

# PUNJAB SKILLS DEVELOPMENT FUND

## Request for Proposal (RFP)

---

### Hiring of a Firm for Impact Assessment of Women Training in Livestock Management

---

January, 2020



**Submission Date for bidding forms: February 14, 2020 before 03:00 PM**

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

UAN: 042-111-11-PSDF(7733) | Toll Free:0800-48627 (HUNAR) | Website: [psdf.org.pk](http://psdf.org.pk)

---

## Contents

<b>1) Invitation for Proposal</b>	<b>2</b>
<b>2) Instruction to Consultants</b>	<b>4</b>
<b>3) Technical Proposal - Standard Forms</b>	<b>18</b>
Form TECH-1 Technical Proposal Submission Form	19
Form TECH-2 Consultancy Firm’s Organization and Experience	20
Form TECH-3 Description of Approach, Methodology and Work Plan	22
Form TECH-4 Team Composition and Task Assignments	23
Form TECH-5 Curriculum Vitae (CV) for Proposed Professional Staff	24
Form TECH-6 Staffing Schedule	26
Form TECH-7 Work Schedule	27
Form TECH-8 Eligibility Criteria Checklist	28
<b>4) Financial Proposal - Standard Forms</b>	<b>30</b>
Form FIN-1 Financial Proposal Submission Form	31
Form FIN-2 Summary of Costs	32
<b>5) Terms of Reference</b>	<b>33</b>
i. Background	33
ii. Scope, Duties and Responsibilities of the Consulting Firm	33
<b>6) Structure and flow of Final Report</b>	<b>39</b>

## 1) Invitation for Proposal

1. Punjab Skills Development Fund (PSDF) invites Technical & Financial proposals to provide consulting services towards the assignment titled:

# IMPACT ASSESMENT OF WOMEN TRAINING IN LIVESTOCK MANAGEMENT

Details on the assignment are provided in the Terms of Reference to this proposal.

2. The Consulting firm submitting its proposals should have the following **eligibility** for qualification:
  - Should be a **legal entity** i.e. Firm / Company (copy of incorporation / registration certificate)
  - Provide National Tax Number (NTN) and General Sales Tax (GST)/ Provincial Sales Tax (PST) (if applicable) in the name of organization and provide a copy of registration
  - Must be an **Active Taxpayer** as per “Active Taxpayer List” of FBR.
  - **Affidavit on stamp paper** declaring that company is not blacklisted by any Government agency/ semi-government / authority / organization. (Original required)
  - Minimum annual revenue / turnover of PKR 10 million as per audited financial statements (audited financial statements 2017-18 or 2018-19) by an ICAP-licensed Chartered Accountant or Tax return 2017-18 or 2018-19.

Any, failure to provide information as per the above mentioned or fulfilment under the requirement of “Eligibility Criteria Checklist” (FormTECH-8) shall deemed to be or declared to be ineligible for the bidding process and technical evaluation shall not be carried out.

3. The consultant will be selected under the selection Method: Least cost and procedures described in this proposal.
4. The proposal includes following additional documents:

Section 2 - Instructions to Consultants (including Data Sheet)

Section 3 - Technical Proposal - Standard Forms

Section 4 - Financial Proposal - Standard Forms

Section 5 - Terms of Reference

Section 6 - Structure and Flow of Final Report

5. It is mandatory for proposals to be made using the Standard Forms of the proposal. Proposals that are not in the prescribed format may be discarded. If any information required in the form is found missing, or written elsewhere, no credit will be given in the relevant section of the evaluation.
6. Firms shall submit details of up to 03 of their most relevant / similar completed assignments for technical evaluation using the prescribed format. The Firm must provide supporting documents to validate these details.
7. CVs of key members of the professional team highlighting their prior experience on relevant / similar assignments should be provided by the Firm.

8. Technical and Financial proposals (to be provided in separately sealed envelope, open or provision of financial proposal in the technical proposal will lead to the rejection of Proposal) should be sent to the following address, so as to reach latest on **February 14, 2020 before 03:00 PM:**

**Procurement Department**

Punjab Skills Development Fund

21-A, H-Block, Dr. Mateen Fatima Road,

Gulberg-II Lahore –Pakistan

Technical Proposals shall be opened on **February 14, 2020 at 03:30 PM** by Committee in Board Room, PSDF, 21-A, H-Block, Dr. Mateen Fatima Road, Gulberg-II Lahore in the presence of bidders. For this purpose, you are invited to attend the meeting on above mentioned date, time and venue.

Your sincerely,

**For Procurement Committee**

## 2) Instruction to Consultants

- Definitions**
- (a) “Agreement” means the Agreement signed by the Parties and all the attached documents.
  - (b) “Client” means the organization with which the selected Consultant signs the Agreement for the Services.
  - (c) “Consultant” means any entity or person that may provide or provides the Services to the Client under the Agreement.
  - (d) “Data Sheet” means such part of the Instructions to Consultants used to reflect specific conditions.
  - (e) “Day” means calendar day.
  - (f) “Government” means the Government of the Punjab and all its associated departments, agencies, autonomous/semi-autonomous bodies, local governments, boards, universities and similar other organizations.
  - (g) “Instructions to Consultants” means the document which provides Consultants with all information needed to prepare their Proposals.
  - (h) “Proposal” means the Technical Proposal and the Financial Proposal.
  - (i) “Terms of Reference” (TOR) means the document included in the proposal as Section 5 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Client and the Consultant, and expected results and deliverables of the assignment.
- 1. Introduction**
- 1.1 The Client named in the Data Sheet will select a consulting firm/organization (the Consultant) from any firm who will be eligible as per the eligibility criteria, Technical evaluation and in accordance with the method of selection specified in the Data Sheet.
  - 1.2 Consultants are required to submit a Technical Proposal and a Financial Proposal for consulting services required for the assignment named in the Data Sheet. The proposals should be in separate marked and sealed envelopes. The Proposal will be the basis for agreement negotiations and ultimately for a signed Agreement with the selected Consultant.
  - 1.3 Consultants shall bear all costs associated with the preparation and submission of their proposals and agreement negotiation. The Client is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to Agreement award, without thereby incurring any liability to the Consultants.
- Conflict of Interest**
- 1.4 It is requested that Consultants provide professional, objective, and impartial advice and at all times hold the Client’s interest’s paramount, strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.
    - 1.4.1 Without limitation on the generality of the foregoing, Consultants, and any of their affiliates, shall be considered to have a conflict of

interest and shall not be recruited, under any of the circumstances set forth below:

**Conflicting activities**

- (i) A firm that has been engaged by the Client to provide goods, works or services other than consulting services for a project, and any of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, and any of its affiliates, shall be disqualified from subsequently providing goods or works or services other than consulting services resulting from or directly related to the firm's consulting services for such preparation or implementation. For the purpose of this paragraph, services other than consulting services are defined as those leading to a measurable physical output, for example surveys, exploratory drilling, aerial photography, and satellite imagery.

**Conflicting assignments**

- (ii) A consultant (including its Personnel and Sub-Consultants) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant to be executed for the same or for another Client. For example, a Consultant hired to prepare engineering design for an infrastructure project shall not be engaged to prepare an independent environmental assessment for the same project, and a Consultant assisting a Client in the privatization of public assets shall not purchase, nor advise purchasers of, such assets. Similarly, a Consultant hired to prepare Terms of Reference for an assignment should not be hired for the assignment in question.

**Conflicting relationships**

- (iii) A consultant (including its Personnel and Sub-Consultants) that has a business or family relationship with a member of the Client's staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment, or (iii) supervision of the Agreement, may not be awarded an Agreement, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Government of Punjab throughout the selection process and the execution of the Agreement.

