

Skills for Prosperity in South East Asia Programme (SfP-SEA) – Malaysia

Terms of Reference (TOR) for

**National Consultancy - Stock-Taking and Mapping of Existing
Occupational and Skills Framework and NSR Framework
Development**

(Service Contract)

Duty Station:	Kuala Lumpur, Malaysia/Home-based.
Languages Required:	English and Malay.
Duration of contract:	8.5 months (tentatively the assignment will commence from 18 March 2022 to 31 December 2022. The date will be finalised after the completion of the hiring process).

I. Background

The Skills for Prosperity in South East Asia Programme (SfP-SEA) aims to contribute to increasing national capacity to achieve sustained and inclusive growth through the enhancement of skills development and technical and vocational education and training (TVET) systems in Malaysia, Indonesia, and the Philippines.

To achieve this objective, the programme works with government agencies, employers' organisations, trade unions, TVET and skills institutions and other partners in Malaysia, Indonesia and the Philippines to facilitate review and reform of the countries' skills development and TVET system strategies and policies. In the region, the SfP-SEA provides opportunities for mutual learning among the three countries and the other ASEAN nations, and beyond—not only showcasing the results of the pilots and lessons learned from the programme but also facilitating the sharing of best practices in the region and other parts of the world.

In Malaysia, the Programme focuses on increasing skills development and TVET systems' readiness to meet the skills needs of the future of work and those of vulnerable groups, through enhancing four areas of the TVET system and delivery:

- **Equity:** Inclusiveness in skills development and TVET systems
- **Quality:** Future-ready & coordinated skills development and TVET systems
- **Relevance:** Demand-driven skills and TVET/skills recognition
- **Cost-Effectiveness:** Improved skills/TVET financing models

The SfP Malaysia Project focuses on TVET inclusiveness, quality, relevance and readiness whilst addresses skills mismatch issues in the area of critical needs for skills development and TVET to support industry development and socio-economic progress. It intends to assist national partners in improving policies to ensure industry-led TVET in public and private sectors and increase employment and career progress opportunities for TVET students at national and sub-national levels. The national and sub-national activities at two states, namely Sabah and Kedah, will target:

- **The primary beneficiaries:** youths (ages 16-25) and women; and

- **Other beneficiaries (vulnerable groups):**
 - Members of the B40
 - Persons with Disabilities
 - Individuals Not In Employment Education or Training (NEET)
 - Small and medium-sized enterprises (SMEs)
 - Workers in the informal economy
 - Self-employed individuals
 - individuals employed in the gig economy

Under the programme area of “Quality”, the SfP Malaysia aims to increase national capacity for inclusive economic growth by supporting the development of future-ready and coordinated skills and TVET systems. This includes the development of a big-data supported skills demand analysis system to address skills mismatch between industry demand and TVET/skills supply at a national level.

The SfP Malaysia is assisting the Government of Malaysia in developing the National skills Registry (NSR), an on-line database that will contain comprehensive information about occupations and skills, as a part of the Labour Market Information Analytics Platform (LMIAP).

II. Objective

In order to assist national partners in developing the NSR, the SfP Malaysia seeks a national contractor with expertise in developing and administering occupation and skills taxonomies, skills frameworks, and the nation-wide occupation and skills database. The objectives of this assignment are to:

- Provide the overviews of existing skills frameworks in Malaysia in a systematic way.
- Analyse strengths and weaknesses of existing skills frameworks and identify the value proposition of the NSR.
- Develop the initial concept and the framework of the NSR and occupation and skills taxonomy, which will be the core of the NSR.
- Develop the work plan to develop pilot sectoral skills taxonomies and the midterm roadmap towards the development and maintenance of full-fledge NSR, in close consultation with stakeholders, including government agencies, employers' and workers' organisations, and other social partners.

III. Scope of Work

Under the supervision of Chief Technical Advisor and with guidance from Senior Programme Officers, specialists of the ILO, and an international consultant hired separately, the main responsibility of the contractor is to:

1. Conduct a comprehensive stock-taking and mapping study of existing skills frameworks to provide a basis and justification for the development of the NSR, taking into account of national partner needs.
2. Based on the results of the stock-taking and mapping study, develop the concept and basic framework and structure of the NSR, involving key stakeholders.

3. Assist national partners to develop the detailed work plans for the development of two pilot sectoral skills taxonomies and formulate the mid-term roadmap to develop and maintain the full-fledged NSR.

We accept: (i) the full proposal for all three items (Outputs 1-9) or partial proposals only for (ii) the item 1 (Outputs 1-5, 9.4); or (iii) the item 2 and 3 (Outputs 1, 7-9).

IV. Output

Under the supervision of the Chief Technical Advisor and with guidance from Senior Programme Officers, regional specialists of the ILO, and an international consultant hired separately, the national contractor is required to produce the following outputs:

Output 1: Work plan and the outline of the draft report developed.

Output 1.1. Work plan developed and the team structure, including internal quality assurance mechanism, refined.

- 1.1.1 Draft the work plan for all tasks, which includes:
 - a) Detailed plan of activities with a timeline including the person in charge of each activity.
 - b) Names of external partners for relevant activities.
 - c) Implementation structure, including the responsibilities of team members.
 - d) Internal quality assurance mechanisms for the stock-taking and mapping report (e.g. this list of reviewers and quality control process).
- 1.1.2 Refine the implementation structure, including the responsibilities of team members, and the internal quality assurance mechanisms for the stock-taking report and other outputs.
- 1.1.3 Draft the list stakeholders to be engaged for the stock-taking and mapping analysis and the development of pilot skills taxonomies in the construction and manufacturing (food processing) industries.

Output 1.2. The draft outline of report developed.

- 1.2.1 Draft the outline of the stock taking report based on the requirements specified in Output 4 and 5.
- 1.2.2 Draft the list of targeted occupational and skills standards/frameworks, which should include but is not limited to, as an annex for the draft report outline:
 - a) Malaysia Standard Classification of Occupations (MASCO) by the Policy Division of the Ministry of Human Resources (MOHR).
 - b) Occupational Framework by the Department of Skills Development (DSD) of the MOHR.
 - c) National Occupational Skills Standards (NOSS) by DSD/MOHR.
 - d) Industrial Skills Framework by the Human Resources Development Corp (HRD Corp).
 - e) Construction TVET - Skills Qualification Framework (CSQF) by Construction Industry Development Board (CIDB).
 - f) MYFutureJobs by Social Security Organisation (SOCSO).

Output 2: The implementation structure for the stock-taking and mapping developed.

Output 2.1. The sectoral taskforces developed and selected focal points from each taskforce formally appointed.

- 2.1.1 Assist national partners to refine the NSR project implementation structure chart.
- 2.1.2 Assist national partners to form the two sectoral taskforces and selected focal points from each taskforce, who will validate the results of the stock-taking and mapping studies and lead the development of the pilot taxonomy for two target industries by:
 - a) Identify and list up relevant government agencies, employers' organisations, and social partners, in close consultation with national partners.
 - b) Draft the Terms of Reference (TOR) for members of the sectoral taskforce who will validate the results of the stock-taking and mapping analysis and lead the pilot taxonomy development.

Output 2.2. The on-line kick-off event for the sectoral taskforce organised.

- 2.2.1 Prepare the following materials and others to organise the on-line kick-off event of sectoral taskforce, which aims to validate the TOR and finalise the appointment of the sectoral taskforce members and the focal points:
 - a) A meeting agenda
 - b) List of invitees and participants.
 - c) Invitation letter
 - d) Presentation materials in suitable format.
 - e) Final version of the TOR for sectoral taskforce.
- 2.2.2 Organise the sectoral taskforce kick-off event by providing administrative and logistics supports to national partners and the ILO.
- 2.2.3 Draft the event summary notes by incorporating inputs from national partners and the ILO.

Output 3: The data collection and analytical framework of stock-taking and mapping developed.

Output 3.1. The analytical framework to compare existing occupational and skills standards/frameworks developed.

- 3.1.1 Finalize and consolidate the list of targeted occupational and skills standards/frameworks based on inputs from the ILO, national partners, and the sectoral taskforce, based on Output 1.3.
- 3.1.2 Conduct an initial review of existing planning documents of the NSR developed by national partners.
- 3.1.3 Review the results of the knowledge-sharing workshop on NSR organised in 2021, where three international preceding cases, namely the O*NET of the United States, Singapore's Skills Framework, and the European Skills, Competences, Qualifications and Occupations (ESCO) were presented. Obtain additional information from resource persons on these cases in consultation with the ILO.
- 3.1.4 Develop an analytical framework for comparing existing occupational and skills standards/frameworks based on the results of the above activities. Refine the framework by incorporating inputs from the ILO and national partners.

