



TERMS OF REFERENCE

Activity Title:	Development of the Solomon Islands Labour Mobility Operations Manual, Standard Operating Procedures and Operational Toolkit
Estimated Duration:	4 months
Estimated Budget:	55,000 AUD
Location:	Remote with travel to Solomon Islands
Estimated Start Date:	August 2026
Reporting to:	Labour Mobility Specialist

I. BACKGROUND

Labour mobility has become an increasingly important contributor to employment, skills development, remittance income and economic development in Solomon Islands. Through participation in seasonal, temporary and skills-based labour mobility programmes, Solomon Islands workers gain employment opportunities abroad while developing skills, experience and financial resources that contribute to national development upon their return.

The Labour Mobility Unit (LMU), within the Ministry of Foreign Affairs and External Trade (MFAET), is responsible for coordinating Solomon Islands' participation in labour mobility programmes and managing relationships with partner governments, employers and implementing agencies. These responsibilities span the entire labour mobility lifecycle, including programme planning, employer engagement, worker recruitment and selection, pre-departure preparation, deployment, worker welfare, return and reintegration, in collaboration with relevant government ministries and agencies.

While current labour mobility activities are primarily delivered through the Pacific Australia Labour Mobility (PALM) Scheme and New Zealand's Recognised Seasonal Employer (RSE) Scheme, Solomon Islands is also expanding participation in other labour mobility pathways, including intra-Pacific labour mobility arrangements, skills mobility partnerships and future bilateral or regional labour mobility initiatives. As these opportunities continue to evolve, there is a need for an integrated operational framework that supports consistent, efficient and high-quality service delivery across all labour mobility programmes.

The Ministry therefore seeks to develop a comprehensive Labour Mobility Operations Manual to strengthen institutional systems and standardise operational practices across all labour mobility schemes administered by the LMU. Importantly, the Operations Manual is intended to be a living document. Rather than simply documenting existing procedures, it should establish a practical operational management framework that promotes continuous improvement. The consultancy should assess current operational arrangements, identify opportunities to strengthen systems and service delivery, and embed mechanisms for ongoing review, learning and adaptation. The Manual should enable the LMU to continually improve its operations as labour mobility programmes, technologies, policies and stakeholder needs evolve.

II. OBJECTIVE & SCOPE

The main objectives of the consultancy are to:

- Develop a comprehensive Labour Mobility Operations Manual that supports the effective administration of all labour mobility schemes and programmes coordinated by the Labour Mobility Unit.
- Review current operational arrangements and identify practical opportunities to improve efficiency, governance, coordination and service delivery.



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- Standardise operational procedures across the labour mobility lifecycle while accommodating programme-specific requirements.
- Establish the Operations Manual as a living document that supports continuous operational improvement through regular review, learning and adaptation.

To achieve the above objectives, the Consultant/cy is required to:

- a. Review relevant labour mobility legislation, Labour Mobility Policy and other relevant policies, bilateral arrangements, regional agreements, receiving-country programme requirements (including the PALM Deed and Guidelines and New Zealand RSE policy requirements), operational guidelines and existing procedures governing labour mobility in Solomon Islands.
- b. Consult with the Labour Mobility Unit and relevant government ministries, agencies and stakeholders to understand current operational arrangements, institutional responsibilities and business processes.
- c. Review existing operational processes, including current RSE and PALM operational procedures, identify operational strengths, gaps and opportunities for improvement, and provide practical recommendations to strengthen efficiency, consistency and compliance with domestic and receiving-country requirements.
- d. Develop a comprehensive Labour Mobility Operations Manual covering all labour mobility schemes administered by the Labour Mobility Unit, ensuring the Manual:
 - aligns with Solomon Islands labour mobility legislation and policies;
 - is consistent with relevant receiving-country programme requirements, including PALM and RSE operational requirements;
 - incorporates agreed operational improvements identified through the review; and
 - provides clear governance, operational procedures and institutional responsibilities across the labour mobility lifecycle.
- e. Develop practical implementation tools to support the Operations Manual, including Standard Operating Procedures (SOPs), workflow diagrams, templates, forms, checklists and reporting tools.
- f. Develop a governance and document management framework within the Operations Manual that clearly sets out:
 - procedures for reviewing and updating the Manual following policy or programme changes;
 - version control requirements;
 - roles and responsibilities for amendments;
 - approval processes; and
 - arrangements for periodic operational review and continuous improvement.
- g. Facilitate a stakeholder validation workshop to present the draft Operations Manual and incorporate agreed feedback into the final version.
- h. Deliver an orientation and capacity-building session for Labour Mobility Unit staff on implementation, maintenance and periodic updating of the Operations Manual.

