

## **ANNEX 1: SCHEDULE OF REQUIREMENTS**

### **Terms of Reference**

#### **Tender for the development of Service and Communication Skills Training for employees of the Migration and Citizenship Service of the Ministry of Internal Affairs.**

**IOM Project to which the Service is contributing:** Strengthening Migration Management Capacities in Support of Government Reform Agenda in Line with Comprehensive and Enhanced Partnership Agreement (CEPA)

**Duration:** 9 – 10 months

#### **Background of the activity and the Purpose:**

The IOM Mission in Armenia is implementing of the project “Strengthening Migration Management Capacities in Support of Government Reform Agenda in Line with CEPA”. This two-year project is co-funded by the European Union (EU) and aims to enhance migration governance in Armenia to foster well-managed and secure cross-border mobility and – in line with the Government's Programme for 2021-2026 – to continue strengthening of migration and asylum systems in Armenia.

In its second reading on December 16, 2022, the National Assembly of the Republic of Armenia adopted the legislative package on the establishment of the Ministry of Internal Affairs of the Republic of Armenia (MIA). This reform will lead to the creation of the Migration and Citizenship Service(MSC), comprised of the staff of the Migration Service and Visa and Passport Department of the Police. Around 500 staff(candidates) of the newly established service must be duly trained and certified to perform new functions assigned in the context of the reforms. It is envisaged that the induction training courses will start in the second quarter of 2023. The training will have a total duration of approximately 75 hours.

#### **General Objectives of the Contract:**

The International Organization for Migration is announcing a tender to develop the service delivery and communication modules for the above-mentioned training program, and to deliver the developed training sessions course to approximately 500 employees, divided in groups of 20 to 30 people. The duration of the service delivery and communication modules should be approximately 18 hours.

The selected service provider will undertake the following tasks:

##### **1) Assessment of MSC functions and operations:**

- Assessment of MSC functions as set in the legislation of the Republic of Armenia. Examination of existing service provision areas (types of services provided, number of offices, distribution, service coverage, number of employees, average number of transactions performed, duration of each transaction, queue management, etc.).
- Analysis of the legal framework, highlighting the existing possibilities and limitations related to the Civil servant as service personnel (description of positions, incentive mechanisms, sanctioning mechanisms, comparative analysis of international practice in civil service regulations, taking into account the

employee performance evaluation standards set in the Law on Civil Service Chapter 4, Article 18 and Chapter 5, Article 20).

2) Design the modules on service delivery and work conduct of the Induction training for Migration and Citizenship Service Personnel:

The following elements should be included in the modules:

- A) General overview of the functions of the MSC, including a basic understanding of the modifications introduced with the reform related to the creation of MIA, MSC functions, statutory goals, objectives, and challenges, work environment, as well as service specialist requirements, work functions and "soft skills," service confidentiality, and safe work standards.
- B) Introduction to service culture, its role and significance, as well as international standards related to psychological components and standards of conduct.
- C) Ethical and work conduct guidelines for citizen service and service delivery
  - o Service psychology fundamentals and principles;
  - o Labor relations conduct rules:
    - Dos and don'ts;
    - Consultation procedure and skills;
    - Refusal, waiting, scolding skills:
      - The respect factor;
      - Active listening skills;
      - Demonstrating a desire to assist.
- D) Service skills:
  - o Psychological bases and principles of communication;
  - o Citizen categorization, profiling;
  - o Service delivery methods;
  - o The difference between the concepts of "Customer Care" and "Customer Service" in the field of private service providing vs the field of public services;
  - o Comparing the citizen service culture with the customer service culture in the private sector;
  - o Decision making, time management, and problem solving in the field of service provision;
  - o Conflict resolution skills based on scenarios, role play;
  - o Stress management in a service-delivery context;
  - o Service as a job commitment, service as a role (from appearance to tone of voice);
  - o Negotiation in the service context.
- E) Communication skills
  - o Live communication skills;
  - o Remote communication skills: phone, video call;
  - o Written communication skills;
  - o Cross-cultural characteristics.

### 3) Development an induction manual for MSC employees

Design and develop an induction manual for the employees of the migration and citizenship services.

The manual should include the following sections, developed by the selected company:

- Service description with legal references;
- Detailed description of the services with all the procedures required to provide the service (the content will be provided by Migration Service);
- Features of service provision (necessary documents, application forms, missing document, procedure for copying the document, etc.);
- Methodical instructions for dealing with conflict situations;
- General rules of service provision and communication.

The manual will also include a second module which will incorporate specific materials developed by MCS and thematic expert hired by IOM. The selected company will be responsible for the harmonization of layout and the inclusion of all parts.

### 4) Implementation of the training programme

The selected company will be responsible for the implementation of the service delivery and communication components of the induction training for MSC personnel. The training sessions will be delivered on the basis of the above-described topics and materials.

The curriculum should include both theory and practical exercises (situational scenarios, role-playing games, tasks, exercises). The training materials will also include a verification mechanism.

IOM, MCS, and an expert on teaching methods will provide guidance on the teaching materials, teaching methods, as well as on the verification mechanism.

The location for the training will be selected and made available by the competent authorities.

Possibility of moving to online platforms in case of need and upon decision of the Head of the Migration and Citizenship Service.

The selected organization will provide a list of trainers (at least 7-8 candidates) for teaching the developed materials. A selection committee will choose 4-5 of them, who will be required to be available for the whole duration of the induction training course. The selected company will be responsible for the remuneration of the trainers.

### **Experience and competencies:**

- The experience of successful cooperation with government ministries/agencies and/or international organizations and/or educational institutions would be a distinct advantage;
- A developed course methodology certified with a successful track record would be a distinct advantage;
- Proven ability to liaise with stakeholders at all levels;
- At least 2 years' experience of designing and delivering training courses is mandatory.