



## REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM	DATE: June 17, 2022
	REFERENCE: <b>UNDP-RFP-2022-220</b>

Dear Sir / Madam:

We kindly request you to submit your Proposal for the provision of services to **Develop South Punjab's Regional Plan for Sustainable Development**. Please be guided by the form attached hereto as Annex 2, in preparing your Proposal. Your proposal should be submitted through e-Tendering online system by or before the deadline of **Monday 4<sup>th</sup> July 2022 3:00 PM PST OR 6:00 AM EDT** indicated in <https://etendering.partneragencies.org>.

Detailed instructions on how to submit, modify or cancel a bid in the e-Tendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: <http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/>

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days. You are kindly requested to indicate whether your company intends to submit a Proposal by clicking on "Accept Invitation" button no later than **Monday 27<sup>th</sup> June 2022**. If that is not the case, UNDP would appreciate your indicating the reason, for our records. Clicking the Acceptance button **will enable you to receive updates/notifications, but it will not restrict you from submitting the bid till the deadline**.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it is submitted through the e-Tendering system on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If there is requirement of any clarification related to this RFP, kindly send queries to [pakistan.procurement.info@undp.org](mailto:pakistan.procurement.info@undp.org).

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements. The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

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No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 4.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

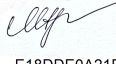
UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

**Sincerely yours,**

for

DocuSigned by:  
  
 E18DDE0A21E04916-Jun-2022  
**Knut Ostby**  
**Resident Representative**  
**UNDP Pakistan**

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16-Jun-2022

**Annex 1****Description of Requirements**

<b>Context of the Requirement</b>	<b>Hiring of a Firm to develop South Punjab's Regional Plan for Sustainable Development</b>
<b>Brief Description of the Required Services<sup>1</sup></b>	<p><b>Background</b></p> <p>In pursuance to United Nation's General Assembly Resolution on Agenda 2030, National Assembly of Pakistan passed a resolution declaring Sustainable Development Goals (SDGs) as National Goals for Pakistan in February 2016. As part of Pakistan's institutional arrangements under the "National Initiative on SDG", Planning &amp; Development Board, Government of the Punjab established Punjab SDGs Support Unit in June 2016.</p> <p>In the light of the lessons learned from MDGs era, the government of Punjab under the National initiative on Sustainable Development Goals (SDGs) established Punjab SDGs Project at Planning &amp; Development Department (P&amp;DD) in collaboration with United Nations Development Programme (UNDP). The overall purpose of SDGs Project is to support provincial government and line departments for mainstreaming SDGs at provincial and district level—integrating different dimensions of SDGs into planning and budgeting processes.</p> <p><b>A. Rationale and Objective</b></p> <p>Contributing over 55% share in Pakistan's national economy and an average GDP growth rate of 4.9 percent over the last five years, Punjab plays a significant role in Pakistan's economy (Punjab Growth Strategy 2023). While Punjab employs over 61 percent of the national labor force and has per capita income that is higher than the national average, uneven development and longstanding disparities within and among regions of Punjab prevail.</p> <p>Punjab has the lowest proportion of the multidimensionally poor population and the highest pace of decreasing poverty amongst all other provinces, however, nearly 32% of the population in the province still experience multidimensional poverty. A study on MPI shows that poverty incidence in Punjab not only features considerable disparities between urban and rural areas, but it also shows that incidence of poverty is highest in Southern Districts of Punjab. For instance, the MPI for Muzaffargarh and Rajanpur is 64.8% and 64.4% respectively compared to Lahore 4.3% and Rawalpindi 7.5%. Another report suggests that the level of poverty in South Punjab is 43% compared to 27% for the province as a whole (IPP, 2012). Based on the statistics from Pakistan Social and Living Standards Measurement (PSLM) survey for 2014-15, the districts in Punjab with the highest proportion of multidimensionally poor population include Muzaffargarh, Rajanpur, D.G. Khan, Rahim Yar Khan and Bahawalpur. The performance of social indicators in the southern region of Punjab shows no significant improvement in education, health and standards of living in comparison to districts in North and Central Punjab. For instance, studies report that Southern Punjab districts face significantly higher rates of malnutrition, child wasting, and stunting, maternal mortality and child labor compared to the rest of Punjab. The performance of districts of South Punjab on different social sector indicators is not satisfactory and most of the districts are off-track</p>

<sup>1</sup> A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

in terms of their progress on SDGs. However, there is no strategic policy guide for the region to effectively solve these socioeconomic development issues.

Additionally, in the context of the COVID-19 pandemic there has been a regress in the performance of SDGs indicators and pre-existing disparities in South Punjab became further pronounced among vulnerable populations. South Punjab's large population of casual day laborers and informal sector workers in the agricultural sector was pushed further into poverty, faced food insecurity and lacked basic social protection.

In light of the above, the Government of Punjab prioritized the development of South Punjab through provincial policy documents, such as the Punjab Growth Strategy 2023, that focuses on sustainable economic growth of Punjab and attaining regional equalization (Punjab Growth Strategy). Further, it aims to reduce regional disparities through an equitable allocation of resources to South Punjab through ring-fencing of funds that exclusively earmark resources for the region and a 35% increase in South Punjab's budget in the Annual Development Plan 2021-22. Most significantly, the recent administrative reforms that led to the establishment of the South Punjab Secretariat that governs three divisions and 11 districts of the southern region of Punjab provides an opportunity to address regional disparities and achieve equitable and inclusive development of Punjab. Government line departments have been decentralized with the mandate to address the social, economic and environmental dimensions of sustainable development and integration of South Punjab's Economy into the mainstream provincial and national economy.