Output 3.2 The initial concept of the NSR skills taxonomy developed.

- 3.2.1 Develop an initial concept of the NSR and NSR skills taxonomy based on Output 3.1, including but not limited to:
- Methods for developing the terminology for a common set of skills.
 - Approaches to classify skills up to level 6 of MASCO.
 - An outline of the content structure.
 - Relationship between the NSR and existing skills framework and initial ideas of integration strategies.
- 3.2.2 Revise the initial concept based on the comments from the ILO and national partners.

Output 3.3 The data and information collection method plan developed.

- 3.3.1 Develop the data and information collection method and plan based on the analytical framework in consultation with the ILO and national partners. The data should include but is not limited to:
- Owner of the framework.
 - Purposes/objectives of the existing frameworks.
 - Linkages to other frameworks (if any).
 - Classification of industrial sectors, occupations, and skills.
 - Occupational, sectoral and skills coverage.
 - Depth (for example by up to 6-digits).
 - Other data covered (e.g., wages).
 - Data sources and collection methods.
 - End-users (e.g. TVET/skills institutions, industry).
 - Designing, administration, and maintenance mechanisms.
 - Future/upcoming development plan of each framework.
- 3.3.2 Develop the list of target interviewees.
- 3.3.3 Develop the interview guides/questionnaires.

Output 3.4 The work plan refined, reflecting the data and information collection plan.

- 3.4.1 Update the work plan, reflecting the progress and submit it to the ILO, in terms of list of activities, timeline, and stakeholders/partners.
- 3.4.2 Present the work plan to the ILO and national partners in a periodic progress review meeting.

Output 4: Interim report for stock-taking and mapping drafted and validated.

Output 4.1 Data collected and analysed.

- 4.1.1 Collect qualitative data through qualitative interviews with stakeholders and other methods.
- 4.1.2 Analyse qualitative data, information, and documents collected through meetings and qualitative interviews with stakeholders, using the analytical framework.
- 4.1.3 Submit the meeting summary or transcription of interviews and other information or materials obtained through the research to the ILO and national partners.

Output 4.2 The draft interim report developed.

- 4.2.1 Conduct the desk/literature review, in reference to relevant websites, reports, documents, including the results of the knowledge-sharing workshop organised in 2021.
- 4.2.2 Develop the draft interim report which should include but is not limited to the following items:
 - a) Introduction, including the objective of stock taking and mapping.
 - b) Brief overview of existing occupational and skills frameworks and a brief history of their development processes.
 - c) Problem statement (e.g. why Malaysia has different frameworks for each sector).
 - d) Research methods, including analytical framework, data collection methods and results, and the summary tables of interviewees.
 - e) Preliminary case studies of selected occupational and skills frameworks (based on Output 3.1 and 3.2), including:
 - i) The map of existing occupational and skills frameworks, which depicts their positions and relationships.
 - ii) The matrix which summarises key findings and characteristics of each occupational and skills framework.
 - f) Initial comparative analysis of existing occupational and skills frameworks, including:
 - i) Similarities, differences, and relationships in the structures of selected occupational and skills frameworks.
 - ii) Advantages and drawbacks of each frameworks (e.g. lack of information and data, quality issues, etc.) from the perspective of those involved in implementing the skills framework and end-users of the frameworks (e.g. TVET/skills institutions, industry, etc.),
 - iii) Designing, administration, and maintenance mechanisms of each skills frameworks.
 - g) Implication for the initial concept of the NSR developed as Output 3.2 based on the research findings.
- 4.2.3 Submit the draft interim report to the ILO and national partners and revise the report based on their comments.

Output 4.3 The interim report and NSR concept presented and validated through an on-line seminar.

- 4.3.1 Make necessary preparation for the on-line seminar or workshop where the interim report will be presented, such as the invitation letter, the list of invitees, agenda, and presentation materials, in close consultation with the ILO and national partners.
- 4.3.2 Organise the on-line seminar or workshop by inviting sectoral taskforce members, focal points, and other stakeholders, in close consultation with the ILO and national partners.
- 4.3.3 Present the interim report to the ILO, national partners and key stakeholders in a suitable presentation format (e.g. PowerPoint).
- 4.3.4 Draft the seminar summary notes.
- 4.3.5 Update the interim report based on inputs from participants, the ILO, and national partners.

Output 5: The final report for stock-taking and mapping developed and validated.

Output 5.1 The draft final report for stock taking and mapping developed.

- 5.1.1 Collect additional data and information from key stakeholders.
- 5.1.2 Develop the draft final report, including but not limited to the following items, in addition to the contents specified in Output 4.2:
 - a) Comprehensive case studies which should be refined with the matrix and map.
 - b) Refined comparative analysis of existing occupational and skills frameworks.
 - c) Recommendations for the development of the NSR, including but not limited to:
 - i) The framework and structure of NSR.
 - ii) Refined content structure and initial content model for NSR.
 - iii) Strategies for collaboration between government agencies which administer existing occupational and skills frameworks.
 - iv) Possible linkage between the NSR and existing occupational and skills frameworks and the integration strategies.
 - v) The concept, structure, and contents of the NSR and NSR skills taxonomy.
 - vi) Activities to be added or revised for the work plan for the NSR development.
 - vii) Toward the development of the mid and long-term roadmap for the full-fledged NSR.
- 5.1.3 Submit the draft final report to the ILO and national partners and revise the report based on their comments.

Output 5.2 The draft final report presented and validated through an on-line seminar.

- 5.2.1 Make necessary preparation for an on-line seminar or workshop where the draft final report will be presented, such as the invitation letter, the list of invitees, agenda, and presentation materials, in close consultation with the ILO and national partners.
- 5.2.2 Organise the on-line seminar or workshop by inviting sectoral taskforce members, focal points, and other stakeholders, in close consultation with the ILO and national partners.
- 5.2.3 Present the draft final report to the ILO, national partners and key stakeholders in a suitable presentation format (e.g. PowerPoint).
- 5.2.4 Draft the seminar or workshop summary notes, which should include key findings and attendance lists.

Output 5.3 The final report developed and submitted.

- 5.3.1 Revise the report on stock-taking and mapping based on the results of the seminar or workshop.
- 5.3.2 Submit the finalise report to the ILO and national partners.
- 5.3.3 Finalise the report based on inputs from the ILO and national partners.

Output 6: The shared NSR skills taxonomy framework refined and the integration strategies of existing occupational and skills framework to the NSR developed.

Output 6.1 Draft outline of the shared NSR skills taxonomy framework and the draft integration strategy developed.

- 6.1.1 Develop the draft outline of the shared NSR skills taxonomy based on the results of stock-taking and mapping study, which should include but is not limited to:
 - a) Justification and benefits of integrated skills taxonomy under the NSR.
 - b) Principles.
 - c) Usage of NSR and NSR skills taxonomy.
 - d) Framework of content model.
 - e) Data structure.
 - f) Data collection and maintenance strategies.
 - g) Data sources and parameters.
 - h) Suggestions for data standardization, restructuring and reclassification.
 - i) Methods of data validation and quality control.
- 6.1.2 Update the draft outline of the NSR skills taxonomy based on inputs from the ILO, national partners, and experts (e.g., experts in human resource management, economics and job analysts).
- 6.1.3 Develop the draft integration strategies of existing skills frameworks, which should include but is not limited to:
 - a) Relationship between the NSR and existing occupational and skills frameworks.
 - b) Possible steps, challenges, and solutions to integrate existing skills frameworks to the NSR.
 - c) Final pictures of the relationship between the NSR and other occupational and skills frameworks.

Output 6.2 Draft outline of the NSR skills taxonomy framework and the draft integration strategies finalized through an on-line workshop.

- 6.2.1 Make necessary preparation for an on-line workshop where the draft outline of the NSR skills taxonomy framework and integration strategies will be presented, such as the invitation letter, the list of invitees, agenda, and presentation materials, in close consultation with the ILO and national partners
- 6.2.2 Conduct an on-line workshop by inviting sectoral taskforce members, focal points, and other key stakeholders, including end-users.
- 6.2.3 Draft the workshop summary note, which should include key findings and attendance lists.
- 6.2.4 Develop the final outline of the NSR skills taxonomy framework and the integration strategies based on inputs from the workshop.
- 6.2.5 Submit the final NSR skills taxonomy framework outline and integration strategies to the ILO and national partners and revise the report based on their comments.

