**Punjab Skills Development Fund**

**Request for Proposal (RFP)**

**Hiring of Consultant to develop soft skills competency framework, assessment tools and conduct assessment centres to deliver a shortlisted pool of 300 candidates for Hospitality and Food & Beverages sectors for GCC market**

**Instructions to Bidders**

This document contains all information pertinent to our solicitation, and must govern the preparation and submission of proposals. The Terms of Reference (ToR) for the assignment are annexed with this document. Proposals must be submitted by the deadline, completed on the formats provided by Punjab Skills Development Fund (PSDF), with supporting documents, according to the guidelines given in the document titled **Instructions to Bidders**. The proposals will be evaluated by a Bid Evaluation Committee (BEC) nominated by PSDF. The selection of bidders will be based on experience, competence and proposed methodologies.

**1. Solicitation Documents (RFP)**

**1.1 Contents**

The bidder is expected to examine all instructions, general conditions, forms, terms and specifications contained in the solicitation documents (RFP). Failure to comply with these documents will be at the bidder’s risk and may affect the evaluation of the proposal. Proposals that do not comprehensively address the scope of work and requirements will be rejected. Inability to comply with the corresponding instructions, general conditions of contract, terms and specifications should be clearly mentioned in the Technical Proposal, in the absence of which they shall be construed as having been accepted by the bidder and shall be complied with.

**1.2 Clarifications**

If any clarification of this RFP is required by a prospective bidder, they may notify PSDF in writing. This request shall be addressed to the Assistant Manager, Procurement (mailing address indicated in clause 3.1). All requests for clarification of the RFP must be received via email at hashim.hussain@psdf.org.pk by **28 September 2016**, after which PSDF will be unable to entertain requests for clarification. PSDF will respond in writing to such requests. If the information contained in PSDF’s response to these requests is necessary in submitting applications or if the lack of it would be prejudicial to other prospective bidders, PSDF will furnish written copies of the response to all prospective bidders as an amendment to this RFP. PSDF’s response will include an explanation of the query but will not identify the source of the inquiry. It must be noted that the queries should necessarily be submitted in the following format: **Reference(s) Content of RFP requiring Points of C**

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| **S. No.** | **Section reference** | **Page reference** | **Paragraph reference** | **Queries** |
| 1 |  |  |  |  |
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**1.3 Amendments**

At any time prior to the deadline for submission of proposals, PSDF may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective bidder, modify the RFP by amendment. All prospective bidders that will have received the RFP will be notified in writing of all amendments to the document. In order to afford prospective bidders reasonable time in which to take the amendments into account in preparing their offers, PSDF may also, at its discretion, extend the deadline for the submission of proposals.

**2. Preparation of Proposal**

**2.1 Language of the proposal**

The proposals prepared by the bidders and all correspondence and documents relating to the proposal exchanged between the bidders and PSDF shall be written in English.

**2.2 Proposal currency**

All prices shall be quoted in Pak Rupees (PKR) and all payments will be made in PKR.

**2.3 Period of validity of proposal**

Proposals shall remain valid for 180 calendar days after the date of submission prescribed by PSDF, pursuant to the deadline clause. In exceptional circumstances, PSDF may solicit the bidder’s consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. The bidder granting the request will not be required nor permitted to modify its proposal.

**2.4 Proposal documents**

|  |
| --- |
| **2.4.1 Technical Proposal** |
| The Technical Proposal is to consist of the following:1. Consultant’s organizational profile, in accordance with *Form 1A*

For collaborative projects, information should be provided about each partner organisation (*Form 1B*). It should be clearly specified who is the applicant (only one organisation) and who is a partner.1. Consultant’s experience profile, in accordance with *Form 2.*

This should detail the capability and experience delivering the services specified in the ToR. Firms should submit details of maximum three of their most relevant assignments for technical evaluation using the prescribed format. Assignments submitted beyond the given number will not be considered.1. Implementation team proposed by the Consultant for the project (including updated CVs of individuals involved in project implementation) in accordance with *Forms 3A and 3B.* CVs should provide details of projects undertaken and completed by the individual.
2. Methodology proposed by the Consultant and work schedule, in accordance with *Forms 4A and 4B.*
3. Letter of Bid signed by Company Head / authorised signatory, in accordance with *Annex 1* of forms
4. In case of a bid submitted by a Consortium or Joint Venture (JV), JVagreement, or Letter of Intent (LOI) to enter into a JVincluding a draft agreement, indicating at least the parts of the services to be performed by the respective partners
5. Declaration

This document should not contain any financial information. **Cost and financial estimates need to be provided in a separate sealed envelope as part of the Financial Proposal.** |
| **2.4.2 Financial Proposal** |
| The Consultant shall indicate the prices of the services it proposes to supply under the contract *(Forms FIN-1 to FIN-5)*. The Financial Proposal should provide detailed costing related to the scope of work. Separate costing should be provided for each activity. It is the responsibility of the Consultants to ensure that all information detailed in this clause is contained in the Financial Proposal that is submitted to PSDF.  |

The bid dossier should comprise the following:

**2.5 Taxes**

**The quoted costs should be inclusive of taxes.** However, the bidder should specify the applicable taxes in the space provided in the Financial Proposal, which will be subject to discussion during agreement negotiations. The successful bidder will be liable to pay all taxes.

