Request for Proposals

PUAN Strategic Impact Evaluation Study 2012-26

Setting Future Direction and Documenting Success and Learnings

Pakistan – U.S. Alumni Network (PUAN)

Term of Reference

1. Background

The Pakistan U.S. Alumni Network (PUAN) connects over 45,000 Pakistani alumni of U.S.-funded exchange programs to strengthen U.S.–Pakistan relations through structured engagement, networking, and capacity-building initiatives, including grants, internships, conferences, masterclasses, and chapter activities. Through these interventions, alumni enhance their professional skills, leadership, and networks and apply their U.S. exchange experiences to lead initiatives, foster partnerships, and collaborate with U.S. institutions and companies. This, in turn, contributes to increased bilateral cooperation in priority sectors such as trade, energy, technology, and education, while reinforcing the credibility and influence of the United States and advancing U.S. foreign policy priorities.

PUAN operates nationwide through 14 chapters under a cooperative agreement between the U.S. Embassy in Islamabad and the United States Educational Foundation in Pakistan (USEFP), with the PUAN Secretariat managing program implementation, operations, M&E, and communications.

PUAN membership is open to Pakistanis who have completed U.S.-funded exchange or in-country English language programs.

While over 45,000 individuals are eligible, active membership remains lower, though it continues to grow as more participants complete exchange programs

PUAN Goal:

To cultivate and mobilize a network of influential Pakistani leaders who actively advance U.S. foreign policy priorities, advocate for U.S. interests, serve as credible voices explaining U.S. policy positions to Pakistani audiences, and strengthen bilateral cooperation in sectors critical to U.S. strategic interests including trade, energy, security, technology, and education.

Strategic Context:

The U.S. Mission in Pakistan invests significant resources in PUAN as a cornerstone of its public diplomacy strategy. This investment must demonstrate measurable returns in terms of policy influence, reputational enhancement, strategic partnership development, and alumni capacity to serve as force multipliers for Mission objectives. The Mission requires credible local voices who can explain, defend, and advocate for U.S. positions — particularly on

complex or contentious policy issues — and who actively support Mission priorities through their professional platforms and public engagement.

2. Purpose of the Evaluation:

The purpose of this impact evaluation is to systematically assess the strategic value and return on investment of the Pakistan U.S. Alumni Network (PUAN) and exchange programs including in-country English programming, to U.S. Mission Pakistan. The evaluation will provide evidence-based findings on what PUAN alumni are doing to advance U.S. interests, how effectively they serve as advocates for U.S. policy, and whether the network delivers sufficient value to justify continued investment at current levels.

Specifically, the evaluation will:

A. Assess Strategic Value to U.S. Mission:

- Measure the extent to which PUAN alumni actively advance U.S. foreign policy priorities and serve as credible advocates for U.S. positions in Pakistan
- Evaluate alumni understanding of current U.S. policy priorities and their ability to articulate and defend U.S. positions to Pakistani audiences
- Assess alumni responsiveness to Mission requests for support, engagement, and partnership
- Quantify the tangible benefits the Mission has received from its investment in PUAN (return on investment analysis)

B. Evaluate Alumni Advocacy and Influence:

- Assess the frequency, quality, and reach of alumni public commentary supporting or explaining U.S. policy (media, social media, public speaking, publications)
- Identify alumni who serve as influential voices in government, media, academia, business, and civil society where they can shape discourse about the United States
- Evaluate alumni effectiveness in countering anti-U.S. narratives or misinformation
- Measure changes in Pakistani perceptions of the United States attributable to alumni advocacy

C. Assess Program Effectiveness:

- Examine the relevance, effectiveness, efficiency, impact, and sustainability of key PUAN activities in achieving Mission objectives
- Identify which PUAN interventions (internships, masterclasses, conferences, grants, etc.) produce the highest return in terms of alumni engagement with Mission priorities
- Assess whether PUAN activities successfully convert alumni into active Mission partners and policy advocates

D. Measure Bilateral Cooperation Outcomes:

- Document concrete contributions to U.S. strategic interests, including alumni influence on Pakistani policies affecting U.S. interests, facilitation of U.S. private sector access, and advancement of shared priorities
- Assess outcomes related to strengthened bilateral cooperation between Pakistan and the United States resulting from PUAN activities, with focus on measurable benefits in key sectors such as trade, energy, technology, and education
- Identify long-term partnerships between Pakistani alumni and U.S. institutions/businesses that generate measurable impact

