

Terms of Reference

Development and Implementation of a Private Sector Engagement Strategy (PSES) on Decent Work and Skills Development for Migrant Workers in Cambodia, Lao People's Democratic Republic, Myanmar and Thailand (CLMT)

1. Background

Project Summary

Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement in Cambodia, Lao People's Democratic Republic, Myanmar and Thailand (PROMISE) is a regional programme led by the International Organization for Migration (IOM), in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and funded by the Swiss Agency for Development and Cooperation (SDC). PROMISE seeks to define a clear pathway to promote better employment opportunities and working conditions for migrants, especially women, from Cambodia, Lao People's Democratic Republic and Myanmar (CLM), through safe migration and skills development in partnership with the private sector, training institutes, civil society and governments. The programme duration is from August 2017 to September 2021.

Based on extensive assessments, research, consultations, and pilot initiatives, the four-year PROMISE program has been designed with the following four components:

- Private sector engagement
- Migrant worker participation in skills development
- Return and reintegration
- Protection of CLM migrant workers

Background

Labour migration is integral to the economy of Thailand and neighbouring countries, with an estimated 3.9 million migrant workers from Cambodia, Lao People's Democratic Republic, Myanmar and Viet Nam in Thailand as of 2018. Migrant workers constitute over 10 per cent of the Thai labour force, and comprise the majority of workers in a number of key sectors in Thailand including PROMISE's three target sectors of construction, manufacturing, and hospitality (including tourism), as well as care services and domestic work. In the past two decades the region has observed the rising feminisation of the labour force in these sectors, the increased migration of women in the region is which partially influenced by the lack of decent work for women in their countries of origin and the increase in the demand for women workers in countries of destination.

The practice of employing low-cost, lower-skilled workers from neighbouring countries, means migrant workers in Thailand frequently experience a range of protection gaps, including labour law and social protection exclusions, high levels of informal employment and irregularity, ranging through to more serious rights violations including trafficking, exploitation and abuse.

In addition, there are significant gaps in terms of ensuring migrants are equipped with market-driven skills, and likewise challenges in ensuring effective jobs matching between migrant workers and employers. Thai employers and relevant policy makers are currently not able to effectively communicate market demands so that skills development stakeholders in CLM are not able to respond



with relevant adjustments of their training delivery. Given that most low-skilled migrant workers typically start their employment without any prior skills training, skills development is not only a means to enhance employability through vocational training but also an opportunity to integrate soft skills related to safe migration and migrant protection into the whole process of labor migration.

While these challenges are relevant to all migrants, women are facing additional economic inequalities including access to skills trainings and less pay comparing to men migrants. An OECD and ILO joint study reveals that women migrants are more frequently employed in less-regulated sectors ¹. They also face various other forms of discrimination and violence based on the grounds of both their gender and their migration status.

Responsive and more inclusive skills development for all migrant workers will also create positive spill-over effects on the labour migration management and the protection of migrant workers including:

- Better job market participation and migration outcomes for migrant workers.
- Enhanced employability of trained migrant workers, which will contribute to a changed employer-worker relationship and create a more protective work environment.
- Enhanced productivity resulting from a trained workforce will trigger more employer investment in skills matching and worker retention.
- Migrant-centered soft skills training will improve the preparedness for and strategic planning of the migration cycle. This can include specific soft skills, including language and financial literacy training.
- Migrant workers with specific skills sets have better return and reintegration opportunities, including enhanced job opportunities, and are able to contribute to economic development in countries of origin;
- More effective skills development for migrant workers is a means to increase remittance flows to countries of origin and economic growth in destination countries.

Private sector partners at local, regional and global level including employers across sectors from manufacturing to more service-oriented sectors etc., global companies (brands), industry associations, skills development providers and private recruitment agencies play an indispensable role in promoting decent work and skills developments for all migrant workers in CLMT, which includes a gender-sensitive approach across all stakeholders:

Employers in CLMT, including both companies operating in CLMT (suppliers) and global and regional companies (brands) who have supply chains in CLMT:

- Providing more inclusive workplaces, equal career advancement opportunities and skills development to workers regardless of gender and nationality based on a merit system, which in turn boosts workplace productivity and maintains the company's competitiveness.
- Holding direct employment relationships with migrant workers and therefore have strong influence over migration outcomes and protection.
- Informing evidence-based policy making in CLMT regarding labor migration with their practical experiences related to documentation and migrant worker management.
- Contributing substantially to market-driven pre-employment, in-service skills development, recognition and certification programs for migrant workers to promote employability and career development.