**2.6 Format and signing of proposal**

The proposal shall be signed by the bidder or a person or persons duly authorised to bind the bidder to the contract. The proposal shall contain no interlineations, erasures, or overwriting, except, as necessary to correct errors made by the bidder, in which case such corrections shall be initialled by the person or persons signing the proposal.

**Note: The technical part of the proposal must not contain any pricing information whatsoever on the services offered**. Pricing information shall be separated and only contained in the appropriate budget template (attached file titled **Competency framework and assessment tools for soft skills for Hospitality and Food & Beverages Sectors: Financial Proposal Forms**).

**3. Submission of Proposals**

*Bidders must submit their offer strictly in compliance with the procedures described hereafter.*

**3.1 Sealing and marking of proposals**

The bidders shall prepare **two paper copies** of all documents required as part of the proposal, clearly marking one paper copy as ‘Original Proposal’ and the other as ‘Copy of Proposal’. In the event of any discrepancy between the two paper copies, the Original Proposal shall be deemed as the accurate one for the purposes of this RFP.

In addition to this, **one CD-ROM or flash drive** containing an electronic copy (labelled ‘Electronic Copy’) of **all proposal documents in PDF format (including the Financial Proposal)** must be provided with the Technical Proposal. In the event of any discrepancy between the Original Proposal and the Electronic Copy, the former shall be deemed as the accurate proposal.

The bidder shall seal the proposal in **one outer and two inner envelopes**, as detailed below. The outer envelope must be marked **‘PSDF RFP: Competency framework and assessment tools for soft skills for Hospitality and Food & Beverages Sectors’**, and addressed to the:

Assistant Manager, Procurement

Punjab Skills Development Fund (PSDF)

House #125,

Abu Bakar Block,

New Garden Town,

Lahore.

Tel. +92 42 35913540-41

Each of the two inner envelopes shall indicate the name and address of the bidder. Each envelope needs to be signed by the bidder or person(s) duly authorised to bind the bidder to the contract.

* The first inner envelope shall contain the **two paper copies of all the documents** (comprising the Technical Proposal) as specified above, with the exception of the Financial Proposal. These will be clearly marked as Original Proposal and Copy of Proposal. This envelope will also contain a **CD-ROM or a flash drive** bearing PDF copies of all documents required, with the exception of the Financial Proposal.
* The second inner envelope shall include the **two paper copies of the Financial Proposal** duly identified as such and clearly marked as Original Proposal and Copy of Proposal. This envelope will also contain a **CD-ROM or a flash drive** bearing all financial information required by PSDF.

***Note:*** *If the inner envelopes are not sealed, signed and marked as per the instructions in this clause, PSDF will not assume responsibility for the proposal documents’ misplacement or premature opening.*

**3.2 Deadline for submission of proposal**

The closing date and time for receipt of proposal of is **6th October 2016 (02:30 pm)** at the address specified under clause 3.1 and will be publically opened on same day i.e. 6th October 2016 at **03:00 pm** in the conference room PSDF Lahore Office, in the presence of the interested consultants or their representatives who may wish to attend. Proposals sent via e-mail will not be accepted. It is the exclusive responsibility of the bidder that the sealed envelopes reach the above address before the closing date of this RFP. Any offer received after the official closing time and date will be rejected.The receipt of applications will be confirmed within a week of their receipt by PSDF. It must be noted here that PSDF may, at its own discretion, extend this deadline for the submission of proposals by amending the RFP*,* in which case all rights and obligations of PSDF and bidders subject to the original deadline will be deemed to have been extended to the new deadline.

**3.3 Modification and withdrawal of proposal**

If the need arises, the bidder may withdraw their proposal after submission, provided written notice of the withdrawal is received by PSDF prior to the deadline prescribed for the submission of proposal. The Bidder’s withdrawal notice shall be prepared, sealed, marked and dispatched in accordance with the provisions of clause 3.1 and must be sent in paper copy to PSDF at the address given in the same clause. Proposals cannot be modified by the bidder once it has been received by PSDF on proposal submission deadline.

