Contract for Individual Consultants

Request for Proposal

Reference: * Senior Expert, Organization Self-Reflection Tool and Workshop* Bridging Innovation and Learning in TVET (BILT) Project

1 September 2021

Request to submit a written quotation/proposal for a work assignment with UNESCO

UNESCO is inviting written proposals from individual contractors for the work assignment described in Attachment A. To enable you to prepare a proposal for this assignment, please find attached the following documents:

(a) Terms of Reference Senior Expert (see attachment A);
(b) UNESCO’s contract template for Contract for Individual Consultants (attachment B);
(c) Terms of Reference Implementation Expert (see attachment C);
(d) Background material concerning the work assignment (project description at attachment D)

Your written proposal should comprise:

1. A description of the approach and methodology to be applied to fulfill the tasks as outlined in the attached Terms of Reference (Attachment A)
2. A budgetary proposal based on the deliverables listed under point 4 of the Terms of Reference (Attachment A)
3. Examples of previous projects undertaken that are of a similar nature
4. The CV of the contractor
5. Amount to be charged for the assignment (in US dollars).

Your proposal and any supporting documents must be in English

UNESCO places great emphasis on ensuring the objectives of the work assignment as described in the Terms of Reference are met. Accordingly, in assessing the proposals for the assignment, attention will focus, first and foremost, on the technical elements. From those proposals deemed suitable according to the requirements of the Terms of Reference, UNESCO shall select the proposal that offers best value for money.
Your proposal should be submitted by email no later than 17:00 (CET) on 15 September 2021.

The email address is: w.lima-junior@unesco.org

Thank you for your interest in this UNESCO assignment. We look forward to receiving your proposal.
Terms of Reference * Senior Expert, Organization Self-Reflection Tool and Workshop* Bridging Innovation and Learning in TVET (BILT) Project

1. Background

The BILT project provides TVET stakeholders with a platform for exchange and supports them to address current challenges in TVET systems that arise due to technological, social, environmental, and workplace changes. Within BILT, the overarching thematic area is New Qualifications and Competencies (NQC) in TVET, which is supported by four work streams:

a. Digitalization and TVET,
b. Greening TVET,
c. Entrepreneurship in TVET, and
d. Migration and TVET.

The BILT project has developed a practically-oriented publication on NQC –comprised of three volumes catering to different TVET stakeholders: Macro, Meso and Micro level. Macro level stakeholders refers to national or regional ministries and umbrella organisations, whereas Meso level refers to national TVET bodies, associations, trade unions, employer organizations, sectorial chambers and Micro level, which refers to TVET schools, companies and other TVET providers.

The volume addressed at Micro level stakeholders will be used as a basis to create a self-reflection tool for Micro level stakeholders. The tool will enable them to assess their preparedness to identify, integrate and implement new qualifications and competencies in a timely and accurate manner. It will also support action planning for improvement. Meso and Macro level institutions will be informed in detail about the tool development.

2. Purpose of the Assignment

UNESCO – UNEVOC is seeking two professionals to transform the Micro level publication into an Organization Self-Reflection Tool, to structure In-person and Online Self-Reflection Workshops as well as to implement the workshops. There will be two main roles:

(i) The Senior Expert in NQC shall be responsible for providing guidance, supervision and advice.

(ii) The Implementation Expert shall be responsible for content development.

Both experts will primarily work together under the guidance of the BILT Project Manager and closely with six Micro level institutions in Africa, Asia-Pacific and Europe.

These terms of reference relate to the position and tasks of the Senior Expert.

For further information, please also refer to Annex C of this document, where you will find the Implementation Expert’s terms of reference, the NQC publication concept note and the Potential Implementation Modalities.
3. **Duties and Responsibilities**

The Contractor, hereafter referred to as the Senior Expert will be responsible for the conceptualization of the Organization Self-Reflection Tool and for the overall strategic guidance of the Implementation Expert’s work. Over a period of 9 months (October 2021 – June 2022), the Senior Expert will be responsible for steering the conceptualization of the Organization Self-Reflection Tool, including carrying out In-person or Online Self-Reflection Workshops to pilot the tool.

The duties of the Senior Expert will encompass, but are not limited to:

- Providing technical support and advice to the Implementation Expert, especially for the conceptualization and revision processes of the Organization Self-Reflection Tool;
- Defining the structure and content for the Organization Self-Reflection Tool in collaboration with the Implementation Expert;
- Providing technical expertise related to the creation of an Organization Self-Reflection Tool;
- Moderating three In-person or Online Self-Reflection Workshops during the pilot phase, in collaboration with the Implementation Expert and the BILT team;
- Systematizing feedback received and opportunities for improvement identified in the In-person or Online Self-Reflection Workshops;
- Confirming the final structure and content of the Organization Self-Reflection Tool.

Additionally, it is expected that the Senior Expert takes part in all events and meetings related to the development of the Organization Self-Reflection Tool.

4. **Tasks and Expected Outputs**

Under this contract, both experts will work in a common framework of expected results, encompassing:

a) Inception, development and update of the Organization Self-Reflection Tool;

b) Dissemination of information on the NQC publication and on the Organization Self-Reflection Tool;

c) Inception, development and update of Self-Reflection Workshops.

The Senior Expert will be required to work in collaboration with the BILT team, the Implementation Expert and six Micro level institutions in Africa, Asia-Pacific and Europe, to undertake the following tasks:

i. Inception, development and update of the Organization Self-Reflection Tool

   a. Chair the inception meeting to confirm and refine the concept for the Organization Self-Reflection Tool.

   b. Create the frame for the Organization Self-Reflection Tool to be filled by the Implementation Expert in consultation with the BILT team.

   c. Report the development of the Organization Self-Reflection Tool to the BILT team.

ii. Dissemination of information on the NQC publication and on the Organization Self-Reflection Tool
a. Co-create and present information webinars on the NQC publication results and takeaways; (in close collaboration with the Implementation Expert, who will present information on the Organization Self-Reflection Tool development).

iii. Inception, development and update of Self-Reflection Workshops

a. Co-conceptualize the In-person and Online Self-Reflection Workshops;

b. Advise on the In-person and Online Self-Reflection Workshops implementation package (agenda, preparatory meetings and supporting documents);

c. Moderate and harvest feedback received and opportunities for improvement identified in three In-person and Online Self-Reflection Workshops.

5. Missions

Due to the COVID-19 situation, all meetings are currently planned to take place online. However, depending on how the situation evolves, there might be the possibility of organizing in-person Self-Reflection Workshops (III. c.) in the course of 2022. In case this situation is confirmed, an amendment to this contract shall be made in order to reflect travel-related costs.

