on areas that are relevant to the activity of PSDF;
  - iii. the *employment experience* of working women i.e. not just their salary, but also the work environment (i.e. safety at work, attitude of male colleagues and senior management, ease of growth to more senior positions) and other benefits and facilities or lack thereof (e.g. maternity leave, medical coverage, insurance, child day care, transport, overtime, capacity building opportunities etc. and how these facilities compare with what their male colleagues are getting);
  - iv. challenges women employed across the trades identified above have faced in obtaining and sustaining formal employment; discuss also the socio-cultural context e.g. family structure and how that relates to female employment.
- 2.4. **Opportunities map by sector, trade and critical success factors to encourage employment outcomes & recommendations for PSDF interventions**
- i. sectoral analysis to provide a list of PSDF-priority trades to focus women's schemes on;
  - ii. Skills map across different sectors that will also list the technical and behavioural competencies required for each skills/trade
  - iii. Identify key monetary and non-monetary elements by sector/trade that must be kept in mind when designing a successful program
  - iv. catalogue good corporate practices and initiatives that seek to enhance women's inclusion in the work force and empowerment and identify windows of opportunity for PSDF to collaborate with the private sector;
  - v. role and perspective of employment intermediaries<sup>5</sup> to be explored;
  - vi. identify international best practices and benchmarks to increase women's active participation as well as a learning-oriented summary of other studies, reports, policy papers, strategies, and other documents,.

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<sup>4</sup> Status of existing female workforce e.g. estimates of employment numbers by gender, temporary vs. permanent employment<sup>4</sup>, seasonal employment, turnover rate, working hours, average wages, will be documented.

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

- vii. action plan for pragmatic and scalable/replicable interventions that PSDF can roll out to help overcome gender-specific challenges to obtaining jobs. This could include innovative skills schemes and opportunities for PSDF to enter into partnerships with the private sector to enhance women's capacity to contribute to each link in business value chains, or building on existing corporate initiatives;
  - viii. tangible recommendations based on analysis and stakeholder validation;
- 2.5. **Policy Paper with concrete recommendations on how to achieve employment outcomes for women**
- i. realistic recommendations for skills-focused policy advice to take to the provincial and national governments;
  - ii. analysis of where PSDF and other stakeholders in the skills space can add value to achieving national and provincial objectives on female labour force participation and increasing their economic productivity.

## 6- Terms of Reference

Detailed terms of reference are attached as Annexure-F.

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

## 7- Guidelines

- a) Only short-listed firms fulfilling the eligibility criteria will be considered for technical and financial proposals. The financial proposal of technically qualified consultant firms will be opened for further evaluation.
- b) All documents and information received by PSDF from applicants will be treated in strict confidence.

- c) Documents submitted to PSDF will not be returned.
- d) All expenses related to participation in this tender document shall be borne by the applicants.
- e) Documents shall be submitted in a separate sealed envelopes marked as “TECHNICAL PROPOSAL” and “FINANCIAL PROPOSAL” as hard copy in a sealed envelope for ‘Outsourcing of study to understand barriers faced by Punjab’s low income urban women in accessing formal employment’. Technical proposal must also be provided in soft form (word form) in a flash drive (USB). The envelope containing hard and soft copy of technical proposal and financial proposal shall be received on the postal address given below.
- f) The closing date and time for receipt of technical proposal is **28th August, 2017 (11:00 AM)** and will be publically opened on same day i.e. **28th August, 2017 at 12:30 PM** in the conference room PSDF Lahore Office, in the presence of the interested consultant firms or their representatives who may wish to attend.
- g) Technical and financial proposals received thereafter will not be accepted.
- h) PSDF reserves the right to request submission of additional information from applicants in order to clarify/further understand aspects of technical proposal, if required.
- i) PSDF reserves the right to verify any information provided by the applicants.
- j) The competent authority may reject all bids or proposals at any time prior to the acceptance of a bid or proposal. The procuring agency shall upon request communicate to any bidder, the grounds for its rejection of all bids or proposals, but shall not be required to justify those grounds.
- k) Prices quoted shall remain valid for a period of 120 days from the closing date of proposal.
- l) Questions about this technical proposal can be made only in writing: a letter or an e-mail and must be asked by or before COB **16<sup>th</sup> August, 2017**. For any other related information please contact the undersigned.

