GOVERNMENT
OF TURKS & CAICOS
ISLANDS

TURKS AND CAICOS ISLANDS

National Skills Audit Main Report

Document 1.0

JOBS, EDUCATION, TRAINING AND CERTIFICATION:
Present and Future Skills
of the Turks and Caicos Islands

MINISTRY OF BORDER CONTROL
AND EMPLOYMENT SERVICES
MAY 2017

PEM CONSULT
PEOPLE • ENVIRONMENT • MANAGEMENT

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BARNETT &
ASSOCIATES LTD.

Government of Turks & Caicos Islands

Ministry of Border Control & Employment

NATIONAL SKILLS AUDIT

FINAL REPORT

June 15, 2017

DUNN, PIERRE BARNETT & ASSOCIATES LTD.

““# ACKNOWLEDGEMENTS

The Consultant team extends thanks to the large number of persons who were involved in the first production of the Turks and Caicos National Skills Audit and the first National Migration Survey to take place in the English-speaking Caribbean. These were conducted in the period April 11, 2016 to April 29, 2017.

First, we thank the Government and People of the Turks and Caicos for allowing this seminal study to take place. In addition, we extend our gratitude to the various institutions that participated in the survey, including the Ministry of Border Control and Employment, the Ministry of Education, and the Ministry of Finance.

The Consultants also acknowledges the important contributions of the Statistical Department, the National Insurance Board, the Ministry of Youth Affairs, the Education Planning Department, the Financial Service Commission, the National Scholarship Desk, the Labour Tribunal, the Revenue Department, and the Employment Department by supplying the relevant data to facilitate the completion of this Audit.

The Audit would not have been possible without the on-the-ground assistance of the Haitian, Filipino and Spanish interpreters who assisted with the translation, identification and interviewing of migrants throughout the TCI. We are also indebted to Mrs. Edith Skippings and Mr. Ronald Skippings for their enormous support in the enumeration process, which was conducted between September 2106 and March 2017. In addition, many thanks to Mrs. Judith Campbell for assisting with setting up the interviews and the TCI Community College for inputting some of the data for the analysis.

Finally, the Consultants thank the Governor, the Premier and the Deputy Premier and all the current and former ministers of government. As well, special thanks go out to Mrs. Clara Gardiner, the former permanent secretary of the Ministry of Border Control, and Mrs. Michelle Gardiner, the former labour commissioner.

Your contributions have been invaluable and assured the successful execution of this assignment.

Thank you all.

June 2017

Dunn Pierre Barnett and Company Canada Limited

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ACRONYMS AND ABBREVIATIONS

BSc	Bachelor of Science
CSEC	Caribbean Secondary Education Certificate
CSO	Central Statistical Office, Saint Lucia
CVQ	Caribbean Vocational Qualification Certificate
CXC	Caribbean Examination Council Certificate
EU	European Union
GDP	Gross Domestic Product
GOSL	Government of Saint Lucia
HRD	Human Resource Development
ICT	Information and Communication Technology
IMF	International Monetary Fund
ISCO	International Standard Classification of Occupations

ISIC	International Statistical Industrial Classification
MTSDP	Medium-Term Strategic Development Plan
NELP	National Enrichment & Learning Programme
NGO	Non-Governmental Organization
NICE	National Initiative to Create Employment
NSA	National Skills Audit
NSDC	National Skills Development Centre
OECS	Organization of Eastern Caribbean States
OJT	On-the-Job Training
SFA	Special Framework of Assistance (of the EU)
SMILES	Single Mothers Employment Programme
STEP	Short-Term Employment Programme
TCIG	Turks and Caicos Island Government
TCINSA	TCI National Skills Audit
TVET	Technical and Vocational Education and Training
UK	United Kingdom
US	United States
USAID	US Agency for International Development
USD	US Dollar
UWI	University of the West Indies
YAEP	Youth Agricultural Entrepreneurship Programme
YEP	Youth Empowerment Programme

Glossary of Terms

Active Labour Market Policies

Active labour market policies (ALMPs) are government programmes and incentives that intervene in the labour market to help unemployed citizens and to bring more people into the effective labour force.

Belonger

A Belonger (as they are often called in the TCI) is a person who is cleared from immigration restrictions in relation to the amount of time he or she may remain in the islands, having acquired "Belonger" status under the relevant law. This status can be acquired, only in the following ways, by a person who:

- was born in the Islands, and at the time of his birth at least one of his parents had Belonger status
- was born outside the Islands and
    - at least one of his parents had Belonger status at the time of his birth; and
    - at least one of his parents was born in the Islands;
- was born outside the Islands and lawfully adopted in the Islands by a person who had Belonger status at the time of his adoption;
- has been granted a Certificate of Belonger Status by the Governor for having made a significant social or economic contribution to the development of the islands;
- is the dependent child of a person to whom any of the foregoing paragraphs apply; or
- is the spouse of a Belonger who has made an application to the Governor in Cabinet, and has lived with his spouse for a period of five consecutive years.

Development

Development is defined as a "constant improvement of the well-being of the entire population and of all individuals". The United Nations Millennium Declaration focuses on the well-being of the individual as the key purpose of development.

Economic Growth:

For this study, economic growth is expressed in per capita terms. For individuals and families, it is the income (and consumption) per capita that is most relevant to their standard of living, and it is therefore more informative for policy purposes. The relevant policy question is: Does migration add to per capita income?

Highly Skilled Workers

Highly skilled and business migrants: People with qualifications as managers, executives, professionals, technicians or similar, who move within the internal labour markets of transnational corporations and international organisations, or who seek employment through international labour markets for scarce skills. Many countries welcome such migrants and have special "skilled and business migration" programmes to encourage them to come.

Immigration

Immigration is the internationally accepted movement of persons into a destination country of which they are not natives, or where they do not possess citizenship, to settle or reside there, especially as permanent residents or as citizens, or to take up employment as a documented or undocumented migrant worker or, temporarily, as a foreign worker.

Internal/International Migration

Internal Migration occurs when people migrate within the same country or region; e.g.: moving from Middle Caicos to Providenciales. International migration is when people migrate from one country to another, e.g.: moving from the Turks and Caicos Islands to the United States.

Labour Market

The labour market is a generalized concept denoting the interaction between the supply (number of persons available for work) and the demand (number of jobs available) and the wage rate. Labour-market analysis is complicated by the need to consider not only the short-term supply and demand for labour, but their allocation among regions, occupations and industries. In addition, many institutions influence and regulate the distribution of workers. This has led to the development of several different analyses and models of the labour market: what has become known as the "segmented labour market" model.

The labour market in the Turks and Caicos is indistinctly divided and sometimes overlaps. The most obvious types are geographical and occupational. The market for unskilled labour would normally be a mixture of local and foreign, while that for highly trained professionals would be international. However, there are exceptions. The TCI has been importing low skills and customers service, sales, construction and security workers from Jamaica and other Caribbean countries, rather than paying wages and providing working conditions adequate enough to induce local TCI Islander workers to accept jobs in these industries.

Migrant

The UN Convention on the Rights of Migrants defines a migrant worker as a “person who is to be engaged, is engaged or has been engaged in a remunerated activity in a State of which he or she is not a national.” From this a broader definition of migrants follows: “The term 'migrant' in Article 1.1 (a) should be understood as covering all cases where the decision to migrate is taken freely by the individual concerned, for reasons of 'personal convenience' and without intervention of an external compelling factor.”

This definition indicates that “migrant” does not refer to refugees, displaced persons, or others forced or compelled to leave their homes. Migrants are people who make choices about when to leave and where to go, even though these choices are sometimes extremely constrained.

Migration

Migration is the systemic movement of people from one place to another. There are many reasons for migration – economic, social, political, or environmental. There are usually *push factors* (negative conditions and perceptions that cause people to want to leave a place), and *pull factors* (positive conditions and perceptions that attract people to a new place at work). Migration impacts both the place left behind and the place where migrants settle.

Migration Terms:

a. *Emigrant*: One who leaves his own country to reside in another.
b. *Immigrant*: A person who comes to one country from another to settle.
c. *Emigration*: When someone leaves a country.
d. *Immigration*: When someone enters a country.
e. *Economic migration*: Moving to find work or to follow a specific career path.
f. *Social migration*: Moving somewhere for a better quality of life or to be closer to family or friends.
g. *Political migration*: Moving to escape political persecution or war.
h. *Environmental* causes of migration include natural disasters, such as flooding or earthquakes.

National Skills Audit

A National Skills Audit is an audit which provides detailed evidence-based reports of scientific investigation and key intelligence on the existing and future skills needs of a country. The audit also provides a synthesis of evidence on existing and emerging demand for and supply of skills.

North and South Countries

A North Country represents high-income economies, based on World Bank classifications, and the South represents low- and middle-income economies.

Over-stayers

An Over-stayer is an individual who has remained in a country without legal authorization or permission beyond the given date specified in his/her official travel documents. These persons have neither left the country on the date indicated nor asked for the leave to be extended. Over-staying is an immigration offence in most countries. A person commits the offence on the day when he or she first knows that said leave to enter or remain has expired, and continues to commit it until such time as his or her position is regularised; for example, through a further grant of leave to remain in the state.

Productivity

Productivity is the relative rate at which outputs of goods and services are produced per unit of input, including capital, raw materials, and labour. An increase in productivity means that either more output can be produced using the same level of inputs, or less inputs are necessary to produce the same level of output.

Research Instrument

A research instrument is a testing device for measuring a given phenomenon, such as a paper-and-pencil test, a questionnaire, an interview, a research tool, or a set of guidelines for observation.

Skills Gap

A skills gap is a gap between what an organisation requires their employees to be able to do and what those employees can *actually* do on the job. The gap is a combination of the excess demand for skills and insufficient supply of skilled talent in the labour market.

Skills

In migration literature, defining skills is one of the biggest deficiencies; this is seen when, for example, the literature discusses "high-skilled migrants" without describing the concept of "high skilled." The concept of skills is not uniform (Iredale, 2001) as it can include formal educational qualifications, informal learning, learning on the job or by experience. There are hard and soft skills, with hard being knowledge of profession and soft being the social and communicative skills (Williams, 2006). Skills can be defined in broad and strict terms. "Skills," in a strict sense, signifies knowledge gained through formal education, while "skills" in a broad sense describes the level of formal education, plus expertise and work experience in a certain field, which must be translated to an equivalent level of education.

Sloop

A Haitian sloop is a wooden sailing vessel with one head sail and a single mast, constructed by Haitian boat builders. The sloop (from Dutch *sloep*, in turn from French *chaloupe*) is one of the main forms of transportation for Haitian economic refugees in the human-trafficking industry.

Stowaway

A stowaway is a person who hides in, or secretly boards, a transportation vehicle, such as a ship, an aircraft, a train, cargo truck or bus, in order to travel without paying or without being detected.

Temporary Worker

Temporary labour migrants are also known as guest workers or overseas contract workers. These are people who migrate for a limited time to take up employment and send money home.

Undocumented Migrants

Irregular migrants (or undocumented /illegal migrants) refer to people who enter a country, usually in search of employment, without the necessary documents and permits. In the case of the TCI, this category of migrants includes persons entering the country by sloops, stowaways, fast boats and those who are "Visa Over-stayers."

PREAMBLE

According to the United Nations, every country is struggling to meet the expectations and needs of its populations in terms of demographic trends, health care, education, and the maintenance of a constant supply of skilled personnel for the labour market. However, improvements in the standard of living in most societies over the last 30 years have created increasing pressure on labour markets in both the short and long term.

According to the Caribbean Development Bank, in 2015, the Turks and Caicos was able to sufficiently satisfy its population by being the economy with the strongest performance in the Caribbean. The Turks and Caicos reported a 4% rate of growth in 2015, and is expected to maintain almost the same growth rate over the next three to five years. This robust economic performance is largely credited to the thousands of migrants and overseas companies registered on the island; Direct Foreign Investment; an increase in well-heeled tourist arrivals (mainly from the United States and Canada); offshore financing; fishing; and a boost in construction activities directly related to tourism-based projects.

In general, the people who live in the Turks and Caicos Islands (TCI) have more economic advantages than those living on other Caribbean islands. The country has a strong economic rating and is viewed by foreign nationals as having a pro-business investment climate. In addition, TCI is easily accessible to the United States of America and Canada, and has many direct air routes to other countries. Its legal system and a high level of safety and security, coupled with its excellent customer service, are other key factors that serve to attract businesses to the TCI.

A major advantage of the country is that, in regard to its human resources, there is a large, untapped, pluralistic pool of youths and easily accessible land space. Based on current statistical and population trends, the TCI is expected to double in size over the next 25 years.

However, while its current economic indicators are favourable, based on trends, the TCI is likely to face the risks of severe skills shortages, skills mismatch, and increased levels of crime and poverty in the foreseeable future. In the short run, it is therefore necessary to put in place certain socio-economic measures for mitigating against those risks.

Any unskilled or low-skilled, low-qualified society with an aging population and low fertility rates – combined with a brain drain – can lead to few qualified workers being available for the labour market. New economic and technological developments demand that current workers, and even those who are not properly trained or certified, produce more.

The TCI is no different, and to solve these skills gaps the Turks and Caicos Islands Government (TCIG) has resorted to using the ready and available migrant global labour market as a means to overcome the skills shortage in the domestic labour market. The need for foreign migrant workers to fill these immediate and future gaps in the labour market in the Turks and Caicos Islands could be seen as a symptom of shortcomings in governmental planning and the implementation of processes and policies.

The Ministry of Border Control and Employment and the Ministry of Education, respectively, needed to have created the skills that are necessary to fill these employment shortages over the last seven to ten years. At present, the local TCI people population cannot effectively respond to the rapidly growing demand for skilled workers. Thus, corporations have to rely on foreign workers for the next five to seven years or until the government and people set effective policies to ensure and enforce locals' participation in the labour market.

At present, there is an over-supply of labour among persons with primary and secondary education, while there is a huge demand for workers with vocational education and university education, respectively.

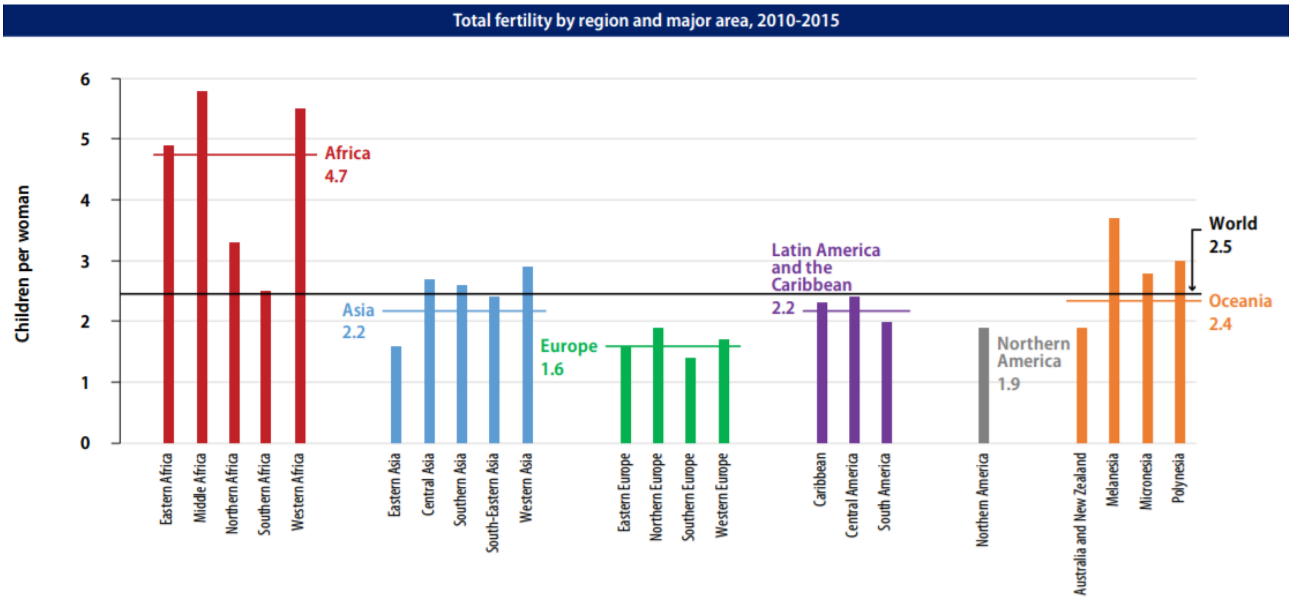
Table 0 - 1: The Level of Skills Mismatch in the TCI Economy

	University	Secondary with Vocational Training	Secondary	Primary	Total
Supply	9	7	27	22	
Demand	31	44	22	11	100
Difference	-22	-37	5	11	

Migration has played a very important role in shaping the TCI for more than 200 years; it will continue to be the main source of the labour market and of population increases over the next 25 to 50 years. The onus will be on the citizens to make a conscious effort to increase their current fertility rate to meet and maintain the needs of the country.

Evidence points to the fact that fertility rates of developed countries are far below the standard benchmark to maintain a consistent population increase; and, as such, these countries must rely on immigration to maintain a constant or steady balance in population. At present, the fertility rate of the Turks and Caicos (1.70) is one of the lowest is the Anglo-Caribbean and the third lowest in the wider Caribbean (Cuba and Trinidad have the lowest fertility rates, at 1.5. and 1.63 respectively. See Figure 0.1).

Figure One.1: Fertility Rates of the World



Source: (ECLAC, 2015)

Research emerging from Harvard University (2016) has shown that "countries with migration policies are more likely to have faster economic growth rates than countries without. In addition, migrants bring new ideas, creativity and innovation." Furthermore, "the productivity of locals is diametrically increased when they work alongside foreigners" (World Economic Forum 2016).

According to research from the TCINSA, migrants in the Turks and Caicos Islands start more businesses and are better capitalized than their local counterparts. This trend is in keeping with other countries, as in most developed countries, such as the United States, Canada, England and Singapore, immigrants are 35 percent more likely to start a business than non-immigrants. According to the U.S. Policy Institute, 18 percent of all small business owners in the United States are immigrants and 34 percent of all businesses are owned by the children of migrants. This means that over Fifty three percent of all businesses are owned by migrants and their children.

Businesses that are owned by first- and second-generation immigrants create a higher percentage of jobs for youths than traditional non-immigrant companies. According to the finding of the National Skills Audit, businesses owned by foreign companies in TCI employed an estimated 11,234 people in 2016, and based on the latest estimates, these businesses generated more than $149 million annually.

The TCINSA also reported that immigrants in the TCI are more likely to create their own businesses and depend less on the government. Currently, 22.75 percent of foreign-born business owners are self-employed, compared to 11.34 percent among the native-born. Furthermore, immigrants in the TCI are three times as likely to develop innovative technologies and invest in companies than locals are, since they have easier access to foreign capital than do local businesses.

The Turks and Caicos benefits in several ways from in-migration: When persons from developed countries immigrate, they have a high tendency to start their own businesses, as they come in with the necessary capital. Secondly, migrants to the TCI, on average, are well educated and bring a wide array of experience to the country. Much of the private sector in the TCI is run by migrants and expatriates. Several are involved in cutting-edge businesses, such as Science, Technology, Engineering and Mathematics (STEM) industries.

The TCINSA also revealed that migrants in the workplace, collectively, have more first and second degrees than the resident population, holding Bachelor's degrees or higher qualification. Migrants held 67 percent of the engineering jobs; 88 percent of the teaching jobs; 77 percent of nursing jobs; 73 percent of mathematician and computer scientist positions, and 91 percent of all the upper-management jobs.

The significance of skilled migrants and the contributions they have made to the economic development of the TCI over the last 30 years is most profound when compared to the rate of increase in the earning power of the locals.

Over the last three decades, the TCI population has increased by approximately twenty-four thousand (24,000) people, which is attributable mainly to the immigration of persons to work in tourism, construction, customer service/care, education, medical and other elementary occupations. For example, from 1986 to 2017, the increase in the immigrant population had a direct correlation with the increased earning potential of the population. Between those years, increased immigration was correlated with increasing earnings by 72.3 percent and is expected to contribute to an increase of 2.4 percent over the long-term.

In 1980, the average worker in the TCI earned $1,065.00 per month, and today the average TCI Islander worker makes $1,875.00. Due to the comprehensive immigration reform that is currently taking place in TCI, the TCINSA is expecting that, within a few years, the country will be able to see full employment for TCI nationals with the more than 2,300 currently vacant jobs and the more that 5,000 additional jobs that are expected within the next three to five years (TCINSA, 2017). This will be achieved by rapid growth in the economy and from increased immigration, changes in consumer spending, heavy reliance of the financial sector, and further diversification in the economy.

Executive Summary

The publication of the National Skills Audit Report (NSAR), together with the Migration Survey, is the first comprehensive assessment on the status of Employment, Skills Gap, Job Vacancy and Education in the Turks and Caicos Islands. It provides an inclusive assessment on the status, perception and lifestyle of migrants and their dependants who chose to work in and live in the TCI. In addition to providing key findings, this report discusses some of the creative ways to solve the current challenges.

The Report entitled "Jobs, Education and Certification" aims to assist the Ministry of Border Control and Employment, Ministry of Education and the Government of the TCI, as well as TVET policy-makers and local educators, international donor agencies, businesses and industrial personnel in the OECS and CARICOM member states and other developing countries, in their planning of short- and long-term strategies for human resource and human capital development in Small Island States. This Study can also provide a basis for improving the effectiveness, efficiency, and quality of the Labour Market with respect to vocational programmes and, in so doing, promote career and personal development.

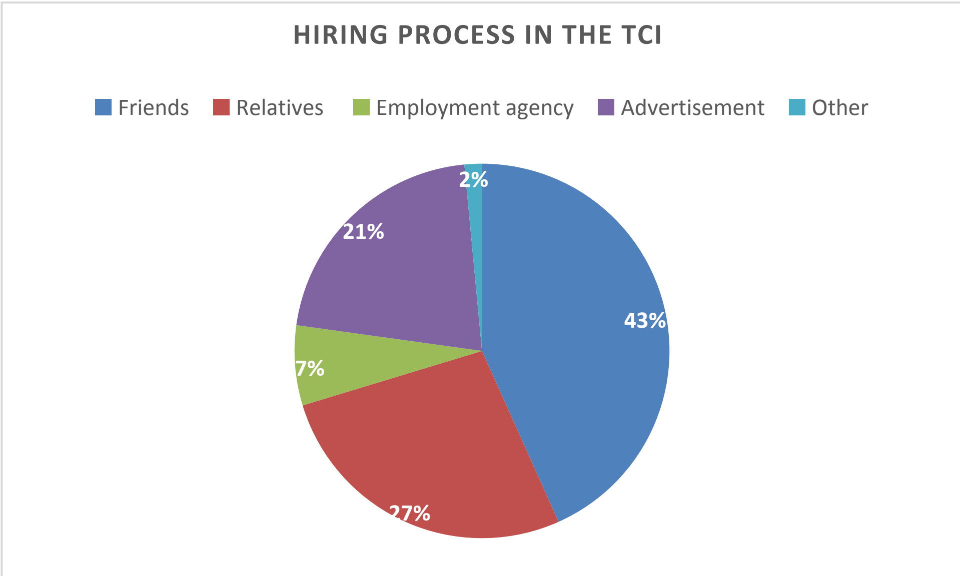
The first focus on the National Skills Audit was to examine whether the current skills needs in the TCI Labour Market were being met and, if not, to determine the mismatches between the skills needed and the skills that were available among local TCI Islanders and migrants. The Audit also looked at the process of employment in the TCI; that is, how people enter the labour market. It was observed that 70% of persons who are hired in the TCI are recruited via the referral process (Friend, Family, Work Experience, Network, Contact), which has an impact on the quality of the workforce, since workers should go through a standardised process for employment.

Summary of Findings

The Enterprise Survey of Jobs and Sills in the TCI

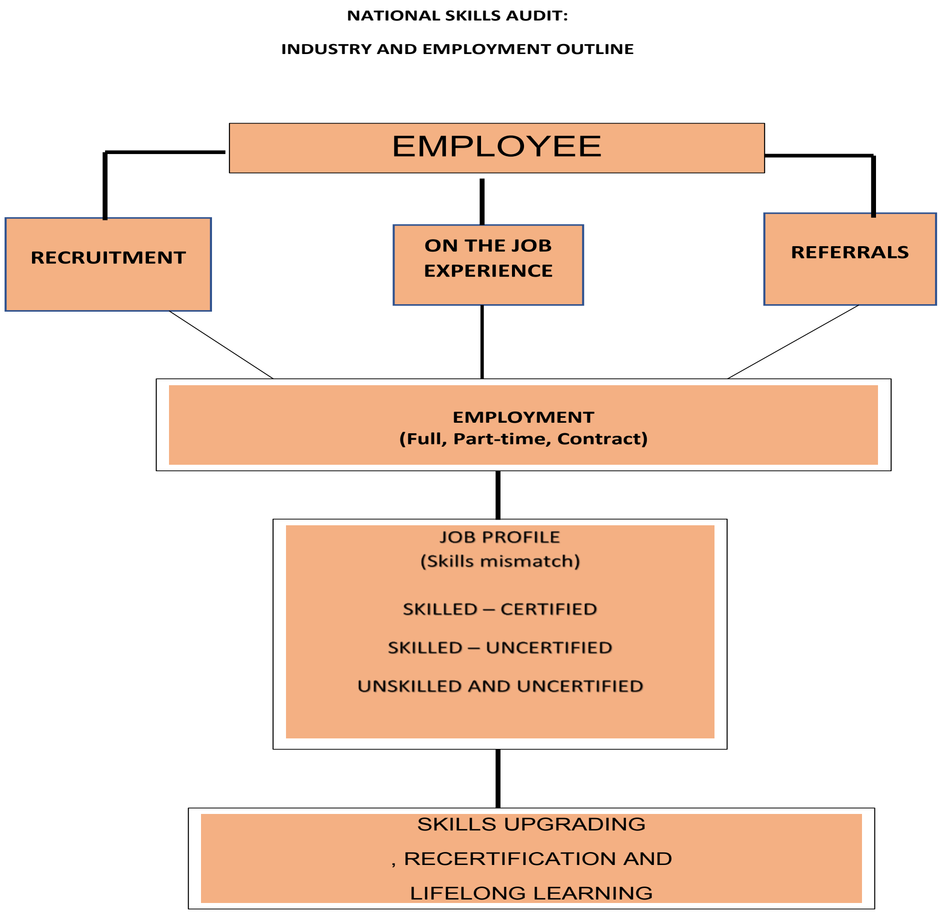
A summary of the weighted number of employed persons from the Nationals Skills Audit Survey, as at June 30, 2016, shows that of the total employed in the Private Sector — which is approximately 14,625 persons — 7,130, or approximately 49%, were Belongers, and 43% were non-Belongers. Eight percent (8%) of the respondents did not declare their status, perhaps because they are non-Belongers. Based on the findings it was also revealed that there is an economic surge in the TCI in almost every industry sector and the economy is expected to make significant gains over the next three to seven years. Policy makers should therefore plan for these changes.

Figure One.2: The Hiring Process in the TCI



The following figure shows the employee entrance in to the Labour Market in the TCI

Figure One.3: Employee entrance in to the Labour Market in the TCI



As expected, employment is most heavily concentrated in the accommodation and food service sector, which accounts for 31% of total employment. In this sector, on the basis of the sample who indicated their status in the TCI, 54% of employees in the sector were non-Belongers. The sector employing the largest number of persons in the TCI is, therefore, heavily reliant on foreign labour. This trend is likely to continue over the next three to seven years.

The following figure shows newly employed workers in the TCI 2015 to 2016

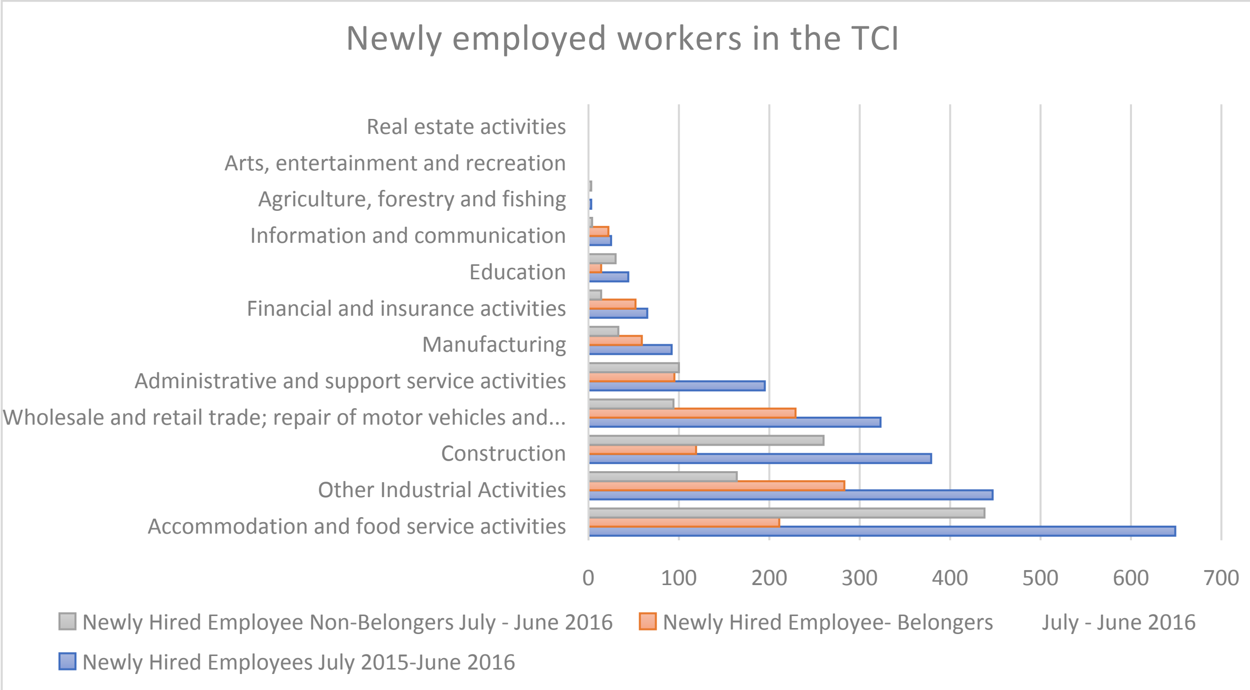


Figure One.4 : Newley Employed Workers in the TCI 2015 to 2016

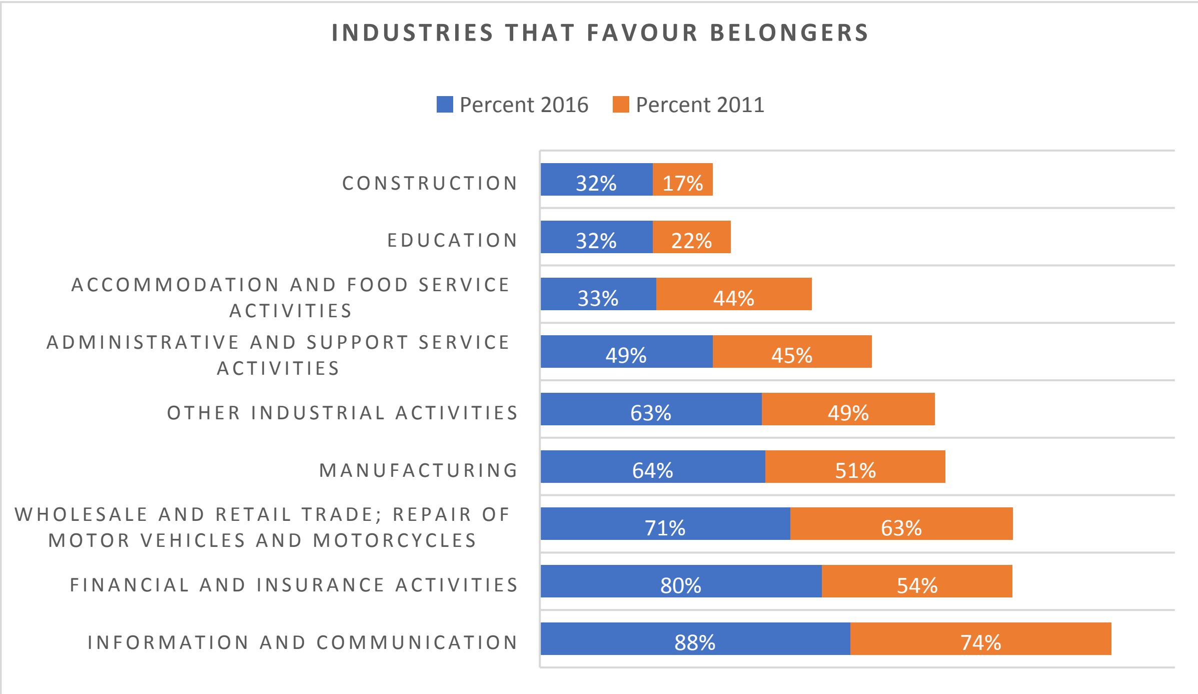
The next single largest sector is construction and, in this case, foreign nationals outnumber locals by approximately 2 to 1. This trend is also likely to continue over the next three to seven years as evidenced in Table 0-2 below.

Table 0—2: Industries that Employed the Highest Number of Belongers Over the Last Five Years

Major Industries	Percent 2016	Percent 2011
Information and communication	88%	74%
Financial and insurance activities	80%	54%
Wholesale and retail trade; repair of motor vehicles and motorcycles	71%	63%
Manufacturing	64%	51%
Other Industrial Activities	63%	49%
Administrative and support service activities	49%	45%
Accommodation and food service activities	33%	44%
Education	32%	22%
Construction	32%	17%

The other sector where relative employment levels are even more heavily skewed towards non-Belongers is Education (Figure 1.5), where the ratio of Belongers to non-Belongers is 1:3 and only 32% of Belongers are in that sector which does not command a high salary.

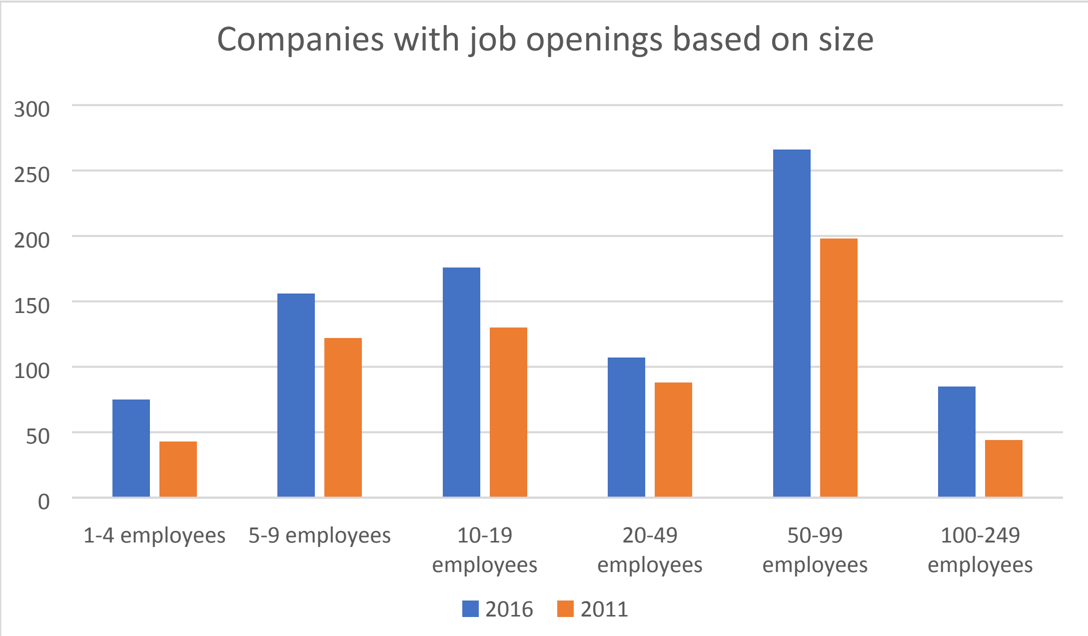
Figure One.5: Industries that Hire Highest Percentage of Belongers (2016 vs 2011)



It was also important to examine the total number of newly hired employees, by industry group, for the 12-month period July 2015 to June 2016. An examination of the following table provides a sense of the trajectory of the level of total employment by sector. In this table, it can be seen that the ratio of Belongers to non-Belongers who were hired is approximately 49% to 51%, respectively. This indicates that the skew towards non-Belongers in the workforce is likely to increase over time.

This trend was most apparent in the accommodation and food service sector for newly hired employees, where the relative numbers of foreign nationals recently employed was 70% compared to 30% on average for Belongers. When this is compared to the relative numbers currently employed in this sector, this further affirms the quite significant shift towards the use of foreign labour to fill vacancies within the private sector of the TCI.

Figure One.6: The Hiring of Foreign Workers Company with Job Opening Based on Size



Source: TCINSA (2016)

The hiring of foreign workers is likely to continue to rise for the next three to seven years. This is due to the following reasons; the local population in the TCI cannot adequately supply the demand of the Labour Market, not only because there are not enough persons available to fill the demand, but also because the jobs that are available require higher-level qualifications that are not available on island. Furthermore, most jobs require individuals with two or more years' experience. At present, 53% of the TCI local labour force comprises persons with secondary education, which is three percentage points lower than the 58% of the OECS countries.

Summary of the Chapters

Chapter One:

This Chapter discusses the general introduction and background of the study with regard to the Terms of Reference, the reason for the study, objectives and scope of the report. It lays the foundation for the study by looking at the TCI from many angles, such as the making of the TCI, its history and geography, and its political and economic interactions. The Chapter gives a detailed narrative of the history of the TCI from a migrant's perspective, dating back to the Salt Trade, to the need for migrants for the tourism industry today.

Chapter Two:

The main focus of Chapter Two is the microeconomic framework of the TCI. This Chapter discusses in detail the nature of the TCI economy and the challenges the economy is facing and is likely to face in the next three to five years. It gives an assessment of the overall economy, which had a growth rate of 4.1% in 2015. The

Chapter also discusses issues relating to labour, migration, safety, education, diversification, and other socio-economic data. The following table for example, shows the ranking of newly employed persons by occupation and qualification, with the non-Belongers outnumbered local TCI Islanders by 2:1.

Table 0—3: Employment with University Degree or Higher

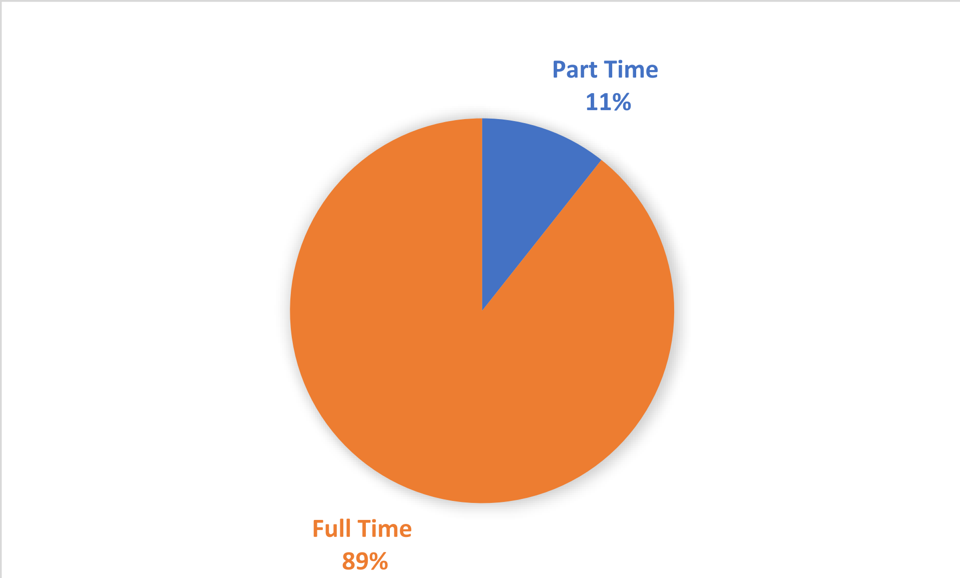
Ranking of Newly Employed Persons by Occupation and Qualifications (July 2015 to June 2016)	Number Newly Employed	Belongers	Non-belongers
Name of Occupation			
Requiring at Least Undergraduate Degree			
Sports coaches, instructors, and officials	60	15	45
Protective services workers not elsewhere classified	8	2	6
Managing directors and chief executives	23	6	17
Secondary education teachers	20	3	17
Sales and marketing managers	11	5	6
Fast food preparers	8	1	7
Shop supervisors	15	2	13
Business services and administration managers	11	7	4
Total	**156**	**41**	**115**

Chapter Three:

This Chapter provides a comprehensive breakdown of the number and composition of migrant workers in the TCI; the country of origin, and what types of skills and education levels they posses. The Chapter references all the occupations in the TCI against the eight classifications within the ISICO codes. It also discusses the types of residency applications and work permits issued by the Labour Department. Haitians out number every other nationality with respect to applying for residency status and Work Permit application. In addition, Haitian workers form the highest percentage of the labour force, especially the elementary working population.

With regard to employment, most employees and employers preferred full-time work as evidenced in Figure 1.7 below.

Figure One.7 : Employment in the TCI based on Full time and Part time

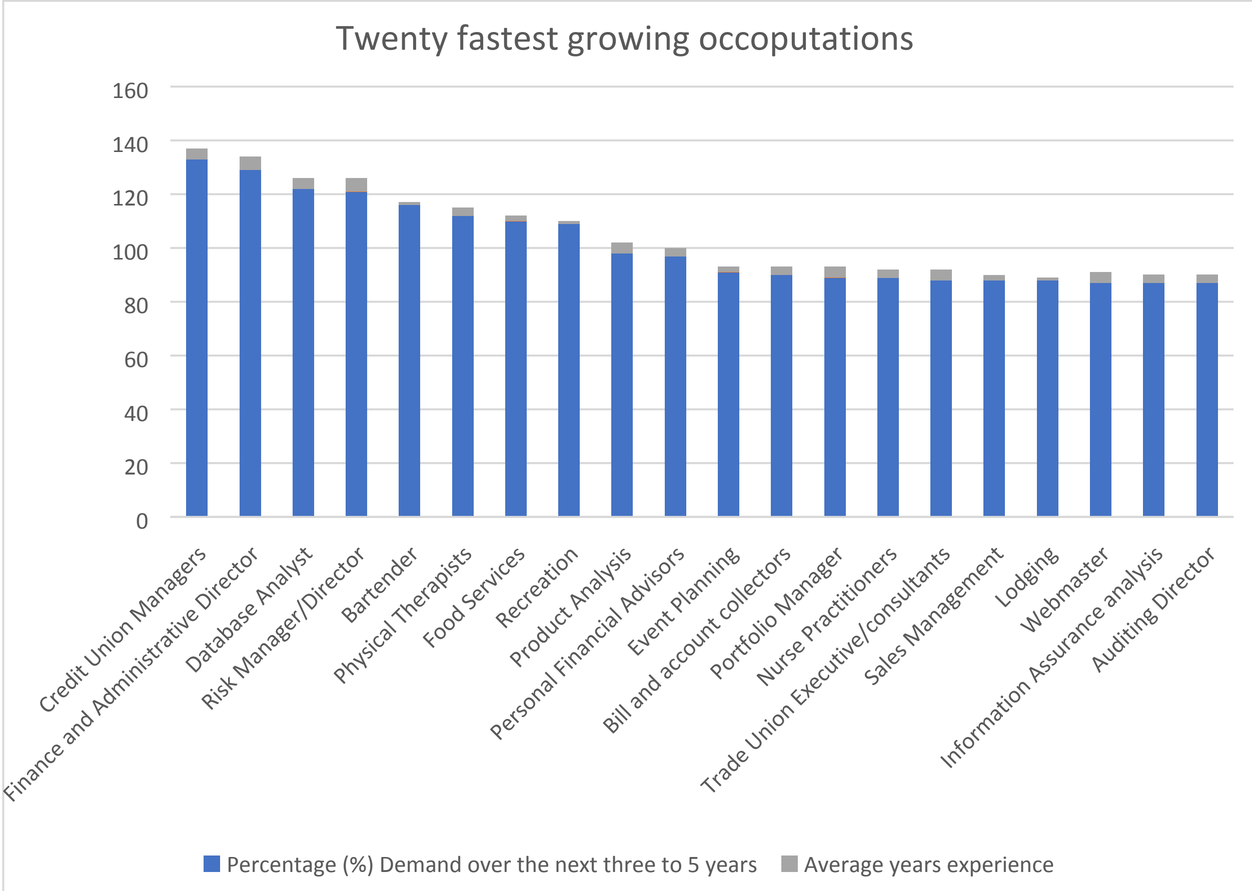


Chapter Four:

Chapter Four focuses on the methodology and the technical and scientific procedures for gathering the information for the Enterprise Survey and the Migration Survey. In addition to these two main surveys, a number of other smaller opinion surveys were conducted throughout the project. Included in this group, was a Wellbeing Survey, the first survey of its kind the English-Speaking Caribbean. Most of the migrants who participated in these surveys stated that they were very happy living and working in the TCI and they enjoyed a better-quality lifestyle and higher income levels than in their home country. In addition, migrants from the Settlement countries expressed the opinion that their standard of living was equal to or greater than 75% of the local population.

Figure 1.8 below shows the trend of the fastest growing occupations in the TCI with the required years of experience, which is expected to continue over five years.

Figure One.8 : Top 20 Fastest Growing occupations in the TCI over the next 5 years



Chapter Five:

This discusses the findings of the Enterprise Survey and an analysis in relation to the skills gap, employment, and underemployment for both TCI Islanders and migrants. The study revealed that there is a huge skills gap in the TCI which will take approximately three to ten years to fill. The gap is even more complex since the majority (53%) of the TCI local population have only completed Secondary Education. In the next few years most of jobs in the TCI will required persons with Vocational and/or College education which most of the Local TCI Islanders do not currently possess. Furthermore, there is a high percentage (42%) of TCI Graduates who are also preparing to migrate to the USA, England or Canada which will add to the further widening of the gap. The greatest concern lies with the future of TCI Belonger youths where the majority (178 out of 330) did not see a future in the TCI. Conversely, children of migrants expressed a very positive outlook of living in the TCI.

Table 0-4 and Figure 1.9 show the fastest growing occupation in the TCI and the level of experience and qualifications Belongers have to fill these positions. For example in Table 0-4, only Five percent of Belonger's have the required qualifications and experience to take up a position as a Credit Union Manager in the TCI.

Fastest growing occupations	**% of Belongers with Experience and Qualifications**
Credit Union Managers	5
Webmaster	44
Trade Union Executive/consultants	8
Sales Management	47
Risk Manager/Director	21
Recreation	19
Product Analysis	17
Portfolio Manager	29
Physical Therapists	25
Personal Financial Advisors	22
Nurse Practitioners	33
Information Assurance analysis	25
Food Services	23
Finance and Administrative Director	19
Event Planning	33
Database Analyst	44
Bill and account collectors	57
Bartender	29
Auditing Director	33
Lodging	27

Table 0—4: Fastest Growing Occupation in the TCI and the Level of Experience and Qualifications Belongers

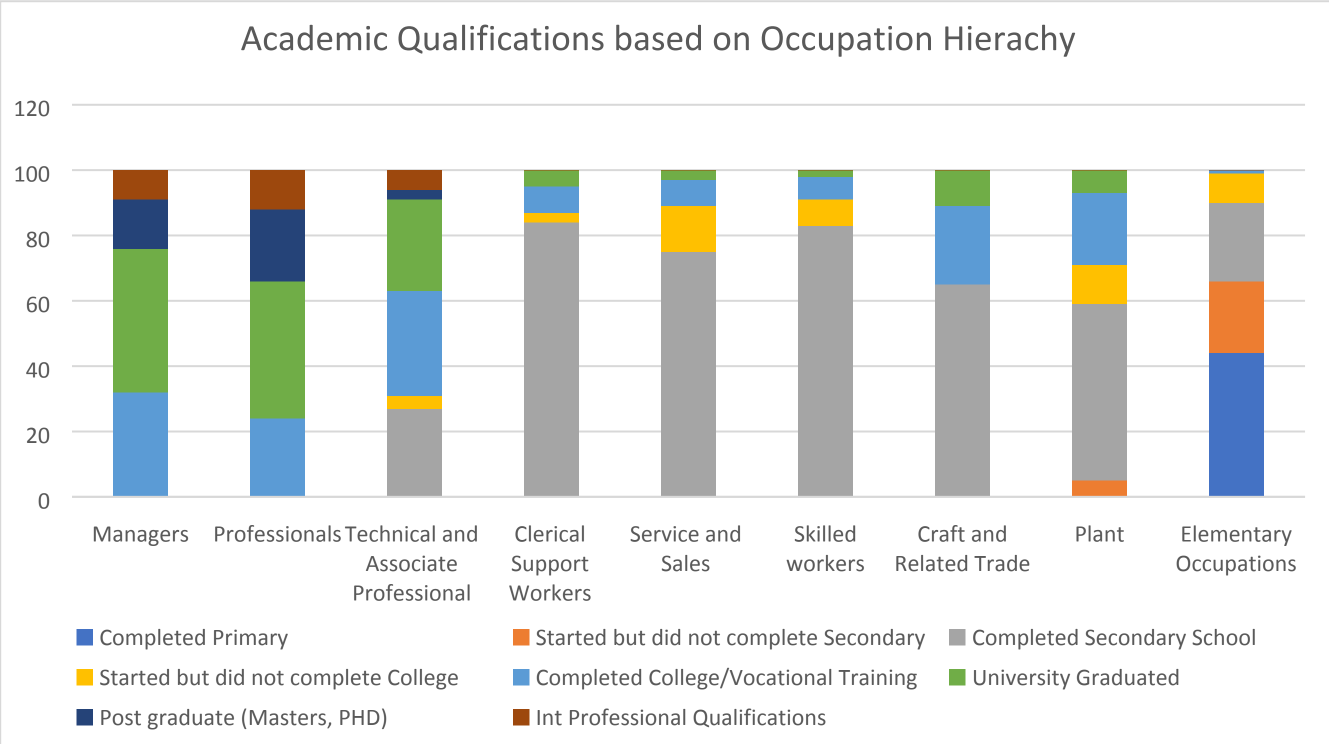


Figure One.9: Academic qualifications in the TCI based of occupation levels

Chapter Six:

Chapter Six deals with the results of the Migration Survey and the challenges migrants face in the TCI. 621 migrants interviewed in the survey expressed happiness working and living in the TCI, many of them stated that working in the TCI have improved their economic standings and their Well being. The greatest challenges migrants faced occurred in the application and renewal of Work Permits.

