MEMORANDUM OF UNDERSTANDING

BETWEEN

BENAZIR BHUTTO SHAHEED HUMAN RESOURCE RESEARCH & DEVELOPMENT BOARD

GOVERNMENT OF SINDH

AND

DAHLAWI MANPOWER RECRUITING

FOR COLLABORATION IN OVERSEAS EMPLOYMENT AND CAREER FACILITATION OF SKILLED GRADUATES

Date of Signing: 19th August, 2026.

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This Memorandum of Understanding ("MoU") is entered into on this 19th day of August, 2026

BETWEEN

Benazir Bhutto Shaheed Human Resource Research & Development Board (BBSHRR&DB), Government of Sindh, having its office at Karachi, Sindh, Pakistan, hereinafter referred to as **"BBSHRR&DB"**;

AND

Dahlawi Manpower Recruiting, a duly authorized/licensed manpower recruiting organization operating in Pakistan, having its office at Suite M-3 Mezzanine Floor, Rahat Jo Dero Building, Tariq Rd, opposite rehmania masjid, Block 2 P.E.C.H.S., Karachi, Pakistan, hereinafter referred to as **"Dahlawi"**.

BBSHRR&DB and Dahlawi are collectively referred to as the **"Parties"**.

PREAMBLE

WHEREAS BBSHRR&DB is mandated to promote technical and vocational skills development and enhance employment opportunities for the skilled youth of Sindh;

WHEREAS BBSHRR&DB has trained a substantial number of youth in various technical and vocational trades through its institutes and training programmes across Sindh;

WHEREAS Dahlawi is engaged in overseas manpower recruitment and seeks to facilitate lawful employment opportunities for suitably qualified Pakistani workers in international labour markets;

WHEREAS the Parties recognize the potential of international employment to enhance employment opportunities, household incomes and economic prospects of skilled graduates;

WHEREAS the Parties desire to establish a structured mechanism for identifying overseas employment opportunities, career counselling, candidate facilitation, recruitment and deployment;

WHEREAS the competent authority/Board of BBSHRR&DB has approved collaboration with Dahlawi **without financial implication for BBSH5RR&DB**;

NOW, THEREFORE, the Parties agree as follows:

1. PURPOSE AND OBJECTIVES

1.1 Purpose

The purpose of this MoU is to establish a framework of cooperation for facilitating **lawful, transparent, merit-based and worker-protective overseas employment opportunities** for eligible graduates of BBSHRR&DB.

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1.2 Objectives

The collaboration shall aim to:

a) connect qualified BBSHRR&DB graduates with genuine overseas employment opportunities;
b) improve graduates' preparedness for international employment;
c) provide career counselling, interview preparation and pre-departure orientation;
d) facilitate matching of graduates' competencies with international labour-market requirements;
e) promote ethical and transparent recruitment;
f) protect graduates from fraudulent recruitment, misleading employment offers and unauthorized charges;
g) facilitate employment of skilled youth from Sindh in international labour markets; and
h) explore lawful financing mechanisms to reduce financial barriers to overseas deployment for deserving graduates.

2. AREAS OF COLLABORATION

The Parties may cooperate in the following areas:

2.1 Identification of Overseas Employment

Dahlawi shall identify suitable overseas employment opportunities relevant to the trades and qualifications of BBSHRR&DB graduates and communicate such opportunities to BBSHRR&DB.

2.2 Labour Market Information

Dahlawi may provide information on overseas demand for particular occupations, countries, sectors, qualifications, experience and competencies.
Such information may also assist BBSHRR&DB in future Training Needs Assessment, curriculum review and skills planning.

2.3 Career Counselling

The Parties may jointly organize career counselling sessions covering:

- overseas employment opportunities;
- international recruitment procedures;
- CV and resume preparation;
- interview skills;
- professional conduct;
- communication and soft skills;
- workplace expectations;
- cultural awareness;
- employment contracts;
- workers' rights and responsibilities;
- pre-departure requirements; and
- awareness regarding fraudulent recruitment.

2.4 Candidate Matching and Recruitment

Subject to applicable laws and regulations, Dahlawi may undertake candidate screening, employer interviews, selection, documentation, visa processing and deployment facilitation.