Output 7: The detailed work plans for the development of pilot skills taxonomies for construction and food processing industries developed.

Output 7.1 Draft two detailed sectoral work plans for the pilot skills taxonomy developed.

- 7.1.1 Develop the draft work plans for the pilot skills taxonomies for construction and food-processing industries in consultation with the ILO, national partners, and the sectoral taskforce members. The work plans should describe detailed activities, timelines, persons in charge and products. Indicative key activities are to:
 - a) Identify beneficiaries of the NSR (e.g. SMEs).
 - b) Identify the sub-sectors for the pilot taxonomy development.

- c) Identify pilot occupations in reference to the Critical Occupation List, MASCO, 12th Malaysia plan, sectoral environmental scans (food industry), MIGHT foresight study and other studies (e.g. on gig economy, green skills).
 - d) Develop the shared/standardized methodology for identifying pilot occupations to be replicated in other sectors.
 - e) Consolidate and synthesise pilot results as a toolkit for sectoral skills taxonomy development to be utilised in other sectors and policy proposals.
 - f) Organise policy dialogues and knowledge-sharing sessions to validate and disseminate the toolkit and policy proposal.
 - g) Identify strategic areas of capacity building for the development of the NSR.
 - h) Conduct periodic progress review meetings.
- 7.1.2 Submit the draft work plans to the ILO and national partners and revised it the work plans based on their inputs.

Output 7.2 Two draft work plans presented and validated through an on-line workshop.

- 7.2.1 Make necessary preparation for an on-line workshop where the draft work plans will be presented, such as the invitation letter, the list of invitees, agenda, and presentation materials, in close consultation with the ILO and national partners.
- 7.2.2 Organise an on-line workshop by inviting sectoral taskforce members, focal points, and other key stakeholders.
- 7.2.3 Present the draft work plans in the on-line workshop in a suitable presentation format (e.g. PowerPoint and Excel).
- 7.2.4 Draft the workshop summary note, which should include key findings and attendance lists.

Output 7.3 The two work plans finalised and submitted.

- 7.3.1 Revise the work plans based on the workshop results and inputs from the ILO and national partners.
- 7.3.2 Submit the final two sectoral work plans to the ILO and national partners and finalise the report based on their comments.

Output 8: The roadmap towards the full-fledged NSR developed.

Output 8.1 The draft outline of the roadmap toward the development of the full-fledged NSR developed.

- 8.1.1 Develop the draft outline of medium or long-term roadmap for the full-fledged NSR development, in close consultation with the ILO and national partners. It includes but not limited to:
 - a) Updated mission statement.
 - b) Updated Objectives.
 - c) Framework.
 - d) Ecosystem.
 - e) Governance Structure.
 - f) Components & functionality.
 - g) Content model.
 - h) Maintenance mechanism
 - i) Implementation timeline in phases.
 - j) Proposed leaders/leading organisation for listed tasks.

- k) Expansion plan for all the sectors.
- 8.1.2 Revise the NSR roadmap outline based on inputs from the ILO and national partners.

Output 8.2 The draft roadmap toward the full-fledged NSR developed through an on-line workshop.

- 8.2.1 Make necessary preparation for an on-line workshop which aims to develop the roadmap toward the full-fledged NSR, such as the invitation letter, the list of invitees, agenda, and presentation materials, in close consultation with the ILO and national partners.
- 8.2.2 Conduct the on-line workshop in consultation with the ILO and national partners.
- 8.2.3 Present the draft roadmap outline in the on-line workshop in a suitable presentation format (e.g. PowerPoint) and act as moderator upon request from the ILO and national partners.
- 8.2.4 Draft the workshop summary note, which should include key findings and attendance lists.

Output 8.3 The roadmap toward the full-fledged NSR finalised.

- 8.3.1 Revise the roadmap based on the results of the consultation workshop and inputs from the ILO and national partners.
- 8.3.2 Submit the revised roadmap to the ILO and national partners and finalise it by incorporating their inputs.

Output 9: The NSR employer or worker skill survey tools developed

Output 9.1 The draft NSR employer or worker skill survey tools developed.

- 9.1.1 Prepare the outline of the analytical framework, questionnaire, data-collection method of the employer (or worker) skills survey for the national skills registry.
- 9.1.2 Refine the outline of the analytical framework, questionnaire, data-collection method of the employer (or worker) skills survey for the national skills registry based on inputs from the ILO, national partners, and other national and international experts/resource persons.
- 9.1.3 Prepare the draft questionnaire of employer (or worker) skill survey for the national skills registry. It should include but is not limited to questions on:
 - a) Worker's experience and education background.
 - b) Education and training required for a specific occupation.
 - c) Knowledge required for specific occupations.
 - d) Work activities or tasks performed in specific occupations.
 - e) Perceived skills gaps and skills utilization.
 - f) Challenges in recruiting skilled workers.
 - g) Future or anticipated skills needs (within 1-2 years).
 - h) The types of training needed for continuous up/re-skilling.
- 9.1.4 Finalize the draft questionnaire, data-collection method, and analytical framework based on inputs from the ILO, national partners, and national and international experts/resource persons.

Output 9.2 The draft NSR employer or worker skill survey tools validated through an on-line workshop.

- 9.2.1 Validate the questionnaire, analytical framework and data collection method with stakeholders through an on-line workshop.
- 9.2.2 Make necessary preparation for an on-line workshop which aims to validate the questionnaire, analytical framework and data collection method of the NSR employer or worker skills survey, such as the invitation letter, the list of invitees, agenda, and presentation materials, in close consultation with the ILO and national partners.
- 9.2.3 Conduct the on-line workshop in cooperation with the ILO and national partners.
- 9.2.4 Present the draft questionnaire, analytical framework, and data collection method in the workshop in a suitable presentation format (e.g. PowerPoint) and act as moderator upon request from the ILO and national partners.
- 9.2.5 Draft the workshop summary note, which should include key findings and attendance lists.

Output 9.3 The NSR employer or worker skill survey tools finalised.

- 9.3.1 Revise questionnaire, data-collection method, and analytical framework based on the results of the consultation workshop and inputs from the ILO and national partners.
- 9.3.2 Submit the revised questionnaire, data-collection method, and analytical framework to the ILO and national partners and finalise these tools by incorporating their inputs.

Output 9.4 The the-end-of-assignment report submitted.

- 9.4.1 Develop and submit the-end-of-assignment report, which include:
 - a) Summary of activities conducted.
 - b) Summary of main results.
 - c) Proposal for the ILO and national partners to ensure the sustainability of activity results.
 - d) List of deliverables submitted and the softcopy of all deliverables.

V. Indicative Timeline

The estimated number of workdays for this consultancy is 133 days spreading over 8.5 months tentatively from 18 March 2022 to 31 December 2022. The starting date and workdays will be finalized after completion of the hiring process.

Below are the targets dates to produce outputs:

Output	Sub-output	Deliverable	No. of Work Days	Start Date	End Date
Output 1: Work plan and the outline of the draft report developed.	Output 1.1. Work plan developed and the team structure, including internal quality assurance mechanism, refined.	1. Work plan. 2. Implementation structure. 3. Quality Assurance mechanism. 4. Draft list of stakeholders.	2	18-Mar-22	23-Mar-22

Output	Sub-output	Deliverable	No. of Work Days	Start Date	End Date
	Output 1.2. The draft outline of report developed.	1. Draft outline of the stock-taking report. 2. Draft list of targeted occupational and skills standards/frameworks.	2	18-Mar-22	23-Mar-22
Output 2: The implementation structure for the stock-taking and mapping developed.	Output 2.1. The sectoral taskforce developed and selected focal points from each taskforce formally appointed.	1. NSR project implementation structure. 2. List of the sectoral taskforce members and focal points 3. Draft TOR.	3	24-Mar-22	31-Mar-22
	Output 2.2. The on-line kick-off event for the sectoral taskforce organised.	1. Final TOR. 2. Event preparation documents (agenda, participant sheet, presentation documents) 3. Event summary notes with the list of participants.	4	1-Apr-22	18-Apr-22
Output 3: The data collection and analytical framework of stock-taking and mapping developed.	Output 3.1. The analytical framework to compare existing occupational and skills standards/frameworks developed.	1. Final list of occupational and skills standards. 2. Summary note of review of NSR planning documents and knowledge-sharing workshops. 3. Analytical framework for comparing occupational/skills frameworks (1-2 pages).	4	30-Mar-22	12-Apr-22
	Output 3.2 The initial concept of the NSR skills taxonomy developed.	1. Initial concept of the NSR. 2. Initial concept of NSR skills taxonomy.	5	30-Mar-22	15-Apr-22
	Output 3.3 The data and information collection method plan developed.	1. Data and information collection method and plan. 2. List of target interviewees. 3. Interview guides/questionnaires.	4	30-Mar-22	15-Apr-22
	Output 3.4 The work plan refined, reflecting the data and information collection plan.	1. Updated workplan. 2. Updated list of stakeholders. 3. Presentation to ILO and national partners in progress review meeting.	2	20-Apr-22	22-Apr-22
Output 4: Interim report for stock-taking and mapping drafted and validated.	Output 4.1 Data collected and analysed.	1. Summary of key findings from data analysis. 2. Meeting summary or transcription of interviews and other information/materials.	5	18-Apr-22	2-May-22
	Output 4.2 The draft interim report developed.	1. Draft interim report.	12	5-May-22	23-May-22

