

***Request for Proposal – Labour Market Needs Assessment & Labour  
Market Strategy  
(Government of Montserrat, West Indies)***

*The Ministry of Communications, Works and Labour and the Government of Montserrat wishes to undertake an assessment of the labour market on Montserrat with a view to developing a Labour Market Strategy by August 2014*

*Companies, Firms and/or individuals are requested to submit proposals, to include statement of capability and work plan complying with the attached Terms of Reference.*

*Your proposal should be submitted in sealed envelopes and addressed to:*

**The Chairman  
Public Procurement Board  
Ministry of Finance and Economic Management  
Government Headquarters  
Brades  
Montserrat**

*To reach on or before 2:00 pm on Wednesday April 9th 2014*

**TERMS OF REFERENCE**  
for  
**LABOUR MARKET NEEDS ASSESSMENT & STRATEGY**  
**(MONTSERRAT)**

**1.0 Background**

Since the mid 1990's, the Soufriere Hills Volcano on the island of Montserrat has been erupting. As a result of this, between 1995 and 2011<sup>1</sup> the resident population has declined from 10,324 to 4,922, with many persons leaving to pursue social and economic opportunities in the US, the UK and other Caribbean islands. Montserrat lost many of its experienced and highly skilled workers who have not been attracted to return on a permanent basis. The island has therefore relied on immigrant workers to fill many vacancies. The population continues to exhibit characteristics of an ageing population, with around 20% of the population 60 years of age and over. With the increasing number of retirees and the emigration of youth for educational and other purposes, there is a deficit of persons in the working age population between 20 and 40 years. The public sector driven reconstruction and rebuilding activities have crowded out the private sector to the extent that Government is one of the leading sectors in the economy.

Over the years, the Government of Montserrat has developed several Sustainable Development Plans which provide the longer-term vision for the development of the economy. In the 2008-2020 SDP, a number of sectors and projects have been identified to drive investment and maximise economic growth, including Geothermal Energy, Little Bay Development, Information, Communication & Technology, Transportation and Tourism. It is recognised that sustained economic growth cannot be achieved without higher productivity levels and continuous development of human resources at all levels of the society. The Government of Montserrat is determined to position itself securely to ensure that these prerequisites for sustained economic growth exist; it anticipates that the factors at the foundation of the prerequisites will be appropriately sculpted to achieve the right balance of both the economic opportunities and the capacity of the labour market to capitalize on the opportunities.

Within this context, the Government has committed to ensuring that the workforce on "*Montserrat has skills to achieve strong, inclusive economic growth*" and to develop a Labour Market Strategy for the key sectors in the medium term.

The 2011 Population & Housing Census will provide some information on the socio-demographic and economic characteristics of the labour market. However, when anticipating future labour market needs of Montserrat, account must be taken of the population size, migration, an ageing population, individual preferences, labour productivity, demand for products, etc. This data source is generally inadequate to cater to the specific labour market information needs of policy and decision makers. There is a need to have an understanding of the factors influencing the demand and supply of labour, so that there is a better alignment of the labour market to the medium and long term needs of the country.

There are presently no systems for monitoring changes in the demand for labour and ascertaining employers' changing requirements for human capital. There is no way of systematically translating emerging skills and competence needs to curricula, qualification, adult learning provision or measures for particular groups. Currently various activities

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<sup>1</sup> Montserrat Census 2011

relating to anticipating the skills needed to drive economic growth are undertaken by Government agencies, private sector and social partner institutions without a co-ordinated approach.

## **2.0 Purpose of Assignment**

This consultancy will provide a labour market needs assessment (LMNA) and Labour Market Strategy (inclusive of an implementation plan) for the Government of Montserrat.

The assessment will provide baseline analyses of the supply of skills and the labour market demands. The process of conducting this assessment will present opportunities for greater collaboration between various stakeholders so that proactive solutions can be developed to address various labour market issues. The results of the Assessment will be used to inform all stakeholders of the general trends in the labour market and more importantly to highlight areas for policy responses to produce a diverse, adaptable and highly skilled workforce that will propel and sustain Montserrat's economic growth and development.

