



‘Applying the G20 Training Strategy’ Project: A Partnership between the ILO and the Russian Federation

Request for Proposals

Mixed Methodology Approach to Sector Skills Studies

October 2018

Subject: Procurement of consulting services for conducting "three sectoral skills studies using a mixed methodology approach"

Request for Proposal (RFP) N°: 106110001

Date: 25 10 2018

Dear Sir/Madam,

The International Labour Office (hereinafter the "ILO") is pleased to invite your company to submit a Proposal for providing consulting services for conducting "three sectoral skills studies using a mixed methodology approach"

To enable you to prepare and submit a Proposal, please find enclosed the following Annexes:

- Annex I: Instructions to Bidders;
- Annex II-A: Acknowledgment of Receipt;
- Annex II-B: Certification to be submitted by a Bidder in an ILO Competitive Bidding Procedure;
- Annex II-C: Bidder's Information Form;
- Annex II-D: Recent References;
- Annex II-E: Technical Proposal;
- Annex II-F: Financial Offer;
- Annex III: Terms of Reference; and
- Annex IV: Terms and Conditions applicable to ILO Contracts for Services.

Your Proposal must be received by the ILO no later than (EET Time Zone) on 08/11/2018 04:00 pm. Late bids shall be rejected.

You may submit a Proposal to the ILO provided that your organization is qualified, able and willing to deliver the goods, works and/or services specified in this RFP. Participation in this RFP indicates acceptance of the Terms and Conditions applicable to ILO Contracts for Services provided in Annex IV. Failure to comply with the requirements of this RFP and its Annexes may render a Proposal ineligible for consideration.

You are kindly requested to acknowledge receipt of this RFP and to indicate whether or not you intend to submit a Proposal by completing and returning the form provided in Annex II-A.

We look forward to receiving your Proposal.

Yours sincerely,

Patrick Daru

Patrick Daru (Oct 25, 2018)

ILO Country Coordinator, Jordan

INSTRUCTIONS TO BIDDERS

Reference: RFP N°106110001

Procurement of consulting services for conducting "three sectoral skills studies using a mixed methodology approach"

Abstract

This document outlines the requirements for presentation of a Request for Proposal to be considered by the International Labour Office.

1. Introduction

1.1 General

These instructions are provided for general information for the preparation of the Proposal for procurement of consulting services for conducting "three sectoral skills studies using a mixed methodology approach" under the Applying the G20 Training Strategy Project: A Partnership between the ILO and the Russian Federation. The Bidder is expected to examine all corresponding instructions, forms, terms and specifications contained in the RFP documents. Failure to comply with these documents will be at the Bidder's risk and may affect the evaluation of the Bid concerned.

1.2 Eligible Bidders

Bidders should not be associated, or have been associated in the past, directly or indirectly, with a firm or any of its affiliates or an individual which have been engaged by the ILO to provide consulting services for the preparation of the design specifications, and other documents to be used for the procurement of goods, works or services to be purchased under this Request for Proposal.

1.3 Cost of Bid

The Bidder shall bear all costs associated with the preparation and submission of the Bid. The ILO will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the solicitation.

1.4 RFP Schedule Summary

• RFP release date:	25/10/2018
• Site visit or bidders' conference (if applicable):	NA
• Clarification questions, if any, related to this RFP must be submitted to jalladj@ilo.org by:	30/10/2018, COB
• ILO response to clarification questions by:	2/11/2018
• Proposals Receipt Deadline:	08/11/2018 04:00 pm (EET Time Zone)
• Estimated Contract Signature Date:	22/11/2018
• Estimated Contract Start Date:	22/11/2018

1.5 Clarification Questions

A prospective Bidder requiring any clarification of the RFP documents may notify the ILO in writing. The ILO's response will be provided in writing to any request for clarification received by the deadline indicated in paragraph 1.4 above. Written copies of the response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective Bidders that received the RFP documents.

2. BIDDING CONDITIONS

2.1 Acknowledgment of Receipt

A prospective Bidder is requested to return promptly the Acknowledgement of Receipt form, provided in Annex II-A, duly completed and signed, even if it is not intending to submit a Proposal.

2.2 Number of Copies, Format and Signing of Proposal

The Bidder shall submit one original and two copies of the Proposal, clearly marking each "Original Proposal" and "Copy of Proposal" as appropriate. In the event of any discrepancy between them, the original shall prevail. The Proposal shall be typed or written in indelible ink and shall be dated and signed by the Bidder i.e. by a person or persons duly authorized to bind the Bidder to the contract. The Proposal shall contain no interlineations, erasures, or overwriting except, as necessary to correct errors made by the Bidder, in which case such corrections shall be initialled by the person or persons signing the Proposal.

2.3 Submission and Receipt of Proposals

It is the responsibility of Bidder to ensure that a Proposal is submitted to the ILO strictly in accordance with the stipulations in the solicitation documents.

Proposals **must be received on or before 08/11/2018 04:00 pm (EET Time Zone)**. Proposals and modifications to Proposals received after the proposal receipt deadline will be rejected. Proposals must include all the documents requested in these Instructions to Bidders and shall be submitted by:

- **Delivered by mail** to Tayseer Nana'h Street, South Abdoun. P.O.Box 831201 Amman 11183 Jordan, International Labour Organization

And/or

- **Hand delivered** (including by courier services) directly to the above ILO address in return for a signed and dated receipt.

Proposals submitted by any other means will be rejected.

Proposals must be submitted using the double envelope system, i.e., the outer parcel containing two separate, sealed envelopes, one bearing the words "**Envelope A - Technical Proposal**" and the other "**Envelope B - Financial offer**".

Where there is any infringement of these instructions (e.g., envelopes are unsealed or references to prices are included in the Technical offer) the Proposal will be rejected.

The outer parcel should bear the following information:

- a) the address for submission of proposals indicated above;
- b) the reference to the RFP to which the Bidder is responding;
- c) the name and address of the Bidder to enable the Proposal to be returned unopened if it is declared to have been received "late".

The pages of each of the Technical and Financial Proposal must be numbered.

The inner package shall be sealed and shall bear the name of the Bidder and be marked as follows:

RFP N° 106110001

Procurement of consulting services for conducting "three sectoral skills studies using a mixed methodology approach"

CONFIDENTIAL

DO NOT OPEN BEFORE

08/11/2018 04:00 pm (EET Time Zone)

In addition, the information below should appear on both sides of the inner envelope:

CONFIDENTIAL

To be opened by the Evaluation Panel ONLY

2.4 Official Language

The Proposal and all correspondence and documents related to the Proposal shall be written in the English language.

