



USAID
FROM THE AMERICAN PEOPLE

RFQ Issuance Date: March 28, 2013
RFQ Closing Date: April 8, 2013
Closing Time: 9.00 am (Pakistan Standard Time)

Subject: Youth Workforce Development Program – KP & FATA Region
Request for Quotations (RFQ) No. SOL-391-13-000014 - Consultant's Services

Dear Offerors:

The United State Agency for International Development (USAID), as represented by the USAID Mission in Pakistan (USAID/Pakistan), intends to conduct Youth Work Force Development Analysis. The detailed scope of work (Terms of Reference) for this activity is attached (Attachment 1). The U.S. Government intends to award a firm fixed price purchase order to meet this requirement.

Offerors are invited to submit a proposal of not more than three pages outlining how this project will be accomplished, accompanied by a resume, as explained in Attachment II Instructions to Offerors. Please also review the proposed schedule (timeline) for deliverables to complete the documents/reports listed in Section 4 "Deliverables" of the TORs. USAID has estimated the total effort for 40 work days to be completed in 8 weeks after the issuance of the purchase order. The proposals will be evaluated based on criteria stated in Attachment II. The cost proposal should include a detailed budget in order to determine the cost reasonableness. Please complete the Budget Sheet (Attachment IV) and Attachment V "Contractor Employee Biographical Data Sheet (AID 1420-17)" and submit with your proposal.

A firm which implements the subject consultant services contract may not bid on any solicitation which results from the consultancy, either as an implementer of a prime award or subaward.

Any Offeror may submit a bid for this solicitation as well as the solicitations being advertised for Workforce Development consultancy services in other regions of Pakistan. However, an individual may not implement two of these consultancy projects simultaneously. In the event an individual Offeror's submission represents the best value on two or three of these consultancy projects, the Offeror will only be selected to implement the award for which the best value was most clearly demonstrated. This restriction does not apply to a firm with a demonstrated capacity to implement two or more of these awards simultaneously.

Please submit your proposal via email to Muhammad Aslam, Sr. Acquisition and Assistance Specialist at maslam@usaid.gov by the closing date of RFQ April 8, 2013 at 9.00 am (Pakistan Standard Time).

Any questions should be submitted in writing to Mr. Aslam by no later than 9.00 am on April 1, 2013. If questions are received, a question and answer document will subsequently be added to FedBizOpps.

Offerors must be based in Pakistan or have a Pakistani presence which enables them to begin implementation by no later than April 22, 2013

This communication in no way obligates USAID to award the proposed award, nor does it commit USAID to pay any costs incurred in the preparation and submission of the requested information.

Sincerely,

Ryan Weddle
Contracting Officer
USAID/Pakistan

Attachments: Terms of Reference (Scope of Work)
Instructions to Offerors
Evaluation Criteria
Sample Budget Sheet
AID Form 1420-17

ATTACHMENT I
TERMS OF REFERENCE

Work Force Development Analysis

KP and FATA Region

(Youth Workforce Development Program –Pakistan)

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Background:

Pakistan as a whole and Karachi, Southern Punjab and the KP/FATA regions in particular are experiencing a major youth bulge, with the majority being un/under-employed. Studies show that while these youth have been used by religious or political parties and involved in violence, they are alienated from mainstream politics and consider the lack of economic and recreational opportunities to be their main problems. This large number of idle, disaffected youth could guarantee a steady market for the production of criminalized, ideologically sympathetic and/or radicalized young men for years to come.

However, studies indicate that providing economic opportunities for youth alone will not result in countering their induction by VE organizations. It is important to deal with households and particularly women and enhance their voice in household decision making, including children's education by making them financially productive. Many women do not have sufficient formal education to be able to seek highly paid jobs. While some can be employed, others engage in home-based work which will allow them to earn an income.

USAID/Pakistan is designing a program to improve employment opportunities for youth (age 15-36) living in the Karachi, Southern Punjab and the KP/FATA regions through its Youth Workforce Development Program (YWFD). The ***project goal is to create stable economic opportunities for 65,000 youth (aged 15-36) to counter violent extremism (CVE)***. The project ***objective is to increase sustained employment of target populations***¹. The project's ***development hypothesis is that IF vulnerable youth from targeted areas are engaged in economic activities, THEN these youth will be less likely to engage in activities of violent extremism***. The Project will address the unemployment situation through skills training and support for placement as well as promoting self-employment.