Chapter Seven:

This chapter deals with the Opinion Survey and the perceptions that migrants and TCI Islanders have of each other. It also discusses the well-being of migrants. Generally, the local TCI Islanders perceive that migrants have better opportunities than they do and are given better jobs with and greater employment benefits than themselves. Conversely, the Migrant population believe that Belongers are privileged and are always protected by the local law, and do not work as hard as they do.

Chapter Eight:

Chapter Eight lists 50 recommendations and suggestions that the Consultants believe can assist TCI policy-makers to solve some of the challenges discussed in the report. 21 are presented - in no order of priority.

1. There needs to be a series of national discussions on the issue of diversity and the impact migrants have on the development of the TCI.
2. Immigration and Work Permit Board members and staff should be given a more comprehensive training course to include diversity and cultural sensitivity.
3. There is an urgent need for a National Training Authority or TVET Council in the TCI to drive the development of skills and lifelong learning.
4. There is an urgent need for a migration and population policy for the TCI.
5. An Electronic Labour Market Information System (ELMIS) should be developed to host and maintain data pertaining to the labour market from employers, including the availability of jobs.
6. The Government should consider establishing a TCI National Skills Development Strategy.
7. Scholarships should be offered to both Belongers and non-Belongers, including the migrant population, based on economic need and qualifications.
8. Measures should be taken to establish additional educational institutions at all levels in the education and training system, including tertiary and post-secondary institutions.
9. The Ministry of Education should consider integrating technical and vocational education at the primary- and secondary-school levels.
10. Work experience should be introduced for students about to leave school to help transition them from school to the work environment.
11. Co-operative educational partnerships should be introduced to strengthen the link between school and industry.
12. Diversification of the TCI economy should be given immediate priority.
13. The Financial Service industry should be given priority as a growth area owing to its competitive advantage.
14. A Five-year Plan should be developed to transform the TCI into the financial centre of the region, coordinated by a Financial Service Task Force to assist in this transition.

15. Health and safety regulations should be introduced as a priority in the TCI.
16. A National Bureau of Standards should be introduced in the TCI to standardise the production and supply of goods and services in the country.
17. The Police Force (Service) should be increased by at least 30%, buoyed by officers from other jurisdictions.
18. The Government should consider establishing a TCI consulate in Haiti, Dominican Republic, and Jamaica.
19. The TCIG should consider developing bi-Lateral relationships with other CARICOM countries to regularise the transfer of labour.
20. There should be a migrant registry where migrants could register their skills. The skills and competencies could be tapped into by the public and private sectors. The ELMIS could host this information.
21. A National Qualifications Framework should be established for the country which will assist in the recognition of qualifications and promote lifelong learning.

Chapter One

Introduction and Background

1.1. INTRODUCTION AND BACKGROUND

This report presents the findings of the Skills Audit Survey of the Turks & Caicos Islands (TCI) labour force, which was conducted from April 2016 to April 2017.

Whilst the island of Grand Turk is the nation's capital, Providenciales is the most populated island, housing the main international airport and the holiday resorts. Historically, the population of TCI has varied between 5,000 and 6,000 and it is only since the 1980s that it has increased rapidly. The population is now five to six times larger than it was in the 1970s, and its growth was primarily spurred by the development of the tourism industry.

The current population of TCI is approximately 34,700, and it is estimated that there are 9,200 undocumented migrants in the country. Migration accounts for about two-thirds of TCI's population increase over the last 10 years. As a result, TCI nationals (*see below for a discussion of the term "TCI nationals"*) are now in the minority, accounting for 40% of the population, although they remain the largest group. In 2001, TCI nationals constituted 52% of the population. It is anticipated that this trend will continue in the years to come.

The largest migrant group are Haitians, with 35% of the population, followed by Jamaicans (8%) and the Dominican Republicans (DRs) with 5%. Unlike other groups, where there has been a high turnover, as many as 45% of the current Haitian population was resident[1] in 2001. Table 1-1 below shows the Top 10 destinations of Haitian migrants and dispels the perception that the TCI is a top contender:

[1] TCI residents are different from TCI nationals.

Table One—1: Top Ten Destinations for Haitian Migrants since 2000

Top destination ranking	Destination country	Number of Migrants
1	United States	600,000
2	Dominican Republic	330,000
3	Canada	90,000
4	France	70,000
5	Brazil	65,000
6	Bahamas	30,000
7	French Guiana	20,000
8	Guadeloupe	20,000
9	Turks and Caicos Islands	5,780
10	Sint Maarten (Dutch part)	< 5,000
11	Curacao	<5,000

Source: UN Population Division (2015)

As a result of the high level of immigration, the population (nationals and residents) is now more heavily concentrated in the main working age groups (25-64 years), while the proportions of children and the elderly have both declined. Nonetheless, over one third of the population is aged under 25 years. Overall, 45% of the population under 24 years are non-nationals.

The labour force has increased by 60% since 2001, from 11,300 to around 18,000, slightly more than the increase in population due to the high level of migration. The overall labour force participation rate is approximately 83%, reflecting the high share of migrant workers in the labour force. In 2001, non-TCI nationals accounted for just over half of all employment in the country. By 2012, this proportion had risen to 65% with increases in every sector. Government is the only sector where TCI nationals dominate, as they have priority access to public-sector jobs. Non-nationals account for over three-quarters of employment in the personal services, retail, and construction sectors, as well as 69% of employment in the tourism sector.

The male share of total employment has decreased from 57% to 49%, with the most significant changes being in the wholesale/retail and public services. The only sectors where males predominate are those where manual labour is prevalent, e.g. transportation, agriculture and manufacturing and, especially, in construction.

The skills audit, which had as its purpose a comprehensive assessment of the current workforce of skills gaps and of potential migrant labour needs, should be seen in the light of the above development. Hence, the audit is intended to assist the Ministry of Border Control and Employment in developing a strategy for enhancing the management of the national labour market for the benefit of the Government, employers, and both national and foreign workers.

1.2. THE TERMS OF REFERENCE

Ministry of Border Control and Employment, April 2016

The Government of the Turks and Caicos Islands, under the auspices of the Ministry of Border Control and Employment affairs, requested the Consultant to undertake a National Skills research and conduct a comprehensive assessment of the current workforce, of (i) skills gaps, (ii) potential migrant labour and skill needs, as well as to (iii) assess the human capital requirement of the labour force with respect to the nature and challenges of migrants in the TCI.

The study also looked at (a) the impact on population growth, including inward and outward migration in the TCI; (b) the employment and skills of migrants, including all social and economic challenges they face in the TCI; and (c) the impact on their dependents both in and out of the TCI. The study included migrant status, safety, access to economic activities and discrimination.

The productivity of migrants with respect to growth in the economy is a major driver of improvements in real per capita living standards; so, there is value in identifying the ways in which population growth and the human capital aspects of migration can affect productivity and the growth of the TCI to achieve its overall objectives.

Specification of the Terms of Reference

The Terms of Reference specify the following tasks to be carried out by the Consultant:

- Collect and analyse relevant statistical data and qualitative information on labour migration in TCI;
- Assess existing instruments, indicators, methodologies and information systems on the labour market and develop criteria and guidelines for its establishment and/or enhancement in order to match labour supply and demand in TCI, among others;

- The development of a labour migration information system (LMIS);
- The work permit system (WPS);
- Mechanisms in place to exchange information between LMIS and WPS, including available IT tools;
- Mechanisms available for disseminating information and providing counselling on labour insertion, training, employment and entrepreneurship;
- The link between the labour market and human resources planning, both in terms of market needs and availability of vocational training, educational programmes, and other relevant programmes;
- Existing policies, domestic legislation and regulations on inward labour migration, as well as international legal instruments relevant to TCI, vis-à-vis its priority needs;
- Institutional framework governing inward labour migration, including gaps and strengths of current internal coordination mechanisms;
- The functioning and regulation of public/private foreign employment agencies, vis-à-vis international standards, registration, licence, monitoring, enforcing regulation, fees and documents required from potential migrants, performance, self-regulation, etc.;
- Measures to promote rights and welfare of the workforce, including migrant workers, access to social welfare, education/training and skills development;
- The impact of labour migration on the national economy, including financial security, agriculture, trade, tourism, health, education, governance and the environment;

- Design and carry out a comprehensive survey among employers and concerned national institutions about the labour shortages and available skills in the islands;
- Support the current design, development and establishment of an appropriate labour market information system;
- Based on the results of the assessment of existing instruments and the survey, analyse existing labour market needs and develop criteria and guidelines for their carrying out and periodically update under the developing LMIS;
- Promote the establishment of a prospective labour market monitoring system (LMMS) to evaluate and anticipate manpower needs, and set up job-matching tools capitalising on the information generated by the future LMIS;

- Propose a draft strategy for inward labour migration, including a Plan of Action and practical/detailed recommendations for concerned national institutions working in the area of labour migration to strengthen migration management in TCI.

1.3. Team composition

The consultancy was conducted by Dunn Pierre Barnett and Associates Limited (DPBA), located in Toronto, Canada, and Kingston, Jamaica. The team was led by Dr. Jorgen Billotoft, a European Union consultant, researcher and sociologist, and Cleophas Justine Pierre, a labour statistician, researcher, social sector specialist, and migration consultant. These two professionals were assisted by a total of five (5) other consultants who have all worked in the Caribbean and are very familiar with the economic and social landscape in the region.

Dr. Brian Francis contributed to the drafting of the audit report and to the socio- and micro-economic, labour, policy aspects of the project, while Mr. Edwin St. Catherine, who currently serves as the director of statistics in Saint Lucia, was responsible for coding, editing, scanning and verification and the production of the required frequency tables, in addition to the quality assurance of the surveys.

Dr. Paulette Dunn-Pierre was responsible for assessing the skills gaps component of the project, in addition to back-stopping, quality control and other administrative aspects of the assignment. In addition, the team worked alongside a local consultant domiciled in the Turks and Caicos Islands, Mrs. Edith Skippings, who was responsible for the enumeration process of the Survey, while Mrs. Judith Campbell and staff of the TCI Community College assisted with the inputting of data.

1.4. Objectives of the Audit

The main aim of the Turks and Caicos National Skills Audit and Migration Study was to provide valuable insights to government, the Ministry of Border Control, employers, education and training providers and individuals on the TCI's skills need for the present and the future. It was the logical stage before the development of a labour market information System (LIMS) and a labour market needs-led approach to training, skills development and certification of the labour force. These interventions will inform decision-making for ensuring current demand is effectively met by the ever-changing demand of the TCI labour force. In addition, it will adequately predict the future demand for skills.

The Audit will inform the labour market and help it to operate in the most effective manner in order to maximise economic prosperity, using the highest-quality information that is available. This information needs to enable all stakeholders – government, employers, individuals, universities, colleges, other training providers, social and political actors – to make well-informed decisions about which areas of the economy are likely to provide opportunities in terms of employment and economic growth, and about areas of likely skills shortage and deficiencies now and in the future.

1.5. Conduct of the Study

In undertaking this study, the consulting team conferred widely and frequently with key stakeholders. Several discussions were held with representatives from regional authorities and governments, such as CARICOM, The Caribbean Development Bank, the Governments of Haiti, Jamaica and the Dominican Republic and several academics. Discussions were also held with UN Representatives, ECLAC, and PAHO, and with regional representatives from both the People's Democratic Movement and the People's National Party, the two main political parties in the TCI.

Consultations were had with foreign consultants and other international organisations. In addition, further roundtable discussions were held with representatives from various industries throughout the country. Details of the individuals and organisations that participated in the study through submissions, meetings and/or roundtable discussions are provided in the Appendix at the end of the report.

The consulting team approached this study from several perspectives. An assessment of the relevant literature was undertaken, including the large volume of previous empirical research on the economic impacts of skills, migration and population growth, not only in developed countries but also in the Caribbean, including literature from Haiti, Jamaica and the Dominical Republic, islands within close proximity to the TCI.

The consulting team's empirical analysis has sought to provide a better understanding of how the perceptions, attributes and characteristics of migrants can affect the economic growth of the TCI. It has also sought to examine more closely the social and economic mechanisms at work across occupations and industries and hierarchies within organisations. The latest available data has informed the analysis, wherever possible.

1.6. Summary of other objectives of the Audit

A summary of the other objectives of the National Skills Audit was to carry out:

- a general overview of strategic skills needs, assessing economic, social, technical drivers of change;
- an assessment of the likely futures and their implications for labour and migration and skills;
- a regional overlay, incorporating consistent and comparable skills data across the TCI;
- an assessment of the skills needs of existing sectors;
- an assessment of the skills needs of the key sectors identified in *New Industry, New Jobs*;
- identification of other economically significant sectors where skills deficiencies might constrain future employment and economic growth;
- an assessment of key occupations and skill requirements by sector.

The requirement for labour-market intelligence that enables informed decision-making is particularly important in the current fiscal position of the TCI. The pressure on public finance in the foreseeable future will require policy-makers at all levels to take difficult resourcing decisions, and there may be greater emphasis on other stakeholders (employers, for example) in funding training and qualifications. With the aim of a more informed system in mind, the National Strategic Skills Audit provides a comprehensive, solid and informative evidence base for:

(a) Policy-makers (e.g. government, regional development agencies). Building on existing intelligence, the Audit provides an authoritative, strategic overview that will help decision-makers to look at the longer term when prioritising future policy activity and when considering resource allocation. It will influence the development of national and regional skills strategies.

(b) Individuals and advisory services (e.g. Adult Advancement and Careers Service). Enhancing the ability of learners to make well informed decisions from the best possible information about the types of training and qualifications they wish to undertake and the careers they wish to pursue.

(c) TCI Community Colleges and other related bodies (e.g. the Skills Funding Agency). Enabling colleges and providers to assess provision against comprehensive labour market intelligence (This Audit was not a planning resource but will be used to help inform skills strategies which, in turn, will also help to shape provision of materials and infrastructure needed for skills development).

(d) Employers and related groups/services (e.g. Chambers of Commerce, Business Link, Sector Skills Councils). Providing intelligence that builds on that currently supplied by the Statistical Department and the National Insurance Board.

1.7. Physiological Well-being of Migrants

One of the other main aspects of this Report is research on the well-being of all migrants living in the Turks and Caicos, comparing their current standard to that set out by the United Nations. Beginning in 2006, the UN began having international debates about how best migrants should be treated, and how best to harness the benefits of migration since it is plays such a critical role in development. Despite the benefits of migration, many citizens and countries display a negative perception of migrants and they remain inadequately integrated into developmental frameworks at national and local levels in countries. To the issue, there is limited public understanding and appreciation of the contribution that migrants make to the development of their countries of origin and destination.

In this Report, the consulting team discusses the findings of the many opinion surveys and polls which were administered among many migrants and their families living in the TCI and their home country. The data was collected over a nine-month period from over 3,500 individuals, first- and second-generation migrants and over 1,700 permanent residents and Belongers of the TCI. As part of the wider research, a study was also done to assess the perception levels and measure the impact the TCI had on the well-being of migrants and their families.

1.8. The History of Migrants in the Turks and Caicos Islands

The Turks and Caicos Islands have been home to people from many different countries. The first known inhabitants of these islands were the Tainos, who settled on the islands over 1,000 years ago. According to Keegan (1995), the Taino people evolved as a result of the amalgamation of three distinct groups of peoples who lived in Latin America and the Caribbean: the Lithic Tribe, the Archaic group and the Saladoid peoples. The Lithic people came by way of the Yucatan Peninsula to Cuba around 5000 BC, and later journeyed to Hispaniola and Puerto Rico. The Archaic peoples came from South America to Puerto Rico and Hispaniola about 2500 BC, and the Saladoid came around 500 BC from the Orinoco River in South America to Puerto Rico, the Virgin Islands and some of the Leeward Islands.

The first European to sight the islands was the Spanish conquistador Juan Ponce de León, who did so in 1512. During the 16th, 17th and 18th centuries, the islands passed from Spanish, to French, to English control; however, none of the three powers ever established any settlements. According to the TCI National Museum, from about 1690 to 1720, pirates hid in the cays of the Turks and Caicos Islands, attacking Spanish ships en route to Spain from Cuba, Hispaniola, and the Spanish possessions in Central America and Peru. The islands were not fully colonized until 1681, when salt collectors from Bermuda built the first permanent settlement on Grand Turk Island.

The historical timeline of the Turks and Caicos Islands featured on the TCI museum's website states that, by 750, the Taino people had already made their way to the Bahamas and Turks and Caicos. Research has shown that by the 950 AD they had developed their own unique culture as they adapted to their environment. Tainos who inhabited the Turks and Caicos Islands and Bahamas were called the Lucayans. Shell tool-making was done at a site on the island of Pine Cay, and on Middle Caicos there were many settlements close to Armstrong Pond from where salt was collected and traded with Hispaniola.

Figure One.1: An Illustration of a Typical Taino tribe. TCI National Museum 2016

Further research has shown that, on South Caicos, most of the settlements were short term, which suggests that they came to these islands to fish and returned to another island where they lived. Archaeological evidence found on Grand Turk suggests that jewelry-making occurred on a large scale, using conch shells, (whelks) and oyster shells. Evidence also suggests that the Tainos on these islands harvested sea turtles for trade with Hispaniola (TCI National Museum, 2016).

When the Spaniards came to the New World in the late 15^{th} to early 16^{th} century, their encounter with the Lucayans proved detrimental: The entire Lucayan population was wiped out due to cruelty, enslavement and diseases for which they had no immunity. When Ponce de Leon, the first governor of Puerto Rico, sailed through these islands on his quest to find the Fountain of Youth, he found that the islands were uninhabited save for one old Lucayan on the island of Grand Turk. He named the island after him, "Isle de la Vieja," which translates to "Isle of the Old Man." For over a century later, the islands lay virtually uninhabited until the mid-1600s, when the Bermudians came to rake salt in the Turks Islands (Sadler 1997).

The Bermudians, looking for an alternative to reinforce their small island economy, found it in the salt industry on Grand Turk. From the 1660s, the Bermudians developed a salt trade that would become the mainstay of the economy of the Turks and Caicos Islands for over the next 300 years. Initially, the salt trade was done seasonally. The Bermudian migrants who came to rake salt did so for a few months, and each person was given an equal share in the pond. Initially, white Bermudian migrants raked salt while their black counterparts, who were mainly skilled sailors, caught turtles and salvaged wrecks to get timber and metal, which were scarce resources in Bermuda.

Technically, the Turks Islands were tax-free havens since they did not formally belong to Britain, even though they were part of the same island chain as the Bahamas, a British territory that had a governor's post. The Bermudians traded salt with the French, Spanish and Americans. The French tried on several occasions to capture the island from the Bermudians, but were unsuccessful.

Figure One.2: Workers in the TCI Salt Trade. The Smithsonian Institute

In 1763, the British Government appointed Andrew Summer as the King's Agent to install certain regulations that would eventually lead to the abolishment of the in-transit salt trade, and to install more permanent legislation that would require island residents to pay taxes. One of the first things he did was try to get the British Government to recruit migrant Bermudians to take up residence in the TCI. In the next year, 500 Bermudian families were invited to settle on the islands, even though the British Government did not approve it. Despite the British formal refusal, Bermudians settled on the islands and were given large grants of land as incentives to bring their families (Jarvis M.J 2012).

Shortly thereafter, the Turks Islands began to have year-round residents from Bermuda. The Bermudians brought their slaves with them – as is evident from the story of Mary Prince, a slave born in Bermuda, who was brought by her master to Grand Turk, where she worked in the salt industry before she was brought back to Bermuda. In 1781, the population of the Turks Islands was recorded as nine thousand and twenty-one (9,021) which included 222 white salt proprietors and their 532 slaves.

After the American War of Independence, the Crown wanted to replace the revenue lost from cotton and to compensate loyal landowners, so they granted them Crown land on the Caicos Islands. They relocated between 1783 and 1785 to the Caicos Islands. In 1788, the Caicos Islands had over 40 white families and 1,200 slaves (TCI Museum 2016). The loyalists set up cotton plantations and brought their slaves with them to these islands to work. They were not very successful.

By 1800, plantations were already feeling the negative impact of the boll weevil infestation and some plantations were abandoned. In 1813, after a hurricane devastated the islands, many Loyalists, who were already frustrated by the losses incurred due to pest infestation on cotton plantations, left the islands. The industry was revived a few times afterward, but never for a sustained period, and kept falling prey to the dreaded boll weevil. Some of the Loyalists went to the Turks Island to rake salt and took their slaves with them. Most left the islands for Canada and left their Black slaves on the islands. The Caicos Islands were also populated from Black liberated Africans who were freed from wrecked or intercepted and captured slave ships.

The slave trade was legal in the British territories until 1807. However, that was not the case in the Spanish territories; so, the British and American patrolled the waters to prevent this illegal slave trade. The liberated Africans freed from ships carrying slaves to trade in Cuba were settled in the Bahamas. They were a good source of free labour. From an account by Mr. Spedding, a Whitehall official, we learn that

189 liberated Africans were sent to the Turks and Caicos Islands between 1836 and 1840, after slavery was abolished (Sadler 1997).

The *Trouvadore* shipwreck was also a significant contributor to the population. This ship, carrying 192 enslaved Africans, was wrecked off the island of East Caicos. They were taken to Grand Turk, and since the Bahamas had too many liberated Africans, and there was a need for additional labour in the salt ponds, the decision was made to distribute 168 slaves under a one-year apprenticeship. The remaining 24 were sent to the Bahamas.

After the apprenticeship period, the liberated Africans could have been entitled to a share in the salt ponds; however, they were moved to the Caicos Islands to keep the status quo and the white-black ratio in check in the Turks Islands. Most likely they moved to Middle Caicos and South Caicos. In 1842, land was leased for salt production in South Caicos, and the industry was later expanded after the Separation Act of 1848, which separated Turks and Caicos from the Bahamas and created an increased need for labour.

The Separation Act also affected the population: Prior to 1848, the Bahamian islands of Inagua and Mayaguana were included in the political district of the Turks and Caicos Islands. Native Islanders primarily from the Caicos Islands populated those islands to work in the salt and dyewood industries. After the Separation Act, those islands were not left with the Turks and Caicos Islands but reverted to the Bahamas. The Turks and Caicos Islands census of 1845 included these islands. It showed populations of the Turks Islands, 2,524; Caicos Islands, 557; Inagua, 172; and Mayaguana, 9 – a total of 3,262 persons.

President Forth, the first President of the Turks and Caicos Islands, was in office from 1849 to 1854. He wanted to carry out a development scheme for the islands, so he proposed the resettling of 600 white convicts from Bermuda; he also proposed bringing coloured persons from the Windward Islands. Neither of these plans came to fruition.

After 1848, when the Bahamas no longer had access to the salt revenue produced by the Turks Islands, they began to develop their own salt industry, which gradually became a serious source of competition for the Turks and Caicos Islands. When it became mechanized in 1950s, the Turks Islands could no longer compete and its industry lasted only a few years after that.

The population of the Turks and Caicos Islands did not experience any significant growth for almost 100 years, moving from 4,723 in 1871 to 5,584 in 1970. The reliance of the salt industry led to a virtual stagnation of the economy once it collapsed. The introduction of tourism in the 1970s led to a revival of the economy and a new wave of migrant settlement.

By 1980, the population growth to 7,424 reflected the start of the tourism industry in Providenciales. Many hotels and support services were built in Providenciales, and a cruise port was built in Grand Turk in 2006. The exponential growth in the tourism industry in the Turks and Caicos Islands has seen a rapid increase in population as migrants were brought to fill the many jobs created to support the industry. In 2012, the government census showed that the population had grown to 31,458, more than fifty-fold, in 40 years. Most of the tourism-driven economic development had taken place on the island of Providenciales, which had moved from a population of 558 persons, comprising primarily Turks and Caicos Islanders, to 23,764 persons in 2012, representative of some 62 nationalities.

Political Overview

The TCI is a British Overseas Territory with a governor and a ministerial system of government. In August 2009, the 2006 Constitution was partially suspended and an Interim Administration was put into place under direct rule from Britain. In November 2012, a revised Constitution was issued to the islands; however, there continues to be a governor, who is appointed by Her Majesty the Queen, and is the Supreme Executive Representative-Authority of Her Majesty. There is a deputy governor, who is always appointed by the governor; the Cabinet; and the House of Assembly.

There are two main political parties in the Territory: The Progressive National Party (PDM) and the People's Democratic Movement (PNP), formed in 1980 and 1975, respectively. The PDM, headed by the country's first female premier, was successful in the last general elections, which was held on December 16, 2016.

The country is governed by a complex set of rules and social hierarchy; these give a certain set of people more rights and privileges than migrants and other persons on the basis of where they were born and where in the country their parents were born. This small select group of persons is given certain rights under the British Nationality Act of 1981 and the revised British Overseas Territories Act 2002.

This privilege gives them certain political and social powers over the rest of the population: They vote in general elections, hold certain types of jobs, receive most of the government-sponsored scholarships, and over 100 different types of business are exclusively reserved for them.

Land Mass Overview:

The Turks and Caicos Islands is an archipelago of 40 islands and cays in the North Atlantic, located immediately southeast of the Bahamas and 145 km North of Hispaniola. The archipelago consists of two groups of islands separated by a deep-water channel. The Turks group includes Grand Turk (on which Cockburn Town, the seat of government, is located), Salt Cay, and various smaller cays. The Caicos Islands include South Caicos, East Caicos, Middle Caicos, North Caicos (the first capital), Providenciales, West Caicos, Pine Cay, and Parrot Cay. The total land mass of the of the 40 islands is estimated to be 948 kilometers squared, making it the eighth largest country in the CARICOM community. It is 17 times larger the Bermuda, 2.75 times larger than Grenada, and 2.20 times larger the Barbados.

Table One—2: List of Countries in CARICOM by Total Land Mass

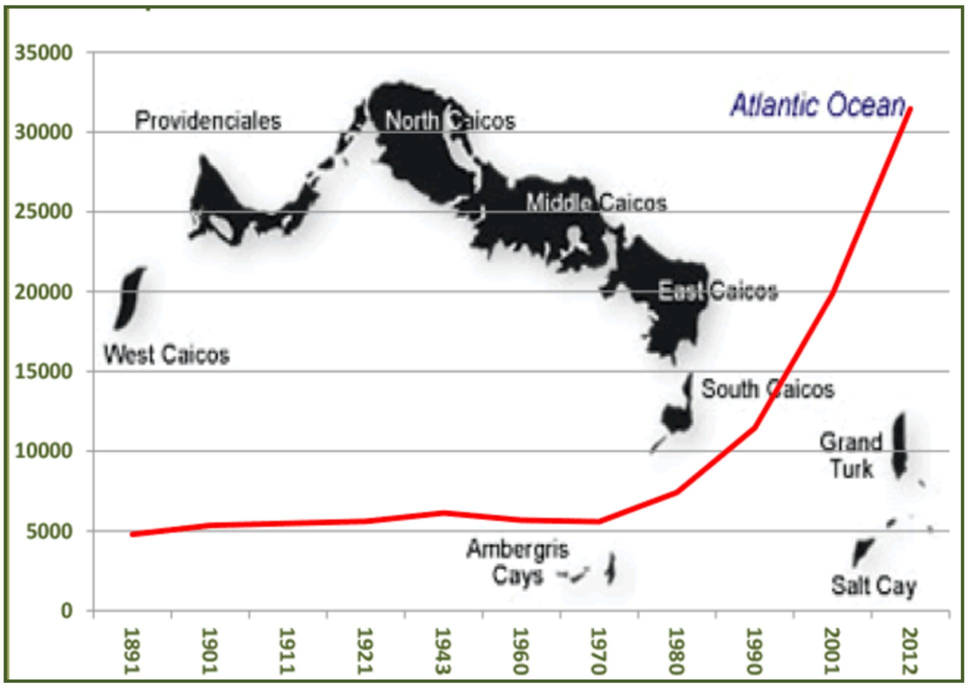
	COUNTRY	LAND AREA (km^2)	POPULATION
1	Guyana	214,970	741,908
2	Suriname	156,000	560,157
3	Haiti	27,560	9,801,664
4	Belize	22,806	327,719
5	Jamaica	10,831	2,889,187
6	Bahamas	10,010	316,182
7	Trinidad & Tobago	5,128	1,226,383
8	Turks and Caicos Islands	948	34,904
9	Dominica	751	73,126
10	Saint Lucia	606	162,178
11	Antigua & Barbuda	442	89,018
12	Barbados	430	287,733
13	Saint Vincent and the Grenadines	389	103,537
14	Grenada	344	109,011
15	Cayman Islands	264	56,000
16	Saint Kitts and Nevis	261	50,726
17	British Virgin Islands	151	24,000
18	Montserrat	102	5,164
19	Anguilla	91	13,477
20	Bermuda	54	67,837

Source: (Worldometer 2106)

TCI Population and Migration Overview

According to the 2012 census, the population in the TCI at that time was around 31,500, representing a 57.5% increase over the 2001 population of around 20,000. Throughout most of its recorded history, the population of TCI has varied between 5,000 and 6,000 and it is only since the mid-1970s that there has been a rapid increase in the growth and nationality makeup of the population. This growth almost exactly parallels the development of the tourism industry.

Figure One.3: The Growth of the TCI Population from 1891 to 2012



Source: (TCI Statistical Department, 2012)

Citizens of the Turks and Caicos Islands, formerly called “Belongers,” constitute a rapidly declining proportion of the population. They represented 69 percent of the total in 1990, but fell to 38 percent by 2016. Considering the over 9,000 undocumented migrants currently living in the country, the TCI Islander represents less than 30 percent of the entire population.

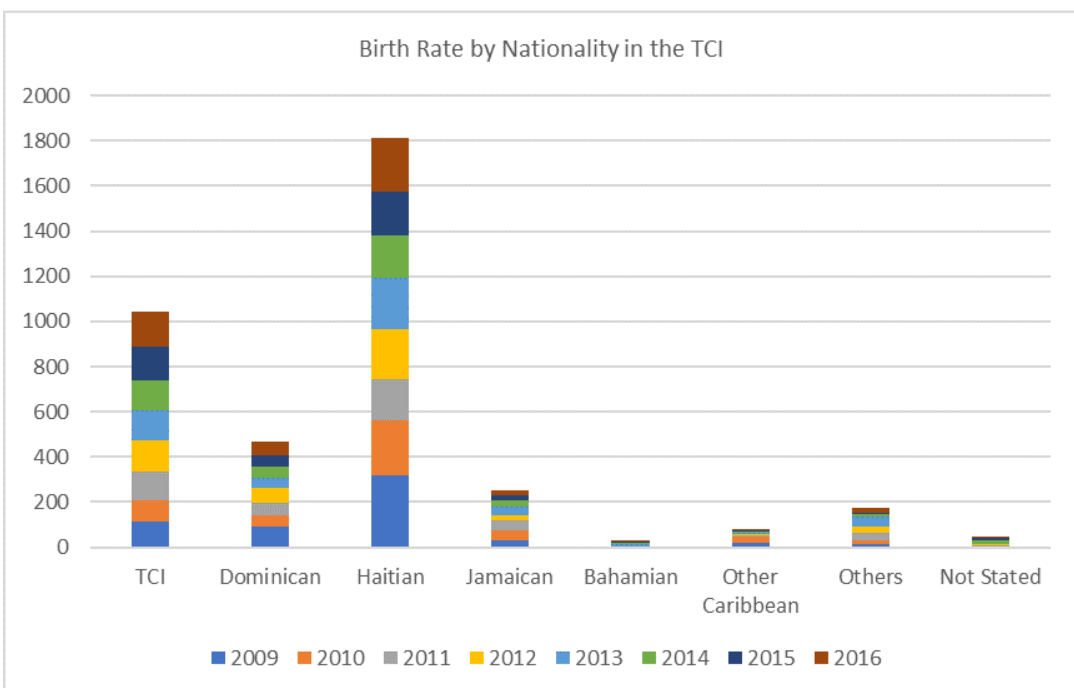
Furthermore, with the current TCI fertility rate of 1.7 – one of the lowest in the region compared to the Haitian birth rate of 3.13, the Philippines’ 3.06, the Dominican Republic’s 2.53 and Jamaica’s 2.26 children per family – the population of the Turks and Caicos will change dramatically over the next 10 to 25 years.

With this trend, the percentage of TCI Islanders will become lower, which will have socio-political and socio-economic implications. Since migration already accounts for more than three-quarters of the population, the TCI now has the fastest growing population in the world and the high demand for skilled professionals, including those with technical and vocational training, is even more severe.

The three largest migrant groups – the Haitians with 35% of the population, followed by the Jamaicans at 8% and the Dominican Republicans with 5% – will dramatically transform the TCI way of life as we know it. The change is already evident: Over the last eight years, of the 3,909 births registered at the Births and Death Office in Grand Turk, over 60 percent were attributed to foreigners, with 46.4 percent of all births in the TCI credited to Haitians.

With the high migration rate among young native TCI Islanders, the aging population and lower tertiary-education levels – combined with the low fertility rates of the native population – it is predicted that within the next 25 years the Turks and Caicos identity, as we know it, will change into a truly multicultural and pluralistic society, with Islanders being exposed to more than seven languages and dialects.

Figure One.4: Birth Rate by Nationality in the TCI



Source: (Statistical Department TCI, 2016)

Based on the evidence, the TCI Government, economic and social planners, and the wider civic society should begin having serious dialogue about the present declining native Belongers' population and the implications this will have on education, business and financial institutions and other social areas. Over the last 135 years, since population data has been collected, no country has ever successfully reversed a 1.9 fertility rate. Noting that the rate in the TCI stands at 1.7, local planners should seriously consider various strategies to rapidly expand the population, such as inviting people to live and work in the TCI, as practiced by some countries, notably Australia and Canada.

Chapter Two

Labour Market and Microeconomic Framework

2.1. THE MACROECONOMIC FRAMEWORK

Background

Any serious assessment of the current status of the workforce in the Turks and Caicos Islands (TCI), the skills-gap analysis, and the formulation of an inward labour migration strategy must be conducted within the context of the macroeconomic framework for the islands. This is because the issues to be addressed speak directly to several critical factors, including – but definitely not limited to – the economic growth and development thrust of the government; the quality and quantity of human resources that reside in the islands at present; those required in the future; and the fiscal position of the government.

A national skills audit requires the identification of not only present demands for certain types of labour but also an idea of labour demands in the future. While the prevailing macroeconomic environment is capable of facilitating current labour requirements, the future direction and pace of economic activity are what, ultimately, will determine the extent to which the country can and will accommodate additional skills in the labour force.

That accommodation would, in turn, be a reflection of, first, the economic growth and development strategy adopted and implemented by the government; the dynamics pertaining to key socioeconomic variables, such as education, health, inflation, unemployment, trade, and the balance of payments; and, of course, the government's fiscal performance on both the current and capital sides. To this end, fiscal issues will ultimately determine the government's capacity to employ additional skilled labour in the public service.

Outside of a stable macroeconomic framework, it is difficult to imagine a situation in which the demand for skilled labour in the country, whether for the private or public sector, will ever be met. For that reason, a detailed assessment of the macroeconomic environment in the TCI has to be undertaken to lay the foundation for the rest of the study.

While the issue of human resources can be rightfully treated as an input in the developmental process, the fiscal situation facing the government can either be a limiting factor (if fiscal deficits persist year after year) or a stimulant (in cases of fiscal surpluses) in the economic growth and development process.

Regardless of whether the skills component of the labour force, or inward migration, or any other critical issue at the microeconomic level is being addressed, it is important that attention be paid to the paths that will ultimately lead to the economic growth and development and sustainability of the TCI. Attention must therefore be paid to the performance of the economy over the past decade in order to determine what will be necessary in moving forward.

2.2. Economic Performance

Overall Economy

Available data from the Caribbean Development Bank (CDB) revealed a huge reduction in economic activity in the TCI in 2009, when real GDP fell by 19.6%. In a mere five to six years, however, the economy rebounded in an impressive manner, recording real growth of about 4.1% in 2015, an economic performance that outstripped other Caribbean countries. With strong financial support from the Government of the United Kingdom and improved public finances as a result of the critical reforms that were instituted in TCI, finance and tourism are now the key drivers of economic growth.

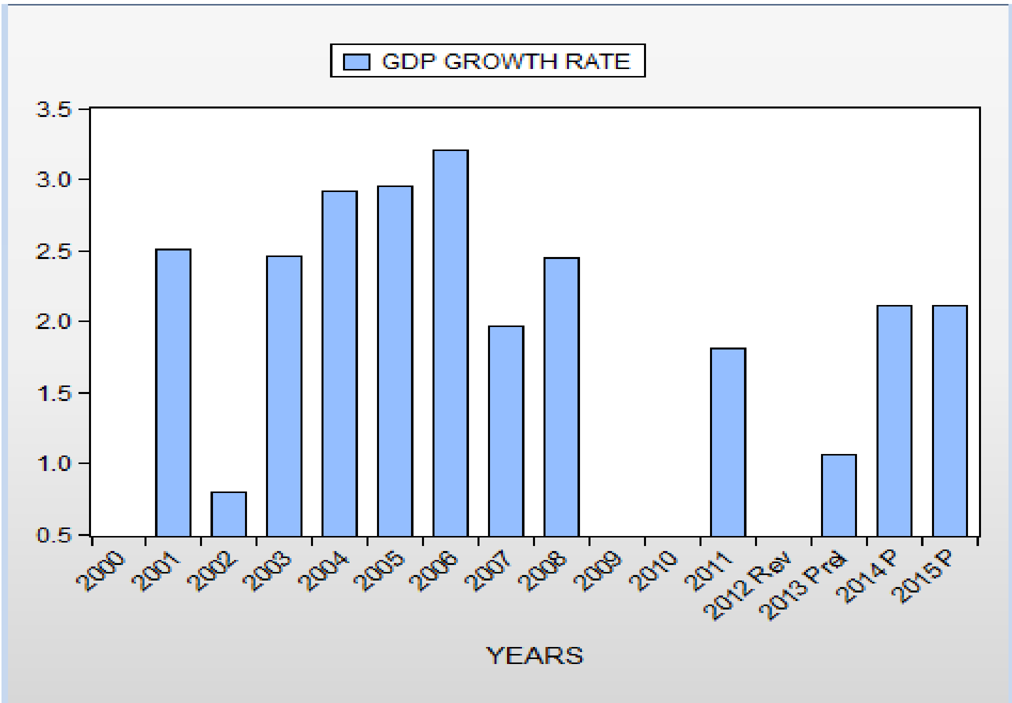
Table 2-1 captures the annual growth rate of GDP at current prices for the period 2001-2015. These growth rates are illustrated in Figure 2.1.

Table Two—1: Current GDP Growth Rates (2001-2015)

YEARS	GDP GROWTH RATE
2001	12.3
2002	2.22
2003	11.74
2004	18.51
2005	19.17
2006	24.76
2007	7.15
2008	11.54
2009	(18.49)
2010	(2.34)
2011	6.12
2012	(1.80)
2013	2.90
2014	8.20
2015 (Prel.)	8.28

Except for 2009, 2010 and 2012, the TCI has done exceptionally well as far as economic growth is concerned. The positive rates of economic growth recorded in all of the remaining years are testimony to effective policies put in place by the Government to bring about some level of transformation of the economy and improvements in the quality of life of the people, locals (Belongers) and visitors (non-Belongers) alike.

Figure Two.1: Current GDP Growth Rates (2001-2015)



An interesting question that arises, and which is important in the context of the skills that will be required for future growth and development, is: "Which sectors of the economy are performing well, to the extent that they are making meaningful contributions to the positive growth patterns reflected in Table 2-1 and Figure 2.1?"

The answer to that question can easily be derived from Table 2-2. As illustrated, the sectors that contribute most to economic growth in the TCI are Hotels & Restaurants; Construction; Transport, Storage & Communication; Financial Intermediation; and Real Estate, Dwellings, Renting, Computer & Business Services. Hotels & Restaurants are leading the way, quite significantly.

As the Government looks to the future, can it afford to rely so heavily on tourism (hotels and restaurants) to sustain positive economic growth rates, or is there a need for some diversification of economic activity?

Table Two—2: Actual GDP by Sector in Current Dollars (2000-2015)

IND	AGRI	ELEC	CONS	W&RT	HOTEL	TRAN	FINAN	REAL	PA&D	EDU	HEALTH	OTHER	GVA
2000	4.62	12.02	23.24	12.65	98.93	33.76	26.86	37.95	17.49	9.21	6.91	10.29	284.37
2001	4.81	12.38	25.21	13.37	118.87	36.09	28.33	40.67	21.08	10.67	8.20	10.63	320.10
2002	3.97	15.50	23.91	14.39	110.66	37.91	27.83	42.83	22.64	11.56	9.09	11.85	322.58
2003	5.24	15.83	30.88	16.10	122.85	38.72	27.24	43.45	26.48	11.62	9.88	14.15	357.95
2004	6.23	20.02	46.15	19.21	134.52	46.83	41.61	45.82	32.26	13.39	11.85	14.79	424.95
2005	6.64	23.69	64.55	22.85	156.09	54.64	55.74	50.64	36.87	16.33	13.12	17.07	499.11
2006	7.02	25.15	100.39	28.03	193.79	57.68	77.75	56.11	48.41	19.60	16.32	18.51	616.70
2007	6.95	22.24	109.03	35.82	206.70	59.25	95.16	57.94	66.81	19.60	18.00	19.62	662.10
2008	4.91	25.04	120.24	37.79	276.45	62.04	101.95	65.92	62.04	22.19	19.08	20.58	757.61
2009	4.93	29.68	65.56	26.36	199.95	50.94	96.36	69.31	67.89	23.89	15.12	19.01	609.32
2010	4.20	30.30	39.87	21.46	226.56	48.68	83.49	69.28	66.23	23.41	16.47	17.33	590.23
2011	4.69	30.84	28.05	22.67	262.61	55.69	77.35	71.44	56.52	23.05	16.85	17.92	622.34
2012	3.29	35.25	26.61	24.49	261.12	56.97	74.96	67.67	45.14	21.07	17.16	17.99	602.56
2013	3.82	37.11	29.22	24.12	267.35	57.07	70.74	68.60	50.59	22.26	18.80	18.69	620.92
2014	4.13	40.46	31.30	25.59	292.17	60.32	72.60	73.26	56.47	23.63	19.89	19.64	669.69
2015 P	4.78	43.68	29.02	28.47	326.52	64.71	74.88	77.87	58.17	25.04	21.04	20.65	722.82

NOTES

IND Industry

AGRI Agriculture & Fishing

ELEC Electricity & Water

CONS Construction

W&RT Wholesale & Retail Trade

HOTEL Hotel & Restaurant

TRAN Transport, Storage & Comm.

FINAN Financial Intermediation

REAL Real Estate, Dwelling, Renting, Computer & Business Services

PA&D Public Administration & Defence

EDU Education

HEALTH Health & Social Work

OTHER Other Community, Social & Personal Services

GVA GVA at Basic Prices

Employment/Unemployment

With such comparatively strong growth performance, unemployment has been on the decline, falling to approximately 11.0% in 2015, down from over 25.0% in 2008.

According to the CDB, “There appears to be no major gender differences in the number of persons unemployed;” however, there are concerns about significant sectoral segmentation, according in the labour market to “Belonger” and “non-Belonger” status of residents.

Fiscal Performance

The strong economic performance of the country has also translated into improved government finances. On the fiscal side, the Government has been able to generate a surplus for four years in a row. For example, during the financial year 2015/2016, that surplus reached approximately 2.6% of GDP or approximately US$22.172 million.

2.3. ECONOMIC PROSPECTS

Overall Economy

The outlook for TCI’s economy is promising. Following the 2008/2009 global financial crisis, the TCI, like many other Small Island Developing States (SIDS), experienced a significant downturn in economic activity as captured in Table 2-1. However, from around 2011, the economy experienced an upswing and this is expected to continue.

Data from Standard & Poor’s Ratings Services project an annual GDP growth rate of 2.4% in the TCI. The increase in GDP (as seen in Figures 2.1-2.4) and in economic activity over the last five years is expected to be maintained come 2017 and in the years thereafter.

