



MEMORANDUM OF UNDERSTANDING

BETWEEN

**BENAZIR BHUTTO SHAHEED HUMAN RESOURCE
RESEARCH & DEVELOPMENT BOARD (BBSHRRDB)
GOVERNMENT OF SINDH**

AND

EMPLOYERS' FEDERATION OF PAKISTAN (EFP)

**FOR PROMOTING DEMAND-DRIVEN SKILLS
DEVELOPMENT, EMPLOYMENT, INDUSTRY LINKAGES,
LABOUR MARKET RESEARCH AND HUMAN RESOURCE
DEVELOPMENT**

Date of Signing

30th July, 2026



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**BENAZIR BHUTTO SHAHEED HUMAN RESOURCE RESEARCH &
DEVELOPMENT BOARD (BBSHRDB)
GOVERNMENT OF SINDH**

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FOR PROMOTING DEMAND-DRIVEN SKILLS DEVELOPMENT, EMPLOYMENT, INDUSTRY LINKAGES, LABOUR MARKET RESEARCH AND HUMAN RESOURCE DEVELOPMENT

1. PREAMBLE

This Memorandum of Understanding (MoU) is entered into between the Benazir Bhutto Shaheed Human Resource Research & Development Board (BBSHRDB), Government of Sindh, hereinafter referred to as "BBSHRDB", and the Employers' Federation of Pakistan (EFP), hereinafter referred to as "EFP", collectively referred to as "the Parties."

Recognizing the importance of strengthening collaboration between government and employers to promote sustainable economic growth, productive employment, skilled workforce development, labour market competitiveness, industrial productivity and evidence-based policymaking, the Parties agree to establish a framework for cooperation in areas of mutual interest.

The Parties acknowledge that closer collaboration between public institutions and employers is essential for ensuring that technical and vocational education and training (TVET) remains responsive to evolving labour market requirements, emerging technologies and future workforce demands.

2. PURPOSE

The purpose of this MoU is to establish a collaborative framework for:

- promoting demand-driven TVET;
- strengthening industry-government linkages;
- improving youth employability;
- enhancing labour market intelligence;
- supporting entrepreneurship;
- promoting research and innovation;
- facilitating industry participation in skills development; and
- jointly mobilizing resources for workforce development initiatives.

3. OBJECTIVES

The objectives of this MoU include:

- a) Aligning skills development programmes with industry demand.
- b) Improving employment opportunities for youth.
- c) Enhancing employer participation in TVET planning.
- d) Promoting evidence-based labour market policies.
- e) Supporting sustainable livelihoods and inclusive economic growth.
- f) Encouraging innovation and future workforce preparedness.
- g) Promoting green skills and climate-resilient employment.
- h) Strengthening industry-academia-government collaboration.



4. AREAS OF COLLABORATION

The Parties may collaborate in, but shall not be limited to, the following areas:

4.1 Labour Market Research

Jointly undertake:

- Skills Needs Assessments
- Labour Market Surveys
- Employer Satisfaction Surveys
- Future Skills Studies
- Emerging Occupations Research
- Wage and Employment Trend Analysis
- Sector Competitiveness Studies
- Green Jobs Research
- Digital Economy Skills Studies

4.2 Curriculum Development

Collaborate in:

- curriculum review
- competency validation
- occupational standards
- technology forecasting
- employer consultations
- curriculum modernization

4.3 Industry Advisory Councils

Establish sector-specific advisory councils comprising representatives from:

- industry
- employers
- government

to guide skills development priorities.

4.4 Apprenticeships and Workplace Learning

Collaborate for:

- apprenticeship promotion
- internships
- workplace learning
- industrial attachments
- employer engagement
- practical training opportunities

4.5 Employment Facilitation

Promote:

- graduate placement
- employer networking
- career fairs
- recruitment events
- placement services
- employment portals



4.6 Industry–Academia Linkages

Support:

- industrial visits
- guest lectures
- technical seminars
- industry dialogue
- faculty exposure
- collaborative innovation

4.7 Green Skills Development

Collaborate in:

- renewable energy skills
- climate-smart occupations
- resource efficiency
- circular economy
- environmental sustainability
- green entrepreneurship

4.8 Entrepreneurship Promotion

Support:

- startup development
- incubation
- business mentoring
- SME linkages
- innovation
- enterprise development

4.9 Labour Market Information System (LMIS)

Collaborate in developing and strengthening labour market information systems through:

- employer databases
- occupational demand analysis
- vacancy information
- employment forecasting
- labour market intelligence

4.10 Tracer Studies

Conduct tracer studies to evaluate:

- employment outcomes
- income progression
- employer satisfaction
- training effectiveness
- labour market relevance

4.11 Joint Research

Undertake collaborative research in areas including:

- Future of Work
- Artificial Intelligence
- Industrial Productivity
- Labour Migration
- Women in Employment
- Informal Economy