2.5 Correspondence

Any communication in connection with this RFP should be addressed in writing to the E-mail address mentioned in paragraph 1.4 above. All correspondence should quote the reference number of the RFP. Bidders are requested **not** to contact the ILO after the closing time, i.e. during the RFP assessment period.

2.6 No Consultation

A Bidder shall not:

- consult, communicate or agree with any other Bidder or competitor, with regard to price or any other matter related to the RFP for the purpose of restricting competition;
- disclose its price, directly or indirectly, to any other Bidder or competitor, except in the case of provision of standard public price lists;
- make any attempt to induce any other person or organization to submit or not to submit a Proposal for the purpose of restricting competition.

If a Bidder is found to be in breach of any of these instructions, the ILO reserves the right to exclude the Bidder from the procedure and reject its proposal.

Nothing in this paragraph shall restrict the right of a Bidder to form a joint venture, a consortium, a partnership or an association for the purpose of submitting a joint Tender.

2.7 Contract Conditions

Bidders are expected to examine carefully and comply with all instructions, forms, contract provisions and specifications contained in these RFP documents.

By submitting a Proposal, the Bidder accepts in full and without restriction these instructions. It also accepts the Terms and Conditions of ILO Contracts for Services (Annex IV) being relied on for this bidding procedure and resulting contract, irrespective of the provisions of the Bidder's own conditions of sale, which it hereby waives.

The ILO reserves the right to decline to consider without further comment any Proposal which does not accept the Terms and Conditions of ILO Contracts for Services set out in Annex IV.

2.8 Bid Currency

All prices shall be quoted in US Dollars (USD). If the Bid is submitted in a currency other than the Bid Currency, to facilitate evaluation and comparison, the ILO will convert all such prices in US Dollars (USD) at the official UN exchange rate applying on the last day for submission of Bids.

2.9 Incomplete Proposals

ILO may reject a Proposal that does not provide all the information requested which is necessary for assessment of the Proposal by the ILO.

2.10 Changes to Proposals'

Changes or amendments to Proposals will only be accepted if they are received before the deadline for receipt of Proposals and shall be submitted in accordance with the instructions given above. The envelope shall be clearly marked as "Change(s) to Proposal".

2.12 Material Change(s) in Circumstances

The Bidder shall inform the ILO of any change(s) of circumstances arising during the RFP process including, but not limited to:

- a change affecting any declaration, accreditation, license or approval;
- major re-organizational changes, company re-structuring, a take-over, buy-out or similar event(s) affecting the operation and/or financing of the Bidder or its major sub-contractors;
- a change to any information on which the ILO may rely in assessing Proposals.

2.13 RFP Document, Specifications, Drawings

The RFP Documents and any specifications, plans, drawings, patterns, samples or information issued or furnished by the ILO, are issued solely for the purpose of enabling a Proposal to be completed and may not be used for any other purpose. The RFP documents and any additional information provided to Bidders shall remain the property of the ILO.

2.14 Sub-Contracting

If sub-contracting of work to be undertaken as a result of this RFP is permitted, the ILO reserves the right to approve any sub-contractor that was not included in the RFP Submission

Form and request a copy of the sub-contracting agreement between the Bidder and its sub-contractor(s).

2.15 Proposal Validity

The validity of a Proposal shall be six (6) months commencing from the time and date of the closure of Proposals stated in paragraph 2.3 above. The ILO reserves the right to request an extension of the period of validity of Proposals, and to modify or exclude any of the terms of this RFP, at its sole discretion.

2.16 Notification of Contract Award

The ILO will evaluate the Proposals based on the Bidders' responses to the requirements set out in the RFP documents. Each Bidder will be informed of the decision reached concerning the award of the contract.

2.17 Publicity

During the RFP process, a Bidder is not permitted to create any publicity in connection with the RFP.

3. CONTENT OF THE PROPOSAL

Each Proposal shall comprise the following documents:

3.1 Envelope A-Technical Proposal (Annex II-B, C, D, and E)

Bidders are requested to submit in **Envelope A-Technical Proposal** the following Forms, Annexes II-B to E.

All information must be provided as requested and all Forms must be completed for a Proposal to constitute a valid offer, which is a prerequisite for subsequent evaluation.

3.1.1 Administrative Requirements

- a) **Certification to be submitted by a Bidder in an ILO Competitive Bidding Procedure (Annex II-B) (also to be completed by any Bidding partners and/or associates)**

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

- b) **Bidder's Information Form (Annex II-C)**

The Bidder's Information Form explicitly indicates that the Bidder accepts in full and without restriction the Terms and Conditions applicable to ILO Contracts for Services.

Each Bidder shall attach to this Annex the following mandatory documents:

- 1) Certificate(s) confirming that obligations relating to the payment of social security contributions and/or the payment of taxes in accordance with the legal provisions of the country in which the Bidder is established have been fulfilled;

- 2) The proof of declaration and payment of taxes, fees and social security contributions by the Bidder should indicate the state of affairs at the end of the previous fiscal year, bearing the statement “certified true copy”, the date and the signature of a person authorized to represent the company;
- 3) A copy of the last three financial statements of the Bidder, certified by independent auditors.

c) Recent References (Annex II-D)

Each Bidder must provide details of three contracts entered into during the past five years which are similar in nature to that which will arise from this RFP. The information in Annex II-D must include as a minimum:

- Client name, location and date of project;
- Description of goods provided and works or services performed;
- Contract value;
- Contact details for references.

d) Technical Proposal (Annex II-E)

- 1) The Bidder shall use Annex II-E to describe how it intends to meet the requirements described in the RFP documents and in particular the Terms of Reference provided in Annex III.
- 2) In preparing its Proposal, the Bidder shall review all RFP requirements, including any document referred to in the RFP documents, and will reflect its understanding of and approach to meeting these requirements in the Proposal.
- 3) In preparing the Technical Proposal, the Bidder shall provide details of the proposed project methodology and implementation and management plan as well as CVs of key personnel which will deliver the goods, services or the works specified in this RFP.
- 4) The Bidder may also add any other document and information to demonstrate its technical and professional capacities and competencies to fulfill the requirements as specified in the Terms of Reference.

3.2 Envelope B-Financial Offer (Annex II-F)

Bidders are requested to submit their Financial Offer in a separate envelope (**Envelope B-Financial Offer**). The Financial Offer should be presented in the format provided in Annex II-F. The Bidder must also provide price breakdown information to support its Financial Offer.

