PUNJAB SKILLS DEVELOPMENT FUND

Request for Proposal (RFP)

Hiring of a Consultancy Company/Firm for Development of an Online Soft Skills Course for Professional Development

February, 2021

Submission Date: February 25, 2021 on or before 04:00 PM

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

1. Punjab Skills Development Fund (PSDF) invites Technical & Financial proposals to provide consulting services for “Hiring of a Consultancy Company/Firm for Development of an Online Soft Skills Course for Professional Development”. 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 for technical evaluation:
   - Should be a legal entity (Proof required - copy of incorporation in SECP/registration certificate as firm) (**Sole Proprietorship and individuals are not allowed**)
   - Provide copy of registration for National Tax Number (NTN) and General Sales Tax (GST)/ Provincial Sales Tax (PST) (if applicable) in the name of organization/firm.
   - Last year turnover/revenue should be greater than 5 Million (PKR) (Proof required - copy of last year tax return (2018-19 or 2019-20) or Last year audited reports (2018-19 or 2019-20).
   - Must be an Active Taxpayer as per “Active Taxpayer List” of FBR (Proof required).
   - **Affidavit on stamp paper** declaring that firm is not blacklisted by any Government agency/semi-government/authority/organization. (**Original signed & stamped**)

Any, failure to provide information as per the above mentioned or fulfilment under the requirement of “Eligibility Criteria Checklist” (FormTECH-7) shall deemed to be or declared to be ineligible for the bidding process and technical evaluation shall not be carried out.

3. The selection of firm will be based on the **Least Cost Selection Method (LCM)**.

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

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. CVs of Consultant team highlighting their prior experience should be provided by the Firm. Proof of qualification and Experiences must be attached.

7. Technical and Financial proposals contained in two sealed inner and outer envelopes, separately comprising the Technical Proposal (**one original & scan copy (USB) of Technical Proposal**) and Financial Proposal (placed in the inner sealed envelope – open envelope or provision of financial proposal in the technical proposal or in USB will lead to rejection of the proposal) should be sent to the following address, and must reach latest on February 25, 2021 by 04:00 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 25, 2021 at 04:30 PM by Committee at PSDF, 21-A, H-Block, Dr. Mateen Fatima Road, Gulberg-II Lahore in the presence of the firms' representatives. For this purpose, you are invited to attend the meeting on above mentioned date, time and venue.
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.


(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 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).

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.

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.

2. Clarification and Amendment of Request for Proposal Document

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.

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 (Form TECH-2 of Section 3).

(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-6 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) 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 shall be rejected and declared disqualified for further process.

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 for the date indicated in the data sheet.

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 scanned copy (USB) 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.

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.

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 will be invited for negotiations.

6. **Negotiations**

6.1 Negotiations will be held according to Rule 50 of PSDF Procurement Rules, 2016 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 if required. 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.

6.2 **Technical negotiations**

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.

6.3 **Financial negotiations**

As per Rule 50 of PSDF Procurement Rules, 2016, 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.

6.4 **Availability of Professional staff/experts**

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.

**Conclusion of the negotiations**

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.

**7. Award of Agreement**

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.

**8. Confidentiality**

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.