Output	Sub-output	Deliverable	No. of Work Days	Start Date	End Date
	Output 4.3 The interim report and NSR concept presented and validated through an on-line seminar.	1. Seminar summary note with the list of participants. 2. Seminar preparation documents (agenda, participant sheet, presentation documents). 3. Updated interim report.	4	24-May-22	30-May-22
Output 5: The final report for stock-taking and mapping developed and validated.	Output 5.1 The draft final report for stock taking and mapping developed.	1. Draft final report.	10	24-May-22	14-Jun-22
	Output 5.2 The draft final report presented and validated through an on-line seminar.	1. Seminar summary notes with the list of participants. 2. Seminar preparation documents (agenda, participant sheet, presentation documents).	3	15-Jun-22	22-Jun-22
	Output 5.3 The final report developed and submitted.	1. Final report	5	15-Jun-22	27-Jun-22
Output 6: The shared NSR skills taxonomy framework refined and the integration strategies of existing occupational and skills framework to the NSR developed.	Output 6.1 Draft outline of the shared NSR skills taxonomy framework and the draft integration strategy developed.	1. Draft outline of the shared NSR skills taxonomy. 2. Consultation meeting summary notes with the list of participants. 3. Draft NSR integration strategies.	10	28-Jun-22	12-Jul-22
	Output 6.2 Draft outline of the NSR skills taxonomy framework and the draft integration strategies finalized through an on-line workshop.	1. Workshop summary notes with the list of participants. 2. Workshop preparation documents (agenda, participant sheet, presentation documents). 4. Final outline of NSR skills taxonomy framework. 5. Final NSR integration strategies.	10	13-Jul-22	27-Jul-22
Output 7: The detailed work plans for the development of pilot skills taxonomies for construction and food processing industries developed.	Output 7.1 Draft two detailed sectoral work plans for the pilot skills taxonomy developed.	1. Draft work plan for pilot skills taxonomy development in construction. 2. Draft work plan for pilot skills taxonomy development in food processing.	5	28-Jul-22	11-Aug-22
	Output 7.2 Two draft work plans presented and validated through an on-line workshop.	1. Workshop summary notes with the list of participants. 2. Workshop preparation documents (agenda, participant sheet, presentation documents).	3	12-Aug-22	19-Aug-22

Output	Sub-output	Deliverable	No. of Work Days	Start Date	End Date
	Output 7.3 The two work plans finalised and submitted.	1. Final work plan for pilot skills taxonomy in construction. 2. Final work plan for pilot skills taxonomy in food processing.	3	22-Aug-22	1-Sep-22
Output 8: The roadmap towards the full-fledged NSR developed.	Output 8.1 The draft outline of the roadmap toward the development of the full-fledged NSR developed.	1. Draft outline of the NSR roadmap.	5	12-Aug-22	26-Aug-22
	Output 8.2 The draft roadmap toward the full-fledged NSR developed through an on-line workshop.	1. Workshop summary notes with the list of participants. 2. Workshop preparation documents (agenda, participant sheet, presentation documents).	4	29-Aug-22	9-Sep-22
	Output 8.3 The roadmap toward the full-fledged NSR finalised.	1. Final NSR roadmap.	7	12-Sep-22	28-Sep-22
Output 9: The NSR employer or worker skill survey tools developed	Output 9.1 The draft NSR employer or worker skill survey tools developed.	1. Outline of the analytical framework, questionnaire, data-collection method of the employer (or worker) skills survey. 2. Draft analytical framework, questionnaire, data-collection method of the employer (or worker) skills survey.	10	29-Sep-22	27-Oct-22
	Output 9.2 The draft NSR employer or worker skill survey tools validated through an on-line workshop.	1. Workshop summary note with the list of participants. 3. Workshop preparation documents (agenda, participant sheet, presentation documents).	4	28-Oct-22	8-Nov-22
	Output 9.3 The NSR employer or worker skill survey tools finalised.	1. Final analytical framework, questionnaire, data-collection method of the employer (or worker) skills survey.	5	9-Nov-22	30-Nov-22
	Output 9.4 The the-end-of-assignment report submitted.	1. End of assignment report. 2. Soft copy of all deliverables.	2	1-Dec-22	12-Dec-22
Total Workdays			133		

VI. Required Qualifications

The assignment should be carried out by the contractor who should have team members with the following expertise/qualifications:

Education: Advanced university degree in social sciences, education, human resource development, or public administration, with expertise in the field of TVET/skills development or labour economics.

Experience:

- A minimum of ten years of experience in TVET/skills development in terms of policy and framework development.
- Experience in:
 - Carrying out qualitative research, in particular multiple case studies.
 - Carrying out quantitative research, in particular employer and worker skills survey.
 - Producing high-quality reports in English.
 - Developing and administering national on-line occupation and skills database or equivalent in Malaysia.
 - Developing occupational and/or skills frameworks.
 - Providing high-level policy advice and technical input in the field of TVET/skills development, in particular about the development and management of occupational and skills frameworks and national on-line database.
 - Facilitating and presenting in high-level government workshops or equivalent events.
 - Working with government agencies responsible for TVET/skills training.
 - Working with employers' and workers' organisations
 - Working for international organisations.

Knowledge/Skills:

- Excellent understanding of situations of TVET/skills development in Malaysia.
- Excellent understanding of occupation and skills frameworks in Malaysia.
- Good understanding of situations related to national on-line occupational and skills database in Malaysia.
- Excellent understanding of gender and social inclusion issues in Malaysia.
- Excellent analytical and writing skills in English.
- Excellent understanding of qualitative research methods.
- Excellent understanding in quantitative research methods, in particular about designing and implementing employer or worker skills surveys and analysing survey results.
- Ability to facilitate high-level discussions with Government and Industry.
- Excellent project management skills.
- Excellent coordination skills.
- Ability to use a variety of computer applications and software to carry out data collection and analysis.
- Excellent Monitoring and Evaluation skills.

Languages: Excellent command of English and Malay.

VII. Submission of Proposals

Interested companies must submit the following documents/ information to demonstrate their institutional capacity and the qualifications of team members. We accept: (i) full proposal for all listed outputs (Outputs 1-9) or partial proposal only for (ii) only Outputs 1-5 and 9.4; or (iii) Outputs 1, 7-9.

- Curriculum Vitae of team members
- Technical proposal describing: (i) how a contractor will approach and conduct the listed tasks and deliver outputs; (ii) targeted occupational and skills standards/frameworks; and (iii) internal quality assurance mechanism (10 pages maximum).
- One writing sample related to the national on-line occupational and skills database, skills framework, occupational or skills clarification, and other relevant issues in TVET.
- Estimated budget (financial proposal), i.e., professional fees (daily rate and expected number of working days) and additional expenses (e.g., transportation costs) for completing the work.

The interested organisations are requested to electronically submit the following two documents separately to the following address:

- (1) Technical proposal to: jmori@ilo.org and alauddinonn@ilo.org
- (2) Financial proposal to: nurhalimatun@iloquest.org

The deadline of submission is **3 March 2022 by 5:00 pm MYT**. The short-listed candidates will be contacted for an interview.

VIII. Contract Duration

The contract will commence tentatively from 18 March 2022 until 31 December 2022. The actual date will be finalized after completion of the hiring process.

IX. Indicative Payment Terms

Payment terms will be as follows:

- 1st payment: 10% upon the delivery and acceptance of Output 1.
- 2nd payment: 15% upon the delivery and acceptance of Outputs 2 and 3.
- 3rd payment: 20% upon the delivery and acceptance of Output 4.
- 4th payment: 20% upon the delivery and acceptance of Output 5.
- 5th payment: 20% upon the delivery and acceptance of Output 6 and 7.
- 6th payment: 15% upon the delivery and acceptance of Output 8 and 9.