6. Timeline and expected deliverables

The Senior Expert shall deliver the following outputs:

**Deliverable 1 - by 15 October 2021**

Inception meeting agenda

**Deliverable 2 - by 31 October 2021**

Inception meeting report

**Deliverable 3 - by 15 November 2021**

Organization Self-Reflection Tool concept;

In-person Self – Reflection Workshop concept;

Online Self-reflection Workshop concept.

**Deliverable 4 - by 10 December 2021**

Organization Self-Reflection Tool formal structure;

In-person Self – Reflection Workshop structure;

Online Self-Reflection Workshop structure.

**Deliverable 5 - by 31 January 2022**

Macro, meso and micro level information webinars concept;
Macro, meso and micro level information webinars agenda;

First interim report on the development of the Organization Self-Reflection Tool;

First interim report on the development of the In-person and Online Self-Reflection Workshops, including implementation package.

Deliverable 6 - by 27 February 2022

Second interim report on the development of the Organization Self-Reflection Tool;

Second interim report on the development of the In-person and Online Self-Reflection Workshops, including implementation package.

Deliverable 7 - by 31 March 2022

Macro, meso and micro level information webinars reports

Deliverable 8 - by 10 June 2022

Consolidated report with recommendations for the revision of the Organization Self-Reflection Tool

Consolidated report with recommendations for the revision of the In-person and Online Self-Reflection Workshops, including implementation package.

7. Remuneration

The Contractor shall be remunerated based on the proposal submitted and the amount negotiated with UNESCO-UNEVOC.

Remuneration will be made in instalments after the submission of the deliverables specified under Article 3 - 6 above and upon submission of a detailed invoice/payment claim and satisfactory results of the deliverable.

Actual remuneration will be based on the invoice/payment claim provided by the Contractor and verified by UNESCO-UNEVOC, and may thus be less than indicated above. Should the final invoice amount exceed the amount specified in the contract, an amendment will need to be agreed upon and be prepared prior to payment of the invoice

8. Other Specifications

Language and Quality

The Contractor shall respect the time and technical specifications of the deliverables, shall ensure that the level of English in all deliverables is of a high standard. The Work will become the property of UNESCO. UNESCO will therefore hold all rights related to the intellectual properties of the Work.

Data protection
The Contractor agrees that any personal information (name, telephone, email address, address, etc.) shared by UNESCO-UNEVOC shall only be used for the work covered under this contract. It shall not be used or disseminated after the contract period or for any other purpose. All records of the personal information shared must be deleted after the contract.
Contract N°:
(Please quote this reference in all correspondence and communications)

CONTRACT FOR INDIVIDUAL CONSULTANTS

THE UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION
and

(hereinafter called “UNESCO”) and

(hereinafter called “the Individual Specialist”)

BONN / UNEVOC

Hereby agree as follows:

TERMS OF REFERENCE

1. Under the supervision of the Individual Specialist shall:

DURATION OF CONTRACT

2. If the contract is not signed by the Individual Specialist and returned to UNESCO by at the latest, it will be considered null and void. This date is subject to modification upon agreement of both parties.

3. This contract shall come into effect on , and shall expire on satisfactory completion and delivery of the services described above, but no later than , unless terminated earlier under the terms of this contract.

4. If, by the expiry date of the contract as defined in Article 3 above, the Individual Specialist has performed no part of the work assignment, and no advances have been paid by UNESCO, the contract shall be considered null and void.

5. After the expiration of the contract, the Individual Specialist cannot claim payment for any work not delivered on time, as stipulated in article 6.3 below.

CONDITIONS OF PAYMENTS

6. Payments and Currency

6.1. UNESCO shall make payments to the Individual Specialist on a lump sum basis.

6.2. The contract shall be drawn up and all payments made in United States Dollars, Euros or currencies in which UNESCO holds a bank account. Only one currency can be used in any one contract. Where necessary, the United Nations’ operational rate of exchange on the date a contract is signed should be used to convert amounts into another currency, but no adjustments will be made for exchange rate variations during the contract period, either to the overall amount or a staggered payment.

6.3. UNESCO shall make the following payments to the Individual Specialist for the services to be provided under the terms of this contract:

<table>
<thead>
<tr>
<th>Payment N°</th>
<th>Upon submission and approval by UNESCO of the following work</th>
<th>Article 1 Reference</th>
<th>Latest date for submission</th>
<th>Amount/Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

Annex:B
6.4. The final payment, or each payment in the case of staggered payments, shall be made only after receipt and approval as satisfactory by UNESCO of any deliverable that the Individual Specialist is required to submit for payment under the terms of this contract.

6.5. All payments (see article 6.3 below) shall be effected by bank transfer. UNESCO shall be responsible for its own banking fees but any possible intermediary banking fees, as well as the beneficiary’s own banking fees, shall be the responsibility of the Individual Specialist.

6.6. No payments shall be made to a third party.

7. **Advance Payments**

Except for expenses necessarily incurred by an Individual Specialist in order to prepare for an assignment (e.g. travel or equipment), no advance payment shall be made.

8. **Travel**

If deemed necessary by UNESCO, the Individual Specialist who is required to travel in order to perform the work described in article 1, shall be paid a lump sum of to cover all travel related expenses, including daily subsistence allowance, tickets for the authorized travel and other related expenses (e.g. visas, vaccinations and terminal expenses), in accordance with UNESCO's usual travel provisions.

9. **Reimbursement**

9.1. If any of the work corresponding to the instalments in article 6.3 is not completed to UNESCO’s full satisfaction, and/or prior to the expiration of the contract, UNESCO shall have the right to the reimbursement of full or partial payments made, including any advanced payment, to the extent that the services already rendered are either unusable or inadequate in relation to the expenses incurred by UNESCO.

9.2. Any reimbursement shall be returned in the same currency as the payment was made.

10. **Banking Instructions**

10.1. The Individual Specialist should confirm below mentioned banking instructions for any payments arising from the present contract:

Name of the Bank:

Address of the Bank:

Name of the Account Holder:

Number of Account:

10.2. Only one banking instruction is allowed in any one contract.

**UNESCO TERMS AND CONDITIONS**

11. This contract is subject to General Terms and Conditions as attached. Each page of these Terms and Conditions should be initialed by the Individual Specialist and UNESCO.