¹ OECD/ILO (2017), How Immigrants Contribute to Thailand's Economy, OECD Publishing, Paris.
<http://dx.doi.org/10.1787/9789264287747-en>



- Influencing recruitment practices for migrant workers through the selection of ethical private recruitment agencies and adopting “employer-pays” model when it comes to recruitment fees and costs.

Particularly for global and regional brands (companies) with supply chains in Thailand:

- Institutionalizing the principles of decent work and applying downward supply chain pressure to ensure the protection of labour rights and promote skills development for migrant workers among suppliers through encouraging collaborations with recruitment agencies and skills providers to equip migrant workers with necessary skills before and during employment.

Industry Associations and Peak Bodies

- Private sector actors in Thailand, particularly employers and recruitment agencies are customarily represented collectively as associations to voice their common interests to the Government. As a collective group, their demand and recommendations receive more attention from policy makers.
- Collaboration with associations is a primary step to reach wider number of individual private sector partners and generally encourages broader implementation of accepted good practices among their network members.
- Working with industry associations is also a cost-efficient way to ensure greater impacts, especially in the area of skills development including development of standard curricula, recognition of skills and certification, and job transfers among occupations that require similar skills.

Skills development providers (SDPs):

- Identifying versatile and transferrable skills sets.
- Integrating safe migration, labor rights and other soft skills modules into vocational training and creating linkages with ethical recruitment agencies to enable better skills matching for aspirant migrant workers.
- Developing and delivering migrant-centered, market-driven and gender-responsive programs for migrant workers through collaboration with employers and recruitment agencies.
- Promoting migrants’ access to formal skills certification mechanism, including aspiring and returning migrants.

Private recruitment agencies (PRAs):

- Supporting effective job matching through ethical recruitment principles by charging no recruitment fee to jobseekers and only charge applicable fees and costs to employers by law as well as providing employers with options to select workers with skills that best fit for the jobs.
- Ensuring migrant workers’ freedom of movement by allowing migrant workers to have access to their personal documents including passports and work permits at all time, collecting no bond and deposit from migrant workers, and facilitating changing of employment or return to countries of origin for migrant workers according to their rights and decisions.
- Promoting effective skills matching by working with skills providers and employers to equip migrant workers with necessary and relevant skills for the jobs.
- Enhancing transparency in migrant recruitment practice by providing clear written service agreements with employers and migrant workers, employment contracts in the languages that migrant workers understand, and pre-departure orientation to explain recruitment and



employment terms and conditions to migrant workers with the opportunity for them to opt out when they choose to.

- Fostering effective communication between employers, skills development providers and migrant workers, to promote skills development and recognition, as well as job matching.
- Informing aspiring migrants with relevant labour migration policy and regulations regularly to ensure migrant protection.

Legal and Policy Context

Within the framework of the Memoranda of Understanding on labour cooperation between Thailand and the neighboring countries, recruitment is limited to ‘unskilled’ workforces. For this reason, there is no mechanism in place to assess migrant workers’ skills and recruit migrant workers with the skills in demand. Such limitation has unintentionally slowed down the economic productivity in Thailand.

Thailand’s hospitality, manufacturing and construction sectors rely on migrant workers to meet low/semi-skilled labour demand with more than 3 million of them from Cambodia, Lao PDR and Myanmar registered with the Ministry of Labour, which accounts for approximately 10 per cent of Thailand’s overall workforce. Some 60% of migrant workers in Thailand are under-skilled for their jobs², placing long-term productivity of their Thai employers at risk. Few mechanisms currently exist to support Thai businesses in finding prospective workers with the right skills in Cambodia, Lao PDR and Myanmar and recruiting them legally and ethically, or in upskilling their migrant employees in Thailand.

In response to such challenge, the Department of Skills Development under the Ministry of Labour of Thailand has recently agreed to allow registered companies in Thailand with more than 100 employees to receive a tax deduction up to 200 per cent from the costs of training they provide to at least half of their workforces in a year including training for migrant workers in accordance with the Labour Skills Development Act 2002 (B.E. 2545) although training proposals must be reviewed and approved by the Department prior to the training delivery. The training can either be in the form of in-service training in the workplace or enrolment in the educational institutes registered under the Ministry of Education.