Attachment

- Terms and conditions applicable to contract for services



TERMS AND CONDITIONS APPLICABLE TO ILO CONTRACTS FOR SERVICES

1. THE PARTIES

- 1.1. **LEGAL STATUS OF THE PARTIES:** The International Labour Organization, represented by the International Labour Office (ILO), and the Contractor (referred to individually as a “Party” and together as the “Parties”) have the following legal status:
- 1.1.1. The International Labour Organization has full juridical personality, including the ability to contract and enjoys such privileges and immunities as are necessary for the independent fulfilment of its purposes pursuant to the *Constitution of the International Labour Organisation*. Nothing in or related to the Contract will be deemed a waiver of any of the privileges and immunities of the International Labour Organization recognized in the Convention on the Privileges and Immunities of the Specialized Agencies (1947), and relevant national and international law.
 - 1.1.2. The Contractor is an independent contractor. Nothing contained in or relating to the Contract will be construed as establishing or creating between the Parties the relationship of employer and employee or of principal and agent.

2. CONTRACT DOCUMENTS AND VALIDITY

2.1. NATURE OF THE CONTRACT:

- 2.1.1. The Contract constitutes the complete and exclusive agreement between the Parties. It supersedes all proposals, verbal or written arrangements or agreements, and any other communications by one of the Parties or between the Parties relating to the Contract.
 - 2.1.2. The Contract is composed of the following documents listed in their order of precedence:
 - 2.1.2.1. **Purchase Order/Contract Document**, including any specific conditions;
 - 2.1.2.2. Terms and Conditions applicable to ILO Contracts for Services (**Annex 1**); and
 - 2.1.2.3. Any other document explicitly listed in the Purchase Order/Contract Document and attached to it (i.e., **Annex 2, 3**, etc).
 - 2.1.3. Unless otherwise included in any of the documents listed in paragraph 2.1.2., the terms of business, conditions of contract, general reservations published or issued by the Contractor or written in any correspondence or documents emanating from the Contractor will not form part of the Contract.
- 2.2. **VALIDITY:** The Contract will expire upon fulfilment by the Parties of their respective obligations or otherwise in accordance with its provisions.
- 2.3. **NON-EXCLUSIVITY:** The ILO may contract for works or services (referred together to as “Services”) of the same or similar kind and quality described in the Contract from any other source at any time.
- 2.4. **COMMUNICATIONS:** Communications (e.g., notices, documents) will be addressed to:

INTERNATIONAL LABOUR OFFICE
Procurement Bureau (PROCUREMENT)
4 Route des Morillons
CH 1211 Geneva 22
Switzerland
Facsimile: + (41)(22) 798 85 29
Phone: + (41)(22) 799 76 02
e-mail: procurement@ilo.org

3. PRICE AND PAYMENT

- 3.1. **PRICE AND CURRENCY:** The price and currency specified in the Contractor’s offer are firm and not subject to revision. The ILO’s financial liability under the Contract is restricted to the price and currency indicated in the Purchase Order/Contract Document.
- 3.2. **PAYMENT:** Upon receipt of the Contractor’s written invoice and any related supporting documentation, the ILO will effect payment, normally within thirty (30) days, by bank transfer (the ILO will not pay through letters of credit or bank draft). The written invoice will be sent to the addressee specified in the Purchase Order/Contract Document and will contain the:
 - 3.2.1. number of the Purchase Order/Contract Document that it relates to;
 - 3.2.2. invoiced amount (without the rounding of currency decimals and exclusive of VAT, duties or charges); and



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3.2.3. date of the completion of Services.

In no event will complete or partial payment by the ILO, in and of itself, constitute acceptance of the Services.

- 3.3. **TAX EXEMPTION:** The International Labour Organization, as a United Nations Specialized Agency, enjoys a special tax status in Switzerland and in other member States. Except with the prior written authorization of the ILO, invoices will be submitted exclusive of any amount representing taxes (including value added tax), duties or charges. Where such authorization has been provided, the Contractor will provide the ILO with written evidence that payment of such taxes, duties or charges has been made. In the event any government authority refuses to recognize the ILO's exemption from such taxes, duties or charges, the Contractor will immediately consult with the ILO to determine a mutually acceptable procedure.

4. PERFORMANCE

- 4.1. **ITEMS FURNISHED BY THE CONTRACTOR:** The Contractor is solely responsible for the arrangement, provision and operation of all equipment, supplies, related support services and personnel (including any related costs so incurred) necessary for the performance of the Contractor's obligations under the Contract.
- 4.2. **ITEMS FURNISHED BY THE ILO TO THE CONTRACTOR:** Where goods and equipment (referred together as "Goods") are funded or provided by the ILO to the Contractor to support the performance of the Contractor's obligations under the Contract, the following terms apply:
- 4.2.1. The Contractor acknowledges and agrees that the ILO hereby disclaims any and all warranties regarding the functionality or installation of such Goods. The Contractor is solely responsible for the installation (including any personnel, tools, materials or other Goods necessary for installation), maintenance and functioning of all the Goods funded or provided by the ILO under the Contract.
- 4.2.2. The Contractor will promptly report to the ILO each loss, damage or theft of such Goods.
- 4.2.3. Title to the Goods that may be funded or provided by the ILO to the Contractor will be retained by the ILO. The Contractor will not cause or permit any lien, claim or other encumbrance to be attached to any or all such Goods, or to any other item that is the subject matter of the Contract.
- 4.2.4. Upon the termination or expiration of the Contract, all such Goods will be returned to the ILO in the same condition as when delivered to the Contractor, excluding normal wear and tear. The return of such Goods, or other disposal as the ILO may direct, will be at the Contractor's expense. Upon termination or expiration of the Contract, the Contractor will take all reasonable measures to avoid any loss of or deterioration to such Goods. The Contractor will compensate the ILO for actual costs of any loss of, damage to or deterioration of such Goods that is beyond normal wear and tear.
- 4.3. **INSTALLATION, MAINTENANCE, TRAINING:** Where installation, maintenance (ongoing or as specified in the Purchase Order/Contract Document) or training is required, the following terms apply:
- 4.3.1. The Contractor, in a timely manner, will arrange for and provide all equipment, supplies, related support services and personnel necessary to complete the installation, maintenance or training.
- 4.3.2. All costs related to the installation, maintenance or training will be borne by the Contractor.
- 4.3.3. The ILO and the Consignee will be permitted to monitor the installation or maintenance work, as well as to oversee the training.
- 4.3.4. In addition, where training is required the Contractor will train any persons identified by ILO or the Consignee in the installation, operation, maintenance, etc. of the Services described in the Contract.
- 4.4. **ACCESS:** If some or all of the contractual obligations will be performed on ILO premises, the ILO will facilitate access to its premises in line with requirements for such performance. The Contractor will comply with ILO security requirements and any other relevant ILO rules, regulations and guidelines while on ILO premises, as well as with the instructions given by designated ILO officials.
- 4.5. **RESPONSIBILITY FOR PERSONNEL:**
- 4.5.1. The employees, officials, representatives, staff or subcontractors (**Personnel**) of either of the Parties will not be considered in any respect as being the employees or agents of the other Party.
- 4.5.2. Each Party is solely responsible for the professional and technical competence of its respective Personnel, which will permit that Party to effectively perform its obligations under the Contract.
- 4.5.3. Without prejudice to any other right or remedy available under the Contract, the ILO reserves the right to request at any time, in writing, the withdrawal or replacement of any of the Contractor's Personnel and such request will not be unreasonably refused by the Contractor.
- 4.5.4. Each Party is solely responsible for all claims arising out of or relating to the engagement of its respective Personnel.



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4.5.5. All expenditures related to the assignment of the Contractor's Personnel, including allowances, insurance, cost of travel arrangements and local transport will be borne by the Contractor. All expenditures related to the assignment of the ILO's Personnel, including allowances, insurance, cost of travel arrangements and local transport will be borne by the ILO.

4.6. **INSURANCE:**

4.6.1. The Contractor, for the duration of the Contract, any extension thereof or any period following any termination of the Contract and reasonably adequate to deal with losses, will insure its Personnel against the consequences of the following risks:

4.6.1.1. illness, injury and death; and

4.6.1.2. incapacity to work due to accident and sickness either during normal working hours or outside working hours.