12. The Individual Specialist and UNESCO also agree to be bound by the provisions contained in the following documents, which form the only legally valid contractual arrangement between the parties and which shall take precedence in case of conflict in the following order: (i) the present contract and (ii) the General Terms and Conditions attached hereto.
Signed on behalf of the Director-General of UNESCO:

Name:  
Date:  

Title:  
Signature:  

.................................................................

Individual Specialist:
“I acknowledge that I have read and accept the terms and conditions on the following page”.

Name:  
Date:  

Title:  
Signature:  

.................................................................
GENERAL TERMS AND CONDITIONS

Article I. Legal Status

1. Individual Specialist is neither a staff member under the UNESCO Staff Regulations and Staff Rules nor an official under the Convention on the Privileges and Immunities of the Specialized Agencies (21 November 1947). He/she may, however, be given the status of ‘expert on mission’ within the meaning of Annex IV of the said Convention.

2. Any immunities and privileges that may be accorded the Individual Specialist by a government are conferred in the interests of UNESCO. Any such immunities and privileges shall not be invoked to excuse the Individual Specialist from discharging any private obligations or from observing laws and police regulations. Should a question of immunities and privileges arise, the Individual Specialist shall immediately report to the Director-General of UNESCO, who shall decide whether they shall be waived.

Article II. Obligations

1. The Individual Specialist is subject to the authority of the Director-General of UNESCO and is responsible to the Director-General in the performance of his/her work.

2. The Individual Specialist’s responsibilities are exclusively international. By accepting a contract with UNESCO, the Individual Specialist undertakes to carry out the work given to him/her and to regulate his/her conduct with the interest of the Organization only in view.

3. In providing his/her service, the Individual Specialist shall neither seek, nor accept, any instructions from any government or any authority external to the Organization, except as may be authorized by the Director-General of UNESCO.

4. The Individual Specialist shall conduct him/herself at all times in a manner befitting his international status. He/she shall not engage in any activity that is incompatible with the performance of his/her work for UNESCO. He/she shall avoid any action and in particular any kind of public pronouncement that may adversely reflect on his/her status, or on the integrity, independence and impartiality that is required by that status. While he/she is not expected to give up his/her national sentiments, or his/her political and religious convictions, he/she shall at all times bear in mind the reserve and tact incumbent upon him/her by reason of his/her international status.

5. The Individual Specialist shall exercise the utmost discretion in regard to all matters of official business. He/she shall not communicate to any person unpublished information known to him/her by reason of his/her assignment, except by authorization of the Director-General of UNESCO. These obligations remain binding even after the expiry of the contract.

6. If the Individual Specialist, by malice, culpable negligence or failure to observe any applicable rule, involves UNESCO in unnecessary loss, expense or liability, he/she shall be held responsible and may be required to pay compensation.

Article III. Declaration of Compatibility of the Professional Status

1. Family Ties

   a. The Individual Specialist certifies that he/she is not the father, mother, son, daughter, brother or sister of a staff member of UNESCO, of an employee of the ancillary services or of someone who,
at the same time, holds a supernumerary contract or contract for individual consultants or other specialists or has a fellowship with UNESCO.

b. The Individual Specialist also certifies that, if he/she has a spouse working as a UNESCO staff member, or as an ancillary services employee, the spouse does not work in the same Sector, Bureau or field office in which the Individual Specialist will be working.

2. Multiple Contracts

a. The Individual Specialist certifies and declares that he/she only holds one contract of any type with UNESCO at any one time. Any failure to respect this condition renders this present contract liable for immediate termination, without notice or indemnity.

b. The Individual Specialist certifies and declares that he/she is not a beneficiary of any type of UNESCO Fellowship. Any failure to respect this condition renders this present contract liable for immediate termination, without notice or indemnity.

c. The Individual Specialist certifies and declares that he/she does not have incompatible professional status under UNESCO’s provisions governing the contracts for individual consultants and other specialists.¹

Article IV. Officials not to Benefit

The Individual Specialist confirms that no official of UNESCO has received from or will be offered by the Individual Specialist any direct or indirect benefit arising from this contract or the award thereof. The Individual Specialist accepts that breach of this provision is a breach of an essential term of this contract which renders this present contract liable for immediate termination, without notice or indemnity.

Article V. Taxes

UNESCO will not reimburse any taxes, duties or other contributions for which the Individual Specialist may be liable in respect of any payments made to him/her under the terms of this contract.

Article VI. Use of Name, Emblem or Official Seal of UNESCO

The Individual Specialist shall not in any manner whatsoever advertise, display, appropriate for personal use the name, emblem or official seal of UNESCO, or any abbreviation of the name of UNESCO in connection with his/her business or otherwise.

¹ In order to avoid the perception of lack of independence or conflict of interest, the individual selected for an assignment must not be:

- a fellow or a holder of another contract of any type with UNESCO at the same time as the proposed contract;
- a member of the Executive Board or an Alternate during his/her term of office until at least 18 months have elapsed from the date of cessation of their representational functions;
- a member of any UNESCO Committee, International Programme Governing Body or National Commission;
- the External Auditor and members of his or her staff who have participated in the audit of the Organization during the two financial periods (e.g. two biennia) following completion of their mandate;
- a member of the Oversight Advisory Committee for 5 years following the expiry of his/her term;
- other officials with oversight responsibilities, including members of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), International Civil Service Commission (ICSC), Joint Inspection Unit (JIU) or other similar bodies in the United Nations system, who have had oversight responsibilities over UNESCO, during their service and within 4 years of ceasing that service.
Article VII. Confidential Nature of Documents and Information

Drawings, photographs, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Individual Specialist under this contract shall be the property of UNESCO, shall be treated as confidential and shall be delivered only to UNESCO authorized officials on completion of work under this contract.

Article VIII. Title Rights

UNESCO shall be entitled to all property rights, including but not limited to patents, copyrights and trademarks with regard to all material which bears a direct relation, to, or is made in consequence of, the services provided to the Organization by the Individual Specialist.

Article IX. Medical Clearance

The Individual Specialist certifies and declares that he/she: a) is in good health b) has no condition that would prevent him/her from carrying out the work as foreseen by this contract and c) has obtained any necessary inoculations or other medical treatment which may be necessary for him/her to travel to and work in the area(s) foreseen under this contract. The Individual Specialist will be held fully responsible for this certification and declaration. If requested, Individual Specialists may be required to undergo a full medical examination, and be medically cleared by UNESCO’s Chief Medical Officer, prior to taking up their duties.

Article X. Insurance

1. The Individual Specialist shall be insured by UNESCO for work-related accidents, injuries, illnesses or death while performing duties on behalf of the Organization.