The Labour Market Strategy that will be created must not be viewed as a list of separate activities but a series of interconnected steps that will diversify the economy to create wealth and support the viability of the island, enhance the quality of the labour force and consequently the life of every resident of Montserrat.

Key questions to be addressed:

- (i) What are the major factors that currently influence the labour market in Montserrat? This will include analysis of the global and Caribbean economies, regional labour market policies, technological advances, demographic factors (ageing population, low birth rates) labour movement (national/regional/international), investment (actual/potential), labour productivity, labour capacity and labour force participation.
- (ii) What are the current and likely future labour market demands? Analysis will help to clarify challenges and opportunities in the different economic sectors. This will include a baseline of the current situation, and an indication as to the capacity of the workforce and the education and training providers to meet future needs. This will help to better understand current skills gap and short-to-longer term skills needs.
- (iii) What are the existing and potential skills and training gaps on island? Analysis here will also help to identify the needs and understand whether the demands can be met without increasing immigration as part of the strategy.
- (iv) Are the legislative, institutional and labour policy frameworks conducive to developing and enabling the business environment (ii) facilitating both private and public sector investment in skills and training development, and (iii) promoting a fair and inclusive labour market?
- (v) Are the legislative and institutional frameworks for gathering and analysing labour market information fit for purpose?
- (vi) What are the challenges that will hinder implementing a comprehensive and integrated approach to the labour market strategy?

### **3.0 Qualifications, Skills and Experience**

The successful consultancy should have the following qualifications and experience

- Advanced university degree in statistics, social science, economics, and/or other science. Specialisation in labour economics will be an asset.
- Skills in providing information that lead to the development labour market policies and strategies
- Skills in developing labour market policies and strategies
- Minimum 10 years of relevant professional experience.
- Proved previous working experience consisting of substantial involvement in assessments, evaluations and/or reviews in related areas.
- Working experience with senior officials within government and nongovernment organizations.
- At least 5 years of experience in international co-operation and management of technical assistance (consultancy) contracts.
- Full computer literacy
- Proven capacity to supervise and coordinate all administrative and technical aspects of the consultancy
- Excellent written and spoken English. Knowledge of Spanish would be an asset.
- Demonstrated ability to work in a multicultural environment and establish harmonious and effective relationships.

### **4.0 Scope of Work**

Under the direction of the Ministry of Communications, Works and Labour, and in consultation with the Ministry of Education and the Statistics Department, the Consultant will develop and agree the scope and delivery of this work, taking account of private and public sector labour market needs and opportunities and most importantly the time frame within which the work must be completed. Specific tasks will include:

- Development of an approach paper that outlines the scope of work required to deliver an LMNA in the context of Montserrat.
- A detailed Action Plan for the delivery of this work, including an outline of all tasks, timelines and dates of output delivery
- A review and assessment of existing development plans and sources of labour market information and identification of weaknesses in the institutional, legal and regulatory framework for development of an improved LMIS.
- A review and assessment of existing labour related policies, legislation and institutional framework in relation to the investment and human development environments, outlining existing opportunities and challenges, with recommendations for improvement. An agreed methodological approach including an outline of survey/s required, survey design and implementation methodology, including the preparation of survey tools (e.g. survey questionnaires and interview schedules, focus group topics) and any related piloting, training and/or supplementary materials and capacity building activities with Government officials. Ethnic, gender and social exclusion analysis will be considered into the methodological approach, and include an appreciation of the age profile of the population of economically active age, including youth and older

workers. Collection of data will be disaggregated (sex, age, ethnicity, belongers/non-belongers), to understand labour sector profiles, challenges and opportunities for all.

- Execution of surveys and facilitation of focus groups as required.
- Analysis and preparation of reports and preparation of labour market projections
- Identification of any specific areas being considered by Government for the implementation of the labour market strategy;
- Identification of the areas in which the legislation and institutional frameworks, including incentives, must be introduced or updated to support the implementation of the labour market strategy
- Compilation of the Labour Market Strategy and Implementation Plan

The work will be undertaken in consultation with private and public sector agencies, as well as existing and potential labour market participants, including the immigrant labour population and youths. The consultancy will draw on perspectives and aspirations of the various stakeholders about future labour market needs and trajectories, labour market competition and salaries and wage differentials, and opportunities and challenges related to population, labour migration (in both directions), graduate and vocational opportunities (considering existing technical and vocational education and training available), and so on.