To augment the existing regional equalization work of the Government of Punjab and alleviate poverty in the most vulnerable districts and among the most vulnerable populations of South Punjab, the Punjab SDGs Unit aims to develop the South Punjab Regional Plan for Sustainable Development. Guided by the development vision of the Government of Punjab and the 2030 Agenda for Sustainable Development, this Regional Plan for Sustainable Development will provide strategic policy guidance to South Punjab's policymakers for sustainable socio-economic development of the region ensuring that no one is left behind. In preparation of this Regional Plan a thorough literature review and rigorous SWOT analysis will be conducted to understand the socioeconomic needs of the region, review sectoral plans, identify gaps as well as sectoral strengths of the region that would help achieve sustainable development. Following this, interviews with key stakeholders in the region and development forums in Multan as well as Bahawalpur would allow for knowledge-sharing and an exchange of ideas, further enhancing the Regional Plan for Sustainable Development. Based on the initial building blocks of this assignment, a Regional Plan for Sustainable Development will be developed with the help of the firm. The exercise will culminate in a Regional Conference in Lahore that will share findings and the Regional Plan itself with all provincial policymakers and relevant stakeholders.

### **Scope of Work**

The objective of this consultancy is to develop a Regional Plan for Sustainable Development in South Punjab that will provide a strategic vision to policymakers, inform development planning and public sector investments—all aimed to improve social, economic and environmental development of the region. With the establishment of the South Punjab Secretariat, administrative line departments such as Health, Education, Law, Police, Planning & Development, Local government, Finance, Board of Revenue, Housing and Urban Development, Communications and Works, Irrigation, and Agriculture have been decentralized and divided between Multan and Bahawalpur. This Regional Plan for Sustainable Development aims to provide this administrative setup with a comprehensive regional policy guide that can accelerate development progress in South Punjab, alleviate poverty and improve livelihoods of the most vulnerable in the province.

To develop this Regional Plan effectively and holistically, as a first step a comprehensive review of existing documentation followed by a rigorous SWOT analysis will be conducted by the consulting firm to identify strong sectors in South Punjab that have a comparative advantage, opportunities to this effect, any challenges, and existing gaps. Key informant interviews with stakeholders such as district officials, secretaries, industry leaders and major players of the region would help corroborate these findings and further strengthen dialogue at the two Regional Development Forums at Multan and Bahawalpur, respectively.

The Regional Development Forums would further aid in bringing stakeholders together to further exchange knowledge, ideas, and understanding of the local economy thus feeding into the development of the Regional Plan. The Regional Plan should highlight the thematic areas of focus for South Punjab, aligned with the Punjab SDGs Framework and the UN 2030 Agenda for Sustainable Development. Finally, a Regional Equalization Conference on South Punjab will be organized at the center, in Lahore, as a culmination of this consultancy. This will not only bring together stakeholders such as provincial, regional and district policymakers, development practitioners, CSOs, academia, and industry leaders but will help build regional coalitions.

### **Phase I: Initial Scoping Work**

#### ***Comprehensive Review of Documents***

- Review existing studies and reports developed by the Punjab SDGs Unit on South Punjab such as the Socioeconomic Baseline Study, District SDGs Localization Plans, South Punjab Regional SDGs indicators to develop an understanding of the region
- Review of Punjab SDGs Framework, Pakistan's National SDGs Framework and SDGs related documents
- Conduct a brief desk review of Asian and South Asian regions focusing on comparative advantage, and sectoral strengths to advance socioeconomic development (especially for uplifting vulnerable regions/populations)
- Review development plans, policies and documents on Punjab and South Punjab, including economic policies and sectoral plans (including but not limited to Health, Education, Agriculture, Livestock, Industry, Infrastructure, etc.)

#### ***Rigorous SWOT Analysis of the Region's Sectors***

- After a detailed review of South Punjab's sectors, sector plans and policy documents, conduct a rigorous SWOT Analysis of the region's sectors
- Ensure a fact-based, data-driven look at strengths and weaknesses of the various sectors of South Punjab while identifying potential opportunities that could accelerate development in the region and potential threats that could hamper it
- As part of this SWOT Analysis, conduct initial Key Informant Interviews (KIIs) with diverse stakeholders ranging from policy practitioners, business owners, industry leaders, district government officials, politicians, CSOs, academia, students and other relevant groups
- Identify ways to overcome potential threats, and challenges
- Take into consideration national and provincial economy as well as development policy while developing the SWOT Analysis, to ensure all internal and external factors are taken into consideration
- Through this data-driven approach, make initial identification of strong sectors or thematic areas that can be transformative levers of change for the region's development

**Phase II: Regional Development Forums**

- Two Regional Development Forums at Multan and Bahawalpur, respectively, will be organized and conducted by the firm of at least 30-40 participants each. In preparation of these Regional Development Forums review the institutional frameworks, mandates and functions of administrative departments in both Multan and Bahawalpur
- Support the South Punjab Planning Department to identify all relevant stakeholders, such as government officials, line departments, political leaders, non-governmental and community-based organizations, research institutes, private sector, practitioners, donors, academics and members of civil society, and develop a brief stakeholder mapping
- Aligned with findings of SWOT analysis on the region's strengths and comparative advantages as well as potential opportunities, facilitate the two forums from a technical perspective—running them like interactive and participatory workshops
- Support the South Punjab Planning Department to use these forums to provide a platform for dialogue, knowledge-sharing, cross-sector collaboration, and enhanced stakeholder coordination for the region

**Phase III: South Punjab Regional Plan for Sustainable Development**

- Based on findings and learning from Phase I and II, propose policy objectives for South Punjab Secretariat anchored in sectoral and industry strengths of the region that could help alleviate poverty as well improve human development
- Propose thematic areas of focus for the region aligned with Sustainable Development Goals that are transformative levers of change
- Propose actionable solutions to close gaps previously identified, overcome constraints, and maximize opportunities
- Develop an implementation plan to the regional policy guide, providing estimates of timeframes that apply to measures, a detailed sequencing of interventions and some indicative monetary estimates of implementation
- Support the South Punjab Planning Department to compile these components into a strategic and focused South Punjab Development Plan
- As a result of the findings of the South Punjab Deep Dive and input received from various development partners at the Deep Dive, develop a monitoring framework that tracks projects/interventions in the region, monitors and reports on their results. Various international development agencies, donors, local organizations have been working to alleviate poverty and improve socioeconomic development of South Punjab. A monitoring framework would ensure a constant feedback loop on development policies and promote cross-sectoral collaboration between development partners, especially donors.