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E-mail: Sidra.hameed@psdf.org.pk  
Tel: 042-35752408-10  
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## **8- Technical Proposal Evaluation Criteria**

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

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

**a) Approach and Methodology**

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

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

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

**i. Technical Approach and Methodology**

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

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

**ii. Work Plan**

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

**b) Relevant Experience**

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

**c) Team Structure**

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

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

## **9- Financial Proposal**

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

## **10- Financial Evaluation**

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

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

## **11- Type of Contract**

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

## **12- Pre-proposal Meeting**

A pre-proposal meeting will be conducted on 17<sup>th</sup> August, 2017 at 2:30 PM in PSDF office for clarification of queries and more understating of the project.

## **13- Declaration**

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

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

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

Name	
Designation	
Signature	
Date and Place	

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

Complete bid containing technical and financial proposal along with all required information & documentary evidences may be delivered to CEO, PSDF, 21-A, H-Block, Dr. Mateen Fatima Road, Gulberg-II Lahore and submitted before **11:00 AM on 28th August, 2017**. Technical proposals will be publically opened on the same day i.e. **28th August, 2017 at 12:30 PM** in the presence of consultant firm's representatives who wish to attend the bid opening.

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

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

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

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

[Firm letterhead]

[Date]

To

Chief Executive Officer

[Address mentioned in Data Sheet]

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

Dear Sir,

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

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

Thank you.

Yours sincerely,

Signature

Name and title of signatory:

**Annexures**

**Annex – A “Organization Information”**

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

	Fax:	
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### Annex – B “Eligibility Response Checklist”

Sr. No.	Necessary Eligibility Information	Response/Elaboration	
1	Mention the name of Registration Authority/s under which organisation/firm is registered and provide a copy of proof of registration to prove legal identity of your firm		Copies Attached
			Copies Not Attached
2	Attach copy of certificate/list representing as an active taxpayer in country of origin		Copies Attached
			Copies Not Attached
3	Attached last audit reports of the two most recent years issued by an Institute of Chartered Accountants of Pakistan (ICAP)-licensed Chartered Accountant or ICAP-equivalent authority/body in country of origin that show minimum PKR 20 Million of annual turnover.		Copies Attached
			Copies Not Attached
4	Attach the signed declaration by showing willingness and ability to guarantee the delivery of products and services in accordance with the performance level required by these ToR		Copies Attached
			Copies Not Attached
5	Provide the tax return of the last 2 fiscal Year		Copies Attached
			Copies Not Attached
6	Mention National Tax Number (NTN) and Punjab National Tax Number (PNTN) in the name of Organization and provide a copy of registration	National Tax Number (NTN)	
		Punjab National Tax Number (PNTN)	
7	Attach list of technical team consisting of industry experts, and curriculum development and TVET experts		Attached
			Not Attached

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8	Attach the signed declaration by showing in-depth knowledge and understanding of i. expertise in study of low income urban women in accessing formal employment ii. Pakistani TVET and labour market context iii. excellent written and spoken English skills and sound report writing skills		Copies Attached
			Copies Not Attached
9	Was your firm ever blacklisted by any government authority or any bi-lateral/multi-lateral financial institution? (Attach an undertaking by your firm's authorised person with this technical proposal)		We solemnly declare that our organization or any member of consortium has never been suspended/debarred or blacklisted.
			Our organization has been blacklisted once or more than once.
10	Should not be a shortlisted applicant for the training provision or for provision of any other services under any of the PSDF sponsored scheme/programmes		Yes
			No

**Annex - C “Relevant Experience”**

<b>Form ‘B’: Relevant Experience (Project Sheet 1<sup>6</sup>)</b>			
<b>Sr. #</b>	<b>Required Information</b>	<b>Response</b> <b>(Please provide exact information with project title, location/s and duration)</b>	
1	Project Title and duration (The project title means the actual name of the project)		
2	In no more than 100-150 words please elaborate your role in relevant consultancy assignments	Attach a separate Page	
3	Task or activity duration in months		
4	Location/s (districts/tehsils)		
5	Please specify the magnitude of project	Relevant Indicator	Value

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<sup>6</sup>Please mark the other two sheets (if filling) as Project Sheet 2 and Sheet 3 respectively.

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

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

<sup>7</sup>Please mark the other two sheets as Sheet 2 and Sheet 3 respectively for each individual.

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

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

## **Annex –F “Terms of Reference”**

### ***Study to understand barriers faced by Punjab’s low-income urban women in accessing formal employment***

#### **Introduction**

1. PSDF has been set up by the Government of the Punjab, Pakistan (GoPb) in partnership with Department for International Development (DFID), UK, for the provision of vocational training to the people of Punjab with the aim of improving their prospects of wage or self-employment. PSDF funds a range of vocational skills for the training of the citizens of Punjab. Training Service Providers (TSPs) are engaged through a competitive bidding process. To support PSDF’s province-wide expansion, additional funding has been made available to the organisation. This funding will be provided for the vocational and technical training of about 380,000 individuals in all 36 districts of Punjab, over the next five years. The traditional sectoral focus of PSDF has been textile and garments, light engineering, and service-based sectors.