2. The insurance provides for compensation in the case of: (a) death or permanent total disablement; (b) permanent partial disablement; c) temporary total disablement. Coverage for temporary, partial disablement is not included. The capital sum insured shall be up to a maximum of 85 000 USD. The scale of compensation payable will be in accordance with the terms and conditions of UNESCO’s policy with its insurer. Medical expenses attributable to work-incurred accidents or illnesses are paid up to a maximum annual amount of 10 000 USD.

3. If any injury, illness or death for which compensation is payable under the above provisions is caused in circumstances which, in the Director-General’s opinion, create a legal liability on the part of a third party to pay damages, the UNESCO Director-General may, as a condition of granting compensation, require the Individual Specialist to whom it is granted to assign to the Organization any rights of action which he/she may have against such a third party. The Individual Specialist shall thereupon furnish to UNESCO any data or evidence which may be available to him/her, and shall render all other assistance which may be required in prosecuting any claim or action against such a third party. He/she shall not settle any such claim or action without the consent of the Organization; UNESCO shall be entitled itself to do so or to require him/her to do so upon such terms as seem reasonable to it.

Other than the provisions set out in Article X, paragraph 2, UNESCO does not provide medical insurance to the Individual Specialist.

Article XI. Title to Equipment

Title to any equipment and supplies that may be furnished by UNESCO shall rest with UNESCO and any such equipment shall be returned to UNESCO at the conclusion of this contract or when no longer needed by the Individual Specialist. Such equipment, when returned to UNESCO, shall be in the same condition as when delivered to the Individual Specialist, subject to normal wear and tear. The Individual Specialist shall be liable to
compensate UNESCO for equipment determined to be damaged or degraded beyond normal wear and tear.

Article XII. Termination

1. UNESCO or the Individual Specialist may cancel the contract before it has come into effect by giving written notice to the other party. For contracts of less than 2 months the period of notice is 5 days, for longer contracts – 14 days. No compensation shall be payable in such cases. Should UNESCO cancel the contract with shorter notice, the Individual Specialist is entitled to 5% of payment for each month of service provided by the contract, subject to a maximum of 30% of the total amount.

2. Once the contract has come into effect, it may be terminated by either party at any time before the expiry date with 2 weeks written notice for contracts of 6 months or less, or 1 month’s written notice if the contract is for more than 6 months. If UNESCO terminates the contract, the Individual Specialist is entitled to an indemnity of 5% of payment for each remaining aggregated period of service equivalent to one month, subject to a maximum payment of 30% of the total amount. In the event of termination by the Individual Specialist, or of the inability of the Individual Specialist to carry out fully its terms, UNESCO may deduct from any payments due an amount equivalent to any losses caused to the Organization, taking into consideration the extent to which the assignment has been completed.

3. Notwithstanding the provisions of Article XII, paragraphs 1 and 2, in the event of breach of contract, including false declarations, on the part of the Individual Specialist, the contract may be immediately terminated by UNESCO without notice or indemnity.

Article XIII. Arbitration

1. Any controversy or dispute concerning the execution or interpretation of this contract shall be settled by negotiation between the parties. If it is not amicably settled, it shall be submitted, at the initiative of either party, either to the Chairperson of the UNESCO Appeals Board or be the subject of an arbitration under the United Nations Commission on International Trade Law (UNCITRAL) Arbitration Rules in force. The arbitrator shall rule upon the costs of arbitration, which shall be either apportioned between the two parties or paid by one of them only. The arbitral award shall be final and irrevocable.

2. The party initiating the procedure shall decide which of the two procedures shall apply.

Article XIV. Amendments

This contract may be amended specifying all modifications and signed by both UNESCO and the Individual Specialist prior to the expiry date of the present contract. If the Individual Specialist wishes to propose amendments, these proposals should be communicated to UNESCO which, if deemed necessary, will prepare the amendment to present contract for mutual agreement and signature.
Terms of Reference * Implementation Expert, Organization Self-Reflection Tool and Workshop* Bridging Innovation and Learning in TVET (BILT) Project

1. Background

The BILT project provides TVET stakeholders with a platform for exchange and supports them to address current challenges in TVET systems that arise due to technological, social, environmental, and workplace changes. Within BILT, the overarching thematic area is New Qualifications and Competencies (NQC) in TVET, which is supported by four work streams:

a. Digitalization and TVET,
b. Greening TVET,
c. Entrepreneurship in TVET, and
d. Migration and TVET.

The BILT project has developed a practically-oriented publication on NQC – comprised of three volumes catering to different TVET stakeholders: Macro, Meso and Micro level. Macro level stakeholders refers to national or regional ministries and umbrella organisations, whereas Meso level refers to national TVET bodies, associations, trade unions, employer organizations, sectorial chambers and Micro level, which refers to TVET schools, companies and other TVET providers.

The volume addressed at Micro level stakeholders will be used as a basis to create a self-reflection tool for Micro level stakeholders. The tool will enable them to assess their preparedness to identify, integrate and implement new qualifications and competencies in a timely and accurate manner. It will also support action planning for improvement. Meso and Macro level institutions will be informed in detail about the tool development.

2. Purpose of the Assignment

UNESCO – UNEVOC is seeking two professionals to transform the Micro level publication into an Organization Self-Reflection Tool, to structure In-person and Online Self-Reflection Workshops as well as to implement the workshops. There will be two main roles:

(i) The Senior Expert shall be responsible for providing guidance, supervision and advice.

(ii) The Implementation Expert shall be responsible for content development.

Both experts will primarily work together under the guidance of the BILT Project Manager and closely with six Micro level institutions in Africa, Asia-Pacific and Europe.

These terms of reference relate to the position and tasks of the Implementation Expert.

For further information, please also refer to Annex A of this document, where you will find the Senior Expert’s terms of reference, the NQC publication concept note and the Potential Implementation Modalities.
3. Duties and Responsibilities

The Contractor, hereafter referred to as the Implementation Expert will be responsible for proposing and developing an Organization Self-reflection tool comprising the dimensions and respective indicators to be considered when assessing the institutions preparedness to identify, integrate and implement new qualifications and competencies. Over a period of 9 months (October 2021 – June 2022), the Implementation Expert will be responsible for the development of the Organization self-reflection tool, including carrying out Organization Self-reflection workshops to test/pilot the tool.