**4. Cost of Proposal**

The bidder shall bear all the costs associated with the preparation and submission of the proposal. PSDF will under no circumstances be responsible or liable for costs associated with the submission of the proposal, regardless of the conduct or outcome of the solicitation.

**5. Opening and Evaluation of Proposals**

**5.1 Opening of proposals**

The PSDF RFP team will open the proposals in the presence of at least three members of the BEC at PSDF head office at Lahore, Pakistan.

**5.2 Evaluation and comparison of proposals**

The BEC formed by PSDF shall evaluate submitted proposals and recommend the award of contract. This evaluation will comprise a detailed scrutiny of the proposal document, i.e. the organizational, technical and operational proposal, and the Financial Proposal, closely based on the Quality-Based Selection (QBS) scheme.

The financial proposal will be opened *after* the evaluation of the organisational and technical proposal document has been completed by the BEC. Only one financial proposal will be opened i.e. that of the top scorer, given that the firm obtains a score of more than 65% in technical evaluation. The technical evaluation will be based on the following criteria: Implementation team - 35%; Experience profile of organisation- 20%; Approach & methodology - 45%.

**5.3 Clarification of proposals**

To assist in the examination, evaluation and comparison of proposals, PSDF may at its discretion, ask the bidders for clarification of its proposal. The request for clarification and the response shall be in writing and no change in price or substance of the proposal shall be sought, offered or permitted.

**5.4 Right to accept or reject any or all proposals**

PSDF reserves the right to accept or reject any proposal, and to annul the proposals process and reject all proposals at any time prior to contract award, without thereby incurring any liability to bidders.

**6. Award of Contract**

**6.1 Award criteria**

PSDF expects to award the contract to the bidder whose application, conforming to this RFP, attains the highest mark on the technical and financial assessment of their proposal by the BEC. PSDF may make an award on the basis of initial applications received, without discussions or negotiations. Therefore, each initial application should contain the bidder’s best terms from a cost and technical standpoint. PSDF reserves the right (but is not under obligation), however, to enter into discussions with the bidder who has been awarded the contract to obtain clarifications, additional detail, or to suggest refinements in the methodology, terms of reference, budget or other aspects of the proposal on the basis of which award has been made.

**6.2 Right to vary requirements at the time of the award**

PSDF reserves the right at the time of the award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.

**6.3 Signing of the contract**

Within seven calendar days of receipt of the contract, the successful bidder shall sign and date the contract and return it to PSDF at the address given in clause 3.1.

***ANNEXURES***

**Punjab Skills Development Fund**

**Terms of Reference (ToR)**

**Hiring of Consultant to Develop soft skills competency framework, assessment tools and conduct assessment centres to deliver a shortlisted pool of 300 candidates for Hospitality and Food & Beverages sectors for GCC market**