#### **Background**

2. PSDF’s approach towards women is premised on the worldview that, a) in agri-dominated rural areas, women are primarily engaged in agricultural and livestock value chains, b) in non agri-dominated rural to semi-urban areas, they may also be engaged in setting up small home-based businesses, and c) amongst urban women, there exists a stronger preponderance for paid formal employment.
3. PSDF is developing women’s programmes targeting employment and self-employment outcomes by rolling out trainings in demand-driven trades for urban women, and by fortifying market linkage networks for rural women. As PSDF adopts a more results-based focus and works in growth-oriented sectors, programme design and execution will centre on urban and semi-urban women in trades with high potential for employment.
4. Evidence indicates that barriers to women’s economic empowerment range from lack of resources to norms and institutions<sup>8</sup>. Through this RFP, PSDF is inviting proposals from qualified research firms to conduct a comprehensive study to understand the challenges that low-income urban women face in accessing and sustaining formal employment. In addition, it is also critical to learn what kind of trades and skills urban women are interested in learning and also the nature of employment that will interest them. The study will also explore the industry/employer perspective vis a vis their expectations and challenges. PSDF will utilise the learnings of this study to design improved, better-targeted women-focused training programmes.

#### **Scope of Work**

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<sup>8</sup> International Center for Research on Women (2011), *Understanding and Measuring Women’s Economic Empowerment*

5. The objective of this assignment is to understand the nature of employment opportunities available for women in key urban centres of Punjab as well as the employment aspirations of urban females from low-income categories, so that PSDF can design and execute programmes that result in tangible employment outcomes. The assignment will also identify key challenges faced by women in accessing and obtaining formal employment opportunities and the challenges employers face in sourcing and retaining female employees. Policy recommendations will be made to address these challenges.
6. Evidence to support the study will be obtained from employers, employed women, women looking for employment, women on PSDF-funded training programs and other relevant stakeholders<sup>9</sup>. The sample will cover literate, semi-literate and illiterate women. This study will concentrate on 10 urban centres<sup>10</sup> in Punjab, for entry level to operator to supervisor-level roles. The sample will include at least 100 registered employers based on industrial spread (MNCs, Pakistani companies, and SMEs – focusing especially on progressive establishments<sup>11</sup>) segregated by sector, suggested number of 200 employed women and 500 women currently enrolled in formal training programmes with a minimum duration of two months who are aspiring workers. This study will cover areas mentioned below:
  - 6.1. **Policy & regulatory snapshot:** policy and regulatory review and identification of key challenges and gaps
    - iii. adequacy and effectiveness of the regulatory, policy, and institutional environment of women’s formal employment;
    - iv. overview of the existing gender-related employment scenario and analysis of urban women’s Labour Force Participation Rates and implications for PSDF;
  - 6.2. **Demand Analysis:** employer-based, spread across large- and medium-sized employers in the 10 urban centres mentioned above:
    - vii. employer-base in each sector segmented by large, medium, small; information on location and geographical spread;
    - viii. based on employer feedback, develop a comprehensive list of trades across which women are employed and can be potentially employed;
    - ix. based on evidence<sup>12</sup> gathered from employers, the challenges employers face in sourcing and retaining female talent in vocational skills-based roles;
    - x. what kind of monetary and non-monetary incentives are offered to women employees to increase their employment and motivate retention;
    - xi. what kind of initiatives the employers are willing to undertake, either by themselves or in partnership with PSDF, to increase women employment;
    - xii. what aspirations do unemployed women have with regards to future employment.
  - 6.3. **Supply Analysis:** Working women and women aspiring to become employed (including women in training programmes)
    - v. identify supply-side constraints limiting women’s labour force participation in a particular trade;

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<sup>9</sup> Including but not limited to national-level institutions as well as provincial bodies like the Women Development Department of Punjab, Punjab Commission on the Status of Women, microfinance institutions like Kashf, Chambers of Commerce & Industry and business associations.

<sup>10</sup> Lahore, Faisalabad, Gujranwala, Rawalpindi, Jehlum, Gujrat, Sialkot, Sheikhpura, Multan, Rahim Yar Khan and Bahawalpur.

<sup>11</sup> Growth-oriented companies with evolved, gender-diverse HR practices and vision

<sup>12</sup> Status of existing female workforce e.g. estimates of employment numbers by gender, temporary vs. permanent employment<sup>12</sup>, seasonal employment, turnover rate, working hours, average wages, will be documented.

