

GOVERNMENT OF BARBADOS



MINISTRY OF LABOUR AND SOCIAL SECURITY

TERMS OF REFERENCE

**THE CONSULTANCY TO INFORM
THE INSTITUTIONAL STRENGTHENING OF
THE NATIONAL EMPLOYMENT BUREAU**

TABLE OF CONTENTS

TERMS OF REFERENCE	3
1. Background	3
2. Description of Assignment	5
3. Characteristics of the Consultancy	7
4. Reporting	10
5. Administrative Arrangements	12

TERMS OF REFERENCE

1. Background

- 1.1 The Employment Exchanges Act 1955-43 established the then Employment Exchange, now the National Employment Bureau (NEB). Since its establishment, this agency has facilitated job placements locally across all areas of activity and has been central in the movement of Barbadians in pursuance of employment opportunities abroad.
- 1.2 From the early 1950s and 1960s through to the present, the programmes of the NEB have contributed in varying measure to the relief of unemployment at home, the personal development of the individual and the country's foreign exchange earning capacity. Through the Canadian Farm Labour Programme and a number of other overseas employment initiatives, the Bureau has placed many Barbadians in Canada, the United States of America and in earlier times, the United Kingdom.
- 1.3 The NEB has also functioned as a general employment agency in the area of local employment services. At its zenith, it had been a key institution with regard to local job placements.
- 1.4 However, today, changing realities, both locally and overseas, have affected the NEB's operations. Overseas programmes of earlier era are either now defunct or have dwindled. On the local side, the services of the Bureau have been mostly attracting a clientele seeking to fill vacancies of low wage and low skilled jobs. As a consequence, higher skilled job seekers appear not to be considering the services of the NEB in exploring the availability of employment opportunities. In the process, a cycle of decline in the use of the Bureau's services is in evidence. The Bureau appears to be underutilized by the general public and it faces a number of issues which limits its ability to deliver quality employment services.
- 1.5 In its efforts to strengthen the capacity of the NEB to increase its effectiveness and efficiency in facilitating job placements and to develop the Bureau's career counselling services, the Ministry of Labour and Social Security is seeking consultancy services to inform this process.
- 1.6 Notwithstanding the limited mandate established by legislation for the Employment Exchange, consistent with international standards applicable to employment services, the range of services offered by the NEB has expanded over the years. Employment guidance and counselling, schools' visits, lectures and presentations on employability skills constitute standard elements of the Bureau's work. In 2002, a "one stop shop" employment services centre was established under a project sponsored by the United States Department of Labour. It sought to provide the public with information communication technology (ICT) based employment services.

- 1.7 The Employment Services Convention, 1948 (No. 88) and the Employment Services Recommendation, 1948 (No. 83) require that government maintain a public employment service which shall work in cooperation with public and private bodies for the best possible organisation of the employment market as integral to achieving full employment through the development and use of productive human resources.
- 1.8 These International Standards require that employment services shall be so organized as to ensure effective recruitment and placement and have wide-ranging duties working with the competent authorities with regard to:
- Vocational guidance and training
 - The administration of unemployment insurance
 - Providing employment services to all sectors of the workforce and the economy
 - Working with employers and employees including school leavers, the youth and the disabled to match available work with available human resources
 - Scoping for employment opportunities locally and abroad
 - Facilitating the movement of workers between countries in furtherance of employment services objectives; and
 - Public relations and the advertisement of the services offered
 - Collecting employment market information pertaining to current and prospective labour requirements and labour market supply; and
 - Making continuous or special studies on such questions as the causes and incidence of unemployment, the placement of particular groups such as the disabled and juveniles and factors affecting the level and character of employment.
- 1.9 The role of the NEB is further defined by the *National Insurance and Social Security (Benefit) Regulations 1988/116, Regulation 45 (3)* as amended by *Reg.12 of SI 2006 No. 130*. This regulation states that it shall be a condition of entitlement to unemployment benefit that the claimant shall report to an employment exchange every three (3) weeks. *Regulations 45 (2) (a)* and *51 (1)* set interrelated roles for the National Insurance Department and the Chief Labour Officer respectively with regard to claimants' observance of the duty to be actively seeking employment or be in pursuance of an approved programme of training.
- 1.10 Furthermore, the *National Insurance and Social Security (Amendment) (No. 2) Act* makes provision for the establishment of a *Unemployment Retraining Fund* for the purpose of retraining unemployed persons who have contributed to the *Unemployment Benefit Account* and the *National Insurance and Social Security (Benefit) (Amendment) Regulations, 2010* allows for the Chief Labour Officer to select persons to attend retraining courses the cost of which shall be met out of the *Unemployment Retraining Account*.
- 1.11 Another piece of legislation of relevance to the operations of the NEB is the *Recruitment of Workers Act, 1938*. This Act effectively puts in to law aspects of International Labour Organization (ILO) Convention 97: *Migration for Employment* and Recommendation 86: *Migration for Employment*.