The duties of the Implementation Expert will encompass, but are not limited to:

- Developing the draft, revised and final versions of the Organization self-reflection tool;
- Developing the necessary implementation package (agenda confirmation, preparatory meetings, and supporting documents) for six Organization self-reflection workshops;
- Moderating three in-person or Online Self-Reflection Workshops during the pilot phase, in collaboration with the Senior Expert and the BILT team;
- Systematizing feedback received and opportunities for improvement identified in the In-person or Online Self-Reflection Workshops.

Additionally, it is expected that the Implementation Expert takes part in all events and meetings related to the development of the Organization Self-Reflection Tool.

4. Tasks and Expected Outputs

Under this contract, both experts will work in a common framework of expected results, encompassing:

a) Inception, development and update of the Organization Self-Reflection Tool;

b) Dissemination of information on the NQC publication and on the Organization Self-Reflection Tool;

c) Inception, development and update of Self-Reflection Workshops.

The Implementation Expert will be required to work in collaboration with the BILT team, the Senior Expert and six Micro level institutions in Africa, Asia-Pacific and Europe, to undertake the following tasks:

i. Inception, development and update of the Organization Self-Reflection Tool
   a. Participate in the inception meeting to confirm and refine the concept for the Organization Self-Reflection Tool.
   b. Write the introduction and key points connecting the Organization Self-Reflection Tool with the NQC publication;
   c. Write the Organization Self-reflection Tool in consultation with the Senior Expert and the BILT team

ii. Dissemination of information on the NQC publication and on the Organization Self-Reflection Tool
a. Co-create and present information webinars on the Organization Self-Reflection Tool development; (in close collaboration with the Senior Expert, who will present information on the NQC publication results and takeaways).

iii. Inception, development and update of Self-Reflection Workshops

a. Co-conceptualize the In-person and Online Self-Reflection Workshops
   a. preparatory activities and supporting documents
   b. agenda of the Self-Reflection Workshop;
   c. NQC Action plan development and monitoring.

b. Organize six In-person or Online Self-Reflection Workshops, including implementation package (agenda confirmation, preparatory meetings, documents development, etc.).

c. Moderate and harvest feedback received and opportunities for improvement identified in three In-person or Online Self-Reflection Workshops.

5. Missions

Due to the COVID-19 situation, all meetings are currently planned to take place online. However, depending on how the situation evolves, there might be the possibility of organizing in-person Self-Reflection Workshops (III. c.) in the course of 2022. In case this situation is confirmed, an amendment to this contract shall be made in order to reflect travel-related costs.

6. Timeline and expected deliverables

The Implementation Expert shall deliver the following outputs:

**Deliverable 1 - by 30 November 2021**

Introduction and key conceptual elements connecting the NQC publication to the Organization Self-Reflection Tool.

**Deliverable 2 - by 10 January 2022**

Organization Self-Reflection Tool draft version;

In-person and Online Self-Reflection Workshops, including implementation package, draft versions.

**Deliverable 3 - by 10 February 2022**

Organization Self-Reflection Tool revised version;

In-person and Online Self-Reflection Workshops, including implementation package, revised versions.

**Deliverable 4 - by 31 March 2022**

Macro, meso and micro level information webinars reports.
Deliverable 5 - by 20 June 2022

Organization Self-Reflection Tool final version;

In-person and Online Self-Reflection Workshops, including implementation package, final versions.

7. Remuneration

The Contractor shall be remunerated based on the proposal submitted and the amount negotiated with UNESCO-UNEVOC.

Remuneration will be made in instalments after the submission of the deliverables specified under Article 3 - 6 above and upon submission of a detailed invoice/payment claim and satisfactory results of the deliverable.

Actual remuneration will be based on the invoice/payment claim provided by the Contractor and verified by UNESCO-UNEVOC, and may thus be less than indicated above. Should the final invoice amount exceed the amount specified in the contract, an amendment will need to be agreed upon and be prepared prior to payment of the invoice.

8. Other Specifications

Language and Quality

The Contractor shall respect the time and technical specifications of the deliverables, shall ensure that the level of English in all deliverables is of a high standard. The Work will become the property of UNESCO. UNESCO will therefore hold all rights related to the intellectual properties of the Work.

Data protection

The Contractor agrees that any personal information (name, telephone, email address, address, etc.) shared by UNESCO-UNEVOC shall only be used for the work covered under this contract. It shall not be used or disseminated after the contract period or for any other purpose. All records of the personal information shared must be deleted after the contract.
The BILT theme “New Qualifications and Competencies”

Globally, technical and vocational education and training (TVET) systems are facing unprecedented challenges that emerge from society and economy – such as digitalization, sustainable development, and globalization.

Against this backdrop, the ever-present need to identify future-oriented qualifications and competencies for TVET systems worldwide becomes even more prominent. It is a multi-stakeholder endeavour of great importance as it ensures the continued relevance of TVET for the world of work and contributes to the attractiveness of TVET for learners. Such new qualifications and competencies must serve market needs and lead to promising career paths for youths.

Besides the identification of new qualifications and competencies, an additional major challenge is their efficient integration into occupational profiles, curricula, and training regulations. To ensure TVET’s responsiveness to emerging trends and industry demands, TVET systems seek new ways to integrate new qualifications and competencies into national frameworks.

A third major challenge relates to ensuring the implementation of new qualifications and competencies in practice. Teachers and trainers need access to support for their professional development and acquaint themselves with new teaching and learning methods, including through distance learning.

These are key challenges investigated in the framework of the BILT project. Since 2019, the project has brought...
together TVET stakeholders to discuss how new qualifications and competencies are identified, formalized and implemented at different levels.

The discussions helped to develop an initial theoretical framework to map these new qualifications and competencies – the New Qualifications and Competencies Ecosystem: (see figure 1. below).

![New Qualifications and Competencies Ecosystem](image)

Figure 1. - New Qualifications and Competencies Ecosystem

The demand and supply side of the New Qualifications and Competencies ecosystem are closely interlinked and composed of co-dependent actors and processes.

On the demand side, up-to-date curricula and training regulations reflect labour market and industry demands as well as economic and socio-political developments. Emerging trends in the private sector inform the regular update of curricula and training regulations in a quick and proactive manner. The BILT project contributes to the identification of new future-oriented qualifications and competencies for relevant TVET careers, with special attention paid to the thematic fields of digitalization, greening, entrepreneurship, and migration.