**Phase IV: Regional Conference in Lahore**

- To build regional partnerships among stakeholders at the regional level in South Punjab and at the provincial level, support the South Punjab Planning Department to organize a Regional Conference in Lahore. The Regional Conference will be organized and conducted by the firm consisting of at least 50-60 participants.
- Identify and support the invitation of all relevant stakeholders, such as government (provincial and regional), political leaders, non-governmental and community-based organizations, research institutes, private sector, practitioners, donors, academics and members of civil society




	Present on South Punjab’s Regional Plan for Sustainable Development highlighting the thematic areas of focus for improving social and economic development of the region, and alleviating poverty																												
List and Description of Expected Outputs to be Delivered	<p><b>Expected key outputs/deliverables/mandatory requirements:</b></p> <p>The Contractor will ensure the following deliverables are achieved as part of the contract signed with UNDP Pakistan:</p> <table><tr><th>Deliverables/ Outputs</th><th>Estimated Duration to Complete</th><th>Target Due Dates</th><th>Review and Approvals Required</th></tr><tr><td>Inception Report: Methodology, detailed workplan, comprehensive literature review</td><td>3 Weeks</td><td>August 2022</td><td>Project Manager and ARR</td></tr><tr><td>Rigorous SWOT Analysis, including initial KIs with stakeholders in the region</td><td>4 Weeks</td><td>Aug-Sept 2022</td><td>Project Manager and ARR</td></tr><tr><td>Organization of 02 Regional Development Forums, in Multan and Bahawalpur, respectively, with at least 30-40 participants each</td><td>4 Weeks</td><td>Oct 2022</td><td>Project Manager and ARR</td></tr><tr><td>South Punjab’s Regional Plan for Sustainable Development, its Implementation Plan and Development Partners’ Monitoring Framework</td><td>6 Weeks</td><td>Nov 2022</td><td>Project Manager and ARR</td></tr><tr><td>Organization of 01 Regional Conference on South Punjab in Lahore, with at least 50-60 participants</td><td>3 Weeks</td><td>Dec 2022</td><td>Project Manager and ARR</td></tr><tr><td><b>Total</b></td><td><b>100 Days</b></td><td><b>2022</b></td><td></td></tr></table>	Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required	Inception Report: Methodology, detailed workplan, comprehensive literature review	3 Weeks	August 2022	Project Manager and ARR	Rigorous SWOT Analysis, including initial KIs with stakeholders in the region	4 Weeks	Aug-Sept 2022	Project Manager and ARR	Organization of 02 Regional Development Forums, in Multan and Bahawalpur, respectively, with at least 30-40 participants each	4 Weeks	Oct 2022	Project Manager and ARR	South Punjab’s Regional Plan for Sustainable Development, its Implementation Plan and Development Partners’ Monitoring Framework	6 Weeks	Nov 2022	Project Manager and ARR	Organization of 01 Regional Conference on South Punjab in Lahore, with at least 50-60 participants	3 Weeks	Dec 2022	Project Manager and ARR	<b>Total</b>	<b>100 Days</b>	<b>2022</b>	
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Person to Supervise the Work/Performance of the Service Provider	<p>The programmatic oversight of the intervention will be conducted by the relevant government partners, as well as UNDP management team.</p> <p>The firm will report to the Project Manager, SDGs Support Unit and Assistant Resident Representative, Development Policy Unit, UNDP. The consultant will work in close coordination with the Planning &amp; Development Department, South Punjab and consistently seek their support to effectively develop the South Punjab Regional Plan for Sustainable Development. Punjab SDGs Unit will provide technical, logistical and coordination support. All reports/documents/progress update will be submitted to the Project Manager, Punjab SDG Unit and UNDP, as per agreed timeframe against the deliverables.</p>																												
Frequency of Reporting	<b>[As per deliverables mentioned in the Detailed TORs ]</b>																												


Progress Reporting Requirements	The firm / company shall submit proper Reports of progress and may be asked for presentation on their progress.
Location of work	<input type="checkbox"/> South Punjab with frequent visits to Lahore to report on progress.
Expected duration of work	The entire assignment must be completed within 100 days spread across a maximum of six months after issuance of purchase order/signing of contract.  UNDP will not provide office space for this assignment.
Target start date	25 <sup>th</sup> July 2022
Latest completion date	31 <sup>st</sup> Dec 2022
Travels Expected	Required
Special Security Requirements	<b>Note:</b> UNDP will not be liable to provide the security to the selected firm and it is the responsibility of the selected firm to arrange the security of its employees.
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> All project related costs will be borne by the Contracting firm.
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency <b>[PAK RUPEES]</b>
Value Added Tax on Price Proposal <sup>2</sup>	<input checked="" type="checkbox"/> <b>must be inclusive of VAT and other applicable indirect taxes</b> (the invoice submitted should indicate the price and tax portion separately).  Further, United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental

<sup>2</sup> VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.



	authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.																					
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 days  In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.																					
Partial Quotes	<input checked="" type="checkbox"/> Not permitted																					
Payment Terms	<table border="1"> <thead> <tr> <th>Deliverables/ Outputs</th><th>Estimated Duration to Complete</th><th>% of Payment</th></tr> </thead> <tbody> <tr> <td>Inception Report: Methodology, detailed workplan, comprehensive literature review</td><td>3 Weeks</td><td>20%</td></tr> <tr> <td>Rigorous SWOT Analysis, including initial KIs with stakeholders in the region</td><td>4 Weeks</td><td>20%</td></tr> <tr> <td>Organization of 02 Regional Development Forums, in Multan and Bahawalpur, respectively, with at least 30-40 participants each</td><td>4 Weeks</td><td>20%</td></tr> <tr> <td>South Punjab's Regional Plan for Sustainable Development, its Implementation Plan and Development Partners' Monitoring Framework</td><td>6 Weeks</td><td>30%</td></tr> <tr> <td>Organization of 01 Regional Conference on South Punjab in Lahore, with at least 50-60 participants</td><td>3 Weeks</td><td>10%</td></tr> <tr> <td><b>Total</b></td><td><b>100 Days</b></td><td><b>100%</b></td></tr> </tbody> </table>	Deliverables/ Outputs	Estimated Duration to Complete	% of Payment	Inception Report: Methodology, detailed workplan, comprehensive literature review	3 Weeks	20%	Rigorous SWOT Analysis, including initial KIs with stakeholders in the region	4 Weeks	20%	Organization of 02 Regional Development Forums, in Multan and Bahawalpur, respectively, with at least 30-40 participants each	4 Weeks	20%	South Punjab's Regional Plan for Sustainable Development, its Implementation Plan and Development Partners' Monitoring Framework	6 Weeks	30%	Organization of 01 Regional Conference on South Punjab in Lahore, with at least 50-60 participants	3 Weeks	10%	<b>Total</b>	<b>100 Days</b>	<b>100%</b>
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Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	The firm will report to the Project Manager, SDGs Support Unit and Assistant Resident Representative, Development Policy Unit, UNDP. The consultant will work in close coordination with the Planning & Development Department, South Punjab and consistently seek their support to effectively develop the South Punjab Regional Plan for Sustainable Development. Punjab SDGs Unit will provide technical, logistical and coordination support. All reports/documents/progress update will be submitted to the Project Manager, Punjab SDG Unit and UNDP, as per agreed timeframe against the deliverables.																					
Type of Contract to be Signed	<input checked="" type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract for Professional Services																					