- 1.4.2 Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their client, or that may reasonably be perceived as

having this effect. Failure to disclose said situations may lead to the disqualification of the consultant or the termination of its Agreement.

**Unfair  
Advantage**

- 1.4.3 If an interested consultant could derive a competitive advantage from having provided consulting services related to the assignment in question, the client shall make available to all interested consultants together with this proposal, and all information that would in that respect give such consultant any competitive advantage over competing consultants.

**Fraud and  
Corruption**

- 1.5 Client requires consultants participating in its projects to adhere to the highest ethical standards, both during the selection process and throughout the execution of an agreement. In pursuance of this policy, PSDF:
- (b) defines, for the purpose of this paragraph, the terms set forth below as follows:
    - (i) “corrupt practice” means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of a public official in the selection process or in agreement execution;
    - (ii) “fraudulent practice” means a misrepresentation or omission of facts in order to influence a selection process or the execution of an agreement;
    - (iii) “collusive practices” means a scheme or arrangement between two or more consultants with or without the knowledge of the Client, designed to establish prices at artificial, non-competitive levels;
    - (iv) “coercive practices” means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of an agreement.
  - (c) will reject a proposal for award if it determines that the Consultant recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for the agreement in question;
  - (d) will sanction a Consultant, including declaring the Consultant ineligible, either indefinitely or for a stated period of time, to be awarded an agreement if at any time it determines that the Consultant has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, and
  - (e) will have the right to require that a provision be included requiring Consultants to permit the Government of Punjab to inspect their accounts and records and other documents relating to the submission of proposals and agreement

performance and have them audited by auditors appointed by the client.

- |  |     |  |
|--|-----|--|
|  | 1.6 | Consultants shall furnish information on commissions and gratuities, if any, paid or to be paid to agents relating to this proposal and during execution of the assignment if the Consultant is awarded the Agreement, as requested in the Financial Proposal submission form (Section 4).   |
| <b>Only one Proposal</b>   | 1.7 | Interested Consultants shall only submit one proposal. If a Consultant submits or participates in more than one proposal, such proposals shall be disqualified.  |
| <b>Proposal Validity</b>   | 1.8 | The Data Sheet indicates how long Consultants' Proposals must remain valid after the submission date. During this period, Consultants shall maintain the availability of Professional staff nominated in the Proposal. The Client will make its best effort to complete negotiations within this period. Should the need arise, however, the Client may request Consultants to extend the validity period of their proposals. Consultants who agree to such extension shall confirm that they maintain the availability of the Professional staff nominated in the Proposal, or in their confirmation of extension of validity of the Proposal, Consultants could submit new staff in replacement, who would be considered in the final evaluation for agreement award. Consultants who do not agree have the right to refuse to extend the validity of their Proposals. |
| <b>2. Clarification and Amendment of Request for Proposal Document</b> | 2.1 | Consultants may request a clarification of any of the proposal up to the number of days indicated in the Data Sheet before the proposal submission date. Any request for clarification must be sent in writing, or by standard electronic means to the Client's address indicated in the Data Sheet. The client will respond in writing, or by standard electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all consultants. Should the client deem it necessary to amend the proposal as a result of a clarification, it shall do so following the procedure under para. 2.2.  |
|  | 2.2 | At any time before the submission of proposals, the client may amend the proposal by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all consultants and will be binding on them. consultants shall acknowledge receipt of all amendments. To give consultants reasonable time in which to take an amendment into account in their proposals, the client may, if the amendment is substantial, extend the deadline for the submission of proposals.  |

- 3. Preparation of Proposals**
- 3.1 The proposal (see para. 1.2), as well as all related correspondence exchanged by the Consultants and the client, shall be written in the language (s) specified in the data sheet.
- 3.2 In preparing their proposal, the consultants are expected to examine in detail the documents comprising the proposal. Material deficiencies in providing the information requested may result in rejection of a Proposal.
- 3.3 While preparing the Technical Proposal, alternative professional staff shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position.
- Technical Proposal Format and Content**
- 3.4 The Technical Proposal shall provide the information indicated in the following paras from (a) to (g) using the attached Standard Forms (Section 3). Paragraph (c) (ii) indicates the recommended number of pages for the description of the approach, methodology and work plan of the Technical Proposal. A page is considered to be one printed side of A4 or letter size paper.
- (a) A brief description of the Consultants’ organization and an outline of recent experience of the Consultants on assignments of a similar / relevant nature is required in Form TECH-2 of Section 3. For each assignment, the outline should indicate the names of Sub-consultants/ professional staff who participated, duration of the assignment, agreement amount, and consultant’s involvement. Information should be provided only for those assignments for which the consultant was legally engaged by the client as a firm or as one of the major firms within a joint venture. Assignments completed by individual professional staff working privately or through other consulting firms cannot be claimed as the experience of the consultant, or that of the consultant’s associates, but can be claimed by the professional staff themselves in their CVs. Consultants should be prepared to substantiate the claimed experience if so, requested by the Client.
- (b) A description of the approach, methodology and work plan for performing the assignment covering the following subjects: technical approach and methodology, work plan, and organization and staffing schedule. Guidance on the content of this section of the Technical Proposals is provided under Form TECH-3 of Section 3. The work plan should be consistent with the work Schedule (Form TECH-7 of Section 3) which will show in the form of a bar chart the timing proposed for each activity.
- (c) The list of the proposed professional staff team by area of expertise, the position that would be assigned to each staff team member, and their tasks (Form TECH-4 of Section 3).
- (d) Estimates of the staff input (staff-months of foreign and local professionals) needed to carry out the assignment (Form TECH-

- 6 of Section 3). The staff-months input should be indicated separately for home office and field activities, and for foreign and local Professional staff.
- (e) CVs of the Professional staff signed by the staff themselves or by the authorized representative of the professional Staff (Form TECH-5 of Section 3) along with their Computerized National Identity Card numbers (if local) or Passport numbers (if foreign).
- 3.5 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared disqualified.
- Financial Proposals**
- 3.6 The Financial Proposal shall be prepared using the attached Standard Forms (Section 4).
- Taxes**
- 3.7 The Consultant may be subject to local taxes (such as: value added or sales tax or income taxes on non-resident Foreign Personnel, duties, fees, levies) on amounts payable by the Client under the Agreement. The Client will state in the data sheet if the consultant is subject to payment of any taxes.
- 3.8 Consultants should express the price of their services in PKR. Prices in other currencies should be converted to PKR using the selling rates of exchange given by the State Bank of Pakistan on the bid opening date.
- 3.9 Commissions and gratuities, if any, paid or to be paid by Consultants and related to the assignment will be listed in the Financial Proposal Form FIN-1 of Section 4.
- 4. Submission, Receipt, and Opening of Proposals**
- 4.1 The original proposal (Technical Proposal and, if required, Financial Proposal; see para. 1.2) shall contain no interlineations or overwriting, except as necessary to correct errors made by the consultants themselves. The person who signed the proposal must initial such corrections. Submission letters for both technical and financial proposals should respectively be in the format of TECH-1 of Section 3, and FIN-1 of Section 4.
- 4.2 An authorized representative of the consultants shall initial all pages of the original technical and financial Proposals. The authorization shall be in the form of a written power of attorney accompanying the proposal or in any other form demonstrating that the representative has been duly authorized to sign. The signed technical and financial proposals shall be marked "ORIGINAL".
- 4.3 The Technical Proposal shall be marked "ORIGINAL." The technical proposals shall be sent to the addresses referred to in para. 4.5 and in the number of copies indicated in the data sheet. All required copies of the technical proposal are to be made from the original. If there are discrepancies between the original and the copies of the technical proposal, the original governs.