Figure Two.2: TCI Government Revenue and Expenditure
(Representing the Turnaround in the Economy Following the 2008/2009 Global Financial Crisis)

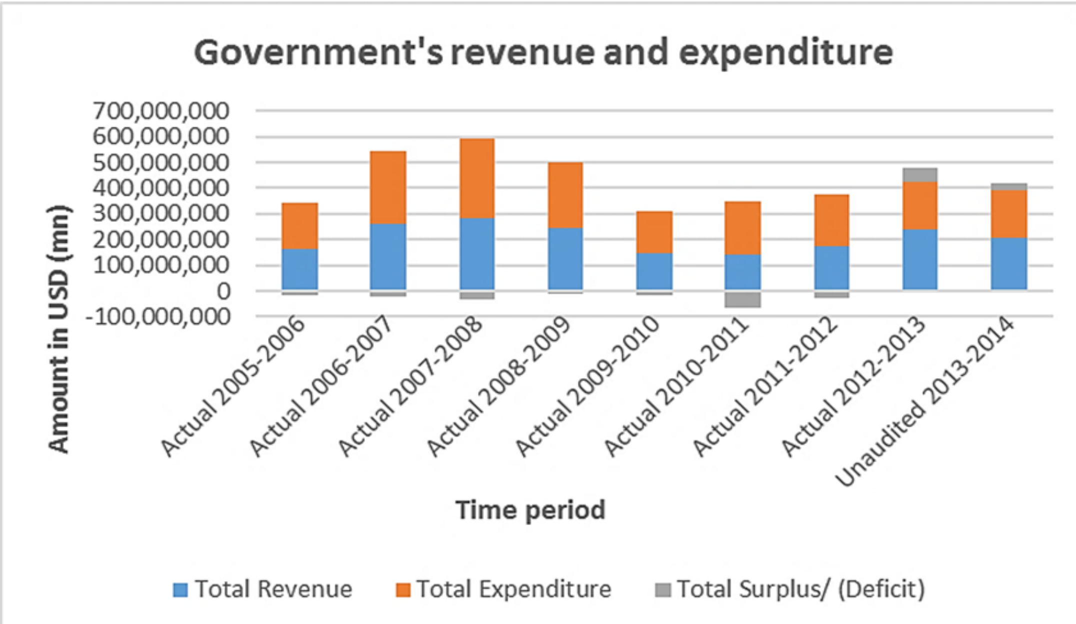


Figure Two.3: GDP at Market Prices

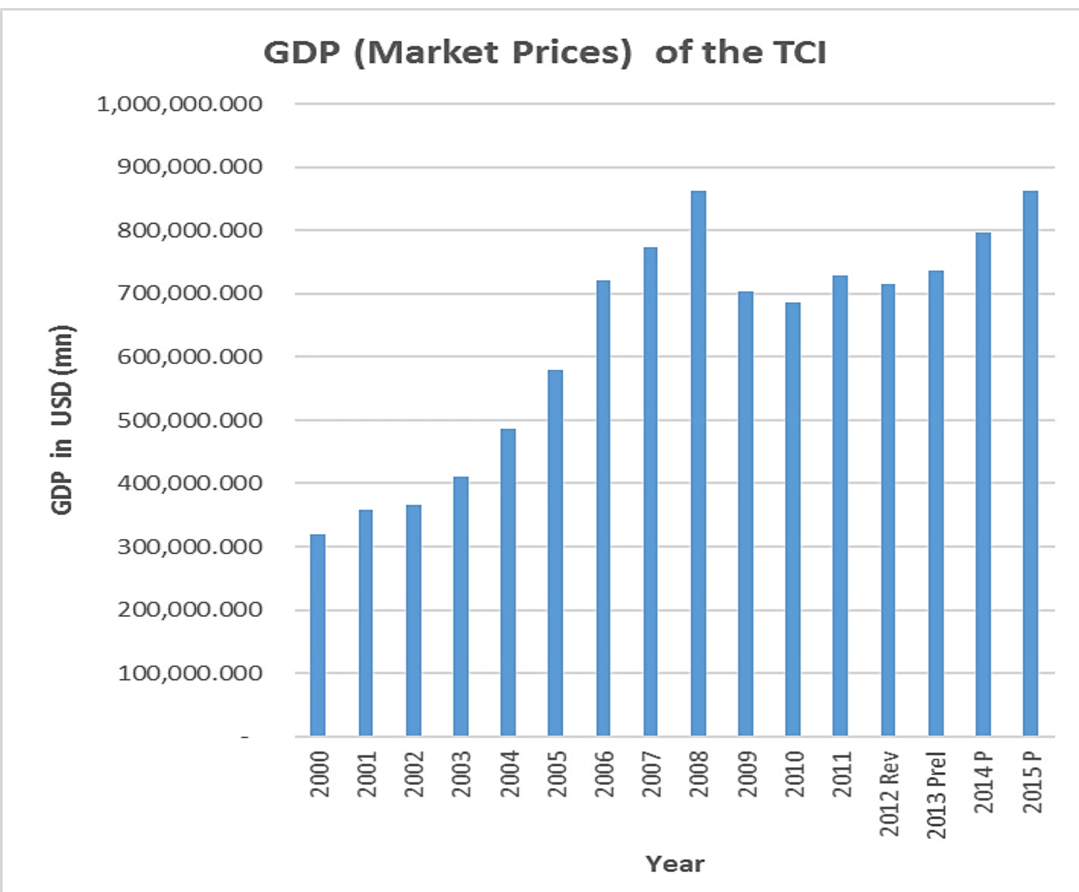
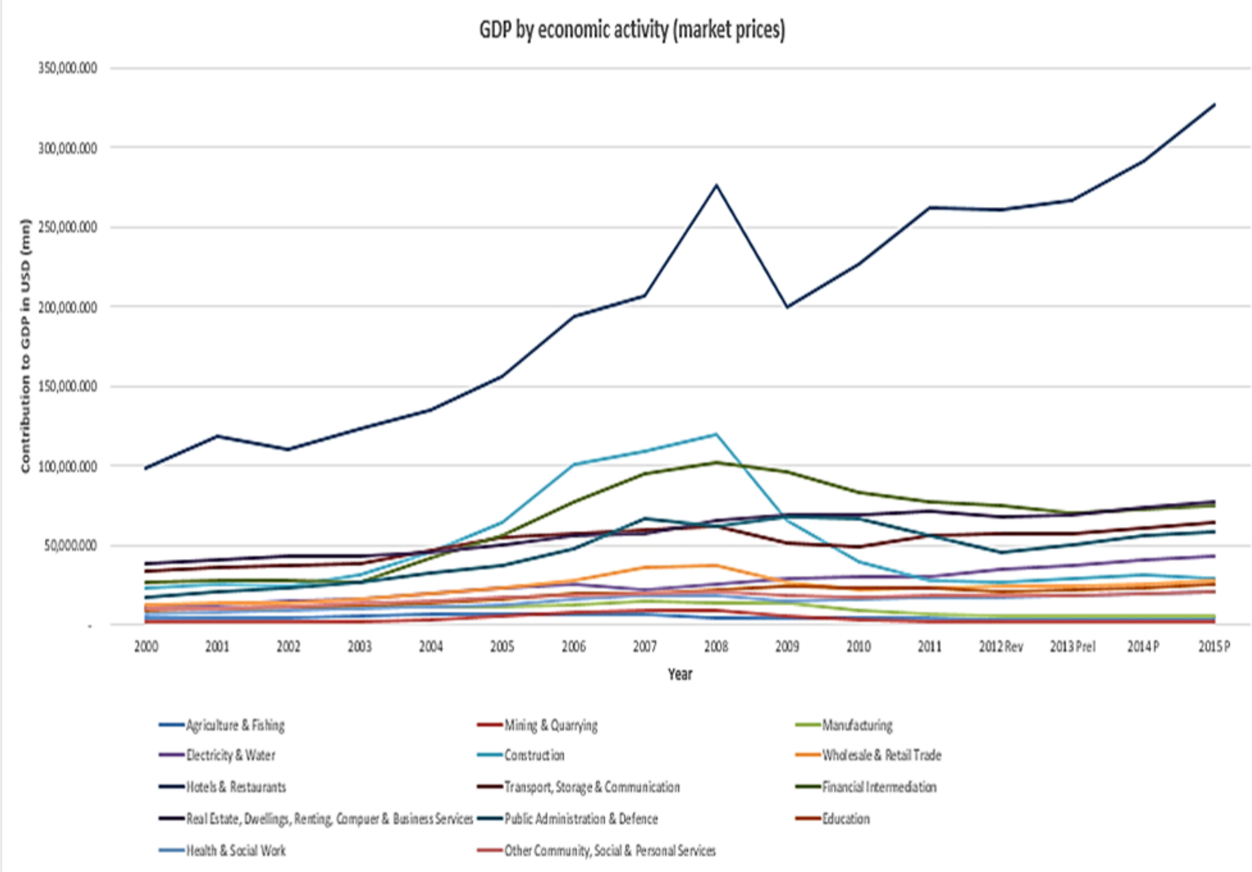


Table Two—3: GDP (Market Prices) by Sector

INDUSTRY	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 Rev	2013 Prel	2014 P	2015 P
Agriculture & Fishing	4,619.734	4,806.539	3,966.831	5,244.937	6,232.115	6,644.473	7,020.479	6,949.983	4,907.148	4,928.069	4,198.361	4,686.403	3,294.001	3,823.969	4,127.51	4,776.13
Mining & Quarrying	1,859.201	2,016.645	1,913.133	2,470.657	3,691.849	5,163.742	8,031.043	8,722.692	9,619.076	5,244.848	3,189.917	2,243.713	2,128.754	2,337.634	2,504.07	2,321.28
Manufacturing	10,844.430	10,642.820	10,358.821	11,355.087	11,314.100	11,911.600	12,424.272	14,496.622	13,692.243	13,429.135	8,609.172	7,280.487	5,102.627	5,483.864	5,817.83	6,112.21
Electricity & Water	12,020.987	12,383.078	15,501.243	15,833.736	20,020.863	23,686.323	25,151.332	22,243.548	25,044.959	29,676.984	30,304.244	30,843.457	35,253.187	37,113.159	40,461.20	43,675.41
Construction	23,240.015	25,208.058	23,914.158	30,883.218	46,148.118	64,546.780	100,388.038	109,033.646	120,238.452	65,560.602	39,873.958	28,046.410	26,609.421	29,220.420	31,300.91	29,015.95
Wholesale & Retail Trade	12,652.017	13,372.969	14,386.324	16,100.900	19,210.658	22,845.092	28,026.118	35,821.976	37,792.857	26,356.834	21,457.659	22,669.501	24,489.841	24,124.000	25,593.15	28,469.82
Hotels & Restaurants	98,931.216	118,868.010	110,655.737	122,851.776	134,522.278	156,088.205	193,792.560	206,702.544	276,449.325	199,948.252	226,582.711	262,608.240	261,118.333	267,354.058	292,173.021	326,517.960
Transport, Storage & Communication	33,757.913	36,094.392	37,911.797	38,721.676	46,828.573	54,642.158	57,681.971	59,249.483	62,043.751	50,941.061	48,684.292	55,688.733	56,970.583	57,073.243	60,319.66	64,707.06
Financial Intermediation	26,858.382	28,326.835	27,825.891	27,242.789	41,611.118	55,738.418	77,750.969	95,157.682	101,951.009	96,359.879	83,487.390	77,345.060	74,957.899	70,742.443	72,599.700	74,879.236
Real Estate, Dwellings, Renting, Compuer & Business Services	37,948.217	40,671.612	42,833.950	43,451.912	45,822.469	50,638.964	56,105.808	57,936.619	65,919.522	69,314.098	69,278.663	71,435.540	67,671.911	68,602.780	73,261.592	77,873.879
Public Administration & Defence	17,488.799	21,081.142	22,644.655	26,484.439	32,262.069	36,873.425	48,412.180	66,807.939	62,040.244	67,885.214	66,228.142	56,517.792	45,138.726	50,594.238	56,469.185	58,174.555
Education	9,214.292	10,670.285	11,564.937	11,624.429	13,390.120	16,327.230	19,602.290	19,601.009	22,191.735	23,885.755	23,407.222	23,050.761	21,074.138	22,259.291	23,626.188	25,038.493
Health & Social Work	6,914.805	8,203.077	9,090.052	9,884.046	11,845.175	13,124.154	16,316.830	17,999.701	19,080.338	15,122.389	16,471.000	16,849.912	17,160.214	18,798.636	19,889.696	21,044.479
Other Community, Social & Personal Services	10,286.757	10,626.909	11,852.961	14,152.448	14,790.148	17,068.154	18,512.386	19,623.270	20,582.213	19,012.810	17,326.679	17,919.710	17,988.830	18,692.553	19,644.76	20,645.50

Figure Two.4: GDP (Market Prices) by sector
(With hotels and restaurants showing the strongest trend line)



Tourism

Tourism currently accounts for more than one-third of the country's GDP. In the period immediately following the global financial crisis, there was a reduction in tourism's contribution to GDP (and understandably so), but in the years following, this has changed.

The Strategic Policy and Planning Department (SDDP) expects continued growth in tourism to be generated by FDI in large-scale tourism development projects and by the re-commencement of delayed projects.

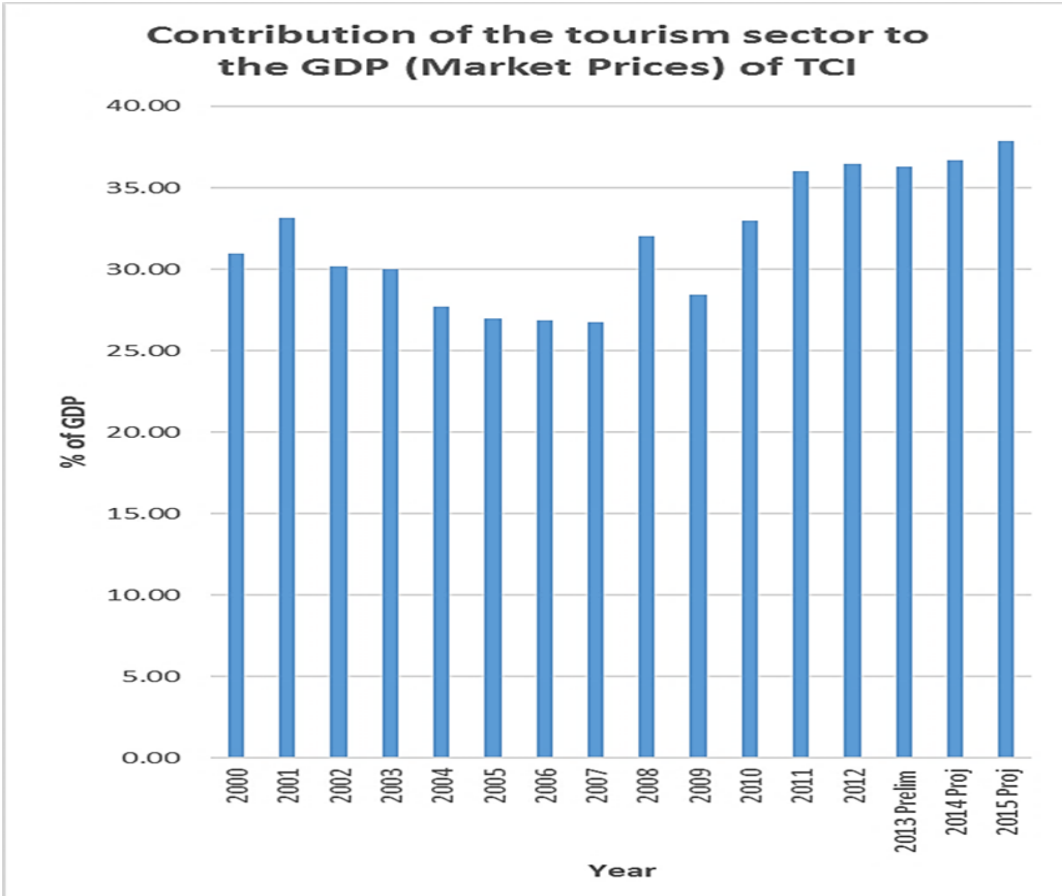


Figure Two.5: Contribution of the Tourism Sector (Hotels and Restaurants) to GDP

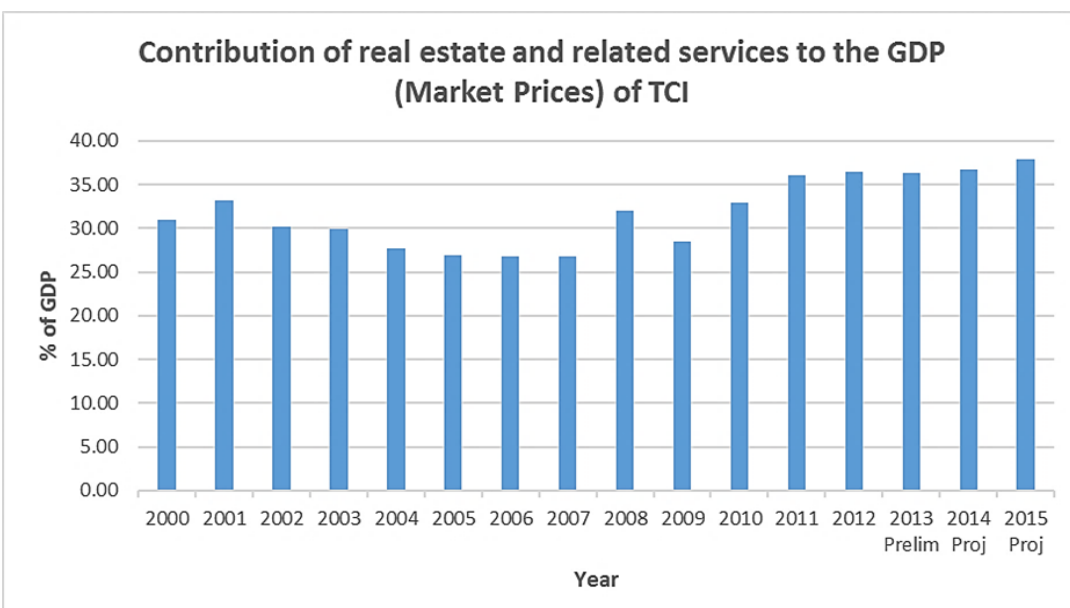


Figure Two.6: Contribution of Real Estate and *Related Services - computer and business - to GDP

Table Two—4: Tourist Arrivals, 2007-2014

Tourist Arrivals			
Year	Stay-over	Cruise	Total
2007	285,200	315,200	600,400
2008	352,271	386,942	739,213
2009	254,788	513,928	768,716
2010	288,702	617,763	906,565
2011	354,223	655,497	1,009,720
2012	290,236	676,647	966,883
2013	291,695	778,920	1,070,615
2014	360,653	971,838	1,332,491

It is also worth noting that between 2007 and 2014, the number of stay-over tourists has grown at a much slower pace (26%) than the number of cruise tourists, which has almost tripled. Cruise tourists spend much less during their short visits than stay-over tourists. Attracting more stay-over tourists, therefore, would require that the selection of recreational and leisure activities is further developed.

The Government should consider expanding tourism outside of Providenciales (Data dating back to 2004 show that 87% of the hotel rooms were based in Providenciales), and incentives must be put in place to facilitate this intra-island diversification. By attracting private investment, improving intra-island transportation and infrastructure, and developing a skilled labour force, the Government can make headway in driving sustainable tourism *across* the islands.

Diversification

Although the tourism sector is expected to continue to grow, the TCI Government should diversify the economy considering the volatile nature of this industry. To illustrate, by mid-2016, Zika (the mosquito-borne virus) had become an epidemic in the Caribbean and Latin America; so much so that organizations such as the CDC (Center for Disease Control and Prevention, USA) and NHS (National Health Service, UK) had implemented travel advisories, and had also disseminated information fact sheets for best practices when visiting Zika-infected countries.

This situation explicitly highlights the need for diversifying the economy in the TCI, as should the situation with the Zika virus escalate, the effects on the economy could be worrisome.

The situation with the Zika virus should also send a strong signal to the TCI Government to fast-track efforts towards developing a comprehensive physical planning policy and a migration policy, as both of these factors contribute to the spread of the virus (i.e. (Illegal) migration to take advantage of employment opportunities leads to unplanned housing settlements, poor sanitation, pollution and the creation of breeding grounds for mosquitoes, the carriers of the Zika virus).

It would also be prudent to examine this from the context of resource constraints re: the provision of healthcare services across multiple islands, resulting in the duplication of services, high operating costs and inefficiencies.

Likewise, external (political) events such as Brexit (UK) and the US presidential elections highlight how external events have the capacity to affect the economic standing of a tourism-dependent economy (which is the case for many SIDS, i.e., natural resource-dependent, small, open economies with a narrow GDP base).

As noted, there is a great need to diversify the TCI's economy, given that tourism, the main contributor to GDP, is a seasonal sector and highly susceptible to environmental and external shocks. However, the relatively small size of the island (161 m^2); its limited natural resources; and the high cost of utilities (water and electricity) restrict opportunities to diversify.

On a positive note, the TCI Government has consistently maintained a high sinking fund balance, and this is expected to continue as the sinking fund balance for 2017-2018 is projected to accumulate to $20,000,000.00. This will allow for appropriate borrowing (if or when needed) and will also serve as a buffer to, and build reserves for, economic resilience.

Complementing the tourism sector are real estate, construction, transportation, wholesale and retail, which together account for significant contributions to GDP and to employment.

Facilitating MSMEs

The cost of utilities in the TCI is relatively high. Such costs, as well as difficulties in obtaining finance, serve as hurdles to the start-up of businesses. Notwithstanding, the businesses that are established should be responsive to the needs of the economy, and the labour force should be adequately prepared to meet those needs.

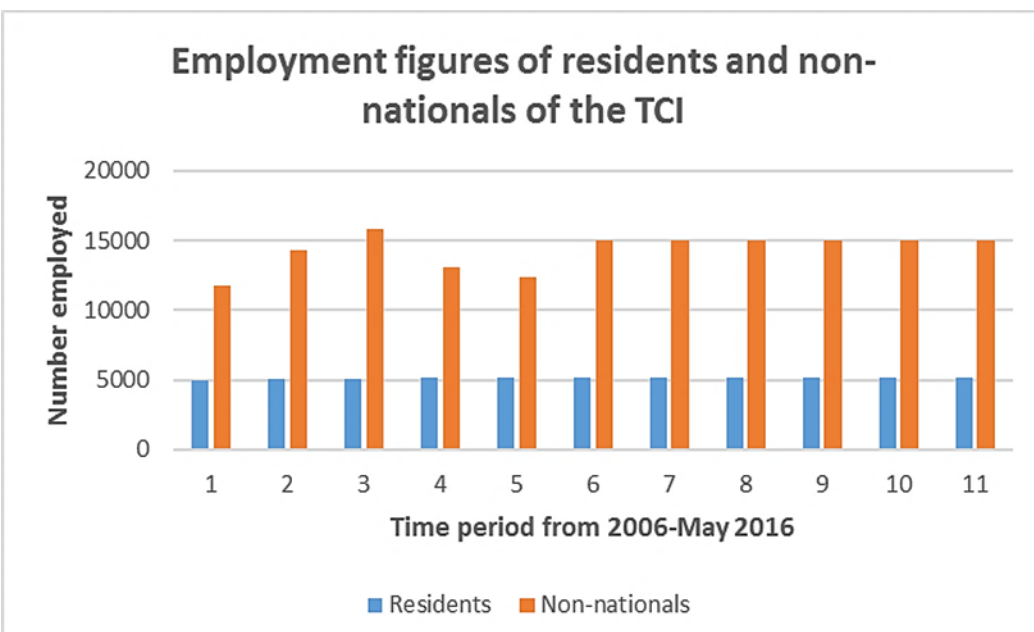
While strides have been made in terms of education, the TCI Government should make a greater effort to build a more robust education system (responsive to the needs of the economy) and a skilled labour force. This must be done effectively as, over the years, overcrowding (brought about by the children of migrants) has become an issue in public schools.

Employment/Unemployment

Tourism accounts for the bulk of employment in the TCI. TCI's sustained economic growth has benefited employment, as the country continues to boast a relatively low rate of unemployment (11% as of data going back to 2015) and this downward trend is expected to be sustained.

In spite of this, efforts should be made to address the disparity in employment between residents and non-nationals for reasons including, but not limited to, the impact of such disparity on social cohesion, as seen in Figure 2.7 below.

Figure Two.7: Number of Residents and Non-Nationals Employed



As stated in Chapter 1 and illustrated in Figure 2.7, there are three times more non-Islanders than TCI Islanders in the labour force (the numbers do not include undocumented migrants).

Table2-5 below shows, further, that the labour-force participation rate is higher among non-Islanders than TCI Islanders, which is not surprising as many non-Islanders are in the TCI solely for the sake of undertaking employment. The fact that the percentage of the population under 14 years is lower for non-Islanders confirms this assumption.

Table Two—5: Labour Force Characteristics, 2014

Description	**Male**	**Female**	**Total**	**TCI Islander (Belonger)**	**Other**
Total population	15,127	15,429	30,556	13,424	17,132
Population 15 years and over	11,909	12,206	24,115	9,432	14,683
Labour Force	9,613	8,820	18,433	6,879	11,554
Employed Labour Force	7,826	7,203	15,029	5,909	9,120
Unemployed Labour Force	1,787	1,617	3,404	970	2,434
Outside the Labour Force	1,410	2,457	3,867	1,680	2,187
Employment Rate	81.41	81.67	81.53	85.90	78.93
Job Seeking Rate (%)	18.59	18.33	18.47	14.10	21.07
% age of population under 14 years	21.27	20.89	21.08	29.74	14.29
% age of population 14 years and over	78.73	79.11	78.92	70.26	85.71
% age of population 14+ - outside the LF	9.32	15.92	12.66	12.51	12.77
LF as % age of total population	63.55	57.17	60.33	51.24	67.44
LF as % age of population 14+	80.72	72.26	76.44	72.93	78.69

Table 2-6 below confirms the dominance of TCI Islanders within public administration and security sectors. Islanders also constitute the majority within financial intermediation, electricity and water supply, as well as transport and communication – all occupational areas in the government sector where Islanders have priority access to jobs. In contrast, non-Islanders clearly dominate the construction and hotel and restaurant industries, as well as the small manufacturing sector.

Table Two—6: Labour Force by Industry/Sector, 2014

Industry	Male	Female	Total	TCI Islander (Belonger)	Other
Agriculture, Hunting, Forestry & Fishing	154	57	211	55	156
Mining & Quarrying	7	5	12	5	7
Manufacturing	200	169	369	95	274
Electricity, Gas & Water Supply	205	55	260	148	112
Construction	1,097	129	1,226	307	919
Wholesale & Retail, Repairs of Motor Vehicles & Equipment	766	788	1,554	666	888
Hotels & Restaurant Services	2,345	2,228	4,573	1,526	3,047
Transport, Storage & Communication	567	355	922	586	336
Financial Intermediation	138	287	425	324	101
Real Estate, Renting & Business Activities	574	370	944	425	519
Public Administration, Defence, etc.	863	846	1,709	1,097	612
Education	154	415	569	191	378
Health & Social Work	97	274	371	136	235
Other Community, Social & Personal Services	298	342	640	186	454
Private Households with Employed Persons	160	633	793	34	759
Industry not specified	201	250	451	128	323
Total Employed Labour Force	7,826	7,203	15,029	5,909	9,120
Unemployed	1,787	1617	3,404	970	2,434
Total Labour Force	**9,613**	**8,820**	**18,433**	**6,879**	**11,554**

Fiscal Performance

The fiscal situation of the TCI is one that has a positive outlook. For the past five years, the TCI has experienced surpluses and this is expected to continue, contributing to the 2018/2019 sinking fund balance of $20,000,000.00 (as per budget estimates).

In fact, based on the 2016/2017 budget statement, the TCI Government has projected total revenue of $253,398,568.00 for the period 2017/2018 and $256,398,568.00 for the period 2018/2019, with total expenditure of $207,181,648.00 and $207,398,138.00 for the same periods. In other words, the TCI is expected to continue its trajectory of budget surpluses.

Table Two—7: Estimated Revenue

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Estimates of Consolidated Fund Receipts and Payments for April 2016 to March 2019
Summary by Ministry and Administrative Units

	All Ministries and Departments	2014/2015	2015/2016			2016/2017	2017/2018	2018/2019
		Audited Actual	Original Estimate	Revised Estimate	Forecast Outturn	Estimate	Estimate	Estimate
	Revenue, Grants and Other Receipts							
01	Office of the Governor	-	-	-	-	-	-	-
03	Police	96,600	102,000	102,000	89,293	97,364	97,364	97,364
04	Attorney General's Chambers	27,913,368	19,559,023	19,559,023	25,872,928	24,720,210	24,720,210	24,720,210
05	Judiciary Administration	970,570	1,050,000	1,050,000	1,110,462	1,132,708	1,132,708	1,132,708
16	Ministry of Border Control and Employment Services	23,596,550	19,948,500	19,948,500	25,314,168	23,505,552	23,505,552	23,505,552
54	Ministry of Finance, Trade and Investment	186,561,209	185,610,998	185,610,998	200,839,700	194,516,305	193,016,305	196,016,305
57	Ministry of Education, Youth, Sports and Library Services	822,552	398,820	398,820	563,775	409,064	409,064	409,064
59	Ministry of Home Affairs, Transportation and Communication	4,270,218	3,780,000	3,780,000	4,476,695	4,082,871	4,082,871	4,082,871
60	Ministry of Infrastructure, Housing and Planning	1,593,979	1,487,750	1,487,750	1,102,155	1,367,782	1,367,782	1,367,782
61	Ministry of Tourism, Environment, Heritage and Culture	5,534,620	4,626,552	4,626,552	4,738,974	4,728,152	4,728,152	4,728,152
62	Ministry of Health, Agriculture and Human Services	292,756	345,437	345,437	305,468	338,560	338,560	338,560
	Total Revenue, Grants and Other Receipts	**251,652,421**	**236,909,080**	**236,909,080**	**264,413,618**	**254,898,568**	**253,398,568**	**256,398,568**

Based on the performance of the economy, the Government's revenue is expected to continue to improve and taxes currently instituted are expected to remain. The country's debt positioning should also continue to improve and the Government's borrowing should remain on par with the objectives outlined in policy statements, including the Public Financial Management Framework (PFMF).

Table Two—8: PFMF Targets and Performance

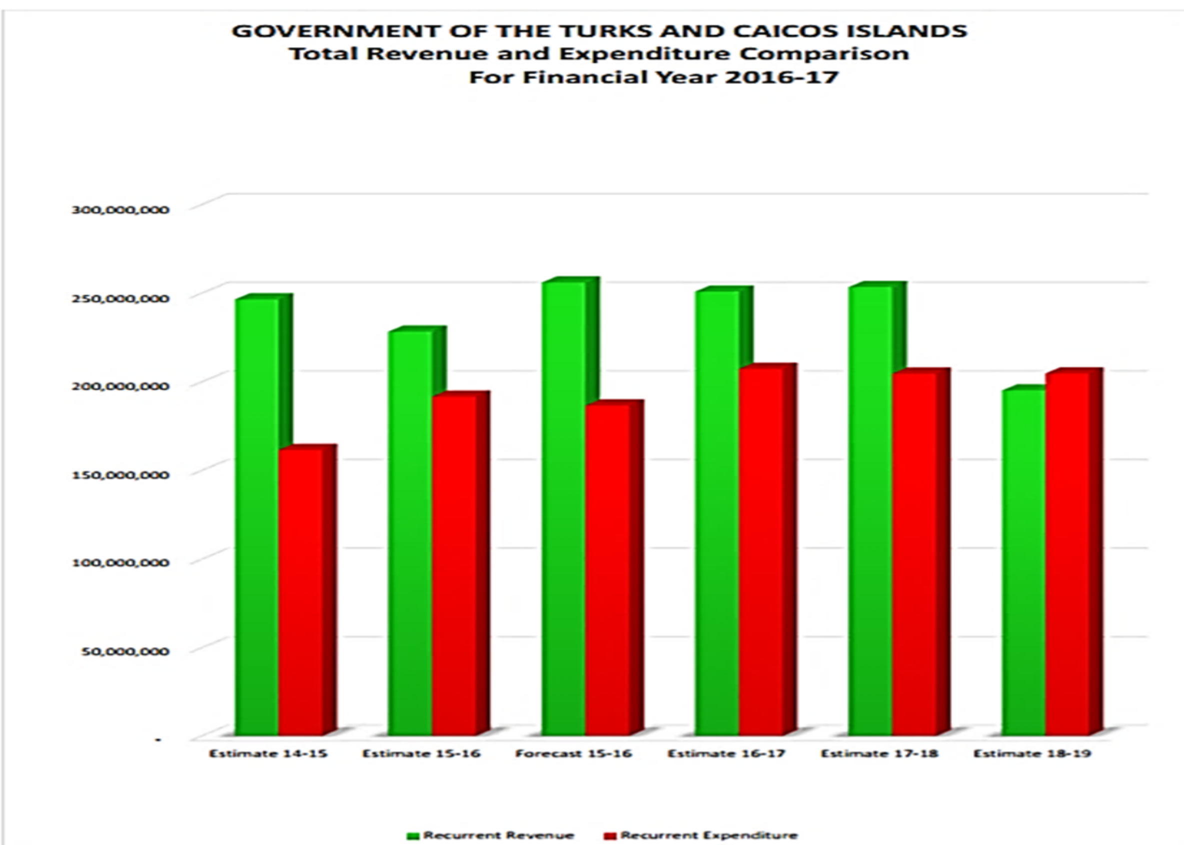
Item	2012-13	2013-14	2014-15	2015-16p	2016-17p	2017-18p	2018-19p	2019-20p
Net Debt to Operating Revenue (Target x<110% by 2015/16 and x<80% by 2018-19)	170.7	130.0	75.2	72.3	50.6	28.1	9.6	0.0
Debt Service to Operating Revenue *(Target x <10%)*	36.0	17.0	34.0	13.6	7.3	6.7	6.0	3.5
Ratio of Liquid Cash Reserves to Estimated Expenditure (*Target >90days by 2018-19*)	18.0	24.0	30.0	9.0	43.0	97.0	146	210

P=projected

Source: Fiscal and Strategic Policy Statement, 2015/16, Update as at June 17, 2015.

.

Figure Two.8: Comparison of Total Revenue and Total Expenditure



Source: The Appropriation (2016/17) Ordinance 2016 (Supporting Schedules)

Monetary Outlook

The TCI's exchange rate should remain stable; offshore companies and reinsurance companies are expected to continue to contribute to GDP; and banks will also continue to be part of the financial system. It is interesting to note that the TCI does not have a central bank or depositor insurance scheme (DIS) and, as a result, the earnings of depositors are subject to risks. (This was also the case with an increase in non-performing loans (NPLs), which resulted in the closure of a local bank and the liquidation of an insurance company following the 2008/2009 global financial crisis).

Furthermore, given that Canadian banks account for about 70% of the assets in the TCI's financial system, the risk posed to depositors is compounded. Perhaps this again suggests the need for the TCI to diversify – diversify away from the banks of one country being the "major player" in the local financial system.

Inflation

The TCI should continue to experience stable prices in the economy. As seen in the Table 2-10 below, both the GDP deflator and CPI have been constant over the past few years (save for the immediate period following the 2008/2009 global financial crisis), and this trend is expected to continue.

Table Two—9: Projected Inflation

Appendix Table 2. Selected Economic Indicators

								Preliminary	Projection		
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Output and Inflation					(Year on year percentage change)						
Real GDP	5.64	8.27	-19.55	0.98	4.62	-2.13	2.80	3.50	3.20	3.00	2.50
GDP deflator	1.43	3.01	1.32	-3.28	1.43	0.53	2.50	2.00	2.00	2.00	2.00
CPI	2.26	4.82	4.08	3.20	5.20	3.11	2.50	2.00	2.00	2.00	2.00
General government						(Percent of GDP)					
Revenue	40.11	30.94	26.33	25.16	28.15	38.15	32.77	32.61	32.2	32.1	32.03
Expenditure	42.00	31.13	26.77	32.33	30.62	28.74	26.39	27.49	27.94	28.2	28.37
Overall balance	-1.89	-0.19	-0.44	-7.18	-2.47	9.41	6.39	5.12	4.26	3.9	3.66
Primary balance	-1.23	0.34	0.47	-6.19	-2.17	10.46	7.33	6.01	5.05	4	3.72
Gross government debt	8.44	7.24	9.36	27.44	29.44	29.99	27.47	23.82	21.23	19.11	17.38
Net government debt	-8.13	-7.42	-10.11	2.56	5.25	-1.25	-7.56	-10.1	-11.71	-12.95	-13.98
External sector						(Percent of GDP)					
Trade balance	-72.96	-65.67	-50.44	-41.71	-41.63	-45.86	-44.03	-44.5	-44.5	-44.5	-44.5
Memorandum items:											
Nominal GDP (Bil. U.S. dollars)	0.77	0.86	0.70	0.69	0.73	0.72	0.76	0.80	0.84	0.88	0.92
GDP per capita (U.S. dollars)	22,187	23,567	19,533	19,907	21,755	22,800	22,873	23,790	24,672	25,538	26,305

Sources: TCI authorities, Standard & Poor's, IMF staff calculations.
Note: Data of TCI authorities are used when they are available. The balances of the sinking fund to repay the debt guaranteed by the United Kingdom are counted to calculate gross government debt. The IMF does not provide macroeconomic forecast of TCI.

Source: Financial System Stability Assessment, IMF, September 24, 2015

2.4. OTHER CONSIDERATIONS

Social cohesion and social exclusion

It is critically important for the TCI Government to address population growth, as this has implications for the economy (given the employment issues, the inadequately skilled labour force and the disparity in employment between residents and non-nationals).

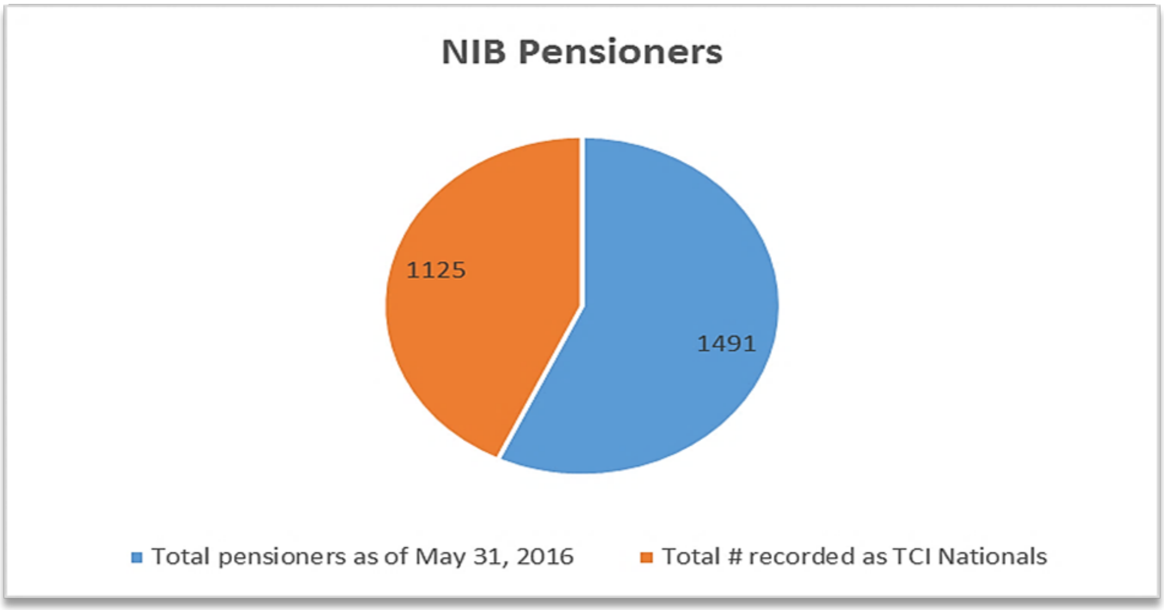
While the population of the TCI is about 38,000, the data below show that the TCI has been experiencing a declining fertility rate. Apart from the societal implications (possible loss of culture/inability to retain culture), such a declining rate may also have negative effects on the economy. Quite likely, it will reduce the size of the labour force and, consequently, the productive elements in the society, as well as the quantity of output and consumption. It is therefore advisable that the government of the TCI implement policies to deal with this issue.

Table Two—10: Fertility Rate

Year	Fertility Rate
2000	3.25
2001	3.22
2002	3.18
2003	3.15
2004	3.11
2005	3.08
2006	3.05
2007	3.02
2008	2.98
2009	2.95
2010	2.92
2011	1.7
2012	1.7
2013	1.7
2014	1.7

What are the implications for the TCI in terms of the number of pensioners on island?

Figure Two.9: Number of Pensioners



In light of the growing population of immigrants (particularly from Haiti and the Dominican Republic), the TCI government should ensure that the policies, programs and plans that it implements consider the impact of a growing population of non-Belongers on Belongers and on government's spending (vis-à-vis education, healthcare, physical planning to address overcrowding in public schools, squatting, improper sanitation and waste disposal, etc.).

Environmental Concerns:

Poor sanitation and waste disposal, as well as unplanned housing developments (among other concerns), have far-reaching implications for both residents and visitors (for example, the Zika virus, as discussed in 1.1). The TCI government should therefore develop, implement and *enforce* policies that adequately address these concerns.

Sovereignty and Independence:

It is interesting to note that the turnaround in TCI's economic output, debt management and overall fiscal management can be directly attributed to the intervention of the UK government.

The TCI is a "British Overseas Territory" and, therefore, perhaps "sovereignty" and "independence" should not be the words used in this instance. But the intervention of the UK government invites the questions: *"Self-governing" up to what point? What would have been the TCI's economic standing had the UK government not intervened?* This intervention should serve as reminder to local government agents and public servants to be accountable, cautious and responsible when carrying out the affairs of the island. Given that the UK instituted several new laws to build a stronger constitutional framework, this expectation should translate into a reality.

Gender equality

The TCI has recorded greater participation by women, especially in the electoral and governance machinery, but these strides seem to be marred by an increase in the number of domestic violence cases. However, one must consider whether the *absolute* number of cases is on the rise, or whether there has been an increase in the *reporting* of cases of domestic violence. Notwithstanding the reason for the increase, swift action from the government of the TCI is warranted. The Caribbean Development Bank (CDB) has committed to "supporting inclusive and sustainable growth and development…by the mainstreaming of three cross-cutting areas, i.e., gender equality…" and, therefore, the TCI government should diligently pursue this funding.

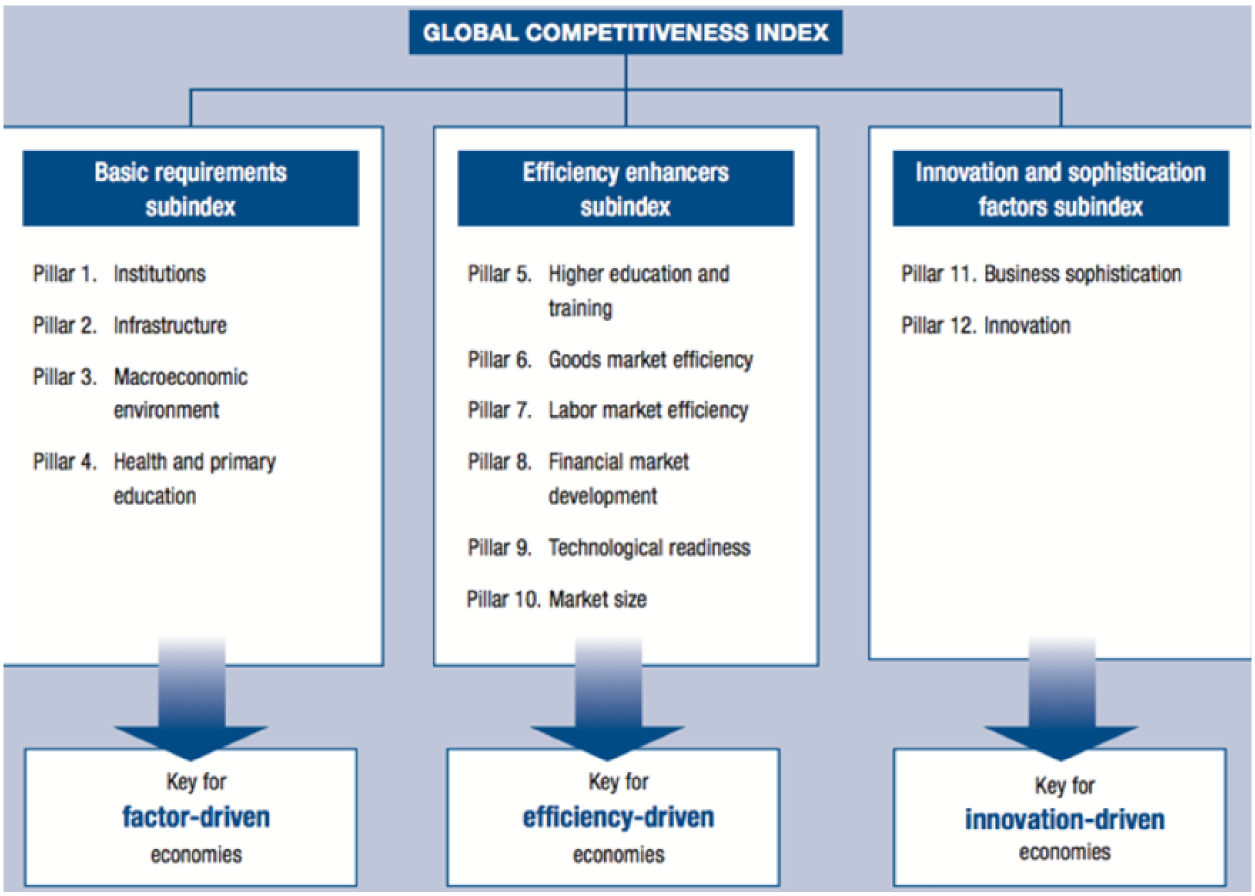
Alignment of TCIs Economic Environmental Scan with the Global Competitive Index's Twelve Pillars of Economic Development

The Global Competitiveness Report is an international standard with 12 indices intended to serve as a neutral and objective tool for governments and other organisations to work together on effective public-private collaboration to boost future prosperity. By benchmarking each year's progress on different factors and institutions that matter for future growth, the *Report* keeps competitiveness on the public agenda, provides a focal point for the discussion of long-term competitiveness policies, and helps to keep stakeholders accountable. The Index compares 138 economies on a variety of indicators, which will help them to assess gaps and priority areas and to construct joint, public-private agendas to address them.

Based on the preceding analysis, the economic environmental scan that has been completed provides a snapshot as to its alignment with the twelve (12) pillars of economic development.

According to the World Economic Forum (2014), "a country's competitiveness is a set of macroeconomic factors that determine its productivity and economic growth respectively." Figure 2.9 below provides a summary of key macro-and micro-economic performance indicators, their alignment with the 12 pillars of economic development and the gaps which currently exist. The pillars and a brief description are as follows:

Figure Two.10: The Global Competitiveness Index Framework



Source: World Economic Forum 2014

First pillar: **Institutions -** The institutional environment is determined by the legal and administrative framework within which individuals, firms, and governments interact to generate wealth.

Second pillar: **Infrastructure** - Extensive and efficient infrastructure is critical for ensuring the effective functioning of the economy, as it is an important factor in determining the location of economic activity and the kinds of activities or sectors that can develop in a particular instance. Well-developed infrastructure reduces the effect of distance between regions, integrating the national market and connecting it at low cost to markets in other countries and regions.

Third pillar: Macroeconomic environment - The stability of the macroeconomic environment is important for business and, therefore, is important for the overall competitiveness of a country.[10] Although it is certainly true that macroeconomic stability alone cannot increase the productivity of a nation, it is also recognized that macroeconomic instability harms the economy, as we have seen over the past years, notably in the European context. The government cannot provide services efficiently if it has to make high-interest payments on its past debts. Running fiscal deficits limits the government's future ability to react to business cycles and to invest in competitiveness-enhancing measures. Firms cannot operate efficiently when inflation rates are out of hand.

Fourth pillar: Health and primary education - A healthy workforce is vital to a country's competitiveness and productivity. Workers who are ill cannot function to their potential and will be less productive. Poor health leads to significant costs to business, as sick workers are often absent or operate at lower levels of efficiency. Investment in the provision of health services is thus critical for clear economic, as well as moral, considerations.[11]

In addition to health, this pillar takes into account the quantity and quality of the basic education received by the population. Basic education increases the efficiency of each individual worker. Moreover, workers who have received little formal education can carry out only simple manual tasks and find it much more difficult to adapt to more advanced production processes and techniques, and therefore contribute less to come up with or execute innovations. In other words, lack of basic education can become a constraint on business development, with firms finding it difficult to move up the value chain by producing more sophisticated or value-intensive products with existing human resources. For the longer term, it will be essential to avoid significant reductions in resource allocation to these critical areas, in spite of the fact that government budgets will need to be cut to reduce the deficits and debt burden.

Fifth pillar: Higher education and training - Quality higher education and training is particularly crucial for economies that want to move up the value chain beyond simple production processes and products.

[12] In particular, today's globalizing economy requires countries to nurture pools of well-educated workers who are able to perform complex tasks and adapt rapidly to their changing environment and the evolving needs of the economy. This pillar measures secondary and tertiary enrolment rates, as well as the quality of education, as evaluated by the business community. The extent of staff training is also taken into consideration because of the importance of vocational and continuous on-the-job training – which is neglected in many economies, including the Turks and Caicos Islands.

Sixth pillar: Goods market efficiency - Countries with efficient goods markets are well positioned to produce the right mix of products and services given their particular supply-and-demand conditions, as well as to ensure that these goods can be most effectively traded in the economy. Healthy market competition, both domestic and foreign, is important in driving market efficiency and, thus, business productivity by ensuring that the most efficient firms, producing goods demanded by the market, are those that thrive. The best possible environment for the exchange of goods requires a minimum of impediments to business activity through government intervention. For example, competitiveness is hindered by distortionary or burdensome taxes and by restrictive and discriminatory rules on foreign direct investment (FDI)—limiting foreign ownership—as well as on international trade.

Seventh pillar: Labour market efficiency - The efficiency and flexibility of the labour market are critical for ensuring that workers are allocated to their most effective use in the economy and provided with incentives to give their best effort in their jobs. Labour markets must therefore have the flexibility to shift workers from one economic activity to another rapidly and at low cost, and to allow for wage fluctuations without much social disruption. The importance of well-functioning labour markets has been dramatically highlighted in the last couple of years in the Arab countries, where rigid labour markets were an important cause of high youth unemployment, sparking social unrest in Tunisia that then spread across the region.

Youth unemployment is also high in the Turks and Caicos Islands and other Caribbean countries, where important barriers to entry into the labour market remain in place. Efficient labour markets must also ensure a clear relationship between worker incentives and their efforts to promote meritocracy at the workplace, and they must provide equity in the business environment between women and men. Taken together, these factors have a positive effect on worker performance and the attractiveness of the country for talent, two aspects that are growing more important as talent shortages loom on the horizon.

Eighth pillar: Financial market development - The recent economic crisis has highlighted the central role of a sound and well-functioning financial sector for economic activities. An efficient financial sector allocates the resources saved by a nation's citizens, as well as those entering the economy from abroad, to their most productive uses. Business investment is also critical to productivity.

Therefore, economies require sophisticated financial markets that can make capital available for private-sector investment from such sources as loans from a sound banking sector, well-regulated securities exchanges, venture capital, and other financial products. In order to fulfil all those functions, the banking sector needs to be trustworthy and transparent, and — as has been made so clear recently — financial markets need appropriate regulation to protect investors and other actors in the economy at large.

Ninth pillar: Technological readiness - In today's globalized world, technology is increasingly essential for firms to compete and prosper. The technological readiness pillar measures the agility with which an economy adopts existing technologies to enhance the productivity of its industries, with specific emphasis on its capacity to fully leverage information and communication technologies (ICT) in daily activities and production processes for increased efficiency and enabling innovation for competitiveness. ICT has evolved into the "general purpose technology" of our time, given the critical spill over to the other economic sectors and their role as industry-wide enabling infrastructure. Therefore, ICT access and usage are key enablers of countries' overall technological readiness.

Tenth pillar: Market size - The size of the market affects productivity since large markets allow firms to exploit economies of scale. Traditionally, the markets available to firms have been constrained by national borders. In the era of globalization, international markets can to a certain extent substitute for domestic markets, especially for small countries. Vast empirical evidence shows that trade openness is positively associated with growth. Even if some recent research casts doubts on the robustness of this relationship, there is a general sense that trade has a positive effect on growth, especially for countries with small domestic markets like the TCI and other Caribbean nations. The case of the European Union and CARICOM illustrates the importance of market size for competitiveness, as important efficiency gains were realized through closer integration.

Table Two—11: **Economies at each Stage of Development**

Stage 1: Factor-driven (37 economies)	Transition from stage 1 to stage 2 (16 economies)	Stage 2: Efficiency-driven (30 economies)	Transition from stage 2 to stage 3 (24 economies)	Stage 3: Innovation-driven (37 economies)
Bangladesh	Algeria	Albania	Argentina	Australia
Burkina Faso	Angola	Armenia	Bahrain	Austria
Burundi	Azerbaijan	Bulgaria	Barbados	Belgium
Cambodia	Bhutan	Cape Verde	Brazil	Canada
Cameroon	Bolivia	China	Chile	Cyprus
Chad	Botswana	Colombia	Costa Rica	Czech Republic
Côte d'Ivoire	Gabon	Dominican Republic	Croatia	Denmark
Ethiopia	Honduras	Egypt	Hungary	Estonia
Gambia, The	Iran, Islamic Rep.	El Salvador	Kazakhstan	Finland
Ghana	Kuwait	Georgia	Latvia	France
Guinea	Libya	Guatemala	Lebanon	Germany
Haiti	Moldova	Guyana	Lithuania	Greece
India	Mongolia	Indonesia	Malaysia	Hong Kong SAR
Kenya	Philippines	Jamaica	Mauritius	Iceland
Kyrgyz Republic	Saudi Arabia	Jordan	Mexico	Ireland
Lao PDR	Venezuela	Macedonia, FYR	Oman	Israel
Lesotho		Montenegro	Panama	Italy
Madagascar		Morocco	Poland	Japan
Malawi		Namibia	Russian Federation	Korea, Rep.
Mali		Paraguay	Seychelles	Luxembourg
Mauritania		Peru	Suriname	Malta
Mozambique		Romania	Turkey	Netherlands
Myanmar		Serbia	United Arab Emirates	New Zealand
Nepal		South Africa	Uruguay	Norway
Nicaragua		Sri Lanka		Portugal
Nigeria		Swaziland		Puerto Rico
Pakistan		Thailand		Qatar
Rwanda		Timor-Leste		Singapore
Senegal		Tunisia		Slovak Republic
Sierra Leone		Ukraine		Slovenia
Tajikistan				Spain
Tanzania				Sweden
Uganda				Switzerland
Vietnam				Taiwan, China
Yemen				Trinidad and Tobago
Zambia				United Kingdom
Zimbabwe				United States

(Source World Economic Forum 2014)

Eleventh pillar: Business sophistication - There is no doubt that sophisticated business practices are conducive to higher efficiency in the production of goods and services. Business sophistication concerns two elements that are intricately linked: the quality of a country's overall business networks and the quality of individual firms' operations and strategies.

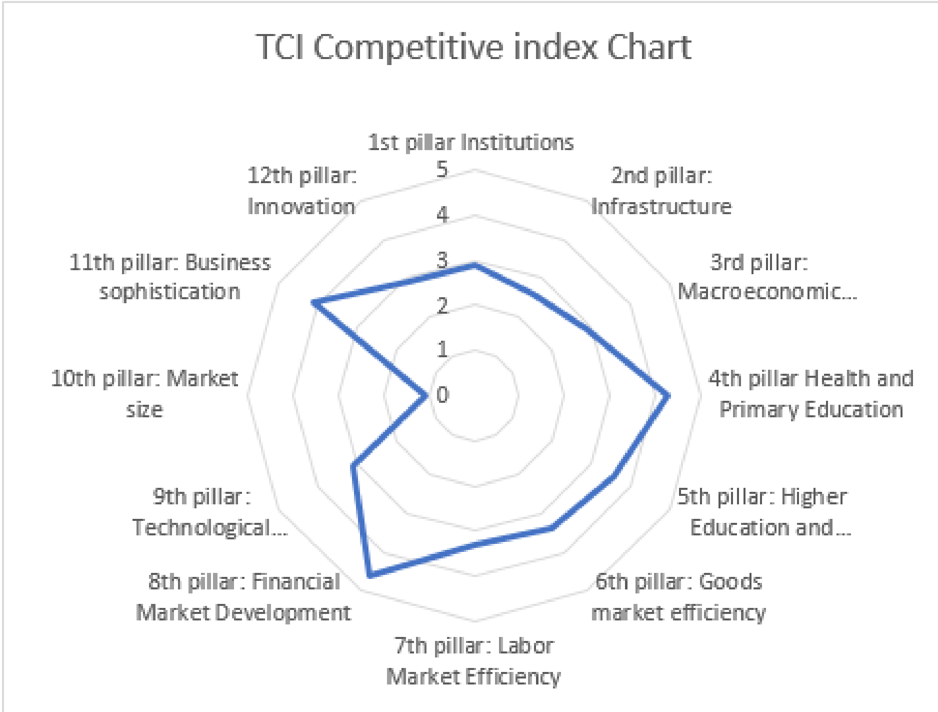
These factors are particularly important for countries at an advanced stage of development when, to a large extent, the more basic sources of productivity improvements have been exhausted. The quality of a country's business networks and supporting industries, as measured by the quantity and quality of local suppliers and the extent of their interaction, is important for a variety of reasons. When companies and suppliers from a particular sector are interconnected in geographically proximate groups, called clusters, efficiency is heightened, greater opportunities for innovation in processes and products are created, and barriers to entry for new firms are reduced. Individual firms' advanced operations and strategies (branding, marketing, distribution, advanced production processes, and the production of unique and sophisticated products) spill over into the economy and lead to sophisticated and modern business processes across the country's business sectors.