- 1.12 Efforts to strengthen the capacity of the NEB, it is envisioned, will not only help the NEB realize its mandate under law and international standards, but satisfy its new obligations under the *Barbados National Human Resource Development Strategy, 2011- 2016*. A critical strategic pillar of this Strategy is the development of a demand driven education and training system. That in turn, is contingent, in part, on facilitating the career planning of the adult population as well as the youth as current and future new job entrants.
- 1.13 It is recognized that many individuals are uncertain about their career, study and employment options. Such persons can truly benefit from timely career guidance based on sound research, pertinent labour market information such as indicators of employers' skills demands and guidance regarding career prospects.
- 1.14 Recognizing that the NEB currently provides career counselling to the labour force, this agency has been identified as a major partner in achieving the objectives of the *National Human Resource Development Strategy*. As such, its strengthening has been earmarked as a key activity in positioning it as the leading career counselling centre for the labour force of Barbados.

2. Description of Assignment

2.1 Main Objective

- 2.1.1 The main objective of this consultancy is to strengthen the National Employment Bureau's effectiveness and efficiency in delivering quality employment services that facilitate job placements in both local and overseas opportunities and to position it as the main career counselling centre for the labour force in Barbados.

2.2 Specific Objectives

- 2.2.1 Under this broad objective, the specific objectives of the consultancy are as follows:

- To conduct a comprehensive institutional assessment of the NEB's functions and operations as it relates to the realization of the institution's objectives and formulate recommendations for reorganization or any other changes considered appropriate.
- To define a five (5) year strategy that outlines future programmes and activities that strengthens the NEB.

2.3 Scope of Work

- 2.3.1 The consultancy will pay special attention to three (3) critical dimensions of the NEB i.e. the department's institutional framework, information and communication

technology (ICT) infrastructure and its public relations and marketing initiatives. Therefore, the scope of work should include, but is not limited to, the following:

- The identification of appropriate organizational development interventions which would enhance the current capacity of the NEB. Therefore, the consultant should:
 - Explore the extent to which the NEB is fulfilling its mandate and its contribution to the processes of labour market facilitation and adjustment.
 - Examine the organizational structure of the NEB and how it fits within the overall structure of the Labour Department and the Ministry of Labour and Social Security and make recommendations on any organizational restructuring, if deemed necessary.
 - Conduct a comprehensive analysis of existing posts, required qualifications and competencies and associated duties and responsibilities to determine the relevance of existing posts and if the NEB's current capacity can adequately and efficiently support the achievements of its goals and objective, making recommendations to the same.
 - Assess the skill sets of staff and determine training needs and priorities to support the NEB's operations and proposed changes.
 - Examine the processes involved in the NEB's programmes and activities and identify possible process reengineering to improve the bureau's effectiveness and efficiency, taking into account international best practices.
 - Review the manner in which the NEB works with the Liaison Service to facilitate the overseas employment programmes and determine the level of efficacy in the conduct of related activities.
 - Assess the legal framework necessary to facilitate the NEB's operations, identifying any weaknesses and impediments which would affect their functions.
 - Design appropriate proposals to inform the implementation of suggested organizational development interventions including estimated costs and timelines.

- The identification of any new technologies or improvements to existing ICT being utilized by the NEB to improve the delivery of its services and the effectiveness and efficiency of its operations. Therefore, the consultant should:
 - Conduct a comprehensive systems analysis of the data management system and the broader ICT infrastructure of the NEB, identifying weaknesses and obstacles that contribute to any inefficiency.
 - Identify the information systems that can be automated and enhancements to existing automations.
 - Propose improvements to the existing infrastructure and recommend new technologies such as improved hardware and customized software applications tailored to the NEB's operations, offering feasibility analysis where necessary.
 - Design ICT proposals that are aligned with NEB's objectives and outline the recommended ICT interventions including estimated costs, timelines and a monitoring and evaluation framework. The latter should define appropriate indicators and their means of verification.