- 4.4 The original and all copies of the technical proposal shall be placed in a sealed envelope clearly marked “TECHNICAL PROPOSAL” Similarly, the original Financial Proposal shall be placed in a sealed envelope clearly marked “FINANCIAL PROPOSAL” followed by the name of the assignment, and with a warning “**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**” The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and title of the Assignment, clearly marked “**DO NOT OPEN, EXCEPT IN PRESENCE OF THE OFFICIAL APPOINTED, BEFORE SUBMISSION DEADLINE**”. The Client shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may be case for Proposal rejection. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.
- 4.5 The proposals must be sent to the address/addresses indicated in the data sheet and received by the client no later than the time and the date indicated in the data sheet, or any extension to this date in accordance with para. 2.2. Any proposal received by the client after the deadline for submission shall be returned unopened.
- 4.6 The Client shall open the technical proposal immediately after the deadline for their submission. The envelopes with the financial proposal shall remain sealed and securely stored.

## 5. Proposal Evaluation

- 5.1 From the time the proposals are opened to the time the agreement is awarded, the consultants should not contact the client on any matter related to its technical and/or financial proposal. Any effort by consultants to influence the client in the examination, evaluation, ranking of Proposals, and recommendation for award of Agreement may result in the rejection of the consultants’ proposal.

Evaluators of technical proposals shall have no access to the financial proposals until the technical evaluation is concluded.

### Evaluation of Technical Proposals

- 5.2 The evaluation committee shall evaluate the technical proposals on the basis of their responsiveness to the terms of reference, applying the evaluation criteria, sub criteria, and point system specified in the data sheet. Each responsive proposal will be given a technical score (St). A Proposal shall be rejected at this stage if it does not respond to important aspects of the Proposal, and particularly the terms of reference or if it fails to achieve the minimum technical score indicated in the data sheet.

### Public Opening and Evaluation of Financial Proposals

- 5.3 Financial proposals shall be opened publicly in the presence of the consultants’ representatives who choose to attend. The name of the consultants, and the technical scores of the consultants shall be read aloud. The financial proposal of the consultants who met the minimum qualifying mark will then be inspected to confirm that they have remained sealed and unopened. These financial proposals shall be then

opened, and the total prices read aloud and recorded.

5.4 The Evaluation Committee will correct any computational errors. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between word and figures, the formers will prevail. In addition to the above corrections, as indicated under para. 3.6, activities and items described in the technical proposal but not priced, shall be assumed to be included in the prices of other activities or items. In case an activity or line item is quantified in the financial proposal differently from the technical proposal.

5.5 In Least-Cost Selection, the Client will select the lowest financial proposal among those that passed the minimum technical score. In both cases the evaluated proposal price according to para. 5.4 shall be considered, and the selected firm is invited for negotiations.

## 6. Negotiations

6.1 Negotiations will be held at the date and address indicated in the Data Sheet. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm availability of all Professional staff. Failure in satisfying such requirements may result in the Client proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude an Agreement.

### Technical negotiations

6.2 Negotiations will include a discussion of the technical proposal, the proposed technical approach and methodology, work plan, and organization and staffing, and any suggestions made by the consultant to improve the terms of reference. The client and the consultants will finalize the terms of reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the agreement as "Description of Services." Special attention will be paid to clearly defining the inputs and facilities required from the client to ensure satisfactory implementation of the assignment. The client shall prepare minutes of negotiations which will be signed by the client and the consultant.

### Financial negotiations

6.3 If applicable, it is the responsibility of the consultant, before starting financial negotiations, to determine the tax amount to be paid by the consultant under the Agreement. The financial negotiations will reflect the agreed technical modifications in the cost of the services. Financial negotiations can involve the remuneration rates for staff or other proposed unit rates if there is a revision of scope or if the bid rate exceeds the available budget.

### Availability of Professional staff/experts

6.4 Having selected the consultant on the basis of, among other things, an evaluation of proposed professional staff, the client expects to negotiate an Agreement on the basis of the professional staff named in the proposal. Before agreement negotiations, the Client will require assurances that the professional staff will be actually available. The client will not consider substitutions during agreement negotiations

unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case, and if it is established that professional staff were offered in the proposal without confirming their availability, the consultant may be disqualified. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and be submitted by the consultant within the period of time specified in the letter of invitation to negotiate.

- |                                       |     |  |
|---------------------------------------|-----|--|
| <b>Conclusion of the negotiations</b> | 6.5 | Negotiations will conclude with a review of the draft agreement. To complete negotiations, the client and the consultant will initial the agreed agreement. If negotiations fail, the client will invite the consultant whose proposal received the second highest score to negotiate an agreement.  |
| <b>7. Award of Agreement</b>          | 7.1 | After completing negotiations, the client shall award the agreement to the selected consultant and publish details on the Planning & Development Department website and promptly notify all consultants who have submitted proposals. After agreement signature, the Client shall return the unopened financial proposals to the unsuccessful consultants.   |
|                                       | 7.2 | The consultant shall furnish performance guarantee as specified in data sheet.   |
|                                       | 7.3 | The consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet.   |
| <b>8. Confidentiality</b>             | 8.1 | Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the consultants who submitted the proposals or to other persons not officially concerned with the process, until the publication of the award of agreement. The undue use by any consultant of confidential information related to the process may result in the rejection of its proposal and may be subject to the provisions of the consultant selection guidelines relating to fraud and corruption. |
| <b>9. Error &amp; Omissions</b>       | 9.1 | Although adequate thoughts have been given in drafting of this document, error such as typos may occur without any responsibility on PSDF part.  |

## Instructions to Consultants

### Data Sheet

<b>1.1</b>	Name of the Client: <b><u>Punjab Skills Development Fund</u></b>  Method of selection: <b><u>Least Cost Based Selection</u></b>
<b>1.2</b>	Financial Proposal to be submitted together with Technical Proposal:  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>  Name of the assignment is: <b>“Impact Assessment of Women Training in Livestock Management”</b>  Financial Proposal to be submitted in separate sealed envelopes. If Financial Proposal is found open, then proposal shall be rejected.
<b>1.8</b>	Proposals must remain valid <b>90 <u>Days</u></b> after the submission date.
<b>2.1</b>	Clarifications may be requested by February 11, 2020 before 5:00 PM.  The address for requesting clarifications is:  Address: <u>21-A, H-Block, Dr. Mateen Fatima Road, Gulberg-II, Lahore Pakistan.</u>  Phone: <u>+92-42-35752408-10</u>  Fax: <u>+92-42-35752190</u>  Email: <a href="mailto:Procurement@psdf.org.pk">Procurement@psdf.org.pk</a>
<b>3.1</b>	Proposals shall be submitted in the following language: <b><u>English</u></b>
<b>3.4 (a)</b>	Firms should submit details of at least 3 similar / relevant assignments completed by the firm on the prescribed Performa attached.
<b>3.4 (e)</b>	CVs should contain details of <b><u>the projects</u></b> and exact description of the assignment done by the individual in the past.
<b>3.7</b>	Amounts payable by the Client to the Consultant under the agreement to be subject to applicable taxation: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> .
<b>4.1</b>	Consultant Firm must submit the <b>One Original</b> of the Technical Proposal, and the original of the Financial Proposal in separate sealed envelopes. The financial proposal shall be rejected if found open.