Twelfth pillar: Innovation - can emerge from new technological and no technological knowledge. Non-technological innovations are closely related to the know-how, skills, and working conditions that are embedded in organizations and are therefore largely covered by the eleventh pillar of the GCI. The final pillar of competitiveness focuses on technological innovation.

Although substantial gains can be obtained by improving institutions, building infrastructure, reducing macroeconomic instability, or improving human capital, all these factors eventually seem to run into diminishing returns. The same is true for the efficiency of the labour, financial, and goods markets. In the long run, standards of living can be largely enhanced by technological innovation.

Technological breakthroughs have been at the basis of many of the productivity gains that our economies have historically experienced. These range from the industrial revolution in the 18th century and the invention of the steam engine and the generation of electricity to the more recent digital revolution. The latter is transforming not only the way things are being done, but also opening a wider range of new possibilities in terms of products and services. Innovation is particularly important for economies as they approach the frontiers of knowledge and the possibility of generating more value by only integrating and adapting exogenous technologies tends to disappear.

Figure Two.11: Turks and Caicos Competitive Index Chart (Average score 3.3)



Source TCINSA, 2016

Even though several strides have been made in the TCI over the past few years, there are areas to which attention should be paid in order to improve its competitiveness (Table 2-13). Conversely, the country has a competitive advantage in its financial market development sector (31) and in business sophistication (62) which both need to be leveraged in order for the country to benefit from its economic advantage.

Table Two—12: Comparative Factors of the Global Competitiveness Index (Ranked out of 144 Countries) [Jamaica, Barbados and the TCI]

Country/ Pillar	Sector	Jamaica		Barbados		TCI	
		Rank	Score	Rank	Score	Rank	Score
Overall			4.1		4.2		3.3
Sub index A: Basic requirements							
1st pillar	Institutions	80	3.7	44	4.3	112	2.9
2nd pillar	Infrastructure	80	3.8	30	5.1	122	2.6
3rd pillar	Macroeconomic environment	136	3.3	129	3.2	139	2.9
4th pillar	Health and primary education	72	5.7	45	6.1	102	4.3
Sub index B Efficiency enhancers							
5th pillar	Higher education and training	76	4.2	29	5.2	102	3.6
6th pillar	Goods market efficiency	76	4.3	86	4.2	134	3.4
7th pillar	Labour market efficiency	58	4.3	42	4.5	110	3.3
8th pillar	Financial market development	48	4.4	62	4.1	31	4.6
9th pillar	Technological readiness	75	3.6	31	5.4	107	3.1
10th pillar	Market size	107	2.9	136	1.6	145	1.1
Sub index C: Innovation and sophistication factors							
11th pillar	Business sophistication	67	4.0	51	4.2	62	4.1
12th pillar	Innovation	75	3.2	53	3.4	111	2.9

Based on the evidence presented in this chapter, it can be concluded that the strong macro-micro-economy of the TCI is a huge pull for migrants. Addressing and leveraging skills-development as a platform for economic development can improve the competitiveness of the TCI. It would also be prudent to diversify economic activities to include creating an enhancing framework for entrepreneurship for micro and medium-size enterprises to develop and flourish amongst both Belongers and migrant groups.

This will improve GDP and other critical socio-economic performance indicators of the TCI. The TCI should also seriously focus on developing the financial industry because it is the only area in which the country ranked the highest score in the Global Competitive index. It is not only the strongest sector, but it takes very little infrastructure to build out. Already, most of the mechanisms are in place to expand this sector. The Government can therefore create strategic pathways to leverage and embellish the stable macroeconomic framework for future skills and employment opportunities to enhance the economic competitiveness of the TCI.

Chapter Three

Migration Trends and Impact on the TCI

3.1. Overview on Migration in the TCI

Population and Migration Overview:

Migration over the last 30 years has been an important influence on the Turks and Caicos Island society and the economy, affecting the size, composition and geographic location of the population and workforce. As a result of this phenomenon, the country has seen the shift from economic activities moving from Grand Turk to Providenciales.

The 2012 population census reveals that the current population of the TCI is approximately 31,500, representing a 57.5% increase over the 2001 population of 20,000. Throughout most of its recorded history the population of TCI has varied between 5,000 and 6,000 and it is only since the mid-1970s that there has been a rapid increase. This growth almost exactly parallels the development of the tourism and the financial industries. Migration accounts for around three-quarters of the population increase of the Turks and Caicos over the last 15 years, reflecting the high demand for labour, including skilled and professional workers. The country's financial sector has also seen the need for more qualified personnel to fill the growing demand of the labour force.

Since the economic downturn of 2008, the TCI Islanders have steadily declined as a major group, accounting for 40% of the population, although they still remain the largest group. This represents a turnaround from 2001 when they constituted 52% of the population. (According to UN Population Division estimates, as of 2015, the number of migrants worldwide stood at almost 244 million or 3.3 percent of the world's population.) However, the largest migrant group are the Haitians, representing 35% of the population, followed by the Jamaicans at 8% and the Dominican Republicans with 5%.

Unlike other groups where there has been a high turnover, 45% of the current Haitian population in the TCI was resident in 2001, and a significant number of those resident in 2001 are still resident in TCI in 2016. As a result of the high level of immigration, the population is now more heavily concentrated in the main working age groups, and whereas the proportions of children and the elderly have both declined, nonetheless, over a third of the population is aged under 25 years.

Recent changes to the Turks and Caicos Immigration Ordinance have included a greater emphasis for migrants and economically advantaged residents to become permanent residents of the TCI. Of concern, also, is the number of TCI Islanders – especially those who are college educated – migrating permanently, proportionately in large numbers, particularly since 2008. The exodus of those educated TCI Islanders is as a result of the economic fallout; the effects of migration arising from demographic and labour market differences between migrants and the local-born population; and from migration-induced changes to population growth.

This chapter examines migration and the types of jobs that migrants are attracted to in the TCI and the gaps which exist in the labour market. At the other end of the spectrum, it looks at the work permit system in the TCI, including the number of applications and the origin of migrants.

Job Categories in the Turks and Caicos

For the purpose of the research and analysis, jobs in the TCI were divided into nine (9) classifications based on the International Labour Organisation's (ILO) International Standard Classification of Occupations (ISCO), which is the standard international benchmark, used in over 147 countries. Table 3-1.

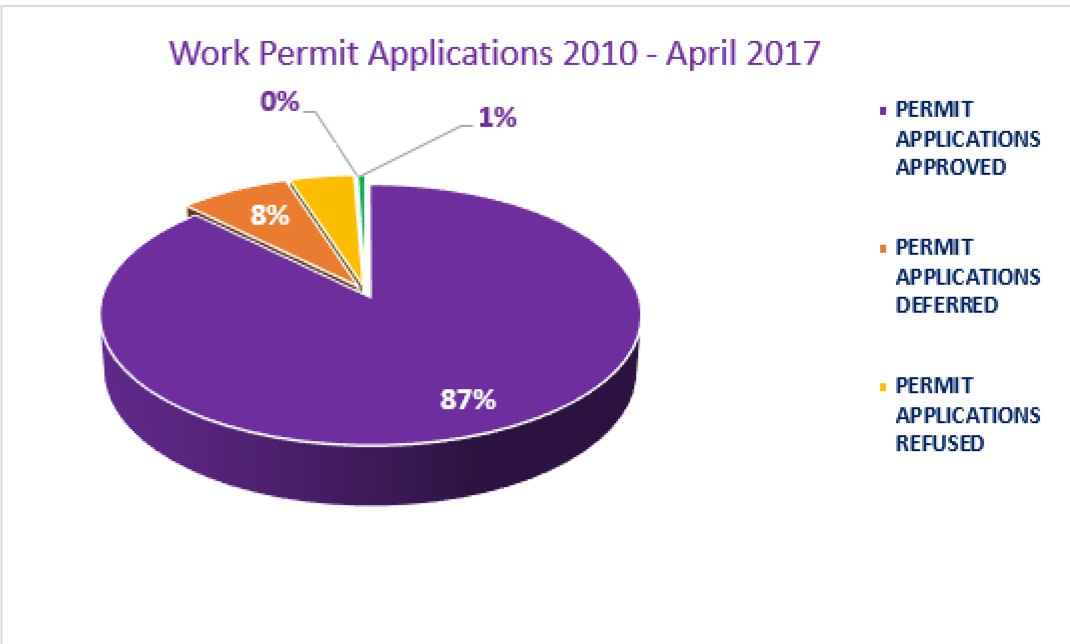
Table Three—1: ISCO Groups and Major Occupations

ISCO Groups	Major Occupations
Major Group 1	Legislators, Senior Officials and Managers
Major Group 2	Professionals
Major Group 3	Technicians and Associate Professionals
Major Group 4	Clerical Support Workers
Major Group 5	Service and Sales Workers
Major Group 6	Skilled Agricultural, Forestry and Fishery Workers
Major Group 7	Craft and Related Trades Workers
Major Group 8	Plant and Machine Operators and Assemblers
Major Group 9	Elementary Occupations
Major Group 0	Armed Forces Occupations

Work Permit Applications

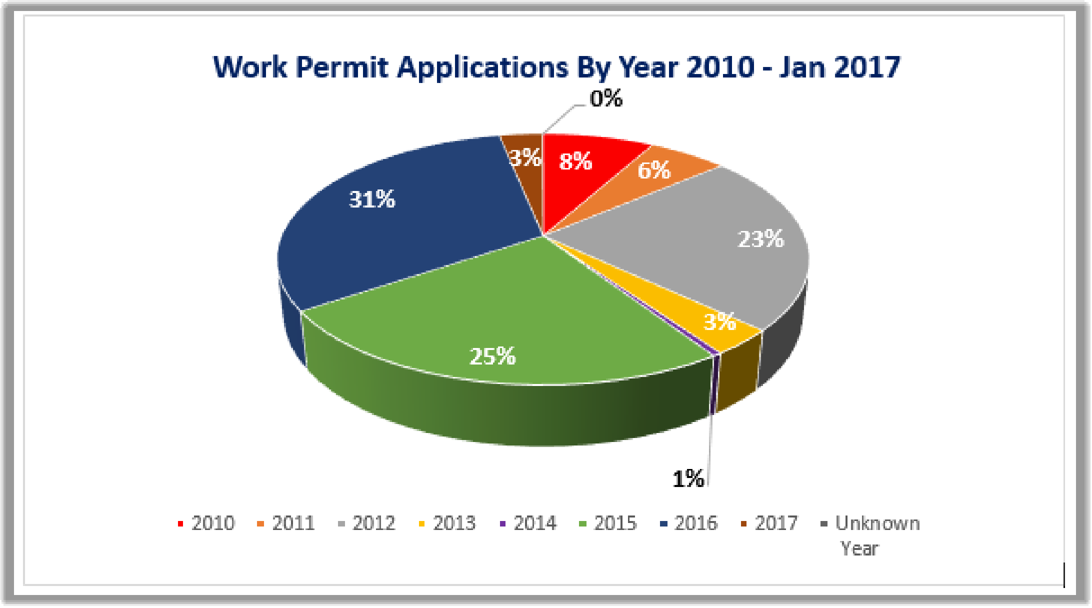
Based on reports received on applications by work permit types for the years 2010 to April 2017, there was an estimated total of thirty-five thousand, seven hundred and six (35,706) applications, which represented approximately 80% of all work-permit applications made to the Ministry of Border Control and Employment. On average, there were 6,376 applications made every year. Eighty-seven percent (87%) of these were approved.

Figure Three.1: Work Permit Applications 2010 - April 2017



The year 2016 saw the largest number of applications: 31% of the total for the period. In addition to the increase in the overall number of applications, there was an increase in all categories.

Figure Three.2: Work Permit Applications by Years, 2010 – 2017



Nationality

A total of ninety-one (91) known nationalities made applications, while a sizeable number, 2%, did not state the applicants' nationality.

The largest number of applications came from the Haitians, representing 30% of the total analysed (Table 3-2), followed by Jamaicans, Filipinos and Dominicans 13%, 12%, and 12%, respectively.

Table Three—2: Applications by Nationality

NATIONALITY	PERCENTAGE
Haitians	30
Jamaican	13
Filipino	12
Dominican	12
American	5
Canadian	5
British	4
Indian	2
Indonesian	2
Unknown	2

The 10 largest number of applications by nationality listed (largest to smallest) also represent 86% of the total number of applications.

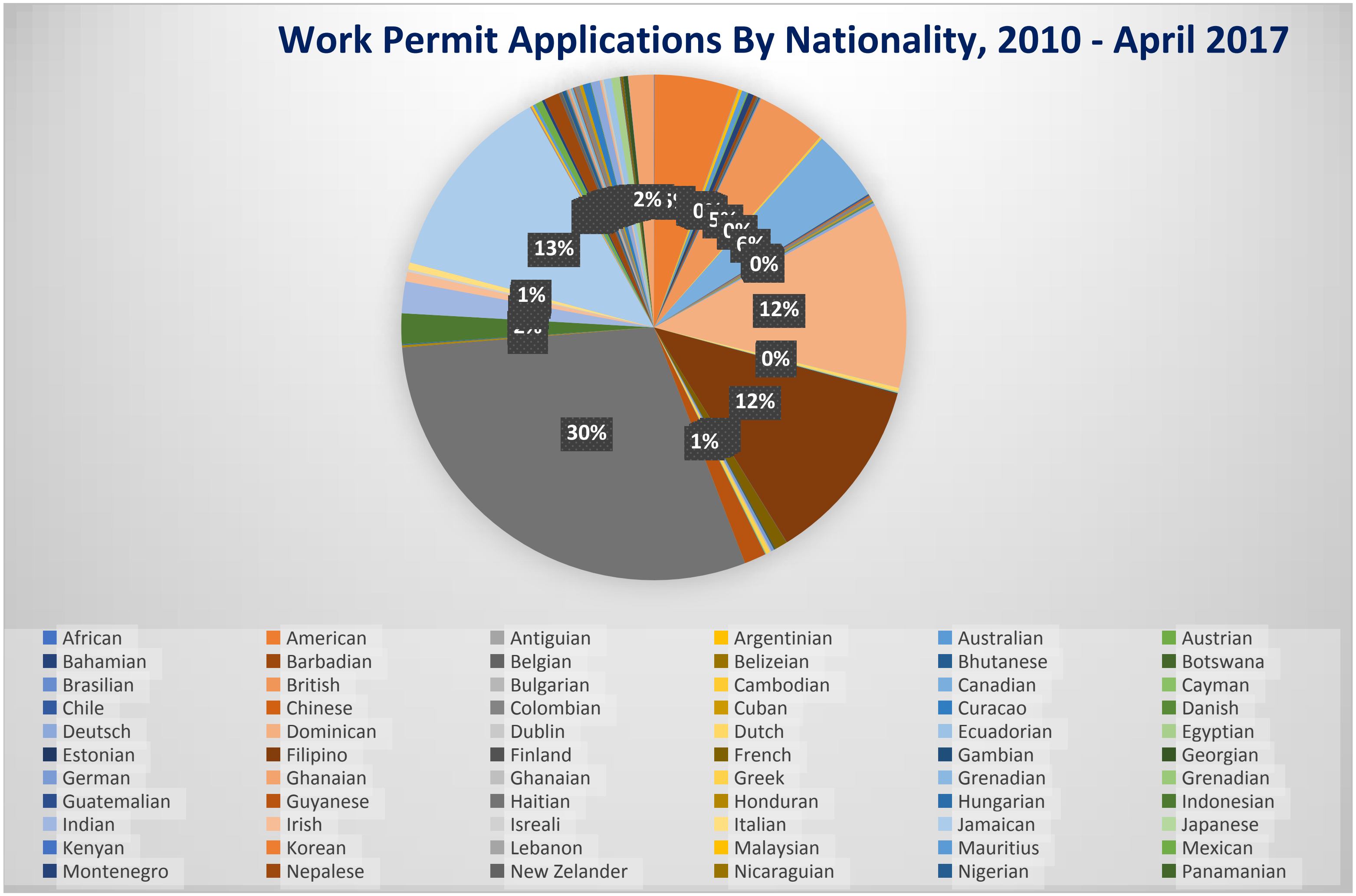


Figure Three.3: Total Work Permit Applications by Nationality

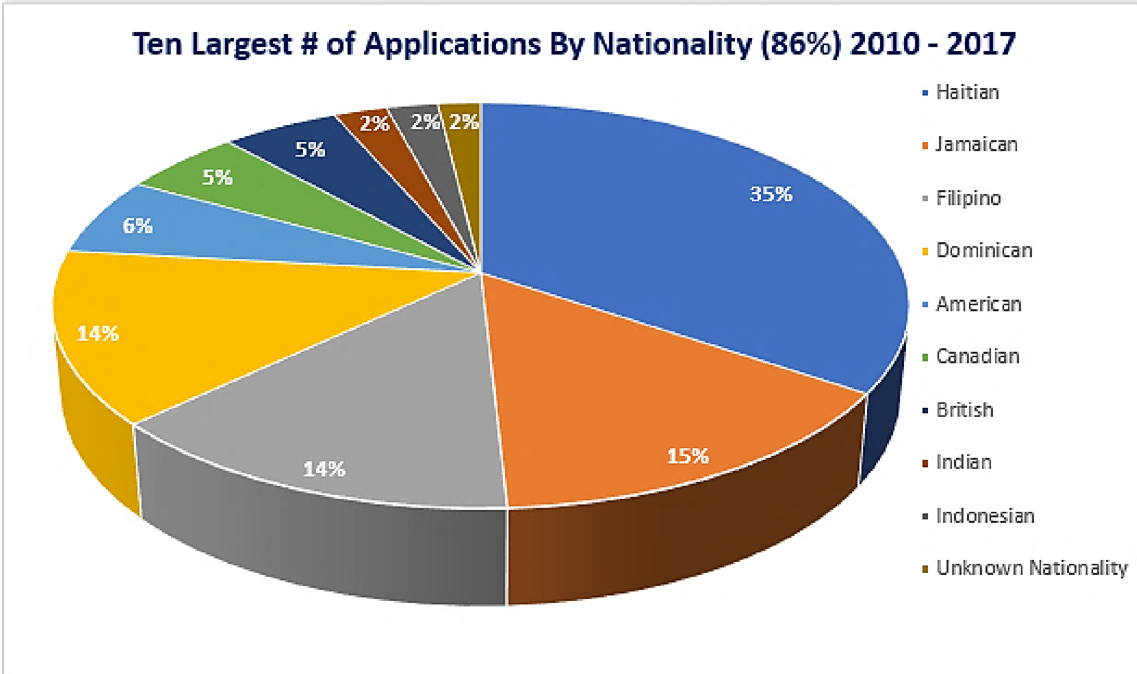


Figure Three.4: Applications by Nationality

A detailed analysis of each of these 10 nationalities is presented below:

1. HAITIANS

Elementary Occupations Class is the largest grouping for Haitians, representing 69% of applications. The second largest class is Services & Sales Workers at 14%, followed by Craft & Related Trades Workers at 7%, and Skilled Agricultural, Forestry and Fishery Workers at 3%. This suggests that the majority of work-permit applications for Haitians are for low-skilled jobs.

Haitians make up only a few of the more high-end occupation classes, represented as follows:

- **Managers - 1%**
- **Professional - 2%**
- **Technicians & Associate Professionals - 2%**
- **Plant & Machine Operators - 1%**

The 'Residence' category accounts for 1%, and 2% do not have any occupation class stated.

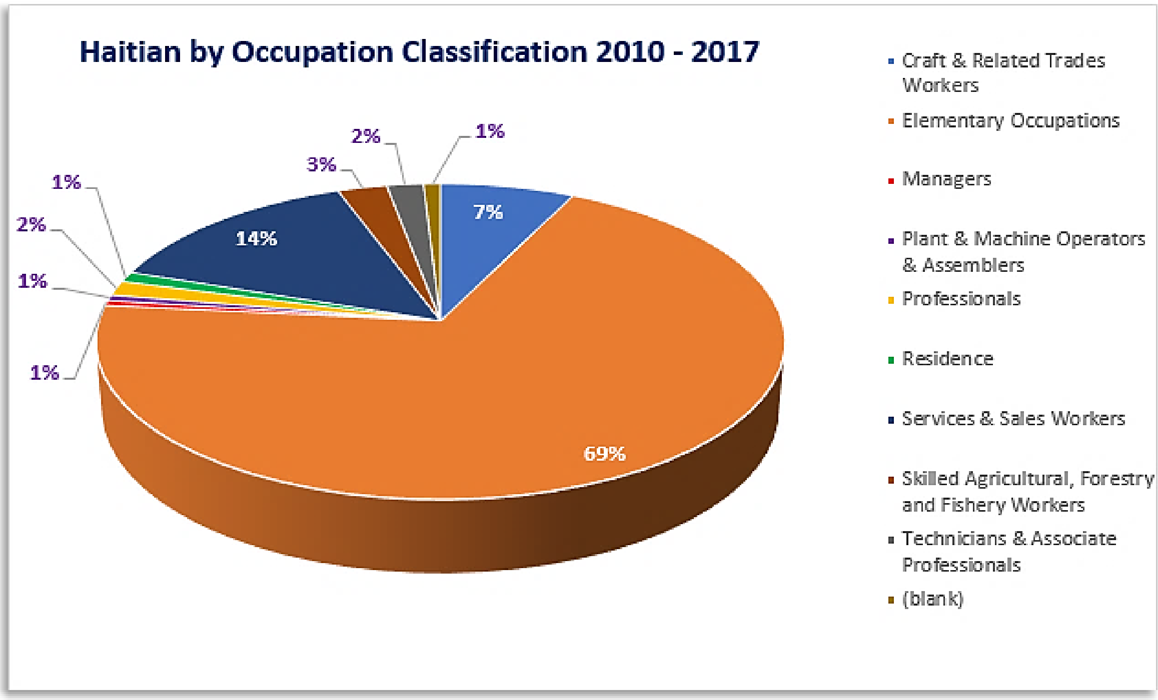


Figure Three.5: Haitians by Occupation Classification

1. JAMAICAN

For the Jamaican group of applications, Services & Sales make up largest class of workers, representing 40% of the total applications. This is followed by the Elementary Occupations Class with 15% and Professionals Class, also with 15%.

- **Service and Sales - 40%**
- **Elementary occupations - 15%**
- **Professionals - 15%**
- **Technicians & Associate Professionals - 14%**
- **Managers - 8%**
- **Craft & Related Trades Workers - 5%**
- **Clerical Support Workers - 2%**
- **Plant & Machine Operators & Assemblers - 1%**

There was an insignificant number of 'Residence' and applications with no class stated, less than 1% in both cases.

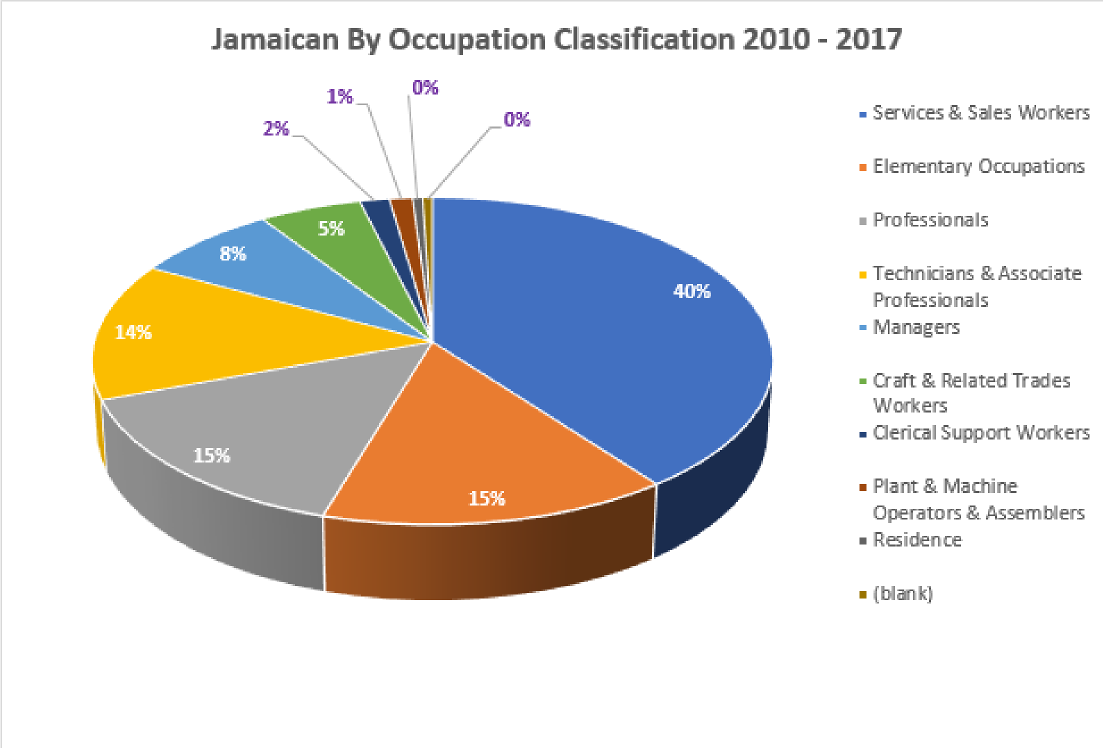


Figure Three.6: Jamaican by Occupation Classification

2. FILIPINOS

Among the Filipinos, analysis shows that the largest Class of workers is the Services & Sales Workers at thirty-four percent (34%); followed by Elementary Occupations with nineteen percent (19%), Craft & Related Trades Workers, fourteen percent (14%), and Professionals at nine percent (9%).

- **Service & Sales Workers - 34%**
- **Elementary Occupations - 19%**
- **Craft and Related Trades - 14%**
- **Professionals - 9%**
- **Managers - 5%**
- **Clerical Support Workers - 1%**
- **Skilled Agricultural, Forestry & Fishery Workers - 1%**
- **Plant & Machine Operators & Assemblers - 1%**

There was an insignificant number of Applications with Class not stated.

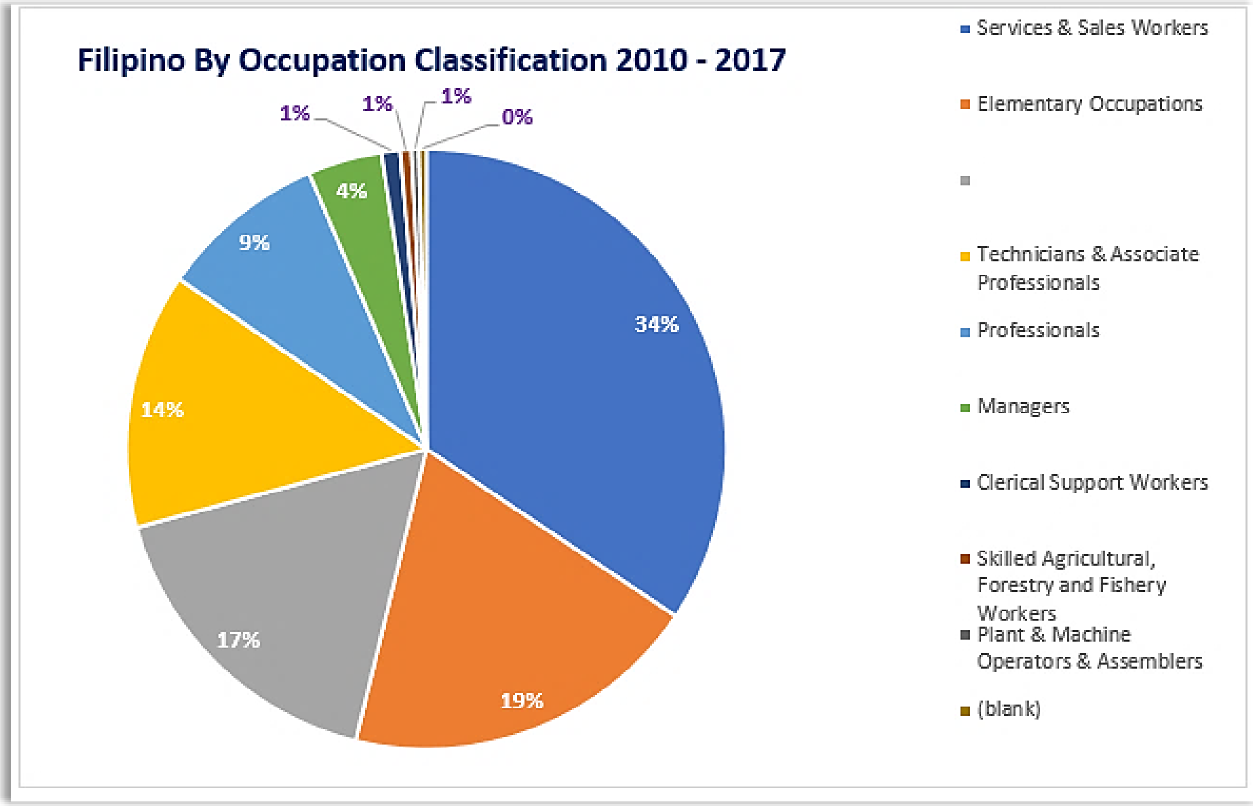


Figure Three.7: *Filipino by Occupation Classification*

3. DOMINICIAN

As with other nationalities, Services & Sales Workers Class make up thirty-eight percent (38%) of the Dominican Applications, with Elementary Occupation Class closely behind with thirty-two percent (32%), followed by Craft & Related Trades Workers at sixteen percent (16%) as follows:

- **Services & Sales Workers Class - 38%**
- **Elementary Occupation Class - 32%**
- **Craft & Related Trades Workers - 16%**
- **Technician & Associate Professionals - 4%**
- **Skilled Agricultural, Forestry & Fishery Workers - 3%**
- **Professionals - 2%**
- **Plant & Machine Operators & Assemblers - 2%**
- **Clerical Support Workers - 1%**
- **Managers - 1%**
- **Residence - 1%**
- **Class not Stated - 1%**

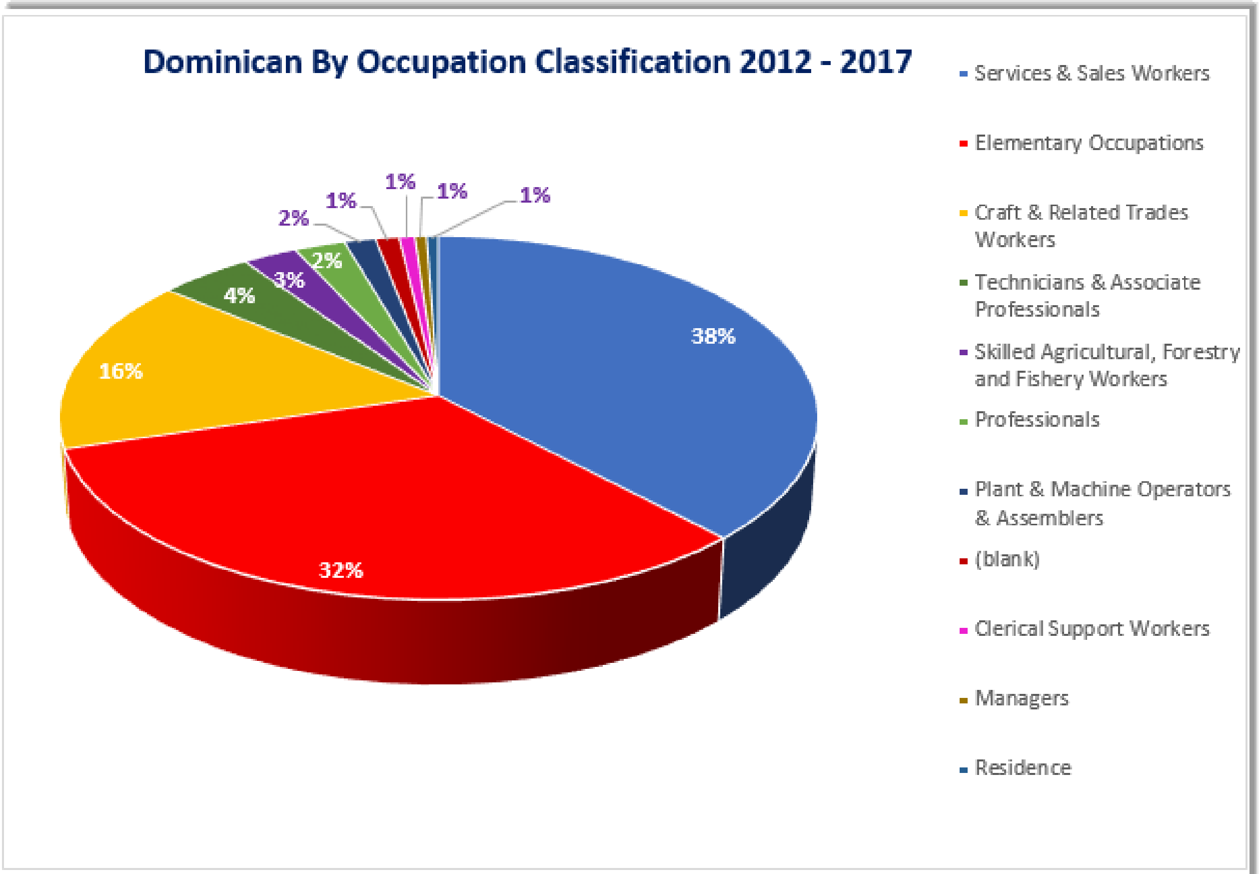


Figure Three.8: *Dominican by Occupation Classification*

4. AMERICAN

The largest Class of Americans is the Managers Class representing forty-four percent (44%) of the total number of Americans. The next largest Class is Technicians & Associate Professionals with twenty percent (20%), followed by Professionals at seventeen percent (17%):

- **Managers - 44%**
- **Technicians & Associates - 20%**
- **Professionals - 17%**
- **Craft & Related Trades Workers - 5%**
- **Residence - 4%**
- **Elementary Occupations - 3%**
- **Class not stated - 1%**

There were no Skilled Agricultural, Forestry & Fishery Workers or Clerical Support Workers listed among the Americans.

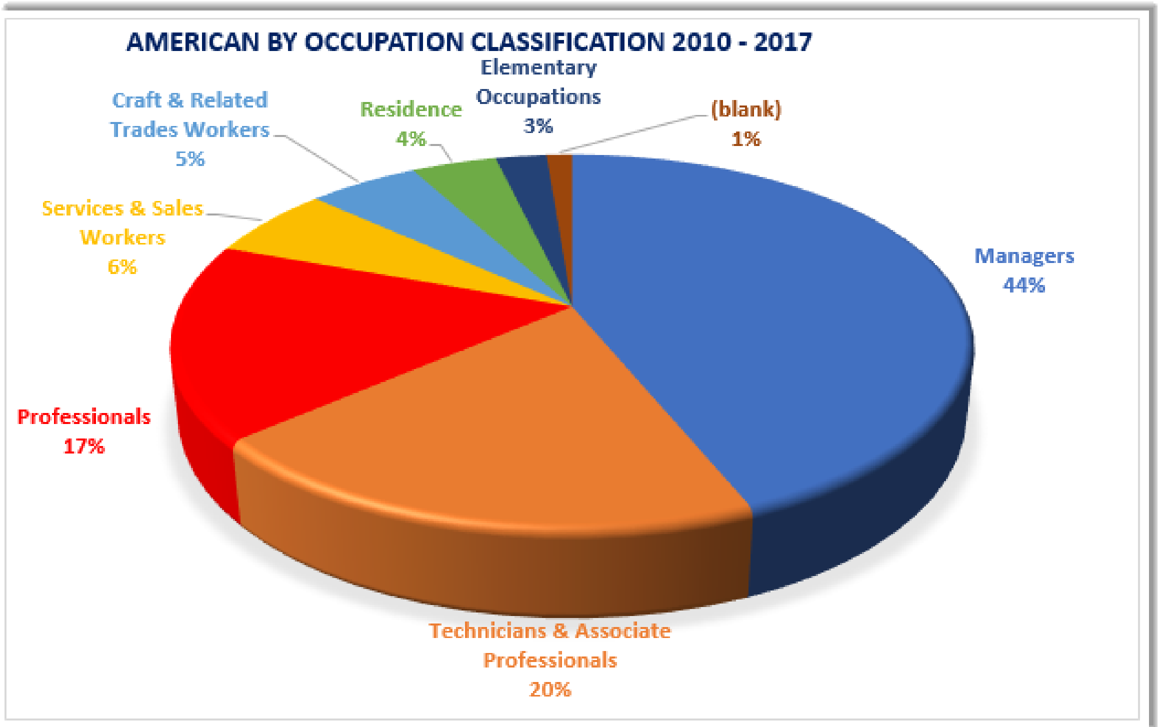


Figure Three.9: *American by Occupation Classification*

5. CANADIAN

In the case of the Canadians, the largest class is the Managers Class, representing 34%. The second largest class is the Technician & Associate Professionals at 21%, the Professionals Class at 13%, followed closely by the Services & Sales Workers at 12%, and the Craft & Related Trades Workers at 11%.

- **Managers Class - 34%**
- **Technician & Associates - 21%**
- **Professionals - 13%**
- **Services & Sales - 12%**
- **Craft & Related Trades - 11%**
- **Residence - 4%**
- **Elementary Occupations - 3%**
- **Class not Stated - 1%**
- **Clerical Support Workers - 1%**

There was an insignificant number of Plant & Machine Operators & Assemblers, as well as Skilled Agricultural, Forestry & Fishery Workers: less than one percent (<1%).

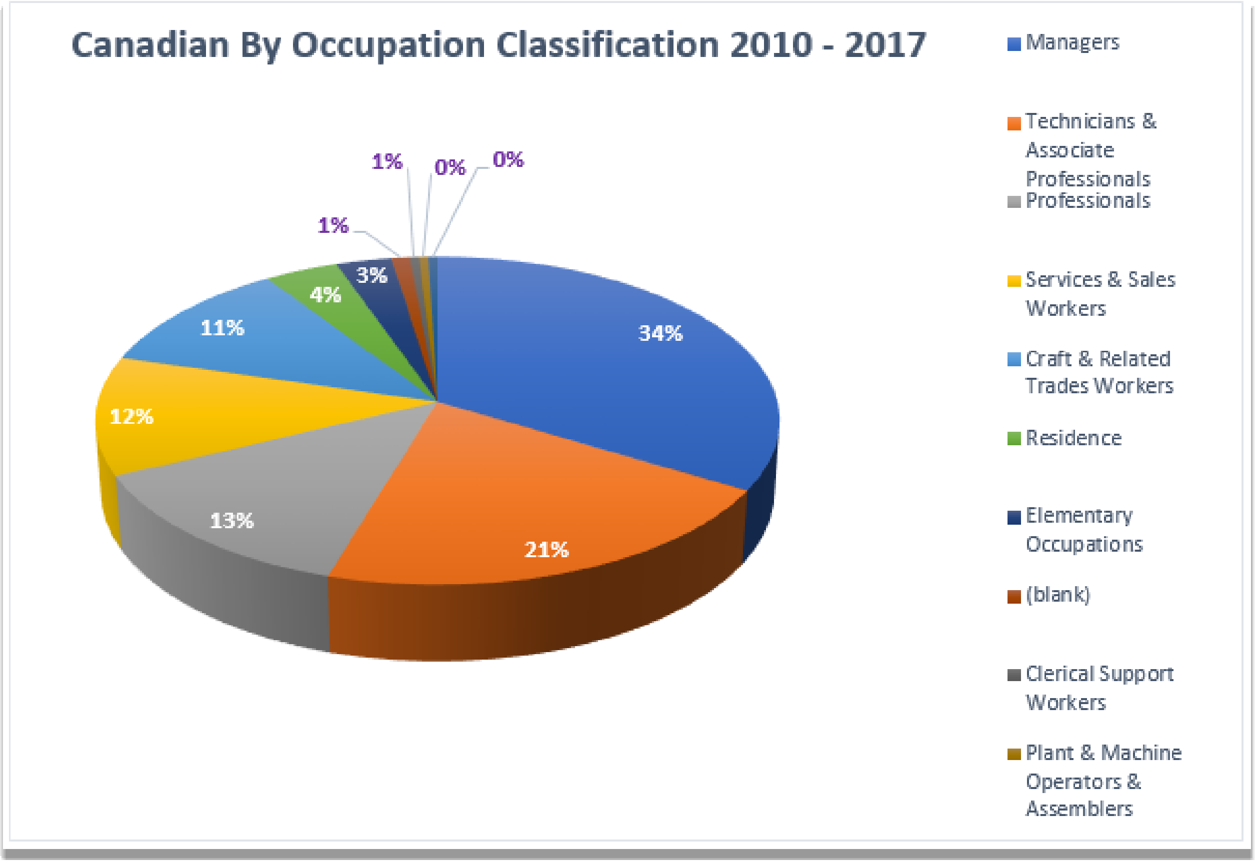


Figure Three.10: Canadians by Occupation Classification

6. BRITISH

The Professionals Class represented the largest class among the British, with 32%, followed by Managers Class with 30%. Technicians & Associate Professionals made up the third-largest class, with 16%, followed by Craft & Related Trades Workers at 9%:

- **Professionals - 32%**
- **Managers - 30%**
- **Technicians & Associates - 16%**
- **Craft & Related - 9%**
- **Services & Sales - 8%**
- **Elementary Occupations - 2%**
- **Clerical Support Workers - 1%**
- **Residence - 1%**
- **Class not stated - 1%**

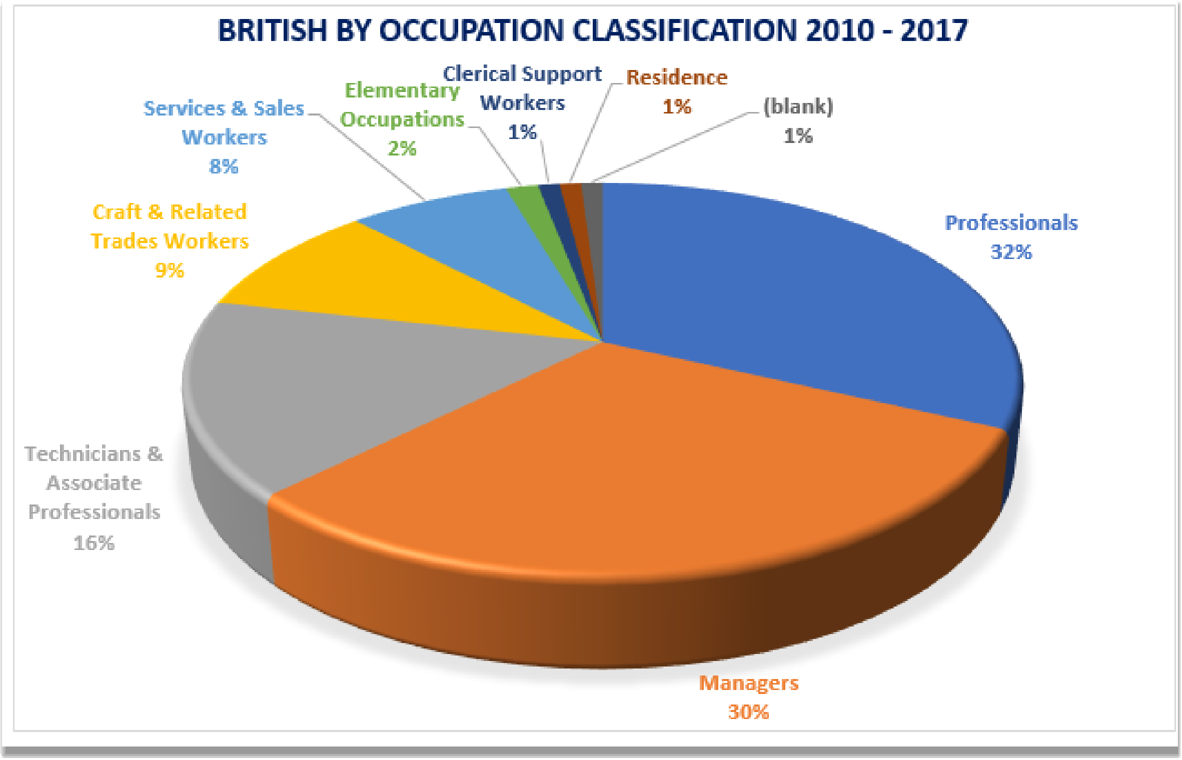


Figure Three.11: British by Occupation Classification

7. INDIANS

The Services & Sales Workers Class is the largest among the Indians with 35%. The second-largest class of applicants is the Managers Class at 21%, followed by Technicians & Associate Professionals at 17% and Elementary Occupations at 12%:

- **Services & Sales Workers - 35%**
- **Managers - 21%**
- **Technicians and Associates - 17%**
- **Elementary Occupations - 12%**
- **Craft & Related Trades - 10%**
- **Professionals - 4%**
- **Class not stated - 1%**

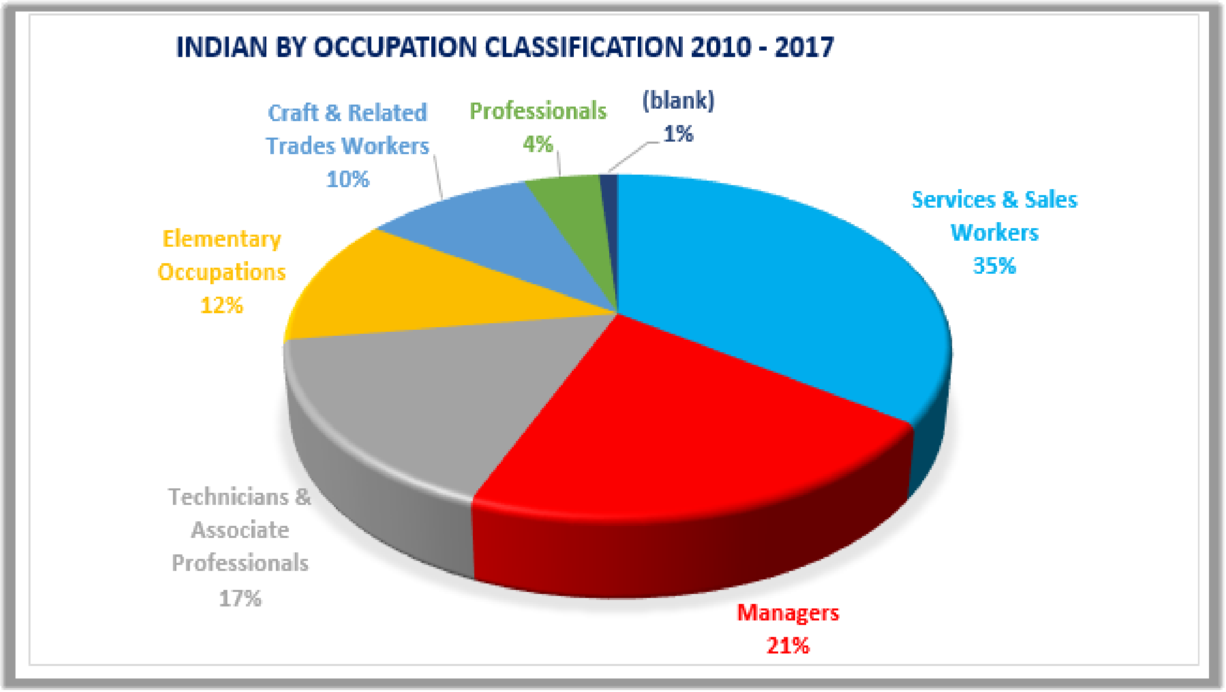


Figure Three.12: Indians by Occupation Classification

8. INDONESIAN

In the case of the Indonesians, like the Indians, the largest class is the Services & Sales Workers, representing 44%. The next largest class is Technicians & Associate Professionals at 26%, followed by the Managers Class at 13% and the Elementary Occupations at 9%:

The other classes are ranked as follows:

- **Service and Sales - 44%**
- **Technicians and Associates - 26%**
- **Managers - 13%**
- **Elementary Occupations - 9%**
- **Craft & Related Trades Workers - 7%**
- **Professionals - 1%**

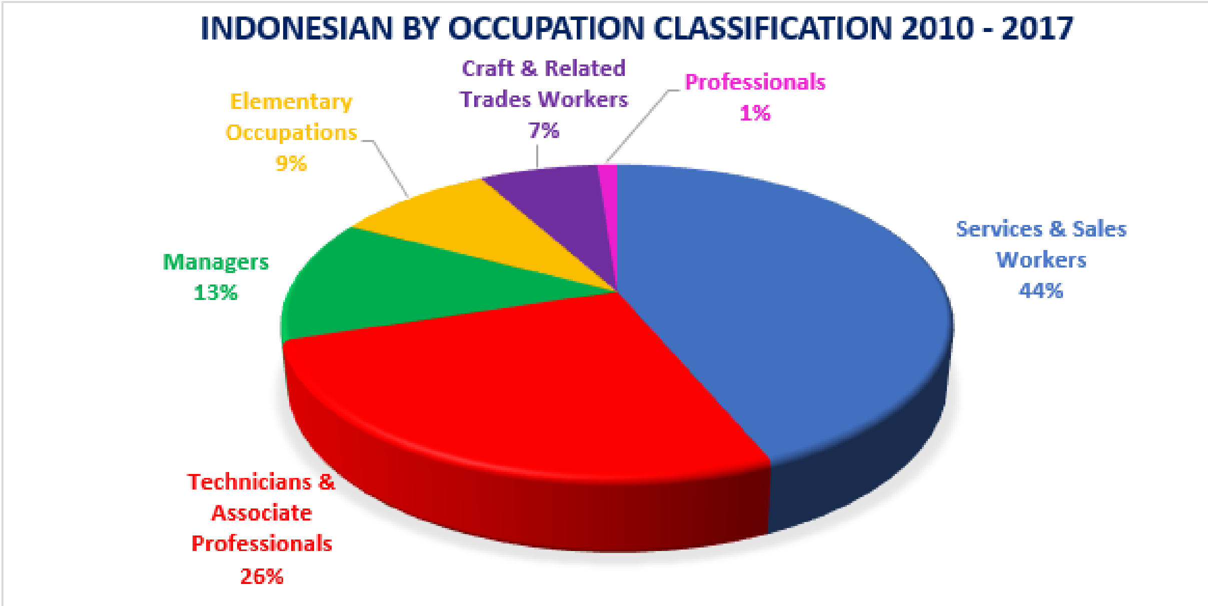


Figure Three.13: Indonesians by Occupation Classification

9. UNKNOWN NATIONALITY

As stated, a sizeable number of the applications analysed did not have the nationality listed; however, the impact of their migration in the TCI cannot be ignored. Among this group, the largest class is Services & Sales Workers, representing 30%. The next largest class, Elementary Occupations, represents 22%, followed by Professionals Class at 17% and Managers Class at 11%:

- **Services & Sales - 30%**
- **Elementary Occupations - 22%**
- **Professionals - 17%**
- **Managers - 11%**
- **Craft & Related Trades - 7%**
- **Skilled Agricultural, Forestry & Fishery Workers - 7%**
- **Technicians & Associate Professionals - 3%**
- **Class not stated - 3%**

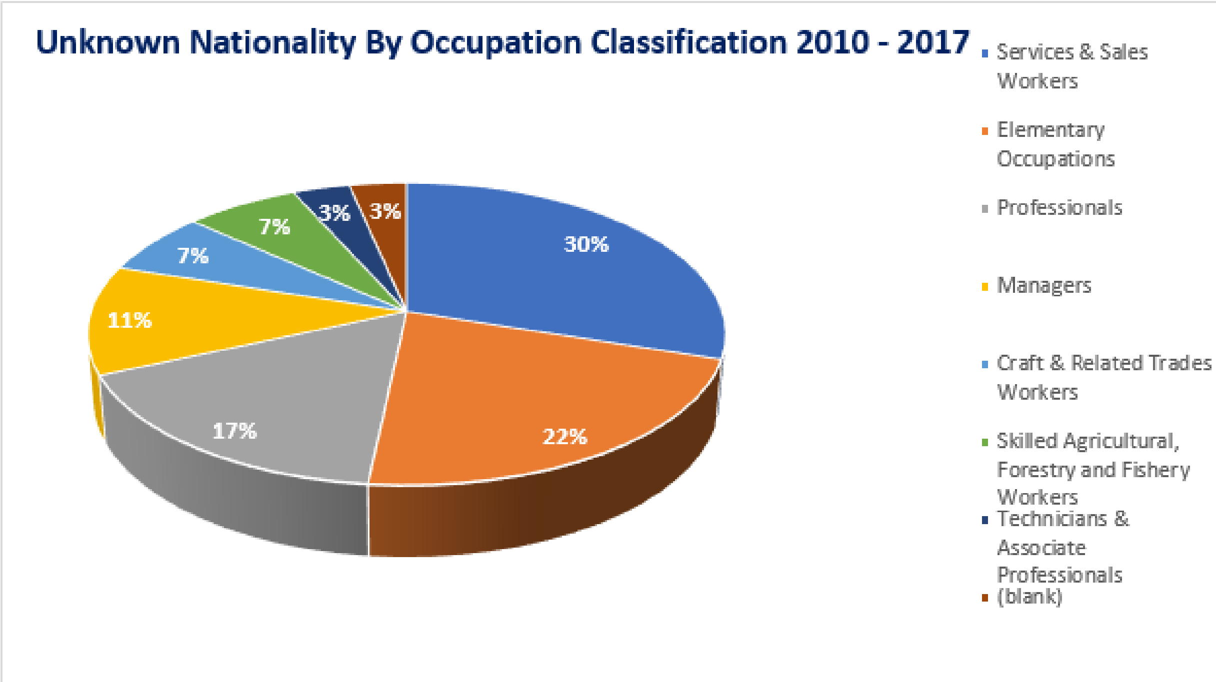


Figure Three.14: Unknown by Occupation Classification

Hierarchy in the Organisation based on Nationality

The following table shows the hierarchy in TCI organisations, from the elementary worker to the upper management level:

	Occupation categories	?
1	Upper level Management	
2	Middle Management	
3	Professional and Specialists	
4	Clerical and Administrative support	
5	Sales and Service	
6	Elementary occupation	

Table Three—3 : Hierarchy in TCI Organisations

Upper Management

Based on the result of the analysis, it was observed that Britain had the highest percentage of persons in upper management, with 23%, followed by Americans with 18% and Canadians, 16%. It should also be noted that TCI Nationals account for 9% of persons employed in upper management positions in the Turks and Caicos

Illustration showing Upper-Level Managers in the TCI based on Nationality

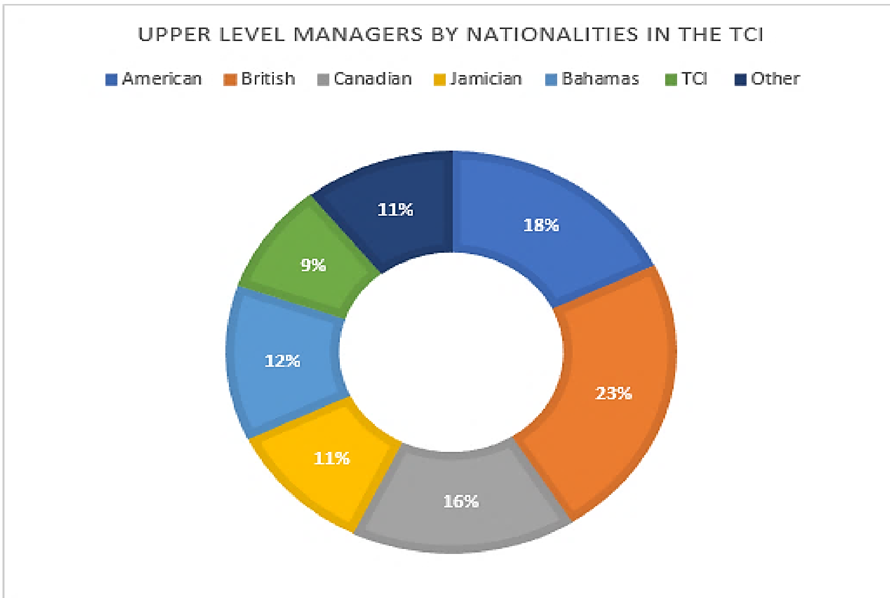


Figure Three.15: Upper Level Managers in the TCI by Nationality

Gender Breakdown

The analysis showed that there was a higher percentage of women (56%) employed in upper-management positions than local TCI men. It was also noted that women who had never been married (29%) had the same opportunity for upward mobility in the TCI as did women who were married.