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Criteria for Contract Award	<div><div><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) Where the minimum passing score of technical proposal is 70%.</div><div><input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC).</div></div> <div>This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.</div>																								
Criteria for the Assessment of Proposal	<div><div>Technical Proposal (70%)</div><div><div><input checked="" type="checkbox"/> Expertise of the Firm 30% with 210 Marks out of 700</div><div><input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40% with 280 marks out of 700</div><div><input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 30% with 210 marks out of 700</div></div><div>Financial Proposal (30%)</div><div>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP. (<i>Financial Score= (Lowest Offer/Offer to be evaluated*300)</i>)</div><table><tr><td>Summary</td><td>Weight</td><td>Points Obtainable</td></tr><tr><td>Expertise of firm/organization/institute</td><td>30%</td><td>210</td></tr><tr><td>Proposed methodology, approach and implementation plan</td><td>40%</td><td>280</td></tr><tr><td>Management Structure and Key Personnel</td><td>30%</td><td>210</td></tr><tr><td>Total 70% weightage</td><td>100</td><td>700</td></tr><tr><td>Financial Proposal-30% weightage</td><td></td><td>300</td></tr><tr><td>Total</td><td></td><td>1,000</td></tr></table><div><div><div>Form 1</div><div>Technical Proposal Evaluation</div><div>Points obtainable</div></div><div>Expertise of the Firm/Organization</div><table><tr><td>1.1</td><td><div><div>(i)A summarized, 3-page corporate profile, organogram with detailed profiles of senior management staff. 20 Marks</div><div>(ii) Details of facilities and resources (offices, employees, linkages), and length of overall experience in designing similar development plans, policies, implementation frameworks and conducting rigorous analyses. 30 Marks</div><div>50 Marks</div></div></td><td>50</td></tr></table></div></div>	Summary	Weight	Points Obtainable	Expertise of firm/organization/institute	30%	210	Proposed methodology, approach and implementation plan	40%	280	Management Structure and Key Personnel	30%	210	Total 70% weightage	100	700	Financial Proposal-30% weightage		300	Total		1,000	1.1	<div><div>(i)A summarized, 3-page corporate profile, organogram with detailed profiles of senior management staff. 20 Marks</div><div>(ii) Details of facilities and resources (offices, employees, linkages), and length of overall experience in designing similar development plans, policies, implementation frameworks and conducting rigorous analyses. 30 Marks</div><div>50 Marks</div></div>	50
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	1.2	<p>8-year and above demonstrated relevant experience in the development planning, policymaking and conducting rigorous analyses. <b>(30 marks)</b></p> <p>6-7 years of experience (20 Marks) 05-06 Years of experience (15 Marks)</p> <ul style="list-style-type: none"><li>- Experience in designing strategic policy documents, regional plans, and influencing policy in Punjab. Please share evidence.</li><li>- Experience in conducting primary research and economic analyses. Please share evidence.</li><li>- Experience in mobilizing and liaising with stakeholders and conducting interviews. Please share evidence.</li></ul>	30
	1.3	<p><b>Financial Stability:</b> Last two years Audited Accounts (2019-2020 and 2020-2021) Current Ratio should be 1 or more than 1. <b>(30 Marks- 15 marks each year)</b></p>	30
	1.4	<p>General Organizational Capability which is likely to affect implementation:</p> <p>2 years of demonstrated experience of conducting rigorous research and economic analyses in South Punjab <b>15 Marks</b></p> <p>Demonstrated capacity of organizing workshops, seminars and conferences in the last 2 years <b>15 Marks.</b></p>	30
	1.5	<p>Relevant working experience with UN agencies, or international development organizations or multinational companies and or government departments. Please provide Copies of two contracts. <b>35 marks each</b></p>	70
			210
<b>Proposed Work Plan and Approach</b>			
2.1	To what degree does the proposer understand the objectives, the deliverables, and intended activities within which the assignment is ought to be carried out? Have the		45

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	important aspects of the task been addressed in enough detail?	
2.2	Is the Implementation methodology for the assignment well defined and does it correspond to the TORs? e.g. Proposed Methodology & implementation plan	45
2.3	Work plan: Clarity of presentation & sequencing of activity are logical, timely and technically realistic. Does it promise efficient implementation of the proposed tasks and demonstrates flexibility to adapt to local context? e.g. Proposed work plan, level of innovation	45
2.4	Sample Regional Development Plan (Regional Development Plan for South Punjab and its Implementation Plan along with timelines)	50
2.5	Is the proposal well defined and corresponds to the Terms of Reference?	45
2.6	Project Monitoring: Has the bidder indicated a monitoring plan to effectively monitor the project activities (outreach to target audience) and also reflected the resources / services to carry out monitoring? e.g. Monitoring and evaluation strategy	50
<b>Total Part 2</b>		<b>280</b>