The working hypothesis is that better income generation opportunities for youth will reduce the radicalization risk among vulnerable youth and help Pakistan achieve its stabilization objectives. YWFD will be a key element of the USG interagency efforts at countering violent extremism and in stabilizing areas that have become increasingly vulnerable to violence.

The three key results of the YWFD are:

- a. WFD Graduates Linked to Industry Opportunities
 - Industry partnership with training institutions
 - Establishment and strengthening of career centers and their linkages with industry and training institutions
- b. Improved Access to Capital for Entrepreneurs
 - Training participants linked with financial institutions (particularly microfinance banks/institutions)
 - In-kind Grants (Toolkits etc.) provided to participants
- c. Increased on-the-job Training Opportunities by formalizing agreements with the industry to provide apprenticeship programs

¹ Supports the Economic Growth and Agriculture (EGA) sector objective of increasing incomes and employment in target sectors and the key result of EGA (IR 1.2) to improve workforce development

1. Proposed Program Elements:

1.1. Scholarship programs

USAID will provide local scholarships to youth (including women). The scholarships will cover the cost of tuition fee, books, and boarding and lodging costs where applicable. The implementing partner will prepare criteria for selection of scholarship recipients; initially one of the key elements of the criteria will be the geographic location of applicants. OTI's CVE mapping exercise and labor market surveys will contribute to this. The selection criteria must be inclusive, cater to all ethnicities and be gender inclusive. The criteria will also determine the percentage of training fees covered by the scholarship. The scholarship will provide a stipend and/or transportation cost for the trainees. As and when deemed appropriate for women trainees, transportation assistance will include dependents/children. Daycare facilities will be provided within the training institutions, with some institutions already offering such facilities.

1.2. Apprenticeship programs

The project will foster agreements with potential employers to provide on-the-job training. Many vocational training institutions have a minimum requirement of 12-14 years of education which may often not be found in youth in the targeted areas, thus limiting their ability to obtain employable skills. The implementing partner will formalize agreements with potential employers whereby students will be provided 2-3 months, or more as needed, of basic classroom training and then be trained on-the-job. Targeted beneficiaries for this component will primarily be youth with minimal or no formal education or training; this is the cadre of youth which is almost completely un-served by existing institutions. As with the previous component, the training cost will include a provision for stipend and transportation for trainees. The curriculum will also include basic numeracy and life skills. Training will be provided by skilled/accredited institutions/trainers.

1.3. Post skills-training support

While job placement is closely linked to scholarships, special emphasis will be made for post skills-training support especially for those who choose to be self-employed. The project will link the entrepreneurs to micro-finance institutions to provide seed-capital for starting a micro-business while others will be supported by linking existing training providers with job placement centers. Some of the trainees, particularly women, will also be engaged in home-based work while some may start their own business. Assistance will be provided to build market linkages, provide entrepreneurship training and grants to selected beneficiaries. USAID will also link the entrepreneurs to micro-finance institutions to provide seed-capital for starting a micro-business. The activities under this component will help create new attitudes toward entrepreneurship through business training and business incubation. Special emphasis will be given to expanding women's economic participation especially through support to MSMEs run by or primarily staffed by women.

1.4. Institutional capacity building

USAID assistance will help expand the outreach as well as technical capacity of these institutions. Assistance will be in the form of curriculum development, training equipment, linkages with international institutions and accrediting agencies, and training of trainers. In particular, training of trainers has often been cited as a key issue for most industries/institutions; the implementing partner will propose an institutional mechanism whereby industry demands for adequately trained trainers can be met on an ongoing basis.

2. Scope of Work for the Consultants

2.1. Objectives of the Assignment

The proposed workforce development program focuses and reaches out to unemployed youth (aged 15-36) vulnerable to violent extremism in the focused regions. This makes the program objectives quite unique in that it necessitates inclusion of international best practices on workforce development initiatives in the conflict affected areas. As a stepping stone to the design of the Youth Workforce Development program, a study is required to capture the various quantitative and qualitative aspects that are relevant to the local environment. The study must review international best practices on skills development, technical and vocational education in conflict prone or affected environment and must ensure that factors leading to violent extremism in the focused regions are identified and addressed.