On the supply side, BILT explores the subsequent integration of new qualifications and competencies into curricula and training regulations in accordance with the structure and requirements of national TVET systems. BILT project partners identify and discuss different approaches to the integration of new qualifications and competencies - including cross-cutting, sectoral, occupational, and additional approaches.
<table>
<thead>
<tr>
<th>Approach</th>
<th>Relevance</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross-Cutting</td>
<td>Transversal competencies relevant to all groups of learners in all curricula and training regulations of a TVET system</td>
<td>Applying sustainability in all work-related activities (recycling, reducing waste, improving energy and resource efficiency, climate literacy, etc.)</td>
</tr>
<tr>
<td>Sector-Specific</td>
<td>Competencies relevant for all TVET curricula and training regulations of one economic sector (e.g. construction, logistics, service sector)</td>
<td>Optimizing transportation routes in the logistics sector (considering carbon emissions, energy efficiency, cost reduction, etc.)</td>
</tr>
<tr>
<td>Occupation-specific</td>
<td>Competencies relevant for one specific occupation in occupational-based TVET curricula and training regulations</td>
<td>Operating, repairing and maintaining electric vehicles (assembling electrical machines, setting up and maintaining automation systems, etc.)</td>
</tr>
<tr>
<td>Additional</td>
<td>Introduction of additional qualification modules by TVET providers covering cross-cutting, sector-specific or occupation-specific competencies. These modules can complement initial and continuing TVET and allow a quicker response to new developments at the local level.</td>
<td></td>
</tr>
</tbody>
</table>

Finally, efficient delivery of new qualifications and competencies in the classroom requires the adoption of innovative teaching and learning practices, and providing teacher and trainer training, so that learners can benefit accordingly. In the BILT bridging events, BILT partners share and discuss successful examples of implementing new qualifications and competencies in practice. These include pilot projects in different sectors and occupational fields for different target groups.

An initial Trends Mapping Study on new qualifications and competencies, conducted in the first half of 2020 and completed at the end of August, helped to enter the subject. The study consisted of:
- A review of international literature
- Focus groups, shedding light on practical examples related to the topic
- An online survey, creating a picture of current trends and interests in Europe
- A “TVeT Online Forum” Virtual Conference (01.-12.06.2020), presenting and discussing initial results
UNESCO-UNEVOC and its project partner BIBB will publish the final report of the Trends Mapping Study on New Qualifications and Competencies in August 2020. The report’s purpose is to serve as a pre-study for the work of the expert group.

Objectives of the Expert Group’s work on “New Qualifications and Competencies”

The BILT expert group will create three short, implementation-oriented publications (with up to 16 pages each) on new qualifications and competencies for practical use in TVET. With special attention paid to the Trends Mapping Study, the experts will build their work on previous activities of the BILT project. To address diverging needs and interests of different stakeholders, the expert group will split into three sub-groups and work with the following levels:

- **Macro level / Governance**: addressing needs and interests of ministries and umbrella organisations (meta-organisations encompassing several organisations, including trade unions or employer organisations)
- **Meso level / Development**: addressing needs and interests of national bodies, associations (including individual trade unions and individual employer organisations), and sectorial chambers.
- **Micro level / Implementation**: addressing needs and interests of TVET schools, companies, and other TVET providers.

The expert group will work over a time span of one year and three months, with both virtual and physical meetings (see figure 3. below). Ultimately, the aim is to create three publications, which each address interests and needs of one of the target groups (Macro Meso Micro level as indicated in figure 2. below).

Focusing on the identification, formalisation and implementation of new qualifications and competencies, the experts will address questions as in the table below. These serve as a basis for a concept and structure of the publications that the experts will develop.

<table>
<thead>
<tr>
<th>Level</th>
<th>Questions to be addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macro / Governance</td>
<td>How does the macro level drive the identification and implementation of new qualifications and competencies?</td>
</tr>
<tr>
<td></td>
<td>o Which new qualifications and competencies are needed by the labour market?</td>
</tr>
<tr>
<td></td>
<td>o Which demands are presented by social partners concerning new qualifications and competencies?</td>
</tr>
<tr>
<td></td>
<td>o Which mechanisms for the identification of new qualifications and competencies are most useful?</td>
</tr>
<tr>
<td>Meso / Development</td>
<td>How are new qualifications and competencies developed on the meso level?</td>
</tr>
<tr>
<td>--------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>- Which stakeholders are involved in the process of identifying new qualifications and competencies and how?</td>
</tr>
<tr>
<td></td>
<td>- What does the product of identifying and integrating new qualifications look like?</td>
</tr>
<tr>
<td></td>
<td>- What are the challenges and advantages related to the flexibility or individualisation of curricula and training regulations from a Governance perspective?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Micro / Implementation</th>
<th>How are new qualifications and competencies implemented on the micro level?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- To which extend and how is the micro level involved in the identification of new qualifications and competencies?</td>
</tr>
<tr>
<td></td>
<td>- Which school concepts for the implementation of new qualifications and competencies exist? Which company concepts exist, from small and medium enterprises to large corporations?</td>
</tr>
<tr>
<td></td>
<td>- What institutional arrangements are conducive to the uptake of new qualifications and competencies?</td>
</tr>
<tr>
<td></td>
<td>- How are different approaches to the integration of new qualifications and competencies applied, with special attention paid to the four approaches presented by the BILT project?</td>
</tr>
<tr>
<td></td>
<td>- Which teacher and (in-company) trainer training concepts exist to enable teachers and trainers to integrate new qualifications and competencies in teaching/training?</td>
</tr>
</tbody>
</table>
Which teaching/training methods and didactical approaches seem successful in view of new qualifications and competencies?

To assure the practical applicability of the publications and to gather feedback from the target groups, interested UNEVOC Centres will ‘validate’ the draft publications and provide feedback to the experts group. This will help the experts to revise and finalize the publications.

UNESCO-UNEVOC, its project partner BIBB and the expert groups will present the final versions of the publications to a global audience during the BILT Learning Summit in 2021.