4.6.2. Time lost as a result of the occurrence of the risks identified in subparagraphs 4.6.1.1 or 4.6.1.2 will not be chargeable to the ILO.

4.6.3. The Contractor for the duration of the Contract, any extension thereof or any period following any termination of the Contract and reasonably adequate to deal with losses, warrants that it is insured with a coverage for a sufficient amount for the use of any vehicles, boats, airplanes or other transportation vehicles and equipment, whether or not owned by the Contractor, as well as that it carries comprehensive civil liability insurance with regard to third-parties, including the ILO and its Personnel, in respect of physical injury, damage to property or theft, as well as the direct or indirect effects thereof, including the unavailability of premises and loss of production.

4.6.4. Where required by the ILO and as specified in the Purchase Order/Contract Document (except for the workers' compensation insurance or any self-insurance program maintained by the Contractor and approved by the ILO), the Contractor's insurance policies will:

4.6.4.1. name the ILO as an additional insured under the liability policy/policies, including, if required, as a separate endorsement under the Contractor's policy/policies;

4.6.4.2. include a waiver of subrogation of the Contractor's insurance carrier's rights against the ILO; and

4.6.4.3. provide that the ILO will receive written notice from the Contractor's insurance carrier not less than thirty (30) days prior to any cancellation or material change of coverage.

4.6.5. The Contractor will take out any other insurance required by the ILO and as specified in the Purchase Order/Contract Document.

4.6.6. Upon written request by the ILO, the Contractor will provide the ILO with a copy of the general and specific conditions of the insurance policy/policies required under the Contract.

4.7. **INDEMNIFICATION:**

4.7.1. The Contractor is solely responsible for any claim or damage resulting from the negligence, acts, or omissions of its Personnel.

4.7.2. The Contractor will indemnify and hold the ILO harmless from and against any direct or indirect responsibilities, complaints, claims (including intellectual property rights infringement), suits, judgments, damages and losses, including costs, fees and related expenses, in respect of any physical injury, damage to property, theft, or economic or other prejudice suffered by the ILO, its Personnel or third-parties which may result from the performance of the Contractor's obligations under the Contract or the Contractor's acts or omissions or those of the Contractor's Personnel.

4.7.3. The Contractor will immediately notify the ILO upon becoming aware of any direct or indirect responsibilities, complaints, claims (including intellectual property rights infringement), suits, judgments, damages and losses, including costs, fees and related expenses, in respect of any physical injury, damage to property, theft, or economic or other prejudice suffered by the ILO or which could adversely affect the ILO.

5. **ASSIGNMENT AND SUBCONTRACTING**

5.1. **ASSIGNMENT:** The Contractor may not assign, transfer, pledge or make any other disposition of the Contract, of any part of the Contract, or of any of the rights, claims or obligations under the Contract except with the prior written authorization of the ILO. Any such unauthorized assignment, transfer, pledge or other disposition, or any attempt to do so, will not be binding on the ILO.

5.2. **SUBCONTRACTING:** In the event that the Contractor requires the services of any subcontractor, the Contractor will obtain the prior written authorization to subcontract and the approval of the ILO of the subcontractor selected. The authorization and approval by the ILO of such a subcontractor does not relieve the Contractor of any of its obligations under the Contract and the Contractor is solely responsible for the Services provided by a subcontractor in the framework of the Contract, including their quality. The Contractor, to the same extent as for its own Personnel, will be liable for a subcontractor and its Personnel who are performing any part of the Contractor's obligations under the Contract. The



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terms of any subcontract will be subject to and be in conformity with the provisions of the Contract. Except with the prior written authorization to subcontract and the approval of the ILO of the subcontractor selected, the Contractor will ensure that its subcontractor(s) do not subcontract, assign, transfer, pledge or make any other disposition of the Contract, of any part of the Contract, or of any of the rights, claims or obligations under the Contract. The provisions of this paragraph apply to any subcontractor who, in turn, requires the services of a subcontractor.

6. INTELLECTUAL PROPERTY RIGHTS AND CONFIDENTIALITY

6.1. PROPRIETARY ITEMS AND INTELLECTUAL PROPERTY RIGHTS:

- 6.1.1. All documents (including drawings, estimates, manuscripts, maps, plans, records, reports, recommendations) and other proprietary items (including data, devices, gauges, jigs, mosaics, parts, patterns, photographs, samples, and software) (jointly referred to as **Proprietary Items**), either developed by the Contractor or its Personnel in connection with the Contract or furnished to the Contractor by or on behalf of the ILO to support the performance of the Contractor's obligations under the Contract, are the exclusive property of the International Labour Organization; and, will be used by the Contractor and its Personnel solely for the purposes of the Contract.
- 6.1.2. All intellectual property rights and all other proprietary rights (including copyrights, patents, trademarks, source codes, products, processes, inventions, ideas, know-how) with regard to any materials (jointly referred to as **Intellectual Property**), either developed by the Contractor or its Personnel in connection with the Contract or furnished to the Contractor by or on behalf of the ILO to support the performance of the Contractor's obligations under the Contract, are the exclusive property of the International Labour Organization; and, will be used by the Contractor and its Personnel solely for the purposes of the Contract.
- 6.1.3. During the course of development, Proprietary Items and Intellectual Property developed or utilized by or furnished to the Contractor will be made available for use and inspection by the ILO, upon request at reasonable times and in reasonable places.
- 6.1.4. Such Proprietary Items and Intellectual Property will be delivered only to ILO authorized officials on completion of the Contract.
- 6.1.5. The Contractor will disclose, throughout its performance, to the ILO's authorized officials full particulars of all source codes, products, processes, inventions, ideas, know-how, documents and any other materials developed or conceived by the Contractor, alone or jointly, in connection with the Contract.
- 6.1.6. At the request of the ILO, the Contractor will take all necessary steps to execute all necessary documents and generally assist the ILO in securing intellectual property rights and all other proprietary rights in compliance with the requirements of applicable law.
- 6.1.7. To the extent that any Intellectual Property due to the ILO under paragraph 6.1.2 includes any intellectual property:
 - 6.1.7.1. of the Contractor that: (i) pre-existed the performance by the Contractor of its obligations under the Contract; or (ii) it may develop or acquire, or that may have been developed or acquired, independently of the performance of the Contractor's obligations under the Contract; or
 - 6.1.7.2. of a third-party;the Contractor grants to the International Labour Organization a perpetual, royalty-free license to make unrestricted use of such intellectual property. The International Labour Organization will not claim any ownership interest in the intellectual property described in subparagraphs 6.1.7.1 or 6.1.7.2.
- 6.1.8. The Contractor undertakes to obtain, at its own expense, permission to use any third-party protected rights that are necessary for the performance of the Contract and, if requested, provide the ILO with evidence of such permission.
- 6.1.9. In the event that any Proprietary Items or Intellectual Property provided to the ILO by the Contractor are for some reason enjoined or found to infringe any rights of a third-party, or in the event of a settlement, are enjoined, limited or otherwise interfered with, then the Contractor, at its sole cost and expense, will promptly:
 - 6.1.9.1. procure for the ILO the unrestricted right to continue using such Proprietary Items and Intellectual Property provided to the ILO;
 - 6.1.9.2. replace or modify the Proprietary Items and Intellectual Property provided to the ILO, or part thereof, with the equivalent or better Proprietary Items and Intellectual Property, or part thereof, that are non-infringing; or,
 - 6.1.9.3. refund to the ILO the full price paid by the ILO for the right to have or use such Proprietary Items and Intellectual Property or part thereof.

6.2. CONFIDENTIAL NATURE OF AND RESPONSIBILITY FOR PROPRIETARY ITEMS, INTELLECTUAL PROPERTY AND OTHER INFORMATION:

- 6.2.1. Unless otherwise made public with the authorization of the ILO, Proprietary Items, Intellectual Property and other information, irrespective of what form they are, developed, collected, known, marked or received by the Contractor, will be treated by the Contractor as confidential and be used only for the purposes of the Contract.



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6.2.2. The Contractor will not communicate at any time to any other person, government or entity external to the ILO, any Proprietary Items, Intellectual Property or other information known by reason of its association with the ILO, which has not been made public, except with the authorization of the ILO; nor will the Contractor at any time use such information for private advantage or in any manner prejudicial to or incompatible with the interests of the ILO. Where the Contractor is required by law to disclose such Proprietary Items, Intellectual Property or other information, it will give the ILO sufficient prior notice of the request to disclose in order to allow the ILO to have a reasonable opportunity to take protective measures or such other action as may be appropriate.