**9. Error & Omissions**

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

<p>| | |</p>
<table>
<thead>
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</table>
| **1.1** | **Name of the Client:** [Punjab Skills Development Fund](#)  
Method of selection: **Least Cost Selection Method** |
| **1.2** | Financial Proposal to be submitted together with Technical Proposal:  
Yes ✓ No ___  
Name of the assignment is: “Hiring of a Consultancy Company/Firm for Development of an Online Soft Skills Course for Professional Development”  
Financial Proposal to be submitted in separate sealed envelopes. If Financial Proposal is found open, then proposal shall be rejected. |
| **1.8** | Proposals must remain valid for 150 **Days** after the submission date. |
| **2.1** | Clarifications may be requested by February 19, 2021 before 05:00 PM.  
The address for requesting clarifications is:  
Address: 21-A, H-Block, Dr. Mateen Fatima Road, Gulberg-II, Lahore Pakistan.  
Phone: +92-42-35752408-10  
Fax: +92-42-35752190  
Email: [Procurement@psdf.org.pk](mailto:Procurement@psdf.org.pk) |
| **3.1** | Proposals shall be submitted in the following language: **English** |
| **3.7** | Amounts payable by the Client to the Consultant under the agreement to be subject to applicable taxation: **Yes ✓ No ___.** |
| **4.1** | Consultant Firm must submit One Original & One scanned copy (USB) of the Technical Proposal, and only the original Financial Proposal in separate sealed envelopes.  
Financial proposal **shall be rejected if found open or in USB.** Likewise, the Technical Proposal shall not include any financial information. Technical Proposal or USB containing financial information shall be rejected and declared disqualified for further process. |
| **4.5** | The Proposal submission address is:  
Procurement Department  
Punjab Skills Development Fund  
21-A, H-Block, Dr. Mateen Fatima Road,  
Gulberg-II Lahore –Pakistan  
Proposals must be submitted no later than the following date and time:  
**February 25, 2021 on or before 04:00 PM** |
5.2 Below are the mandatory qualification criteria to qualify for the technical evaluation.

- Should be a legal entity (Proof required - copy of incorporation in SECP/registration certificate as firm) (Sole Proprietorship and individuals are not allowed)
- Provide copy of registration for National Tax Number (NTN) and General Sales Tax (GST)/ Provincial Sales Tax (PST) (if applicable) in the name of organization.
- Last year turnover/revenue should be greater than 5 Million (PKR) (Proof required - copy of last year tax return (2018-19 or 2019-20) or Last year audited reports (2018-19 or 2019-20).
- Must be an Active Taxpayer as per “Active Taxpayer List” of FBR (Proof required).
- Affidavit on stamp paper declaring that firm is not blacklisted by any Government agency/semi-government/authority/organization. (Original signed & stamped).

Criteria, sub-criteria, and point system for the evaluation of Technical Proposals are:

<table>
<thead>
<tr>
<th>Experience of the Firm (A)</th>
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<tbody>
<tr>
<td>Past Experience on similar Scope of Work</td>
</tr>
<tr>
<td>2 assignments for creation of online trainings (13*2=26)</td>
</tr>
<tr>
<td>OR</td>
</tr>
<tr>
<td>13x2</td>
</tr>
<tr>
<td>2. Language (5 Marks x 2 Assignments)</td>
</tr>
<tr>
<td>(1) Qualification and experience of the team proposed</td>
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<tr>
<td>------------------------------------------------------</td>
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<tr>
<td>OR</td>
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| (2) Relevant Experience | Online training content related to soft skills created in the past. | 1 project details to be provided | 4 Attach contracts or proof of engagement on the project including Scope of Work or evidence of work including link to course |

| Team (B) | Total Experience | 30 |

| (1) Qualification and experience of the team proposed | Minimum Bachelor’s Degree with at least 04 years of similar experience in delivery of soft skills related training or development of soft skills related material | 15 Attach CV that covers your Qualification & Past Experience. Also Attach valid documentary proof of Qualification and Experience |

| 1 Soft Skills Specialist (Subject Matter Expert) = 15 Marks | Bachelor’s Degree with at least 04 years of experience in direction and development of videos | 5 Attach CV that covers your Qualification & Past Experience. Also Attach valid documentary proof of Qualification and Experience |

| 1 Director of Videography = 6 Marks | | |
1. Graphic Designer = 5 Marks

Bachelor's Degree or Diploma / Certification in Graphic designing with at least 02 years of experience in graphic design, animation = 5 Marks

Attach CV that covers your Qualification & Past Experience. Also Attach valid documentary proof of Qualification and Experience.

| Total marks Team | 25 |

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**Financial Capability (C)**