In relation to migrant protection, the Royal Thai Government has in recent years taken steps to introduce clearer laws, regulations and migration procedures for workers coming to Thailand from CLM. The Second Amendment of the Royal Ordinance on Migrant Workers Management B.E. 2561 (2018) has prohibited the charging of recruitment costs to migrants in Thailand as well as collection of any collateral from migrant workers.

As a result of the Royal Ordinance on Migrant Workers Management enacted in 2017, punishments for employing irregular migrants are severe starting from heavy fines to imprisonment. The law lays out the roles and responsibilities of key actors in the recruitment and employment of migrant workers including employers, recruitment agencies and migrant workers. Apart from the prohibition of charging recruitment fee to migrant workers as an advanced step towards ethical recruitment of migrant workers, it also forbids subcontracting of migrant workers employment as an attempt to ensure decent employment through clearly specified employers. In addition, employers must provide each migrant worker a copy of work contract in the language that they understand.

² OECD/ILO (2017), How Immigrants Contribute to Thailand’s Economy, OECD Publishing, Paris.
<http://dx.doi.org/10.1787/9789264287747-en>



At the same time, Thailand sees a continuous increase in daily wage that is applied to all workers regardless of nationality and gender. The employers' responsibility to pay the rising minimum wages and recruitment fees reinforce the importance of enhancing capacity of employees including low-skilled migrant workforces in order for businesses to sustain their competitiveness in both national and global markets.

Private Sector Engagement under PROMISE

The PROMISE programme's first component on private sector engagement aims to promote market-driven responses to promote employability, jobs matching and skills development related to migrant workers. PROMISE has built employer networks and partnerships in Thailand and across three key sectors in which migrants are employed in Thailand, namely construction, hospitality and manufacturing. Some achievements to date include:

- Establishing dialogue and partnerships between employers in Thailand and Skills Development Providers (SDPs) in Cambodia, Lao People's Democratic Republic, Myanmar, and Thailand.
- Establishing Thailand's first Public-Private Steering Committee (PSC) on Migrant Workers, in partnership with the Royal Thai Government. The PSC provides a platform for both sides to collaborate in order to strengthen international ethical recruitment mechanisms, provide effective job placements for migrant workers with the rights skills for the jobs, and enhancing protection for migrant workers through provision of decent employment.
- Development of Good Practice Guidelines on Skills Development for the private sector, highlighting effective approaches to skills trainings that are migrant-centered, gender-sensitive and market-responsive (currently underway).
- Development of a shared responsibility framework for ethical recruitment, protection, decent employment and career development opportunities for migrant workers (currently underway). The implementation of the shared responsibility framework will include awareness raising and communications activities as well as capacity building for the private sector.

Meanwhile, direct cross-border collaboration between employers and SDPs is promoted under PROMISE to support more effective matching of skills and direct ethical recruitment models. Aspiring migrants in CLM are recruited and trained by partner SDPs and placed in hospitality internship in hotels in Thailand. Such cooperation models require market-driven and migrant-centred skills training, which enhances the protection and employability of migrant workers. In addition, PROMISE has been facilitating on-the-job technical and soft skills training for migrant workers in the manufacturing, construction, hospitality sector, in collaboration with the employers, as well as for domestic workers in partnership with SDPs.

PROMISE's work to engage with the private sector recognizes the critical importance of the employer in ensuring greater protection of migrant workers. It also must be noted that PROMISE has been consistently providing technical assistance and capacity building programs to employers and SDPs to more effectively engage with migrant worker and further promote ethical recruitment, decent employment and skills development.

Another indispensable aspect of IOM's private sector engagement is to involve Thai employers, regional and global brands with supply chains in the region, recruitment agencies and skills providers to extent possible, in order to ensure synergies with the International Recruitment Integrity System (IRIS). The IRIS training for both employers and recruitment agencies developed and offered by IOM



will provide a basic and common understanding of the ethical recruitment and decent employment principles to ensure greater protection for migrant workers. PROMISE has been carrying out capacity building for recruitment agencies on internationally accepted ethical recruitment principles and certification scheme for compliant agencies.

