

## SECTION 5: TERMS OF REFERENCE

### a) Background

Considering transforming labour markets, onward technologization and automation alongside shifting demographics and employment structures, there has been a growing need for effective cooperation on skills and labour mobility.

As countries confront new skills and labour requirements, there has been growing momentum around the movement of skilled workers and effective cooperation on cross-border skills and labour mobility.

Whilst cooperation around skills mobility is not new, it has not always been of benefit to all stakeholders involved: i.e. origin and destination countries, migrant workers, the private sector, training and education institutions and civil society.

To this end, IOM formulated in 2019 a global approach to skills mobility and partnership, captured in the model of [Skills Mobility Partnerships \(SMPs\)](#). SMPs are predicated on eight prerequisites, touching, among others, on migration data and skills anticipation, long-term planning and policy coherence, migrant's aspirations, and the social aspects of migration, as well as equitable cost sharing for skills development and training.

To operationalize SMPs, IOM has launched in 2021 the global project "Towards Sustainable Integration of Skills into Migration Governance" that will support governments in their efforts to facilitate skills-based mobility through the set-up of efficient and sustainable skills mobility partnerships or their prerequisites. The envisaged assignment will in this pursuit develop tailored training modules for interested government officials and other stakeholders wishing to set up SMP or their prerequisites. The consultancy will build upon prior project outputs, such as a global mapping of key stakeholders and skills mobility initiatives as well as formulated policy recommendations, guidance, and methodology. Following this assignment, the training modules will be piloted in select countries.

### b) Objectives

The training course is aimed to equip and capacitate governments and other stakeholders to effectively set up Skills Mobility Partnerships or strengthen their prerequisites, whilst promoting multi-stakeholder and participatory approaches towards labour mobility policy development and implementation.

Planned for face-to-face interaction, the training will address stakeholder's capacity and knowledge gaps surrounding skills mobility and cooperation, in line with IOM's SMP approach. The consultancy firm is expected to develop the content, training methodology, trainees targeted, possible regional contextualization, viability of the tools to cascade trainings, among other training components.

Overarchingly, the objective of the designed training modules is as follows:

- Deepen understanding of the key concepts and issues on IOM's SMPs approach and the skills dimension in creating mutually beneficial labour migration partnerships;
- Stimulate and equip government officials, policymakers and interested stakeholders to reflect on policy options available and examples of good practice to facilitate regular, fair and ethical labour mobility;

- Facilitate policy dialogue and the development of bilateral and/or multilateral partnerships across stakeholders and policy sectors;
- Support the development of SMPs at national, regional and international levels;
- Contribute through sharing of knowledge and good practices in training format to enhance more practical on-the-ground activities addressing the migration–development nexus by fostering skills development, certification and recognition.

### c) **Scope of the Services**

The scope of work includes the development of comprehensive training modules (including content, exercises, and additional resources for in-person training sessions) that guide and develop interested governments' capacity to set up SMPs or strengthen their prerequisites.

Building on existing knowledge and publications surrounding skills mobility and prior project outputs, the assignment foresees a comprehensive needs analysis in combination with key stakeholder consultations for the development of content and visual material for a training course dedicated to operationalizing SMPs.

Under the overall supervision of the Head of the Labour Mobility and Social Inclusion Division (LMI) and direct supervision of the Head of Labour Mobility and Markets at HQ; in collaboration with relevant units at HQ and organisational partners, the successful service provider will be responsible and accountable for devising comprehensive training materials on how to operationalise SMPs and/or their prerequisites.