<table>
<thead>
<tr>
<th>(1)</th>
<th>If turnover/ revenue is greater than or equal to 6.5 Million PKR</th>
<th>(10 Marks)</th>
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<tbody>
<tr>
<td></td>
<td>(Proof required: copy of last year tax return (2018-19 or 2019-20) or Last year audited reports (2018-19 or latest))</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>(1)</th>
<th>If turnover/ revenue is greater than 5 Million (PKR) but less than 6.5 Million (PKR)</th>
<th>(5 Marks)</th>
</tr>
</thead>
</table>

**Total Marks for Financial Capability**

| 10 |

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**Past Experience (D)**

<table>
<thead>
<tr>
<th>(1)</th>
<th>Experience of video content development with more than 10 distinct clients</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Attach Proof of Past Experience of production work with clients in form of contracts or production samples (in USB/CD).)</td>
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<table>
<thead>
<tr>
<th>(1)</th>
<th>Experience of video content development with 6-10 distinct clients</th>
<th>5</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>(1)</th>
<th>Experience of video content development with less than 6 distinct clients</th>
<th>3</th>
</tr>
</thead>
</table>

**Total Marks for Past Experience**

| 10 |

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**Approach, Methodology & Workplan (E)**

<table>
<thead>
<tr>
<th>1) Approach (5 Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Understanding of the assignment</td>
</tr>
<tr>
<td>(b) Provide 2 risks and 2 mitigation strategies</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2) Methodology (05 Marks)</th>
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<tbody>
<tr>
<td>a) Detailed Outline and student learning objectives.</td>
</tr>
</tbody>
</table>

Attach Presentation and write up for Approach, Methodology, work plan and Quality Management.
### b) Techniques and evaluation tools to be used.  

2

### 3) Work Plan keeping in view the timelines given in “Deliverables and Timeline” section of this RFP. Timelines to achieve the milestones keeping in view the effectiveness and efficiency (05 Marks)

5

### 4) Quality Management (10 Marks)

- (a) Describe the strategy for ensuring the quality of the course.
- (b) Attach sample videos of training or course content developed in the past.

Above mentioned to be provided in presentation along with a detailed write up attached with the document. Sample videos of training or course content developed in the past to be attached in the form of USB/CD.

5

<table>
<thead>
<tr>
<th>Total marks Approach, Methodology &amp; Workplan</th>
<th>25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Minimum 65% technical score is required for Financial opening.

### 6.1 Expected date and address for agreement negotiations: Expected date: January 22, 2021

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

### 7.2 Successful bidder shall furnish 2% performance guarantee before signing the contract.

### 7.3 Expected date for commencement of consulting services at: March 12, 2021

Procurement Department  
Punjab Skills Development Fund  
21-A, H-Block, Dr. Mateen Fatima Road,  
Gulberg-II Lahore –Pakistan
1) **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 Consultancy Firm’s Organization and 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 Work Schedule

TECH-7 Eligibility Criteria Checklist
Dear Sir,

We, the undersigned, offer to provide the consulting services for PSDF “Hiring of a Consultancy Firm for Development of an Online Soft Skills Course for Professional Development” 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: ______________________________
A - Consultant’s Organization

[Provide here organogram of your firm and information as per below format]

1. Organogram

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Required Information</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Legal name of the organization</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Year of Registration / Establishment of the Organization</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>National Tax Number</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>General / Punjab Sales Tax Number</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>What is the legal status of your organization? Tick the relevant box (one box only). (Attach Copy/Copies of Registration Certificate/s) (Sole Proprietorship and Individuals are not allowed)</td>
<td>Public Sector Organization, Section 42 Company, Public Ltd. Company, Private Ltd. Company, Private Partnership Firm, Others (Please specify)</td>
</tr>
<tr>
<td>6</td>
<td>Name and designation of ‘Head of Organization’</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Mobile:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phone/s:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Email:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fax:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Address of organization:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Website address:</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Name and designation of ‘Contact Person’:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phone/s:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mobile:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Email:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fax:</td>
<td></td>
</tr>
</tbody>
</table>
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.

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 including
   ii. Work Plan & Timeline

i. Technical Approach and Methodology

In this chapter you should explain your understanding of the objectives and scope of work/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 including
  - Development plan
  - Content and total hours
  - Number of videos and types
  - Number of assessments and types
- Understanding of assignment deliverables
- Overall methodology adopted and approach to conduct the assignment.