The study is expected to cover key vocational education (VocEd) providers in private, non-governmental and public sectors. The consultant is required to review VocEd programs under civil society, diaspora, CSR, charitable, other international donor organizations (ILO, UNDP, GIZ, DFID) and propose areas of collaboration, partnership and synergies in its recommendations.

The objectives of the Consultancy are to:

- a. Suggest a social and demographic profile of vulnerable youth that helps the program define beneficiaries in the target areas; and in relation to the above, analyze potential social, political, capacity, and security risks which can significantly impact the program.
- b. Identify and estimate potential financial & in-kind leverage available with the private sector for the project; analyze capacity of private sector to act as skills training provider, employers for the trainees and/or advisors to the program.
- c. Map and analyze existing technical and vocational training institutions in the country and evaluate their capability to be program partners in the provision of market led skills trainings leading to employment;
- d. Identify factors ensuring that an acceptable level of project benefits flow beyond the life of the program. Specifically, what will it take for the program to be sustainable in the existing environment and circumstances?

To achieve the above objectives, the consultant(s) will undertake primary and secondary research keeping in mind the international best practices in WFD in conflict prone or affected areas to inform the YWFD Program design.

2.2. Regional Focus

The proposed program is targeting youth from the following areas, however employment, training opportunities and training service providers need not be limited to these areas.

- a. Karachi – Lyari, Sultanabad, Korangi
- b. South Punjab (Bahawalpur, Multan, Muzaffargarh, Rajanpur, DG Khan, Khanewal, and Lodhran):
- c. Khyber Pakhtoonkhwa (KP) and FATA – Peshawar, Kohistan, Buner, Shangla, Malakand, Upper Dir, Tank, South Waziristan, Bajaur, Mohmand and Orakzai

The study will cover areas of FATA/KP listed at 3.2.c above. However, the consultant is expected to coordinate with Workforce development program design consultants for South Punjab and Karachi to capture regional interdependencies and opportunities for collaborations.

Views of employers, existing skilled workers and students as well as the TVET providers are expected to be covered. Potential employment sectors, their associations and labor groups should be consulted to assess and analyze needs of TVET for both formal and informal labor markets.

2.3. *Learning from Past Experiences*

The consultant(s) are required to give special consideration to reports and data collected by PERSI, OTI, IOM, the USAID Jobs Project; the Labor Force Surveys, district profiles and sector assessment studies by USAID Firms Project. Moreover, concerted efforts shall be required to explore all the available relevant information resources published by the national and provincial governments, donors and the private sector.

Gender is a key consideration for all USAID design efforts and each element of the study should analyze the impact on women, their role in the targeted communities and the kinds of activities and interventions required to reach out to women.

2.4. *Social and Demographic Profile*

The objective of this workforce development program is to reach out to youth that is most vulnerable to violent extremism in the targeted region. The consultant(s) should after reviewing all the available information, data resources and consulting with relevant people will build a social and demographic profile of the youth to be targeted.

The analysis should generate an understanding of poverty and social exclusion in the targeted regions describing the elements that are promoting extremist tendencies among youth. The consultant(s) will outline the impact of lack of income opportunities and its relationship to social exclusion of vulnerable youth groups and identifies types and degrees of social and economic deprivations. The part of the analysis will also include the review of regional social indicators and will investigate the emergence of extremism. The analyses should consider and report on common characteristics that drives violent extremism in relation with poverty, social and economic exclusion. The consultant should be able to build a model that helps to understand the relationship among poor employment opportunities, inadequacy of the social services, demographic characteristics, family composition and age with the violent extremism. It should serve as a useful tool to help YWFD design team to adjust the focus of the program on the intended youth.