See breakdown of TCI Islanders in Upper level positions by gender below:

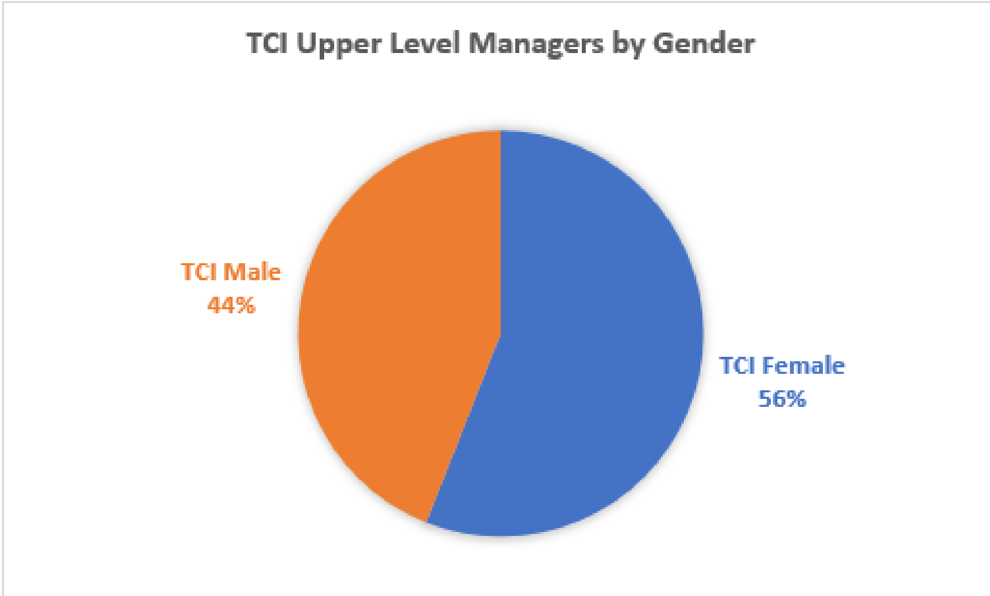


Figure Three.16: TCI Islanders in Upper-Level Management Positions by Gender

Middle Management in the TCI

The following diagram shows that persons from Britain, USA and Canada made up over 50% of persons employed in middle-management positions in the TCI. It should also be noted that TCI Nationals made up 12% of middle-level managers.

Figure Three.17 : Nationalities of Middle Management positions in the TCI.

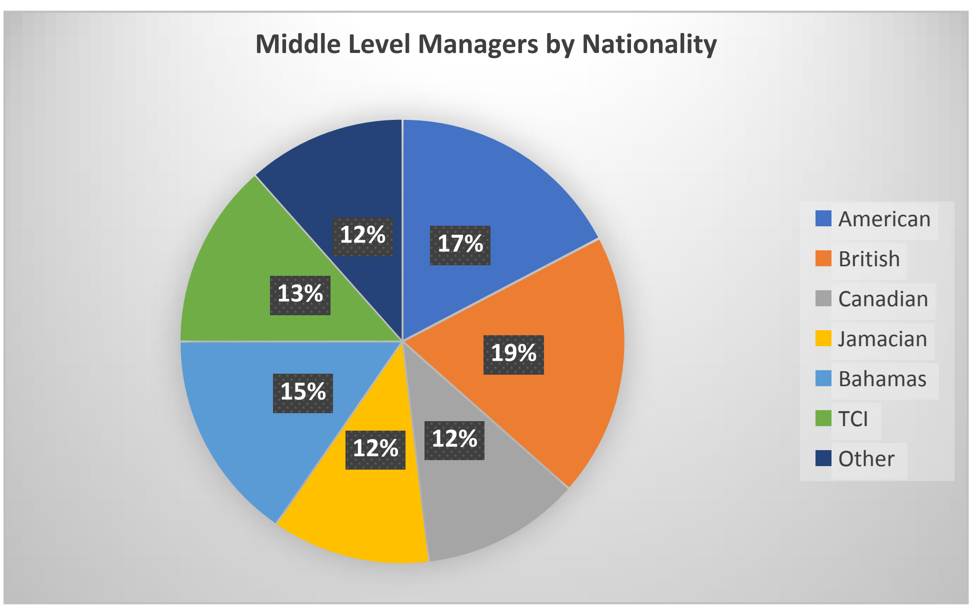
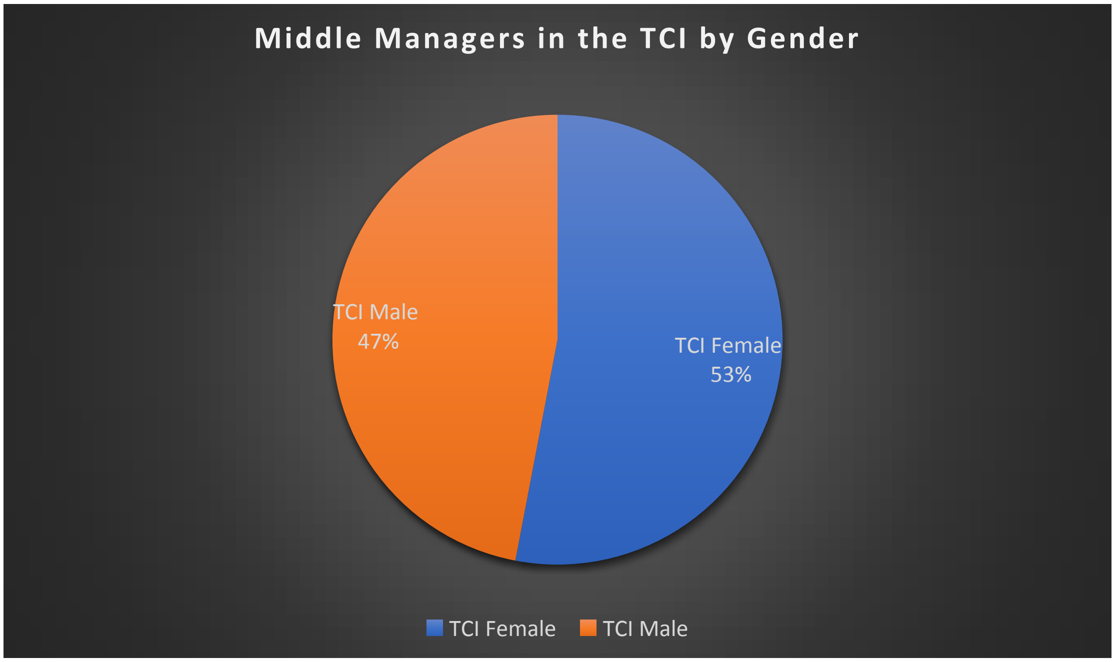


Figure Three.18: TCI Middle Managers by Gender



10. Professionals and Specialists

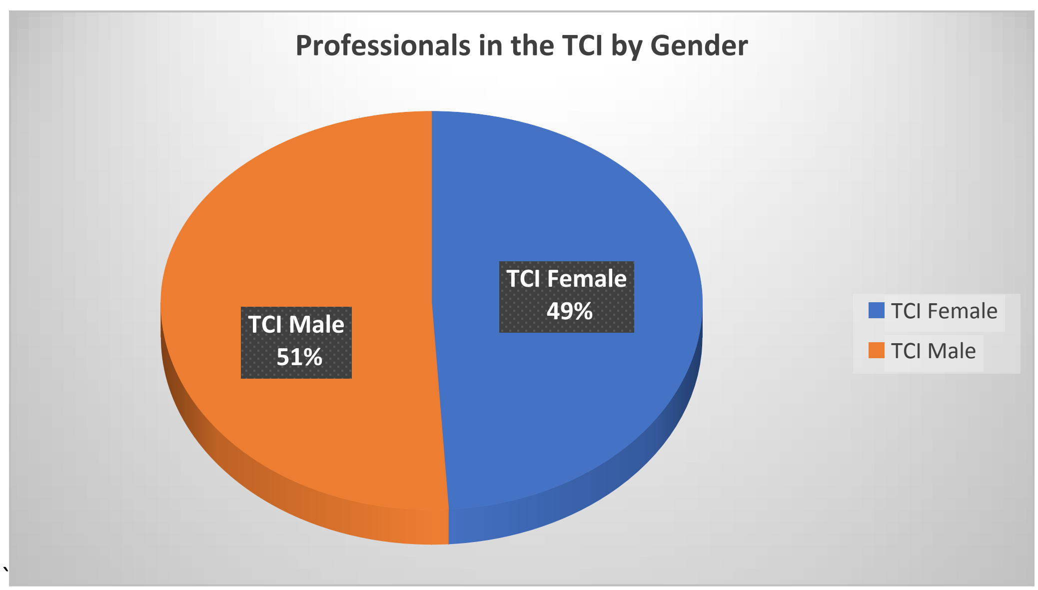


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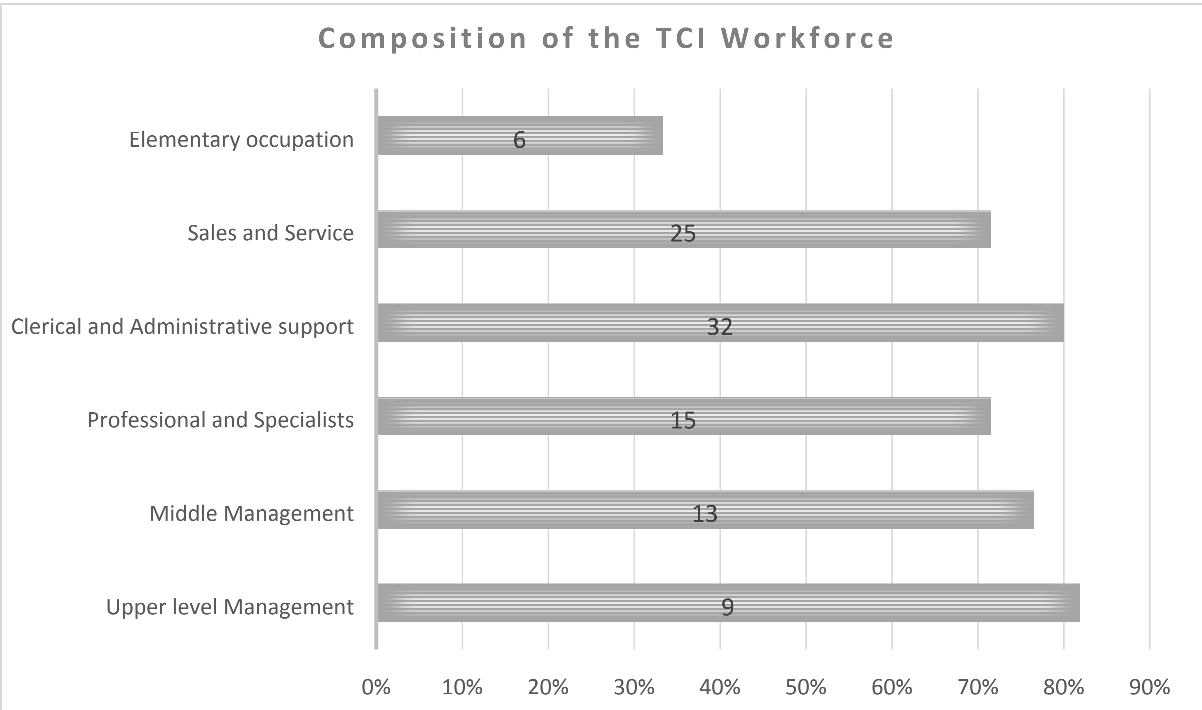
Figure Three.19: Professionals in the TCI by Gender

Composition of the TCI Labour Force

Based on the TCINSA analysis, it was determined that the TCI Islanders made up 9% of persons in upper-management positions and 13% of middle management.

Figure Three.20: Composition of the TCI Labour Force



Source: TCINSA 2016

3.2. ANALYSIS OF OCCUPATION CLASSIFICATION BY NATIONALITY

The Government of the Turks and Caicos, Ministry of Border Control and Employment ISCO Jobs Classification 2017, has classified all occupations into nine classes;

- Managers
- Professionals
- Technicians & Associate Professionals
- Clerical Support Workers
- Services & Sales Workers
- Skilled Agricultural, Forestry and Fishery Workers
- Craft & Related Trades Workers
- Plant & Machine Operators & Assemblers
- Elementary Occupations

Each class was individually analysed by nationality to determine which class of workers are represented in TCI by the ninety-one (91) different nationalities observed in the country.

LEGISLATORS, SENIOR OFFICIALS, AND MANAGERS - MAJOR GROUP 1:

Legislators, senior officials and managers determine, formulate, direct or advise on government policies, as well as those of special-interest organisations; formulate laws, public rules and regulations; represent governments and act on their behalf; oversee the interpretation and implementation of government policies and legislation; or plan, direct, and coordinate the policies and activities of enterprises or organisations, or their internal departments or sections.

Tasks performed by legislators, senior officials and managers usually include: determining, formulating or advising on policies of national, state, regional or local governments; formulating laws, public rules and regulations; representing governments and acting on their behalf; overseeing the interpretation and implementation of government policies and legislation; performing similar tasks on behalf of political parties, trade unions, and other special-interest organisations; planning, directing and coordinating the policies and activities of enterprises or organisations, or their internal departments or sections. Supervision of other workers may be included.

Occupations in this major group are classified into the following sub-major groups:

11 Legislators and senior officials

12 Corporate managers (This group is intended to include persons who, as directors, chief executives or department managers, manage enterprises or organisations, or their internal departments, requiring a total of three or more managers.)

13 General managers (This group is intended to include persons who manage enterprises, or in some cases organisations, on their own behalf, or on behalf of the proprietor, with some non-managerial help and the assistance of no more than one other manager who should also be classified in this sub-major group as, in most cases, the tasks will be broader than those of a specialised manager in a larger enterprise or organisation. Non-managerial staff should be classified according to their specific tasks.

PROFESSIONALS - MAJOR - GROUP 2:

Professionals increase the existing stock of knowledge, apply scientific or artistic concepts and theories, teach about the foregoing in a systematic manner, or engage in any combination of these three activities. Most occupations in this major group require skills at the fourth ISCO skill level. Tasks performed by professionals usually include: conducting analysis and research; developing concepts, theories and operational methods; and advising on or applying existing knowledge related to physical sciences including mathematics, engineering and technology, and to life sciences, including the medical profession, as well as to social sciences and humanities; teaching the theory and practice of one or more disciplines at different educational levels; teaching and educating handicapped persons; providing various business, legal and social services; creating and performing works of art; providing spiritual guidance; preparing scientific papers and reports. Supervision of other workers may be included.

It should be noted that, depending on the specific tasks and degrees of responsibility in executing them, as well as on the national educational and training requirements, it may be appropriate to classify some of the occupations that are identified here into Major Group 3 - Technicians and Associate Professionals. Such like cases are to be found, in particular, among teaching occupations, nursing occupations and social services occupations.

Occupations in this major group are classified into the following sub-major groups:

21 Physical, mathematical and engineering science professionals

22 Life science and health professionals

23 Teaching professionals

24 Other professionals

TECHNICIANS AND ASSOCIATE PROFESSIONALS: MAJOR GROUP 3:

Technicians and associate professionals perform mostly technical and related tasks connected with research and the application of scientific or artistic concepts and operational methods, and government or business regulations, and teach at certain educational levels. Most occupations in this major group require skills at the third ISCO skill level.

Tasks performed by technicians and associate professionals usually include: undertaking and carrying out technical work connected with research and the application of concepts and operational methods in the fields of physical sciences, including engineering and technology; life sciences, including the medical profession; and social sciences and humanities. Tasks also include: teaching children at primary and pre-primary levels; teaching and educating handicapped persons; initiating and carrying out various technical services related to trade, finance, and administration, including administration of a number of government laws and regulations, and to social work; providing artistic and sports entertainment; executing some religious tasks. Supervision of other workers may be included.

Technicians and associate professionals may receive guidance from senior government officials, managers or professionals.

It should be noted that, depending on the specific tasks and degree of responsibility in executing them, as well as on the national educational and training requirements, it may be appropriate to classify some of the occupations that are identified here into Major Group 2, Professionals. Examples are to be found, in particular, among teaching occupations, nursing occupations and social services occupations.

Occupations in this major group are classified into the following sub-major groups:

31 Physical and engineering science associate professionals

32 Life science and health associate professionals

33 Teaching associate professionals

34 Other associate professionals

CLERICAL SUPPORT WORKERS: MAJOR GROUP 4:

Clerks record, organise, store, compute and retrieve information related to the work in question and perform a number of clerical duties, especially in connection with money-handling operations, travel arrangements, requests for information, and appointments. Most occupations in this major group require skills at the second ISCO skill level.

Tasks performed by clerks usually include: stenography, typing, and operating word-processors and other office machines; entering data into computers; carrying out secretarial duties; recording and computing numerical data; keeping records relating to stocks, production and transport; keeping records relating to passenger and freight transport; carrying out clerical duties in libraries; filing documents; carrying out duties in connection with mail services; preparing and checking material for printing; writing on behalf of illiterate persons; performing money-handling operations; dealing with travel arrangements; supplying information requested by clients and making appointments; operating a telephone switchboard. Supervision of other workers may be included.

Occupations in this major group are classified into the following sub-major groups:

41 Office clerks

42 Customer services clerks

SERVICE AND SALES WORKERS: GROUP 5:

Service workers and shop and market sales workers provide personal and protective services related to travel, housekeeping, catering, personal care, or protection against fire and unlawful acts, or they pose as models for artistic creation and display, or demonstrate and sell goods in wholesale or retail shops and similar establishments, as well as at stalls and on markets. Most occupations in this major group require skills at the second ISCO skill level.

Tasks performed by service workers and shop and market sales workers usually include: organisation and provision of services during travel; housekeeping; preparation and serving of food and beverages; child care; rudimentary nursing and related care at homes or in institutions; personal care, such as hairdressing or beauty treatment; companionship; astrology and fortune-telling; embalming; funeral arrangements; protection of individuals and property against fire and unlawful acts and enforcement of law and order; posing as models for advertising, artistic creation and display of goods; selling goods in wholesale or retail establishments, as well as at stalls and on markets; demonstrating goods to potential customers. Supervision of other workers may be included.

SKILLED AGRICULTURAL AND FISHERY WORKERS: MAJOR GROUP 6:

Skilled agricultural and fishery workers grow and harvest field or tree and shrub crops; gather wild fruits and plants; breed, tend or hunt animals; produce a variety of animal husbandry products; and cultivate, conserve and exploit forests; breed or catch fish and cultivate or gather other forms of aquatic life in order to provide food, shelter and income for themselves and their households. Most occupations in this major group require skills at the second ISCO skill level.

Tasks performed by skilled agricultural and fishery workers usually include: preparing the soil; sowing, planting, spraying, fertilising and harvesting field crops; growing fruit and other tree and shrub crops; growing garden vegetables and horticultural products; gathering wild fruits and plants; breeding, raising, tending or hunting animals mainly to obtain meat, milk, hair, fur, skin, apiarian or other products; cultivating, conserving and exploiting forests; breeding or catching fish; cultivating or gathering other forms of aquatic life; storing and carrying out some basic processing of their produce; selling their products to purchasers, marketing organisations or at markets. Supervision of other workers may be included.

CRAFT AND RELATED TRADES WORKERS: MAJOR GROUP 7:

Craft and related workers apply their specific knowledge and skills in the fields of mining and construction; form metal and erect metal structures; set machine tools, or make, fit, maintain and repair machinery, equipment or tools; carry out printing work, as well as produce or process foodstuffs, textiles, or wooden, metal and other articles, including handicraft goods.

The work is carried out by hand and by hand-powered and other tools which are used to reduce the amount of physical effort and time required for specific tasks, as well as to improve the quality of the products. The tasks call for an understanding of all stages of the production process, the materials and tools used, and the nature and purpose of the final product. Most occupations in this major group require skills at the second ISCO skill level.

Tasks performed by craft and related trades workers usually include: extracting and working solid minerals; constructing, maintaining and repairing buildings and other structures; casting, welding and shaping metal; installing and erecting heavy metal structures, tackle and related equipment; making machinery, tools, equipment, and other metal articles; setting for operators, or setting and operating various machine tools; fitting, maintaining and repairing industrial machinery, including engines and vehicles, as well as electrical and electronic instruments and other equipment; making precision instruments, jewellery, household and other precious-metal articles, pottery, glass and related products; producing handicrafts; executing printing work; producing and processing foodstuffs and various articles made of wood, textiles, leather and related materials. Supervision of other workers may be included.

Occupations in this major group are classified into the following sub-major groups:

71 Extraction and building trades workers

72 Metal, machinery and related trades workers

73 Precision, handicraft, printing and related trades workers

74 Other craft and related trades workers

PLANT AND MACHINE OPERATORS AND ASSEMBLERS: GROUP 8

Tasks performed by plant and machine operators and assemblers usually include: operating and monitoring mining or other industrial machinery and equipment for processing metal, minerals, glass, ceramics, wood, paper, or chemicals, as well as operating and monitoring water-treating or electrical power-generating installations, and related plant; operating and monitoring machinery and equipment used to produce articles made of metal, minerals, chemicals, rubber, plastics, wood, paper, textiles, fur, or leather, and which process foodstuffs and related products operating printing and bookbinding machines; driving and operating trains and motor vehicles; driving, operating and monitoring mobile industrial and agricultural machinery and equipment; assembling products from component parts according to strict specifications and procedures. Supervision of other workers may be included.

Occupations in this major group are classified into the following sub-major groups:

81 Stationary-plant and related operators

82 Machine operators and assemblers

83 Drivers and mobile-plant operators

ELEMENTARY WORKERS IN THE TCI: GROUP 9.0

According the International Labour Organisation, an elementary occupation consists of simple and routine tasks which mainly require the use of hand-held tools and, often, some physical effort. Most occupations in this major group require skills at the first ISCO skill level.

Tasks performed by workers in elementary occupations usually include: selling goods in streets and public places, or from door to door; providing various street services; cleaning, washing, pressing; taking care of apartment houses, hotels, offices and other buildings; washing windows and other glass surfaces of buildings; delivering messages or goods; carrying luggage; bell men and door-keeping and property watching; stocking vending machines or reading and emptying meters; collecting garbage; sweeping streets and similar places; performing various simple farming, fishing, hunting or trapping tasks; performing simple tasks connected with mining, construction and manufacturing, including product-sorting and simple hand-assembling of components; packing by hand; freight handling; pedalling or hand-guiding vehicles to transport passengers and goods; driving animal-drawn vehicles or machinery.

1. CLERICAL SUPPORT WORKERS

In the Clerical Support Workers Class, a total of ten (10) different nationalities are represented. The nationality with the largest number of clerical support workers is Jamaican, with 29%, followed by Filipinos with 16%), and Dominican and Guyanese, both with 13%.

The other nationalities within this class of workers are ranked as follows:

- British - 7%
- Nigerian - 7%
- South African - 6%
- African - 3%
- Barbadian - 3%
- Canadian - 3%

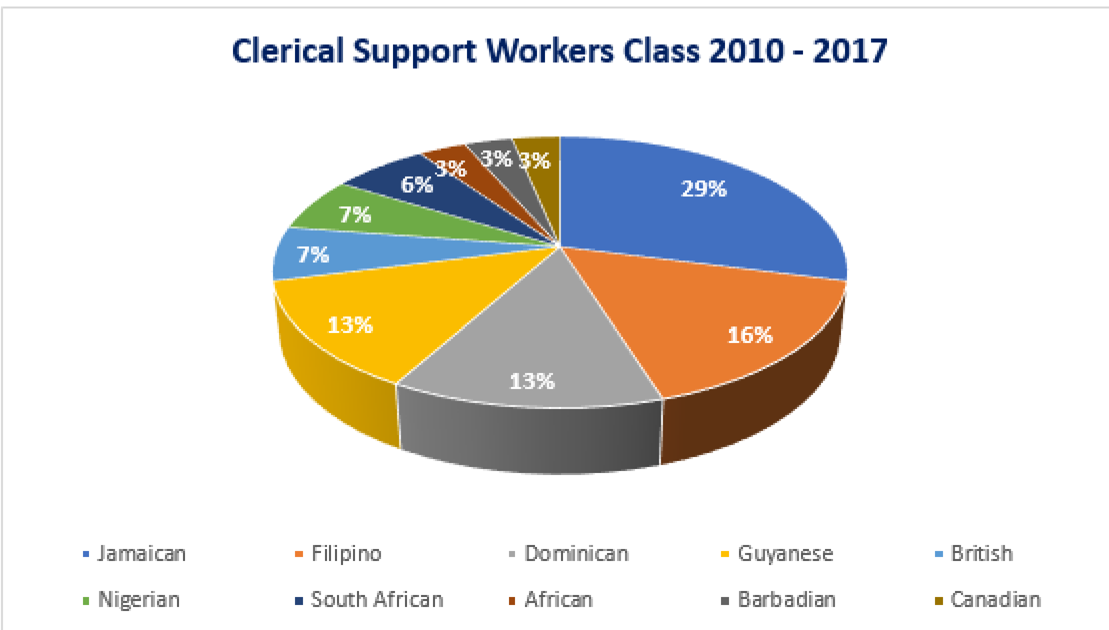


Figure Three.21: Clerical Support Workers Class, 2010-2017

2. CRAFT & RELATED TRADES WORKERS

Workers in this class are represented by forty-two (42) stated nationalities, with 1% of the total not having their nationality stated based on the data analysed.

The ten (10) nationalities with the largest percentage of workers in this class are listed as follows, ranked largest to smallest:

- Haitian - 21%
- Filipino - 20%
- Dominican - 19%
- Jamaican - 7%
- Canadian - 5%
- British - 4%
- American - 3%
- Guyanese - 2%
- Indian - 2%
- St. Lucian - 2%

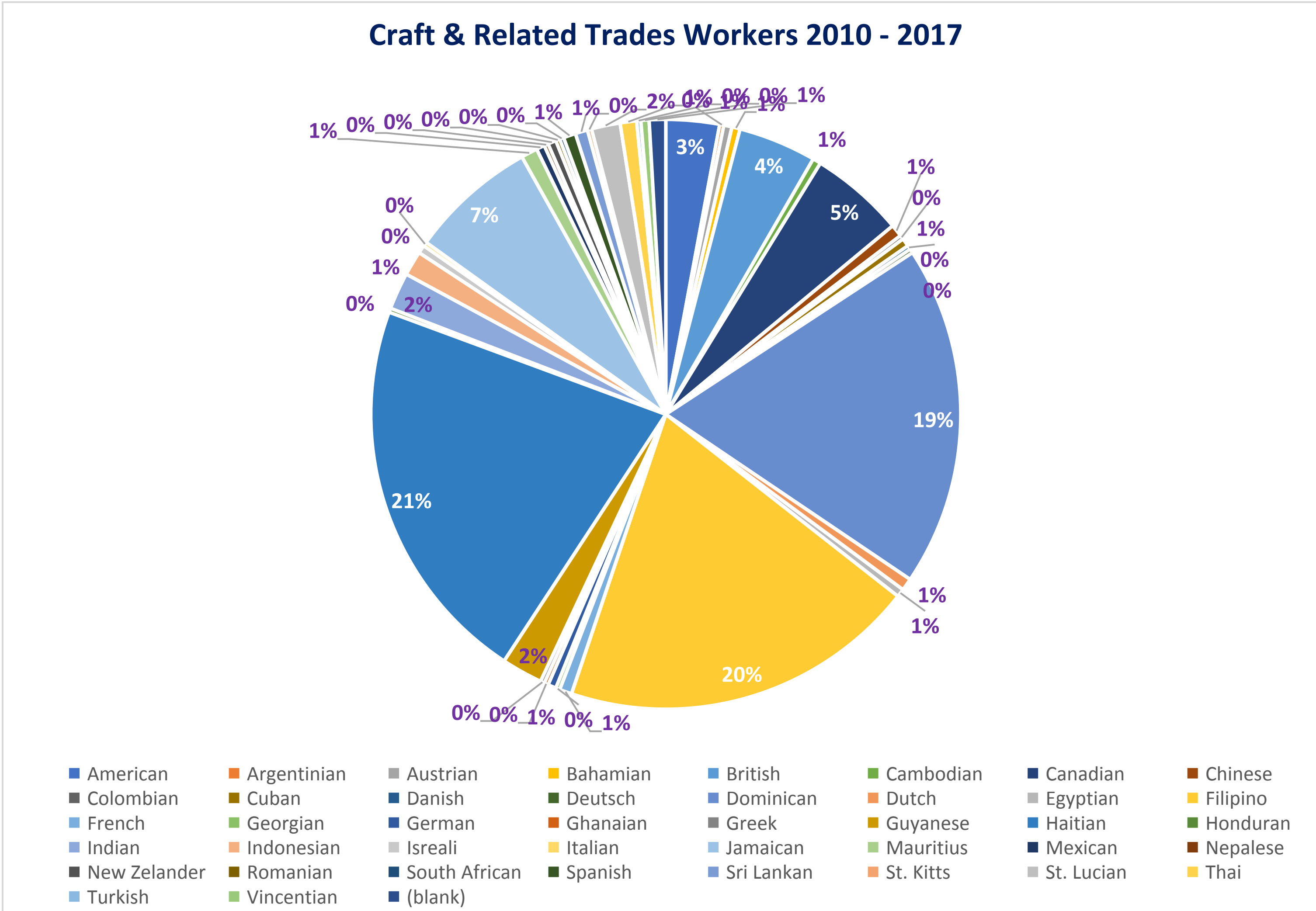


Figure Three.22: Craft & Related Trades Workers, 2010-2017

3. ELEMENTARY OCCUPATIONS

A total of twenty-five (25) nationalities is represented in the Elementary Occupation Class, with the majority being Haitians at 67%. The next largest group is Dominican, 13%, followed by Filipino at 8% and Jamaicans at 6%.

- Haitians - 67%
- Dominicans - 13%
- Filipinos - 8%
- Jamaicans - 6%
- Nationality not stated - 1%
- Indian - 1%
- Indonesian - 1%
- Sri Lankan - 1%
- American - < 1%
- Canadian - < 1%

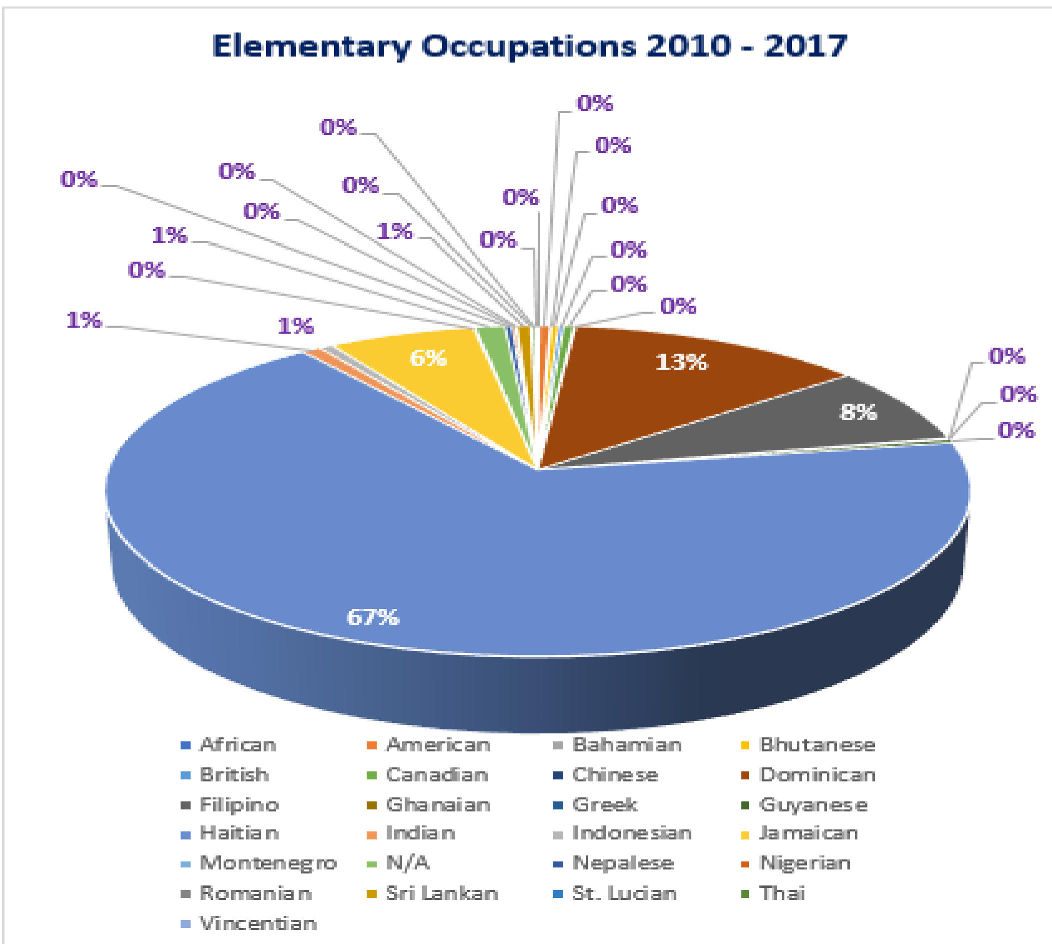


Figure Three.23: Elementary Occupations, 2010 - 2017

4. MANAGERS

Forty-six stated nationalities are represented in the Managers Class, with an additional 1% with nationality not stated, based on the data analysed. Interestingly, the nationality with the largest percentage is American, with 23%, followed by Canadian with 15%, the British with 13% and Jamaican with 9%.

- Americans - 23%
- Canadians - 15%
- British - 13%
- Jamaicans - 9%
- Filipino - 5%
- Indian - 4%
- French - 3%
- Indonesian - 2%
- Trinidadian - 2%
- Irish - 2%

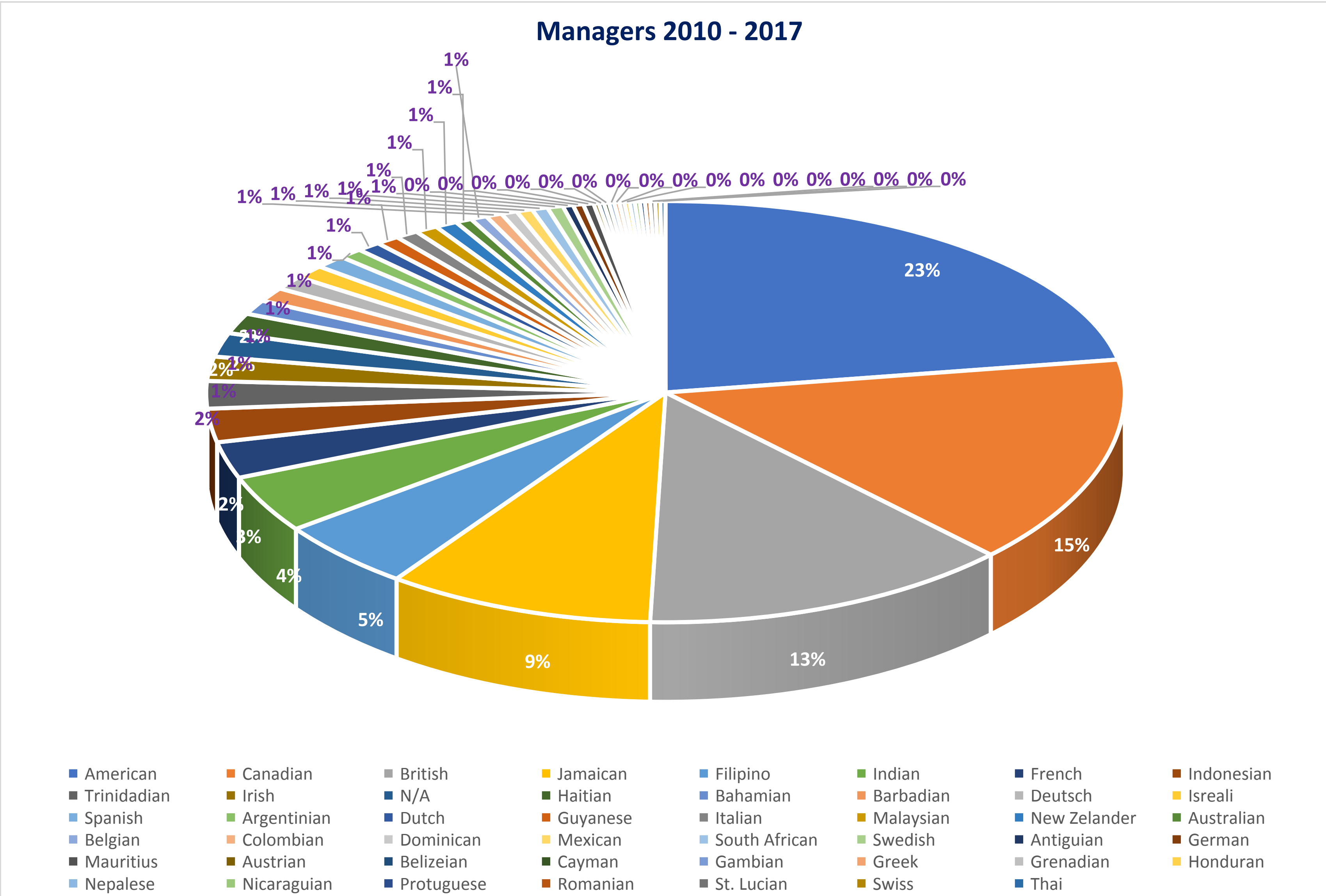


Figure Three.24: Managers, 2010-2017

5. PLANT & MACHINE OPERATORS & ASSEMBLERS

A small group of six nationalities is represented in the Plant & Machine Operators & Assemblers Class. Dominicans and Haitians have the highest numbers, each with 28% of the total.

- Dominicans - 28%
- Haitians - 28%
- Jamaicans - 24%
- Guyanese - 10%
- Filipino - 7%
- Canadian - 3%

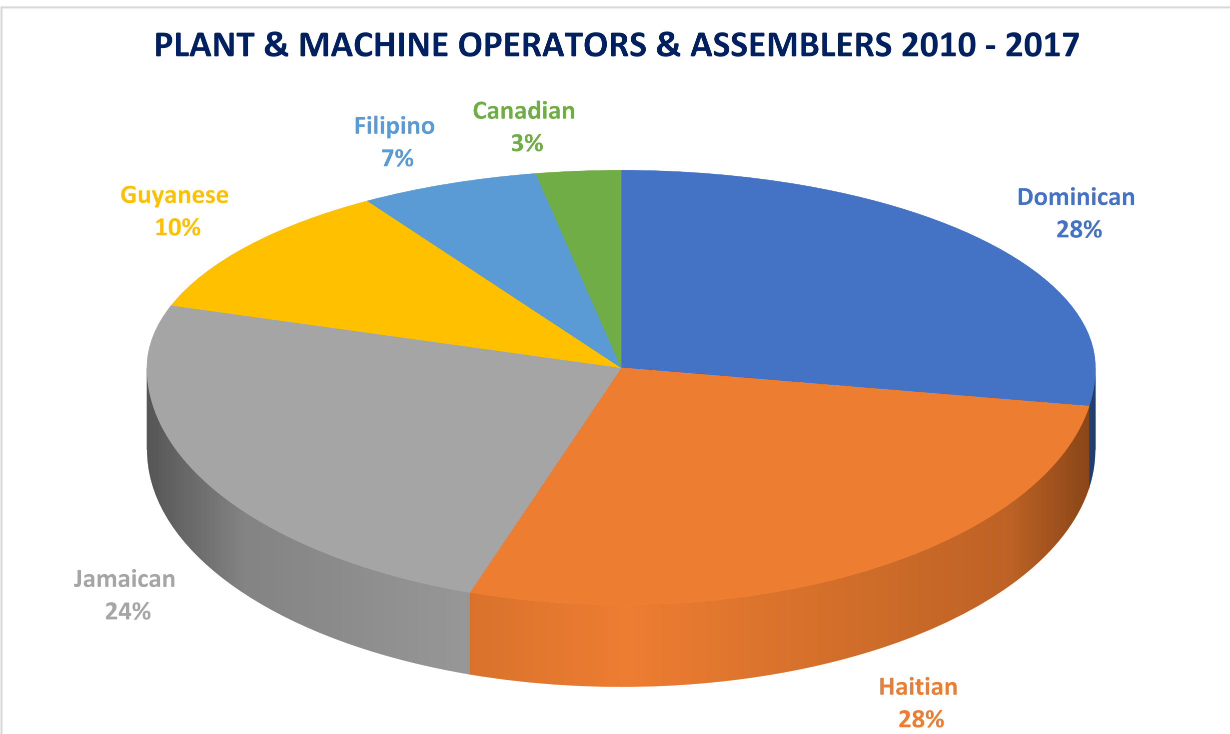


Figure Three.25: Plant & Machine Operators & Assemblers, 2010-2017

6. PROFESSIONALS

The Professionals Class is represented by forty-six (46) stated nationalities; however, a sizeable number, 4%, of the Professionals Class does not have any stated nationality. In this class, the nationality with the largest numbers is Jamaican, with 20%. The nationality with the next largest numbers in this class is the British, at 15%, followed by the Filipino with 12% and the American with 10%:

- Jamaican - 20%
- British - 15%
- Filipino - 12%
- American - 10%
- Canadian - 6%
- Haitian - 5%
- Nationality not stated - 4%
- Guyanese - 4%
- Dominican - 3%
- Irish - 2%

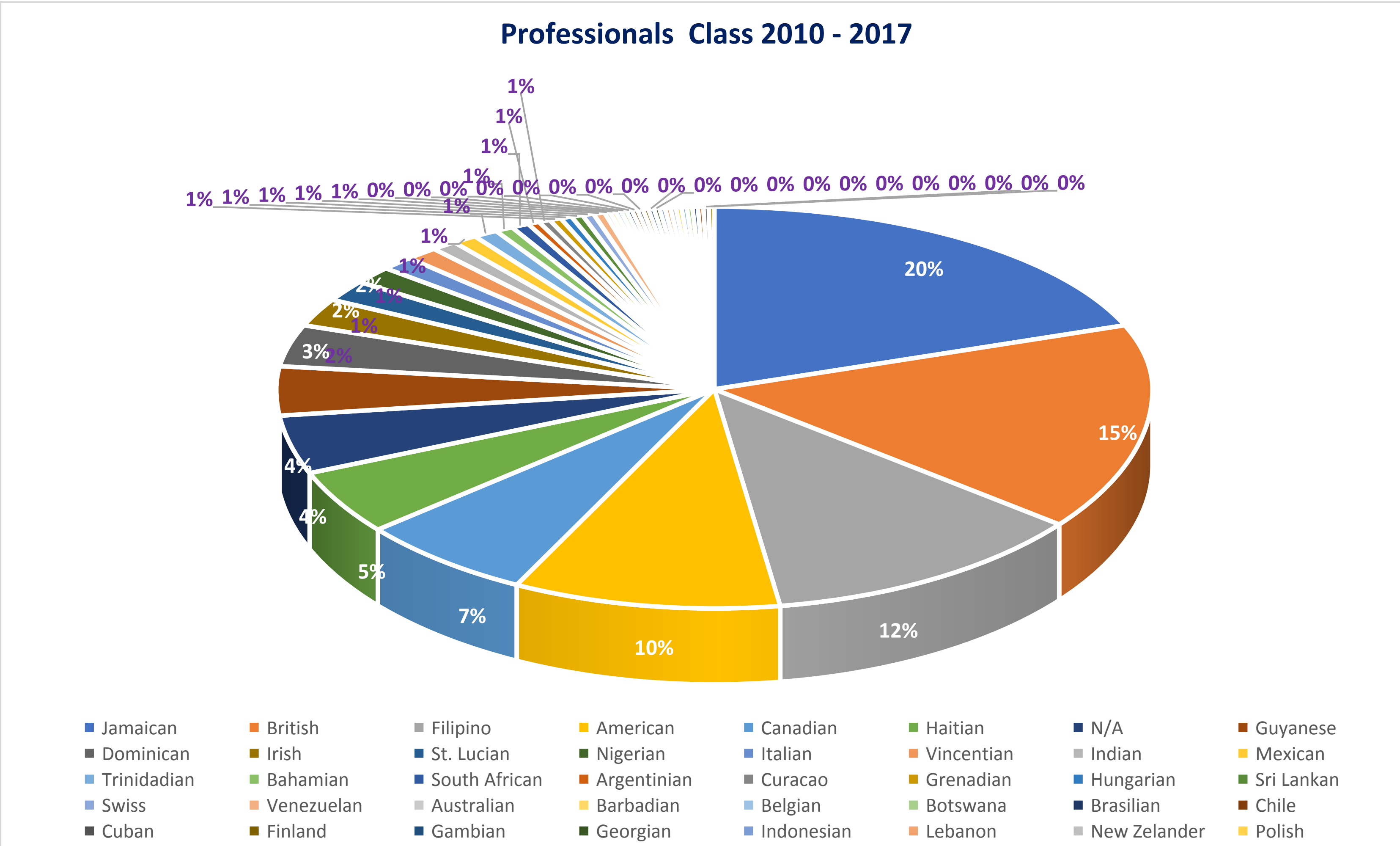


Figure Three.26: Professionals Class, 2010-2017

7. RESIDENCE CLASS

Thirteen nationalities are represented in this class, with the largest group being Haitian at 29%, followed by American at 21%, Canadian at 16% and Dominican at 6%.