E. Identify Gaps, Challenges, and Risks:

- Identify areas where alumni are reluctant to engage with Mission objectives or U.S. policy positions
- Assess what policy areas alumni avoid, criticize, or actively oppose
- Evaluate barriers preventing more active alumni advocacy for U.S. interests
- Conduct risk assessment identifying reputational or policy risks associated with alumni who may publicly oppose U.S. positions
- Analyze variations in alumni support across chapters, demographics, and sectors

F. Provide Strategic Recommendations:

- Offer actionable, evidence-based recommendations to maximize PUAN's strategic value to the Mission
- Suggest program design improvements to increase alumni advocacy capacity and Mission responsiveness

- Provide guidance on resource allocation, scalability, and sustainability based on ROI analysis
- Recommend strategies to address identified gaps and mitigate risks

The findings of this evaluation will be result-oriented and will directly inform decisions about program continuation, resource allocation, strategic direction, and future investment levels.

3- Scope of Work:

The evaluation will adopt a mixed-methods approach to capture both quantitative evidence and qualitative insights from participants, Mission staff, and external stakeholders.

Quantitative measures: participation levels, response rates to Mission requests, media mentions, policy influence metrics, partnership formation rates, demographic and engagement data, cost-per-outcome analysis.

Qualitative measures: in-depth interviews, focus group discussions, surveys, content analysis of alumni public commentary, stakeholder testimonials, case studies.

The evaluation must address the following areas:

A. Alumni Understanding and Advocacy of U.S. Policy

- Assess alumni knowledge and understanding of current U.S. foreign policy priorities (toward Pakistan, South Asia, and globally)
- Evaluate the frequency, quality, and reach of alumni public advocacy for or explanation of U.S. policy positions through:
    - Media appearances (TV, radio, print, online)
    - Op-eds, articles, and publications
    - Social media engagement and influence
    - Public speaking engagements
    - Academic or professional presentations
- Assess alumni ability to articulate U.S. positions on complex or contentious issues
- Document instances where alumni have defended or explained U.S. policy to skeptical or hostile audiences
- Identify alumni who serve as "go-to" experts or commentators on U.S.-Pakistan relations

- Evaluate alumni effectiveness in countering anti-U.S. narratives, misinformation, or propaganda

B. Mission Support and Alumni Responsiveness

- Measure alumni participation rates in Mission-requested activities (events, programs, outreach, speaking engagements)
- Assess response time and quality when Mission seeks alumni engagement or support
- Evaluate alumni-initiated proposals, partnerships, or activities that align with Mission priorities
- Document alumni service as cultural ambassadors, program partners, or advisors to Mission
- Assess the quality and strategic value of alumni contributions to Mission events and initiatives
- Identify most responsive alumni segments (by chapter, demographic, sector, exchange program type)

C. Alumni Influence and Strategic Positioning

- Map alumni positions in government, media, academia, business, and civil society where they can influence policy or public discourse
- Assess alumni influence on Pakistani government policies, regulations, or decisions affecting U.S. interests
- Evaluate alumni role in shaping public opinion about the United States
- Document alumni facilitation of U.S. business entry, expansion, or partnership in Pakistan
- Assess alumni contributions to U.S. strategic priorities (economic reform, educational exchange, security cooperation, etc.)

D. Economic and Professional Outcomes (as indicators of alumni capacity)

Evaluate key economic and professional outcomes that indicate alumni capacity to serve as influential partners:

- Employment status, sectors, and seniority levels
- Business creation, expansion, revenue generation, and investment mobilized
- Access to seed capital, funds secured, and financial resources leveraged

- Number and quality of partnerships and collaborations formed (particularly with U.S. institutions/companies)
- Jobs created, awards received, and professional advancement
- Policy recommendations developed and their implementation status
- Innovation and entrepreneurship, particularly in collaboration with American businesses or institutions

E. Skill Enhancement and Knowledge Application

- Evaluate skill enhancement resulting from PUAN activities and the extent to which alumni apply knowledge and skills learned
- Assess whether skills gained translate into increased capacity to support Mission objectives
- Analyze patterns and effectiveness of engagement between the Consulate/Embassy and alumni over time

F. Bilateral Cooperation and Partnership Development

- Document concrete examples of alumni-facilitated bilateral cooperation in trade, energy, technology, education, and other priority sectors
- Assess long-term partnerships between Pakistani alumni and U.S. institutions/businesses that generate measurable impact
- Evaluate alumni role in creating linkages that benefit both countries
- Measure mutual benefits generated through alumni-brokered partnerships