1. **Introduction**
	1. PSDF has been set up by the Government of the Punjab, Pakistan (GoPb) in partnership with Department for International Development (DFID), UK, for the provision of vocational training to the people of Punjab with the aim of improving their prospects of wage or self-employment.
	2. PSDF funds a range of vocational skills for the training of the citizens of Punjab. The training providers are engaged through a competitive bidding process. These training providers can be private/public institutes, for profit/not-for-profit organisations and public-private partnerships. To support PSDF’s province-wide expansion, additional funding has been made available by GoPb, DFID and World Bank. This funding will be provided for the vocational and technical training of about 380,000 individuals in all 36 districts of Punjab, over the next five years.
2. **Background and Objective**
	1. PSDF aims to stimulate job placement for its graduated trainees in the GCC markets. There is a need of 100 individuals for a hospitality sector chain and another 50 individuals for a Food and Beverages chain.
	2. In this regard, PSDF is seeking a competent and experienced consulting organisation[[1]](#footnote-1) to develop competency framework/model, assessment tools for assessing those competencies and conduct assessment centres (preferably in Lahore) to deliver a shortlisted pool of 300 candidates for the following trades:
		* Waiter/Servers
		* Housekeepers
		* Food & Beverage (Back end staff)
		* Food & Beverage (Front end staff)
	3. The shortlisted pool of 300 candidates should have the soft skills demanded by international employers in hospitality and Food & Beverages sector
	4. Soft skills refer to a broad set of skills, competencies, behaviors, attitudes and personal qualities that enable people to effectively navigate their environment, work well with others, and achieve their goals. These skills are broadly applicable and complement other skills such as technical, vocational, and academic skills.[[2]](#footnote-2) Soft skills are centrally important for human capital development and workforce success. A growing evidence base shows that these qualities rival academic or technical skills in their ability to predict employment and earnings, among other outcomes.[[3]](#footnote-3) These skills are described as personality traits, goals, character, motivations, and preferences that are valued in labor market, in school, and in many other domains.
	5. Soft skills comprise a whole host of skills that are critical to job success in high customer contact positions in service industries. In the context of hospitality, these are the inter-personal and intra-personal skills required to be effective in the service setting. The interpersonal skills include problem-solving, ability to work in a team, self-management, and verbal and non-verbal communication and influencing skills; intra-personal skills include an attitudinal orientation towards empathy and humility, self-awareness, creativity, and flexibility, as well as motivation and perseverance. Given the importance of soft skills to people-oriented sector like hospitality, the impact of not having enough numbers with soft skills is immense for employers. With this exercise, PSDF aims to develop these soft skills in our trainees so that they are ready to be placed by employers.
3. **Scope of the assignment:**
	1. Consultant is expected to provide a three-phased solution:
		* 1. Competency framework & behavior matching: Consultant shall develop a competency framework, identifying the skills and attributes needed for the employers in hospitality and food & beverages sectors. The framework will be used to map the soft skills required against each trade.
			2. Assessment tools design: Using the competency framework, consultant shall develop assessment tools, instruments, exercises, simulations and marking criteria for filtering of candidates through assessment execution. The framework and assessment tools should be demand-driven determined by the industry, developing soft skills that employers regard as paramount for hiring and job success. It will be realistic in terms of existing training capacity and will have the potential to be cost-effective and scalable in the long-run. The same framework and assessment will also be integrated into our tailored training modules.
			3. Assessment center execution: Consultant shall be responsible for all the activities to be executed for successful completion of assessment event.
	2. PSDF will be responsible for advertisement of the training opportunities for the positions mentioned in section 2.2. Once advertised, Consultant shall develop pre-screening criteria to shortlist pool of applicants that will go through the assessment activity phase.
	3. Based on the assessment center results, consultant will share the final report on applicants screening with PSDF.

Workplan/timelines for each of the above activities to be shared by consultant in their proposal.

1. **Deliverable**
	1. Competency framework
	2. Assessment design including but not limited to tools, instruments etc.
	3. Final report containing the results from the assessment activity.
2. **Timeframe**

5.1 The Consultant will propose a timeframe for this assignment. It will be mutually agreed once the consultant is shortlisted.

1. **Eligibility**
	1. The entity submitting proposals should have the following minimum eligibility qualifications:
2. Be a legal entity registered in country of origin since at least 5 years, and must have a corporate office in Pakistan
3. Active taxpayer in country of origin. Should be registered with FBR and PRA.
4. Minimum annual turnover of PKR 10 million as per audited financial statements also to be submitted with the proposal (audited financial statements of the two most recent years issued by an ICAP-licensed Chartered Accountant are to be submitted. The statements must include Auditors’ Report, Balance Sheet, Income & Expenditure Statement of Account, Cash Flow Statement and related Notes to the Accounts).
5. Willing and able to guarantee the delivery of products and services in accordance with the these ToR
	* + Excellent written and spoken English skills and sound report writing skills
6. **Competencies and experience**
	1. The ideal Consultant (independent consulting firm/joint venture/consortium) should:
		* Have knowledge of and/or proven expertise in developing competency frameworks for blue-collar workers in the field of hospitality and food and beverages sector.
		* Have experience of conducting assessment for individuals that are similar to PSDF target group.
		* Possess demonstrable experience of having worked on all areas that need to be reviewed and advised on for the purposes of this assignment.
		* Have technical team consisting of industry experts, curriculum development specialists, academic/TVET experts and researchers
		* In-depth knowledge and understanding of the following areas:
		1. expertise in soft skills design and delivery
		2. module development process
		3. training of trainers
		4. knowledge of how to customise soft skills programmes to fit the target group
		5. development of interactive and experiential module/curricula
		6. innovative teaching techniques
		7. Pakistani TVET and labour market context
		8. knowledge of one or more international competency systems and innovative ideas for curriculum development and training provision that fit into local needs
7. **Inception meeting and finalisation of workplan**
	1. Meetings are to be held with PSDF at weekly intervals, to discuss the process of conducting the analysis, clarifying the roles and responsibilities and to receive concurrence on assignment direction. Relevant background information will be provided to the consultant during this initial phase. The final workplan and schedule of deliverables are to be submitted by the consultant within one week of the start of the assignment. The scope of work proposed in the submission may therefore be revised after the meeting upon mutual agreement.