- vi. barriers to women accessing employment opportunities (including social norms, legislative, institutional capacity, mobility aspects, political will etc.) focusing on areas that are relevant to the activity of PSDF;
- vii. the *employment experience* of working women i.e. not just their salary, but also the work environment (i.e. safety at work, attitude of male colleagues and senior management, ease of growth to more senior positions) and other benefits and facilities or lack thereof (e.g. maternity leave, medical coverage, insurance, child day care, transport, overtime, capacity building opportunities etc. and how these facilities compare with what their male colleagues are getting);
- viii. challenges women employed across the trades identified above have faced in obtaining and sustaining formal employment; discuss also the socio-cultural context e.g. family structure and how that relates to female employment.

**6.4. Opportunities map by sector, trade and critical success factors to encourage employment outcomes & recommendations for PSDF interventions**

- ix. sectoral analysis to provide a list of PSDF-priority trades to focus women's schemes on;
- x. Skills map across different sectors that will also list the technical and behavioural competencies required for each skills/trade
- xi. Identify key monetary and non-monetary elements by sector/trade that must be kept in mind when designing a successful program
- xii. catalogue good corporate practices and initiatives that seek to enhance women's inclusion in the work force and empowerment and identify windows of opportunity for PSDF to collaborate with the private sector;
- xiii. role and perspective of employment intermediaries<sup>13</sup> to be explored;
- xiv. identify international best practices and benchmarks to increase women's active participation as well as a learning-oriented summary of other studies, reports, policy papers, strategies, and other documents.
- xv. action plan for pragmatic and scalable/replicable interventions that PSDF can roll out to help overcome gender-specific challenges to obtaining jobs. This could include innovative skills schemes and opportunities for PSDF to enter into partnerships with the private sector to enhance women's capacity to contribute to each link in business value chains, or building on existing corporate initiatives;
- xvi. tangible recommendations based on analysis and stakeholder validation;

**6.5. Policy Paper with concrete recommendations on how to achieve employment outcomes for women**

- iii. realistic recommendations for skills-focused policy advice to take to the provincial and national governments;
- iv. analysis of where PSDF and other stakeholders in the skills space can add value to achieving national and provincial objectives on female labour force participation and increasing their economic productivity.

**Methodology**

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<sup>13</sup> Entities that stand between the individual worker and the organisation that needs work done.

7. The methodology will comprise a desk review and compilation of reference documents as extensive and detailed as possible and needed, followed by an extensive survey/in-depth interviews activity.
8. The list of respondents and key informants (private companies, training service providers, working women, training institutions, employment intermediaries, national and provincial statistics offices, donors, other stakeholders, etc.) will be shared with and approved by PSDF;

**Proposed activities and expected outputs**

**9. Phase 1: Preliminary meetings<sup>14</sup>, Inception Report, document review**

9.1. Requirements to be covered:

- a) Sectors to be mapped in terms of size of employers, geographical clusters, and employment statistics disaggregated by gender and age;
- b) National and provincial gender equality policy framework and implementation scenario; and relevant actions taken and planned by key actors to address issues previously identified;
- c) Overall economic situation i.e. urban poverty situation, income distribution, demographics, and access to resources; policies and reforms, public expenditures, social sector spending, public investment, welfare subsidies, and status of women’s formal employment etc.;

9.2. Deliverables and outcome:

- a) Inception report<sup>15</sup> with detailed workplan, analysis framework, methodology and early impressions based on discussions and literature review (due in **2 weeks** of signing of contract). The report should include the table of contents, sampling details, methodology and process of collecting data, and any difficulties encountered thus far or expected.
- b) Summary and learnings of other studies, reports, policy papers, strategies, and other documents developed in recent years including regional and national reports and other background information relating to the context of this assignment.
- c) Mapping of sectors and employers.
- d) Short-listing/sample of employers to approach for the activity to be conducted in the following phase (with underlying reasoning and solid justifications).
- e) Sample plan of employed women to be surveyed.
- f) List of potential experts, TSPs and other stakeholders to be consulted.

Suggested timeframe: 4-6 weeks

**10. Phase 2: Main work, as in Inception Report, preparation of Draft Final Report, presentation to PSDF and relevant stakeholders**

10.1. Requirements to be covered:

- a) Survey design: details regarding survey instruments, survey design process, including finalising data elements, designing instruments, and incorporating input from the PSDF team. The proposed survey instruments and interview guides are to be submitted to PSDF for review and finalisation. The design for this survey should include but not be limited to the following:
  - Survey instrument and in-depth interview guide
  - Sampling plan
  - Data collection methods

<sup>14</sup> Relevant background information will be provided to the consultant during this phase. The consultant is required to visit PSDF premises and meet relevant staff members in order to gain deeper insight into the realm of the organisation’s work.