G. Perceptions and Attitudes

- Assess alumni, beneficiaries, and local partners' perceptions of and attitudes toward the United States
- Evaluate whether alumni perceptions have become more favorable, remained stable, or declined over time
- Assess alumni understanding of and support for current U.S. administration policies
- Identify policy areas where alumni are most/least supportive

H. Gaps, Challenges, and Risk Assessment

- Identify areas where alumni are reluctant to engage with Mission or U.S. policy
- Assess what policy areas alumni avoid or criticize publicly

- Estimate percentage of alumni who actively oppose U.S. positions on key issues
- Identify barriers preventing more active alumni advocacy for U.S. interests
- Assess variations in support across chapters, demographics, and sectors
- Evaluate reputational or policy risks associated with alumni who may publicly oppose U.S. positions
- Identify "inactive" alumni and reasons for disengagement

I. Comparative and Contextual Analysis

- Compare outcomes and perceptions against baseline data, control groups, or relevant population benchmarks (use retrospective data where feasible)
- Assess what would be lost if PUAN funding were reduced or eliminated
- Identify more cost-effective approaches to achieve the same outcomes

J. Data Management and Validation

- Ensure data accuracy through triangulation, including cross-checking the PUAN database, surveys, and stakeholder interviews
- Organize data by Consular districts, PUAN chapters, demographic variations, and exchange program types
- Engage diverse stakeholders: participants, host communities, mentors, administrators, Mission staff, private sector partners, Pakistani government officials (where appropriate)
- Segment alumni by level of engagement with Mission priorities (champions, active supporters, passive members, disengaged, critics)

K. Success Stories and Evidence Documentation

- Document compelling success stories of alumni-led initiatives that advance U.S. interests and serve as credible voices across Pakistan
- Provide evidence-based case studies focusing on policy advocacy, economic impact, partnerships, innovation, and U.S. linkages
- Collect testimonials, media coverage, and other evidence of alumni influence

Deliverables:

The selected vendor will provide the following deliverables:

1. **Inception Report:** Detailed methodology, data collection tools, work plan, timeline, and budget breakdown
2. **Cleaned dataset** of responses (Excel/SPSS/CSV) with proper labeling, along with a codebook for qualitative data analysis explaining variables, indicators, and data sources
3. **Stakeholder matrix** (Embassy, alumni, partners, private sector, etc.) with influence–interest analysis
4. **Alumni Segmentation Model:** Categorization of alumni by level of engagement with Mission priorities (champions, active supporters, passive members, disengaged, critics) with demographic and programmatic profiles of each segment
5. **Alumni Advocacy Capacity Assessment:** Comprehensive analysis of alumni understanding of U.S. policy, willingness to publicly support U.S. positions, effectiveness as policy communicators, and reach/influence in their respective sectors
6. **Alumni Engagement & Sustainability Roadmap:** Strategy to increase active alumni participation in Mission priorities, including retention and re-engagement plan, chapter strengthening strategy, and recommendations for converting passive members into active advocates
7. **Evidence-based case studies** (minimum 10-15) focusing on alumni policy advocacy, economic impact, bilateral partnerships, innovation, and U.S. linkages that demonstrate strategic value to Mission
8. **Risk Assessment Report:** Identification of reputational or policy risks associated with alumni who may publicly oppose U.S. positions, with mitigation strategies
9. **Concise executive summary** for decision-makers (maximum 10 pages), including 5-8 infographics or visual summaries highlighting key findings on strategic value and ROI
10. **Social media–ready content** (graphics, key statistics, success story summaries)
11. **Interactive Power BI dashboard** with filters (chapter-wise, gender, sector, consulate-wise, exchange program type, engagement level), including a user guide/manual. Dashboard must include:

- Alumni advocacy metrics (media mentions, public commentary, policy influence)
- Mission support metrics (response rates, participation levels, quality of engagement)
- ROI metrics (cost-per-outcome, comparative value)
- Geographic and demographic breakdowns
- Trend analysis over time

