

1. Background/Project description

The global programme Shaping Development-Oriented Migration (MEG), commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and executed by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, is a pivotal initiative in the realm of migration and development. Its primary aim is to empower partner countries to harness the benefits of regular migration while actively engaging diaspora communities to drive sustainable development.

The core objective of the project is to provide support to key actors in partner countries, enabling them to make gender-responsive contributions toward the effective implementation of the Global Compact for Safe, Orderly, and Regular Migration (GCM). This commitment underscores dedication to creating migration policies that align with international standards, emphasizing human rights and gender equality.

Programme approaches

The Programme employs a multifaceted approach to achieve its objectives:

- **Shaping Migration Policy:** We collaborate closely with partner countries as they formulate migration policies that align with the principles of the GCM, ensuring the safe and orderly movement of people and the protection of migrant rights.
- **Gender Equality and Policy Coherence:** We promote policy coherence, emphasizing gender equality through an intersectional lens, and actively collaborate with civil society actors. These aspects are pivotal in achieving a harmonious and inclusive approach to migration and development.
- **Diaspora Engagement:** Project seeks to encourage investment, knowledge exchange, and innovation in partner countries by engaging with the diaspora residing in Germany. This dynamic connection offers a unique avenue for supporting sustainable development in countries of origin.

Fields of Action:

The Programme operates within four core fields of action, each essential to the success of our mission:

1. Regular Migration:

- *Guidance to Political Partners:* Offering guidance to political partners on regular migration, ensuring alignment with international standards.
- *Training for Labour Inspectors:* Conducting training programs for labour inspectors to raise awareness of precarious working conditions.
- *Ethical Recruitment:* Implementing measures to ensure ethical and fair recruitment standards in partner countries.

2. Diaspora Cooperation:

- *Diaspora Experts:* Supporting migrants from selected partner countries residing in Germany to contribute voluntarily to development in their countries of origin. This includes advice on engagement, training in knowledge exchange methods, networking events, expense coverage and on-site support.

- *Diaspora Organizations*: Providing support for projects initiated by diaspora organizations aimed at promoting development in their countries of origin. This support includes subsidies, application guidance, planning assistance, networking events and training.
- *Business Ideas for Development*:¹ Supporting business founders in leveraging their expertise gained in Germany to benefit their countries of origin. This support includes individual coaching on creating and implementing business plans, financing for start-up preparations, and networking opportunities with potential partners, business networks, and start-up centers.

3. Mitigating Precarious Working Conditions - Enhancing the Protection of Migrants:

- *Strengthening the Capacities of State Actors*: Supporting partners in strengthening the capacities of state actors to protect the rights of migrant workers, particularly in the context of global care chains, such as women in precarious working conditions and children affected by care gaps.
- *Supporting CSOs*: Offering financial and technical support to Civil Society Organizations (CSOs) that work to protect the rights of migrant workers and their families.
- *Regional Exchange*: Organizing regional exchanges to promote peer learning and enhance the protection and agency of migrants in vulnerable situations.

4. Multilateral Cooperation:² Strengthening International Cooperation for Safe, Orderly, and Regular Migration:

- *Supporting International Organizations*: Collaborating with international organizations, such as the IOM (International Organization for Migration), to set up the Global Data Institute.
- *Funding Support*: Contributing to the Migration Multi-Partner Trust Fund to aid in international migration efforts.
- *Good Practice Documentation*: Assisting partner countries in documenting and sharing good practices to promote safe, orderly, and regular migration at the international level.

The Programme MEG is committed to achieving sustainable migration and diaspora engagement and invites stakeholders to participate in this collective effort. Together, we aim to inspire a brighter and more inclusive future, where migration serves as a force for good, contributing to the sustainable development and well-being of all involved parties. A path toward a world where migration serves as a force for good, contributing to the sustainable development and well-being of all.

2. Context

As regular labor migration stands as a top priority in Georgia's migration management strategy, the government is actively engaged in aligning its policies and processes with international standards. In response to the increasing human mobility and the growing numbers of emigrants and

¹ Note: This component is not being implemented in Georgia.

² Note: This entire field of action is also not being implemented in Georgia.

immigrants, Georgia is proactively leveraging its development potential by implementing the Global Compact for Migration (GCM).

This process involves a range of activities, including the establishment of legal pathways, with a particular focus on the development and implementation of circular labor migration schemes, raising public awareness about the risks associated with irregular migration, and ensuring the effective monitoring of compliance with labor norms and international standards by employers and private recruitment agencies.

Within the (1) Regular Migration Field of Action, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) provides support to the Ministry of Internally Displaced Persons from the Occupied Territories, Labor, Health, and Social Affairs of Georgia (MoH) and its associated governmental agencies. This support mainly extends to the LEPL State Employment Support Agency (SESA) and the LEPL Labor Inspection Office (LIO).