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2.5 Pre-Departure Orientation

Selected candidates may be provided orientation regarding destination-country requirements, employment conditions, workplace conduct, cultural expectations, financial planning and workers' rights.

2.6 Post-Deployment Follow-up

Where practicable and subject to applicable privacy requirements, the Parties may collect aggregate information concerning deployment, employment retention and major issues affecting graduates.

3. RESPONSIBILITIES OF BBSHRR&DB

BBSHRR&DB may:

a) facilitate identification of eligible graduates interested in overseas employment;
b) establish an **Overseas Employment Talent Pool** on a voluntary and consent-based basis;
c) facilitate career counselling and orientation sessions;
d) coordinate with relevant BBSHRR&DB institutes;
e) provide relevant information concerning BBSHRR&DB trades, qualifications and training programmes;
f) facilitate communication between eligible graduates and Dahlawi;
g) participate, where duly authorized, in resource mobilization for overseas employment initiatives;
h) monitor the overall institutional implementation of this MoU; and
i) undertake other mutually agreed activities subject to applicable approvals.

3.1 No Financial Commitment

Nothing in this MoU shall require BBSHRR&DB to bear or reimburse:

- visa fees;
- air tickets;
- insurance;
- medical expenses;
- Protector-related expenses;
- recruitment charges;
- deployment costs; or
- any other expenditure.

Wherever a candidate has enough resources, all related recruitment and selection / deployment expenditure shall be met by the candidate. However, expenditure for deserving candidates is subject to the availability of funds as described in articles 7.2 to 7.5 of this MoU. In either case, articles 7.6 & 7.7 of this MoU shall apply in letter and spirit.

Nevertheless, any future expenditure by BBSHRR&DB shall require separate approval of the competent authority / Board, availability of funds and compliance with applicable Government financial rules.

4. RESPONSIBILITIES OF DAHLAWI

Dahlawi shall:

a) identify genuine overseas employment opportunities;
b) provide relevant information regarding vacancies and employers;
c) maintain all required licences, registrations and authorizations for overseas recruitment;
d) provide evidence of genuine employer demand where reasonably required;

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e) screen and match candidates against employer requirements;
f) coordinate employer interviews and selection;
g) facilitate employment visas and other recruitment documentation;
h) facilitate statutory and Protector-related requirements;
i) provide selected candidates with relevant employment information before deployment;
j) facilitate pre-departure guidance;
k) clearly communicate legitimate costs to candidates before any payment is required;
l) refrain from making false or misleading employment claims;
m) protect candidate information received through this collaboration;
n) provide periodic aggregate information to BBSHRR&DB regarding recruitment and placement outcomes; and
o) comply with all applicable laws and regulatory requirements governing overseas recruitment and employment.

5. VERIFICATION OF OVERSEAS EMPLOYMENT OPPORTUNITIES

5.1 Verification

Before a recruitment campaign is undertaken through this collaboration, Dahlawi shall, where reasonably required by BBSHRR&DB, provide relevant information regarding:

- employer;
- destination country;
- job title;
- number of vacancies;
- job description;
- salary and benefits;
- employment contract;
- working conditions;
- visa category; and
- recruitment / deployment requirements.

5.2 Genuine Demand

Dahlawi shall endeavour to ensure that recruitment is undertaken against genuine and verifiable employment demand.

5.3 Suspension

BBSHRR&DB may suspend participation in any recruitment campaign where there are reasonable concerns regarding authenticity of the vacancy, legality of recruitment, candidate protection or reputational risk to BBSHRR&DB.

6. GRADUATE DATA PROTECTION AND PRIVACY

The Parties recognize that graduate information is valuable personal and professional information and shall be handled responsibly.

6.1 No Bulk Transfer of Database

BBSHRR&DB shall not provide Dahlawi with its complete database of graduates merely on the basis of this MoU.

6.2 Overseas Employment Talent Pool

BBSHRR&DB may establish a separate **Overseas Employment Talent Pool** comprising graduates who voluntarily express interest in overseas employment.