- The development of a marketing and public relations strategy to improve the NEB's public image and to promote its services and activities. Therefore, the consultant should:
 - Assess the public's awareness, perception and understanding of the NEB and its functions and services.
 - Evaluate current promotional efforts and public outreach activities.
 - Design appropriate proposals for marketing and public relations interventions, including estimated costs and timelines, that would increase public awareness of NEB and its services; strengthen the NEB's relationship with the public it serves; and brand the bureau as the leading employment service and career counselling centre for the labour force in Barbados.
- The presentation of the various findings, recommendations and the proposed strategic plan to the Senior Officials of the MLS.

2.4 Required Outputs

2.4.1 The required output is a comprehensive report which includes the following:

- A synopsis of the findings and recommendations drawn from the assessment of the NEB, with special emphasis on its institutional framework, the ICT infrastructure and its marketing and public relations programme.
- A three (3) year implementation strategy that outlines the required interventions to improve the effectiveness and efficiency of the NEB in fulfilling its mandate and specifies the timeline and costs of their implementation.
- A monitoring and evaluation framework for the proposed strategic plan which provides a mechanism to measure and assess performance in order to more effectively manage the plan's implementation, outcomes and outputs. It should define clear performance indicators, means of monitoring these indicators and intended targets in line with the strategic objectives.

3. Characteristics of the Consultancy

3.1 Personnel

3.1.1 Taking into account the three dimensions of the consultancy, the Ministry is seeking to employ a firm or team of independent consultants operating as a joint venture. The consultancy will require the knowledge, skills and experience of three (3) experts for the duration of the project with specialization in organizational development, information and communication technology and marketing. The organizational development specialist will act as the lead consultant and would serve as the main liaison with the Ministry of Labour and Social Security.

3.2 Expert Profiles

3.2.1 Key Expert 1: Organizational Development Specialist

Qualification and Skills Required

- (a) Post graduate degree in organizational development or management, business administration, human resource management, public administration, or any other relevant social science
- (b) Strong computer skills in Microsoft Office (Excel, PowerPoint, etc) and or equivalent software programmes.
- (c) Excellent interpersonal and communication skills (written and verbal) in the English language;
- (d) Knowledge of Barbadian Public Sector would be an asset.

General Professional Experience

- (a) A minimum of five (5) years experience conducting institutional assessments and/or policy analysis;
- (b) Experience in strategic planning particularly within the public sector would be an asset

Specific Professional Experience

- (a) Experience as a team leader or within a managerial capacity, particularly in the implementation of project, would be an asset.

3.2.2 Key Expert 2: ICT Business Analyst

Qualification and Skills Required

- (a) Post graduate degree in computer science, information science, management information systems or any other relevant social science with five (5) years relevant experience or;
Undergraduate degree in computer science, information science, management information systems or any other relevant social science may be accepted in lieu of an advanced degree if supplemented with at least seven (7) years relevant experience.
- (b) Understanding of Windows 2003 and 2008 Server Network Administration

- (c) Excellent interpersonal and communication skills (written and verbal) in the English language
- (d) Strong analytical and problem solving skills
- (e) Good computer skills in Microsoft Office (Excel, PowerPoint, etc) and or equivalent software programmes.

General Professional Experience

- (a) A minimum of three (3) years (postgraduates) to five (5) years (undergraduates) experience conducting systems analysis and designing and implementing ICT strategic plans.

Specific Professional Experience

- (a) A minimum of three (3) years experience overseeing the development and implementation of information and documentation systems or managing a computer or ICT network for an organization which involved the introduction of new technologies would be an asset.

3.2.3 Key Expert 3: Public Relations & Marketing Specialist

Qualification and Skills Required

- (a) Post graduate degree in marketing, public relations, mass communication or any other relevant social science with five (5) years relevant experience or; Undergraduate degree in marketing, public relations, mass communication or any other relevant social science may be accepted in lieu of an advanced degree if supplemented with at least seven (7) years relevant experience.
- (b) Knowledge of quantitative and qualitative market research methodologies
- (c) Strong computer skills in Microsoft Office (Excel, PowerPoint, etc) and or equivalent software programmes.
- (d) Excellent interpersonal and communication skills (written and verbal) in the English language
- (e) Strong organizational skills

General Professional Experience

- (a) A minimum of three (3) years (postgraduates) to five (5) years (undergraduates) experience developing marketing and public relations strategies for organizations.
- (b) Experience conducting market research to assess the market for an organization's product or service.