The State Employment Support Agency (SESA) has undergone a restructuring process, thereby altering the competences and responsibilities of most of its employees. Given the intricate nature of tasks within this sector, coupled with a notable staff turnover rate and constant influx and outflow of personnel, this institution requires sustained and systematic capacity development initiatives to ensure their workforce remains well-informed and proficient. At this stage, SESA seeks to proceed with a comprehensive needs assessment of its full staff members to elaborate an internal Capacity Development Strategy (CDS). This document will serve as a practical tool to facilitate upskilling and reskilling of SESA management and regular staff and improve the overall efficiency of the Agency. Due to a lack of resources, there is an immediate need for an external consultant to provide a comprehensive staff needs assessment for the State Employment Support Agency.

3. Objectives:

The primary objectives of this needs assessment are to identify and evaluate the current levels of knowledge and skills among SESA staff. This assessment will encompass two primary categories: 1) the proficiency in understanding relevant laws, guidelines, standards, and programs associated with their respective positions, and 2) the presence of essential soft skills crucial for roles such as advisors and managers. The goal is to discern any existing gaps in knowledge and skills, allowing for the formulation of comprehensive approaches, strategies, and concrete measures tailored for staff development. This strategic initiative aims to enhance the professional competencies of SESA staff, aligning them with the organization's objectives and fostering continuous improvement.

4. Scope of Work:

The assignment includes following tasks chronologically:

➤ Preliminary Document Review:

Conduct a thorough review of relevant organizational documents, including but not limited to the legal framework, mandate, mission and vision of the institution, its restructuring reports, HR policies, and previous training initiatives.

➤ Stakeholder Engagement:

Identify key stakeholders within the State Employment Support Agency (SESA) and conduct initial meetings to gather insights into organizational goals and expectations.

➤ Questionnaire Development:

Collaborate with SESA stakeholders to elaborate a comprehensive questionnaire for the online survey, ensuring alignment with the organization's objectives.

➤ **Survey Administration:**

Utilize appropriate online survey tools to administer the questionnaire to all 205 staff members, ensuring the inclusion of both management and regular staff.

➤ **Focus Group Organization:**

Plan and coordinate preferably four focus groups: two with management-level staff (max. 8 persons) and two with regular staff members (max. 8 persons).

➤ **Guiding Questions Document:**

Develop a guiding questions document to facilitate in-depth interviews during the focus groups, ensuring a qualitative exploration of staff insights.

➤ **Organizational Structure Analysis:**

Analyze the structure of SESA, considering reporting lines, team dynamics, and communication channels, to complement survey and focus group findings.

➤ **HR Document Analysis:**

Examine relevant HR documents to gain insights into existing training programs, performance evaluations, and personnel records.

➤ **Data Compilation and Analysis:**

Collect and compile survey responses, focus group findings, and organizational analysis data for a comprehensive understanding of staff development potential.

➤ **Report and Recommendations:**

Prepare a detailed report outlining identified gaps, weaknesses, strengths, and recommendations for improvement based on the comprehensive needs assessment.

➤ **Presentation to Stakeholders:**

Present key findings and recommendations to SESA stakeholders, engaging in discussions to ensure alignment with organizational goals.

➤ **Final Consultation:**

Conduct a final consultation with SESA to address any queries or additional requirements related to the needs assessment.

* **The assignment is expected to be completed within up to 30 reimbursable person-days.**

5. Methodology

- **Document Review Method:**

Employ a qualitative method for the preliminary document review, focusing on the legal framework, and mandate, restructuring reports, HR policies, and previous training initiatives. This will provide a foundation for understanding the historical context and existing frameworks.

- **Stakeholder Engagement Method:**

Utilize qualitative methods, including interviews and meetings, to engage with key stakeholders within SESA. This will ensure a thorough understanding of organizational goals and expectations, guiding the development of the needs assessment.

- **Questionnaire Development Method:**

Employ a collaborative approach with SESA stakeholders to develop a comprehensive questionnaire. This will involve a series of consultations to ensure the questions align with organizational objectives and cover the necessary aspects of staff development potential.

- **Survey Administration Method:**

Utilize online survey tools to administer the questionnaire to all 205 staff members. This quantitative method will provide structured data on the skills, knowledge, and capacities of the entire staff.

- **Focus Group Organization Method:**

Plan and organize focus groups, employing qualitative methods to delve deeper into staff insights. This will involve using the guiding questions document to facilitate in-depth discussions with management-level staff and regular staff members.

- **Guiding Questions Document Method:**

Develop a qualitative guiding questions document for the focus groups, ensuring that questions are open-ended and designed to elicit detailed responses. This method aims to capture nuanced perspectives during in-depth interviews.

- **Organizational Structure Analysis Method:**

Employ a combination of qualitative and quantitative methods to analyze the organizational structure. This includes studying reporting lines, team dynamics, and communication channels to supplement survey and focus group findings.

- **HR Document Analysis Method:**

Use qualitative document analysis to examine relevant HR documents. This method will provide insights into existing training programs, performance evaluations, and personnel records, contributing to a holistic understanding of the organizational context.