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6.3 Consent

Personal information shall be shared with Dahlawi only after obtaining appropriate consent from the concerned graduate, subject to applicable law and institutional requirements. The consent process should explain:

- the purpose of data sharing;
- information to be shared;
- intended recipient;
- intended use; and
- applicable withdrawal mechanism.

6.4 Data Minimization

Only information reasonably necessary for the relevant recruitment opportunity shall be shared.

6.5 Progressive Disclosure

Candidate information should preferably be disclosed progressively:

First stage: professional profile and eligibility;

Second stage: contact details and CV after candidate interest/shortlisting;

Third stage: identity, passport, certificates, medical or other documents only when genuinely required for recruitment and deployment.

6.6 Prohibited Use

Dahlawi shall not:

- sell or commercially exploit graduate data;
- share data with unrelated third parties;
- use the data for unrelated marketing;
- create an independent commercial database from BBSHRR&DB information; or
- use the information for purposes other than the authorized recruitment activity.

6.7 Data Security

Dahlawi shall maintain reasonable safeguards against unauthorized access, loss, misuse or disclosure of graduate information.

6.8 Data Breach

Dahlawi shall promptly notify BBSHRR&DB of any material unauthorized access, disclosure or loss of graduate information received through the collaboration.

6.9 Withdrawal

A graduate may request withdrawal from the Overseas Employment Talent Pool, subject to lawful requirements concerning recruitment processes already initiated.

7. FINANCIAL ARRANGEMENTS AND RESOURCE MOBILIZATION

7.1 No Financial Implication of MoU

This MoU shall have no financial implication for BBSHRR&DB and shall not constitute a financial commitment, expenditure authorization or guarantee by Parties.

7.2 Separate Project Arrangements

Where a particular overseas employment initiative requires financial resources, the Parties may prepare a separate Project Proposal, Implementation Plan, Funding Agreement or other appropriate instrument. Such arrangement shall clearly specify:

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- funding source;
- eligible expenditures;
- financial responsibilities;
- beneficiary eligibility;
- approval authority;
- implementation mechanism; and
- monitoring and audit arrangements.

7.3 Resource Mobilization

The Parties may jointly explore lawful financing from:

a) Government of Sindh;
b) Federal Government programmes;
c) development partners;
d) international organizations;
e) bilateral and multilateral donors;
f) Corporate Social Responsibility (CSR) programmes;
g) overseas employers;
h) philanthropic organizations;
i) youth employment and labour-mobility programmes;
j) grants and scholarships; and
k) other lawful and approved sources.

7.4 Employer-Supported Recruitment

In general, wherever the candidate has enough resources, all related recruitment and placement / deployment expenditure shall be borne by the candidate. However, where legally and commercially feasible, the Parties shall encourage **employer-funded recruitment and deployment**, thereby minimizing the financial burden on graduates.

7.5 Overseas Employment Facilitation Fund

Subject to separate approval by the competent authority, BBSHRR&DB may explore establishment of an **Overseas Employment Facilitation Fund / Window** for deserving graduates.

The Fund may be supported by Government, donors, CSR partners, employers or other lawful sources.

7.6 Priority Beneficiaries

Subject to approved funding criteria, priority may be considered for:

- unemployed graduates;
- economically disadvantaged graduates;
- graduates from underserved districts;
- women graduates where appropriate;
- persons with disabilities where appropriate; and
- graduates selected against verified overseas employment opportunities.

7.7 No Unauthorized Charges

No graduate shall be subjected to unauthorized or undisclosed charges for participation in this collaboration.

Any legitimate payment required from a candidate shall be lawful, transparent, documented and communicated in advance.

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8. PROTECTION OF GRADUATES

The Parties shall promote responsible and ethical recruitment and shall endeavour to ensure that graduates:

a) receive accurate information regarding employment;
b) understand material terms of employment before departure;
c) receive relevant employment documentation;
d) are protected from misleading recruitment practices;
e) are informed about legitimate costs;
f) understand their rights and responsibilities;
g) receive appropriate pre-departure orientation; and
h) have access to an appropriate mechanism for raising recruitment-related concerns.