<p><b>4.5</b></p>	<p>The Proposal submission address is:</p> <p><u>Procurement Department</u></p> <p><u>Punjab Skills Development Fund</u></p> <p><u>21-A, H-Block, Dr. Mateen Fatima Road,</u></p> <p><u>Gulberg-II Lahore –Pakistan</u></p> <p>Proposals must be submitted no later than the following date and time:</p> <p><b>February 14, 2020 on or before 3:00 PM</b></p>
<p><b>5.2</b></p>	<p>Below are the mandatory qualification criteria to qualify for the technical evaluation.</p> <ul style="list-style-type: none"> <li>• Should be a legal entity i.e. Firm / Company (copy of incorporation / registration certificate)</li> <li>• Provide National Tax Number (NTN) and General Sales Tax (GST)/ Provincial Sales Tax (PST) (if applicable) in the name of organization and provide a copy of registration</li> <li>• Must be an Active Tax payer as per “Active Tax Payer List” of FBR.</li> <li>• Affidavit on stamp paper declaring that company is not blacklisted by any Government agency/ semi-government / authority / organization. (Original required)</li> <li>• Minimum annual revenue / turnover of PKR 10 million as per audited financial statements (audited financial statements 2017-18 or 2018-19) by an ICAP-licensed Chartered Accountant or Tax return 2017-18 or 2018-19.</li> </ul> <p>Consulting firm will be evaluated on the following metrics. (See evaluation criteria)</p> <ul style="list-style-type: none"> <li>• Proven capacity of conducting impact assessment studies in livestock or agriculture development. Experience of donor funded projects is preferred.</li> <li>• Experience in conducting impact study of training programs preferably with women farmers/ entrepreneurs in agriculture or livestock sector.</li> <li>• Experience in the developing study tools, questionnaires, data collection and analysis, report writing and presentation on donor guidelines and standards.</li> <li>• Equipped with competent female enumerators having requisite technical knowledge, clarification in concepts and practical experience of conducting impact studies of particularly livestock trainings in management and enterprise development for women.</li> <li>• Details of the qualification and past experience of the following human resource persons is required.</li> </ul> <p><b>Human Resource Team:</b></p> <p>It is mandatory to propose entire team, if any team member is not proposed/missed then no marks shall be awarded for entire section.</p> <ol style="list-style-type: none"> <li>1. Study Coordinator/Project Manager</li> <li>2. Report Writer</li> </ol>

3. Quality and Assurance and Data Management Manage
4. Female Enumerators
5. Subject Matter Expert

- Apart from the above-mentioned team, firm must have sector expert, report writer and other technical experts on board full time for the successful execution of the project.
- Master Trainer is required to train the female enumerators on the survey. *The details of the master trainer and any training guidelines documents that will be used for the training of the enumerators before pre-test and full survey must be submitted to PSDF at the proposal stage*

**Information will be provided via the technical forms.**

<b>Organizational Capability</b>					
<b>Sr.</b>	<b>Category</b>	<b>Description of criteria</b>	<b>Scoring break down</b>	<b>Total Points</b>	<b>Documents Required</b>
1	Past Experience on similar Scope of Work	No of impact assessments conducted for trainings by the organization (03 relevant studies will be assessed for scoring)	10 marks for each impact study conducted. (10*3=30)  <b>1. Cost of the Project (2 x 3)</b>  01 Million PKR = 0.5 marks, 02 Million = 01 marks, More than 02 million = 2 Marks  <b>2. Relevancy – (04 marks x 3)</b> Livestock sector = 2.5 marks Women focused study= 1 marks commercial study = 0.5 marks  <b>3. Quantum – (04 marks x 3)</b> sample size of 500 = 4 marks sample size of 400 = 3 marks sample size of 300 = 2 marks sample size of 200 = 01 marks sample size of 100 = 0.5 marks	30	Attach contracts and scope of work performed on 03 most relevant studies conducted and data should be provided on format specified in form TECH-2 B
		Experience with Government Organisation or international donor funded projects.	2.5 marks for each project. At least 2 projects.	5	Attach copy of contracts with the project's engagements
<b>Past Experience Total (A)</b>				<b>35 (A)</b>	
<b>Professional Team</b>					

It is mandatory to propose entire team, if any team member is not proposed/missed then no marks shall be awarded for entire section. CV must be provided as per TECH-5 format					
2	Relevant qualification and experience of the team proposed for the study	1 Study coordinator/ Project Manager (M/F) = 5 Marks	DVM / Master Degree and minimum 3 years of experience.	04	Attested copy of the qualification degree and CV and experience completion certificates
			1 Mark extra will be awarded if experience is greater than 3 years	01	
		1 Report Writer (M/F) = 4 Marks	Master Degree + at least 3 reports in donor funded projects	04	Attested copy of the qualification degree and CV and 3 final reports
		1 QA and data management Manager (M/F) = 3 Marks	DVM / Master degree and at least 2 years of experience in M&E.	03	Attach Attested copy of the qualification degree and CV and experience certificates
		1 Subject Matter Expert (M/F) = 05 marks	DVM/Master Degree & At least 03 years of experience in Livestock Sector.	04	Attach Attested copy of the qualification degree and CV and experience certificates
			1 Mark extra will be awarded if experience is greater than 3 years	01	
		6 Enumerators (Preferably Female)	DVM / Master degree	01	Attach Attested copy of the qualification degree and CV and experience certificates
			6*3=18 Marks	1 Mark for each year of experience, maximum marks=2	
				<b>35(B)</b>	
<b>Approach and methodology</b>					
03	Study approach and methodology	Provide the brief Approach to gauge the real impact of the trainings	Presentation should also be submitted along with proposal	20	Brief description of the study approach

		Study Methodology and Work Plan/ risk and mitigation strategy	Presentation should also be submitted along with proposal	10	Study tools and methodology
				<b>30 ©</b>	
		<b>Total</b>		<b>(A+B+C) 100</b>	
<p>Minimum 65% technical score is required for qualification to present approach &amp; Methodology <b>(45.5 out of 70 Marks of A+B)</b></p> <p>Firm having 65 % marks in presentation (minimum 19.5 out of 30) shall be qualified for Financial opening.</p>					
5.5	Least Cost Method				
6.1	Expected date and address for agreement negotiations: Expected date: March 02, 2020				
7.2	Successful bidder shall furnish <b>3% performance guarantee</b> before signing the contract.				
7.3	<p>Expected date for commencement of consulting services March 24, 2020 at:</p> <p>Procurement Department</p> <p>Punjab Skills Development Fund</p> <p>21-A, H-Block, Dr. Mateen Fatima Road,</p> <p>Gulberg-II Lahore –Pakistan</p> <p>Phone: +92-42-35752408-10</p> <p>Fax: +92-42-35752190</p>				

### **3) Technical Proposal - Standard Forms**

Refer to Reference Paragraph 3.4 of the Data Sheet for format of Technical Proposal to be submitted, and paragraph 3.4 of Section 2 of the proposal for Standard Forms required and number of pages recommended.

- TECH-1 Technical Proposal Submission Form
- TECH-2 Consultant's Organization and Experience
  - A Consultant's Organization
  - B Consultant's Experience
- TECH-3 Description of the Approach, Methodology and Work Plan for Performing the Assignment
- TECH-4 Team Composition and Task Assignments
- TECH-5 Curriculum Vitae (CV) for Proposed Professional Staff
- TECH-6 Staffing Schedule
- TECH-7 Work Schedule
- TECH-8 Eligibility Criteria Checklist

## Form TECH-1 Technical Proposal Submission Form

---

Location: \_\_\_\_\_ Date \_\_\_\_\_

To:

-----  
-----  
-----

Dear Sir,

We, the undersigned, offer to provide the consulting services for PSDF Impact Assessment of Women Training in Livestock Management in accordance with your proposal dated [Date]. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 1.8 of the Data Sheet, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Agreement negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in Paragraph Reference 3.1 of the Data Sheet.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

---

## Form TECH-2 Consultancy Firm's Organization and Experience

### A - Consultant's Organization

[Provide here organogram of your firm.]