**Proposal Checklist**

***Note:*** *This checklist must be filled by the Bidder and attached to the first page of the Proposal.*

|  |  |
| --- | --- |
| **Hospitality and Food & Beverages Sectors:** **Hiring of Consultant to Develop Soft Skills Competency Framework, Assessment tools for assessing those competencies and conduct Assessment Centres** | Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| **Electronic Copy** *(on CD-ROM or flash drive)* | **Paper Copy** |
| **Technical proposal** |
| Summary of the proposal *(not exceeding two pages)* |  |  |
| Organisational details (*Forms 1A and 1B)* |  |  |
| Consultant’s experience profile *(Form 2)* |  |  |
| Implementation team / CVs of team members *(Forms 3A and 3B)* |  |  |
| Proposed methodology and work schedule *(Form 4A and 4B)* |  |  |
| Letter of Bid *(Annex 1)* |  |  |
| Studies of similar nature conducted by the consultant (*as sample – x2*) |  |  |
| Evidence of incorporation/Company Registration Number |  |  |
| Tax return filed by applicant firm in FY 2014-15 |  |  |
| Audited financial statements |  |  |
| Signed declaration |  |  |
| **Financial proposal***(to be enclosed in a separate envelope as mentioned in Instructions to Bidders)* |
| Completed forms titled ‘Competency framework and assessment tools for soft skills for Hospitality and Food & Beverages Sectors – Financial Proposal Standard Forms’ based on template provided by PSDF. |  |  |

**Form 1a – Organisational Profile**

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| **Type of arrangement intended** |
| Please indicate which option applies to your intended type of arrangement. | 1. Your organisation is bidding to provide the services required itself
 |  |
| 1. A consortium is being proposed in the form of a Joint Venture Agreement
 |  |
| **In case of b), please expand on the type of arrangement proposed in a separate Annex attachment. This may include the type of work that will be performed by each consultant.** |
| **Organisational information** *(Provide information of the Lead organisation in case of a consortium).* |
| Name of organisation: |
| Year of incorporation:*Attach evidence of incorporation/Company Registration Number* |
| National Tax Number (NTN) (only in the name of applicant firm): |
| Attach tax return filed by applicant firm in FY 2014-15 |
| Mailing address: |
| Website: |
| **Organisational Head** |
| Name: Designation: Contact number: Email address:Duration on this post: |
| **Contact person (if other than Organisational Head)** |
| Name: Designation: Contact number: Email address: Duration on this post:  |
| **Financial standing** |
| Please provide the following as a separate Annex attachment.  |
| *A copy of audited accounts for the most recent* ***two years*** *issued by an ICAP licensed Chartered Accountant or ICAP-equivalent international firm in case a non-Pakistani firm is bidding. (Financial Statements must include Auditors’**Report, Balance Sheet, Income & Expenditure Statement of Account, Cash Flow Statement and related Notes to the Accounts).* |  |

**Form 1b – Partner Organisational Profile (in case of consortium)**

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| --- |
| **Organisational Information** *(Replicate this form to provide information for all collaborating organisations in the consortium).* |
| Name of organisation: |
| Type of organisation, including brief details of principal activity: |
| Addresses of the headquarters and field offices (if any) along with telephone/fax numbers and e-mail addresses: |
| Website: |
| **Organisational Head** |
| Name: Designation: Contact number: Email address:Duration on this post: |
| **Contact person (if other than Organisational Head)** |
| Name: Designation: Contact number: Email address: Duration on this post:  |

**Form 2 - Experience Profile**

**This section carries 20% weightage for evaluation purposes**

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| 1. To determine the bidder’s suitability for this project, PSDF requires information regarding *relevant* current or prior assignments conducted by the bidder. Use this form to provide details of your experience. Please note that this section will be scored based on your description of a maximum of **three** projects (which can be independently verified) and will demonstrate relevant local and international experience similar to the scope of work mentioned in the ToR.

*Replicate the table for all projects*. (**20 points**) |
| Project title |
|   |
| Client, name and designation of contact person, office address and telephone number |
|  |
| Country and location within |
|  |
| If any of these reports were prepared under a sub-contractual arrangement, provide names and contact information of references from the contracting entity. |
|  |
| Value of the agreement (in PKR or original currency of agreement): |
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| Project description  |
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| Duration of the assignment (months) |
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| Start date (month/year) and Completion date (month/year) |
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| Size and description of sample (if applicable) |
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| Methodology and tools used |
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| Total number of staff-months (by your firm) on the assignment: |
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| Name of associated consultants (if any) |
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| Value of consultancy services provided by your firm under the agreement (in PKR or original currency of agreement) in case of consortium/sub-contractual agreements |
|  |
| Number of Individuals employed by or affiliated with your organisation who worked on this project |
|  |
| Outcomes of the project (in case of studies or research project, please elaborate on ways in which this information was assessed, used and/or quoted).  |
|  |
| Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader) |
|  |
| Description of actual services provided by your staff within the assignment |
|  |

 **Form 3A - Implementation Team**

**This section carries 35% weightage for evaluation purposes**

PSDF expects that the Bidder has adequately qualified and competent personnel available to carry out the tasks required for effective implementation of this project.