Before deployment, selected candidates should, to the extent applicable, be informed about:

- employer;
- job title;
- salary;
- working hours;
- contract duration;
- accommodation;
- transportation;
- leave;
- insurance;
- deductions;
- benefits; and
- other material employment conditions

9. JOINT COORDINATION AND MONITORING

9.1 Joint Coordination Committee

The Parties may establish a Joint Coordination Committee (JCC) comprising nominated representatives of both Parties.

9.2 Functions

The JCC may:

a) review overseas employment opportunities;
b) coordinate counselling activities;
c) review candidate participation and recruitment progress;
d) identify financing opportunities;
e) review implementation challenges;
f) monitor graduate protection measures;
g) review aggregate placement outcomes; and
h) recommend improvements.

9.3 Performance Indicators

The collaboration may be monitored through:

- graduates registered in the Overseas Employment Talent Pool;
- graduates counselled;
- vacancies identified;
- candidates shortlisted;
- candidates interviewed;
- candidates selected;
- employment contracts issued;
- candidates deployed;
- financial resources mobilized;
- graduates receiving financial assistance; and
- employment retention after deployment, where information is available.

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9.4 Reporting

Dahlawi shall provide periodic aggregate reports concerning recruitment and placement facilitated through the collaboration. Personal information shall not be included in routine reports unless lawfully required and appropriately authorized.

10. LEGAL COMPLIANCE, TERM AND GENERAL PROVISIONS

10.1 Legal and Regulatory Compliance

All activities under this MoU shall comply with applicable laws, rules and regulations relating to:

- overseas employment;
- emigration;
- manpower recruitment;
- immigration and visas;
- Protector requirements;
- labour and employment;
- insurance;
- financial management;
- data privacy;
- anti-fraud and anti-corruption; and
- worker protection.

10.2 Integrity

Neither Party shall knowingly facilitate fraudulent recruitment, unauthorized recruitment, false documentation, misleading employment offers or unauthorized financial demands.

10.3 No-Exclusivity

This MoU shall be non-exclusive. BBSHRR&DB may collaborate with other organizations, employers, development partners and recruitment agencies for overseas employment initiatives, subject to applicable rules.

10.4 Intellectual Property and Branding

Neither Party shall use the name, logo, seal or official identity of the other Party for commercial publicity without prior written approval.

10.5 Confidentiality

Each Party shall maintain confidentiality of information received from the other Party and use it only for the purposes of this MoU, subject to disclosure required by law.

10.6 No Agency or Partnership

This MoU shall not create a partnership, joint venture, agency or employer-employee relationship between the Parties.

10.7 No Guarantee of Employment

Registration, counselling or participation in the Overseas Employment Talent Pool shall not guarantee employment, visa issuance or deployment.

10.8 Term

This MoU shall remain effective for three (3) years from the date of signing, unless terminated earlier.

10.9 Amendment

The MoU may be amended by mutual written consent of the Parties.
No amendment shall create financial liability for BBSHRR&DB without separate approval of the competent authority.

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10.10 Termination

Either Party may terminate this MoU by giving ninety (90) days' written notice. BBSHRR&DB may suspend or terminate participation where serious concerns arise regarding legality, graduate protection, data misuse, unauthorized financial demands or material reputational risk.

10.11 Dispute Resolution

Any dispute shall initially be resolved through mutual consultation between the designated representatives of the Parties. Where unresolved, the matter may be referred to the respective heads/authorized representatives for resolution in accordance with applicable law.

10.12 Governing Law

This MoU shall be governed by the applicable laws of the Islamic Republic of Pakistan.

10.13 Effectiveness

This MoU shall become effective upon signing by duly authorized representatives of both Parties.

11. SIGNATURES

IN WITNESS WHEREOF, the Parties have signed this Memorandum of Understanding through their duly authorized representatives.

FOR BBSHRR&DB

Name: Engr Munawar Ali Mithani

Designation: Secretary

Signature: _____

Date: _____

Official Seal:

FOR DAHLAWI MANPOWER RECRUITING

Name: Agha Zulfiqar Dahlawi

Designation: Chief Executive Officer

Signature: _____

Date: _____

Official Seal:

WITNESS 1

Name: Mahmood Ali Otho

Designation: Assistant Director

Signature: _____

WITNESS 2

Name: Muhammad Naveed Iqbal

CNIC: 42201-0735197-3

Signature: _____

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