<b>Form 3: KEY PERSONNEL PROFILE</b> (Names and curriculum vitae of individuals who will be involved in completing the services)		<b>Points Obtainable</b>
<b>3.1 Team Leader</b> -take charge of leading development of the regional development policy guide, its implementation & monitoring frameworks, providing strategic guidance to the team members and/or with the stakeholders alongside reporting of deliverables alongside conducting interviews and workshops on ground		<b>90</b>
	<p><b>I. Qualification:</b></p> <p>A Master's degree in public policy, development studies/international development, Economics, gender studies, social work or other related fields; <b>40 Marks</b></p> <p>Graduate degree: 30 marks</p> <p><b>II. Experience:</b></p> <ul style="list-style-type: none"> <li>A minimum of 10 years of relevant experience in policymaking, development planning, evaluation/socio-economic assessments (especially of public sector projects) with strong technical expertise in conducting situational and SWOT analyses.</li> </ul>	<p>40</p> <p>50</p>

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		<ul style="list-style-type: none"> <li>• Demonstrated experience in developing development policies and plans, monitoring and implementation frameworks</li> <li>• Knowledge about public sector especially related to devolution of P&amp;D Board and its line departments for establishing the South Punjab Secretariat</li> <li>• Strong research and writing skills, with strong analytical skills.</li> <li>• Excellent command of English, Urdu and other regional languages such as Punjabi.</li> <li>• Strong experience and knowledge on poverty alleviation, human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system.</li> <li>• Equal or more than 10 years of experience (50 Marks)</li> <li>• 06-09 Years of experience (40 Marks)</li> </ul>	
		<b>33.2 Support Team:</b> <b>i. Economic Expert-</b> <i>Under the leadership of the Team Leader, s/he contributes to designing the SWOT analysis, reviewing sectoral plans of South Punjab, designing &amp; conducting interviews with relevant government departments, industry leaders and stakeholders. Taking a lead role in identifying thematic areas of focus for the Regional Plan and driving conversations from technical aspect during workshops/forums</i> <b>ii. Data Specialist-</b> <i>under the leadership of the Team Leader, s/he will provide substantive advice on the design of interview questionnaires and qualitative and quantitative analysis of the sectoral plans, and other documents shared for review throughout this assignment. S/he will take lead in collecting data on existing development interventions in South Punjab by development partners for the design of the Monitoring Framework. S/he will also be responsible for conducting any data analysis as per the requirements of this assignment.</i>	<b>120</b>
		<b>I.Economic Expert</b>  <b>Qualification:</b> A master's degree in Economics, Finance and/or related fields. Graduate degree: 25 marks Advance degree: 30 marks  <b>Experience:</b> <ul style="list-style-type: none"> <li>• At least 07 years of relevant professional experience in conducting regional macroeconomic analyses especially related to under-privileged regions/districts</li> <li>• Previous experience of working with provincial, district and/or local government departments in South Punjab; experience working with civil society or non-profit organizations in South Punjab will also be a plus</li> <li>• Demonstrate the understanding of the legal &amp; constitutional reforms related to establishment of the South Punjab Secretariat</li> </ul>	<b>60</b>   30   30

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		<ul style="list-style-type: none"> <li>• Solid background in conducting analysis of various government sectors, identifying strengths, weaknesses and gaps</li> <li>• Strong experience and knowledge on poverty alleviation, human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system               <ul style="list-style-type: none"> <li>• 07 years or more experience (30 Marks)</li> <li>• Less than 07 Years of experience (20 Marks)</li> </ul> </li> </ul>	
		<b>II.Data Specialist</b>  <b>Qualification:</b> Master's degree in economics, public policy, data science and/or related fields  Graduate degree: 25 marks Advance degree: 30 marks  <b>Experience:</b> <ul style="list-style-type: none"> <li>• At least 05 years of relevant evaluation experience in microdata handling and data processing including multiple public surveys such as PDHS, PMMS, PSLM, HIES, LFS, MICS, and WESW at the national or international level</li> <li>• Experienced in designing data collection instruments to collect qualitative as well as quantitative data; designing surveys and questionnaires for KIs</li> <li>• Strong working experience with data gathering and analysis tools</li> <li>• Knowledge and understanding of development policymaking and planning in Punjab's context</li> <li>• Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system</li> <li>• Previous experience demonstrating the understanding of the legal, and/or law &amp; justice system in Punjab pertaining to the devaluation of powers at regional and/or local levels</li> <li>• Experienced in policy-level engagement with Government, key development partners and stakeholders, and program management</li> <li>• Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.</li> <li>• Equal or more than 05 years of experience (30 Marks)</li> <li>03-05 Years of experience (20 Marks)</li> </ul>	<b>60</b>  30                    30
		<b>Total Part 3</b>	<b>210</b>

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UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Annexes to this RFP	<input checked="" type="checkbox"/> Description of requirements (Annex 1) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Form for Submission of Financial Proposal (Annex 3) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 4) <input checked="" type="checkbox"/> Detailed TOR [Annex-5]
Contact Person for Inquiries (Written inquiries only)	<p><b><i>pakistan.procurement.info@undp.org</i></b></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Minimum Eligibility Criteria	<ol style="list-style-type: none"> <li>1. Technical and financial proposals should be submitted in separate PDF files and the financial proposal must be password protected.</li> <li>2. Firm is legally registered entity. Copy of Certificate of Registration of the Business, including Articles of Incorporation, or equivalent document if Proposer is not a corporation/ or SECP Registration</li> <li>3. Copy of NTN/STRN of business as evidence of registration.</li> <li>4. Profile of the company/firm along with details of employees, CVs of key professionals, and available facilities/expertise. At least 6-7 years of relevant work experience.</li> <li>5. Three satisfactory performance certificates along with the duration of each relevant assignment.</li> <li>6. An affidavit on stamp paper that the company/firm has never been blacklisted by any institution/department/agency and that it has not been involved in litigation with any of its clients.</li> </ol>