***Note:*** *The Bidder will not be allowed to change the proposed management staff except by the approval of PSDF.*

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| 1. Describe how you will organise and structure the team working on this project.

Provide detailed resource plan linked with the workplan and the number of hours/days allocated to each project team member during the various phases of the project. **(10 points)** |
|  |

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| 1. Indicate relevant qualifications and experience of the project team related to the requirements defined in the ToR.

**(15 points)** |
|  |

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| 1. Provide information regarding individual project team members who will be responsible for activities needed to be carried out for this assignment. Make sure the CV of the final report writer is also attached.

**(10 points)** |
| **Serial no.** | **Name of Staff** | **CNIC No. /Passport No.** | **Qualifications and Experience** | **Area of Expertise** | **Position Assigned** | **Task Assigned** |
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**Form 3b-Curriculum vitae (CV) for proposed professional staff**

*[Replicate this form to provide this information for each member, and have it signed by the respective person]*

**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:**

|  |  |  |  |
| --- | --- | --- | --- |
| ***Degree*** | ***Major/Minor*** | ***Institution*** | ***Date (MM/YYYY)*** |
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**7. Membership of Professional Associations**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**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): dates of employment, name of employing organization, positions held.*]:

|  |  |  |  |
| --- | --- | --- | --- |
| ***Employer*** | ***Position*** | ***From (MM/YYYY*** | ***To (MM/YYYY)*** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**11. Detailed tasks assigned**

[*List all tasks to be performed under this assignment*]

**Input Duration required: Part Time / Full Time**

[*Indicate input required in term of days/hours for 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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Cost of Project\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Year: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

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

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

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

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

2) Name of assignment or project: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Cost of Project\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Year: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

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

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

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

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

3) Name of assignment or project: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Cost of Project\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Year: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

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

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

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

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

*[Unroll the project details group and continue numbering (4, 5, …) as many times as is required*]

**13. Declaration:**

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

*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

*[Signature of staff member or authorized representative of the staff] Day/Month/Year*

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

**Form 4 - Proposed Approach and Methodology**

**This section carries 45% weightage for evaluation purposes**

|  |
| --- |
| 1. Provide a brief statement describing your understanding of PSDF’s needs as per the ToR for this assignment.

**(5 points)** |
|  |
| 1. a) Describe the overall methodology and phasing strategy for carrying out the activities indicated in the ToR.

*(Note*: *In case of research assignments, this should cover your proposed primary and secondary research methodology and your approach for developing a listing of stakeholders to be included in the study.*  **(20)** |
|  |
| 1. Indicate the main activities and phases of the assignment in the work schedule provided on the next page *(Form 4B)*.

**(5)** |
|  |
| 1. a) Explain how you would develop the analysis framework and instruments for conducting this study.

 **(5)** |
|  |
| 1. What are the key elements and trends that must be considered to make the project successful? Also outline the proposed operations strategy that will be used to reach out to stakeholders and experts.

*(Note: in case of research projects, elaborate in detail on field operations and how teams will be dispersed geographically.)***(5)** |
|  |
| c) Outline the quality assurance mechanisms that will be employed. **(2)** |
|  |
| d) What are the risks you might face during this project? What is your mitigation strategy for each of these risks? **(2)** |
|  |
| e) Mention any *other* operational, technical or organisational strength not solicited elsewhere (or mentioned elsewhere in your proposal) that you consider relevant to this project. **(1)**  |
|  |

Form 4B- Work Schedule

|  |  |  |
| --- | --- | --- |
|  | **Tentative Start Date:** |  |
|  | **Activity** | **Weeks** |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **…..** | **n** |
| 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |
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1. Indicate all main activities of the assignment, including delivery of reports (e.g. inception, interim, and final reports), and other benchmarks such as Client approvals.
2. Duration of activities shall be indicated in the form of a bar chart.