All Financial Offers must be established and submitted net of any direct taxes or customs duties. As an international organisation, the ILO is exempt from all taxes and duties.

The ILO is not bound to accept the lowest priced offer from any Bidder, nor give any reason for rejecting a proposal.

4. EVALUATION of PROPOSALS AND CONTRACT AWARD

4.1 Preliminary Evaluation

Prior to the detailed evaluation of each Proposal, the ILO will undertake a preliminary examination. Proposals will not be considered for further evaluation in cases where:

- a) They are incomplete (i.e. do not include all required documents as specified in Annex I, Instructions to Bidders, paragraph 3: Content of the Proposal);
- b) The Original Proposal is not signed by the duly authorized individual of the organization/company, as specified in Annex I, Instructions to Bidders, paragraph 2.2: Number of Copies, Format and Signing of Proposal;
- c) Technical and financial documents have not been submitted in separate sealed envelopes and/or pricing information is included in the Technical Proposal envelope, as specified in Annex I, Instructions to Bidders, paragraph 2.3: Submission and Receipt of Proposals;
- d) The validity period of the Proposal is not in accordance with the requirements of the RFP as specified in Annex I, Instructions to Bidders, paragraph 2.15: Proposal Validity.

4.2 Evaluation Process and Criteria

Proposals will be reviewed and evaluated by an Evaluation Panel, to determine compliance with the requirements specified in the RFP.

A two-stage procedure will be utilized in evaluating the Proposals, with evaluation of each Technical Proposal being completed prior to any Financial Offer being opened and compared. Financial Offers will be opened only for Bidder submissions that meet or exceed the minimum technical score of 50% (50 percent) of the obtainable score during the evaluation of Technical Proposals. Where the assessment of a Technical Proposal results in the minimum specified score not being achieved, the corresponding Financial Offer will not be eligible for further consideration.

Each Technical Proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR).

During the second stage of the evaluation, the Financial Offers of all Bidders which have attained at least the minimum score during the technical evaluation will be compared.

The proposals will be evaluated according to the criteria described below:

- (a) Depth and quality of response to the RFP;
- (b) Technical compliance with the Terms of Reference;
- (c) The qualifications and experience of proposed key personnel;
- (d) The proposed implementation and management plan;
- (e) The overall cost.

The process of evaluating the proposals will be based on the following percentage combination of Technical and Financial elements:

	Percentage
Technical Proposal	60%
Financial Offer	40%
Total	100%

4.3 Award of the Contract

The ILO will award the contract to the Proposal (Technical and Financial) which represents best value for money, i.e. achieving the highest overall score.

The ILO reserves the right to accept or reject any Proposal in whole or in part, to annul the solicitation process and reject all Proposals at any time prior to the issue of the purchase order, without thereby incurring any liability to the affected Bidder(s) or any obligation to provide information on the grounds for the ILO's decision(s).

The award of the contract arising from this RFP will be made at the absolute discretion of the ILO. The ILO's decision to award the contract to a preferred Bidder is final and shall not be questioned by any Bidder.

The Contract or the benefit of the Contract shall not be assigned, sub-contracted or otherwise transferred by the successful Bidder in whole or in part, without ILO's prior written consent, to be given at its sole discretion.

5. FORMS TO BE COMPLETED AND TO BE SUBMITTED BY THE BIDDER

ANNEX II-A	Acknowledgement of Receipt
ANNEX II-B	Certification to be submitted by a Bidder in an ILO Competitive Bidding Procedure
ANNEX II-C	Bidder's Information Form
ANNEX II-D	Recent References
ANNEX II-E	Technical Proposal
ANNEX II-F	Financial Offer

ACKNOWLEDGEMENT OF RECEIPT

To be returned to:

International Labour Organization
Tayseer Nana'h Street, South Abdoun
P.O.Box 831201 Amman 11183 Jordan

Fax: +962 (6) 5653807

E-mail: jallad@ilo.org

Reference: **RFP N° 106110001**

Procurement of Transportation Services - Labour Force and Households' Living Conditions Survey, Lebanon

☐ WE ACKNOWLEDGE RECEIPT OF ALL TENDER DOCUMENTS FOR THE ABOVEMENTIONED RFP

(Note: In event of missing elements, contact : _____)

☐ WE INTEND TO SUBMIT A PROPOSAL

☐ WE WILL NOT BID FOR THE FOLLOWING REASONS:

.....

.....

.....

.....

Signature:

COMPANY STAMP

Name:

Position:

Tel/Fax:

E-mail:

Date:

**CERTIFICATION TO BE SUBMITTED BY A BIDDER
IN AN ILO COMPETITIVE BIDDING PROCEDURE**

RFP N° 106110001- Procurement of consulting services for conducting "three sectoral skills studies using a mixed methodology approach"

Date: 23/10/2018

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

With respect to its proposal submitted in response to the ILO's Invitation to Bid/Request for Proposal mentioned above, the Bidder hereby certifies that:

1. The prices in its proposal have been arrived at independently without consultation, communication or agreement with any other interested companies, competitor or potential competitor with a view to restricting competition.
2. No attempt has been made or will be made by the Bidder to influence any other Bidder, organization, partnership or corporation to either submit or not submit a proposal.
3. The Bidder will not offer, solicit or accept, directly or indirectly, any gratuity, gift, favour, entertainment, promises of future employment or other benefits to or from anyone in the ILO.
4. The Bidder (parent company and/or any subsidiaries) is not identified on, or associated with any individual, groups, undertakings and entities identified on, the list established pursuant to UN Security Council Resolution 1267 (Consolidated List).¹
5. The Bidder (parent company and/or any subsidiaries) will not use the funds received under any contract with the ILO to provide support to individuals, groups, undertakings or entities associated with terrorism.
6. The Bidder (parent company and/or any subsidiaries) is not the subject of any form of sanction imposed by an organization or body within the United Nations System, including the World Bank.

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

Definitions of terms used in this declaration:

¹ The Consolidated List can be found at the website:
http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

“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.

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

“conflict of interest” is a situation that gives rise to an actual, potential or perceived conflict between the interests of one party and another;

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

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

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

Name and Position

Signature

Date

BIDDER'S INFORMATION FORM

I, the undersigned, by submitting this Proposal, hereby confirm that these instructions are accepted in full and without restriction, including the proposed ILO Contract being used for this bidding procedure and resulting contract.