6.2.3. The Contractor will be responsible for such Proprietary Items, Intellectual Property and other information. In case of loss of or damage to any Proprietary Items, Intellectual Property or other information the Contractor may be required to:

6.2.3.1. replace or repair the lost or damaged Proprietary Items, Intellectual Property or other information; or

6.2.3.2. provide compensation to the ILO for the cost of replacing or repairing the lost or damaged Proprietary Items, Intellectual Property or other information.

6.3. PUBLICITY AND USE OF THE NAME, EMBLEM OR OFFICIAL SEAL:

6.3.1. The Contractor may neither disclose the terms and conditions of the Contract nor advertise or otherwise make public the fact that it is a Contractor to the ILO.

6.3.2. The Contractor may not use or reproduce the name, emblem or the official seal of the International Labour Organization or of the International Labour Office, including their abbreviations, in connection with the Contractor's business or otherwise.

6.3.3. In reporting its procurement activities, the ILO may publish (e.g., on the internet) the Contractor's name and amount of the Contract.

7. ETHICAL CONDUCT

7.1. **LABOUR CLAUSES:** The Contractor undertakes to respect, at all times and in all circumstances relevant to the performance of the Contract and in relation to all its Personnel, and to ensure that its subcontractors respect:

7.1.1. The following principles concerning international labour standards of the International Labour Organization:

7.1.1.1. the freely-exercised right of workers, without distinction, to organize, further and defend their interests and to bargain collectively, as well as the protection of those workers from any action or other form of discrimination related to the exercise of their right to organize, to carry out trade union activities and to bargain collectively;

7.1.1.2. the prohibition of forced or compulsory labour in all its forms;

7.1.1.3. equal remuneration for men and women for work of equal value;

7.1.1.4. equality of opportunity and treatment in respect of employment and occupation without discrimination on grounds of race, colour, sex, religion, political opinion, national extraction or social origin and such other ground as may be recognized under the national law of the country or countries where the performance, in whole or in part, of the Contract takes place;

7.1.1.5. the prohibition of the employment of children below fourteen (14) years of age or, if higher than fourteen (14), the minimum age of employment permitted by the law of the country or countries where the performance, in whole or in part, of the Contract takes place, or the age of the end of compulsory schooling in that country or countries, whichever is higher;

7.1.1.6. the prohibition of the employment of persons under the age of eighteen (18) for work that, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of such persons;

7.1.1.7. the payment of wages in legal tender, at regular intervals no longer than one month, in full and directly to the workers concerned. The Contractor shall keep an appropriate record of such payments. Deductions from wages are permitted only under conditions and to the extent prescribed by the applicable law, regulations or collective agreement, and the workers concerned must be informed of such deductions at the time of each payment.

7.1.1.8. the provision of wages, hours of work and other conditions of work not less favourable than the best conditions prevailing locally (i.e., as contained in: (i) collective agreements covering a substantial proportion of employers and workers; (ii) arbitration awards; or, (iii) applicable laws or regulations, whichever offers the best working conditions), for work of the same character performed in the trade or industry concerned in the area where work is carried out;

7.1.1.9. the need to ensure, so far as is reasonably practicable, that the workplaces, machinery, equipment and processes under their control are safe and without risk to health, and that the chemical, physical and biological substances and agents under their control are without risk to health when the appropriate measures



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- of protection are taken; and provide, where necessary, adequate protective clothing and protective equipment to prevent, so far as is reasonably practicable, risk of accidents or of adverse effects to health; and
- 7.1.2. All applicable laws or regulations concerning terms of employment and conditions of work, any collective agreements to which it is party, or any other related measure with which it must comply.
- 7.2. **PERSONNEL NOT TO BENEFIT:**
- 7.2.1. The ILO requires bidders and contractors to observe the highest ethical standards during the procurement process and the execution of contracts. In order to ensure the respect of these obligations, the ILO provides the following definitions:
- 7.2.1.1. “fraudulent practice” is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, another to obtain a financial or other benefit or to avoid an obligation;
- 7.2.1.2. “corrupt practice” is the offering, giving, receiving or soliciting, directly or indirectly, of any advantage, in order to influence improperly the actions of another;
- 7.2.1.3. “conflict of interest” is a situation that gives rise to an actual, potential or perceived conflict between the interests of one party and another;
- 7.2.1.4. “collusive practice” is any conduct or arrangement between two or more bidders or contractors, designed to achieve an improper purpose, including to influence improperly the actions of another or to set prices at an artificial level or in a non-competitive manner;
- 7.2.1.5. “coercive practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, another or the property of another to influence improperly the actions of another.
- 7.2.2. The Contractor will not (and will ensure that its Personnel do not) place itself in a position that may, or does, give rise to a conflict between its interests and the ILO’s interests during the procurement process or the execution of the Contract.
- 7.2.3. If during any stage of the procurement process a conflict of interest arose or during contract execution a conflict of interest arises, or appears likely to arise, the Contractor will immediately notify the ILO in writing, setting out all relevant details, including any situation in which the interests of the Contractor conflict with the interests of the ILO, or in any situation in which any ILO official, employee or person under contract with the ILO may have, or appears to have, an interest of any kind in the Contractor’s business or any kind of economic or personal ties with the Contractor. The Contractor will take such steps as the ILO may reasonably require to resolve or otherwise deal with the conflict to the satisfaction of the ILO.
- 7.2.4. Without prejudice to any other right or remedy available under the Contract, the ILO reserves the right to disqualify the Contractor for a specified or indefinite period from participating in the procurement process of the ILO or contracting with the ILO, if it is shown that the Contractor has, directly or indirectly, employed fraudulent, corrupt, collusive or coercive practices or failed to disclose a conflict of interest.

8. FULL DISCLOSURE

- 8.1. **FULL DISCLOSURE:** The Contractor warrants that it has made and will make full and proper disclosure to the ILO of all relevant information relating to its business activities, financial condition and ownership, prior to entering into this Contract and for its duration, including that it is not identified on or associated with¹ any individual, groups, undertakings and entities identified on the list established by the United Nations Security Council Resolution 1267 (**1267 Consolidated List**)²; and that it is not, nor has been, subject to any sanction or temporary suspension imposed by any organization within the United Nations System including the World Bank.

9. DELAY, FORCE MAJEURE AND LIQUIDATED DAMAGES

9.1. DELAY:

- 9.1.1. Should the Contractor encounter conditions that do not constitute *Force majeure* and which impede or are likely to impede timely performance of the Contract (**Delay**), the Contractor will immediately notify the ILO in writing with full particulars of the Delay, including its likely duration, and its cause. At the ILO’s request, the Contractor and the ILO will consult as soon as practicable after receipt of such notice, to evaluate any available means of mitigation or appropriate remedies provided under the Contract.
- 9.1.2. In addition to any other right or remedy available under the Contract, upon receiving notice of Contractor’s Delay (or likely Delay) in performance, the ILO will have the right to:
- 9.1.2.1. suspend the Contract, in whole or in part, and notify the Contractor not to proceed further with its performance which has been subject to (or will be subject to) Delay;
- 9.1.2.2. withhold and/or deduct payment to the Contractor for the portion of the Contract subject to Delay; and