Annex I - LETTER FOR THE SUBMISSION OF TECHNICAL PROPOSAL

[*Firm letterhead*]

[*Date*]

Assistant Manager, procurement

Punjab Skills Development Fund,

House No. 125 Abu Bakar Block,

New Garden Town,

Lahore

Tel No: 042- 35913540-1,

**Re:** Technical Proposal in Response to Request for Proposal – PSDF Competency framework and assessment tools for soft skills for Hospitality and Food & Beverages Sectors

Dear Sir,

We offer to provide services for **“*PSDF* Competency framework and assessment tools for soft skills for Hospitality and Food & Beverages Sectors*”*** in accordance with your Request for Proposal and Terms of Reference (ToR). We hereby submit our Technical Proposal including the required documents in a sealed envelope*.* Weare submitting this Proposal as a single firm / in association with: **[*In case of a consortium or JV, insert a list with full name and address of each partner*]**

We hereby declare that all the information provided and statements made in this proposal are true and accept that any misrepresentation contained therein may lead to our disqualification. If negotiations are held during the period of validity of the proposal, we undertake to negotiate on the basis of the proposed staff and facilities. Our proposal is binding upon us and subject to the modifications resulting from agreement negotiations.

We undertake that we will initiate the services as per the date mentioned in the ToR if our proposal is accepted. We understand you are not bound to accept any or all proposals you receive.

Thank you.

Sincerely,

Signature

Name and Title of Signatory:

Annex 2 - Conflict Of Interest

PSDF policy requires that the Project Consultant supply professional services and at all times, hold the former’s interests paramount, strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.

1. **Conflicting assignments**
* A project Consultant (including its personnel and consortium partner/s) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment to be executed for the same or another client. These cases include, but are not limited to, the following:
	+ Any entity engaged for providing this study shall not be engaged for third-party monitoring of the same project.
	+ Consultants must notify PSDF if they own any proprietary products or systems which they recommend to PSDF, or if they hold any interest in such products, to ensure transparency and to ensure that no conflict shall arise in the evaluation and application of their recommendations.
1. **Conflicting relationships**
* A project Consultant (including its personnel and consortium partner/s) or any of its affiliates that has a business or family relationship with a member of the PSDF board, management, or staff who is directly or indirectly involved in the preparation of ToR, selection process of Consultants and/or supervision of the agreement may not be awarded the agreement, unless the conflict arising from this relationship has been resolved in a manner acceptable to PSDF throughout the selection process and the execution of the Agreement.
* Project Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of PSDF and establishments/Training Service Providers, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to disqualification of the Consultants or the termination of its agreement.

**Declaration to be submitted by the Bidder**

PSDF expects all participants in its procurement process to adhere to the very highest standards of moral and ethical conduct and transparency, to prevent any conflict of interest and not to engage in any form of coercive, collusive, corrupt, or fraudulent practices.

With respect to its proposal submitted in response to the PSDF’s Request for Proposal, the Bidder hereby certifies that:

1. The prices in its proposal have been arrived at independently without consultation, communication or agreement with any other interested companies, competitor or potential competitor with a view to restricting competition.
2. No attempt has been made or will be made by the Bidder to influence any other Bidder, organization, partnership or corporation to either submit or not submit a proposal.
3. The Bidder will not offer, solicit or accept, directly or indirectly, any gratuity, gift, favour, entertainment, promises of future employment or other benefits to or from anyone in the PSDF.
4. The Bidder does not have a conflict of interest as defined in Annex 2.

PSDF reserves the right to cancel or terminate with immediate effect and without compensation any offer of or contract arising from this bidding procedure in the event of any misrepresentation in relation to the above certifications.

**Definitions of terms used in this declaration:**

*“coercive”* is impairing or harming, or threatening to impair or harm, directly or indirectly, another or the property of another to influence improperly the actions of another.

 *“collusive practice”* is any conduct or arrangement between two or more Bidders or contractors, designed to achieve an improper purpose, including to influence improperly the actions of another or to set prices at an artificial level or in a non-competitive manner;

“*conflict of interest”* is a situation that gives rise to an actual, potential or perceived conflict between the interests of one party and another (elaborated in Annex 2);

*“corrupt practice”* is the offering, giving, receiving or soliciting, directly or indirectly, of any advantage, in order to influence improperly the actions of another;

*“fraudulent practice”* is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, another to obtain a financial or other benefit or to avoid an obligation;

The undersigned certifies/y to be duly authorized to sign this Certification on behalf of the Bidder:

**Name and Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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

**FORM FIN-1 FINANCIAL PROPOSAL SUBMISSION FORM**

[*Firm letterhead*]

[*Date*]

Assistant Manager, Procurement

Punjab Skills Development Fund,

House No. 125 Abu Bakar Block,

New Garden Town,

Lahore, Pakistan

**Re: Financial Proposal in Response to Request for Proposal – Competency framework and assessment tools for soft skills for Hospitality and Food & Beverages Sectors**

Dear Sir,

We, the undersigned, offer to provide the consulting services for the assignment titled "PSDF Talent Export for Hospitality and F&B Sectors" in accordance with your Request for Proposal 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.