The other nationalities in this class are ranked as follows:

- Haitians - 29%
- American - 21%
- Canadian - 16%
- Dominican - 6%
- Jamaican - 6%
- British - 4%
- Danish - 4%
- French - 4%
- Antiguan - 2%
- Austrian - 2%
- German - 2%
- Greek - 2%
- Residence (stated as Nationality) - 2%

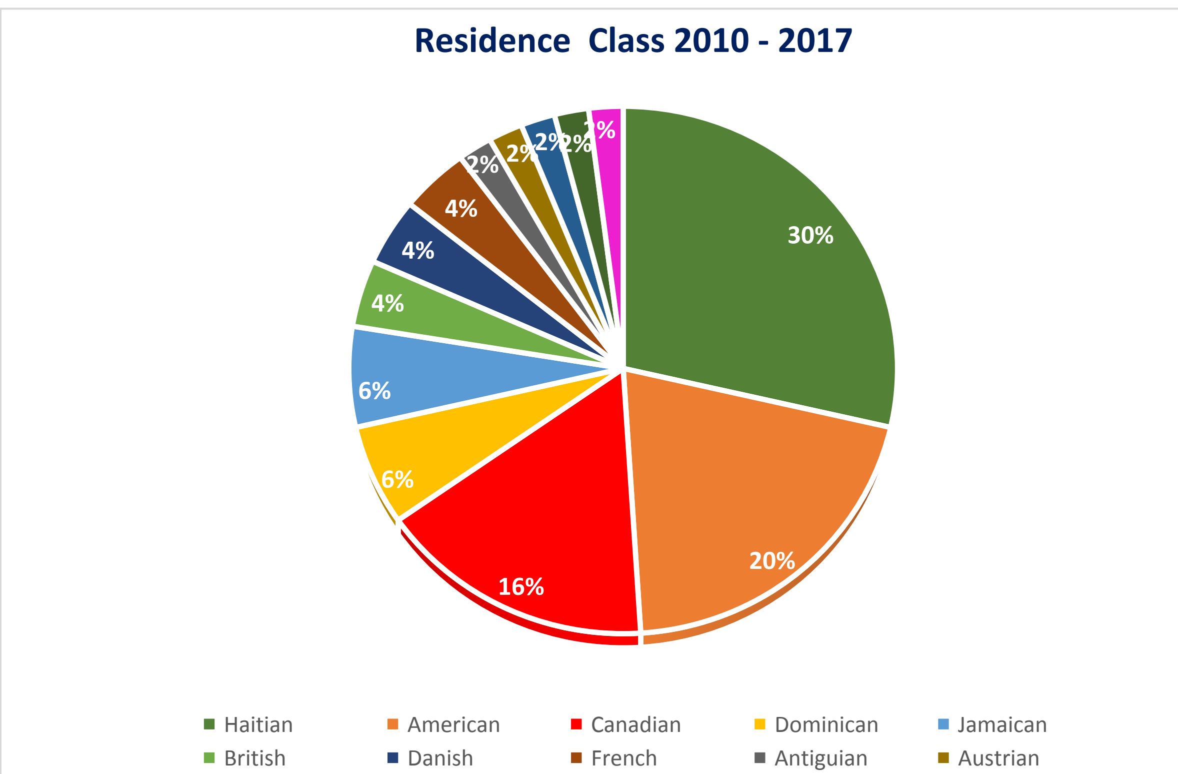


Figure Three.27: Residence Class, 2010-2017

8. SERVICES & SALES WORKERS CLASS

There are forty-four (44) of the ninety-one (91) nationalities represented in the Services & Sales Workers Class. The nationality with the highest rank is Jamaican, with 21%, followed by Dominican with 19%, Haitian with 18% and Filipino with 17%:

- Jamaicans - 21%
- Dominican - 19%
- Haitian - 18%
- Filipino - 17%
- Indonesian - 4%
- Indian - 3%
- Nepalese - 3%
- Canadian - 2%
- Nationality not stated - 2%
- American - 1%

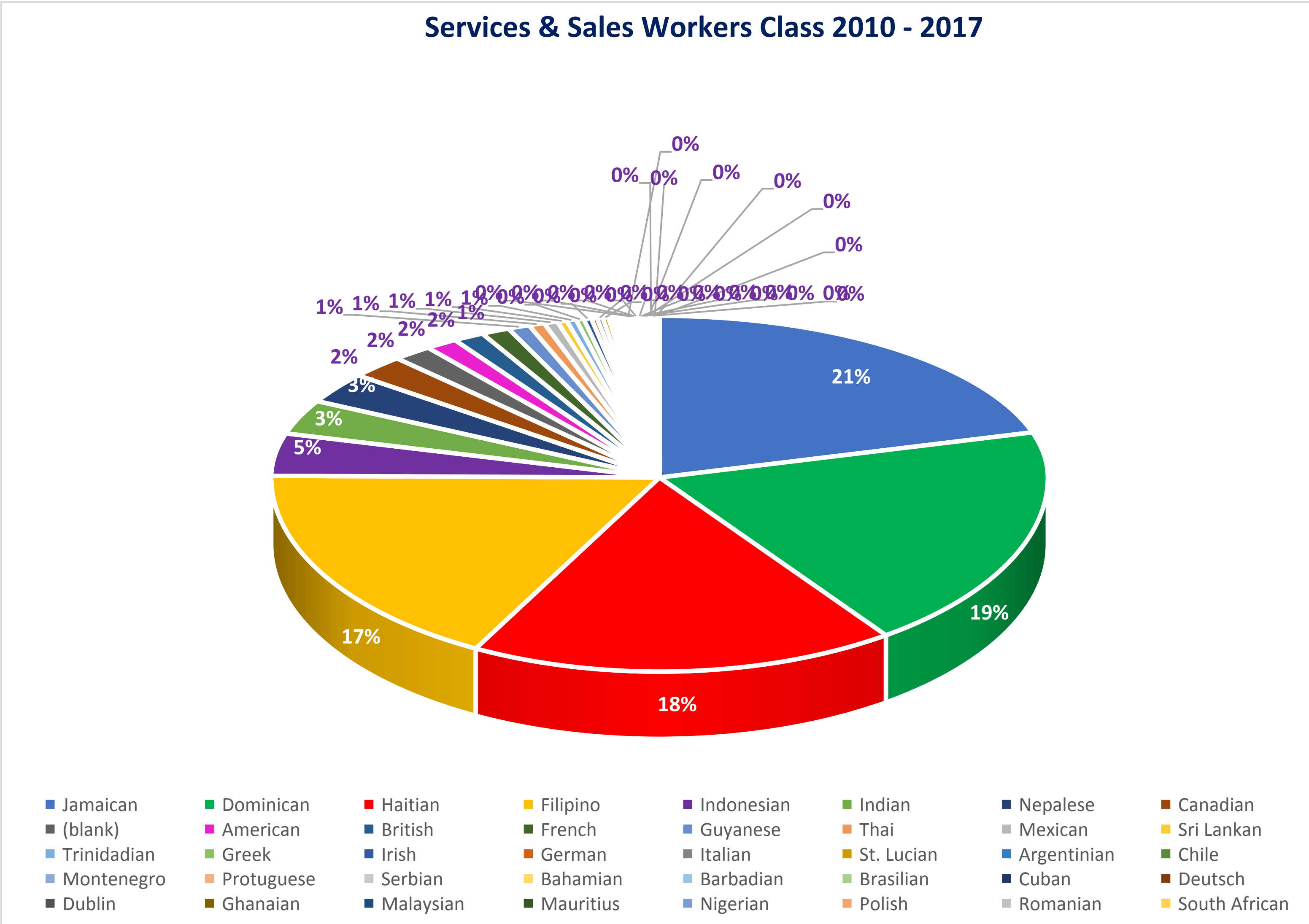


Figure Three.28: Services and Sales Workers Class, 2010-2017

9. SKILLED AGRICULTURAL, FORESTRY & FISHERY WORKERS CLASS

In the Skilled Agricultural, Forestry & Fishery Workers Class, only eight (8) nationalities are represented. The nationality with the largest number is Haitian, with 54%, followed by Dominican with 22%, and Honduran with 6%.

The other nationalities in this class are ranked as follows:

- Haitian - 54%
- Dominican - 22%
- Honduran - 6%
- Nationality not stated - 6%
- Filipino - 5%
- Nepalese - 5%
- Canadian - 1%
- St. Lucian - 1%

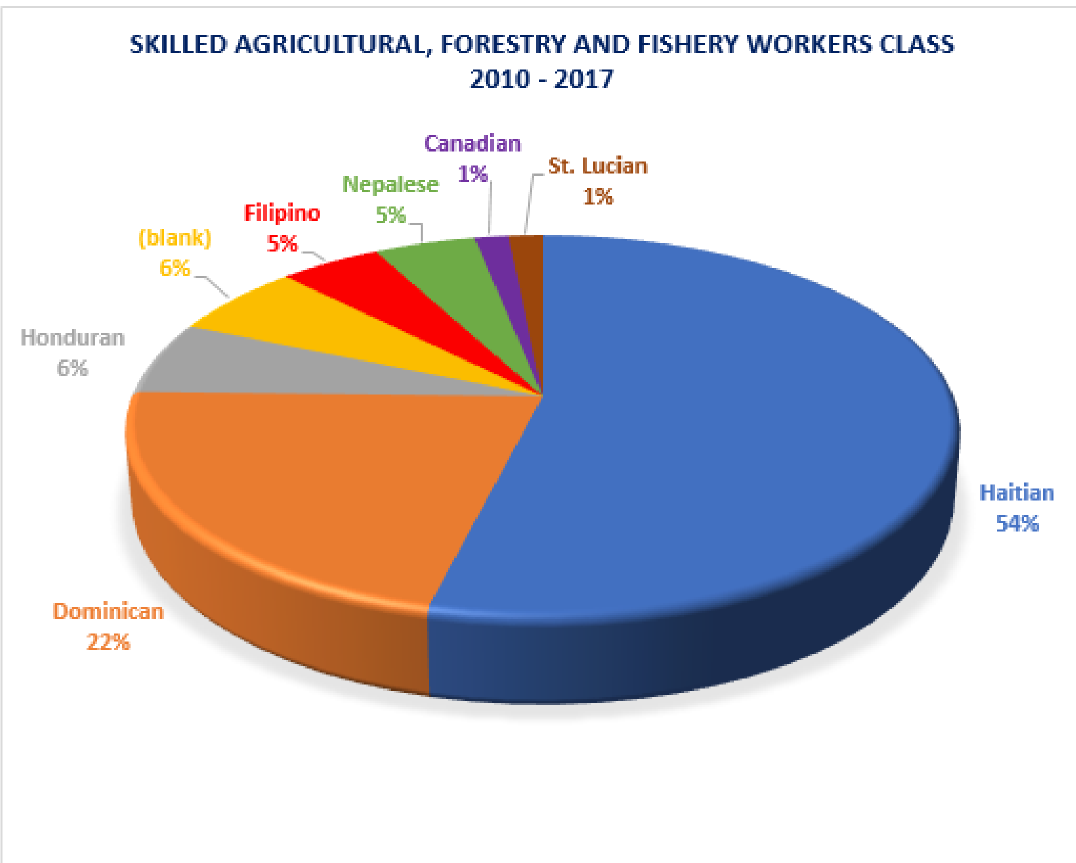


Figure Three.29: Skilled Agricultural, Forestry and Fishery Workers Class, 2010-2017

10. TECHNICIANS & ASSOCIATE PROFESSIONALS CLASS

Fifty-seven (57) of the ninety-one (91) nationalities analysed are represented in the Technician & Associate Professionals Class. Jamaicans have the largest representation with 15%. The next largest ranked nationality is Filipinos, 14%, followed by Americans with 9%, Canadians at 8% and British at 6%.

- Jamaicans - 15%
- Filipinos - 14%
- Americans - 9%
- Canadians - 8%
- British - 6%
- Haitians - 5%
- Dominicans - 5%
- Indonesians - 4%
- Indians - 3%
- Australians - 2%

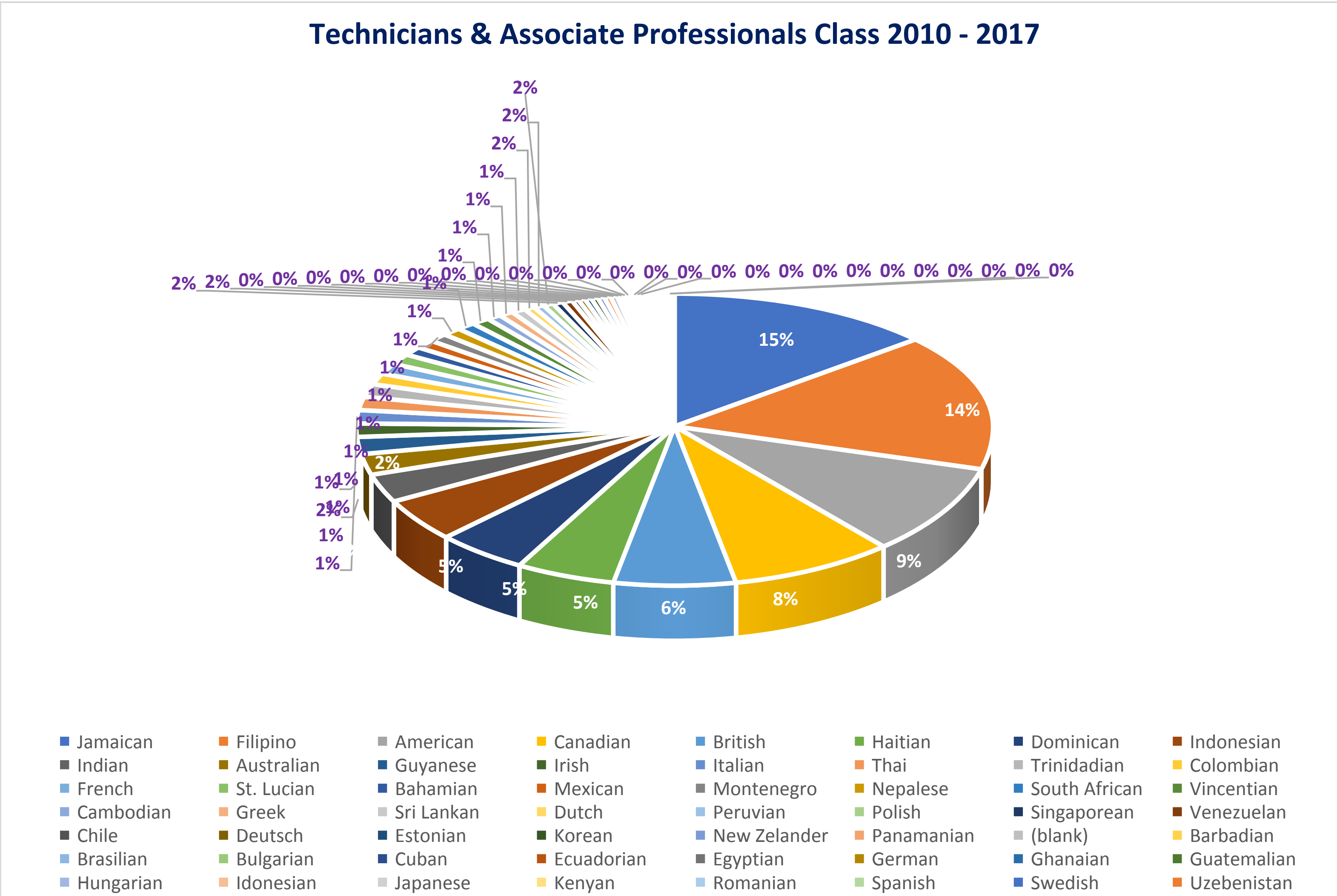


Figure Three.30: Technicians & Associate Professionals Class, 2010-2017

3.3. ANALYSIS OF OCCUPATIONS

Based on data analysed, at the lowest level, a total of eight hundred and eighty-one (881) different occupations are listed. These occupations were classified based on the ISCO Classification Codes and then analysed by:

- Class
- Sub-Groups within Major Occupations
- Major within Occupation Class
-

Analysis on Occupation Classification:

The analysis revealed that the largest occupation class is the Elementary Occupations Class with 30%. At the other end, there is also 1% of the data analysed with Class not stated. These occupation classes are ranked as follows:

- Elementary Occupations - 30%
- Services & Sales Workers - 24%
- Technicians & Associate Professionals - 12%
- Managers - 10%
- Craft & Related Trades Workers - 10%
- Professionals - 9%
- Skilled Agricultural, Forestry & Fishery Workers - 1%
- Clerical Support Workers - 1%
- Plant & Machine Operators & Assemblers - 1%
- Class not stated - 1%

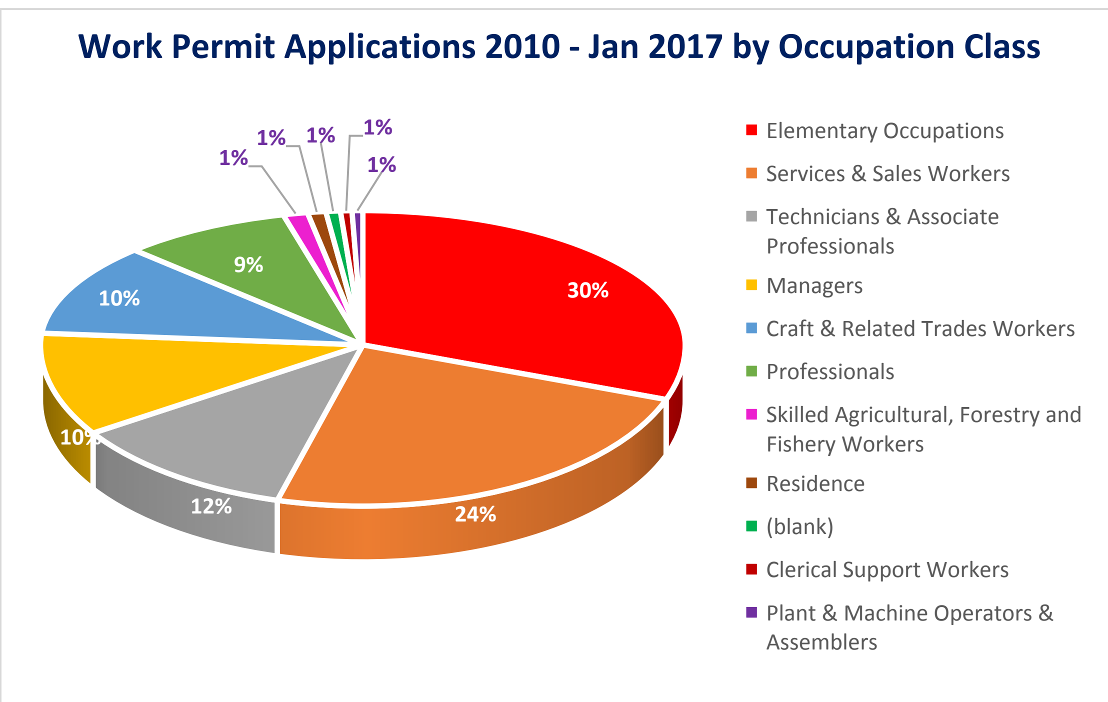


Figure Three.31: Work Permit Applications, 2010 – Jan 2017 by Occupation

There was a more detailed analysis of the data examined for Work Permit Applications by Sub Groups within Major Occupations. The results are as follows:

3.4. ANALYSIS BASED ON SUB GROUPS WITHIN MAJOR OCCUPATIONS

A. CRAFT & RELATED TRADES WORKERS CLASS

1. Building and Related Trades Workers Major:

- Building Frame & Related Trades Workers - 46%
- Building Finishers & Related Trades Workers - 39%
- Painter, Building Structure, Cleaners & Related Trades Workers - 15%

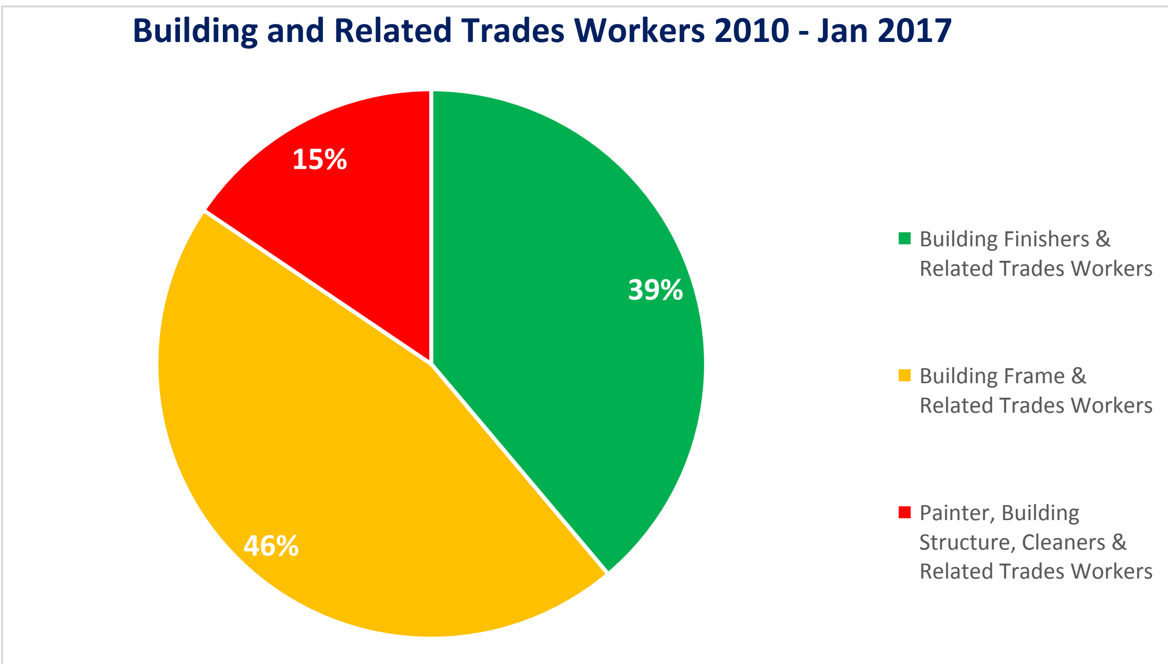


Figure Three.32:Building and Related Trades Workers, 2010 – Jan 2017

2. Food Processing, Wood Cutting, Garments & Related Trades:

- Food Processing & Related Trades Workers - 42%
- Other Craft and Related Workers - 37%
- Garments and Related Trades Workers - 18%
- Wood Treaters, Cabinet Makers & Related Trades - 3%

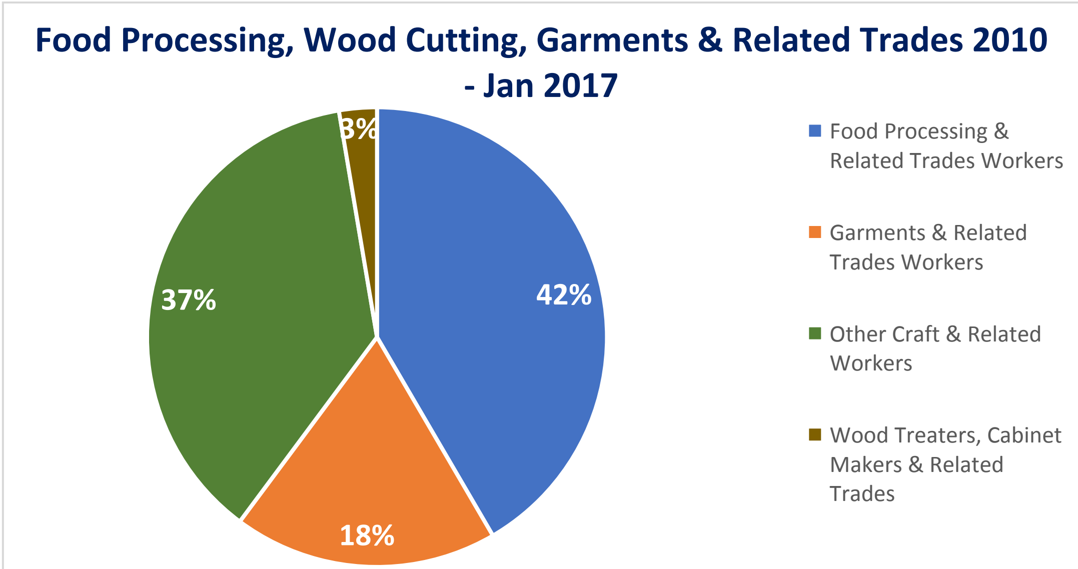


Figure Three.33: Food Processing, Wood Cutting, Garments & Related Trades 2010 – Jan 2017

3. Metal, Machinery & Related Trades Workers:

- Machinery Mechanics & Repairers - 90%
- Sheet & Structural Metal Workers, Moulders & Welders, & Related Workers - 10%

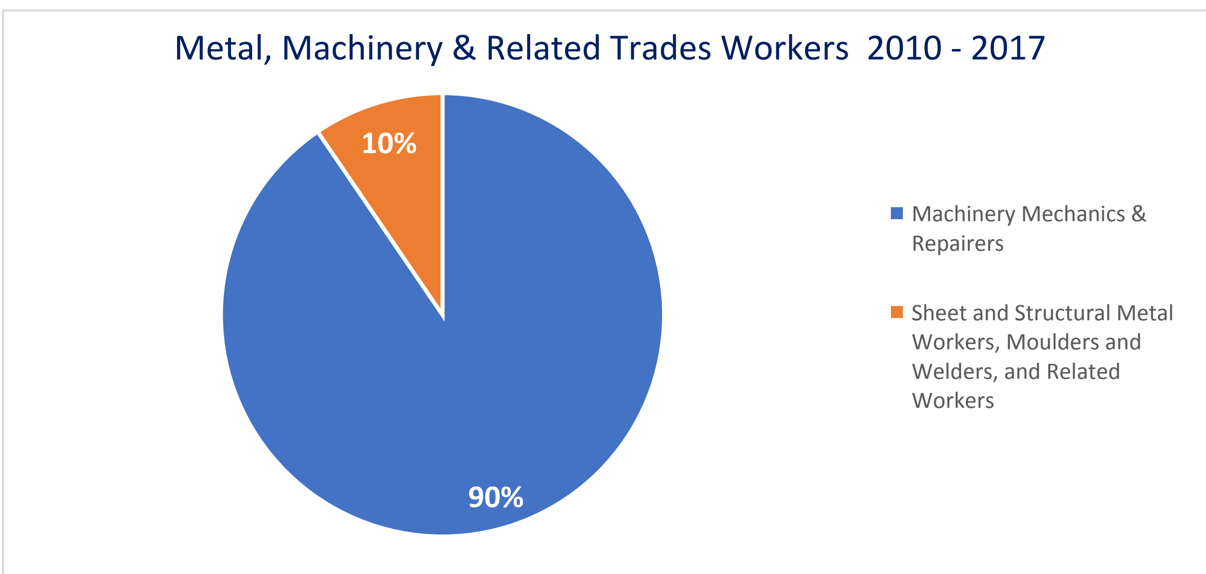


Figure Three.34: Metal Machinery & Related Trades Workers, 2010-2017

B. ELEMENTARY OCCUPATIONS CLASS

1. Cleaners & Helpers

- Domestic, Hotels & Office Cleaners & Helpers - 95%
- Vehicle, Window, Laundry & Other Hand-Cleaning Workers - 5%

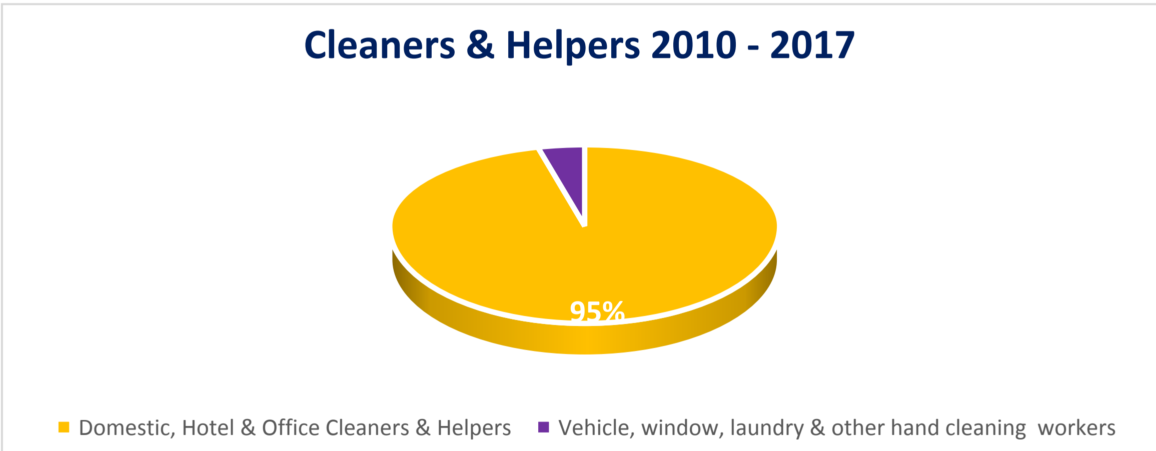


Figure Three.35: Cleaners & Helpers, 2010-2017

2. Labourers in Mining, Construction, Manufacturing & Transport:

- Mining & Construction Labourers - 99%
- Transport and Storage Labourers - 1%

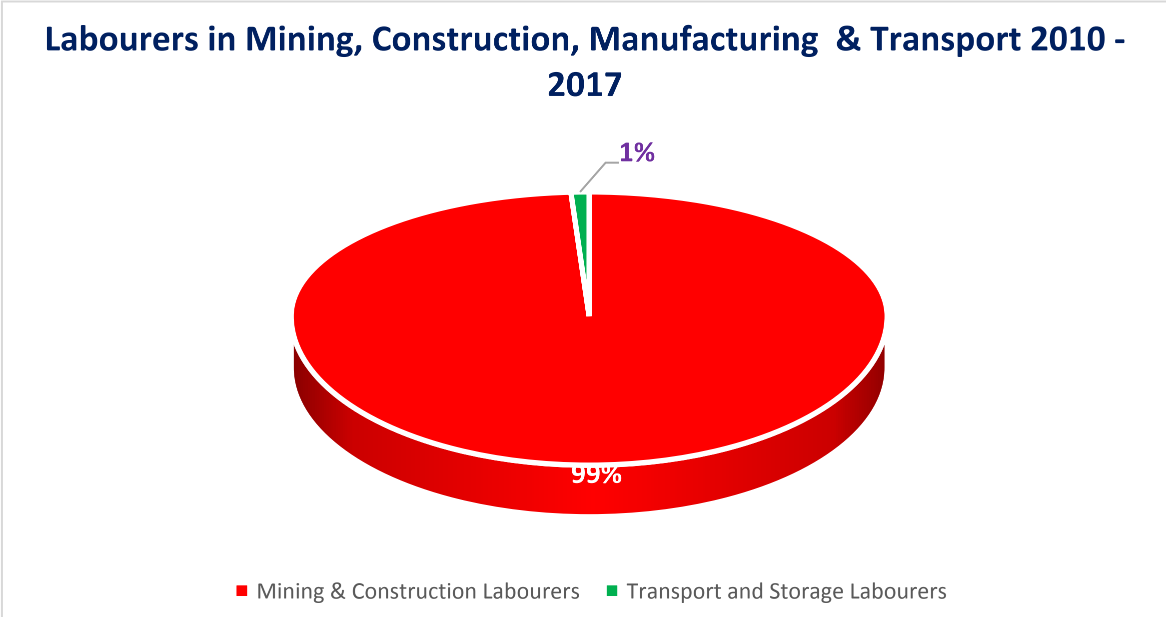


Figure Three.36: Labourers in Mining, Construction, Manufacturing & Transport 2010-2017

3. Refuse Workers & Other Elementary Workers:

- Other Elementary Workers - 92%
- Refuse Workers - 8%

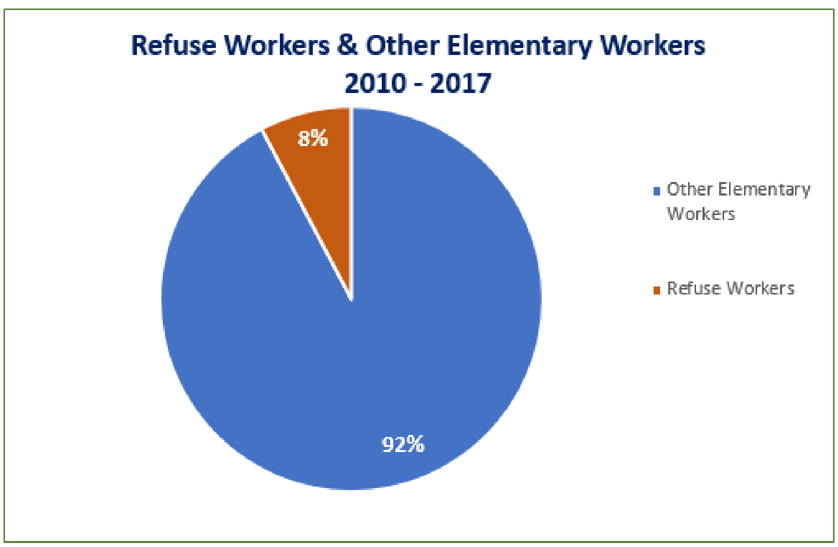
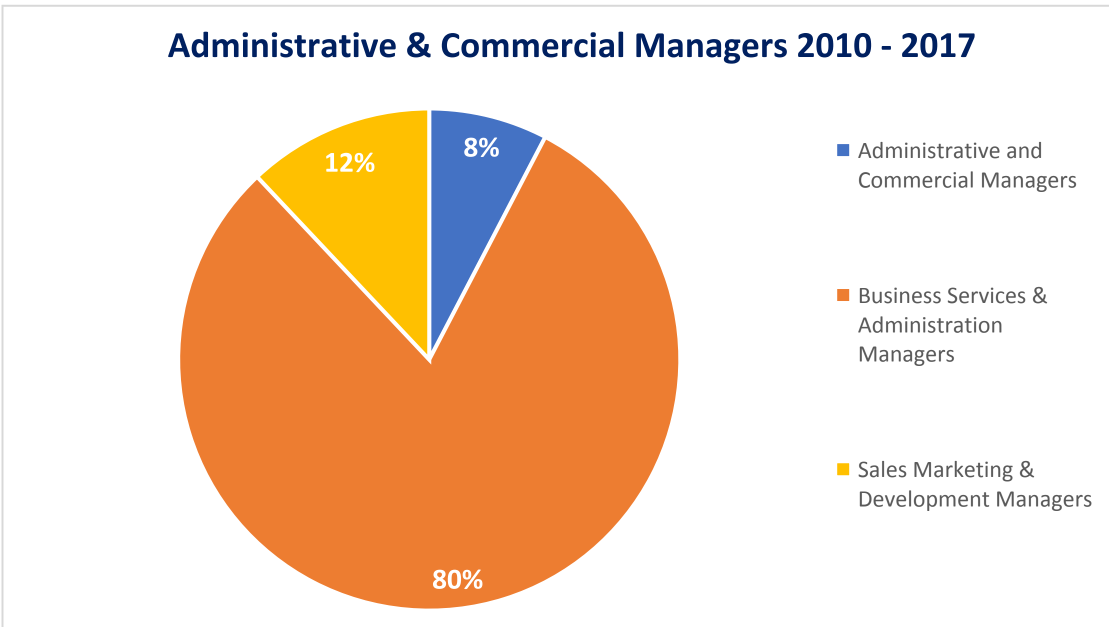


Figure Three.37: Refuse Workers & Other Elementary Workers, 2010-2017

C. MANAGERS CLASS

1. Administrative & Commercial Managers:

- Business Services & Administration Managers - 80%
- Sales Marketing & Development Managers - 12%
- Administrative and Commercial Managers - 8%



2. Chief Executive Officers:

- Managing Directors & Chief Executives - 99%
- Legislators & Senior Officers - 1%

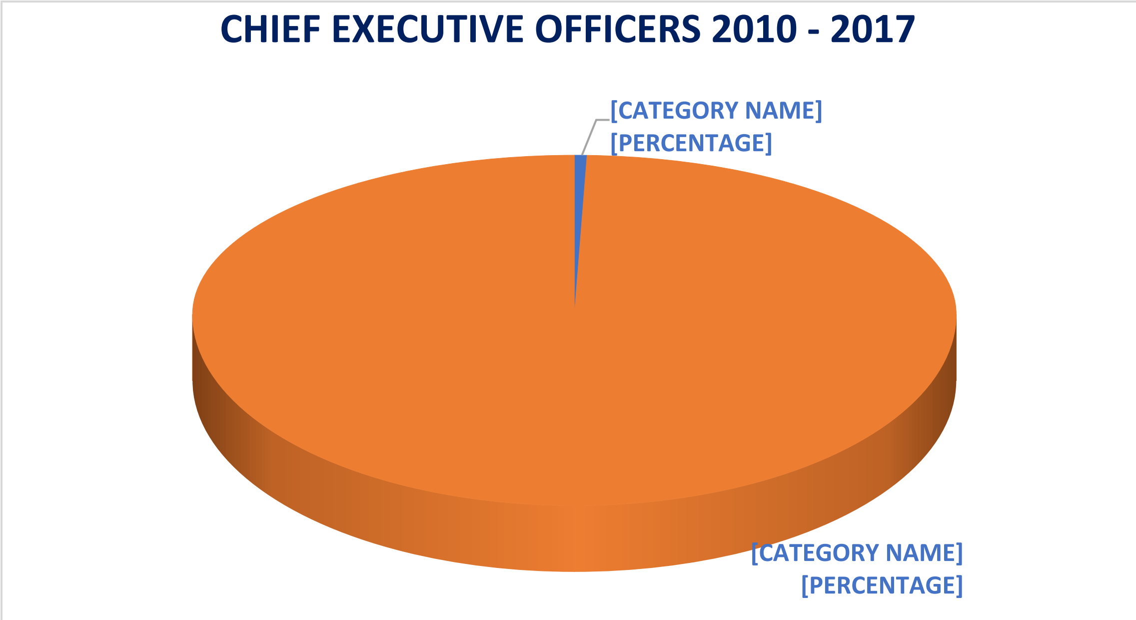


Figure Three.38: Chief Executive Officers, 2010-2017

3. Hospitality, Retail & Other Services Managers:

- Hotel & Restaurant Managers - 52%
- Other Services Managers - 48%

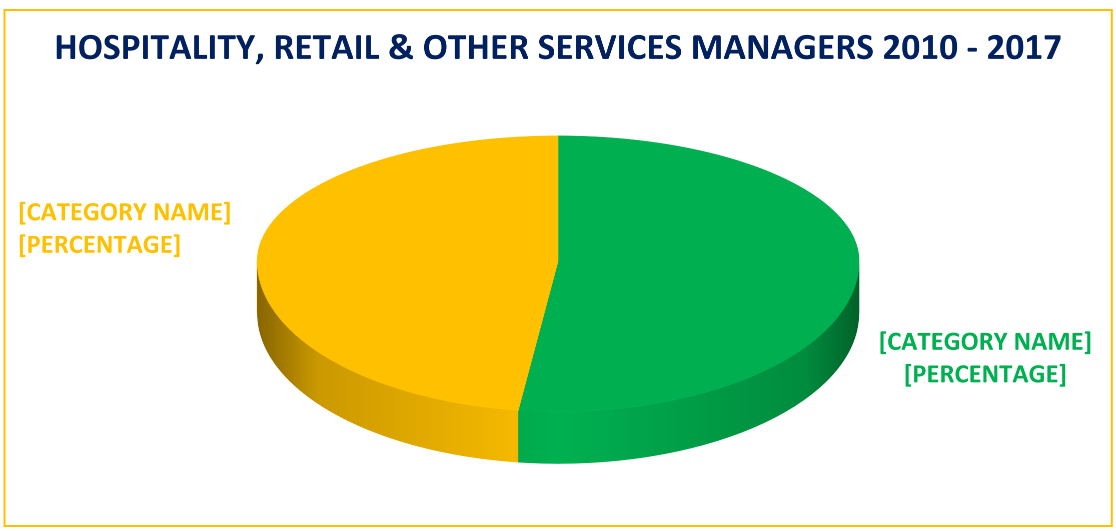


Figure Three.39: Hospitality, Retail & Other Services Managers, 2010-2017

4. Production & Specialized Services Managers:

- Professional Services Managers - 58%
- Manufacturing, Mining, Construction & Distribution Managers - 21%
- Information & Communications Technology Services Managers - 17%
- Production Managers in Agriculture, Forestry & Fisheries - 4%

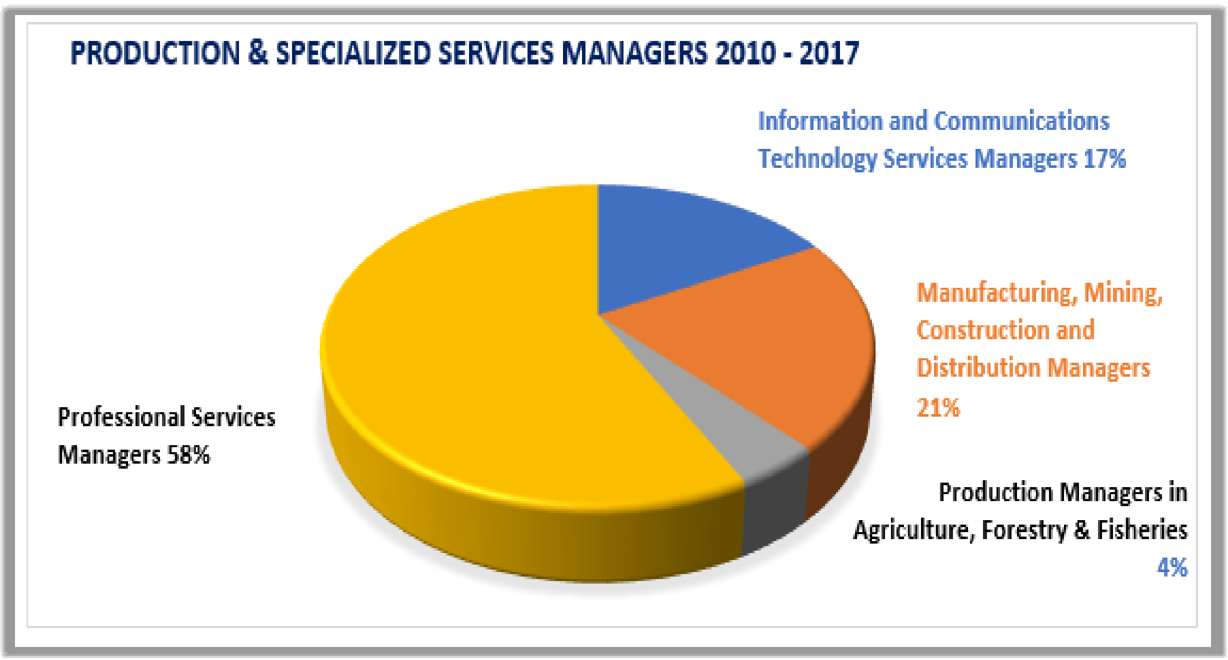


Figure Three.40: Production & Specialized Services Managers, 2010 - 2017

D. PLANT 7 MACHINE OPERATORS 7 ASSEMBLERS CLASS

1. Drivers & Mobile Plant Operators

- Car, Van & Motorcycle Drivers - 34%
- Mobile Plant Operators - 33%
- Heavy Trucks & Bus Drivers - 33%

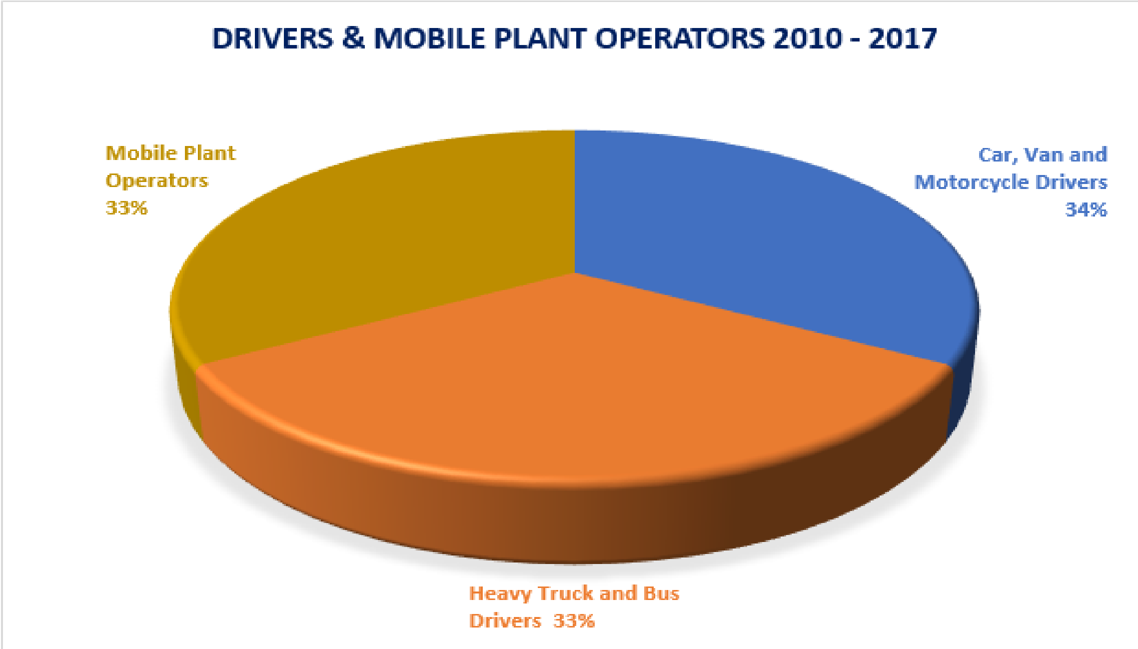


Figure Three.41: Drivers & Mobile Plant Operations, 2010-2017

E. PROFESSIONALS CLASS

1. Business & Administration Professionals

- Finance Professionals - 81%
- Administration Professionals - 14%
- Sales, Marketing & Public Relations Professionals - 5%

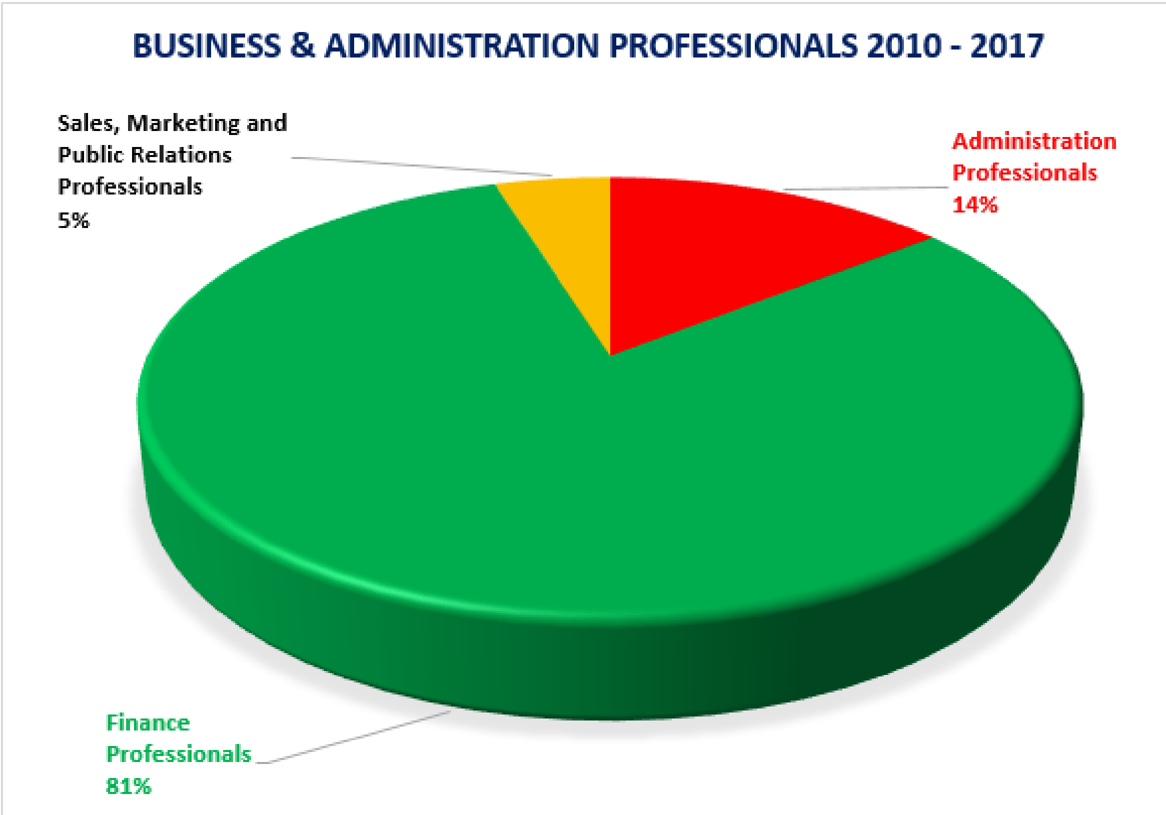


Figure Three.42: Business & Administration Professionals, 2010-2017

2. Health Professionals

- Other Health Professionals - 39%
- Nursing & Midwifery Professionals - 34%
- Medical Doctors - 27%