- Digital Transformation
- Export Competitiveness
- Human Capital Development
- TVET Effectiveness
- Return on Investment in Skills Development

4.12 Policy Dialogue

Collaborate in organizing:

- policy consultations
- stakeholder dialogues
- technical working groups
- policy recommendations
- advocacy initiatives

4.13 Conferences and Knowledge Sharing

Jointly organize:

- Skills Summits
- Labour Market Conferences
- Employer Forums
- TVET Conferences
- Research Seminars
- Industry Roundtables
- Green Skills Forums

5. RESPONSIBILITIES OF BBSHRRDB

BBSHRRDB shall endeavour to:

- facilitate coordination with Government of Sindh departments;
- provide technical leadership on skills development initiatives;
- support labour market research activities;
- facilitate implementation of jointly agreed programmes;
- mobilize relevant public sector stakeholders;
- provide institutional support for approved collaborative initiatives.

6. RESPONSIBILITIES OF EFP

EFP shall endeavour to:

- mobilize employer participation;
- facilitate industry consultations;
- identify emerging workforce requirements;
- provide industry expertise;
- facilitate workplace learning opportunities;
- support employment linkages.

7. JOINT RESPONSIBILITIES

The Parties shall jointly:

- prepare annual work plans;
- identify collaborative projects;
- mobilize financial resources;
- monitor implementation;
- evaluate outcomes;
- disseminate research findings;
- promote best practices.



8. RESOURCE MOBILIZATION

The Parties shall collaborate in identifying and mobilizing financial and technical resources from national and international development partners including, but not limited to, where appropriate:

- European Union (EU)
- International Labour Organization (ILO)
- World Bank
- Asian Development Bank (ADB)
- GIZ
- UNDP
- UNICEF
- International Trade Centre (ITC)
- Norwegian Church Aid (NCA)
- British Council
- Islamic Development Bank (IsDB)
- other bilateral and multilateral development partners

Nothing in this MoU shall constitute a financial obligation on either Party unless agreed through separate written arrangements.

9. GOVERNANCE ARRANGEMENTS

The Parties shall establish a **Joint Steering Committee (JSC)** comprising representatives from both organizations.

The Committee shall:

- approve annual work plans;
- review implementation progress;
- identify new collaborative opportunities;
- resolve implementation issues; and
- provide strategic guidance.

The Committee shall meet at least twice annually or as mutually agreed.

10. IMPLEMENTATION

Specific activities under this MoU shall be implemented through mutually agreed:

- Project Agreements
- Concept Notes
- Terms of Reference
- Annual Work Plans
- Joint Action Plans
- Funding Agreements

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11. INTELLECTUAL PROPERTY

Ownership and use of jointly developed publications, research, databases, training materials and other intellectual property shall be mutually agreed for each initiative. Unless otherwise agreed in writing, both Parties may use jointly developed outputs for non-commercial purposes with appropriate acknowledgement of the other Party.

12. CONFIDENTIALITY

Each Party shall maintain the confidentiality of information received from the other Party and shall not disclose such information without prior written consent except where required by applicable law.



13. PUBLICITY

Neither Party shall use the name, logo or official identity of the other Party in publications, media releases or promotional materials without prior written approval.

14. DISPUTE RESOLUTION

Any dispute arising from the interpretation or implementation of this MoU shall be resolved amicably through mutual consultation.

15. AMENDMENTS

This MoU may be amended at any time by mutual written consent of both Parties.

16. DURATION

This MoU shall remain effective for a period of **five (05) years** from the date of signature and may be renewed for further periods upon mutual written agreement.

17. TERMINATION

Either Party may terminate this MoU by giving **ninety (90) days' written notice** to the other Party.

Termination shall not affect activities already underway unless otherwise mutually agreed.

18. LEGAL STATUS

This MoU expresses the intentions of the Parties to collaborate and does not create legally enforceable financial or contractual obligations. Any binding commitments shall be governed by separate written agreements.

19. SIGNATURES

Signed on 30th day of July, 2026.

*For The Benazir Bhutto Shaheed Human
Resource Research & Development Board
(BBSHRRDB)*

Name: **Munawar Ali Mithani**

Designation: **Secretary**

Signature: _____

(MUNAWAR ALI MITHANI)
SECRETARY
Benazir Bhutto Shaheed
Human Resource Research & Development Board
Universities & Boards Department
Government of Sindh

Witness

Name: **Fayyaz Hussain Rahujo**

Designation: **Director Training**

Signature: _____

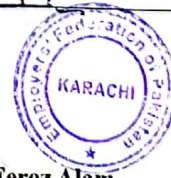
DIRECTOR
Benazir Bhutto Shaheed
Human Resource Research & Development Board
Universities & Boards Department
Government of Sindh

*For The Employers' Federation of Pakistan
(EFP)*

Name: **Syed Nazar Ali**

Designation: **Secretary General**

Signature: _____



Witness

Name: **Muhammad Feroz Alam**

Designation: **Vice President**

Signature: _____