We, hereby certify that the proposal, budget and all its accompanying documents correctly and fairly reflect the financial and technical plan of the proposed project. 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. We further certify that our institution will implement activities according to procedures laid out in the proposal and the terms and conditions agreed with PSDF.

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:

**FIN 2: TOTAL COST OF PROPOSAL**

|  |  |
| --- | --- |
| **Item** | **Pak Rupees** |
| Remuneration |   |
| Reimbursable Expenses |   |
| Applicable Taxes |   |
| **Total Costs of Financial Proposal1** |   |
|  |  |
| **1**Total costs must coincide with the sum of the relevant Subtotals indicated in FIN-3 provided with the Proposal. |

**FORM FIN-3 BREAKDOWN OF COSTS BY ACTIVITY**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No.** | **Activities2** | **Description3** | **Total Cost of Activity(Pak Rupees)** |
| 1 | **Competency Framework/Model** |  |   |
| 1 A |  |  |   |
| 1 B |  |  |  |
| 2 | **Assessment Tools Design**  |  |   |
| 2 A |  |  |  |
| 2 B |  |  |  |
| 3 | **Assessment Centre Execution**4 | **Cost per candidate X 500 candidates** |  |
| 3 A |  |  |  |
| 3 B |  |  |   |
|   | **Total** |   |

1 Form FIN-3 shall be filled for the whole assignment. FIN-3 shall cover all activities under the three broad categories mentioned in the sub-clauses of clause 3.1 of the ToR.

2 Names of activities should be the same as, or correspond to the ones indicated in the second column of Form 4B (Work Schedule) in the technical proposal.

3 Please include short description of the activities whose cost breakdown is provided in this Form.

4 Costs for Assessment Center Execution to be quoted per candidate for 500 candidates. Number of candidates is tentative until the final list of applicants is obtained after advertisement.

**FORM FIN-4 BREAKDOWN OF REMUNERATION**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
| **S. No.** | **Name**2 | **Position**3 | **Remuneration****Rate / Unit of time (e.g Days)** | **No. of Units** | **Total Remuneration (PKR)** |  **Justification/Budget notes** |
|   | **Professional Staff** |  |  |  |  |   |
|   |   |   |   |   |  |   |
|   |   |   |   |   |  |   |
|   |   |   |   |   |  |   |
|   |   |   |   |   |  |   |
|   | **Support Staff** |  |  |  |  |   |
|   |   |   |   |   |  |   |
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|   |   |   |   |   |  |   |
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|   | **Total (PKR)** |   |   |   |  |   |
|  |  |  |  |  |  |  |
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| **Instructions:** |  |  |  |  |  |

1 Form FIN-4 shall be filled in for the same Professional and Support Staff listed in Form 3A.

2 Professional Staff should be indicated individually; Support Staff should be indicated per category (e.g. clerical staff).

3 Positions of the Professional Staff shall coincide with the ones indicated in Form 3A.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S. No** | **Description** | **Unit** | **Unit Cost (PKR)** | **No. of Units** | **Total (PKR)** |  **Justification/Budget notes** |
| 1 | Per diem allowances | Day |   |   |  |   |
| 2 | Miscellaneous travel expenses | Trip |   |   |  |   |
| 3 | Communication costs between [*Insert place*] and [*Insert place*] |   |   |   |  |   |
| 4 | Drafting, reproduction of reports |   |   |   |  |   |
| 5 | Use of computers, software |   |   |   |  |   |
| 6 | Sub-agreements |   |   |   |  |   |
| 7 | Local transportation costs |   |   |   |  |   |
| 8 | Office rent, clerical assistance |   |   |   |  |   |
| 9 |   |   |   |   |  |   |
|   |   |   |   |   |  |   |
|   |   |   |   |   |  |   |
|   | **Total (PKR)** |   |   |   |  |   |
|  |  |  |  |  |  |  |

**FORM FIN-5 BREAKDOWN OF REIMBURSABLE EXPENSES**

1. Independent consultant/consulting firm/joint venture/consortium with requisite experience and abilities [↑](#footnote-ref-1)
2. Child Trends. June 2015. Workforce connections - Key soft skills that foster youth workforce success: Toward a consensus across fields [↑](#footnote-ref-2)
3. Kautz, T. D., Heckman, J., Diris, R., ter Weel, B., & Borghans, L. (2014). Fostering and measuring skills: Improving cognitive and non-cognitive skills to promote lifetime success. Cambridge, MA: National Bureau of Economic Research. [↑](#footnote-ref-3)