IOM's continuous efforts to engage the private sector aim to scale up the sector-wide commitment to migrant workers' well-being across the whole economy. Applying sectoral approach, especially to skills development and recognition for migrant workers is important to create credibility and acceptance of standardized skills and training curricula that are recognized among employers within the same sector or similar industries. Moreover, employers' recognition of skills as one of the key criteria for migrant recruitment, employment and career advancement will provide an incentive for migrant workers to further develop their skills for the job, especially where skills training support is made available by employers, government or non-profit agencies.

Moreover, in order to achieve a wider and more sustainable impact through PROMISE's engagement with the private sector, IOM has been working consistently to facilitate closer collaboration between civil society actors, migrant workers, and private sector initiatives, which will enable business to better protect and promote the human and labour rights of women and men migrant workers in key industries. The latest initiative in collaboration with a network of civil society organizations in Thailand, private skills providers and global brands is the development of a digital information hub for migrant workers to have access to up-to-date information on labour migration, migrant rights and protection, skills development and career opportunities in their own native languages while private sector partners also provide information on good labour practices and available services for migrant workers, particularly skills training.

Recognizing the multiple dimensions of gender inequalities and discrimination that migrant workers, especially women face during the migration cycle, PROMISE aims to mainstream gender-responsive approach through all of its outputs. Through its partnership with UN Women, the Programme will draw on successful experience working with the private sector to establish more gender-inclusive businesses through the relevant frameworks such as the Women's Empowerment Principles (WEPs)³.

Challenges in Private Sector Engagement

One of the major barriers to fulfilling the full potential of private sector stakeholders to promote ethical recruitment, decent work and skills development is a lack of policy frameworks that enable employers to benefit from investing in protected, empowered and skilled workers. The existing labour migration policy framework in Thailand's key employment sectors (including but not limited to construction, hospitality and manufacturing) labels CLM migrant workers as "unskilled" in an effort to reserve semi-skilled work with higher wages for Thai workers. Many employers hire migrant workers to reduce the costs of production. In particular, employers who hire irregular migrant workers are

³ Women's Empowerment Principles (WEPs) is a set of voluntary principles offering guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community that are established by UN Global Compact and UN Women. The WEPs are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality and women's empowerment. These Principles are a primary vehicle for corporate delivery on gender equality dimensions of the 2030 agenda and the United Nations Sustainable Development Goals.

often reluctant to participate in a more constructive dialogue on skills matching, wage transparency and ethical recruitment. Additionally, there is gender bias in employment across the low-skilled sectors of the Thai economy which causes negative impacts on women migrant workers. Often, women migrant workers are employed to perform assisting tasks and are unlikely to be given opportunities to access decent and better-paid work and skills development trainings. There is a need to raise awareness among private sector employers that enhance the capacity of women workers can help increasing their productivity and profit. There is also a lack of capacity for skills development providers and private recruitment agencies to institutionalize safe migration, migrant protection and gender considerations into their daily operation and strategic planning.

Meanwhile, in the context of the COVID-19 pandemic, it is estimated that almost half a million migrant workers in Thailand have been dismissed from their employment as a consequence of the crisis and business closures. They are stranded in Thailand with no means of income and limited access to the Royal Thai Government's emergency support resources. In addition, many individuals and families in neighboring countries are dependent on remittances from migrant workers in Thailand and are expected to feel the effects of rising job losses and underemployment. IOM recognizes the integral role the private sector can play in continuing PROMISE's work to ensure protection, facilitate reemployment and support livelihoods for CLM migrant workers, men and women while migrants face increased financial vulnerability due the pandemic.

2. Overall Objectives

In order to further enhance the private sector's willingness and capacity to promote ethical recruitment, decent employment and skills development for migrant workers, PROMISE is looking to contract a competent partner **to develop and implement a progressive and gender-responsive Private Sector Engagement Strategy (PSES)** to promote **decent work and skills development** for migrant workers in CLMT, in partnership with IOM, and UN Women to ensure these efforts promote gender equality and the empowerment of women migrant workers.

The **first stage** will result in the development of two versions of the Private Sector Engagement Strategy (PSES). The first version, for IOM and UN Women internal use will guide the PROMISE project's engagement with the private sector, including the subsequent work of the selected partner under this initiative. The second version, will be a simple, brief and user-friendly version for external partners such as other United Nations agencies, Civil Society Organizations (CSOs) and Non-Government Organizations (NGOs), which will provide concrete recommendations, evidence and tools for non-government actors to engage the private sector constructively on the key themes of **decent work and skills development for migrant workers including clear distinct recommendations addressing the needs of women**.