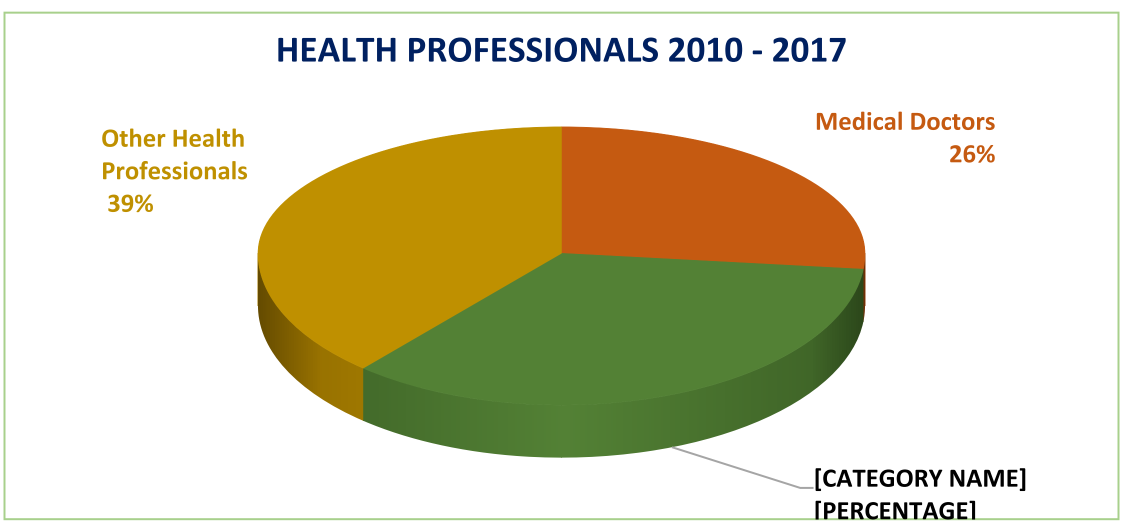


Figure Three.43: Health Professionals, 2010-2017

3. Legal, Social & Cultural Professionals

- Legal Professionals - 33%
- Social & Religious Professionals - 30%
- Other Social & Cultural Professionals - 13%
- Creative & Performing Artists - 12%
- Authors, Journalists & Linguist - 10%
- Librarians, Archivists & Curators - 2%

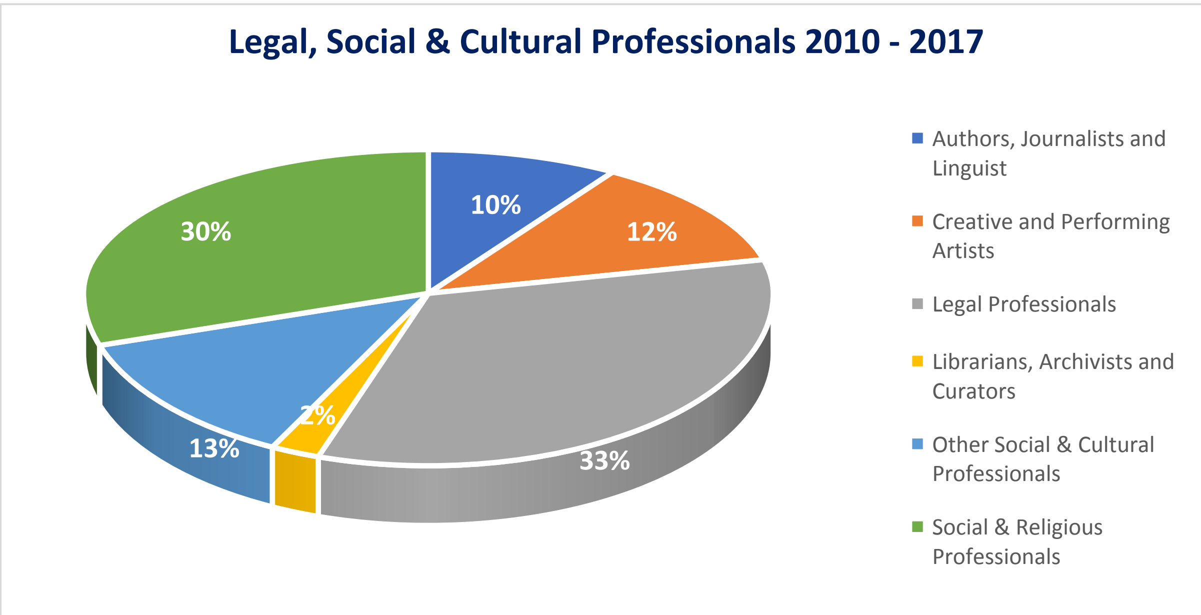
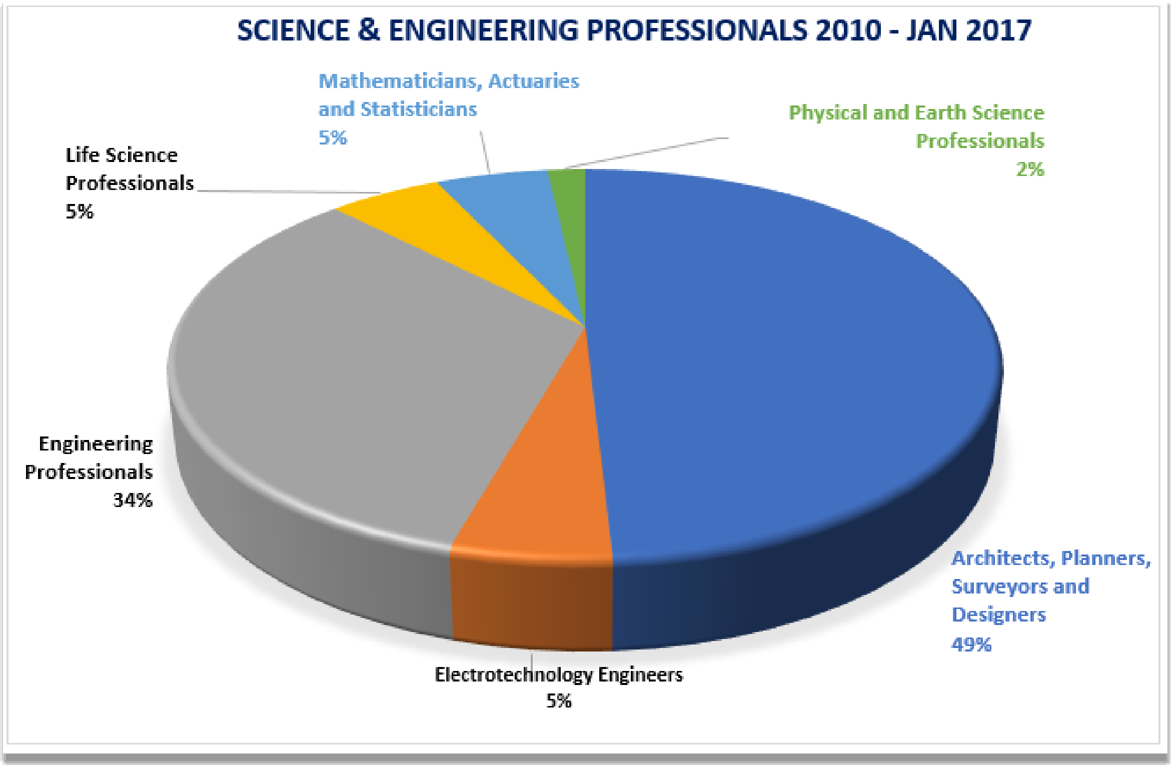


Figure Three.44: Legal, Social & Cultural Professionals, 2010-2017

4. Science & Engineering Professionals

- Architects, Planners, Surveyors and Designers - 49%
- Engineering Professionals - 34%
- Life Science Professionals - 5%
- Mathematicians, Actuaries & Statisticians - 5%
- Electrotechnology Engineers - 5%
- Physical and Earth Science Professionals - 2%



5. Teaching Professionals

- Primary School & Early Childhood Teachers - 65%
- Secondary Education Teachers - 18%
- Other Teaching Professionals - 13%
- University & Higher Education Teachers - 4%

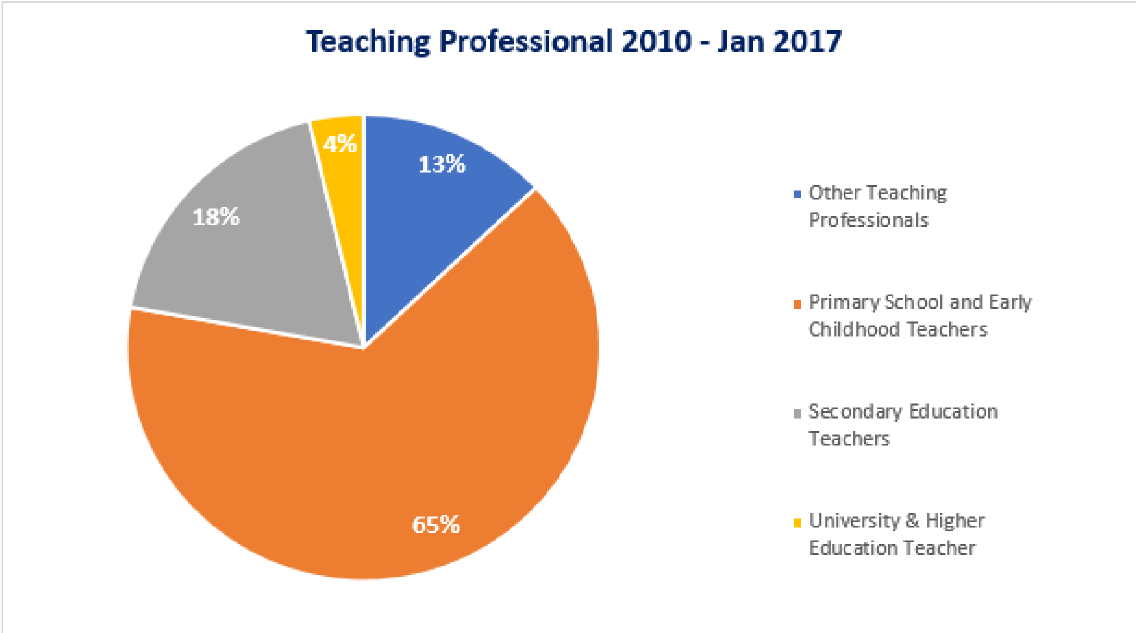


Figure Three.45: Teaching Professionals, 2010 – Jan 2017

F. SERVICES & SALES WORKERS CLASS

1. Personal Services Workers

- Waiters & Bartenders - 25%
- Hairdressers, Beauticians & Related - 24%
- Building & Housekeeping Supervisors - 23%
- Cooks - 12%
- Travel Attendants, Conductors & Guides - 8%
- Other Personal Services Workers - 8%

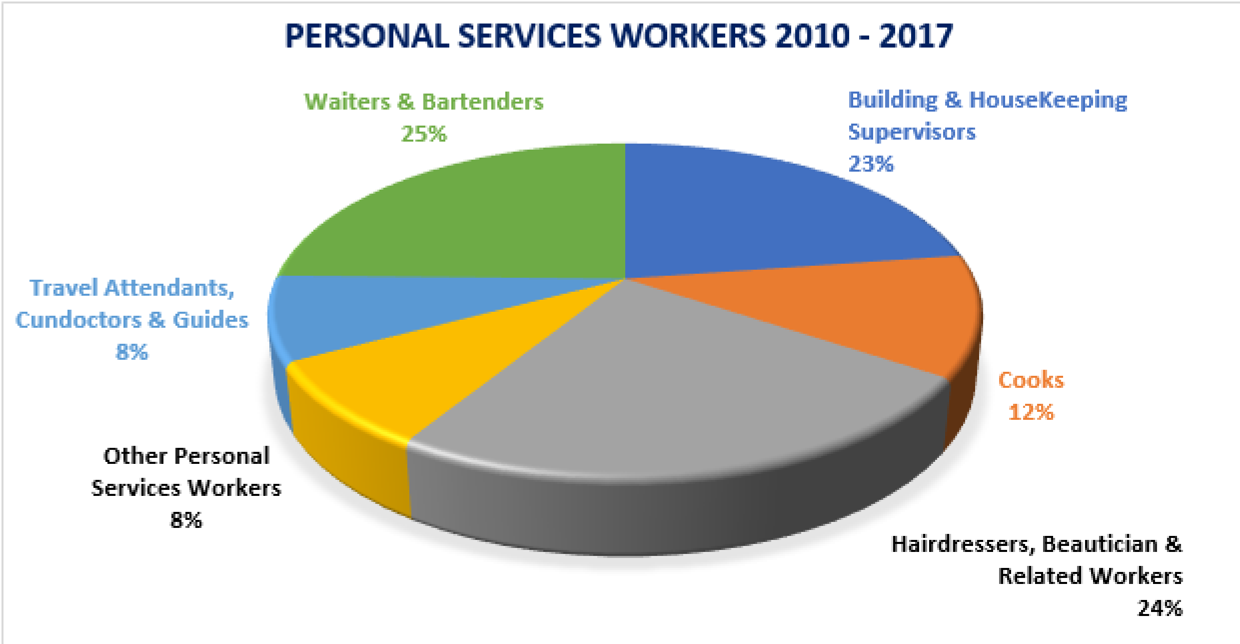


Figure Three.46: Personal Services Workers, 2010 - 2017

2. Sales Workers

- Shop Salespersons - 75%
- Cashiers & Ticket Clerks - 18%
- Other Sales Workers - 7%

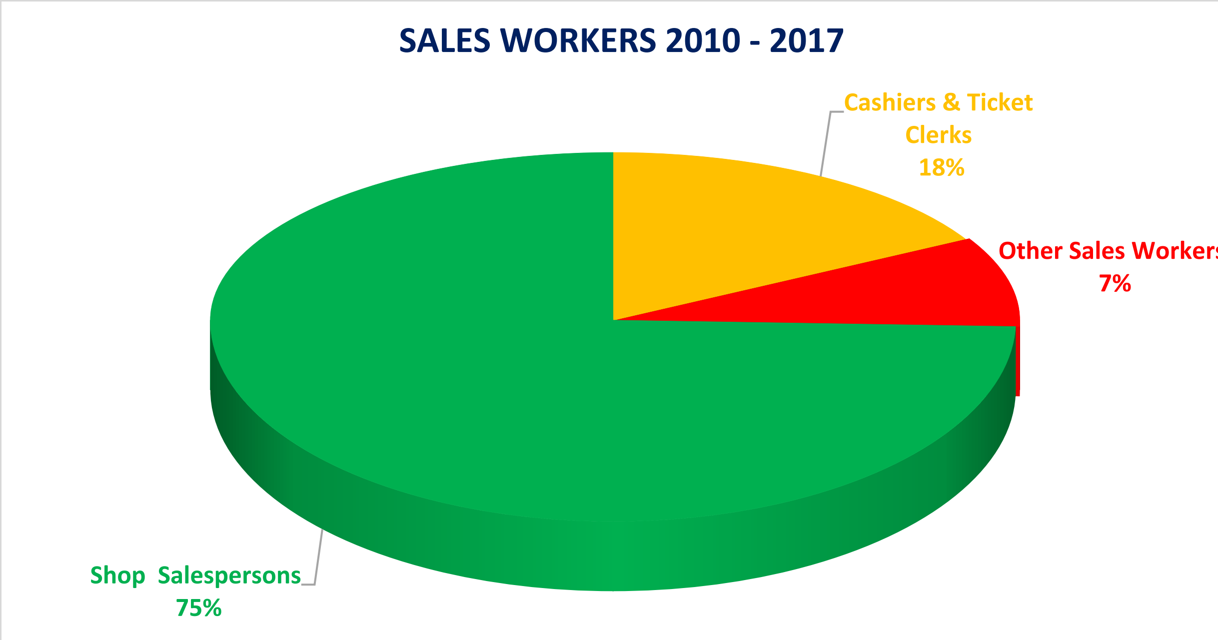


Figure Three.47: Sales Workers, 2010 - 2017

G. TECHNICIANS & ASSOCIATE PROFESSIONALS CLASS

1. Business & Administration Associate Professionals

- Business Services Agents - 50%
- Sales & Purchasing Agents & Brokers - 17%
- Administrative & Specialized Secretaries - 16%
- Financial & Mathematical Associate Professionals - 16%
- Government Regulatory Associate Professionals - 1%

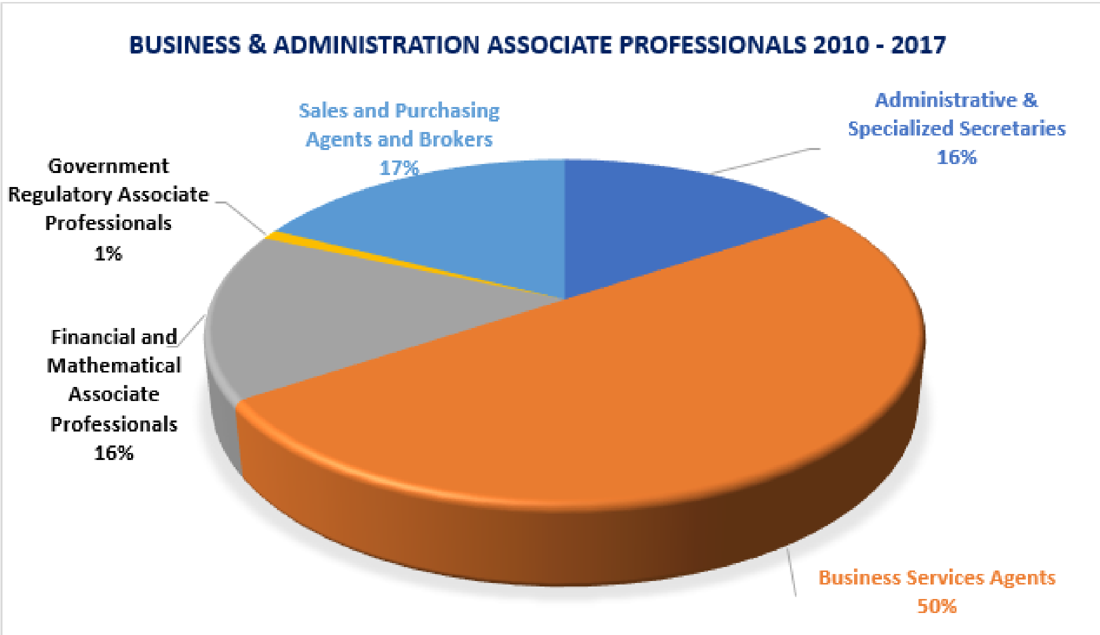


Figure Three.48: Business & Administration Associate Professionals, 2010-2017

2. Health Associate Professionals

- Other Health Associate Professionals - 56%
- Veterinary Technicians & Assistants - 22%
- Traditional & Complementary Medicine Associate Professionals - 22%

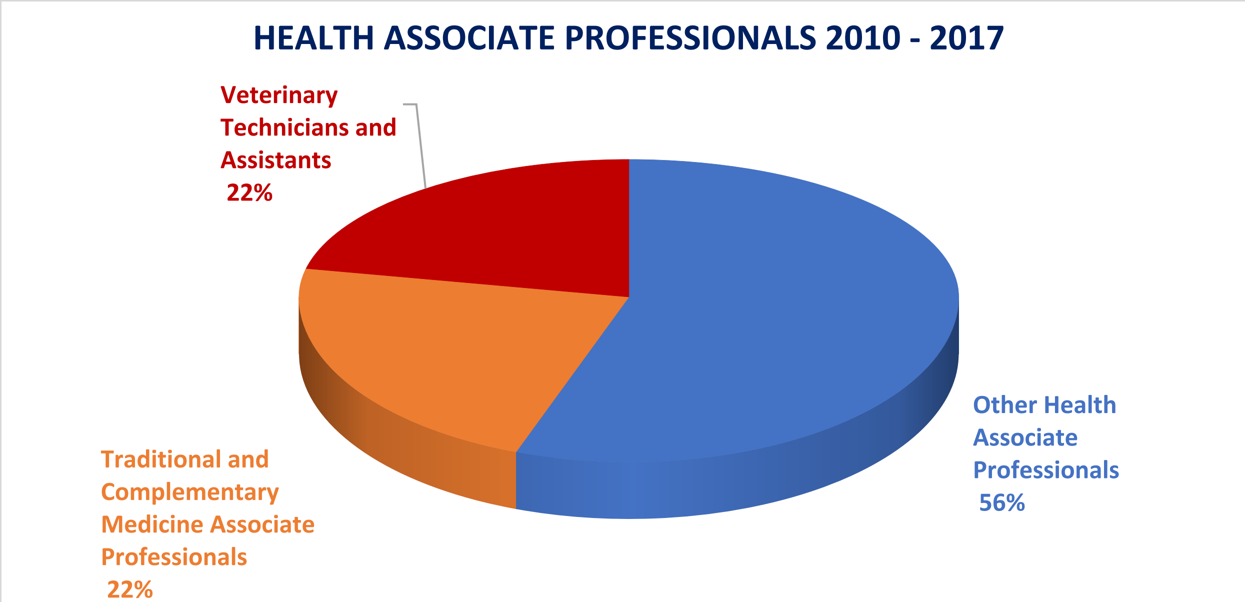


Figure Three.49: Health Associate Professionals, 2010-2017

3. Information and Communications Technicians

- Information & Communications Technology Operators & User Support Technicians - 68%
- Telecommunications & Broadcasting Technicians - 32%

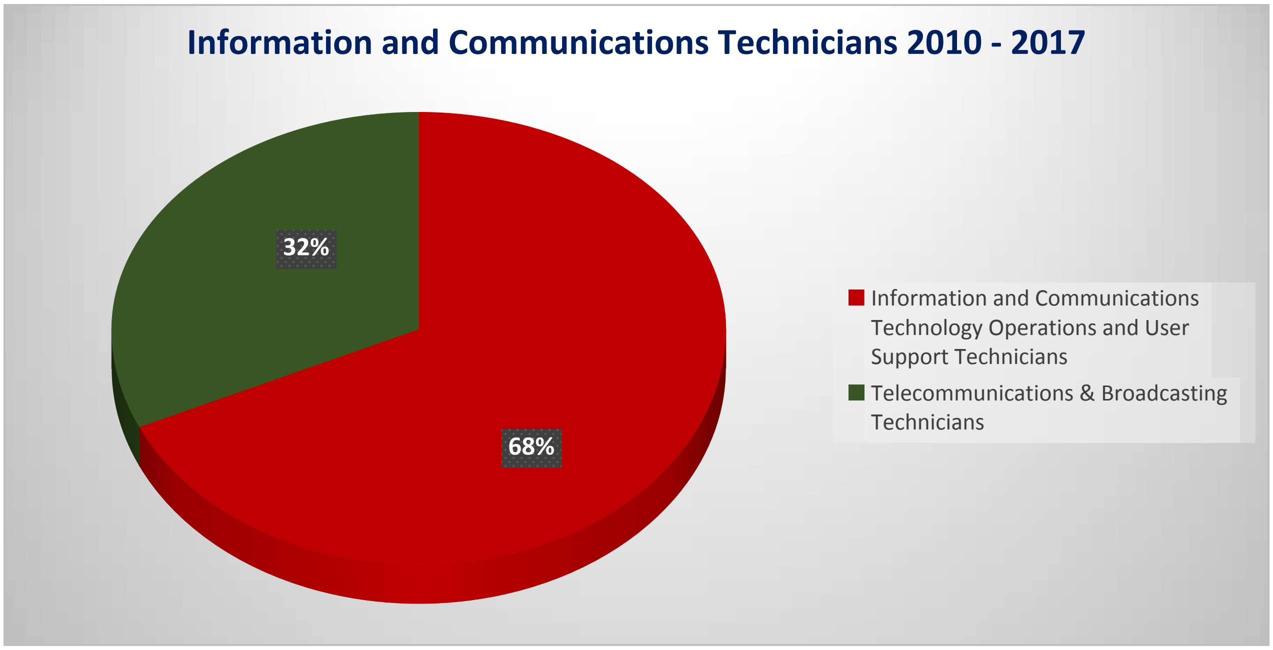


Figure Three.50: Information and Communications Technicians, 2010-2017

4. Legal, Social, Cultural & Related Associate Professionals

- Artistic, Cultural & Culinary Associate Professionals - 69%
- Sports & Fitness Workers - 29%
- Legal, Social & Religious Associate Professionals - 1%
- Creative & Performing Artists - 1%

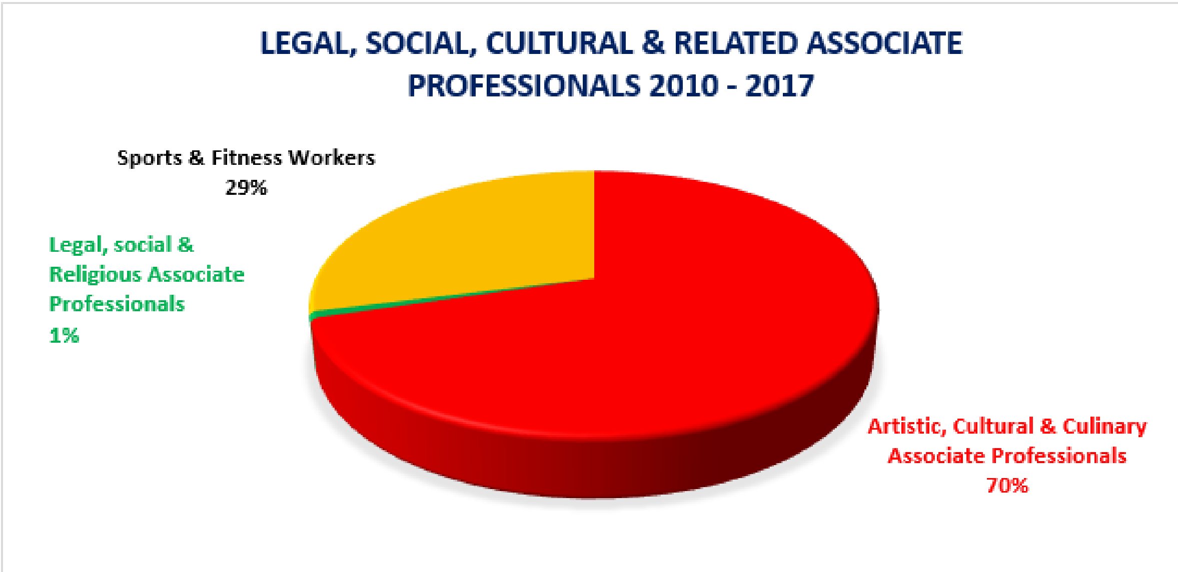


Figure Three.51: Legal, Social, Cultural & Related Associate Professionals, 2010-2017

5. Science & Engineering Associate Professionals

- Ship & Aircraft Controllers and Technicians - 36%
- Physical & Engineering Science Technicians - 35%
- Mining, Manufacturing & Construction Supervisors - 24%
- Process Control Technicians - 5%

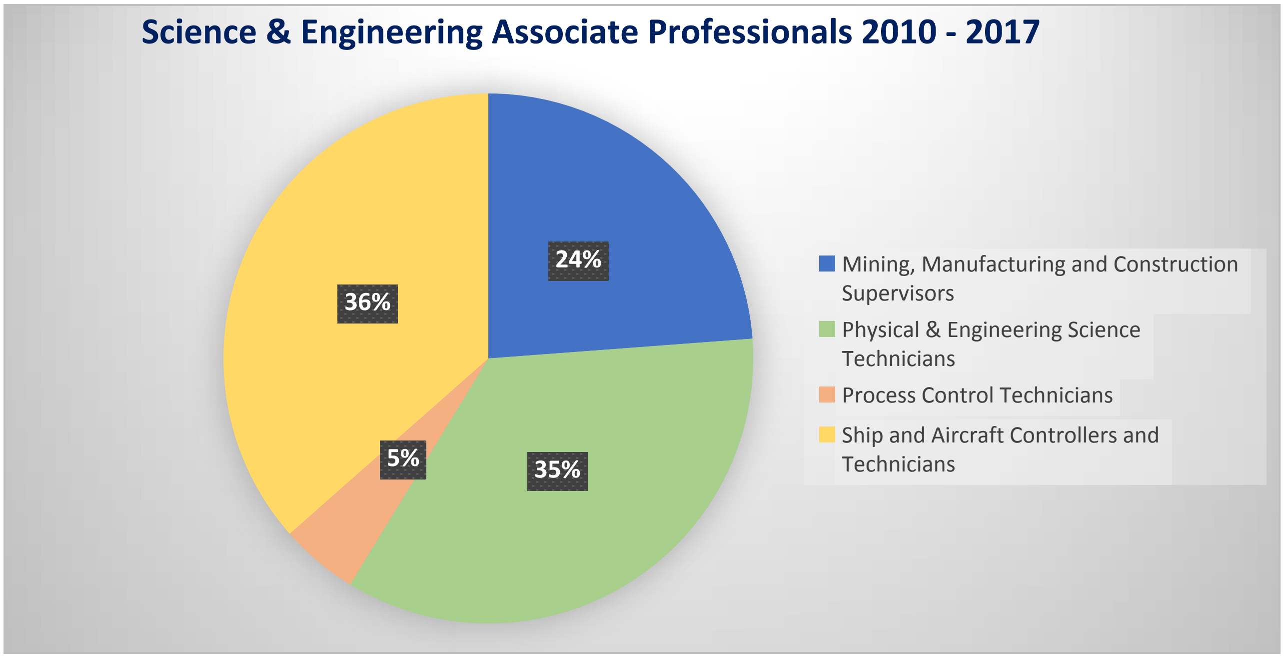


Figure Three.52: Science & Engineering Associate Professionals, 2010-2017

3.5. ANALYSIS BASED ON MAJOR WITHIN OCCUPATIONS CLASS

1. Clerical Support Workers Class

- Customer Services Clerks - 42%
- Numerical & Material Recording Clerks - 42%
- General & Keyboard Clerks - 16%

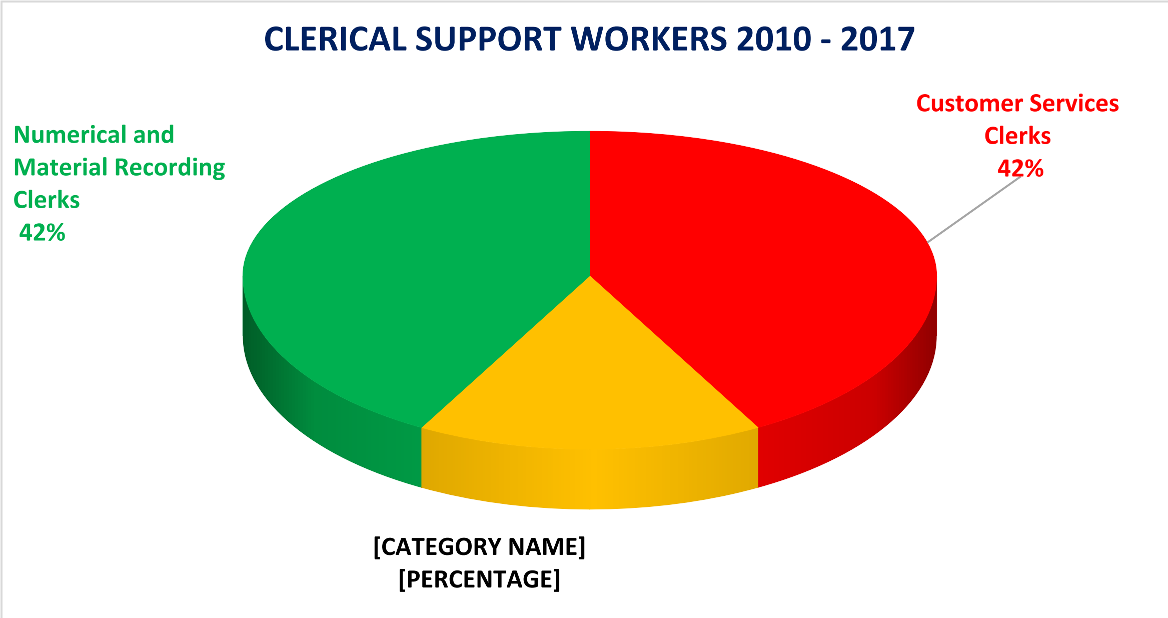


Figure Three.53: Clerical Support Workers, 2010-2017

2. CRAFT & RELATED TRADES WORKERS CLASS

- Building & Related Trades Workers - 43%
- Food Processing, Wood Cutting, Garments and Related Trades - 25%
- Metal, Machinery & Related Trades Workers - 24%
- Electrical & Electronics Trades Workers - 5%
- Handicraft & Printing Workers - 3%

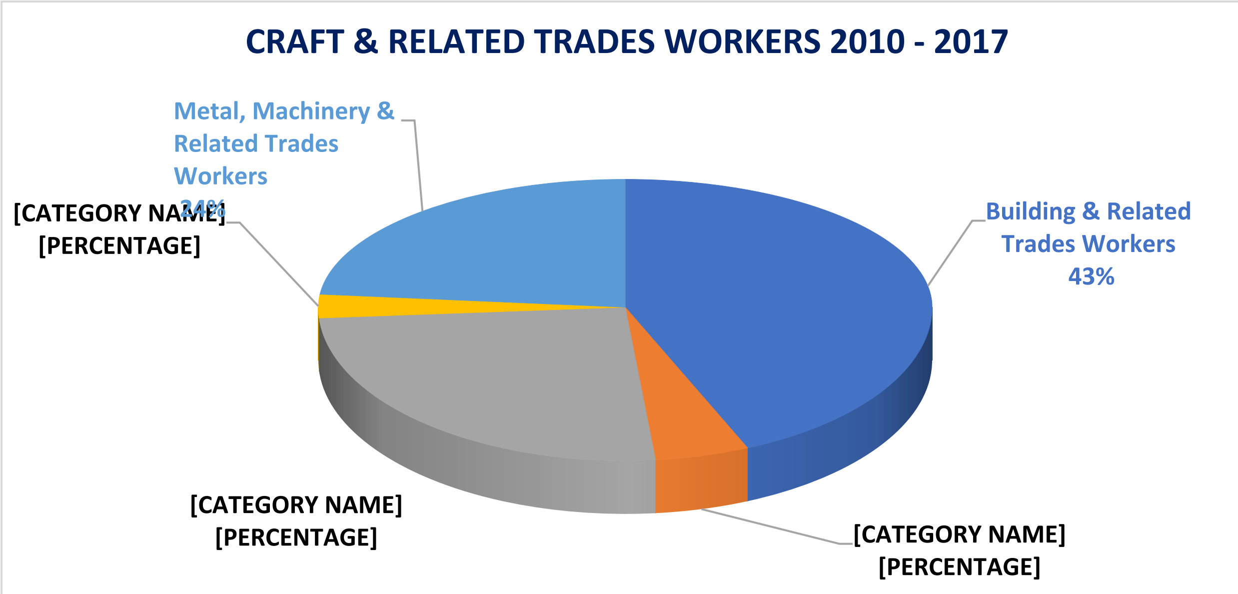


Figure Three.54: Craft & Related Trades Workers, 2010-2017

3. ELEMENTARY OCCUPATIONS CLASS

- Cleaners & Helpers - 49%
- Labourers in Mining, Construction Manufacturing & Transport - 37%
- Refuse Workers & Other Elementary Workers - 9%
- Food - 3%
- Agricultural, Forestry and Fishery Labourers - 2%

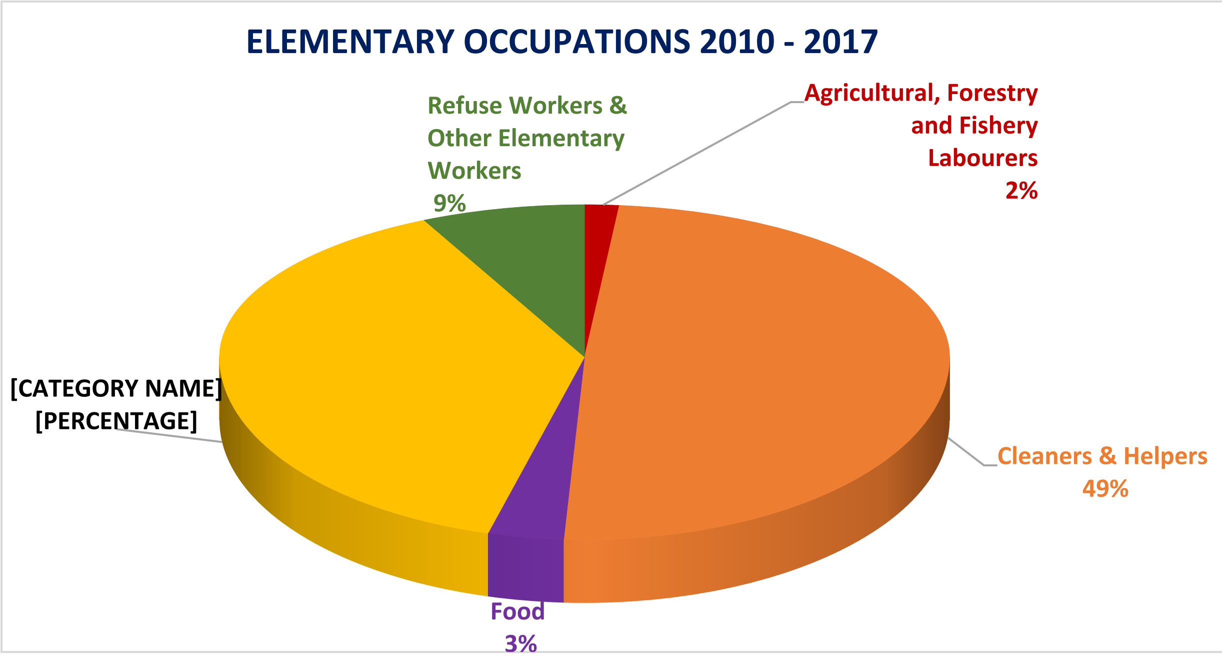


Figure Three.55: Elementary Occupations, 2010-2017

4. MANAGERS CLASS

- Administrative & Commercial Managers - 39%
- Chief Executive Officers - 34%
- Hospitality, Retail & Other Services Managers - 15%
- Production & Specialized Services Managers - 10%
- Managing Directors & Chief Executives - 2%

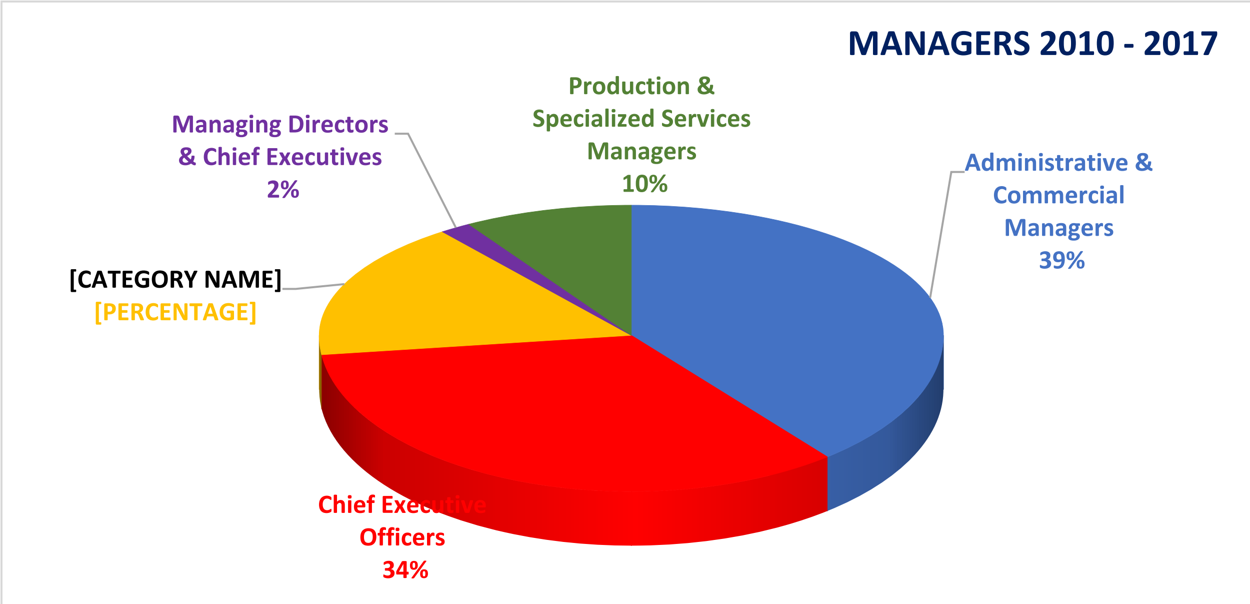


Figure Three.56: Managers, 2010-2017

5. Plant & Machine Operators & Assemblers

- Drivers & Mobile Plant Operators - 83%
- Stationary Plant & Machine Operators - 17%

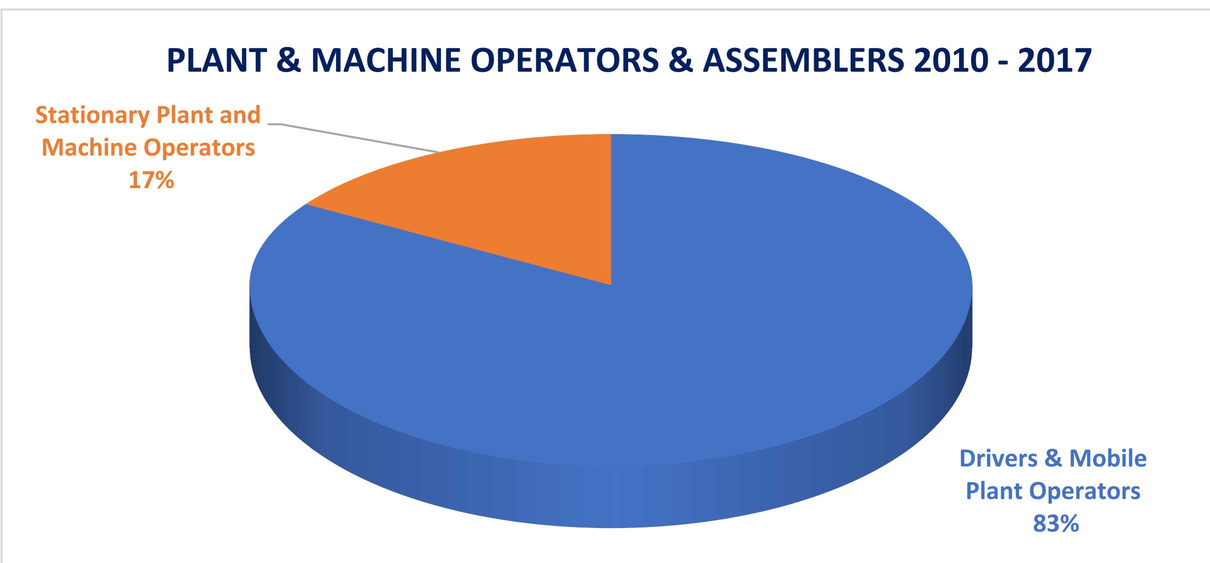


Figure Three.57: Plant & Machine Operations & Assemblers, 2010-2017

6. PROFESSIONALS CLASS

- Teaching Professionals - 26%
- Legal, Social & Cultural Professionals - 21%
- Business & Administration Professionals- 20%
- Health Professionals - 18%
- Science & Engineering Professionals - 14%
- Information & Communications
  Technology Professionals - 1%

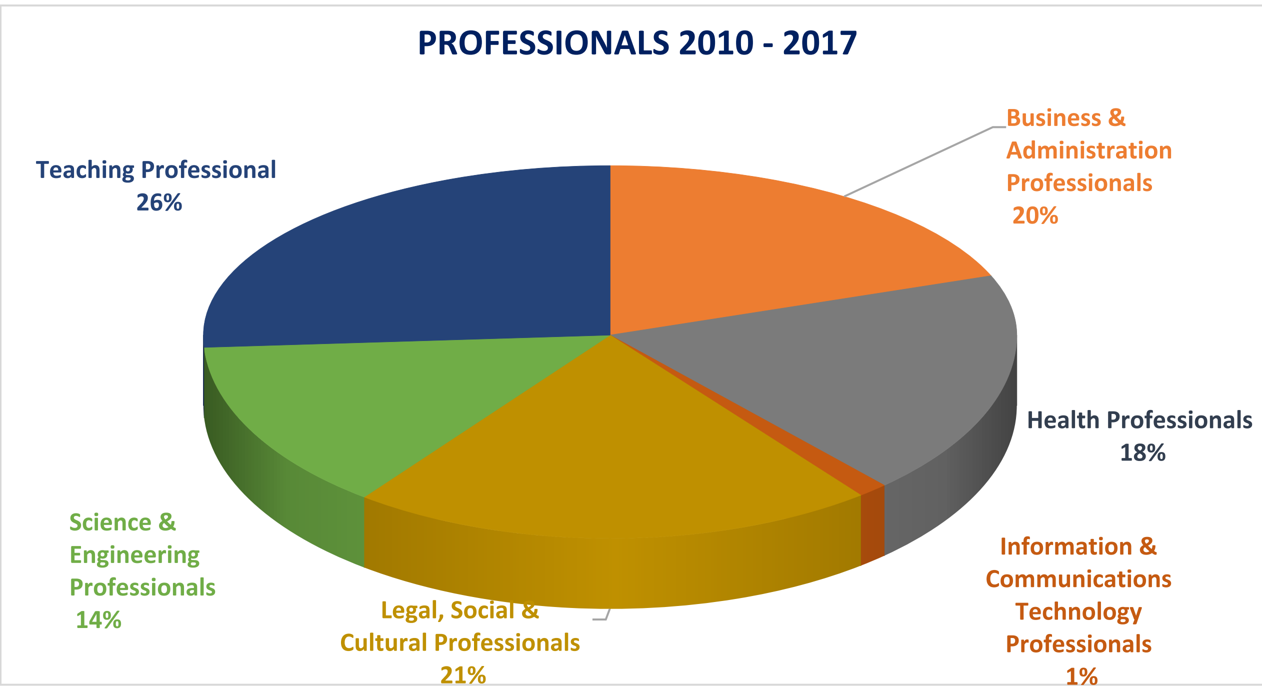


Figure Three.58: Professionals, 2010-2017

7. SERVICES & SALES WORKERS CLASS

- Personal Services Workers - 73%
- Sales Workers - 14%
- Protective Services Workers - 8%
- Personal Care Workers - 5%

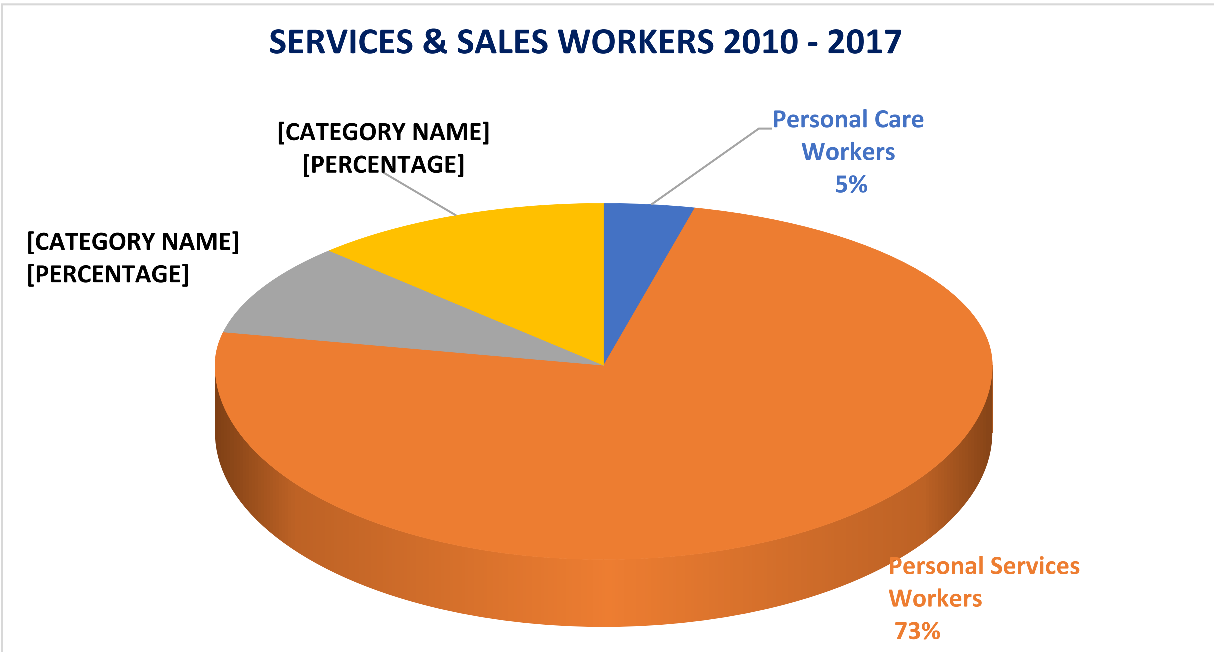


Figure Three.59: Services & Sales Workers, 2010-2017

8. SKILLED AGRICULTURAL, FORESTRY & FISHERY WORKERS CLASS

- Subsistence Farmers, Fishers, Hunters & Gatherers - 52%
- Market-Oriented Skilled Forestry, Fishery & Hunting Workers - 32%
- Market-Oriented Skilled Agricultural Workers - 16%

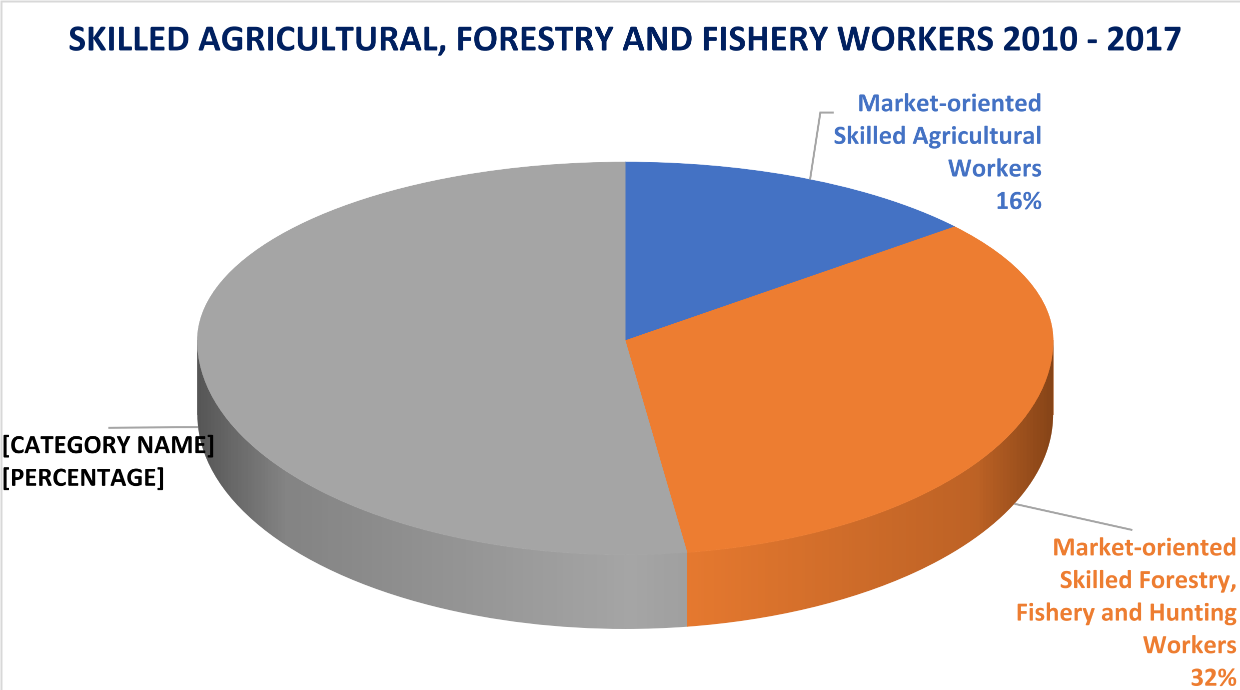


Figure Three.60: Skilled Agricultural, Forestry and Fishery Workers, 2010-2017

9. TECHNICIANS & ASSOCIATE PROFESSIONALS CLASS

- Legal, Social, Cultural & Related Associate Professionals - 49%
- Science & Engineering Associate Professionals - 24%
- Business & Administration Associate Professionals - 21%
- Health Associate Professionals - 2%

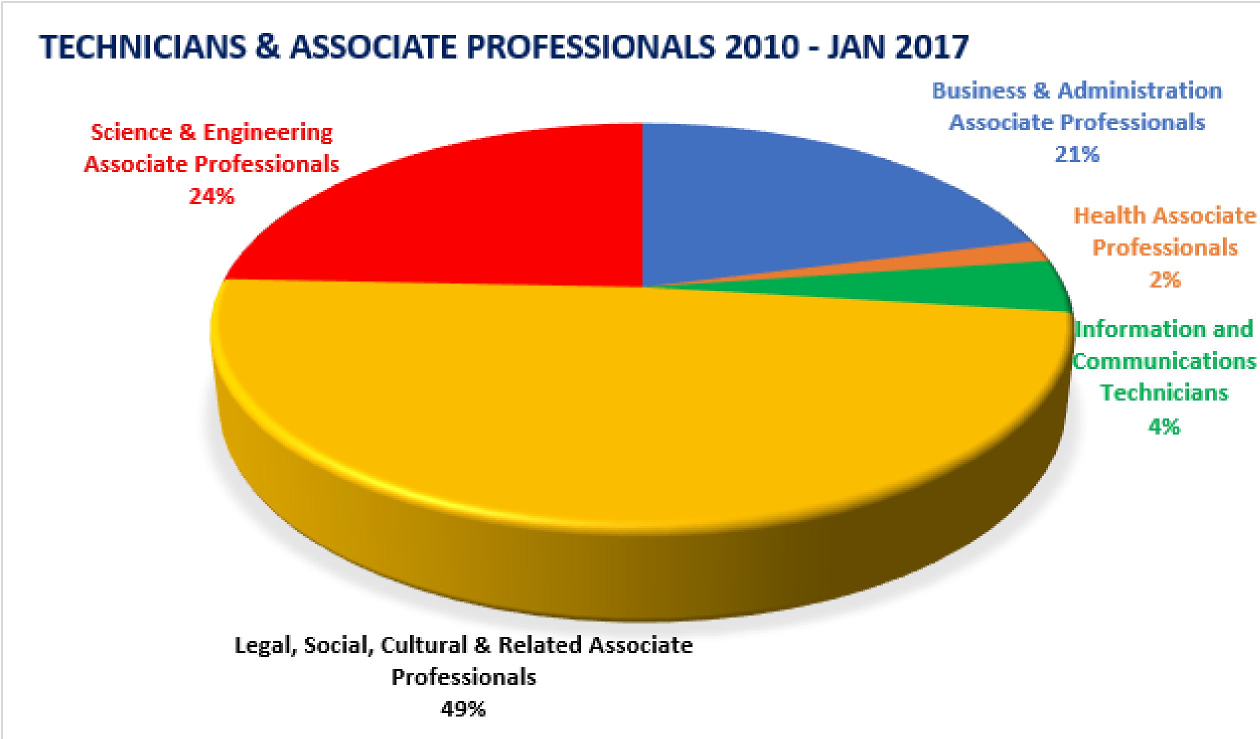


Figure Three.61: Technicians & Associates Professionals, 2010-2017

3.6. EMPLOYERS:

Analysis of the data revealed a total of one thousand six hundred and sixty-five (1,665) different employers, with Beaches Resort being the biggest employer at 7% of the total number of work-permit applications analysed. The Top 10 employers, ranked below, employ 21% of the total number of work-permit applications.