1. SUBJECT	
Request for Proposal:	106110001/2018
Requirements:	Procurement of consulting services for conducting "three sectoral skills studies using a mixed methodology approach"

2. BID SUBMITTED BY A SINGLE ECONOMIC OPERATOR	
Bidder:	[Insert Full Name of the entity submitting a bid]

3. BIDDER INFORMATION²	
Corporate Name:	
Legal Status:	
Authorised Capital:	
Headquarters Address:	
Place of Business Address:	
Telephone:	
Fax:	
Trade Registered N°:	
VAT N°:	
UNGM Registration N°: ³	
Date established:	
Permanent Workforce:	
Number of Secondary Offices:	
Names of Main Managerial Staff:	1)

² This information shall be provided by **each** member of the consortium and any subcontractor(s).

³ Bidders not yet registered with UNGM are encouraged to do so as soon as possible. More information on the registration process are available at <https://www.ungm.org/Vendor/Registration>

	2)
	3)
Names and Job Positions of Person Authorized to represent the Company:	1) 2) 3)
Certification (if any):	
Accreditation (if any):	[Type and Validity]

Turnover, Net Income for the past Three Financial Years:				
[Currency]	Year 1 [i.e. 2015]	Year 2 [i.e. 2016]	Year 1 [i.e. 2017]	Average
Turnover				
Net Income (+/-)				
Comments				

4. SUMMARY OF WORK DISTRIBUTION

	Name	Scope of Work/Tasks/Sub-Tasks	% of the Proposal Price
[Bidder]			
[if applicable]			
[Sub-contractor]			
[Sub-contractor]			
[Sub-contractor]			

5. MANDATORY DOCUMENTS

As requested in Annex I, Instructions to Bidders, paragraph 3.1.1 b): Bidder's Information Form, the following documents are attached to this form:

- a) Certificate(s) conforming that obligations relating to the payment of social security contributions and/or the payment of taxes in accordance with the legal provisions of the country in which the Bidder is established have been fulfilled;
- b) The proof of declaration and payment of taxes, fees and social security contributions by the Bidder should indicate the state of affairs at the end of the previous fiscal year, bearing the statement “certified true copy”, the date and the signature of a person authorized to represent the company;
- c) A copy of the last three financial statements by the Bidder, certified by independent auditors.

COMPANY STAMP

Signature:

Name:

Position:

Tel/Fax:

E-mail:

Date:

RECENT REFERENCES**RELEVANT EXPERIENCE WITHIN THE PAST FIVE YEARS**

Each Bidder will provide, in the sample table below, the reference information of up to three (3) projects carried out by it which are of a similar nature to that which will arise from this RFP. The information must include as a minimum:

- Client name, location, and date of execution;
- Description of project and specifically the work done by the Bidder in the project;
- The Contract value;
- Contact details for checking references.

	Client Name, Location, and Date of Execution	Description of the Project and the Work performed	Contract Value (Currency)	Contact Details for Reference Check
1				
2				
3				

TECHNICAL PROPOSAL

TO BE RETURNED ON BIDDER'S LETTERHEAD

- i. The Bidder shall use Annex II-E to describe how it intends to meet the requirements described in the RFP documents and in particular the Terms of Reference provided in Annex III.
- ii. In preparing its Proposal the Bidder shall review all RFP requirements, including any document referred to in the RFP, and will reflect its understanding of and approach to meeting these requirements in the Proposal.
- iii. In preparing the Technical Proposal, the Bidder shall provide details of the proposed project methodology and implementation and management plan as well as the CVs of key personnel which will contribute to the project.
- iv. The Bidder may also include in this Annex other documents and information to demonstrate its technical and professional capacities and competencies to fulfill the requirements of the Terms of Reference.

FINANCIAL OFFER***TO BE RETURNED ON BIDDER'S LETTERHEAD***

Having examined this Request for Proposal including its Annexes, and having examined all conditions and factors which might in any way affect the cost or time of performance thereof, we, the undersigned, offer to execute and complete the Works or the Services, in accordance with the Terms and Conditions applicable to ILO Contracts for Services for the following Total Contract Price, net of any direct taxes or customs duties and other import taxes:

Type of Service	Unit Price (US\$)	Total Price (US\$)
Desktop Research		
Industrial Firms' Survey		
Microenterprises Research		
Skills Supply Research		
Draft Report		
STED Plus Validation workshop		

The supplier may wish to provide a standard comprehensive package price for all the requested services.

In case the supplier wishes to provide a pricing based on a geographic zoning that is different from the one included in section 3 under Annex III, please provide prices per zone with sufficient details on each zone.

COMPANY STAMP

Signature:

Name:

Position:

Tel/Fax:

E-mail:

Date:

Terms of Reference

Background

The second phase of the project ‘Applying the G20 Training Strategy: A Partnership of the ILO and the Russian Federation’ is based on an agreement signed in November 2012. The Project covers a number of countries, including Jordan. The first phase of the Project completed in 2016, was designed to strengthen Skills Development systems, develop and test tools, and facilitate knowledge-sharing on Human Resources Development (HRD) issues. The second phase will contribute to meeting the Russian government’s commitment to the G20 Development Working Group on HRD, aims to strengthen further the skills and employability development systems and to address the priorities identified in consultation with the key stakeholders in each of the Project Countries. The second phase will be implemented by the ILO in 2017-2019 and is concerned with implementing three chief outcomes, as follows:

- Outcome 1: Governments’ and stakeholders’ capacity to develop and implement skills development policies and strategies in line with ILO HRD and Sustainable Development Goals (SDG) policy benchmarks strengthened;
- Outcome 2: The capacity of sectoral organizations and of competent bodies to understand, design and apply occupational standards, vocational qualifications, and competency-based training programs developed;
- Outcome 3: The methodology of skills foresight and the Technical and Vocational Education and Training (TVET) institution manager training programs are upgraded, approved and applied in five regions of Russian Federation, and in selected countries-beneficiaries.

The major strategy of the Project is development of capacity of policy makers, staff of relevant ministries and technical agencies in the areas relevant to the above project outcomes. For Jordan, these outcomes are closely linked to the objectives of the National Strategy for Human Resource Development (NSHRD 2015-2025), particularly in the area of Technical and Vocational Education and Training (TVET).