1. Organogram

### B - Consultant's Experience

[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted as a corporate entity or as one of the major companies within an association, for carrying out consulting services like the ones requested under this Assignment. Please provide Client's certification and/or evidence of the contract agreement.]

Assignment name:	Cost of the Project
Nature of the Project of which the Impact was conducted? <input type="checkbox"/> Training <input type="checkbox"/> Any Other _____	Sector: <input type="checkbox"/> Livestock <input type="checkbox"/> Agriculture <input type="checkbox"/> Any Other _____
Country: Location within country:	Duration of assignment (months):
Name of Client: Name of Funding Agency (If applicable): Nature of the Client: Public Body NGO INGO Private Sector Any Other _____	Total No of staff/months (by your firm) on the assignment:
Start date (month/year): Completion date (month/year):	1- Total Value of the Consultancy Agreement. 2- Value of consultancy services provided by your firm under the agreement (in current PKR or US\$): 3- Sample size _____ 4- Target Audience

	<input type="checkbox"/> Male _____  <input type="checkbox"/> Female _____
Name of associated Consultants, if any:	No of professional staff-months provided by associated Consultants:
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):	
Narrative description of Project:	
Description of actual services provided by your staff within the assignment	
<ol style="list-style-type: none"> <li>1. Firms Name: .....</li> <li>2. Certificate by the Client / Employer that the work was successfully completed by the consultant.</li> </ol>	

## **Form TECH-3 Description of Approach, Methodology and Work Plan for Performing the Assignment**

*[Technical approach, methodology and work plan are key components of the Technical Proposal. You are required to present your Technical Proposal as per the criteria list in Technical evaluation in the proposal]*

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

Please be precise and to the point in addressing the objectives of this assignment through proposed approach and methodology. (Provide presentation on the approach and methodology as attachment)

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
- iii. Risk and Mitigation Strategies

Firms with technical score of at least 65% in A+B in technical evaluation will be called to present in person the approach, methodology and work plan according to the presentation shared at the time of proposal submission and Firm having 65 % marks in presentation (minimum 19.5 out of 30) shall be qualified for Financial opening.

#### **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 and evaluation will be done on the basis of followings:

- Interpretation of scope and objectives of assignment.
- Understanding of assignment deliverables.
- Overall methodology adopted and approach to conduct assessment.

#### **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. The work plan should be consistent with the Work Schedule of Form TECH-7.

#### **iii. Project risk and mitigation strategies:**

The consultancy firm must clearly identify major risks to successfully deliver the project, along with suggested mitigation strategies in detail.

**Form TECH-4 Team Composition and Task Assignments**

Professional Staff					
Name of Staff	CNIC No./Passport No.	Firm	Area of Expertise	Position Assigned	Task Assigned

### Form TECH-5 Curriculum Vitae (CV) for Proposed Professional Staff

1. **Proposed Position** [only one candidate shall be nominated for each position]: \_\_\_\_\_
2. **Name of Firm** [Insert name of firm proposing the staff]: \_\_\_\_\_
3. **Name of Staff** [Insert full name]: \_\_\_\_\_
4. **Date of Birth:** \_\_\_\_\_ **Nationality:** \_\_\_\_\_
5. **CNIC No (if Pakistani):** \_\_\_\_\_ **or Passport No:** \_\_\_\_\_
6. **Education:**

<i>Degree</i>	<i>Major/Minor</i>	<i>Institution</i>	<i>Date (MM/YYYY)</i>

7. **Membership of Professional Associations:** \_\_\_\_\_

8. **Other Training** [Indicate significant training since degrees under 6 - Education were obtained]:

9. **Languages** [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:

10. **Employment Record** [Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below).]:

<i>Employer</i>	<i>Position</i>	<i>From (MM/YYYY)</i>	<i>To (MM/YYYY)</i>

#### 11. Detailed Tasks Assigned

[List all tasks to be performed under this assignment]

#### 12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned

[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]

- 1) **Name of assignment or project & Location:** \_\_\_\_\_ **Cost of Project** \_\_\_\_\_

Date of Start \_\_\_\_\_ Date of Completion \_\_\_\_\_

Actual Time Spent on the Project: \_\_\_\_\_ in months.

Client: \_\_\_\_\_

Main project features: \_\_\_\_\_

Positions held: \_\_\_\_\_

Activities performed: \_\_\_\_\_

**2) Name of assignment or project & Location: \_\_\_\_\_ Cost of project \_\_\_\_\_**

Date of Start \_\_\_\_\_ Date of Completion \_\_\_\_\_

Actual Time Spent on the Project: \_\_\_\_\_ in months.

Client: \_\_\_\_\_

Main project features: \_\_\_\_\_

Positions held: \_\_\_\_\_

Activities performed: \_\_\_\_\_

**3) Name of assignment or project & Location: \_\_\_\_\_ Cost of Project \_\_\_\_\_**

Date of Start \_\_\_\_\_ Date of Completion \_\_\_\_\_

Actual Time Spent on the Project: \_\_\_\_\_ in months.

Client: \_\_\_\_\_

Main project features: \_\_\_\_\_

Positions held: \_\_\_\_\_

Activities performed: \_\_\_\_\_

**13. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_ Date: \_\_\_\_\_

*[Signature of staff member or authorized representative of the staff]*

*Day/Month/Year*

Full name of authorized representative: \_\_\_\_\_

### Form TECH-6 Staffing Schedule

Full time input 

Part time input 

Year:		Staff input (in the form of a bar chart) <sup>2</sup>													Total staff-month input	
N <sup>o</sup> .	Name of Staff	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Home	Field <sup>3</sup>	Total
		<b>Local</b>														
1		[Home] [Field]														
2																
3																
N																
											<b>Subtotal</b>					
											<b>Total</b>					

1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).

2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.

3 Field work means work carried out at a place other than the Consultant's home office.



## Form TECH-8 Eligibility Criteria Checklist

Eligibility Criteria Checklist				
Sr. No.	Eligibility Criteria Details	Evidence/Proof Required	Attached Supporting Documents/Proof and mark Yes/No	
			Yes	No
1	Should be a legal entity i.e. Firm / Company (copy of incorporation / registration certificate)	Evidence of incorporation/registration	<input type="checkbox"/>	<input type="checkbox"/>
2	Provide National Tax Number (NTN) and General Sales Tax (GST)/ Provincial Sales Tax (PST) (if applicable) in the name of organization and provide a copy of registration	Evidence of proof to be attached	<input type="checkbox"/>	<input type="checkbox"/>
3	Must be an Active Tax payer as per "Active Tax Payer List" of FBR.	Evidence of proof to be attached	<input type="checkbox"/>	<input type="checkbox"/>
4	Affidavit on stamp paper declaring that company is not blacklisted by any Government agency/ semi-government / authority / organization. (Original required)	Affidavit on stamp paper original	<input type="checkbox"/>	<input type="checkbox"/>
5	Minimum annual revenue / turnover of PKR 10 million as per audited financial statements (audited financial statements 2017-18 or 2018-19) by an ICAP-licensed Chartered Accountant or Tax return 2017-18 or 2018-19.	Audited statement by ICAP or Tax return (2017-18 or 2018-19)	<input type="checkbox"/>	<input type="checkbox"/>

Organizational Information		
Sr. No.	Required Information	Response
1	Legal name of the organization	
2	Year of Registration / Establishment of the Organization	
3	National Tax Number	
4	General / Punjab Sales Tax Number	
5	What is the legal status of your organization? Tick the relevant box (one box only). (Attach Copy/Copies of Registration Certificate/s)	Public Sector Organization
		Section 42 Company
		Public Ltd. Company
		Private Ltd. Company
		Private 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:	



#### **4) Financial Proposal - Standard Forms**

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided under para. 3.6 of Section 2. Such Forms are to be used whichever is the selection method indicated in para. 4 of the Letter of Invitation.