Activities & Outcomes
SE = Senior Expert (Consultant)
LE = Lead Experts (Consultant)
EX = Thematic Experts
TA = Technical Advisor (from BIBB)
PO = Project Officer (from UNEVOC)

Physical Meeting* | Virtual Meeting | Working Phase
--- | --- | ---

*If COVID-19 situation allows

<table>
<thead>
<tr>
<th>Activity</th>
<th>Output/Outcome</th>
<th>Participants</th>
<th>Organized by</th>
<th>By when</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick-Start Meeting</td>
<td>Concept and draft outline for the publications as well as roles of experts defined; timeline confirmed</td>
<td>SE, LE, TA/PO, BILT team</td>
<td>BILT team</td>
<td>September 2020</td>
</tr>
<tr>
<td>1 Working Meeting per Experts Group (3 in total)</td>
<td>Publication writing prepared</td>
<td>SE, LE, EX, TA/PO</td>
<td>LE</td>
<td>October 2020</td>
</tr>
<tr>
<td>BILT Bridging Event (pending event)</td>
<td>First steps presented to UNEVOC Centres from Europe, Asia and Africa</td>
<td>SE, LE, EX, TA/PO</td>
<td>BILT team</td>
<td>December 2020</td>
</tr>
<tr>
<td>Drafting of publications</td>
<td>First drafts written</td>
<td>SE, LE, TA/PO</td>
<td>LE</td>
<td>January 2021</td>
</tr>
<tr>
<td>1 working meeting per Experts Group (3 in total)</td>
<td>First drafts discussed; feedback gathered</td>
<td>SE, LE, EX, TA/PO</td>
<td>LE</td>
<td>February 2021</td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Revision of publication</td>
<td>Publication revised for validation phase</td>
<td>SE, LE, TA/PO</td>
<td>LE</td>
<td>April 2021</td>
</tr>
<tr>
<td>Validation phase</td>
<td>Publications practically “validated”, feedback gathered</td>
<td>UNEVOC Centres, (conceptional development: SE, TA/PO)</td>
<td>BILT team</td>
<td>June 2021</td>
</tr>
<tr>
<td>Validation meeting</td>
<td>feedback from validation process discussed</td>
<td>SE, LE, UNEVOC centres, EX, TA/PO</td>
<td>BILT team</td>
<td>July 2021</td>
</tr>
<tr>
<td>Revision of publications (as needed)</td>
<td>Content of publications finalized</td>
<td>SE, LE, TA/PO</td>
<td>LE</td>
<td>August 2021</td>
</tr>
<tr>
<td>Final Meeting</td>
<td>Final content of publications confirmed</td>
<td>SE, LE, TA/PO, BILT team</td>
<td>BILT team</td>
<td>September 2021</td>
</tr>
<tr>
<td>Formal finalisation</td>
<td>Layout finalized; publications published; launch prepared</td>
<td>TA/PO, BILT team</td>
<td>BILT team</td>
<td>November 2021</td>
</tr>
<tr>
<td>BILT Learning Summit</td>
<td>Publications launched</td>
<td>SE, LE, EX, UNEVOC centres from validation phase, TA/PO, BILT team</td>
<td>BILT team</td>
<td>December 2021</td>
</tr>
</tbody>
</table>

Figure 3. - Activities and Outcomes Chart
Roles and Responsibilities

Senior Expert

The Lead Consultant will be responsible for the strategic guidance of the expert group’s work and the overall coordination. (S)he will contribute to the conceptualization of three practically oriented, complementary publications, steering their development and ensuring their timely completion. The SE will collaborate closely with the BILT team, the Lead Experts, Thematic Experts and participating UNEVOC Centres. Specific tasks include:

- Technical support and advice to the expert groups, especially for the writing and revision processes; Advising the lead experts on additional international, innovative examples in the field of new qualifications and competencies
- Alignment of all three publications to create a common structure and style, ensuring that the three volumes are complementary to each other and are not contradictory
- Proposition and presentation of a strategic orientation as well as key questions for the publications during the Kick-Off; Definition of a structure and content for the three publications in close collaboration with the BILT team and the respective expert groups before the writing process starts
- Conceptional development of the validation process with UNEVOC Centres, supervision of its implementation, and analysis of its results
- Participation in all physical and virtual events listed in Figure 3; Content preparation and co-moderation, if required; Participation in supplementary virtual working group meetings, if needed
- Confirmation of final content of publications and their presentation during the BILT December 2021 Learning Summit

Lead Experts

Each Lead Expert (LE) will be leading one level of the expert group (Macro Meso Micro). (S)he will be responsible for writing a practically oriented publication (with up to 16 pages), ensuring its timely completion. The Lead Experts will work in close collaboration with the BILT team, the SE and the experts of the respective level (Macro Meso or Micro). Specific tasks include:

- Writing, revision and finalisation of a draft publication with up to 16 pages related to the Macro or Meso or Micro level, in collaboration with Thematic Experts; Content steering of the working process of the respective expert group; Close collaboration with Senior Expert and the BILT team to assure the alignment of all three publications, ensuring that the three volumes are complementary to each other and are not contradictory Contribution to the creation of the structure and content of the respective publication in close collaboration with the SE, the BILT team and the Thematic Experts before the writing process starts
- Confirmation of final content of the publication and its presentation during the BILT December 2021 Learning Summit
- Organization of virtual working meetings as listed in Figure 3 and of supplementary virtual working meetings, as needed; Organization of one physical event – pending the COVID 19 situation – at the own institution for the respective expert group
- Participation in physical and virtual events as listed in Figure 3; Content preparation and co-moderation, if required

**Thematic Experts**

The Thematic Experts (EX) will contribute their technical expertise to the writing process of the publications, based on their theoretical and practical experience on either Macro, Meso or Micro level. They will work in close collaboration with the BILT team, the SE and the respective Lead Expert. Specific tasks include:

- Content and outline development jointly with the respective Lead Expert and the Senior Expert before the writing process starts
- Support of writing, revision and finalisation process of the respective publication, as needed
- Contribution of practical examples and case studies related to new qualifications and competencies
- Participation in physical and virtual events as listed in Figure 3

**UNEVOC Centres in validation process**

Interested UNEVOC Centres will ‘validate’ the publications. They will internally discuss and test the draft publication, which applies to their institutional level (Macro Meso Micro) and subsequently provide feedback to the SE and expert groups. This includes:

- Participation in Validation process: verification of applicability of content of the respective publication; Providing feedback on draft publications during ‘validation meeting’
- Participation in the BILT December 2021 Learning Summit

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1 in case the location is inconveniently located for the majority of participants, the Lead Expert’s responsibility will be limited to content preparation and the event will be formally organized by UNESCO-UNEVOC and be held in Bonn, Germany.
BILT

The BILT team is composed of staff from UNESCO-UNEVOC, the International Centre for TVET in Bonn, and from the project partner German Federal Institute for Vocational Education and Training (BIBB), also located in Bonn.