To that end, the Action Plan will also include

- A stakeholder mapping of interested parties/agencies to be involved and/or consulted during the process of this work.
- Outline consultation plans and timelines for the production of consultation reports.

The Consultancy will finalise the work with the GoM including the following processes:

- Draft the report on the labour market needs assessment and make presentation to Government representatives and other stakeholders
- Process the feedback/comments of stakeholders and introduce final adjustments in the draft report and agree with Government representatives
- Complete and present the final results of LMNA to national stakeholders.
- Produce draft and final versions of the Labour Market Strategy and implementation plan, processing the feedback/comments of stakeholders at the various stages.
- Contribute to the increase in awareness and understanding of the key stakeholders regarding the importance of a coordinated approach to early identification and anticipation of skills needs of a country

## **5.0 Duration**

It is anticipated that the consultancy will be carried out between April 2014 and September 2014 over a period of six (6) months. Data collection activities for the LMNA must commence in April 2014 with agreement of the Strategy by the Government of Montserrat in August 2014.

## **6.0 Reporting and Management Arrangements**

The Permanent Secretary, Ministry of Communications, Works and Labour will directly supervise the Consultant, who will work in close collaboration with a team of GoM officials which shall comprise inter alia the Statistics Department, the Labour Department, the Ministry of Education, and the Montserrat Community College in the preparation and implementation of this work. Reports will be presented to PS MCW & L and the Project Team, as agreed.

## **7.0 Key Outputs/Deliverables**

- (i) An Inception Report in the first two weeks
- (ii) A final Labour Market Needs Assessment complete with recommendations that address the labour issues. The report will contextualise Montserrat's labour market and needs with regard to the macroeconomic situation, and the socio-economic and cultural context of the country and any regional labour market agreements. The report will address (not excluding other possibilities) labour market opportunities and projections for Montserrat, skills gap analysis, skills development opportunities involving both the public and private sectors.
- (iii) Short sector specific and/or survey documents and reports as identified within the approach paper to be produced as a first task of this consultancy. This may include, for example, a labour market opportunities survey; vocational/training needs surveys, review of legal, institutional and regulatory frameworks to improve Labour Market Information Surveys; review of employment, taxation and human resource policies, legislation and institutional framework, and so on.

These will facilitate the production of a Labour Market Strategy for Montserrat, as a final output, which will address the issues and challenges identified throughout the assessment. Sustainable economic growth and development on Montserrat requires an adequate supply of labour that is diverse, adaptable and highly skilled to the point of full employment in decent work. Strong information and communication systems that ensure coordinated stakeholder activities and alignment with the medium and long term development priorities of Montserrat are required. This must be augmented by strong education and training systems that respond and adapt to the emerging labour market needs of Montserrat.

The Consultancy Team will take account of any existing labour market related research for Montserrat to include the recent review and recommendations of the Montserrat Annual Country Training Scheme (ACTS), the previously conducted desk top labour market analysis conducted in 2011, Montserrat's Information, Communication and Technology (ICT) Strategy, the Education Development Plan (EDP) and the 2012 Diaspora Investment Survey. This programme was designed to provide training to fill gaps in key sectors of the public service.

## 8.0 Other Requirements

The Consultant team **MUST** submit the following documents/information:

- A proposal for undertaking this work, demonstrating an understanding of the requirements, timeline and outputs, together with a financial proposal.
- Experience in undertaking similar assignments;
- List of areas and sub-areas of expertise; and
- Detailed CV including records on personal qualifications, past experience in similar projects/assignments and concrete outputs obtained, and at least 3 references.

Proposals should be submitted in sealed envelopes marked "Tender for Labour Market Needs Assessment & Strategy Study" to reach no later than **2:00pm Eastern Caribbean time on 9<sup>th</sup> April, 2014**. These should be addressed to:-

The Chairman  
Public Procurement Board  
Ministry of Finance  
Government Headquarters  
Brades  
Montserrat