

## Call for Proposals

### **Human Resources Consultant – Establishing a Training of Trainers Unit at the Foreign Employment Division of the Ministry of Telecommunication, Foreign Employment and Sports**

#### **BACKGROUND**

Sri Lanka's National Labour Migration policy (NLMP) was put in place so as to ensure effective labour migration governance. The NLMP regulates the recruitment, in-service, return and reintegration of migrant workers. However, despite concerted efforts towards labour migration governance, there continue to be large deficiencies in implementation, particularly at the recruitment stage. Factors such as exorbitant recruitment costs and fees for migrant women and men often result in debt bondage and exploitative labour practices, forming an inextricable link between labour migration and trafficking.

With the overall objective of reducing abusive practices and violations of human and labour rights and enhancing the protection of migrant workers during the recruitment process, the ILO, with the support of the European Commission, is also undertaking a three year project titled "Global Action to Improve the Recruitment Framework of Labour Migration" (REFRAME), including in Sri Lanka. The REFRAME project has supported the work of various ILO stakeholders to raise awareness of and increase engagement on issues of fair recruitment, in particular through advocating for the implementation of the General Principles and Operational Guidelines on Fair Recruitment.

The EQUIP Project, funded by the USDOS SCA, thus seeks to address the issue of trafficking via a multidimensional lens, targeting the problem via a three-pronged approach: Prevention, Protection and Prosecution. The EQUIP project has spearheaded various local efforts to combat trafficking, through building capacities of personnel of various stakeholders, developing knowledge products, supporting the ratification of ILO Conventions and raising awareness on human trafficking and smuggling and its consequences at all levels.

The ILO has also supported the Government of Sri Lanka (GoSL) to strengthen labour migration governance, via the implementation of the aforementioned National Policy on Labour Migration, as well as the review of the policy, which was launched in 2008. However, despite various efforts by different actors across the migration, recruitment, and anti-trafficking landscape, still more must

be done to implement policy and best practices. To this end, the ILO intends to expand opportunities for training on forced labour and fair recruitment to a range of stakeholders.

The Foreign Employment Division of the Ministry of Telecommunication, Foreign Employment and Sports (MTFES), Sri Lanka, is currently establishing a Human Resources Development (HRD) policy. As part of this initiative, the ILO will support the development of a Training Unit, to focus on the in-house training for staff based in district secretariat offices (i.e. Foreign Employment Development Officers), particularly on subject-matter relating to (but not limited to) Safe Migration, Fair recruitment, Human trafficking, and Forced Labour.

Currently, most FEDO trainings are conducted in an ad-hoc manner, owing to resource and staffing limitations, and to the lack of a specialized training staff with a comprehensive training strategy and targeted programmes. Having observed these gaps, MTFES is currently directing its efforts towards streamlining its entire training portfolio. Some key challenges identified include the need for a deliberate shift from ad-hoc training to a comprehensive training plan for staff; as well as ensuring the balanced provision of training across districts, as trainings provided by development partners have in the past focuses heavily on high-migration districts, thus leaving lower-migration districts potentially underserved.

## **OBJECTIVES**

Given the above context, this Call for Proposals (CFP) requires Human Resources Management and Training expertise. The ILO, with the support of the REFRAME and EQUIP projects, intends to support the FED in the development of a Training Unit, the benefits of which range from ensuring the long-term sustainability of training plans, and guaranteeing the better coordination of training by development and other supportive agencies; to aiding skills development and career path enhancement via training opportunities for interested staff. Given the various training needs identified thus far, and the emerging interest of the Ministry to develop a more sustainable path to staff development, this consultancy will develop a strategy and framework for a Training Unit and the provision of both trainings and training of trainers, in a modular format. While the work of this consultancy requires close collaboration with others developing the content/curriculum of the trainings, this consultancy is **not** meant to develop the substantive modules themselves.