The **second stage** will involve the selected partner leading the implementation of the two versions of the PSES through capacity development activities, awareness raising campaigns, consultation with relevant actors, and other activities as agreed with IOM and in coordination with UN Women during the development of the strategy.

There are four key deliverables under the assignments:



- A comprehensive and action-oriented **Private Sector Engagement Strategy (two versions)** that includes, inter alia, aims and strategic objectives, a synopsis of key areas of work and actions, charts, an overview of how complementarities and synergies with the different private sector partners can be attained and further strengthened, and a theory of change mapping how each strategic objective will be attained. The Strategy should also be in line with other overarching organizational and UN-wide frameworks⁴.
- A detailed **Action Plan** that will articulate how the Strategy is to be implemented. The Action plan will include timelines, activities milestones, key performance indicators, results monitoring, evaluation and reporting mechanisms, as well as identify the necessary tools and capacity building measures required to enhance internal coherence of approaches and for implementation.
- A mid-term review presentation for IOM and UN Women to identify successful interventions, implementation challenges and overall progress of the implementation of the strategy.
- 10-page final report highlighting achievements, promising practices and lessons learned.

Target Groups

- Employers from three key employment sectors, namely manufacturing, construction and hospitality in CLMT, including global and regional brands with supply chains in CLMT
- Industry associations and peak bodies
- Skill development providers (SDPs)
- Private recruitment agencies (PRAs)
- Civil Society Organizations (CSOs)

3. Outcome/Outputs and Timeline

The development and implementation of the Private Sector Engagement Strategy should contribute the outcome under PROMISE, namely:

- **Migrant workers, especially women, are able to utilize decent employment and safe migration schemes through enhanced collaboration between potential employers, relevant sector associations and skills development partners**

Through the achievement of the following outputs:

- **Private sector support to gender-responsive and market-driven skills training and matching of migrant workers**
 - Capacity building programs for at least 60 private sector partners, in line with established frameworks including those provided by IOM and UN Women.
- **Enhanced private sector dialogue on ethical recruitment and decent employment of migrant workers:**
 - Site visits and assessment of at least 12 employers

⁴ The strategy should be in line with the Global Compact for Migration, IOM's global Private Sector Partnership Strategy 2016-2020, new UN Sustainable Development Group (UNSDG) recommendations such as the UNSDG Common Approach to Prospect Research and Due Diligence Business Sector Partnerships, ILO's Fundamental Principles and Rights at Work, the UN Guiding Principles for Business and Human Rights, the Dhaka Principles for Migration and Dignity and the International Recruitment Integrity System Code of Conduct, as well as The Women's Empowerment Principles (WEPs) by UN Women

- Communication campaign to raise awareness on social responsibility to promote decent employment and skills development for women and men migrant workers, which reaches at least 200 private sector partners. It should also highlight the rights of migrant workers, the importance of gender-responsive approaches, and the linkage between adequate access to decent work and skills development and sustainable, inclusive and gender-equal socioeconomic development.
- At least 5 networking events for private sector partners
- **Skills providers in CLMT have enhanced capacities to deliver migrant-centred, gender-sensitive and market-responsive training courses**
 - Capacity building programs to better incorporate migrant protection and skills development in their daily operation and strategic planning, for at least 60 private sector partners, including at least 20 skills development providers, in line with established frameworks including those provided by IOM and UN Women.

Timeline

NOTE: The below table includes some suggested timeframes and activities to guide applicants in developing their proposals. The actual details of implementation will be determined through the Strategy and Action Plan developed during Phase 1, described above, in discussion with IOM.