2.5. *Institutional Analysis²*

An in-depth assessment of local institutions and systems most critical to the success of project's development interventions is needed. The analysis serves to systematically assess the organizational and institutional capacity of safety net actors – both public, NGO or private providers as well as enablers – to explain performance levels, and to identify areas that require capacity strengthening. The emphasis should be on the private sector partnerships and linkages, and must be viewed as the source of offering bulk of the employment opportunities. The analysis will assess the situation of gender integration (or its absence) within the institution and the possibility for progress toward improvement. Gender equality is now a core part of the U.S. global development and diplomacy policy, requiring all projects to account for efforts toward gender equality and women's empowerment.

The analysis will generate understanding of, how local resources are currently managed: what institutions are operating at the local level to manage resources? How do these institutions affect behavior related to

² It is important to distinguish between the terms institution and organization. While institutions can be described as the long-standing rules and rights governing social and productive behavior, organizations are the 'players' and structures, or "groups of individuals bound together by some common purpose to achieve objectives". Institutions thus form the 'framework' upon which organizations are based. Over here, the term institutional refers to organizational analysis.

resource management? How do they interact with each other and with external institutions? It will also determine the best way to manage local resources based on a sound knowledge of current local management regimes: How effective are existing institutions for resource management? How should these capabilities be utilized for the design of more effective resource management schemes e.g. should local or indigenous institutions be enlisted in their current forms, or should new forms be created that are patterned on local or indigenous ones? At what other institutional level(s) should solutions be focused?

The consultant(s) will identify the national, sub-national and local institutions from the public sector, private sector, and civil society that are most critical to the implementation of the project's development interventions. How able and interested are their leadership and staff and how adequate are their structure and resources to build on strengths and resolve weaknesses in administrative and financial management? How able and interested is leadership and staff to mainstream gender equality into their organizational structure? How do their institutional values, culture, and decision-making processes (their governance) directly affect performance and relationships with USAID and other public and private sector and civil society actors in terms of sustainability of development results? Has sufficient analysis been carried out to develop a plan of project activities that are necessary and sufficient to bring these institutions up to the level of performance necessary to their roles in the project's implementation and to sustain project results and benefits? Does the plan include an exit strategy to ensure that they will remain administratively and financially sustainable by the end of the project and equipped to continue to play their roles in local development?

2.6. Risk Analysis:

USAID uses risk analysis to identify risks and develop preventive countermeasures to reduce the probability of these risks occurring or to successfully deal with these constraints when they develop to avert possible negative effects.

The consultants are responsible for answering the following questions:

- Identify and categorize the risks according to the severity of their negative impacts. What is likely to happen and how would it effect the achievement of the intervention's objectives?
- Assign a probability to the risks. How likely is it that the problem will occur?
- Develop draft risk management strategies. How can we avoid the risks? How can we minimize their impact? Who is the risk owner? What are the options to accommodate the risks? Prioritize the risk management efforts?

2.7. Sustainability Analysis³:

Sustainability involves a multi-faceted set of issues including economic, financial, social soundness, cultural, institutional capacity, political economy, technical/sectoral, and environmental.. There is a need to assess the probability of and extent to which intended results will be sustained after the end of the project and list assumptions on which these results are based. The USAID Gender Equality/Female Empowerment Policy is rooted in the premise that addressing gender issues that keep women from participating in

³ The Aguirre report for USAID/Indonesia (2011) measures sustainability by the following four criteria:

- High-quality academic programs
- Effective internal and external governance.
- Supportive industry linkages/partnerships: The program has established linkages with companies and their acceptance of students in the program indicates its value.
- Sufficient revenue generation programs: A five-year business plan includes annual projected revenue from short courses, production units, services, sponsorships, and local government.

society or that contribute to discriminatory practices will improve the quality results and sustainability of programs/projects

Sustainability is now a core part of US global development policy. According to USAID; sustainability is achieved when host country partners and beneficiaries are empowered to take ownership of development processes, including financing, and maintain project results and impacts beyond the life of the USAID project.

Sustainability analysis requires a review of the financial costs of the program, its recurrent costs, and its maintenance capability and costs (if applicable), as well as ensuring that future revenues will be adequate to meet those needs. Sources for such funding could be host partner governments (taxes and other revenue), value chains and other market mechanisms, or the donor community. However, sustainability does not just mean financial sustainability. It involves analyzing the institutional capacity that will need to be in place or developed through the project, including systems, policies, and skills.