Specific Professional Experience

- (a) Experience working with Barbadian media houses to create a public image of an organization or building a brand and promoting products and services.

- (b) Experience utilizing various promotional tools and media to sell an organization's image, products and services.

3.3 Start Date

- 3.3.1 This consultancy is expected to commence within one month after the signing of the contract by all relevant parties.

3.4 Duration

- 3.4.1 It is anticipated that the proposed work of the consultancy should be completed in seven (7) calendar months after the start of the contract.

4. Reporting

4.1 Reporting Relationships

- 4.1.1 The consultants will report to the Permanent Secretary of the Ministry of Labour and Social Security. However, all activities must be coordinated through the Chief Labour Officer within the Labour Department.

4.2 Deliverables

- 4.2.1 The consultants are expected to submit the following reports within the prescribed timelines:

Project Phases	Deliverable	Content	Time of Submission
Phase 1 Planning & Data Collection/ Assessments	Inception Report	A report that describes the consultants understanding of the TOR, the first findings, proposed methodologies and foreseen and /or encountered difficulties in collecting data or any other information. It should also include any minor revisions to the work plan outlined in the technical proposal to meet the objectives and to satisfy other requirements as set out in this TOR.	Three weeks after start date
	Interim Report	A report which highlight the status of work and synthesizes available findings and conclusions from the various assessments.	Three months after start date

Phase 2: Strategic Planning	Draft Final Report	<p>This report must include:</p> <ul style="list-style-type: none"> • A synopsis of all findings and recommendations • A five year implementation strategy • A monitoring and evaluation framework <p><i>Findings & Recommendations:</i></p> <p>This section of the report should cover the objectives and scope of the review and outline all the findings from the assessments and recommendations of the proposed institutional, ICT and marketing frameworks for NEB.</p> <p><i>Draft Five (5) Year Implementation Strategy:</i></p> <p>This section would consist of a five year plan of action which should specify the required interventions to improve the effectiveness and efficiency of the NEB and should clearly define associated costs and timelines.</p> <p><i>Draft Monitoring and Evaluation Framework:</i></p> <p>This section would provide the framework that defines clear performance indicators, means of monitoring these indicators and intended targets in line with the strategic objectives. This framework, once approved, would also serve as an appendix to the final report.</p>	Five months after start date
Phase 3: Report Finalization	Review Meeting	A meeting where the consulting team would present the draft final report to all senior officials within the MLS. A comprehensive overview of the three critical areas of intervention should be provided for feedback.	Six months after start date
	Final Report	Final report taking into account any comments and proposed revisions from the concerned parties.	One month after submission of MLS's written comments

4.3 Submission & Approval of Reports

- 4.3.1 All reports must be submitted to the Ministry of Labour and Social Security as two (2) printed copies and one (1) electronic copy via email. The Ministry should also be given at least two (2) weeks for comments on the report.

4.4 Terms of Payment and Billing

- 4.4.1 Payments shall be made after the completion of specific activities and the submission of reports within the project phases, which will be used as milestones for performance evaluation and payments. The terms of payments shall be as follows:

Project Phases	Milestones	Payment Due (% of Total)
1	Submission and approval of Inception Report	20%
1	Submission and approval of Interim Report	20%
2	Submission and approval of Draft Final Report	40%
3	Submission of Final Report	10%
3	Approval of Final Report	10%

4.4.2 Each payment will be made within ten (10) working days after the submission of invoices.

5. Administrative Arrangements

5.1 Project Management

5.1.1 The reporting officer for the Ministry of Labour and Social Security is the Permanent Secretary who is therefore responsible for the overall co-ordination of the project, including any contractual issues. However, the conduct of day-to-day management of the consultants' activities will be under the direct supervision of Chief Labour Officer, Head of the Labour Department.

5.1.2 The consultants will be required to liaise with the following:

- Chief Labour Officer.
- Senior Labour Officer in charge of the NEB

5.1.3 A Steering Committee will be established to review reports and to provide further technical assistance for the conduct of the project if required. This committee would consist of representatives from the following:

- Ministry of Labour and Social Security
- Ministry of Finance, Investment, Telecommunications & Energy– Public Investment Unit
- Ministry of Civil Service- Office of Public Sector Reform
- Ministry of Civil Service- The Data Processing Department

5.2 Tax & VAT Arrangements

5.2.1 The Government of Barbados is required to pay VAT. Therefore, the consultancy fee should be VAT inclusive.

5.3 Transportation

5.3.1 The consultants are expected to take responsibility for their local transportation.