FIN-1 Financial Proposal Submission Form

FIN-2 Summary of Costs



## Form FIN-1 Financial Proposal Submission Form

[Location, Date]

To: [Name and address of Client]

Dear Sir,

We, the undersigned, offer to provide the consulting services for PSDF "Impact Assessment of Women Training in Livestock Management" in accordance with your proposal dated [Insert Date] and our Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures<sup>1</sup>]. This amount is inclusive of the taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Agreement negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph Reference 1.8 of the Data Sheet.

No commissions or gratuities have been or are to be paid by us to agents relating to this Proposal and Agreement execution.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

## Form FIN-2 Summary of Costs

Item	Cost without Taxes	Applicable Taxes	Taxes Amount	Costs including all applicable Taxes
	PKR	%	PKR	PKR
<b>Total Costs of Financial Proposal</b>				

### Payment Terms:

- Upon successful completion of deliverable, payment shall be made within 30 days after the submission of invoice.
- All the payment shall be made in the PKR after the deduction of all applicable taxes.
- Payment breakup as per the deliverables is given below. However, timelines will be decided at the time of contract negotiation.

Sr. No	Deliverables	Payment
1	Inception Report and Survey Tool Development	10%
2	Sampling Methodology/ Evaluation Methodology	10%
3	Phase 1 Trainee Survey report	25%
4	Phase 2 Trainee survey report	25%
5	Data analytics & Draft report	10%
7	Presentation / Final Report	20%



## 5) Terms of Reference

### i. Background

The Punjab Skills Development Fund (PSDF) was established in 2010, through a partnership between the Government of Punjab (GoPb) and the Department for International Development (DFID). PSDF is the only skills financing fund in the country. PSDF's purpose is to shape the future and well-being of our poor and vulnerable youth by giving them access to skills training of the highest standard so they can find sustainable employment and income-generating opportunities in Pakistan and beyond.

PSDF has launched the programme 'Women Training in Livestock Management', which focuses on imparting trainings on the effective management of livestock (cow and buffalo) at household level. The program was launched in January 2019 and is expected to be completed by December 2020<sup>1</sup>. As a result of this intervention, an aggregate of 32,500 women are planned to be trained in the livestock sector. The target for this program is women hailing from the most poor and vulnerable bracket of social status and belonging to 27 districts of Punjab.

### ii. Scope, Duties and Responsibilities of the Consulting Firm

#### 1. Scope of Work

The objective of this proposal is to hire the services of a Consultant firm (also referred herein as 'Consultant') to undertake the 'Impact Study of Women Training in Livestock Management'. The study will involve collecting information from a sample of trainees as well as a sample of enterprises (including milk collection companies, input suppliers and relevant enterprise groups) known collectively as 'respondents' based on PSDF Project indicators and will generate primary data on the key indicators for the final report submission to the PSDF.

The Consultant is expected to address and undertake the following key activities and tasks summarized below:

#### i. Development of Study Tools and Methodology:

The Consultant firm in collaboration with PSDF, shall pre-test survey tools that could be used to undertake the 'Impact Assessment Study' in the project target areas. Key performance indicators related to impact, outcome and output level will be clubbed into themes to bring consistency and continuity in the flow of questions in the questionnaires. Statistical data will be collected on key performance indicators. The data will be collected by data collection teams. Moreover, an extensive training on survey tools, methodology, sample size, research ethics and teamwork, augmented by hands-on data collection exercise, will be conducted by consultant firm for assuring quality of the deliverable. The collected data will be analysed in the MS. Excel.

Consultant firm must clearly identify its research methodology and survey approach in response to the ToRs and deliverables outlined by PSDF, and briefly explain the merits/demerits of its suggested

approach and how its selection will address the extent and quality of data required in addition to meeting delivery timelines stipulated in the TORs document and the workplan presented.

In order to gauge the impact of the trainings delivered in Phase 1 and Phase II of the program, randomly selected 500 trainees (minimum) from a total of maximum 14 clusters, including 5 in north, 5 in central and 4 in south zone will be reached for structured interviews. Sample size can be altered based on the recommendation of the firm and its opted methodology. Final sample size will be at the sole discretion of PSDF. Considering the diverse nature of trainee's background, a deliberate effort is to be made to ensure genuine representation from all 27 districts of the Punjab province, where such trainings have either been delivered or are currently being delivered. Sample to be shared with PSDF for approval and adjustments before it is considered final. Any changes recommended by PSDF in the sample must be incorporated.

The entire sample population provided by PSDF must be exhausted on pre-agreed criteria before the consulting firm requests PSDF to draw a new sample. The consultant firm must present detailed tabulation highlighting the reasons explaining non-availability of each respondent. Reasons for non-availability must be justifiable. Consultant firm must develop survey strategies according to that.

For the impact study of the training program, the Consultant firm will develop a questionnaire constituting questions regarding topics covered in the approved revised curriculum. Also, the questionnaire should be able to identify the linkages developed between the input suppliers and market players as well as trainees during imparting of this training program.

The Consultant firm shall also undertake an Enterprise Survey. This survey shall assess the commercial dairy service providers and other community-based organisations imparting rural training in scheme target districts. The study will be undertaken on a questionnaire developed by the Consultant. This questionnaire is to be administered to almost 50 key staff (minimum) members of the commercial input suppliers and milk collection Organisations in the targeted districts. Sample size can be altered based on the recommendations of the firm and their opted methodology. The study will gauge impact of the training program, through the business growth of these organizations.

- **-Note:** As a matter of standard protocol, for the face to face/physical interviews of trainees as well as Enterprises, these shall need to be conducted in person at the postal addresses of the sample population without prior notification to respondents through telephony or otherwise.