The Consultant(s) should categorize the potential activities into the fully sustainable, partially sustainable, not sustainable groups along with a brief analysis.

3. Deliverables

The major deliverables of the assignment are:

- Prior to the contract commencement, submission to USAID/Pakistan approval of a work plan outlining
 - (a) key stakeholders to be contacted and
 - (b) an initial plan of activities.
- Within 15 days after the commencing work, submission of an interim report in draft form covering the summary of findings addressing the four elements discussed above – social and demographic, institutional, sustainability and risk analysis.
- Within 25 days after commencing work, the final draft report shall be submitted to USAID/Pakistan for comments. The consultant shall also deliver a presentation on key findings of the study to concerned regional technical staff. USAID/Pakistan shall provide any comments or clearance within 10 days of receipt of the report.
- Following clearance by USAID/Pakistan a final report will be submitted.
- Specific contents of the report are as follows:
 - Executive summary not to exceed five pages describing findings, conclusions and key ACTIONABLE recommendations. The report shall include a bibliography, and a list of individuals and organizations consulted. key actionable recommendations including how best to address gender issues for more effective and efficient development that includes women as active participants
 - Data/information, detailed analysis, and recommendations on each aspect of the matter that can help design the workforce development program for the target areas to provide decent self and wage employment opportunities to youth.
 - A section on the conclusions and recommendations for private sector partnership opportunities and potential partners as well as linkages of partnership opportunities with other USAID programs that may support USAID workforce development programs.
 - Annexure containing the detailed answers to questions.

4. **Proposed Team:**

The consultants will work in close coordination with a USAID expert from Washington, local consultants in the other two regions, as well as design team in each regional office.

Annex 1: Background Reading

The contractor is required to give special consideration to the reports and data collected by USAID Firms Project for these districts:

- a. District Profile and Sector Assessment Reports of District Multan and Bahawalpur
- b. District Development Strategies for District Multan and District Bahawalpur
- c. Punjab Vocational Training Council “Demographics of Punjab Training Need Assessment at Tehsil Level”
- d. The research studies, reports, and surveys of DFID funded Punjab Skills Development Fund (working in Bahawalpur, Bahawalnagar, Lodhran, and Muzaffargarh districts)
- e. Labor Force Surveys developed by USAID FIRMS for Karachi and Southern Punjab.
- f. Skills Gap Report by USAID JOBS Project
- g. Impact Assessment of the USAID JOBS Project by PaRRSA
- h. Final report of USAID JOBS Project
- i. All the available relevant secondary data and information developed/collected/published by government, quasi – government, development agencies, and other such sources, particularly for the targeted areas.

Annex 2: Institutional Analysis (Detailed Questions to be Answered):

- a. Identify the service providers and potential area of any possible support and facilitation by USAID to strengthen their capacity for better and increased utilization, effectiveness and efficiency in line with market demand.
- b. Give details of nature of assistance / scholarships / facilitation provided by various agencies / organizations to poor students and their effectiveness to enable them to acquire vocational training to get access to decent employment, which will help reduce extremism.
- c. Analyse key players and their relevant policies and intervention strategies: the government, knowledge institutions, private sector, including local civil societies or international donors and NGOs that altogether are termed as actors.
- d. Determine the strengths and weaknesses of different actors.
- e. Provide several options for better coordination among different actors and/or for improving responsiveness to specific needs that exist in the labour market.
- f. No of Institutions (Private & Public)
- g. Individual Institutional Analysis (adequate sample to be discussed after commencement of assignment):
 - Infrastructure: (Number of Classrooms & Labs; Equipment; Industrial Linkages / Partnerships; Trades Offered; Students-Teachers Ratio)
 - Human Resources: (Number of Teachers & Administrative Staff; Profile of Teachers – Qualifications; Length of Service; Average Age)
 - Management: (Ownership – Public, Private, NGO etc.; Legal Status / Autonomy – Financial & Managerial; Sources of Finance – Government; Fees; Donations; Bilateral / Multilateral Organizations)