<sup>15</sup> The consultant shall proceed to the next phase of work after PSDF approves the inception report.

- Data quality control
  - Survey pretests
- b) Implementation of the survey: tasks like the supervision of survey activity, selection and training of staff/enumerators, contacting respondents, printing of questionnaires and other materials, distribution of survey materials to enumerators, conducting interviews and assembling responses, and validation and coding of the database. Enumerators' training manuals (which will include definitions of key terms and other information) and training schedules will be shared with and approved by PSDF. PSDF representatives may also attend enumerators' training sessions. Data collected, to be compiled and analysed.

10.2. Deliverables and outcome:

- a) Data compilation and field reports on a biweekly basis. All data records are to be maintained in a survey database and made available for verification.
- b) Factual findings on sectors and trades that can absorb trained women, skills requirements, barriers faced by employers, challenges faced by employed women and other facts.

Suggested timeframe: 6-8 weeks

**11. Phase 3: Final report writing**

11.1. Requirements to be covered:

- a) Finalisation of findings of the study and way-forward report. The final output will be an analytical and operative document based on qualitative and quantitative documentary review, field research and analysis. The report will contain sufficiently detailed description of the different options to support an informed decision on how to develop women-focused schemes in urban areas.
- b) Presentation portraying final findings and recommendations.

11.2. Deliverables and outcome:

- a) Consolidated report on findings of preceding steps. Draft final report of maximum 50-60 pages (main text, excluding annexes) in the format provided above for the inception report. The draft report shall be subjected to comments from PSDF and relevant stakeholders. Within **2 weeks** of receiving comments from PSDF, a final report is to be prepared and submitted.
- b) Detailed recommendations and a focused, implementable action plan based upon which PSDF may design and launch women-focused schemes.
- c) Up to three 'success' stories highlighting a life change facilitated by learning new skills and access to gainful employment opportunities.
- d) Recommendations for policy advice that PSDF can take to the government. This can contribute to and facilitate the development of gender-sensitive strategies, programmes and projects.
- e) Presentation portraying final findings and recommendations.
- f) Survey database comprising cleaned and coded data in SPSS, MS Excel and/or Access (in both paper and electronic forms).
- g) Documentation that includes Inception reports, a full final report, results and analyses, sampling plan, survey instruments, etc.

*Suggested timeframe:* 4-6 weeks

### **Location and timeframe**

12. The place of the assignment is Lahore, Pakistan, but travel to major urban centres of Punjab and business hubs is anticipated. It is expected that the duration of the project shall not exceed 16 weeks. The project will commence upon approval of the proposal and signing of an agreement between the successful bidder and PSDF.

### **Responsibilities and reporting**

13. The consulting team will report to Manager, Strategy & Business Development, PSDF. PSDF will be kept informed of progress on a regular basis and will submit drafts of ongoing work to PSDF for discussion and comment. PSDF will provide all necessary guidance and comments on the drafts shared by the consultant.
14. Regular project update meetings are to be held with PSDF senior leadership on a biweekly basis to discuss activities, clarify roles and responsibilities and to receive concurrence on project direction.

### **Competencies and experience**

15. The ideal Consultant (firm/joint venture/consortium) will have proven expertise in conducting large scale surveys and working for various donor-funded or not-for-profit institutions or programmes; and will possess demonstrable experience of having worked on all areas that need to be reviewed and advised on for the purposes of this assignment.
16. The entity submitting proposals should have the following minimum eligibility qualifications:
  - i. Be a legal entity registered in country of origin since at least 5 years, and must have a corporate office in Pakistan
  - ii. Active taxpayer in country of origin and Pakistan
  - iii. Minimum annual turnover of PKR 30 million as per audited financial statements also to be submitted with the proposal (audited financial statements of the two most recent years issued by an ICAP-licensed Chartered Accountant are to be submitted. The statements must include Auditors' Report, Balance Sheet, Income & Expenditure Statement of Account, Cash Flow Statement and related Notes to the Accounts).
  - iv. Willing and able to guarantee the delivery of products and services in accordance with the performance level required by these ToR
  - v. Team comprising Team Leader and Technical team consisting of TVET, gender, policy and economics experts
  - vi. In-depth experience of the following areas:
    - Pakistani TVET and labour market context
    - excellent written and spoken English skills and sound report writing skills

**Annex-G “Financial Proposal”**

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