## ii. Details of Specific Tasks

- The successful Consultant will conduct the survey (s), and therefore perform the following tasks: Develop/finalize the survey protocols including detailed data collection instruments, field work plan, and data analysis plan
- Develop detailed questionnaires for Impact Assessment Study for the trainees of both phases of the program and get requisite approvals from PSDF.
- Develop/finalize a set of individually administered surveys targeting beneficiaries as defined by the study design in close collaboration with PSDF and its representatives.
- Collaborate with PSDF to design survey methodology and quantitative study instruments for the collection of information related to this survey
- Seek approval from PSDF on survey design, methodology, time frame, and any instruments to be used during the study

- Directly supervise the enumerators, field supervisors and other members of the field teams
- Conduct pilot testing of data collection instruments and, where necessary, work with the PSDF and its representatives to make modifications to the survey instruments based on the results of pilot testing, if required
- Conduct a mock survey as part of the training of the survey team
- Supervise implementation of the survey in target areas in accordance with the approved design
- The consultant will develop the check list to conduct spot quality assurance of the data and get approval from PSDF to ensure adequate performance of the enumerators.
- Before the data analysis, perform data cleaning on the entered data to ensure that data is clean of any entry errors and reflects the data gathered through questionnaires
- Produce a statistical report of the above (with sufficient narrative content to facilitate understanding and utilization by those with limited statistical background) and provide a draft to PSDF for review and comment
- Conduct any supplemental analyses based on feedback from PSDF and include results in the final report
- Work closely with the PSDF focal point in Lahore throughout the contract period
- Adhere to all relevant policies and procedures of the PSDF
- Adhere to ethical guidelines as outlined in section below

### iii. Key Questions To be Answered

A composite approach i.e. a blend of rural, peri-urban, medium to low literate and women farmers of different age groups will be reached through questionnaires and interviews. However, snapshot of key questions to be answered are as follows:

- Number of trainee women engaged in livestock production and marketing
- Real time impact of trainings on animal health, nutrition, fodder production and preservation, breeding, calf saving, fattening, value addition and market linkage development.
- Improved farm management practices in use to improve productivity of their livestock and reduce post-production and transportation losses.
- Actual value of milk and value-added products and available / new market options or opportunities generated
- Evaluate opportunities (including entrepreneurial) arising out of receiving training on backgrounding and feedlot fattening of male calves
- Feedback on feeding strategies and fodder production plan and its potential impact on the productivity of their livestock, thus improved profitability in livestock keeping
- Evaluate any genetic improvement made in domestic herd and save the calf protocol adopted for new-born male / female progeny to develop productive herd at domestic scale.
- Ascertain the monetary value of new information imparted through curriculum which contributes to creating success stories in the target group
- Identify new investment done by trainees to grow their domestic herd or add efficiency within their existing business.
- Identify the number of business service providers already linked and new linkages developed to improve quality of services or access to new products.

#### iv. Deliverables

The following are considered to be the key deliverables for this study:

Study protocols, training & data collection plan, data entry, analysis plan, presentation of findings to the PSDF's management, and the study report are the main deliverables that would be required as per the following schedule;

- Must clearly identify its research methodology and survey approach in response to the ToRs and deliverables outlined by PSDF, and briefly explain the merits/demerits of its suggested approach and how its selection will address the extent and quality of data required in addition to meeting delivery timelines stipulated in the ToR document and the workplan presented.
- Submit impact study protocols to PSDF for approval before the start of the study
- Submit study instruments including both impact study and enterprise survey questionnaires (in English and Urdu Language)
- Submit properly filed/archived hard copies of filled-in questionnaires and any other instrument /data collection tool used during the study.
- Submit Inception report - Fieldwork plan in the Gantt Chart to be part of the Inception Report
- The Consultant firm shall submit to PSDF all primary research data (raw data (in addition to clean, tabulated and sorted data), survey results, interview notes etc). All such supporting evidence must be submitted with the main deliverable. The Consultant shall ensure that the data is appropriately labelled and in a usable/accessible form.
- Debriefing session about key findings from the Impact Assessment Study and Enterprise Survey
- Present the preliminary findings to the PSDF management and relevant staff
- Submit Impact Assessment Study and Enterprise Survey Report it should include the recommendation for the future programs and relevant interventions for the sustainability of the impact gauged through this study
- Submit Final training report after final impact assessment of trainees. Must at the minimum include:
  - Clear statement of the objective of the impact study
  - Assessment of the trainees to gauge knowledge imparted pre and post curriculum review, application of the learnings by trainees, impact of the applications in livestock productivity, business profitability and new entrepreneurship generated through this training program.
  - Detailed description of the program including lesson learned study conducted by PSDF to improve the curriculum and comprehensive impact of all aspects covered through the revised curriculum.
  - Description of the methodology used for the qualitative and quantitative components;
  - Findings and interpretation of results supported by success stories.
  - Conclusions and final recommendations for future programs and sustainability plan to catalyse the impact of skill building into livelihoods and food security of the target group.

**Note:** The 'Structure and Flow' of the final report (appended in this proposal as Annex B) has been developed on the basis of the expertise of the PSDF team based on the expected findings, analysis and outcomes of the project. This document is however indicative. It may be subject to change.

Regularly provide brief written updates on the study's progress (ideally weekly project progress report to PSDF)

**Note:** Only two revised versions of one deliverable will be accepted. Post review of the second revision, if the deliverable is found not to conform with the requisite quality parameters communicated to the Consultant by PSDF, then the same deliverable shall stand rejected. PSDF shall have the right to withhold/deduct payments bound to the successful delivery of the said deliverable.

**Deliverable timelines:**

- The firm shall present a well thought-out workplan, which addresses the scope of work. The workplan presented needs to be cognizant of the possible challenges and risks to the timely completion of the study. The firm must indicate as a best practice the key risks especially those pertinent to critical path activities (i.e. those that will cause a delay in delivery of the overall project). By doing the same, the workplan presented therefore would be cognizant of the effort involved in executing and delivering planned deliverables.
- The firm will be allowed to further refine and fine tune the project workplan at the Inception Phase, however, once locked in, the workplan shall become binding on the Consultant and PSDF. Any subsequent changes may only be allowed post approvals at the senior executive leadership level at PSDF and the Consultant.
- PSDF's input on response and approval times shall need to be taken in at the project inception phase. All response times from PSDF responsible departments mentioned in the project plan must be signed off by the HoD of that department.
- Each deliverable must clearly identify the PSDF stakeholders who share dependencies for that deliverable, so that even the Consultants are aware of these dependencies and critical success factors.

**v. Steps to be followed**

The Consultant firm will be responsible for the following activities:

- Kick off meeting with PSDF for sharing clear expectations on the assignment
- Sampling design and development of data collection tools including qualitative and quantitative data collection tools; questionnaires & interview guidelines and sharing with PSDF for review
- Pre-test the questionnaires in the field and revise accordingly
- Recruit and train staff to capture data in the field
- Fieldwork plan [Ideally in a Gantt chart format]
- Create data entry template and code variables
- Edit, code, and enter the data.
- Enter tracking data in a separate data file.
- Debriefing sessions on initial findings of each cluster
- Provide all deliverables as noted above.
- Sampling design and development of data collection tools including qualitative and quantitative tools; questionnaires, survey forms, interview guidelines.

#### **vi. Ethical Guidelines**

It is expected that the successful Consultant will adhere to following ethical guidelines:

- **Informed Consent:** All participants are expected to provide informed consent following standard and pre-agreed upon consent protocols.
- **Systematic Inquiry:** Study team conducts systematic, data-based inquiries.
- **Competence:** Study team provides competent performance to stakeholders.
- **Integrity/Honesty:** Study team displays honesty and integrity in their own behaviour, and attempts to ensure the honesty and integrity of the entire study process.
- **Respect for People:** Study team respects the security, dignity and self-worth of respondents, program participants, clients, and other stakeholders. It is expected that the study team will obtain the informed consent of participants to ensure that they can decide in a conscious, deliberate way whether they want to participate.
- **Responsibilities for General and Public Welfare:** Study team articulates and takes into account the diversity of general and public interests and values that may be related to the study.

#### **vii. Duration**

- Contract shall be made for one year; however, this assignment is expected to take about 4 to 6 months tentatively (excluding client review), starting from signing of the contract with PSDF. PSDF reserves the right to change the duration of the assignment and deliverables at the time of contract negotiation.