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<b>Deadline for Submission</b>	<p><b>Monday 4<sup>th</sup> July 2022 (03:00 PM Pakistan standard Time or 6:00 AM EDT)</b></p> <p><b>Please note:</b></p> <ol style="list-style-type: none"> <li>1. Date and time visible on the main screen of event (on e-tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will resolve soon. The correct bid closing time is as indicated in the e-tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly in the system.</li> <li>2. Try to submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue in submitting your bid at the last minute, UNDP may not be able to assist.</li> </ol>
<b>Electronic submission (eTendering) requirements</b>	<ul style="list-style-type: none"> <li>• Technical and financial proposals should be submitted in separate PDF files</li> <li>• File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.</li> <li>• All files must be free of viruses and not corrupted.</li> <li>• Password for financial proposal must not be provided to UNDP until requested by UNDP ( see notes below)</li> </ul> <p>Important Notes for financial proposal:</p> <ul style="list-style-type: none"> <li>• The proposer is required to prepare and submit the financial proposal in a password protected PDF file separate from the rest of the proposal submission as indicated in the instructions to proposers.</li> <li>• Password for financial proposal must not be provided to UNDP until it is formally requested by UNDP focal point indicated below: <a href="mailto:seemab.rashid@undp.org">seemab.rashid@undp.org</a></li> <li>• <b>While entering financial proposal in the e-tendering system, always mention your bid price as PKR 1. Please do not mention the value of your financial proposal in the e-tendering system.</b> It should only be mentioned in the password protected file/ attachment of financial proposal. The proposals of those organizations who would reveal their financial proposal value in the e-tendering system will be considered as disqualified.</li> </ul>
<b>Pre-proposal conference</b>	<p>N/A</p>




**Annex 2****FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL**

***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery)***

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

**A. Qualifications of the Service Provider**

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.
- g) Include all the documents mentioned in the **Minimum Eligibility Criteria** mentioned in Annex 1.

**B. Proposed Methodology for the Completion of Services**

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

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**C. Qualifications of Key Personnel**

*If required by the RFP, the Service Provider must provide:*

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

*[Name and Signature of the Service Provider's  
Authorized Person]  
[Designation]  
[Date]*

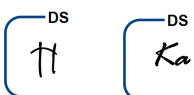
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**Annex 3****FORM FOR SUBMITTING SERVICE PROVIDER'S FINANCIAL PROPOSAL**

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery)

<b>Deliverables/ Outputs</b>	<b>Estimated Duration to Complete</b>	<b>% of Payment</b>
Inception Report: Methodology, detailed workplan, comprehensive literature review	3 Weeks	20%
Rigorous SWOT Analysis, including initial KIs with stakeholders in the region	4 Weeks	20%
Organization of 02 Regional Development Forums, in Multan and Bahawalpur, respectively, with at least 30-40 participants each	4 Weeks	20%
South Punjab's Regional Plan for Sustainable Development, its Implementation Plan and Development Partners' Monitoring Framework	6 Weeks	30%
Organization of 01 Regional Conference on South Punjab in Lahore, with at least 50-60 participants	3 Weeks	10%
<b>Total</b>	<b>100 Days</b>	<b>100%</b>



*[Name and Signature of the Service Provider's  
Authorized Person]*  
*[Designation]*  
*[Date]*

**Cost breakdown by Cost component****Supplementary information:**

<b>Days Count/Calculation</b>	<b>Team Leader</b>	<b>Economic Expert</b>	<b>Data Specialist</b>
Inception Report: Literature Review, Work Plan and detailed methodology	5	6	8
SWOT Analysis, including KIs of stakeholders	12	10	8
Organization of 02 Regional Development Forums (Multan & Bahawalpur)	5	2	2
South Punjab's Regional Plan for Sustainable Development, its Implementation Plan and Development Partners' Monitoring Framework	20	15	15
Organization of 01 Regional Conference on South Punjab in Lahore	3	2	2
<b>Total Days</b>	<b>45</b>	<b>35</b>	<b>35</b>

**Cost component breakdown:**

<b>South Punjab Plan for Regional Development</b>						
<b>1</b>	<b>Personnel Cost</b>	<b>Days</b>	<b>Persons</b>	<b>Per day Rate (PKR)</b>	<b>Total Price (PKR)</b>	<b>Notes/Remarks</b>
1.1	Team Leader	45	1			Detailed working on the count of days for each personnel is attached
1.2	Economic Expert	35	1			
1.3	Data Specialist	35	1			
	<b>Total Personnel Cost</b>					
2.2	Daily Allowance / Boarding & Lodging and Meals etc. for Field Days*	15	2			Total Field Days*Persons counted
2.3	Communication	1	1			Lump Sum cost
	<b>Total Out of Pocket Expenses</b>					
<b>3</b>	<b>Other Costs</b>					
3.1	Regional Development Forums (Multan & Bahawalpur) to share findings (02 Sessions of at least 30-40 participants each)	2				Lump Sum cost
	Regional Conference in Lahore to share findings (01 session of at least 50 participants)	1				
	<b>Grand Total</b>	134				

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	<b>Break Up of Regional Conferences (Lahore, Multan, Bahawalpur)</b>					
	Hall Rental	1	1			
	Lunch, Tea, Water	1	40			
	Multimedia, Sound System etc	1	1			
	<b>Total Cost</b>					
	Applicable tax%					
	<b>Total Cost Inclusive of Tax</b>					

*[Name and Signature of the Service Provider's Authorized Person]*

*[Designation]*

*[Date]*

**Note:**

- a) **Please mention the currency of your proposal. Local vendors are paid in PKR hence their proposal should be in PKR.**
- b) **Note: The Price of proposal should be inclusive of all applicable tax, UNDP will not provide any exemption to the bidder. Further , UNDP is exempted from Tax .**
- c) **Please mention Tax separately.**

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***Annex 4***

***General Terms and Conditions for Services***  
**Separately attached**

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## Terms of Reference

### South Punjab's Regional Plan for Sustainable Development

#### B. Project Title: Mainstreaming, Acceleration and Policy Support for SDGs in Punjab

#### C. Background

In pursuance to United Nation's General Assembly Resolution on Agenda 2030, National Assembly of Pakistan passed a resolution declaring Sustainable Development Goals (SDGs) as National Goals for Pakistan in February 2016. As part of Pakistan's institutional arrangements under the "National Initiative on SDG", Planning & Development Board, Government of the Punjab established Punjab SDGs Support Unit in June 2016.