UNESCO-UNEVOC’s Project Officer (PO) and BIBB’s Technical Advisor (TA) will support the work of the expert group from a project’s point of view. Their tasks include:

- Preparation and moderation of events
- Technical support of the general working process and of writing/revision/formalisation process of the publications

The BILT team will:

- Organise the Kick-Off event and Learning Summit (and physical working meetings, if needed), prepare agendas, host the events
- Coordinate the validation phase
- Steer other consultants as needed (e.g. for layout and proofreading of the publications)

UNESCO-UNEVOC’s Senior Programme Expert and BIBB’s Senior Expert oversee general supervision of the work of the expert group and the final approval of all outcomes.
Potential Implementation Modalities

A) Background
The BILT project will launch a practically-oriented publication on “New Qualifications and Competencies” (NQC) – with separate MACRO-MESO-MICRO volumes – at the BILT Learning Forum in December 2021. To bring the publication into practice, the MICRO volume will be transformed into a tool intended to allow TVET stakeholders at the Micro level to assess their preparedness to identify, integrate and implement new qualifications and competencies in a timely and accurate manner. Additionally, Meso and MACRO level institutions will be informed in detail about the NQC publication and the tool development. These efforts are part of the BILT project’s “implementation” line of activity, using results from the “innovation” line of activity.

B) Objectives
1. Disseminate the outcomes of the NQC publication among MACRO, MESO and MICRO UNEVOC Centres, and other interested TVET stakeholders, from Asia-Pacific, Africa and Europe.
2. Transform the MICRO NQC volume into a self-assessment tool.
3. Pilot the use of the tool in the framework of guided workshops to assess the institutional preparedness of MICRO level institutions to identify, integrate and implement NQC.
4. Improve and adjust the tool with feedback from the guided self-assessment workshops.
5. Disseminate the final assessment tool through multiplier workshops in all three regions.

C) Expected Activities and Outputs
- A Senior Expert will guide the process of transforming the MICRO volume into a NQC assessment tool.
- A Framework Expert will propose an assessment framework comprising the dimensions and respective indicators to be considered when assessing the institutions preparedness to identify, integrate and implement new qualifications and competencies.
- The BILT team will pre-select six Micro level institutions in Africa, Asia-Pacific and Europe to host guided self-assessment workshops.
- With the assessment tool created, three online information workshops will be held.
  - One digital workshop for Macro, Meso and Micro level institutions each to inform about the NQC publication and NQC assessment tool details, including a Q&A session; no maximum participation limit
  - The workshop will be moderated by the Senior Expert, by the Framework Expert and the BILT team from the multimedia room on UN Campus, Bonn, Germany
- The BILT Team will confirm the six Micro level institutions selected and will organize, along the Framework Expert, guided self-assessment workshops.
  - Six physical guided self-assessment workshops for MICRO level institutions (TVET providers) to pilot the NQC assessment tool; two MICRO institution per region (Africa, Asia-Pacific, Europe)
  - Expected outputs of the guided self-assessments are the development of an NQC action plan and the identification of an Innovation and Learning Practice.
From the BILT project perspective, the main goal of the workshops is to gather feedback on the tool’s practical applicability. This will help the Senior and Framework experts as well as the BILT team, who physically attend the pilot workshops, to improve the tool in a following adaption phase.

The six pilot institutions from the MICRO level will receive the updated tool and disseminate it with additional institutions from the same level in the framework of physical multiplier workshops in their respective region. The BILT team will attend multiplier workshops virtually thanks to a hybrid format. Organizing institutions of the multiplier workshops need to report the outcomes to the BILT team by providing Action Plans and Innovation and Learning Practices, one for each of the additional institutions.

### D) Resources Needed

<table>
<thead>
<tr>
<th>Who</th>
<th>Number</th>
<th>Activity</th>
<th>Funding needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>BILT team</td>
<td>2 (one from UNEVOC, one from BIBB)</td>
<td>process support, overall coordination, physical participation in pilot workshops, virtual participation in multiplier workshops</td>
<td>travel costs for physical workshops, two in Asia-Pacific, two in Africa, two in Europe (only one BILT team member to join each workshop, alternatingly from UNEVOC and BIBB)</td>
</tr>
<tr>
<td>Senior Expert</td>
<td>1</td>
<td>providing overall guidance on the development of the NQC assessment tool</td>
<td>consulting contract</td>
</tr>
<tr>
<td>Framework Expert</td>
<td>1</td>
<td>technical guidance, physical participation in and facilitation of pilot workshops, participation in multiplier workshops is welcome but not needed</td>
<td>consulting contract for tool development; workshop conceptualization and workshop facilitation; travel costs for physical workshops, two in Europe, two in Asia-Pacific and two in Africa</td>
</tr>
<tr>
<td>UNEVOC Centres from MACRO and MESO levels, other interested TVET stakeholders</td>
<td>No participation limit</td>
<td>virtual participation in information workshop</td>
<td>no funding needed, Zoom session sufficient</td>
</tr>
<tr>
<td>Pilot institutions (UNEVOC Centres) from MESO and MICRO levels</td>
<td>2 per region = 6 in total</td>
<td>physical participation in self-assessment workshops; physical participation in and facilitation of multiplier workshops</td>
<td>non-paid participation, but refund of costs for hosting physical self-assessment workshops; funding for organization of 2 physical multiplier workshop with other</td>
</tr>
</tbody>
</table>
Additional local institutions from Asia-Pacific, Africa and Europe (not necessarily UNEVOC Centres, to be proposed by pilot institutions)

<table>
<thead>
<tr>
<th>per pilot institution (same country or region)</th>
<th>physical participation in multiplier workshops</th>
<th>institutions in their own country</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>non-paid participation, but travel costs for physical multiplier workshop</td>
<td></td>
</tr>
</tbody>
</table>

E) Possible Outline/Milestones

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2021</td>
<td>Content of NQC publication finalized</td>
<td>Senior Expert, Lead Expert, BILT team</td>
</tr>
<tr>
<td>September 2021-March 2022</td>
<td>Transformation of NQC publication into practical tool</td>
<td>Technical Lead, BILT team</td>
</tr>
<tr>
<td>January-February 2022</td>
<td>Conceptualization of information, pilot and multiplier Workshops</td>
<td>Technical Lead, BILT team</td>
</tr>
<tr>
<td>April-June 2022</td>
<td>Six pilot workshops carried out, two per level (macro-meso-micro)</td>
<td>UNEVOC Centres, Technical Lead, BILT team</td>
</tr>
<tr>
<td>May-July 2022</td>
<td>Adaption of tool with feedback from pilot workshops</td>
<td>Technical Lead, BILT team</td>
</tr>
<tr>
<td>August-December 2022</td>
<td>12 Multiplier workshops carried out</td>
<td>UNEVOC Centres, Additional Institutions, BILT team</td>
</tr>
</tbody>
</table>