Sector Skills Councils

The NSHRD 2015-2025 emphasises that matching the skills acquired in education to those required by the labour market facilitate employment generation and foster economic growth. To reduce the risks of mismatch it is necessary to understand the labour market demand by occupation and qualification. The strategy also strives to raise students’ enrolment in vocational education to 15% by 2025 through enhancing access, quality, and governance in the sector. The strategy draws on good international practices from around the world in order to achieve a “workforce with the skills, qualifications, capabilities, and behaviours necessary to achieve Jordan’s economic and societal ambitions” (NSHRD, 2016, p.17) and enable graduates to compete in a globalized labour market. Accordingly, in its proposed road map the NSHRD highlights the establishment of governance bodies led by the private sector as a pre-requisite to a stronger Human Resources Development (HRD) system (NSHRD, 2016).

To facilitate meeting the objectives of the NSHRD, several recent interventions by implementing partners and national constituents have been focusing on strengthening

national skills development systems by introducing sector governance bodies, such as Sector Skills Councils (SSC). A SSC is a permanent employer-led body that promotes skills development in a given economic sector(s). It should be recognised in legislation, which gives legitimacy to its work and affirms its mandate. It is also a platform of cooperation in which many different types of stakeholders are involved. A SSC is a tripartite body by definition; it ideally involves (a) employers and representatives of employers' organizations, (b) line government entities, and (c) representatives of workers' organizations, as well as any other social partners involved in the respective sector. The four main objectives of SSCs as per the national terms of reference for Sector Skills Councils in Jordan are as follows:

Objective 1: Develop, manage, and maintain an effective Labour Market Intelligence System (LMIS) concerning relevant sectors

Objective 2: To improve matching of supply to the demand for skilled labour force in the labour market

Objective 3: Advocating for and contributing to improvements in the TVET sector

Objective 4: Monitoring and evaluating the progress and the results of training provision and productive employment of skilled workforce

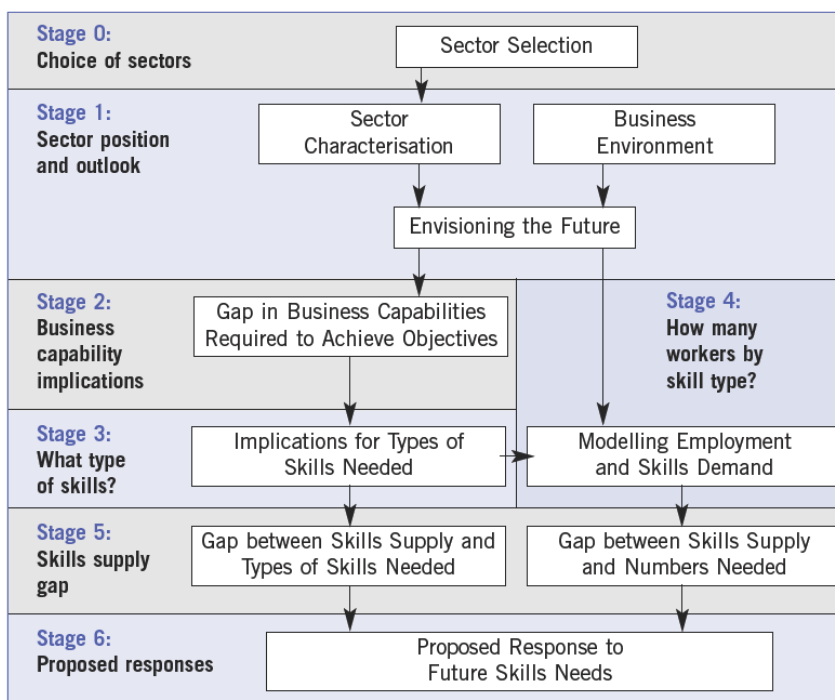
Under the 'Applying the G20 Training Strategy Project: a Partnership between the ILO and the Russian Federation' the ILO is supporting the establishment and operationalization of three Industry Skills Councils. The sectors of focus include: (i) Garment and Textiles, (b) Chemicals and Allied Industries, (c) Wood and Furniture. To support the established councils in achieving Objectives 1,2, and 3 of the terms of reference, the ILO will conduct comprehensive sector skills studies utilizing both secondary and primary research. These studies will then act as the building block for a 5 -years Sector Skills Strategy for each target sector.

Available Skills Research Tools

1. Skills for Trade and Economic Diversification

The Skills for Trade and Economic Diversification (STED) is a methodology developed by the International Labour Organization (ILO) to help identify strategic skills needs in sectors that produce internationally tradable goods. STED rests on the premise that trade is a key driver of economic growth and prosperity. As such, workers in tradable industries must possess the "right" set of skills to allow for the diversification of exports, FDI attraction, technology integration, as well as employment creation. STED has been implemented by the ILO in a number of countries including Cambodia, Vietnam, Myanmar, Kyrgystan, Bangladesh, Egypt, Tunisia, and many others. In Jordan, a STED analysis was conducted for the pharmaceutical industry and the food and beverage industry.

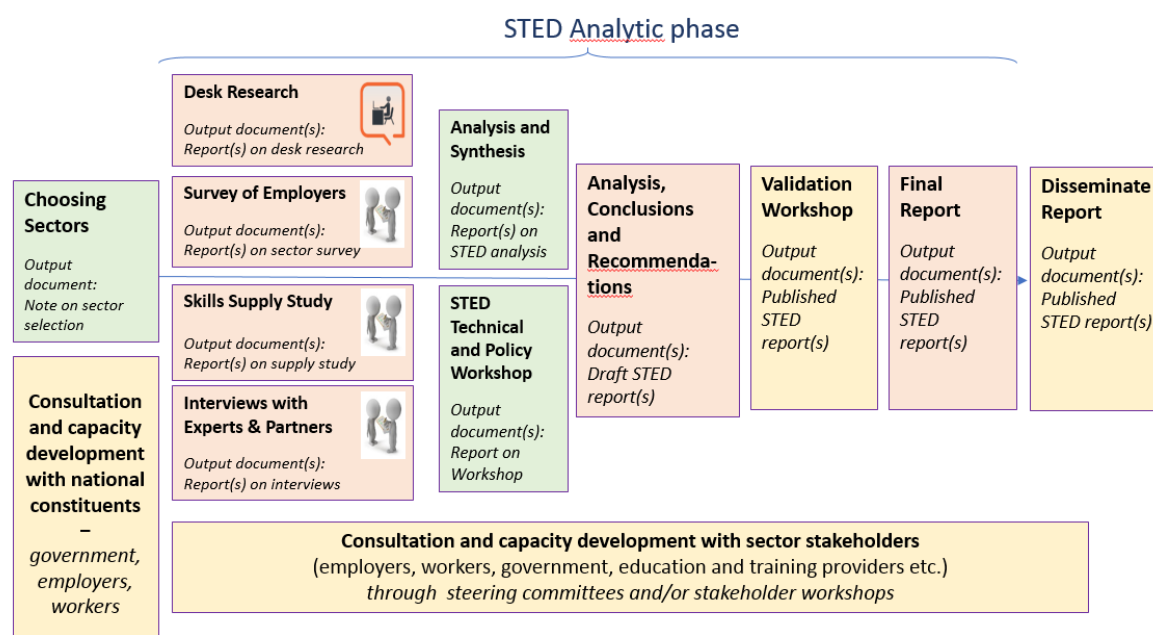
The STED methodology is based on a thorough desktop research that looks at a wide range of trade and employment related statistics at the sector level. It also includes an employers' research that investigates recruitment and skills issues, as well as business capability gaps. The data is then analyzed to identify skills gaps in the sector. The key success factors of STED is that it is a sectoral approach based on stakeholder consultations, employers' surveys, and the ILO's expertise in the skills field.