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- 9.1.2.3. procure all or part of the Services which the Contractor fails to provide in a timely manner.
- 9.1.3. Without prejudice to any other right or remedy available under the Contract, the Contractor will be liable for any increase in the price payable by the ILO resulting from the procurement of the Services from other sources and the ILO may apply such additional costs incurred, by deduction or otherwise, against future amounts owed by the ILO to the Contractor.
- 9.1.4. Upon receipt of notice of any decision by the ILO to suspend the Contract under subparagraph 9.1.2.1 and with respect to the suspended portion of the Contract, the Contractor will take immediate steps to reduce expenses to a minimum and will not undertake any further obligations; provided, however, that the ILO and the Contractor will continue performance of the Contract to the extent that it is not suspended or cancelled.
- 9.2. FORCE MAJEURE:**
- 9.2.1. Neither Party will be liable to the other Party for failure to perform its respective obligations, if such failure is as a result of an unforeseeable and irresistible event, act of nature (including fire, flood, earthquake, storm, hurricane, epidemic or other natural disaster), any act of war (whether declared or not), invasion, revolution, insurrection, terrorism, or any other acts of a similar nature or force, (**Force Majeure**) provided that such acts arise from causes beyond the control and without the fault or negligence of the invoking Party.
- 9.2.2. The defaulting Party will notify, as soon as possible after the occurrence of the *Force Majeure* event, the other Party in writing with full particulars of the *Force Majeure* event, including its likely duration, the estimated expenditures that will likely be incurred for the duration of the *Force Majeure* event, and any other conditions which threaten to interfere with the defaulting Party's performance of the Contract.
- 9.2.3. Without prejudice to any other right or remedy available under the Contract, if either Party is rendered unable, in whole or in part, by reason of *Force Majeure* to perform its obligations and meet its responsibilities under the Contract and where the *Force Majeure* event exists beyond sixty (60) days then that Party will have the right to suspend or terminate the Contract with a period of written notice of seven (7) days.
- 9.3. NOTICE OF DELAY AND FORCE MAJEURE:** If notice is not received by a Party in accordance with paragraphs 9.1.1 or 9.2.2, the Party who fails to notify of the Delay or *Force Majeure* event will be liable for damages resulting from such non-receipt, except where the Delay or *Force Majeure* event also prevents transmission of the notice.
- 9.4. LIQUIDATED DAMAGES:** Without prejudice to any other right or remedy available under the Contract, the Parties agree that if the Contractor breaches the Contract, including a Delay in performance of the Contractor's obligations under the Contract, it will be impractical or difficult to quantify the damages suffered by the ILO. The Parties, therefore, agree that in the event of such a breach by the Contractor, the Contractor will pay to the ILO, as liquidated damages, a sum equal to three-tenths of one (0.3) per cent of the Contract price for each day of delay until actual delivery or performance, up to a maximum of ten (10) per cent of the Contract price. Each Party acknowledges and agrees that the liquidated damages amount specified herein are intended to reasonably compensate the ILO and not intended to punish the Contractor. Without prejudice to any other right or remedy available under the Contract, the ILO reserves the right to recover such liquidated damages by deduction or otherwise, against future amounts owed by the ILO to the Contractor.

10. TERMINATION

10.1. TERMINATION BY THE ILO:

- 10.1.1. Without prejudice to any other right or remedy available under the Contract and without the authorisation of a court or any other authorisation, the ILO may terminate the Contract immediately by written notice in the event that the Contractor:
- 10.1.1.1. is found to have made any material or fraudulent misrepresentation in the making of or performance of the Contract regardless of when the misrepresentation is discovered;
- 10.1.1.2. becomes bankrupt, otherwise insolvent, or the ILO reasonably determines that the Contractor has become subject to a materially adverse change in its financial condition that threatens to substantially affect the ability of the Contractor to perform any of its obligations under the Contract;
- 10.1.1.3. fails to perform contractual obligations or to satisfy any guarantees or warranties it has made under the Contract and does not rectify such failure within sixty (60) days following receipt of a written notice by the ILO;
- 10.1.1.4. is declared undesirable by the government where the Contractor is to perform any of its obligations under the Contract;
- 10.1.1.5. is the subject of any sanction or temporary suspension imposed by any organization within the United Nations System including the World Bank; or
- 10.1.1.6. the ILO's activities are curtailed or terminated.



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10.1.2. Upon receipt of notice of termination by the ILO, the Contractor will take immediate steps to bring any Services to a close in a prompt and orderly manner, will reduce expenses to a minimum and will not undertake any further obligations from the date of receipt of notice of termination.

10.1.3. If the Contract should be terminated by the ILO, the ILO will make all payments which may be due up to the effective date of termination for any Services satisfactorily delivered or performed and accepted by the ILO.

10.2. TERMINATION BY THE CONTRACTOR:

10.2.1. Without prejudice to any other right or remedy available under the Contract and without the authorisation of a court or any other authorisation, the Contractor may terminate the Contract immediately by written notice in the event that the ILO:

10.2.1.1. fails to make payments which are due under the Contract and the ILO does not rectify such failure within a period of sixty (60) days after receipt of the Contractor's written notice of default; or

10.2.1.2. fails in its contractual obligations so as to make it unreasonable for the Contractor to proceed with the performance of its obligations under the Contract and the ILO does not rectify such failure within a period of sixty (60) days after receipt of the Contractor's written notice of default.

11. WARRANTY

11.1. WARRANTY OF SERVICES:

11.1.1. The Contractor warrants that any Services provided in accordance with the Contract will meet the specifications, timeframes and related requirements set forth in the Contract. All materials and workmanship utilized in performing the Services under the Contract will be of the respective kind(s) described in the Contract and free from defects. Materials not conforming to the specifications in the Contract will not be used in performance of the Services without prior written approval of the ILO.

11.1.2. If the Services do not meet the requirements referred to above, the Contractor will, at its sole expense, either by repair or replacement, correct, promptly modify or change any faulty workmanship materials, parts and equipment supplied by it to the extent necessary to satisfy the above warranty.

11.1.3. If any defect or failure in the Services cannot be rectified by remedial measures within the period agreed by the ILO and the Contractor, the Contractor will be considered to be in default and in addition to exercising any suspension or termination rights set forth in the Contract, the ILO has the right to independently replace or repair the Services and the Contractor will be obligated to reimburse the ILO for all the additional costs so incurred, including by deduction or otherwise, against future amounts owed by the ILO to the Contractor.

12. MISCELLANEOUS

12.1. **CHANGE ORDERS:** The ILO may, by written notification, increase or decrease the scope of Services of the Contract provided the stage reached in the performance of the Contract so allows. If any such changes increase or decrease the cost of and/or the time required for the performance of any part of the Contract, an equitable adjustment will be made in the Contract's price or time schedule, or both, and the Contract will accordingly be amended. Any request for consultation or claim for adjustment under this paragraph will be asserted by the Contractor within thirty (30) working days from the date of receipt of ILO's change order.

12.2. **AMENDMENTS:** The Parties may by mutual agreement amend the Contract. Amendments will be effective only if in writing and when executed and delivered on behalf of the ILO and the Contractor by persons duly authorized to do so.

12.3. **NON-WAIVER OF RIGHTS:** Termination of the Contract in whole or in part by a Party or the failure by either Party to exercise any rights available to it, will not affect the accrued rights or claims and liabilities of either Party to the Contract.

12.4. **SURVIVAL:** The obligations contained in paragraphs 4.6 (Insurance); 4.7 (Indemnification); 6.1 (Proprietary Items and Intellectual Property Rights); 6.2 (Confidential Nature of and Responsibility for Proprietary Items, Intellectual Property and Other Information); 6.3 (Publicity and Use of the Name, Emblem or Official Seal); and 11.1 (Warranty of Services) survive the termination or expiration of the Contract.

12.5. **LIMITATION ON ACTIONS:** Irrespective of their nature, any dispute, controversy, or claim arising out of the Contract or the breach, termination, or invalidity thereof (other than obligations enumerated in paragraph 12.4) must be asserted within six (6) months after the termination or expiration of the Contract.

13. SETTLEMENT OF DISPUTES

13.1. **AMICABLE SETTLEMENT:** The Parties will use their best efforts to amicably settle any dispute, controversy, or claim arising out of the Contract or the breach, termination, or invalidity thereof by direct informal negotiations, including, where



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agreed, by referral, to an executive level of authority within the Parties. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation will take place in accordance with the Conciliation Rules then prevailing of the United Nations Commission on International Trade Law (**UNCITRAL**) or according to such other procedure as may be agreed between the Parties in writing.

13.2. **ARBITRATION:** Unless settled amicably under paragraph 13.1, within sixty (**60**) days, after receipt by one Party of the other Party's written request, any dispute, controversy or claim arising out of the Contract, or the breach, termination or invalidity thereof, will be settled by arbitration in accordance with the UNCITRAL Arbitration Rules then prevailing. In addition:

13.2.1. the place of arbitration will be Geneva;

13.2.2. the decisions of the arbitral tribunal will be based on general principles of international commercial law;

13.2.3. the arbitral tribunal will have no authority to award punitive damages; and

13.2.4. the Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim arising out of the Contract, or the breach, termination or invalidity thereof.

13.3. **LANGUAGE:** The conciliation and the arbitration proceedings will be conducted in the language in which the Contract is signed provided that it is one of the three working languages of the ILO (English, French and Spanish). In the event the Contract is in a language other than English, French or Spanish, the conciliation or the arbitration proceedings will be conducted in English, French or Spanish.

¹ United Nations Security Council Resolution 1617 defines "associated with" and it is available at <http://www.un.org/sc/committees/1267/resolutions.shtml>.

² The 1267 Consolidated List is available at www.un.org/sc/committees/1267/consolist.shtml.