| Results | Suggested Activities/Milestones | Suggested deadline | Target stakeholders |
|--|--|--------------------|--|
| The PSES is drafted and endorsed. | Form the PSES development team | 15 September 2020 | IOM |
| | Complete a comprehensive literature review, including PROMISE project documents, relevant UN frameworks, as well as relevant CSR strategies for employers in CLMT | 31 September 2020 | IOM and UN Women |
| | National consultation in CLMT with private sector partners to obtain inputs and contents for the drafting of the PSES, including site visits and assessment of at least 12 employers | 15 October 2020 | Employers in CLMT; Industry associations; SDPs and PRAs, Representatives from Ministries of Labour, Ministry of Foreign Affairs in CLMT; UN agencies (ILO, UNW, IOM) |
| | Consultation with Civil Society Organizations (CSOs) to identify needs and gaps in private sector engagement | 15 October 2020 | CSOs who works with migrant workers |
| | First of draft of both versions of the PSES submitted to IOM | 31 October 2020 | IOM and UN Women |
| | Finalize the draft both versions of the PSES according to feedback from IOM and UN Women | 30 November 2020 | IOM and UN Women |
| | First draft of Action Plan submitted to IOM | 31 December 2020 | IOM and UN Women |

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|--|--|---|--|
| The Action Plan is drafted and endorsed. | Finalize the draft Action Plan according to feedback from IOM and UN Women | 31 January 2021 | IOM and UN Women |
| The PSES is fully implemented according to the Action Plan. | Communications campaign that reaches at least 200 private sector partners | Throughout the implementation period till July 2021 | Employers in CLMT; industry associations and peak bodies |
| | Develop materials/tools on decent work and skills development for women and men migrant workers | 15 February 2021 | IOM and UN Women |
| | Capacity building programs for at least 60 private sector partners. | Throughout the implementation period till July 2021 | Employers in CLMT; industry associations; SDPs and PRAs |
| | Networking events (at least 5) to facilitate dialogues and partnership between employers and SDPs | Throughout the implementation period till July 2021 | Employers in CLMT, SDPs, CSOs and Women's Groups |
| | Capacity building programs for at least 5 CSOs to strengthen CSO leadership and internal technical capacity to engage with private sector stakeholders | Throughout the implementation period till July 2021 | CSOs who works with migrant workers |

Budget:

58,000 USD for the development/publication of the PSES

200,000 USD for the implementation of PSES

Total: 258,000 USD

Required Qualifications and Experience:

IOM is seeking a service provider/consulting firm to develop and implement the Private Sector Engagement Strategy:

1. If a Consulting Firm deems that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other consultants or entities in a joint venture or sub-consultancy, as appropriate. Service Providers/ Consulting Firms may associate with the other consultants invited for this assignment or to enter into a joint venture with consultants, only with the approval of IOM. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture.1
2. For assignment of the staff, the proposal shall be based on the number of professional staff-months estimated by the firm, no alternative professional staff shall be proposed.
3. It is desirable that the majority of the key professional staff proposed is permanent employees of the firm or have an extended and stable working relationship with it.
4. The leading consultant must have:



- Postgraduate degree in Business or Public Administration, Public Policy, Marketing, Social Sciences, Economics, Law or a related field from an accredited academic institution with at least 5 years of progressively responsible experience in private sector engagement, cooperate social responsibility, labour rights, skills development strategic communication, or networking-oriented work.
- Or university degree in the abovementioned fields with 8-10 years of relevant working experience mentioned above.
- Proven experience working with private sector partners in the Asia region will be an advantage
- Familiarity with the policy context of labor migration in CLMT.
- Excellent communication and presentation skills, verbal and written.

Duration of the work:

9.5 months. From 15 September 2020 to 1 July 2021

Location and support:

Homebased with visits to CLMT.

Languages:

IOM's official languages are English, French and Spanish.

For this assignment, fluency in English is required (oral and written).

Fluency in one or more CLMT languages will be considered an advantage.

How to apply:

Service providers that are invited to express their interest to offer the services mentioned above are all legally established companies, non-governmental organizations, not-for-profit organizations, or higher education institutions specialized in inter-institutional relationship management, partnership building, philanthropy, fundraising and networking-oriented work.

To qualify for this assignment, the leading consultant has to prove its experience in similar assignments of a comparable nature, scale and complexity. Indicatively, the service provider should demonstrate technical knowledge, experience and expertise.

The Expression of Interest shall contain information on the following a.) range of relevant consulting services offered, b.) qualification and experience of relevant professionals and technical personnel currently maintained c.) track record and experience of the firm in similar assignment including list of major clients served and d.) other relevant information.

The Expression of Interest shall be submitted in original and duplicate copy and should be received either by hand or through mail by IOM with office address at 18th Floor, Rajanakarn Building, 3 South Sathorn Road, Bangkok 10120, Thailand or by email to promise@iom.int no later than 5pm, 14 August 2020