The service provider might carry out the following activities to plan, design, create and synthesize all findings into a comprehensive training course:

#### **Component One – Plan Training Development and Outreach Activities**

- Conduct a needs analysis of training components and content for government officials and other interested stakeholders. Prior project products containing of mapping research on existing skills mobility initiatives, policy recommendations, methodological material and a platform aimed at facilitating networking among interested stakeholders - will inform the content, training, methodology, trainees targeted, possible regional contextualization, and the viability of the tools to cascade trainings, etc.
- Identify relevant stakeholders and establish initial contact for consultations. Conduct interviews with the identified focus groups i.a. on existing gaps and lack of knowledge in mechanisms of skills mobility cooperation as well as establishing the link between the gender dimension in skills formation. Special attention shall be given to the role of key stakeholders (primarily governments, but also private sector, training and educational institutions, international organizations, civil society actors and others) therein;
- Conduct exchanges with GSPM member organisations, in particular with ILO and UNESCO

#### **Component Two – Design of Training Material**

- Submit a training and stakeholder consultation plan comprising of proposed training content, information needs and a timeline for the creation of the modules identified (review of existing project output, interviewing/consultations, data and information collection, analysis of required content);
- Consolidate information of stakeholder consultations into a responsive training outline, consisting of training modules that include thematic blocks with different target areas. Special attention shall, among others, be paid to interagency and intra-governmental cooperation, the involvement of key actors, including the private sector, employers, development institutions, educational and training entities. The training should focus on intergovernmental and inter-stakeholder cooperation in the establishment of SMPs.
- Ensure that all stakeholders consider gender dimensions and are well-prepared to bring them into policy development and implementation through consistent gender mainstreaming across the thematic blocks of the training course;

- Draft training content, tailored towards the capacity and information needs of identified and interested stakeholders.
- The content of the training should be based on the eight pre-requisites included in IOM’s Skills Mobility Partnership model. Explanation on this prerequisites can be found at: Skills-based migration and partnerships. Elements and essential prerequisites (pages 4-6).

**Component Three – Creation of Training Manual and Visuals**

- Develop guidance and a step-by-step training manual for trainers and facilitators on how to implement the training components in a face-to-face training;
- Validate the content and methodology of the training with participants from countries to be included in the pilot phase of the project.
- Create a contingency plan for a virtual training implementation including which media and communication channels to use and mechanism to foster online participation and engagement of participants;
- Develop methodological recommendations for the training and illustrating examples, including visual materials and practical exercises.

**Component Four – Consolidation**

- Synthesise the content of training modules with visual material and trainer manual into one comprehensive training concept that consolidates the assessment of key issues and information needs to allow for the successful operationalisation of SMPs, considering the inputs from participants from countries to be included in the pilot phase of the project.

**e) Reports and Time Schedule**

IOM expects the assignment to be fully completed by the 30th of November 2022.

<b>Deliverables and Timelines</b>			
<b>#</b>	<b>Deliverable</b>	<b>Description</b>	<b>Deliverable by</b>
<b>1</b>	Analysis of government officials’ and other stakeholders’ training and capacity development needs	Submit a needs analysis for training content development based upon previous IOM publications and project outputs as well as planned outreach activities detailing the information needs, focus groups for targeted consultations and a timeline;	02 September 2022
<b>2</b>	Training outline and draft training content	Consolidate information from stakeholder consultations into a responsive training outline;	11 September 2022
<b>3</b>	Draft training content	Draft training content in specific training modules, link training content with illustrative examples and case studies for different stakeholders and elaborations on IOM’s SMP approach; organize the training modules around the prerequisites included in IOM Skills Mobility Partnerships model;	30 September 2022
<b>4</b>	Visual material and draft training manual for trainers and facilitators	Create visual material accompanying the training content of each module and draft a training manual for trainers and facilitators to follow when implementing the training into practice (face-to-face implementation)	31 October 2022

5	Final synthesized training package	Synthesise training content, visuals, work material (including illustrative examples, case studies and worksheets) for participants, manual for trainers and facilitators into one comprehensive training concept as per IOM standards. The final training guideline including annex and bibliography, shall not exceed 150 pages.	30 November 2022

**f) Data, Local Services, Personnel and Facilities to be provided by IOM**

For the execution of this assignment, the service provider will work in close coordination with IOM and will be provided with relevant project-related documents as well as literature for reference. IOM will also facilitate the contact to key stakeholders to consult for the development of the training.