- Career Services: (Career Services Section Available; Employment Rate of Graduates; Financial Assistance Provided; Recognition of Degrees)
- Students Profile: (Admissions Criteria; Gender Profile; Age Bracket; Educational Qualifications)

Annex 3: Risk Analysis:

a. Internal Organizational Factors:

- Governance: (Governance Structure; Management Team / Leadership Style; Legal Status)
- Resources: (Human Resources & Management; Financial Resources; Physical Resources) Sex disaggregated
- Management Systems and Procedures (Financial Management; Prior Program Management & Performance; Technical Performance Aspects) Sex disaggregated
- External Relations (General Communications & Strategies; Networking with the Local CSOs; Constructive Relationships with Civil Authorities and International Communities)

b. External Factors:

Annex 4: Sustainability Analysis:

- How will USAID work to build up the skills and capacity of local stakeholders whose involvement will be critical for maintaining development gains after the project ends?
- How can USAID nurture effective institutions – governmental, civil society, and private sector – to analyze, implement, and evaluate activities in the relevant development areas?
- How can USAID ensure that relevant activities or services are gradually tied to sustainable financing models, either through private-sector participation or through sustainable, publicly managed arrangements?
- What are the financial costs of the project, its recurrent costs, and its maintenance capability and costs (if applicable), and will future revenues will be adequate?
- Is this program represented in that government's short term or long term planning process? And does the project support or contribute to the achievement of a partner government's development strategy? If it is a local civil society or private sector organization has the activity been reflected in the organization's planning documents and proposals to other donors?
- Is there demonstrable local demand and ownership, where a broad segment of the community has a stake currently or potentially in ensuring that the activity or service continues after the USAID project ends?

ATTACHMENT II

INSTRUCTIONS TO OFFERORS

1. Technical Proposal

Offerors shall submit a technical proposal outlining their plan for meeting the requirement described in the Terms of Reference. The proposal shall reflect a clear understanding of the assignment and the proposed approach to undertake the assignment, demonstrating how the consultant will analyze key components of workforce development sector including social, economic, gender and institutional aspects. The technical proposal should demonstrate the following:

- Knowledge of a broad range of issues related to work force development; knowledge of best practices in designing, implementing, monitoring and evaluating WFD programs (required);
- Knowledge of the provincial government's WFD organizational culture, structure, policies, programs and operations and development priorities (required);
- Knowledge of strategies and programs, of other donor agencies in the Province (desired);
- In-depth knowledge of and connections in the targeted localities as well as good knowledge of relevant aspects of the VET sector, such as VET system, VET curricula, etc. (desired).

It is critical that the candidate understands the WFD sector in the province and has an in depth knowledge of and linkages with the stakeholders in the sector. The candidate must be able to create a WFD model for vulnerable youth based on the socio-economic conditions and existing environment.

The consultant must be able to undertake the assignment on a full time basis within the date range required by USAID.

The technical proposal must not exceed three pages with no smaller than 12-point font.

Offerors must be based in Pakistan or have a Pakistani presence which enables them to begin implementation by no later than April 22, 2013

A firm which implements the subject consultant services contract may not bid on any solicitation which results from the consultancy, either as an implementer of a prime award or subaward.

Any Offeror may submit a bid for this solicitation as well as the solicitations being advertised for Workforce Development consultancy services in other regions of Pakistan. However, an

individual may not implement two of these consultancy projects simultaneously. In the event an individual Offeror's submission represents the best value on two or three of these consultancy projects, the Offeror will only be selected to implement the award for which the best value was most clearly demonstrated. This restriction does not apply to a firm with a demonstrated capacity to implement two or more of these awards simultaneously.

2. Resume

Candidates must submit a resume of no more than three pages, including at least three professional references. The resume should demonstrate the following:

Education

The candidate must have a Bachelors' degree or equivalent from an accredited university in a field relevant to the duties outlined in the program description. A Masters' degree or equivalent is preferred.