12. **Raw data and supporting evidence** (interview transcripts/notes, focus group summaries, consent forms, photos/videos if collected, media monitoring reports)
13. **Suggested KPIs** for measuring ongoing strategic value, including metrics for policy advocacy, Mission support, bilateral cooperation, and alumni influence, with data collection and tracking tools/templates
14. **Draft Evaluation Report:** Comprehensive findings, analysis, and preliminary recommendations
15. **Final Evaluation Report:** Updated with stakeholder feedback, including:
    - Executive summary
    - Detailed findings on all evaluation areas
    - Evidence-based analysis of PUAN's strategic value to Mission
    - ROI analysis and cost-effectiveness assessment
    - Gap analysis and risk assessment
    - Lessons learned
    - Actionable recommendations for maximizing strategic value
    - Supporting evidence and appendices
16. **Presentation of findings** for PUAN management, Mission leadership, and stakeholders (PowerPoint with key visualizations, delivered in-person or virtually)

PERIOD OF PERFORMANCE

- **Total Duration:** 9 months: (**The firm needs to provide the report within 9 months after selection / contract signing)**

ELIGIBILITY CRITERIA

Eligible firms must meet the following minimum requirements:

- Legal Registration status, *compliant with relevant regulations*
- Minimum 5years of experience in M&E, impact evaluation, or applied research.
- Demonstrated experience with donor-funded or international development programs, experience in public diplomacy will be given priority.
- Demonstrated ability to work across multiple locations in Pakistan
- Proven expertise in mixed-methods evaluation design

Proposal Requirements:

- Understanding of TOR
- Proposed methodology and approach
- Work plan and timelines
- Team composition and CVs of researchers
- Previous completed Evaluation reports as a Sample reports
- Detailed budget breakdown
- Legal registration documents
- Company profile and references
- Website/portfolio (if available)

Firm Obligations

- Conduct the evaluation in accordance with internationally accepted monitoring and evaluation standards, ensuring impartiality, credibility, and ethical practice throughout the study.
- Deliver all agreed outputs and deliverables within the approved timeline and milestones outlined in the TOR.
- Maintain regular communication with PUAN/USEFP and proactively report any operational, methodological, or logistical challenges that may affect study implementation.
- Ensure robust quality assurance and quality control mechanisms during data collection, cleaning, analysis, and reporting.

- Ensure confidentiality, protection, and secure handling of all participant and organizational data in line with applicable data protection and ethical standards.
- Ensure informed consent, privacy, dignity, and accurate representation of all respondents participating in the study.
- Use reliable and verifiable methodologies, including appropriate triangulation of quantitative and qualitative data.
- Submit accurate, evidence-based, and transparent findings, conclusions, and recommendations.
- Provide transparent financial documentation and reporting against agreed contractual milestones and deliverables.
- Share all raw and cleaned datasets, data collection tools, transcripts, codebooks, and other agreed evaluation materials with PUAN/USEFP upon completion of the assignment.

EVALUATION CRITERIA

Proposals will be evaluated using the following weighted criteria:

Criteria	Weight
Technical Approach & Methodology	20%
Firm Experience	10%
Team Qualifications	15%
Work Plan & Timeline	10%
Local Presence & Field Capacity	5%
Financial Proposal	40%

Proposal submission:

Interested evaluation firms are requested to submit their Technical and Financial Proposals in separate sealed envelopes, either by post or by hand delivery (drop), by **July 17, 2026**, to the following address:

The United States Educational Foundation in Pakistan (USEFP)

Plot 99, Sector H-8/1, Islamabad

Late submissions will not be considered.

QUESTIONS AND CLARIFICATIONS

All requests for clarification must be submitted in writing to:

- **Email addresses: procurement@usefp.org, arifa.jabeen@usefp.org**

- **Subject Line:** *PUAN Evaluation RFP Clarification*
- **For more information, please visit our website:** https://puan.pk/

Financial Format:

Please feel free to format this table as per your need

Budget Head	Units	Unit Cost Rs.	Number of Units	Total Budget Rs.
a. Personnel Costs				
Enumerators				
(Name)				
(Name)				
Field work				
Data processing and analysis costs				
Software/tools (if applicable				
Other				
Travel and logistics				
Administrative overheads				
Total				

TERMS AND CONDITIONS

- This RFP does not constitute a commitment to award a contract.
- USEFP reserves the right to accept or reject any or all proposals without obligation to justify its decision.
- The contract will be awarded based on best value (technical quality and cost).
- The selected firm will be engaged under a short-term professional services contract.
- USEFP may withdraw at any stage of agreement.

Payment Milestone:

The total contract value will be paid in two installments based on achievement of specific milestones and deliverables. All payments are subject to satisfactory completion of work and PUAN approval.

- Advance Payment after signing the contract: 70%
- After Final Report Submission: 30%