- **Data Compilation and Analysis Method:**

Employ a mixed-methods approach to compile and analyze data from the survey, focus groups, and organizational analysis. This will allow for a comprehensive understanding of staff development potential, combining quantitative and qualitative insights.

- **Report and Recommendations Method:**

Utilize a structured and clear reporting method to present findings, identify gaps, weaknesses, strengths, and provide recommendations for improvement. This method aims to deliver actionable insights for the development of the Capacity Development Strategy.

- **Presentation to Stakeholders Method:**

Use a professional and engaging presentation method to communicate key findings and recommendations to SESA stakeholders. This will involve interactive discussions to ensure alignment with organizational goals.

- **Final Consultation Method:**

Employ a consultative approach in the final stage, facilitating discussions with SESA to address any queries or additional requirements related to the needs assessment.

6. Deliverables

- **Questionnaire for Online Survey:**

A finalized and detailed questionnaire for the online survey, reflecting input from SESA stakeholders and designed to capture a broad spectrum of information related to staff development potential.

- **Online Survey Report:**

A report presenting the analysis of the online survey data, including quantitative insights into the skills, knowledge, and capacities of the entire staff, along with identified trends and patterns.

- **Focus Group Guiding Questions Document:**

A qualitative guiding questions document for the focus groups, containing open-ended questions designed to explore nuanced perspectives during in-depth interviews with management-level and regular staff members.

- **Focus Group Reports:**

Reports summarizing key findings and insights from the focus group discussions, providing qualitative perspectives on staff development potential from both management and regular staff.

- **Data Compilation and Analysis Report:**

A comprehensive report compiling and analyzing data from the online survey, focus groups, and organizational analysis, presenting a thorough understanding of staff development potential through a combination of qualitative and quantitative insights.

- **Needs Assessment Report:**

A detailed report outlining identified gaps, weaknesses, strengths, and recommendations for improvement, serving as the foundation for the elaboration of the internal Capacity Development Strategy (CDS).

➤ **Power Point Presentation:**

A presentation slide deck summarizing key findings and recommendations for stakeholders, facilitating an engaging and interactive discussion.

➤ **Final Consultation Summary:**

A summary document from the final consultation stage, capturing discussions with SESA and addressing any queries or additional requirements related to the needs assessment.

7. Estimated Timeline

➤ **April - Week 2: Preliminary Planning and Document Review**

Conduct preliminary planning discussions with stakeholders.
Commence the document review process.

➤ **April - Week 3-4: Stakeholder Engagement and Questionnaire Development**

Conduct stakeholder engagement activities.
Collaborate with stakeholders to develop an online survey questionnaire.

➤ **May - Week 1-2: Online Survey Administration**

Launch and administer the online survey to all 205 staff members.

➤ **May - Week 3: Focus Group Organization and Guiding Questions Development**

Organize and conduct focus groups with management-level and regular staff members.
Develop guiding questions for focus group interviews.

➤ **May - Week 4: Data Compilation, Analysis, and Report Preparation**

Compile and analyze data from the survey and focus groups.
Prepare the needs assessment report and other associated documents.

➤ **End of May: Presentation and Final Consultation**

Present key findings and recommendations to stakeholders.
Conduct the final consultation with SESA, addressing any queries or additional requirements.

8. Confidentiality:

Ensure that all collected data is treated with confidentiality and in compliance with international standards and Georgian legislation.

9. Proposal Structure

The bidder shall provide the proposal in response to the subject ToR to include the following components provided below:

1. The CV of the bidder with the references to executed projects.
2. Technical proposal of the bidder, explaining in detail (in form of a work-plan / milestone schedule) how the contractor will ensure timely provision of deliverables, which are listed in the ToR. (1.3.1)
3. List of surveys and research works conducted by the bidder during last 2 years.
4. Description of cooperation experience with state institutions and International Organizations.
5. Illustration of experience in business processes, organizational development, HR related research and analysis.

10. Assessment Criteria

The assessment criteria for selecting potential bidder:

1. The Bidder shall be an individual consultant, fluent in the Georgian language.
2. The Bidder should have a demonstrated experience of at least 5 years in research and analysis. (1.1.1)
3. The bidder should possess demonstrated experience in conducting quantitative surveys, planning and organizing focus groups, employing qualitative methods, and providing respective analysis and recommendations. (1.2.1)
4. The Bidder should have a demonstrated experience in business processes, organizational development, HR related research and analysis. Experience in planning and conducting needs assessment/s like this assignment will be considered as a strong advantage. (1.2.2)
5. The bidder's experience in collaborating with state actors and international organizations will be regarded as an advantage.

**** Please see the Assessment Grid document for more details.***

11. Additional information

- The consultant shall provide the offer, with the notion of the daily fee (gross in GEL) and the number of days, needed to fulfil under "Section 4" mentioned work fully.
- Together with the offer, consultant shall provide the copy of ID card, CV in EN language and taxpayers certificate (if applicable). The offer should also include the address of the consultant and the details of GEL bank account.