III. DELIVERABLES

The Consultant will deliver the following outputs:

1. **Inception Report and Work Plan:** Including: implementation methodology; stakeholder engagement plan; consultation schedule; document review; detailed work plan.
2. **Labour Mobility Operational Review Report:** Including: summary of current operational arrangements; business process mapping; identified operational strengths; key operational challenges; opportunities for improvement; and prioritised recommendations to strengthen labour mobility operations.
3. **Draft Labour Mobility Operations Manual:** Including: Draft Operations Manual; Draft Standard



Operating Procedures; workflow diagrams; operational templates; checklists; reporting formats; operational forms; and continuous improvement chapter.

4. **Final Labour Mobility Operations Manual Package** Including: Final Operations Manual; Final Standard Operating Procedures; Operational Toolkit; Validation Workshop Report; Staff orientation materials.

All outputs shall be provided in Microsoft Office formats or other formats agreed with the PPIU.

IV. TIME AND PAYMENT SCHEDULES

The Activity shall be completed within a period of no longer than four (4) months, according to the indicative timeframes below. Exact commencement and completion dates, as well as the scope of work, may be amended in consultation with the PPIU and the Solomon Islands E-Commerce Implementation Unit.

Nr.	Deliverables	Indicative Time Frame (delivered by)	Payment Schedule
1.	Inception Report and Work Plan	August 2026	20%
2.	Labour Mobility Operational Review Report	October 2026	25%
3.	Draft Labour Mobility Operations Manual	November 2026	40%
4.	Final Labour Mobility Operations Manual Package and Orientation	December 2026	15%

Note: Travel expenses for the Consultant(s) are included in the Consultancy Fees. Costs for stakeholder consultations must have prior approval from the PPIU and must follow the PPIU Procurement Policy.

V. REPORTING:

- The Activity will be supervised by the Labour Mobility Adviser of the PACER Plus Implementation Unit (PPIU) and the Labour Mobility Unit (LMU), Ministry of Foreign Affairs and External Trade (MFAET), who will provide overall technical oversight, strategic guidance and coordination for the delivery of the consultancy.
- The Consultant will report to the Labour Mobility Adviser, PPIU, and the Director of the LMU, who will be responsible for reviewing deliverables and ensuring they are submitted in accordance with the agreed timeframes and required quality standards.
- The Consultant will work closely with the LMU throughout the assignment and engage with relevant government ministries, agencies and stakeholders as required to support the review of current operational arrangements and the development of the Labour Mobility Operations Manual.
- Regular progress meetings will be held with the Labour Mobility Adviser, PPIU, and the LMU to review progress, discuss emerging issues, identify constraints, agree on practical solutions and ensure the Operations Manual reflects stakeholder feedback and agreed improvements.
- The Consultant will be responsible for incorporating comments received during consultations and validation into the final Labour Mobility Operations Manual and associated operational tools.

VI. QUALIFICATIONS, SKILLS AND EXPERIENCE REQUIRED OF CONSULTANT(S)

Preference will be given to Solomon Islands nationals or Solomon Islands consultancy firms. Where the required expertise is not available nationally, suitably qualified regional consultants or consultancy firms with demonstrated experience in Solomon Islands and the Pacific Islands region may be considered.

1. Qualifications

A tertiary qualification in one or more of the following disciplines: Public Administration; Public Policy; Business Management; Economics or another relevant discipline.



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2. Skills and Experience

- Demonstrated experience in labour mobility, labour migration, workforce mobility programmes or related public sector programmes.
- Proven experience undertaking institutional reviews, business process mapping, organisational strengthening or operational systems development.
- Demonstrated experience developing operations manuals, Standard Operating Procedures (SOPs), operational guidelines or quality management systems.
- Strong understanding of labour mobility governance, worker lifecycle management and labour mobility programme administration.
- Knowledge of Pacific labour mobility programmes, including seasonal, temporary, skills-based and intra-Pacific labour mobility initiatives, would be highly desirable.
- Experience consulting with government agencies and facilitating multi-stakeholder engagement and validation processes.
- Demonstrated experience delivering similar institutional strengthening assignments in the Pacific Islands region, preferably in Solomon Islands.
- Strong analytical, organisational, facilitation and report writing skills.
- Excellent project management skills, including the ability to deliver high-quality outputs within agreed timeframes.
- Excellent written and spoken English.