Language

The candidate must have excellent proficiency in English and Urdu, and should be able to communicate complex strategy, and program issues orally and in writing in a clear, concise, and well-organized manner. Ability to speak the local language(s) of the geographic area(s) covered by the consultancy is desirable

Experience

Candidates for this assignment should have experience promoting workforce development in the region. The candidate must have a minimum of eight years of relevant experience, and ten or more years of experience is desired. In particular, the following types of experience are desired:

- Professional experience as a key expert in vocational training involving multiple categories of stakeholders (such as central/local level institutions, schools, local authorities, social partners, etc.);
- Experience working with the Government at both central and local levels as well as considerable experience of working with and managing local and regional NGOs/training providers.
- Experience in working in tight cooperation with a wide variety of partners, private and public sector at all levels

Skills and abilities

The candidate shall demonstrate a thorough understanding of the workforce development sector in the region. Strong analytical, management and organizational skills are required. The assignment requires demonstrated ability in strategic planning, technical and socio-economic analysis, and reporting skills. The applicant should possess strong interpersonal and cross-cultural skills, the ability to work with minimal supervision. Demonstrated knowledge and proficiency in computer office applications are required.

3. Cost Proposal

Offerors must complete a cost proposal containing a budget estimate using the prescribed format (Attachment III) and Attachment IV “Contractor Employee Biographical Data Sheet (AID 1420-17).” The estimate may be accompanied by a brief narrative explaining the basis for estimating the costs.

ATTACHMENT III EVALUATION CRITERIA

1. Technical Evaluation

Proposals which meet the minimum requirements will be forwarded to a technical evaluation committee, which will score proposals utilizing the criteria below:

Basic Qualifications (30 points)

The extent to which the applicant 1) meets or exceeds the required level of education as described above and 2) meets or exceeds the language requirements

Experience (30 points)

The extent to which the candidate 1) meets or exceeds the requisite level of relevant experience and 2) possesses a track record of exercising the required skills and abilities.

Technical Approach (40 points)

The extent to which the candidate’s technical application 1) demonstrates an in-depth understanding of the workforce development sector, and 2) proposes an approach that is likely to yield useful analysis for USAID in forming the workforce development project.

USAID reserves the right to conduct interviews and/or reference checks to assist in the evaluation.

2. Cost Evaluation

USAID will evaluate the total cost proposed for this RFP for realism, allowability, and reasonableness. Cost realism will be performed as part of the evaluation process to assess whether proposed costs:

- represent the most probable and realistic cost of performance;
- reflect a clear understanding of the requirements; and
- are consistent with the various elements of the technical proposal.

The cost proposal will not be scored, but cost may be a deciding factor in determining which proposal represents the best value for the US government. The importance of cost as an evaluation criterion will increase with the similarity of the technical scores. When the Offerors are considered essentially equal in terms of technical capability, or when cost is so significantly high as to diminish the value of the technical superiority of the proposal, cost may become a determining factor for award.

3. Basis for Award Decision

An award decision will be made pursuant to the Contracting Officer's determination of which proposal represents the best value to the U.S. government, taking into account cost and technical factors. USAID reserves the right to make multiple awards or no awards resulting from this solicitation.

ATTACHMENT IV

BUDGET FORMAT

<i>LABOR</i>	Work Days	Rate/Per Day	Total PKR
Consultant	40		
Associates Support			
Administrative support (report editing etc. if required)			
<i>TRAVEL & PER DIEM</i>			
Lodging (field trip/s)			
Per Diem (meals etc.)			
Transport - field trip			
Report Printing/supplies			
Grand Total:			

ATTACHMENT V: CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name (Last, First, Middle)				2. Contractor's Name		
3. Employee's Address (include ZIP code)		4. Contract Number		5. Position Under Contract		
		6. Proposed Salary		7. Duration of Assignment		
8. Telephone Number (include area code)	9. Place of Birth		10. Citizenship (if non-U.S. citizen, give visa status)			
11. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment						
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY (See Instructions on Reverse)		
NAME AND LOCATION OF INSTITUTE	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
14. EMPLOYMENT HISTORY 1. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment. 2. Salary definition - basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (M/D/Y)		Annual Salary	
			From	To	Dollars	
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (M/D/Y)		Days at Rate	Daily Rate in Dollars
			From	To		
16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.						
Signature of Employee					Date	
17. CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)						
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that the USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.						
Signature of Contractor's Representative					Date	