So what does STED tell us? In a nutshell, this approach dives into six key areas, as follows:

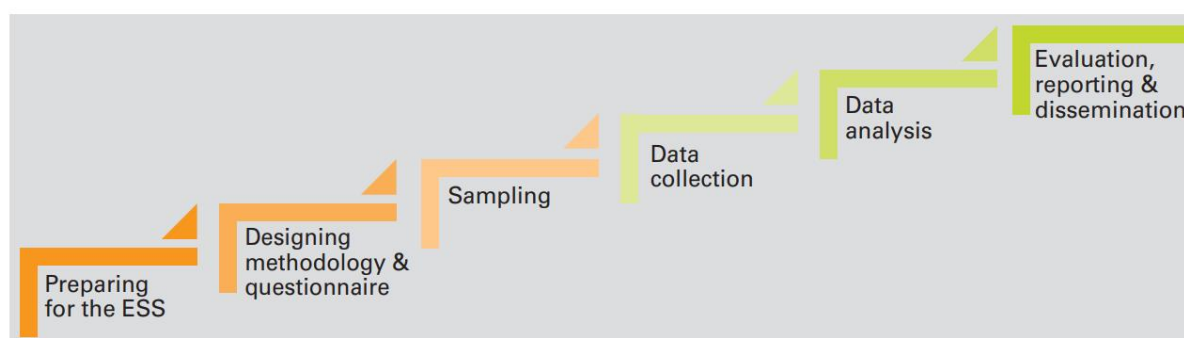
- Sector positioning and outlook: as a first stage secondary the current position of the sector is analyzed and consultations with sector partners are conducted to come up three possible growth scenarios for the sector.
- Business capability gaps implications: in the second stage the existing business capabilities of the sector are assessed, in order to identify the capabilities needed to achieve each of the growth scenarios.
- Types of skills needed: in this section the research looks at the skills that are needed to achieve growth priorities. It also looks at existing skills gaps, as well as skills that are likely to emerge in the sector.
- Number of workers by skill type: this section aims to quantify the number of workers that will be demanded by type of skill; both existing and new.
- Skills supply gap: this step matches the results of stage (d) by the type of education and training available. This helps in assessing skills supply and demand for the time being and for the future.
- Proposed responses: this section provides recommendations on how existing and future skills gaps can be bridged.

The figure below helps better explain the STED methodology by presenting the main questions and results of the process.



2. Establishment Skills Survey (ESS) by CEDEFOP, ETF & ILO

An Establishment Skills Survey is a common approach to measuring and forecasting skills. It does so by collecting information on enterprises' skills needs and strategies. Such surveys aim to identify the type, level, and composition of skills that workers would need to perform the tasks required by enterprises. Further, an ESS can help in anticipating the need for future skills and understanding the relationship between enterprises and job creation. In essence, an ESS aims to support decision makers and local authorities in making enterprises more competitive and efficient, as well as tailor training programmes that meet the needs of employers. In 2017, the ILO, CEDEFOP and the ETF published a guide on how to develop and run Establishment Skills Surveys (ESS). The guide is simply a walk-through of how to conduct and analyze an ESS. It also makes reference to different ESSs around the world, including the Employer Skills Needs Survey in Cambodia, the Rwanda Skills Survey, the UK's Employer Skills Survey, as well as the World Bank's Skills Towards Employment and Productivity (STEP). All of these initiatives follow similar steps to a large extent, as summarized in the figure below:



To ensure the success of an ESS, researchers must follow an accurate sampling and weighting framework. The sectors targeted in the survey must also follow a clear and official classification. The results of the survey are then analyzed using descriptive and inferential statistics. The analysis is then used to report on skills gaps and make recommendations. Running an ESS can be an expensive and rather complex process, and it requires technical expertise. However, the detail level incorporated in the survey and the large sample covered yield more accurate results, compared to other methods of skills analysis. The guide prepared by the ILO, ETF, and CEDEFOP proposes the following sections for any ESS:

- Basic information and workforce occupational structure and characteristics. This includes firmographics, as well as occupational composition and characteristics of the average worker in the enterprise.
- Recruitment aspects by looking at hiring experience, skill deficiencies, skill-shortage vacancies, as well as deficiencies amongst school leavers.
- Skills used by the current workforce to help assess skills gaps and determine how to overcome them.
- Workforce development aspects in order to assess the quantity and quality of training provided.
- Demand for workforce in order to estimate increase or decreases in required labour.
- Business strategy and structure aspects to assess issues related to product development and product development.

Evidently, there exist numerous areas of similarity between the STED methodology developed by the ILO and Establishment Skills Surveys. Both of the tools have also achieved global recognition in helping explain the skills landscape in detail for a given sector and a given country. To allow for a more comprehensive assessment of skills needs and skills anticipation the project will develop a mixed methodology approach in skills research. This approach will be one that combines STED and ESS and is also tailored to the specific needs of the country. For the purposes of the proposed activity, the mixed methodology is hereafter referred to as *STED Plus*.

Objective

The objective of this activity is to support the three Sector Skills Councils (SSCs) established under the project by carrying out sectoral skills studies that will then be used to devise Sector Skills Strategies.