In the light of the lessons learned from MDGs era, the government of Punjab under the National initiative on Sustainable Development Goals (SDGs) established Punjab SDGs Project at Planning & Development Department (P&DD) in collaboration with United Nations Development Programme (UNDP). The overall purpose of SDGs Project is to support provincial government and line departments for mainstreaming SDGs at provincial and district level—integrating different dimensions of SDGs into planning and budgeting processes.

#### D. Rationale and Objective

Contributing over 55% share in Pakistan's national economy and an average GDP growth rate of 4.9 percent over the last five years, Punjab plays a significant role in Pakistan's economy (Punjab Growth Strategy 2023). While Punjab employs over 61 percent of the national labor force and has per capita income that is higher than the national average, uneven development and longstanding disparities within and among regions of Punjab prevail.

Punjab has the lowest proportion of the multidimensionally poor population and the highest pace of decreasing poverty amongst all other provinces, however, nearly 32% of the population in the province still experience multidimensional poverty. A study on MPI shows that poverty incidence in Punjab not only features considerable disparities between urban and rural areas, but it also shows that incidence of poverty is highest in Southern Districts of Punjab. For instance, the MPI for Muzaffargarh and Rajanpur is 64.8% and 64.4% respectively compared to Lahore 4.3% and Rawalpindi 7.5%. Another report suggests that the level of poverty in South Punjab is 43% compared to 27% for the province as a whole (IPP, 2012). Based on the statistics from Pakistan Social and Living Standards Measurement (PSLM) survey for 2014-15, the districts in Punjab with the highest proportion of multidimensionally poor population include Muzaffargarh, Rajanpur, D.G. Khan, Rahim Yar Khan and Bahawalpur. The performance of social indicators in the southern region of Punjab shows no significant improvement in education, health and standards of living in comparison to districts in North and Central Punjab. For instance, studies report that Southern Punjab districts face significantly higher rates of malnutrition, child wasting, and stunting, maternal mortality and child labor compared to the rest of Punjab. The performance of districts of South Punjab on different social sector indicators is not satisfactory and most of the districts are off-track in terms of their progress on SDGs. However, there is no strategic policy guide for the region to effectively solve these socioeconomic development issues.

Additionally, in the context of the COVID-19 pandemic there has been a regress in the performance of SDGs indicators and pre-existing disparities in South Punjab became further pronounced among vulnerable populations. South Punjab's large population of casual day laborers and informal sector workers in the agricultural sector was pushed further into poverty, faced food insecurity and lacked basic social protection.

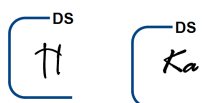
In light of the above, the Government of Punjab prioritized the development of South Punjab through provincial policy documents, such as the Punjab Growth Strategy 2023, that focuses on sustainable economic growth of Punjab and attaining regional equalization (Punjab Growth Strategy). Further, it aims to reduce regional disparities through an equitable allocation of resources to South Punjab through ring-fencing of funds that exclusively earmark resources for the region and a 35% increase in South Punjab's budget in the Annual Development Plan 2021-22. Most significantly, the recent administrative reforms that led to the establishment of the South Punjab Secretariat that governs three divisions and 11 districts of the southern region of Punjab provides an opportunity to address regional disparities and achieve equitable and inclusive development of Punjab. Government line departments have been decentralized with the mandate to address the social, economic and environmental dimensions of sustainable development and integration of South Punjab's Economy into the mainstream provincial and national economy.

To augment the existing regional equalization work of the Government of Punjab and alleviate poverty in the most vulnerable districts and among the most vulnerable populations of South Punjab, the Punjab SDGs Unit aims to develop the South Punjab Regional Plan for Sustainable Development. Guided by the development vision of the Government of Punjab and the 2030 Agenda for Sustainable Development, this Regional Plan for Sustainable Development will provide strategic policy guidance to South Punjab's policymakers for sustainable socio-economic development of the region ensuring that no one is left behind. In preparation of this Regional Plan a thorough literature review and rigorous SWOT analysis will be conducted to understand the socioeconomic needs of the region, review sectoral plans, identify gaps as well as sectoral strengths of the region that would help achieve sustainable development. Following this, interviews with key stakeholders in the region and development forums in Multan as well as Bahawalpur would allow for knowledge-sharing and an exchange of ideas, further enhancing the Regional Plan for Sustainable Development. Based on the initial building blocks of this assignment, a Regional Plan for Sustainable Development will be developed with the help of the firm. The exercise will culminate in a Regional Conference in Lahore that will share findings and the Regional Plan itself with all provincial policymakers and relevant stakeholders.

## **E. Scope of Work**

The objective of this consultancy is to develop a Regional Plan for Sustainable Development in South Punjab that will provide a strategic vision to policymakers, inform development planning and public sector investments—all aimed to improve social, economic and environmental development of the region. With the establishment of the South Punjab Secretariat, administrative line departments such as Health, Education, Law, Police, Planning & Development, Local government, Finance, Board of Revenue, Housing and Urban Development, Communications and Works, Irrigation, and Agriculture have been decentralized and divided between Multan and Bahawalpur. This Regional Plan for Sustainable Development aims to provide this administrative setup with a comprehensive regional policy guide that can accelerate development progress in South Punjab, alleviate poverty and improve livelihoods of the most vulnerable in the province.

To develop this Regional Plan effectively and holistically, as a first step a comprehensive review of existing documentation followed by a rigorous SWOT analysis will be conducted by the consulting firm to identify strong sectors in South Punjab that have a comparative advantage, opportunities to this effect, any challenges, and existing gaps. Key informant interviews with stakeholders such as district officials, secretaries, industry leaders and major players of the region would help corroborate these findings and further strengthen dialogue at the two Regional Development Forums at Multan and Bahawalpur, respectively.



The Regional Development Forums would further aid in bringing stakeholders together to further exchange knowledge, ideas, and understanding of the local economy thus feeding into the development of the Regional Plan. The Regional Plan should highlight the thematic areas of focus for South Punjab, aligned with the Punjab SDGs Framework and the UN 2030 Agenda for Sustainable Development. Finally, a Regional Equalization Conference on South Punjab will be organized at the center, in Lahore, as a culmination of this consultancy. This will not only bring together stakeholders such as provincial, regional and district policymakers, development practitioners, CSOs, academia, and industry leaders but will help build regional coalitions.