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 including relevant timelines. The work plan should be consistent with the Work Schedule of Form TECH-6.
## Form TECH-4 Team Composition and Task Assignments

<table>
<thead>
<tr>
<th>Professional Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Staff</td>
</tr>
<tr>
<td>CNIC No./Passport No.</td>
</tr>
<tr>
<td>Firm</td>
</tr>
<tr>
<td>Area of Expertise</td>
</tr>
<tr>
<td>Position Assigned</td>
</tr>
<tr>
<td>Task Assigned</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Degree</th>
<th>Major/Minor</th>
<th>Institution</th>
<th>Date (MM/YYYY)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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)]:

<table>
<thead>
<tr>
<th>Employer</th>
<th>Position</th>
<th>From (MM/YYYY)</th>
<th>To (MM/YYYY)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 __________________________
<table>
<thead>
<tr>
<th>Position</th>
<th>Date of Start</th>
<th>Date of Completion</th>
<th>Actual Time Spent on the Project:</th>
<th>Client</th>
<th>Main project features</th>
<th>Positions held</th>
<th>Activities performed</th>
</tr>
</thead>
</table>
| 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 Work Schedule

<table>
<thead>
<tr>
<th>Nº</th>
<th>Activity</th>
<th>Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>n</td>
</tr>
</tbody>
</table>

Year: __________

---

25 | RFP - Hiring of a Consultancy Company/Firm for Development of an Online Soft Skills Course for Professional Development
# Form TECH-7 Eligibility Criteria Checklist

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Eligibility Criteria Details</th>
<th>Evidence/Proof Required</th>
<th>Attached Supporting Documents/Proof and mark Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Should be a legal entity</td>
<td>(Proof required - copy of incorporation in SECP/registration certificate as firm) (Sole Proprietorship and individuals are not allowed)</td>
<td>□</td>
</tr>
<tr>
<td>2</td>
<td>Provide copy of registration for National Tax Number (NTN) and General Sales Tax (GST)/Provincial Sales Tax (PST) (if applicable) in the name of organization.</td>
<td>Evidence of proof to be attached</td>
<td>□</td>
</tr>
<tr>
<td>3</td>
<td>Last year turnover/revenue should be greater than 5 Million (PKR)</td>
<td>(Proof required - Copy of last year tax return (2018-19 or 2019-20) or Last year audited reports (2018-19 or 2019-20)</td>
<td>□</td>
</tr>
<tr>
<td>4</td>
<td>Must be an Active Taxpayer as per &quot;Active Taxpayer List&quot; of FBR (Proof required).</td>
<td>Evidence of proof to be attached</td>
<td>□</td>
</tr>
<tr>
<td>5</td>
<td>Affidavit on stamp paper declaring that firm is not blacklisted by any Government agency/semi-government/authority/organization. (Original signed &amp; stamped)</td>
<td>Affidavit on stamp paper original signed &amp; stamped</td>
<td>□</td>
</tr>
</tbody>
</table>
2) **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
To: [Name and address of Client]

Dear Sir,

We, the undersigned, offer to provide the consulting services for PSDF “Hiring of a Consultancy Firm for Development of an Online Soft Skills Course for Professional Development”, 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']. 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

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost without Taxes</th>
<th>Applicable Taxes</th>
<th>Taxes Amount</th>
<th>Costs including all applicable Taxes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PKR</td>
<td>%</td>
<td>PKR</td>
<td>PKR</td>
</tr>
<tr>
<td>Total Costs of Financial Proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cost Breakup must be shared as per the deliverable mentioned in Terms of Reference.

### Payment Terms:

- Upon successful completion of deliverable as per below milestone, 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.