#### **ix. Consultant firm team structure:**

- Consultant firm team structure will be considered final and locked according to the mentioned roles/responsibilities and designations once submitted in the proposal against the proposal. The team composition and structure may only be changed with the prior written consent of PSDF.
- The Consultant must ensure that its Project Director or Project Manager are the only points of contact with PSDF and its designated Project Manager.
- After the technical evaluation, the shortlisted consulting firms must present their research methodology, approach, field plan, team structure etc to PSDF. It is mandatory for all proposed team members in the core team to be present during this presentation.
- The consultant must identify a report writer as part of their core team. Submit his/her CV and sample work. If PSDF does not approve of the report writer, the consultant will hire a professional report writer to write the final report. All costs associated with hiring such a professional report writer are to be picked up by the Consultant.
- The consulting firm must propose a subject matter expert as part of their team to technically guide them through their suggested research methodology, approach and the development of data collection tools/survey tools.

#### **x. Project risk and mitigation strategies**

- The technical proposal must clearly identify major risks to successfully deliver the project, along with suggested mitigation strategies in detail.

## 6) Structure and flow of Final Report

Structure and flow of the Impact Assessment of Women Training in Livestock Management Final Report

**Note: This Structure and flow is indicative in nature. The client (PSDF), and the Technical Expert may identify other indicators deemed necessary to better understand the findings and analysis from the results of the Impact Assessment Study.**

**The document will comprise of the following main sections:**

- ❖ **Executive Summary**
- ❖ **Section I: Trainees**
- ❖ **Section II: Enterprises**
- Section III: Appendices**

### Executive Summary

The Punjab Skills Development Fund (PSDF) was established in 2010, through a partnership between the Government of Punjab (GoPb) and the Department for International Development (DFID). PSDF is the only skills financing fund in the country. PSDF's purpose is to shape the future and well-being of our poor and vulnerable youth by giving them access to skills training of the highest standard so they can find sustainable employment and income-generating opportunities in Pakistan and beyond.

PSDF has launched the programme 'Women Training in Livestock Management', which focuses on imparting trainings on the effective management of livestock (cow and buffalo) at household level. The program was launched in January 2019 and is expected to be completed by March 2020<sup>2</sup>. As a result of this intervention, an aggregate of 32,500 women are planned to be trained in the livestock sector. The target for this program is women hailing from the most poor and vulnerable bracket of social status and belonging to 27 districts of Punjab.

Objective of the project is to impart them trainings in the market-best practices to enable them to enhance their animal's milk production, improve animal's feeding practices and improve health measures.

### Section I – Trainees



representation from all 27 districts of the Punjab, where trainings been delivered or are being delivered. Sample will be shared with PSDF for approval and adjustments before it is considered final.

- b. In the same way, sample data from 50 relevant enterprises (minimum) will be collected from all three regions and shared with the PSDF.
- c. Sample Size might change based on recommendations by the firm and the methodology opted by the firm. Final Sample size will be at the sole discretion of PSDF.

### **C. Background information of trainees being surveyed (Profiling of Graduates)**

The following were the relevant considerations for trainees inducted in the program:

- Gender - females
- Age – 18 to 45
- Having at least 5 milking animals

### **D. Key questions of the study / indicators and their overall results**

1. Number of trainee women engaged in livestock production and marketing
2. Real time impact of trainings on animal health, nutrition, fodder production and preservation, breeding, calf saving, fattening, value addition and market linkage development.
3. Improved farm management practices in use to improve productivity of their livestock and reduce post-production and transportation losses.
4. Actual value of milk and value-added products and available / new market options or opportunities generated
5. Evaluate opportunities (including entrepreneurial) arising out of receiving training on backgrounding and feedlot fattening of male calves
6. Feedback on feeding strategies and fodder production plan and its potential impact on the productivity of their livestock, thus improved profitability in livestock keeping
7. Evaluate any genetic improvement made in domestic herd and save the calf protocol adopted for new born male / female progeny to develop productive herd at domestic scale.
8. Ascertain the monetary value of new information imparted through curriculum which contributes to creating success stories in the target group
9. Identify new investment done by trainees to grow their domestic herd or add efficiency within their existing business.
10. Final KPIs of the impact assessment will be shared with the firm at the time of the contract.

## **Section II– Enterprises**

### Enterprise profiling

1. Enterprise must be a tax payer. Registered
2. Must have annual turnover of Rs.100 million and above
3. Enterprise must be located in the districts under study.
4. Nature of the business must be relevant to the Livestock Sector. This can include milk collection, input supplier, livestock training or consultancy services.
5. Employee to be interviewed must be a permanent employee of the enterprise. He/she must be involved in the key operations/ management of the firm. Heads/directors and above will be preferred.

*Note: Each indicator mentioned above has been tabulated by size of the employer.*

#### **A. Key questions of the study / indicators and their overall results**

- How many new connections developed for the enterprise company through this training program?
- New business deals mature with new customers among training beneficiaries?
- Volume of existing connections improved due to increase in productivity of the trainees?
- Any new product (Input supplies) demanded by the customers?
- Any additional product (value added) sold by the customers?
- How much this training helped your company to expand geography or business horizon?
- How much awareness or improved knowledge level among farmers in your geography may be helpful to you in future to introduce new products in markets?
- Overall market development for input supplies / increase volume of milk / new value-added products in geography?

These questions can be changed subjected to any revisions by the client. This will be finalized at the time of the contract.

### **Section III: Appendices**

Trainee contracted and completed (as of now) is reflected in the table below.

Scheme was run in two phases. 22000 trainees were contracted in phase 1 in January 2019 and these classes will end in March 2020.

In phase 2, 10,500 trainees have been contracted in January 2020 and this scheme will run for one year.

Firm will be doing impact assessment on both of these phases.

Final completed number might change as it depends on the enrolment statistics.

**Table 1: Women Training in Livestock Management Program – Summary by District**

Region	Cluster	District	Overall Program Targets			Phase 1 (Started from Jan 2019 till March 2020)			Phase 2 (Classes started from Jan 2020)
			Target Per District	Target Per Cluster	Actual Contracted Per Cluster	Completed Trainees by 16th Jan 2020 by district	Completed Trainees by Cluster (till 16th Jan 2020)	Contractual Target by March 2020	Contractual Target
North	Cluster 1	Attock	1,000	2,000					2000
		Mianwali	1,000						
	Cluster 2	Khushab	1,000	2,000	2,000	1049	1749	251	
		Chakwal	1,000						
	Cluster 3	Jhelum	1,000	2,000	2,000	1,023	2,021	0	
		Gujrat	1,000						
	Cluster 4	Sialkot	1,500	2,500	2,500	1,063	2,041	459	
		Narowal	1,000						
	Cluster 5	Bhakar	1,500	2,500					2500
		Layyah	1,000						
Central	Cluster 6	Sargodha	1,500	2,500	2,500	1,644	2,467	33	
		Mandi Bahauddin	1,000						
	Cluster 7	Hafizabad	1,000	2,000	2,000	872	1,733	267	
		Nankana Sahib	1,000						
	Cluster 8	Sheikhupura	1,000	2,500	2,500	630	2,053	447	
		Kasur	1,500						
	Cluster 9	Jhang	1,500	2,500					2500
		Chiniot	1,000						
	Cluster 10	Toba Tek Singh	1,000	2,500					1000
		Sahiwal	1,500						
South	Cluster 11	Okara	1,500	2,500	2,500	1,128	1,870	630	
		Pakpattan	1,000						
	Cluster 12	Vehari	1,000	2,500					2500
		Khanewal	1,500						
	Cluster 13	DG Khan	1,500	2,500	2,500	188	1,159	1,341	
		Rajanpur	1,000						
	Cluster 14	RY Khan	2000	2,000	2,000	1,988	1,988		