## **Phase I: Initial Scoping Work**

### ***Comprehensive Review of Documents***

- Review existing studies and reports developed by the Punjab SDGs Unit on South Punjab such as the Socioeconomic Baseline Study, District SDGs Localization Plans, South Punjab Regional SDGs indicators to develop an understanding of the region
- Review of Punjab SDGs Framework, Pakistan's National SDGs Framework and SDGs related documents
- Conduct a brief desk review of Asian and South Asian regions focusing on comparative advantage, and sectoral strengths to advance socioeconomic development (especially for uplifting vulnerable regions/populations)
- Review development plans, policies and documents on Punjab and South Punjab, including economic policies and sectoral plans (including but not limited to Health, Education, Agriculture, Livestock, Industry, Infrastructure, etc.)

### ***Rigorous SWOT Analysis of the Region's Sectors***

- After a detailed review of South Punjab's sectors, sector plans and policy documents, conduct a rigorous SWOT Analysis of the region's sectors
- Ensure a fact-based, data-driven look at strengths and weaknesses of the various sectors of South Punjab while identifying potential opportunities that could accelerate development in the region and potential threats that could hamper it
- As part of this SWOT Analysis, conduct initial Key Informant Interviews (KIIs) with diverse stakeholders ranging from policy practitioners, business owners, industry leaders, district government officials, politicians, CSOs, academia, students and other relevant groups
- Identify ways to overcome potential threats, and challenges
- Take into consideration national and provincial economy as well as development policy while developing the SWOT Analysis, to ensure all internal and external factors are taken into consideration
- Through this data-driven approach, make initial identification of strong sectors or thematic areas that can be transformative levers of change for the region's development

## **Phase II: Regional Development Forums**

- Two Regional Development Forums at Multan and Bahawalpur, respectively, will be organized and conducted by the firm of at least 30-40 participants each. In preparation of these Regional Development Forums review the institutional frameworks, mandates and functions of administrative departments in both Multan and Bahawalpur
- Support the South Punjab Planning Department to identify all relevant stakeholders, such as government officials, line departments, political leaders, non-governmental and community-based organizations, research institutes, private sector, practitioners, donors, academics and members of civil society, and develop a brief stakeholder mapping

- Aligned with findings of SWOT analysis on the region's strengths and comparative advantages as well as potential opportunities, facilitate the two forums from a technical perspective—running them like interactive and participatory workshops
- Support the South Punjab Planning Department to use these forums to provide a platform for dialogue, knowledge-sharing, cross-sector collaboration, and enhanced stakeholder coordination for the region

### **Phase III: South Punjab Regional Plan for Sustainable Development**

- Based on findings and learning from Phase I and II, propose policy objectives for South Punjab Secretariat anchored in sectoral and industry strengths of the region that could help alleviate poverty as well improve human development
- Propose thematic areas of focus for the region aligned with Sustainable Development Goals that are transformative levers of change
- Propose actionable solutions to close gaps previously identified, overcome constraints, and maximize opportunities
- Develop an implementation plan to the regional policy guide, providing estimates of timeframes that apply to measures, a detailed sequencing of interventions and some indicative monetary estimates of implementation
- Support the South Punjab Planning Department to compile these components into a strategic and focused South Punjab Development Plan
- As a result of the findings of the South Punjab Deep Dive and input received from various development partners at the Deep Dive, develop a monitoring framework that tracks projects/interventions in the region, monitors and reports on their results. Various international development agencies, donors, local organizations have been working to alleviate poverty and improve socioeconomic development of South Punjab. A monitoring framework would ensure a constant feedback loop on development policies and promote cross-sectoral collaboration between development partners, especially donors.

### **Phase IV: Regional Conference in Lahore**

- To build regional partnerships among stakeholders at the regional level in South Punjab and at the provincial level, support the South Punjab Planning Department to organize a Regional Conference in Lahore. The Regional Conference will be organized and conducted by the firm consisting of at least 50-60 participants.
- Identify and support the invitation of all relevant stakeholders, such as government (provincial and regional), political leaders, non-governmental and community-based organizations, research institutes, private sector, practitioners, donors, academics and members of civil society
- Present on South Punjab's Regional Plan for Sustainable Development highlighting the thematic areas of focus for improving social and economic development of the region, and alleviating poverty

### **F. Key Deliverables:**

<b>Deliverables/ Outputs</b>	<b>Estimated Duration to Complete</b>	<b>Target Due Dates</b>	<b>% of Payment</b>	<b>Review and Approvals Required</b>
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Inception Report: Methodology, detailed workplan, comprehensive literature review	3 Weeks	August 2022	20%	Project Manager and ARR
Rigorous SWOT Analysis, including initial KIIs with stakeholders in the region	4 Weeks	Aug-Sept 2022	20%	Project Manager and ARR
Organization of 02 Regional Development Forums, in Multan and Bahawalpur, respectively, with at least 30-40 participants each	4 Weeks	Oct 2022	20%	Project Manager and ARR
South Punjab's Regional Plan for Sustainable Development, its Implementation Plan and Development Partners' Monitoring Framework	6 Weeks	Nov 2022	30%	Project Manager and ARR
Organization of 01 Regional Conference on South Punjab in Lahore, with at least 50-60 participants	3 Weeks	Dec 2022	10%	Project Manager and ARR
<b>Total</b>	<b>100 Days</b>	<b>July- Dec 2022</b>	<b>100%</b>	

## G. Institutional Arrangements

The firm will report to the Project Manager, SDGs Support Unit and Assistant Resident Representative, Development Policy Unit, UNDP. The consultant will work in close coordination with the Planning & Development Department, South Punjab and consistently seek their support to effectively develop the South Punjab Regional Plan for Sustainable Development. Punjab SDGs Unit will provide technical, logistical and coordination support. All reports/documents/progress update will be submitted to the Project Manager, PunjabSDG Unit and UNDP, as per agreed timeframe against the deliverables.

**H. Duration of the Assignment:** 100 working days (Spread over six months – August to December 2022)

**I. Duty Station:** South Punjab with frequent visits to Lahore to report on progress.

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