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Payment Milestone</th>
<th>Payment %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Course Outline and methodology finalization with PSDF</td>
<td>30%</td>
</tr>
<tr>
<td>2</td>
<td>Development and finalization of digital modules for Soft Skills-Professional Development</td>
<td>35%</td>
</tr>
<tr>
<td>3</td>
<td>Pilot/focus group launch of Soft Skills Course</td>
<td>25%</td>
</tr>
<tr>
<td>4</td>
<td>Post development support</td>
<td>10%</td>
</tr>
</tbody>
</table>
3) Terms of Reference

a) Scope of Work:

Professional skills as soft skills are an integral part of any workplace regardless of the industry. Every business has specific guidelines on the soft skills that should be exhibited by their employees while working in their premises. To contribute to the requirements, set forth by the Industries. Soft skills assessment results out of the training programs that PSDF is currently running are very promising and the employers have also given positive feedback. PSDF now wants to expand this further to develop online modules for professional soft skills and aims to hire a consultancy firm to develop online modules for soft skills that are required for professional development for our target audience. Online professional development soft skills will:

- Improve quality of content
- Bring uniformity in the delivery/teaching methodology

This content will help the trainees get access to the material at their homes as well and will help significantly limit the trainer’s role to only conduct practical exercises in class.

Following are the key features of this assignment.

Professional development - Soft Skills:

Professional development involves soft skills that are required for the trainees’ successful sustenance in a workplace. These refer to skills that are important for any employee in their day-to-day interaction with their team members and with their employer. Professional development skills are qualities and abilities that help one grow professionally. Understanding of these skills will boost employees’ performance and confidence in a workplace.

See Annexure A for outline for skills that can be a part of this assignment. The firm can propose changes to the skills which will be finalized with PSDF.

An eligible firm will help PSDF develop Online Modules of Soft Skills for professional development of our trainees.

Trainee Criteria: Soft Skills will be taught to the trainees enrolled in different programs of PSDF, in different sectors. Target audience will be individuals between the ages of 18 to 35 with education up to intermediate education.

Duration: The expected duration of the online course content will be 3 to 4 hours in total. Trainees will be delivered the content for one hour daily for 2 weeks. Time per session for Online content will be devised by the firm based on the recommended attention span of students and curriculum outline.
Mode of Delivery:

Online Training content must be self-explanatory. In class trainer will dedicate an hour for students for Soft Skills Online Training. Time will be allocated for physical demonstrations (Activities) which the in-class trainer will moderate with the students. Activities will be developed in both forms i.e. individual and group activities.

Assessment Package:

In class assessment (Topic Wise) will also be inbuilt online in the form of quizzes containing MCQs. In Class Trainer will moderate the quiz. After 2 weeks, final assessment will be undertaken.

Roles and Responsibilities of the firm:

Specific roles and responsibilities for the firm include but not limited to:

a) Alignment of assignment: Complete requirement gathering with PSDF team regarding:
   - Course Objective and desired learning outcomes
   - Detailed course outline
   - Content of course including duration of videos, lectures, text, assessments etc.
   - Work plan for execution of assignment
   - Alignment of timelines

b) Outline: Mapping of PSDF requirements with course outline as well as finalization of course design, videos, course length etc.

c) Conversion of content to an online platform: Curating the content on an online platform (provided by PSDF) and provide guidance on creating a user centred online course

d) Monitoring and supervision: Develop in-built mechanisms via assessments, DIY activities, group activities, quizzes to monitor progress and understanding of trainees.

e) Impact: Assist in revising and upgrading course content based on the pilot/focus group results and feedback from PSDF and the trainees
In order to achieve these specific objectives of the assignment; consulting firm is expected to undertake the following tasks:

1. **Understand Course requirements:**
   - The consultancy firm should have detailed discussion with the PSDF team and acquire a thorough understanding of the required assignment.
   - Align with PSDF team on ‘Why’ the course is important and outline specific student learning objectives and outcomes.
   - Identify and clearly highlight external support and experts that the firm might consult.

2. **Finalize the Course Outline** (in consultation with the PSDF team and develop a detailed curriculum, conceptualize, design and develop modules including (but not limited):
   - Implementation resources: videos, graphics, narrations, assessments, DIY activities.
   - Videos must incorporate various methods such as instructor lectures, narrated screen recordings, voice overs, animations, graphical videos etc.