Research Key Questions

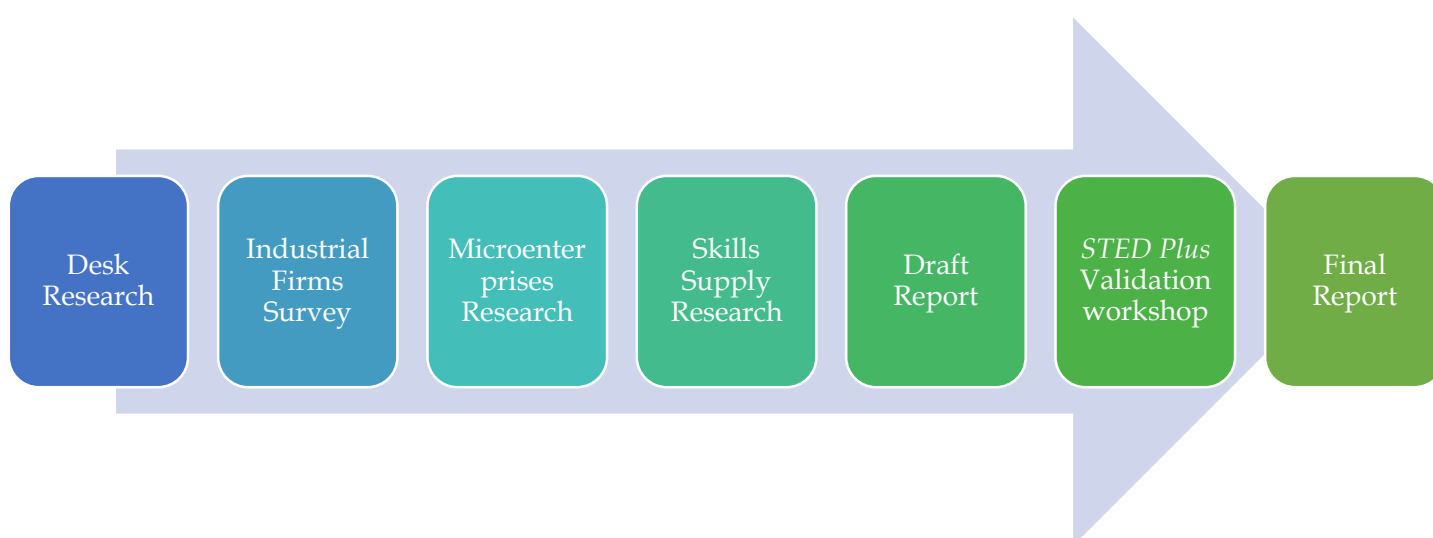
The main key questions that the sectoral skills studies must answer, include (but are not limited to) the following:

- (i) What are the major characteristics of the sector and enterprises in the sector? What is the regulatory framework affecting the sector? This should be completed by reviewing data available on the sector at the Jordan Chamber of Industry (JCI) and other national statistical agencies.

- (ii) What is the structure of the workforce in the sector? And what are the current skills needs for industrial firms in the sector? This should be completed through the industrial firms' survey and microenterprises research components of the study.
- (iii) What are the skills needs and other employment characteristics of microenterprises⁴ in the sector, and how do they compare to the needs of industrial firms? This can be completed through the focus group research with microenterprises.
- (iv) What do training providers offer and what skills do they typically train graduates and job seekers on? This should be completed through the training provider's questionnaire.
- (v) What are the gaps between skills supply and demand in the sector? This can be completed through the analysis of the demand side and supply side research.
- (vi) What are the possible growth scenarios for the sector? This can be completed through the analysis of the industrial firms' survey and microenterprises research.
- (vii) What are the business and skills capability gaps in the sector and how can they be overcome? This can be completed through the analysis of the industrial firms' survey and microenterprises research, as well as the training provider's questionnaire.

Process

The envisaged process to complete this activity comprises of 7 stages for each report, as follows:



⁴ Please note that as per the classification of JCI, industrial firms are those who employ more than 10 workers and have a registered capital of over JOD30,000, whereas microenterprises are those that employ less than 10 workers and have a registered capital of less than JOD30,000.

Planned Activities under each phase

The planned activities for **each of the three sector skills studies** are as follows:

Phase 0	Planning <ol style="list-style-type: none"> 1. Submitting a detailed work plan to the ILO's team with an implementation timeline 2. Incorporating the comments of the ILO's team to the plan and submitting a final version
Phase 1	Preliminary Research <ol style="list-style-type: none"> 1. Conducting thorough secondary and primary research to collect available national data on the characteristics and performance of the target sector. <p>The desktop research for the purposes of the intended studies must cover a number of areas including:</p> <ul style="list-style-type: none"> ○ Enterprises in the sector and their characteristics ○ The regulatory framework affecting the sector ○ Employment and occupational composition by subsector ○ The sector's current position and future outlook based on different growth scenarios (including details on employment and occupational composition by subsector) ○ Production, output, investment, and value added ○ Workers' compensation ○ Trade indicators for the sector <ol style="list-style-type: none"> 2. Mapping the occupations in the sector as per international standards and national standards through validation from the SSC of the target sector. 3. Identifying occupations for which there exist occupational standards at the Centre of Accreditation and Quality Assurance (CAQA) and the occupations for which there are no national occupational standards available.
Phase 2	Industrial Firms' Survey <p>Please note that the questionnaire for the industrial firms survey will be provided by the ILO Project team. Afterwards, the consulting team shall complete the following tasks:</p> <ol style="list-style-type: none"> 1. Conduct a meeting with the SSC of the relevant sector to gather input on the draft questionnaire, discuss their sectoral occupational structures and make opinions on current or anticipated problems.

2. Providing a brief report on the procedure in which the survey will be carried out and analyzed. This must include (but not limited to): methods of data entry, coding procedures, data cleaning, reliability, validity, and indication of the software through which the data will be entered and analyzed. The power of the test shall be no less than 80% and reliability must be established using the Cronbach's Alpha method. The validity of the survey must be established using content validity methods and conducting pilots. This report shall also clarify the analytical and projections framework for the survey, which must incorporate the use of descriptive and inferential statistical methods. The projections component shall be based on scenario planning for the sector with ensuring that relevant questions are clearly incorporated in the questionnaire. The survey will cover the entire population of industrial firms in each sector as per the database of the Jordan Chamber of Industry (JCI). This includes: **219 chemical firms, 174 textile and garment firms, 100 wood and furniture firms (total 493 firms)**. The ILO takes responsibility for linking the research team with responsible personnel at JCI.
3. Reporting the results of the reliability and validity of the questionnaire and incorporating comments.
4. Finalizing the questionnaire and sharing it in the form in which it will be filled out by enterprises.
5. Collecting data and filling out the approved questionnaire by enterprises.
6. Providing raw data tables, as well as tables with coded and cleaned micro data for firms.
7. Analyzing data as per the approved data analysis framework.
8. Sharing the preliminary results of data analysis and projections with the ILO team.