## **SCOPE OF WORK**

- 1) **Training Gaps Assessment:** An assessment of the FED's current training capacity and processes, also identifying key gaps in current training programmes, relative to the needs of the organization, including:
  - a. selection of training sites/venues;
  - b. schedule for training;
  - c. identify key resource persons to deliver training; and
  - d. participants;
- 2) **Gap Assessment of current Ministry training systems, procedures, and capacities:** An assessment of the prevailing systems, procedures, and capacities, detailing the gaps that ought to be bridged to ensure the design and execution of a comprehensive Training Unit. A few sample aspects include:
  - Frequency and relevance of existing development and training plan
  - Selection criteria for programmes
  - Inclusivity of programmes
  - Effectiveness of training cycles
  - Establishing long-term versus short-term HRD training goals and objectives
- 3) **Proposal for a model Training Unit:** Develop a proposal, sustainability plan, and strategy document for an HRD training unit and its functioning. Key considerations include:
  - **Model unit and strategy document:** Establishing the long-term and short-term goals and objectives of the HRD training policy, coupled with how these goals link tangibly with the current and future capacity of the MTFES to train staff efficaciously. This shall be part of a larger strategy document, developed in coordination with the Ministry, to streamline training into other HRD processes.
  - **Training for trainers' (TOT) framework** developed, relative to gaps identified. This ranges from language training requirements, to training techniques, methods and best practices to ensure that all training programmes are aligned with the needs of the Ministry. Subject knowledge on Safe Migration, Fair recruitment, Human trafficking, and Forced labour will be developed through a separate process, but will be integrated into the TOT framework with the support of the ILO. These materials must be modular in nature, so that emergent issues and modules developed by other partners can be easily supplemented in the future.
  - Note: This TOR requires for the development of sample content, but a separate consultancy will develop the content of training materials on Fair Recruitment and Forced Labour. Deliverables will need to be developed as much as possible in coordination with the content designer.

- **Suggestions for staffing** based on key expertise required, with a strong focus on the reallocation of existing staff to cater to HRD needs. Examples include: Helping in drafting job descriptions within the training unit; suggestions for the selection criteria for both, trainers and trainees; Recommendations on resources and technological applications for training and staffing.
- **Department structure:** Providing key recommendations regarding department structure, including placement within the organisation, and governance and monitoring structures.
- **Knowledge Library:** Proposal for the development of a knowledge library, related to HRD and training.
- **Development of the TOT unit Training Plan, in alignment with the MTFES upcoming Strategic Action Plan.**
- **Impact assessment:** An impact assessment of the work by the existing HRD and training programmes, evaluating the challenges and opportunities for improvement in training practices, finally culminating in key targets in the new HRD policy.

## **KEY DELIVERABLES**

- Training gaps assessment report
- Gap assessment report on existing HRD systems, procedures and capacities
- Needs assessment for a training unit, including key report segments on:
  - o A structure/strategy for the training unit within the Ministry management system;
  - o Suggestions on the department structure, staffing and human resource management relative to needs
  - o The development of a knowledge library;
- An impact assessment
- Annual Training roll out plan for the unit
- Development and co-facilitation of a ToT for staff assigned to the unit.
- Development and co-facilitation of a first round of training for FEDOs.

## **TIMEFRAME AND DEADLINES**

It is expected that the assignment will be completed during the period of June 2019 to December 2019.

## **SKILLS AND COMPETENCIES**

- At least 5-7 years of prior work experience in the field of training
- Demonstrated knowledge and experience in conducting need assessments and developing training modules/curriculum, training materials etc.
- Demonstrated experience in the field of migration and trafficking
- Demonstrated experience and skills in facilitating stakeholder/working group consultations and training.
- Excellent writing, editing, and oral communication skills in English and Sinhala/Tamil. All three languages considered an advantage.

## **DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

While submitting the Technical Proposal, the Applicant shall provide the following details:

- i. Profile of the consultant/firm (max 1 page) explaining why they are the most suitable for this work.
- ii. Relevant Experience (max 2 pages).
- iii. Detailed methodology and conceptual framework with expected deliverables and time lines, person days required (3-5 pages).
- iv. Financial Proposal – Professional fees per day, including all variable expenses (individuals) or total cost breakdowns including professional fees and other expenses (Organisations).

**Interested applicants are requested to send an Expressions of Interest in the form of a brief proposal along with above mentioned documents. EOI should reach [musthafa@ilo.org](mailto:musthafa@ilo.org) on or before the 7th June 2019 for immediate selection and commencement of work**