3. **Curate content as an online course** on ‘Soft Skills based upon the finalized curriculum.

4. **Provide supervision and mentoring support** to improved processes and results of the pilot launch of the online course.
b) Required Team Composition

Core team proposed by Consulting Firm must consist of one Soft skills specialist, Director of Videography and Graphic Designer. CVs to be attached as per TECH-5 of Section 3. It is Mandatory that proposed members are from the same organization or remain engaged for the entire length of the agreement with PSDF. The brief requirement of the team is provided below:

**Soft Skills Specialist (Subject Matter Expert):**

- Minimum Bachelor's Degree
- At least 04 years of experience in soft skills training, soft skills curriculum development/design or other relevant experience in soft skills domain.

**Director of Videography:**

- Bachelor’s degree
- At least 04 years of experience in direction and development of videos

**Graphic Designer:**

- Bachelor’s degree or Diploma / Certification in Graphic Designing
- At least 02 years of experience in graphic design, animation etc.

c) Duration and Deliverables:

- The successful firm shall sign and execute the standard contract of PSDF including any general conditions on the terms and conditions specified therein. Any amendment to the contract shall be made with mutual consent of both parties.

- The duration of the contract shall be for 3 months; however, it may be extended on mutual consent.
### c) Deliverables

<table>
<thead>
<tr>
<th>Sr#</th>
<th>Activity</th>
<th>Expected timelines</th>
<th>Deliverable &amp; Details</th>
</tr>
</thead>
</table>
| 1   | Course Outline and Methodology finalization with PSDF | 2 Months | • Agreement on course outline with PSDF  
• Agreement on delivery methodology and duration of content etc. |
| 2   | Development and finalization of digital modules for Soft Skills | 2 Months | • Development of digital modules based on methodology decided with PSDF including course content, videos, assessments, voice overs etc.  
• Testing of content with PSDF team and amendments to be made based on feedback received from PSDF |
| 3   | Pilot/ focus group Launch of Soft Skills Module | 15 Days | • PSDF will launch the pilot session of the online training program  
• The firm is responsible for ensuring complete training content is available on the platform before the enrolment of trainees. |
| 4   | Post development support | 15 Days | • Changes to content if any based-on feedback from first session  
• Project report  
• Handing over of all content to PSDF |
## Annexure-A

<table>
<thead>
<tr>
<th>#</th>
<th>Session Title</th>
<th>Content</th>
</tr>
</thead>
</table>
| 1. | Work Ethics                            | • Work ethics – concept and importance  
• Work ethics and professional life  
• Factory readiness                                                                         |
| 2. | Team Work                              | • Importance of teamwork in professional life  
• Traits of an effective team player  
• 4cs of a Team                                                                                   |
| 3. | Stress Management                      | • Mental stress and its effects on personal & professional life  
• Mental stress coping strategies                                                                         |
| 4. | Emotional Intelligence                 | • What is emotional intelligence?  
• Watching for triggers and hijacks  
• Disrupting thinking  
• Reclaiming reaction time  
• Empathizing  
• Collecting feedback  
• Aligning intention and impact                                                                         |
| 5. | Conflict Management and Handling Complaints | • Understand why conflicts arise  
• Identify common responses to conflicts in terms of behaviour, thoughts and attitude  
• Explore Aggressive, Passive and Assertive approaches  
• How to deal with difficult team members  
• How to build trust and credibility with colleagues and team members  
• Learn to hold difficult conversations calmly and assertive                                                                                             |
| 6. | Customer Services                      | • Customer service – what and why?  
• Communicating with Customers  
• Assumptions about Customers  
• Caught in the Line of Fire  
• Emotion vs. Objectivity  
• Listening and Responding with Empathy                                                                         |
| 7. | Workstation Protocols (Occupational Safety) | • Effective use of work station  
• Health and safety at work – concept and importance  
Safety tips:  
• Knowledge about proper use of fire extinguishers  
• Awareness about using materials that may be hazardous for the worker's health,  
• Using face mask, protective eye-shield and gloves  
• Identification and reporting of the causes of accidents |