*Phase 3***Microenterprises Research**

1. Developing a questionnaire for focus group discussions with microenterprises in the sector following the same logic of the industrial firms' survey.
2. Identifying and inviting representatives of microenterprises to the focus group discussions. Two focus group discussions must be conducted per sector with a minimum of 10 participants from separate microenterprises present in each focus group. It must be ensured that participants represent all activities within the sector.
3. Providing a report on the results of focus group discussions for the target sector. The report must clearly indicate the outcomes of the discussions, and indicate how they will be qualitatively analyzed in relation with the findings from the industrial firms' survey.

*Phase 4***Skills Supply Research**

1. Mapping the main training providers in the sector

2. Developing a Training Provider interview questionnaire based on the STED methodology and other available tools (e.g NCHRD Training Providers Survey)
3. Developing a method for data analysis and presentation
4. Collecting data
5. Analyzing data as per the approved data analysis framework.
6. Sharing the preliminary results of data analysis with the ILO team.

**Note that Phase 2 and Phase 3 can be carried out in parallel.*

Phase 5

Draft Report

Writing the first draft of the Sector Skills Study to comprehensively reflect the findings of the desktop research, employers' survey, and skills supply research. The findings of the three research sections must be clearly linked together and analyzed in an interconnected manner. The report must include the following:

1. Preface
2. Executive Summary
3. Research Methodology and Data Collection
4. Sector Overview
5. Demand Side Analysis
6. Supply Side Analysis
7. Gaps in Business Capabilities and Skills
8. Growth Scenarios for the Sector
9. Matching Supply to Demand
10. Conclusions and recommendations

It is important to ensure that the report includes a descriptive profile of the sector and its activities, products, exports, domestic sales and competitive position. This is in addition to the main outputs of the preliminary research stage, any main findings from the surveys that do not fit into the later sections, and an outline of main drivers of change, opportunities and challenges for the sector, including main export and domestic market trends. Further, the report shall include an appendix that provides an analysis of all questions that are not analysed in the main body of the report.

Phase 6

STED Plus Validation workshop

1. Running a *STED Plus* validation workshop (or focus group discussion based on the preference of the consultant). This must be done through close coordination with the SSC of the target sector
2. Providing a summary report of the outcomes of the validation workshop

Phase 7	3. Incorporating the inputs from the <i>STED Plus</i> validation workshop in the draft report.
	4. Incorporating the comments and input of the ILO team in the final report.
	Final Report
	1. Incorporating the inputs from the <i>STED Plus</i> validation workshop in the draft report.
	2. Incorporating the comments and input of the ILO team in the final report.
	3. Obtaining the written approval of the target sector's SSC on the study

Deliverables

The expected deliverables for each of the three sectors are as follows:

**Note that all submitted deliverables must obtain official approval from the ILO's Project Coordinator before they are considered final.*

Phase 0	Planning	<ul style="list-style-type: none"> Work plan
Phase 1	Desktop Research	<ul style="list-style-type: none"> Word and excel compilation of secondary data in the sector as per the agreed on indicators. Minutes of meeting with the Sector Skills Council of the target sector.
Phase 2	Industrial Firms' Survey	<ul style="list-style-type: none"> <i>STED Plus</i> questionnaire validated and approved. Brief on data collection tools Data analysis methodology Excel sheet specifying the enterprises' sample Excel and SPSS datasheets for the data entered after the data collection Results of data analysis
Phase 3	Microenterprises Research	<ul style="list-style-type: none"> Focus group discussions questionnaire List of participants invited to each focus group Attendance list for each focus group Brief report for the outcomes of focus groups in each sector
Phase 5	Skills Supply Research	<ul style="list-style-type: none"> List of main training providers in the sector

<i>Phase 6</i>		<ul style="list-style-type: none"> ▪ Training Providers' questionnaire ▪ Excel and SPSS datasheets for the data entered after the data collection ▪ Results of data analysis
	Draft Report	<ul style="list-style-type: none"> ▪ Draft report
<i>Phase 7</i>	STED Plus Validation workshop	<ul style="list-style-type: none"> ▪ Workshop report
	Final Report	<ul style="list-style-type: none"> ▪ Final report

Requirements

The ILO is looking to hire a consulting company to conduct the three sector skills studies as per the Terms of Reference at hand. The ideal team would consist of the following members:

1. **Team Lead:** The Team Lead is responsible for supervising the team's activities, making sure the progress is in accordance with the agreed time line, and act as the focal point for the ILO. The Team Lead will also be responsible for designing the research and writing-up the final reports, in addition to phase ensuring that the comments and feedback from the ILO and the other stakeholders (as agreed) are duly incorporated. The Team Lead should have no less than 15 years of experience in research related fields, with past research in labour and employment. S/he should have a minimum of a Masters' degree in statistics, economics, or similar specializations. Previous working experience with the ILO is considered an asset. The Team Lead must also have excellent writing skills in both English and Arabic.
2. **Researcher:** The researcher is responsible for designing data collection and analysis tools, ensuring proper and accurate data collection, analyzing the data, and contributing to the write-up of reports. S/he shall also ensure that the research is following a sound and validated scientific methodology. The researcher should have a minimum of an undergraduate degree in statistics, and a working experience of no less than 7 years. The researcher must also have excellent writing skills in both English and Arabic.
3. **4 Data collection and data entry officer:** The officers are responsible for locating enterprises in the sample, setting up interview dates with respondents, ensuring that the interviews are being conducted with relevant respondents, conduct interview with respondents, record responses as instructed, and report any incidences to the team lead on a daily basis. Officers are also responsible for entering the data on the approved software in coordination with the team's researcher. Candidates must have a minimum of a college diploma in a social sciences related field and have at least 1-2 years of experience in enumeration and data entry. They must also have excellent

organization and communication skills, have a high work ethic, and are willing to travel around Jordan.

Supervision

This contract shall be carried out under the supervision of the ILO's designated National Project Coordinator. Progress on the assignment must be reported to the Coordinator on weekly basis. The Coordinator will be the sole focal point for this assignment and takes responsibility for providing the consultants with the feedback of the ILO in a timely manner.

Duration

It is anticipated that the contract will be carried out between November 2018 and February 2019 over a period of four months. Data collection activities must start no later than the first week of December 2018. Any delays in the submission of deliverables will be the responsibility of the contracted firm, unless agreed otherwise.



G20TS.STDEPLUS RFP No.106110001

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