- Beaches Resort - 36%
- Amanyara Resort - 15%
- Parrot Cay Resort - 9%
- Seven Stars Resort - 9%
- Interhealth Canada TCI - 7%
- Grace Bay Club - 7%
- Residence - 5%
- Chukka Caribbean Adventures - 4%
- Santral Management Ltd. - 4%
- Hab Management Ltd. - 4%

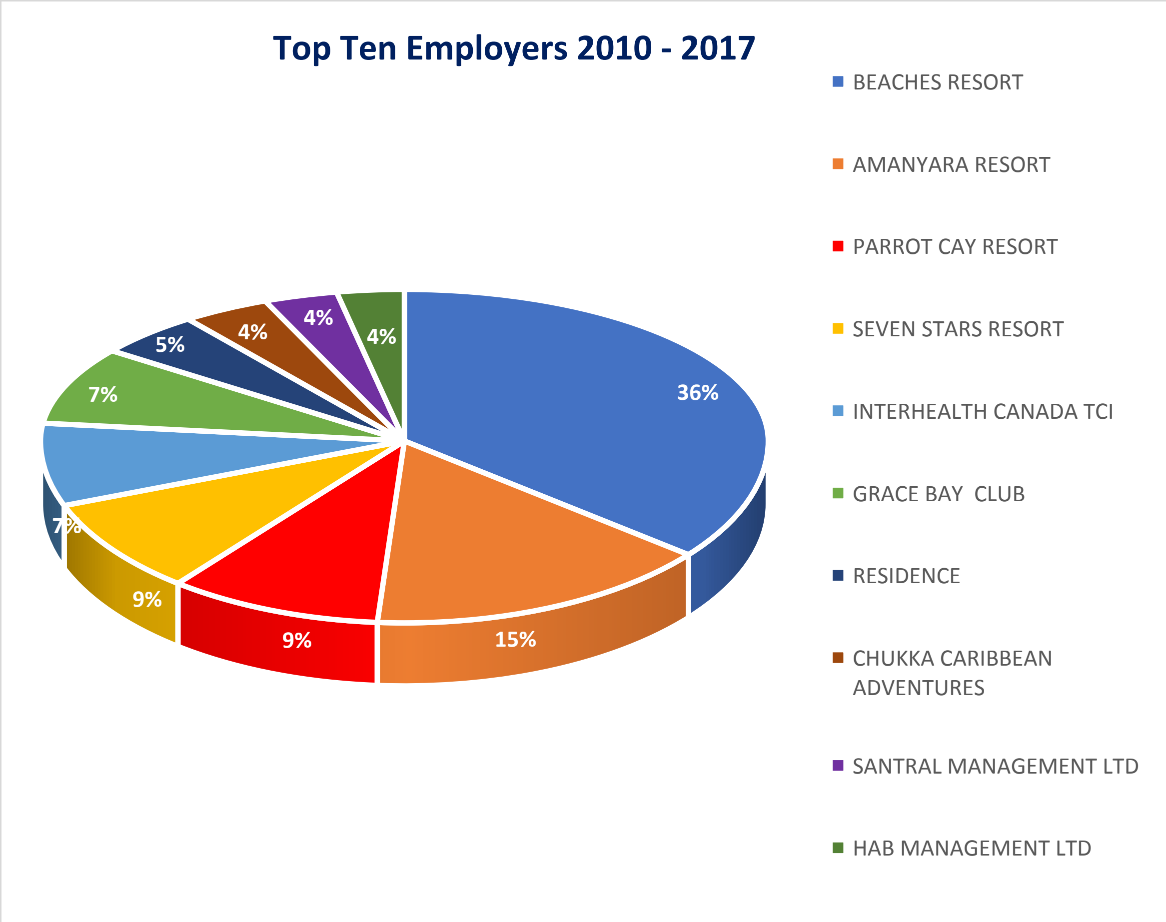


Figure Three.62: Top Ten Employers, 2010-2017

3.7. ECONOMIC IMPACT

Fees paid to the Government of Turks and Caicos (TCI) for the Period 2010 - April 2017 are estimated at $ 46,302,069.00, broken down as follows:

Type of Fee	Total Paid
Deposit Fee	1,265,718
Payment Fee	43,515,667
Late Fee	1,242,184
Administrative Fee	21,000
Fast Track Fee	257,500
Grand Total	*46,302,069*

Table Three—4: Fees Paid to Government of TCI, 2010-April 2017

Chapter Four

Research Methodology

4.1. SUMMARY OF APPROACH

This section provides a detailed explanation as to the approach, strategies and research methodologies undertaken by the Consultants and the research team in ensuring that the relevant data and feedback were gathered and captured from the requisite target stakeholders and sample, so as to appropriately report on and make informed recommendations regarding the TCI National Skills Audit.

Summary of Approach

To ensure that the relevant data was appropriately captured to inform a comprehensive analysis and report on the TCI National Skills Audit, the research team employed a number of effective and best-practice strategies. These included the following, as detailed below:

- Approach
- Inception
- Implementation
- Scientific research methodology and design
- Data-collection and polling
- Research location for migrants
- Research population of migrants
- Polling
- Focus group discussions with migrants and Belongers
- Qualitative data collection and analysis
- Quantitative data collection and analysis

Additionally, these and other strategies were utilized to collect data from relevant firms or enterprises operating in TCI. Methodologies employed for Enterprise-Based Survey included the following:

- Sample frame and methods
- Reference periods
- Data-collection instrument
- Definitions

Thereafter, once the appropriate data was collected from both quantitative and qualitative methods, the consultants and research team would use best-strategy techniques and tools to prepare the data for analysis. These included:

- Data capture and form design
- Dataset type and file organisation
- Data cleaning
- Process and analysis of data
- Creation of computation for data analysis
- Table production for analysis

Approach

The consulting team adopted collaborative initiatives with all key stakeholders in their approach to the TCI National Skills Audit to ensure that the constraints, challenges and risks associated with the consultancy were clearly defined and understood, so as to provide relevant, actionable, and forward-looking recommendations.

Various communication channels were leveraged, such as the use of e-mails and social media when the technical team was not in-country, in order to “keep in touch” and update members of the Steering Committee on the progress of the consultancy, as well as to solicit their feedback.

The approach was broadly focused on two (2) primary stages: Inception and Implementation. These stages were used to take the project through the proper scientific research process, which included:

- access to and use of appropriate and relevant background information to allow for adequate desk review and preparatory work;
- identification of potential challenges and to refine the research topic;
- the conduct of literature review and to assess and consider the available resources;
- definition of the targeted population and sample size, development of the instrumentation plan, and the survey methodologies (both qualitative and quantitative);
- collection, collation and robust analysis and review of data;
- organisation and preparation of a detailed report and recommendations based on the findings from the data collected and analysed.

Inception Stage

Activities and strategies involved in the inception stage of the consultancy included the following:

- The commencement phase, which included the review of policy and project-related documents pertinent to the TCI National Skills Audit and the Migration Survey.
- A political, economic, social and technological (PEST) analysis of TCI was conducted to identify the gaps, challenges, and best practices in finding the answers to the concerns of the TOR.

- A best-practice review on existing migration approaches was conducted in the countries of Antigua and Barbuda, Cayman Islands, Malaysia and Singapore, and interviews were conducted to achieve commonalities and differences with these jurisdictions and the TCI. This approach was also adopted to conduct the Enterprise-based surveys within TCI.
- An official launch of the project was convened at Beaches Hotel and Resort on May 4, 2016 and served to introduce the consultants to critical stakeholders and to provide a comprehensive overview of the objectives and expected outcomes, as well as the benefits to be derived from the conduct of the TCI National Skills Audit**.** Some of the activities at the launch included:
  - presentations by the former premier, the permanent secretary of the Ministry of Border Control and Employment, the labour commissioner and two (2) members from the consulting team;
  - discussions on the current views on challenges facing TCI with respect to skills, labour and migration with key officers in the various ministries, including the Central Statistics Offices, Ministry of Border Control, Ministry of Education and the Ministry of Finance;
  - the identification of critical stakeholders so as to provide any documents and data that were not already publicly available;
  - the establishment of briefing, update, communications and visibility protocol requirements.

Based on the discussions and the feedback provided and received at the launch, the consulting team was able to refine the methodologies to the conduct of the TCI National Skills Audit, as was articulated in the Inception Report.

Implementation Stage

In order to achieve the objectives of the Ministry of Border Control, as established in the TOR and the Work Plan, the consulting team implemented the project in three (3) logical steps, as seen below.

- <u>Step 1</u>: *Assessment*: An in-depth evaluation was conducted to ascertain at what stage the implementation process was, and results were identified and provided on gaps which needed to be addressed to ensure effective implementation and programme coherence. At the end of this activity, a Draft Status and Needs Assessment Report was provided, as per the TOR.

- <u>Step 2</u>: *Planning the Transition*: This stage was based on the creation of a set of scenarios that was tested during the Strategic Planning Workshops. Stakeholders were introduced to the AS-IS Model and presented with some desired scenarios. The importance of scenarios suggested certain caveats for future-oriented design, which enhanced project implementation. Several robust design components across different scenarios were pointed out, some of which included:
  - target group, sample frame and needs orientation;
  - streamlined service centred back-office re-organisation;
  - interaction with the Ministry of Border Control, the Labour Department and the consulting team.

This contribution outlined outcomes and derived implications for strategy design, which were then further clarified utilizing methodologies for identification of gaps, target groups and institutional needs, as well as process mapping.

- Step 3: *Realising the benefits*: The strategic planning session served not only to address the dissemination of results and action plan to the Steering Committee, but it also provided capacity building in upgrading of the work plan. In addition to the identified items from the needs assessment, the consultant included, as part of the strategic planning sessions, stakeholder engagement and communication planning that supported the coordination efforts in the execution of the National Skills Audit and Migration Survey.

SCIENTIFIC RESEARCH METHODOLOGY AND DESIGN

Overview of Methodology

The purpose of the evaluation activities was as follows:

- to generate detailed knowledge about how to implement the project;
- measure project outcomes and benefits;
- provide recommendations and support to the Ministry of Border Control and Employment on current and future challenges with issues relating to migration, skills shortages and immigration in the TCI.

Given the economic and national importance of the National Skills Audit and the Migration Survey, the consulting team conducted the project in a participatory manner, not only in the design of its methodology, but also in its implementation and, most particularly, in its analysis. This participatory approach allowed the team to actively engage all key stakeholders and the public at every stage of the process. Some of the participatory practices which were encouraged, promulgated and implemented included:

- Weekly reports, consultations and emails were sent out to all the key players, Department of Border Control representative, Department of Statistics, Ministry of Finance and other stakeholders if, and as needed, in all of the phases throughout the process;
- identification of stakeholders and beneficiaries;
- selection of sample frame;
- selection of the appropriate data-collection methods, including the piloting of the questionnaire and enumerator selection;
- determination of the timeline; and reaching consensus about findings, conclusions and recommendations.

This participatory approach and active engagement with the critical stakeholders yielded better results than a conventional evaluation, as beneficiaries' and stakeholders' views of the program's impact were incorporated in the design, which resulted in improved acceptance and buy-in of the final conclusions and recommendations.

Research Design

A mixed-approach method was employed, which included:

- the mapping of major activities under the project;
- prioritization of the intervention areas;
- identification of sub-areas and the requisite classification of activities to be conducted.

Other approaches included the following:

- Stakeholders and beneficiaries who needed to be interviewed were identified, and close collaboration and work linkage were established and implemented with the project coordinators and the Statistics Department in the TCI, the region and other international agencies to make sure the information on the representatives was up to date. This allowed for the completion of a meaningful evaluation within the period required.
- Respond to challenges, limitations, or opportunities presented during field work, while also taking care to maintain methodological rigor in the evaluation.
- To increase the rigor and quality of the evaluation, the findings were triangulated. Triangulation was made possible by the various methods of data collection that were used for each major evaluation question. In addition, similar questions were asked of different stakeholders who were involved in the same issue.
- Whenever possible, both qualitative with quantitative techniques were linked.
- The different data collected was analysed, and the results were related to each other.
- At the end of the analysis, findings were discussed with the consultant team and their comments were integrated into the draft and final reports.

Data Collection
Migrant and Establishment Surveys and Polling

The following strategies were employed throughout the data-collection activities:

- Critical desk review of materials related to TCI, workforce development, migration and other documents from the World Bank, the UN, CARICOM, CDB, STATScan, EUROstats and other relevant projects, as well as any material that was provided by KPMG, KARI Consulting, the UWI, and other quarterly reports, annual reports, work plans, budgets, project-performance management plan, etc.
- Face-to-face interviews with key informants and stakeholders on the ground in the TCI.
- Interviews with the project coordinator and labour commissioner, as well as staff from the Ministries of Finance, Education, Health and Statistical Departments.
- In-depth, semi-structured interviews and meetings with members of the Ministries of Labour, Finance and Statistical Departments of other similar countries.
- In-depth interviews with migrants.
- In-depth interviews with undocumented migrants living in the TCI.
- In-depth and semi-structured interviews with migrants' family living outside the TCI.
- Direct observation to cross-check information (e.g. comparing statements to observed practice) and identification of factors not previously recognised.

Table Four—1: **Classification of Migrants Interviewed**

Classification of Migrants Interviewed	
1	Migrants under one year
2	Migrants- under five years
3	Migrants - under 10 years
4	Migrants - more than 10 years but without Belonger status
5	Children of migrants
6	Undocumented migrants
7	Persons living in the TCI without employment status
8	Persons legally entitled to live in the TCI without employment status

The Research Setting for Migrants

The research setting refers to the place where that research was conducted and data was collected. In this case of the TCI Migration Study, the data was collected at eight (8) main inhabited islands in the TCI; however, most of it was collected on the island of Providenciales, where over 70% of the population resides. Additionally, data was collected in Haiti, Jamaica, Dominican Republic, Canada, USA and England.

The Research Population of Migrants

The following, as seen below, were the main parameters for the research on population of migrants.

- The main migration study comprised all working-age migrants living in the Turks and Caicos Islands without Belonger status.
- The sample frame for the documented migrants was taken from the TCI 2012 National Census.
- Whereas the sample frame for the undocumented migrants was taken from tabulation, as a result of three (3) months of activities on the ground, a door-to-door search for all possible undocumented migrants living in the TCI during the months of May and July 2016 was also done. This research was conducted in the seven (7) locations identified as the main areas where undocumented migrants reside in the TCI.
- The eligibility criterion to be included in sample size was for individuals in the population who were living in the TCI and between 16 and 64 years of age.
- Non-probability or convenience sampling was used because questionnaires were distributed to migrants while the enumerator was also conducting the TCI 2016 Labour Force Survey; this was administered during the months of November and December 2016.

Polling

Polling was also conducted throughout the country, every two months during the consultancy, on every major issue of concern amongst TCI residents. Some of these issues included:

- opinions on the 2016 general elections
- issues with the Ministries of Health, Education, Border Control, and Immigration and Police
- crime, illegal immigration and even issues with the Ministry of Finance.

In addition to the general topics of concern to the population of TCI, polling was also conducted on issues related to migrants' happiness and well-being by asking migrants and their dependents, both in and out of the TCI, about the main purposes of their lives. These included:

- income levels
- shelter and transportation
- nutrition
- employment opportunities and discrimination.

Questions were asked to gauge respondents' perceptions on generic personal dispensations, such as the quality of their lives, satisfaction and positive and negative emotions, in general, with regards to the "way of life" in TCI. The survey also explored what migrants had gained and lost by migrating to the TCI, using a statistical model that compared migrant well-being in the destination country with what their lives might have been like had they remained in their own country.

Focus Groups

Focus Group Discussions (FGDs) were employed so as to obtain qualitative information to strengthen the analysis and understand the relationship between the project and the results it had achieved. The evaluation team invited up to 10 participants for each FGD, keeping in mind refusals and no-shows. There were 11 focus groups conducted as follows:

- two (2) in Grand Turk;
- one (1) in South Caicos;
- one (1) in North Caicos and Middle Caicos
- seven (7) in Providenciales

These were done in keeping with the overall objectives of the project activities.

To conduct the evaluation, a standardized questionnaire was developed for use with the focus groups. This questionnaire served as a guide to key informant interviews to ensure that there was consistency across participants and locations. The questionnaire was developed by the technical team and was framed within the context of the required final outcomes and analysis.

The use of a standardized questionnaire as a guide for interviews assisted with the receipt of a consistent set of responses and established uniformity of data across samples. The questionnaire was particularly important and proved useful as the team was divided accordingly to target the six (6) identified groups of:

- documented migrants
- undocumented migrants
- permanent residents
- recent migrants
- old or long-tenure migrants
- Belongers.

A standardized questionnaire instrument was also developed to elicit responses and to record and capture the information provided by the respective focus groups. This questionnaire served as a guide to key informant interviews in order to ensure that there was consistency across participants and locations. The questionnaire was developed in concert with the Steering Committee and the Statistics Department and was framed within the context of the required final outcomes of the TOR and analysis. The use of a standardized questionnaire facilitated the receipt of a consistent set of responses and established uniformity of data across samples. The instrument proved useful and important to allow for flexibility, as the team was divided into multiple groups in order to administer the questionnaires to the identified sample and respondents.

Qualitive Data Collection

Qualitative data collection consisted of the sourcing and analysis of information gathered from face-to-face interviews, objective performance reports, project and progress reports, and performance indicators and previous evaluations and assessments conducted by the persons in the field. Other processes included:

- recording of the raw data on to the individual questionnaires used for the interviews;
- analysis by compiling and tabulating the responses on a spreadsheet so as to effectively compare the responses. This helped to define response patterns and to determine the similarity and contrast of the different responses.

Qualitative Data Analysis

The following processes were utilized by the evaluation team to conduct data-analysis activities:

- Upon the completion of site visits and interviews, the evaluation team processed and consolidated the raw qualitative data collected.
- Qualitative data resulting from this evaluation was analysed by converting responses to open-ended questions into quantitative variables.
- Using qualitative data in this way allowed for quantification of the most common factors and themes, which also noted and allowed consideration of unusual or unique responses.

- For qualitative data resulting from migrant and undocumented migrant interviews, where much of the evidence was anecdotal or inferred, the team used triangulation to identify any inconsistencies and ensure reliability.
- Triangulation assisted the team to reduce the “response bias” in which respondents tended to tell the evaluators what they wanted to hear.
- Throughout the analysis, the team members shared and compared notes taken during the interviews; identified any variations in the information provided to team members by different stakeholders; and revealed their different expectations and opinions about the project.
- Evaluation findings and recommendations are reported in Chapter 6 (Result of the TCI Migration Survey).

Quantitative Data Collection Migrant Study

According to Paul Lazarfield (1955), the renowned American sociologist who pioneered the modern social-research methods in the 1930s and 1940s, a survey is “a data collection tool used to gather information about individuals.” He added that proper research methods should involve the use of questionnaires and/or statistical surveys to gather data about people and their thoughts and behaviours.

In order to collect the information on the Migration Study, two (2) separate questionnaires and focus-group sessions were used. The questionnaire was used to:

- gather information concerning the skill sets
- gather opinions, views and perceptions of documented and undocumented migrants living in the TCI and their relationship to their homeland. Emphasis was placed on migrants from the four (4) largest migrant groups, Haitian, Jamaican, Dominican and Filipino.

The population at the start of the survey was estimated at 33,026. The Migration Survey focused on migrants from the following countries.

Table Four—2: Cross Section of Migrants Surveyed

	Nationality	Migrant population in the TCI 2016	Migration survey sample percentage	Percent of population
1	Haiti	10,928	0.0275%	33.08
2	Jamaican	2,378	0.0505%	7.20
3	Dominican Republic	1,541	0.0519%	4.66
4	Philippines	1,108	0.0569%	3.35
5	USA	874	0.0572%	2.65
6	Bahamas	551	0.054%	1.67
7	Canada	423	0.0709%	1.28
8	England	384	0.0781%	1.16
9	All others	800	0.0500%	2.42
	Total	**18,536**		

In addition to selecting persons as sample by country of origin, respondents were selected based on the type of business they engaged in on the hierarchy of the organisation structure.

Table Four—3: Hierarchical Structure of Respondents

No.	**Occupation categories**	**Percentage**
1	Upper-level Management	10
2	Middle Management	10
3	Professionals and Specialists	15
4	Clerical and Administrative Support	15
5	Sales and Service	20
6	Elementary Occupation	30
TOTAL		**100**

Questionnaires: Migration Survey

The instrumentation consisted of two (2) separate questionnaires developed by the research team. Questions on the instrument were derived following a review of literature and the TOR and corresponded with the objectives of the study.

The instrument in the main questionnaire was comprised of seven (7) sections, as follows:

- Section 1 contained 12 items which captured the background information of the respondents;
- Section 2 contained 10 items which focused on their living conditions in the TCI;
- Section 3 contained 14 items which focused on the education and working experience of the respondents;
- Section 4 contained 10 items which focused on the working and living conditions of migrants in the TCI;
- Section 5 comprised 14 items which focused on the status of their finances in and out of the TCI;
- Section 6 contained 8 items which dealt with their future in the TCI;
- Section 7 contained 18 items which related to the time spent in the country and their future in the TCI.

Table Four—4 Summary of Questionnaire Items and Method of Analysis Migrant Survey

Sections	Type of Data Collected	Items
1	Background Information	12
2	Living in the TCI	10
3	Information about Migrants Qualifications and Education	14
4	Information about Work and Living Conditions in the TCI	10
5	Labour Force Survey Status	14
6	Information about your Future in the TCI	8
7	Information about First Impressions of the TCI	21

The second series of questionnaires was targeted at the migrants to get their perceptions, opinions and feelings on a number issues related to living and working in the TCI. In addition, the researchers wanted to find out their interaction between and amongst government employees, especially those representing the Ministry of Border Control and Employment and the Ministry of Finance. The survey was conducted among 10 different categories of migrants living in the TCI, as follows:

- migrants who are undocumented individuals
- individuals with valid work permits
- holders of temporary work permits
- children of undocumented migrants
- children of documented migrants
- persons who came into the TCI via speed boats
- persons who were stowaways
- persons on Special Cases permits
- migrant youths
- unemployed youths
- TCI students living abroad.

Particular emphasis was placed on eliciting responses re: migrants' perceptions regarding:

- their interactions with representatives of Government, especially the Ministry of Border Control and the Ministry of Finance
- how they have been treated while living in TCI
- the migrants' interaction with each other
- how they interacted on the job and in the community

Table Four—5: Categories of Migrant Persons Interviewed

	Migrant Survey Groups	Count
1	Persons with Valid Work Permits	2621
2	Persons with Invalid Work Permit	234
3	Persons who came via Sloops	2283
4	Persons who came in via Stowaway	123
5	Persons who came in on Speed Boats	112
6	Holders of Temporary Work Permits	154
7	Holders of Expired Temporary Work Permits	281
8	Holders of Special Case Work Permits	122
9	Holders of Expired Special Cases Work Permits	223
10	Children of Undocumented Migrants	307
11	Children of Documented Migrants	333
12	Migrant Youths (Employed)	252
13	Unemployed Youths	365
14	TCI Students Living Abroad	151
15	Relatives of Migrants Living in Home Country	300
Total		**7861**

Focus Groups-Migrant Survey

Focus groups constitute a form of scientific social, policy, and public opinion research. It is a structured group that proceeds according to careful research design and attention to the principles of group dynamics (Leighninger and Popple, 2001). The objective was focused interaction with the groups with emphasis on questions related to the migrants' well-being in the TCI. The target groups provided a wealth of qualitative data not available from surveys only. The schedule for the focus-group sessions consisted of eight open-ended questions. Six focus groups were used in the study.

Data Analysis

All returned questionnaires were used and the quantitative data was analysed in TCI under the direction of the director of statistics and his team. Descriptive statistics, chi-square, cross tabulation and percentages were also used as part of the analysis. The responses to the qualitative data from the focus group sessions were coded, analysed and reported as narrative.

Methodology Enterprise Survey

A. Sampling Frame

The following techniques were used to determine the sample frame for the Enterprise-based Survey:

- To identify the representative sample of 171 firms interviewed during the conduct of the Turks and Caicos National Skills Audit Survey (NSAS), a list of these firms was drawn from the sample frame of the Social Security establishment register of the companies in TCI.
- The sample frame therefore included all of the 1,645 firms registered with Social Security, known to be operating on the islands from a specific location. However, this frame excluded all agricultural farm holdings/firms, central government entities and the activities of individuals operating within private households.
- The frame therefore included predominantly for-profit private sector firms and a small number of quasi-government entities and non-profit institutions serving households (example, the Red Cross) covering all industrial sectors.

B. Sampling Method

The following techniques were used to determine the sample method for the Enterprise-based Survey:

- The sampling method that was used to identify firms for inclusion in the survey was referred to as ordered probability proportional to size (pps) sampling.
- Essentially, the probability of inclusion of a firm in the sample depended on the number of employees of the firm within its industrial sector of operation. Consequently, all the largest firms were included in the sample within all major industry groups, along with a representative sample of small firms.
- This relatively new method for creating pps samples – based on Rosén (1997a, 1997b)[2] – was employed for conducting the NSAS, whereby a random number was used in association with the total number of employees within the firm to provide a means of ranking the units of the universe of all firms.
- The required number of firms within each industry group was selected from the beginning of the ranked list[3].
- This method allowed for eliminating the problem of replacing a selected firm that had refused to respond to the interviewer.
- Once a selected firm refused to participate, or there were difficulties in reaching persons required to provide the appropriate responses to questions posed in the NSAS questionnaire, using this methodology made it possible to replace the firm with the next available firm from the ranked list.
- All questionnaires were completed by a direct interview with the human resources manager in the case of the large firms, or with the managing director or chief executive officer in the case of the smaller firms, during the period October 2016 to February 2017.

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[2] Rosén, B. 1997a. "Asymptotic Theory for Order Sampling", in Journal of Statistical Planning and Inference, Vol. 62, pp. 135–158. –––. 1997b. "On Sampling with Probability Proportional to Size", in Journal of Statistical Planning and Inference, Vol. 62, pp. 159–191.

[3] The Turks and Caicos NSAS survey design, sampling, methodology, survey administration and data verification procedures are described in Appendix I to this paper.

The following were some of the data that the Enterprise Survey was designed to capture:

- the type of firm, structure, nationality and quality of employees;
- the characteristics of new persons employed during the period July 2015 to June 2016;
- filled and unfilled job openings during the last four weeks from the date of the interview conducted, predominantly during the period October 2016 to February 2017;
- separation from the firm and reasons for separation;
- employment and compensation patterns by nationality and occupational status;
- skills and competencies of persons employed;
- challenges experienced during recruitment of employees, issues and challenges with obtaining work permits.

A total of 171 firms, employing approximately 2,594 persons, provided data for the survey. In the total employed resident labour force of Turks and Caicos, which was 14,578 persons, excluding the agriculture sector and the central government, the firms in the sample covered 25% of the referenced employed population of 12,500 persons[4].

Table Four—6: No. of Persons Employed and No. of Firms in Sample Oct 2016 - Feb 2017 by Type of Ownership

Type of Ownership	No. of employees at Firm as at June 30 2016	Number of Firms
Sole Proprietorship	572	62
Partnership	315	22
Private Limited Company	1,396	69
Public Limited Company	119	3
Government		0
Co-operative	69	4
Non-profit NGO	94	6
Statutory Organization	24	2
Other specify	5	3
Total	2,594[5]	171

Source: Department of Border Control and Employment - National Skills Audit Survey, 2016

[4] Data obtained from the August 2, 2012 Turks and Caicos Population and Housing Census.

[5] Note that, unfortunately, the sample sizes associated with the conclusions of this survey must be treated with some caution since the number of firms covered by the sample represents approximately 18% of the employed labour force.

C. Reference periods

The reference periods used in the NSAS were as follows:

- The survey of enterprises was conducted during the period October 2016 to February 2017. This reference period immediately follows the reference period used for persons hired. In addition, this reference period was used to measure the average monthly number of available job vacancies during the period October 2016 to February 2017.

i. A point-in-time reference of 30 June 2016 was used to measure the total number employed by the establishments surveyed at Question 2.1 in Section 2 on the questionnaire (See Appendix II).
ii. The period 1 July 2015 to 30 June 2016 was used in the survey to measure the number of persons hired over the 12-month period preceding the survey reference period shown at (i) above.
iii. The period over which the number of vacancies/job openings was measured was the same as the survey reference period; that is, October 2016 to February 2017.
iv. For job separations, the period October 2016 to February 2017 was also used. This was the same as the period used to measure the number of persons hired as (stated in i above).

D. Data Collection Instrument

The questionnaire (See Appendix II) consisted of the following:

- sections on the type of firm;
- ownership structure of the firm;
- nationality of persons employed and the quality of employees;
- the characteristics of new persons employed during the period 1 July 2015 to 30 June 2016;
- filled and unfilled job openings during the last four weeks from the date the interview was conducted, which was predominantly during the period October 2016 to February 2017;
- section on separations from the establishment and reasons for separation;
- employment and compensation patterns by nationality and occupational status;
- the skills and competencies of persons employed;
- challenges experienced during recruitment of employees;
- issues and challenges with obtaining work permits.

Important Definitions

- **Job opening:** defined as a position within an enterprise or establishment which was unfilled and for which the enterprise had been actively recruiting persons from outside of the firm to fill the position within the last four weeks of the survey being conducted.
- **An unfilled job opening:** a job opening which was currently occupied but for which the enterprise was actively recruiting someone from outside to fill this position within the last four weeks. This

  represents potential job openings within the coming four-week period. All data related to job openings is covered in Chapter 5 of the Results of the National Skills Audit Survey.

The analysis made use of several rates computed at the industry and establishment-size level. These included the following:

- **Job Vacancy rate** is the total number of job openings/vacancies [6] divided by the sum of job openings and the total number employed in the enterprises covered by this survey.
- **Job Creation Rate** is the total number of new persons hired during the period July 2015 and June 2016 divided by the total number of persons employed.
- **Job Destruction Rate** is the total number of separations from the enterprises covered by the survey divided by the total number employed.
- **Job Turnover Rate** is the difference between the job creation rate and the job destruction rate. If the job turnover rate was positive, it indicated that the labour market was adding jobs at the level indicated by this rate. If the turnover rate was negative, it implied that the labour market was contracting and there was a net job-loss occurring.
- **Job Gap Measure** is the number of unemployed persons to each vacancy and was computed by dividing the total number of unemployed by the number of vacancies. This measures the relative difficulty of finding a job at the sector, occupation, and country or industry level.

Methods, Techniques and Tools Used to Prepare the Data for Analysis

A. Data Capture and Form Design

The software used to design the survey form was the designer module of TELEform, software developed by Cardiff Inc., a subsidiary of the Hewlett Packard Corporation. Using this software, the form was formatted for ease of use and subsequent data capture using the TELEform software scan station, reader and verifier modules. In this design phase, the name, type and other characteristics of each variable associated with each question on the questionnaire (See Appendix II) was selected. At this stage, the relational database model for the collection of the data on the form was also established.

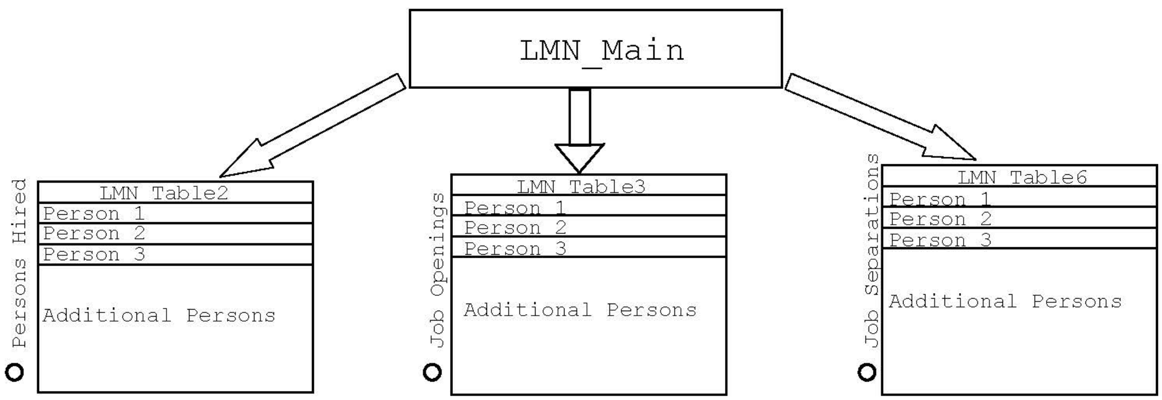
At the form-design stage, it was decided to export the variables of the form into four tables created within Microsoft Structure Query Language (MS SQL) 2008. (See Appendix III for examples of table coding with variables and related sections and questions of the survey instruments used.)

[6] The terms job opening and job vacancy are used interchangeably in this document.

B. Dataset Type and File Organization

All data was initially exported via Open Database Connectivity (ODBC) connection to MS SQL 2008. This is a secure, industrial-strength database well suited to handling complex data-export formats. In the design of the export-data structure for this dataset, a unique form number variable (plink) and the name of the firm were used to link all data on the form using the one-to-many data schema as illustrated in Figure 4.1:

Figure Four.1: Schematic of Relations between Tables in Database



Upon completion of the export of all the data to the MS SQL database, the data was transferred to Statistical Package for the Social Sciences version 21 (SPSS V. 21) via an ODBC connection and in preparation for data analysis. The transfer of the data was done in two steps using the following SPSS syntax:

- for transferring the relevant data variables: (See examples in Appendix IV and in electronic files supplied);
- to convert the multiple tables to a single table, an SPSS file merge of cases was issued: (See examples in Appendix IV and in electronic files supplied).

C. Data Cleaning

After the transfer and conversion of the data from MS SQL to SPSS V21 format, several techniques for cleaning and data-conversion were employed. The following were the cleaning methods used on the data in preparation for finalizing the files for analysis:

- cleaning of variables using SPSS computes (Note: These operations had to be done due to less than optimal decisions made in form design: See Appendix V for examples of SPSS computes applied to the dataset);

- to clean inconsistent total in question 2 to 2.2 (All variables were labeled in SPSS: See Appendix V for examples);

- altering variable types to ensure appropriate analysis on this variable can be conducted (See Appendix V for examples);

- to remove duplicates and inconsistent records (See Appendix V for examples).

Methods, Techniques and Tools Used to Process and Analyze Data

A. Creation of Computed Variables for Data Analysis

To facilitate data analysis, several variables were computed in the LMN_MAIN data.

See Appendix V for examples of how variables were computed to facilitate data-analysis for the following:

- To create company-size groups
- To identify companies with job openings after merging to create this variable in the LMN_MAIN from the LMN_Table3_3
- To create a total number of persons hired variable within the LMN_MAIN datafile after merging the total number of persons hired from the LMN_Table2_5 table.
- Variable to classify the data by major industry group was created using the following:

Variables computed in LMN_MAIN were transferred via an SPSS v21 merge into this table LMN_Table2_5. In addition, the occupation variable 2_5a was recoded at the 4-digit, 2-digit and 1-digit level of the ISCO-08 (International Standard Industrial Classification of Occupations 2008). See Appendix VI.

LMN_Table3_3
Variables computed in LMN_MAIN were transferred via an SPSS v21 merge into this table LMN_Table3_3 (See STAR JOIN below). In addition, the occupation variable 3_3a was recoded at the 4-digit, 2-digit and 1-digit level of the ISCO-08 (International Standard Industrial Classification of occupations 2008).

Table Production for Analysis

The approach to the production of tables for analysis in this report was described previously for all datasets as listed below:

- Firstly, frequencies were run on all nominal or ordinal variables.
- Secondly, the means, standard deviations and medians were run on all scale variables.
- Finally, based on the analytical variables computed from the datasets, a specialized set of tables was developed to analyse employer skill demands.
- The tables developed were shown throughout much of this analysis and the techniques used in their development were submitted along with this report.

With respect to the main table, LMN_MAIN and using the computed variables, data tables were produced across all datasets. These tables were based on:

- enterprise size group
- industry group
- geographic region.

With respect to the variables in the persons hired, job openings and separation tables, additional variables for occupation were defined in accordance with ISCO-08 at the 1-digit, 2-digit and 4-digit level. These new variables were used in the analysis shown in Tables 13, 14 and 15 of the report. All SPSS V21 syntax will be supplied with this report to allow for replication of the tables produced based on the variables defined on questions asked in the survey. (See Appendix VII for examples of a table run to generate a table).

The collaborative approach undertaken between the consultants, research team and critical government officials allowed for comprehensive and scientific identification of target groups and the leveraging of mixed methodologies of qualitative and quantitative data-gathering to include the use of focus groups to conduct the surveys. This, in turn, allowed for comprehensive data-gathering, collation and analysis using best-practice techniques and requisite technology.

Consequently, the consulting team was able to identify a number of trends for both the NSAS and the Migration Survey to facilitate not only reporting on the findings, but also on informed recommendations as seen in the ensuing chapters of this report. These will impact on the Government of TCI's strategic planning and implementation towards skills and development for enhancing economic growth and competitiveness and to adequately address and support migration issues.

Chapter Five

Results of the National Skills Audit Enterprise Survey

5.1. MAIN FINDINGS OF SKILLS AUDIT

A total of 171 firms, employing approximately 2,594 persons, provided data for the survey. In the total employed resident labour force of Turks and Caicos of 14,578 persons, excluding the agriculture sector and the central government, the firms in the sample covered 25% of the referenced employed population of 12,500 persons[7].

Table Five—1: Number of Persons Employed and Number of Firms in Sample During the Period Oct 2016 - Feb 2017 by Type of Ownership

Type of Ownership	Number of employees were employed at establishment as at June 30 2016	Number of Firms
Sole Proprietorship	572	62
Partnership	315	22
Private Limited Company	1,396	69
Public Limited Company	119	3
Government		0
Co-operative	69	4
Non-profit NGO	94	6
Statutory Organization	24	2
Other specify	5	3
Total	2,594[8]	171

Source: Department of Border Control and Employment - National Skills Audit Survey, 2016

E. Reference periods

The reference periods used in the NSAS were as follows:

i) The survey of establishments was conducted during the period October 2016 to February 2017. This reference period immediately follows the reference period used for persons hired. In addition, this reference period is used to measure the average monthly number of available job vacancies during the period October 2016 to February 2017.

[7] Data obtained from the August 2, 2012 Turks and Caicos Population and Housing Census.
[8] Note that unfortunately the sample sizes associated with the conclusions of this survey must be treated with some caution since the number of firms covered by the sample represent approximately 18% of the employed labour force.

ii) A point-in-time reference of 30 June 2016 was used to measure the total number employed by the establishments surveyed at Question 2.1 in Section 2 on the questionnaire (See Appendix II).

iii) The period 1 July 2015 to 30 June 2016 was used in the survey to measure the number of persons hired over the 12-month period preceding the survey reference period shown at i) above.

iv) The period over which the number of vacancies/job openings was measured is the same as the survey reference period; that is, October 2016 to February 2017.

v) For job separations, the period October 2016 to February 2017 was also used. This is the same as the period used to measure the number of persons hired stated in i) above.

F. Data-Collection Instrument

The questionnaire (See Appendix II) contains sections on the type of establishment; ownership structure of the firm; nationality of persons employed and the quality of employees; the characteristics of new persons employed during the period 1 July 2015 to 30 June 2016; and filled and unfilled job openings during the last four weeks from the date the interview was conducted, which was predominantly during the period October 2016 to February 2017.

In addition, the questionnaire contained a section on separations from the establishment by reason for separation. Furthermore, the survey obtained responses from firms on employment and compensation patterns by nationality and occupational status and the skills and competencies of persons employed, in addition to challenges experienced during recruitment of employees and issues and challenges with obtaining work permits.

3. Overview

A review of the weighted number of employed persons from the NSAS as at 30 June, 2016, from Table X, shows that of the total employed – approximately 14,625 persons – 7,130 were Belongers (or approximately 49% of the total employed) and 43% were non-Belongers. Eight percent (8%) of the respondents did not declare their status; perhaps because they are non-Belongers.

As expected, employment is most heavily concentrated in the accommodation and food-service sector, which accounts for 31% of total employment. On the basis of the sample, among those who did indicate their status in the TCI, 54% of employment in this sector were non-Belongers. The sector employing the largest number of persons in the TCI is therefore heavily reliant on foreign labour. The next single largest sector is construction, and in this case the number of foreign nationals outnumber locals by approximately 2 to 1.

Table Five-2: Total Number of Persons, Belongers and Non-Belongers, Employed by Industry Group at June 2016

Major Industry Group	Total Employed as at June 30 2016	Number of Belongers as at Jun 2016	Number of Non-Belongers as at Jun 2016
Agriculture, forestry and fishing	211	77	134
Manufacturing	421	304	117
Construction	1,226	386	840
Wholesale and retail trade; repair of motor vehicles and motorcycles	1,554	875	679
Accommodation and food-service activities	4,573	1,539	1,819
Information and communication	233	219	14
Financial and insurance activities	425	297	128
Real estate activities	41	16	25
Administrative and support service activities	616	364	252
Education	569	152	417
Arts, entertainment and recreation	212	129	83
Other industrial activities	4,545	2,771	1,773
Total	14,625	7,130	6,281

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

The other sector where relative employment levels are even more heavily skewed towards non-Belongers is the Education sector, where the ratio of Belongers to non-Belongers is 1:3.

It is also important to examine the total number of newly hired employees by industry group for the 12-month period July 2015 to June 2016, Table 5-2. This examination will provide a sense of the trajectory of the level of total employment by sector. In this table, we can see that the ratio of Belongers to non-Belongers who were hired is approximately 49% to 51%, respectively.

This indicates that the skew towards non-Belongers in the workforce is likely to increase over time. This trend is most apparent in the Accommodation and Food Service sector for newly hired employees, where the relative numbers of foreign nationals recently employed was 70% compared to 30% Belongers on average. When this is compared to the relative numbers employed in this sector currently, it further affirms the quite significant shift towards the use of foreign labour to fill vacancies within the private sector of the TCI.

Table Five—2: Total Number of Persons, Belongers and Non-Belongers, Employed by Industry Group for the Period July 2015-June 2016

Major Industry Group	Newly Hired Employees July 2015-June 2016	Newly Hired Employee-Belongers July - June 2016	Newly Hired Employee Non-Belongers July - June 2016
Agriculture, forestry and fishing	3	0	3
Manufacturing	92	59	33
Construction	379	119	260
Wholesale and retail trade; repair	323	229	94
Accommodation and food service	649	211	438
Information and communication	25	22	4
Financial and insurance activities	65	52	14
Real estate activities		0	
Administrative and support service	195	95	100
Education	44	14	30
Arts, entertainment and recreation	0	0	0
Other Industrial Activities	447	283	164
Total	2,222	1,083	1,139

Source: Department of Border Control and Employment National Skills Audit Survey 2016

In Table 5-4, separations are examined. This further re-enforces the dynamic, especially in the amalgamation of sectors described in this table as other industrial activities. Employees departing firms in the private sector, and who are Belongers, are doing so at a much faster rate than foreign nationals who are entering these new jobs in the private sector. Approximately, one third of the non-nationals separating from private sector firms do so due to the non-renewal of work-permit documents.

Table Five—3: Total Number of Persons, Belongers and Non-Belongers, Leaving Firms by Industry Group for the Period July 2015-June 2016

Major Industry Group	Employees Leaving July 2015 - June 2016	Employee-Belongers leaving July 2015 - June 2016	Employee-Non-Belongers leaving July 2015 - June 2016	Employee-Non-Belongers leaving due to non-renewal of Work Documents July 2015 - June 2016
Agriculture, forestry and fishing	0			0
Manufacturing	25	10	16	6
Construction	52	22	30	30
Wholesale & retail trade; repair of motor vehicles & motorcycles	83	49	34	8
Accommodation and food service activities	596	279	317	38
Information and communication	11	7	4	0
Financial and insurance activities	44	30	14	5
Real estate activities	3	3		0
Administrative and support service activities	119	29	90	26
Education	27	7	20	3
Arts, entertainment and recreation	0	0	0	0
Other Industrial Activities	373	209	164	75
Total	1332	644	688	190

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

Job Rates

Overall, the vacancy rate for the private sector in Turks and Caicos (TCI) is 4%. The sectors contributing the most to new hires in the past 12-month period are, in order of importance, Accommodation and Food Services (29% of all vacancies, 649 jobs); Construction (17%, 379 jobs); and the Wholesale and Retail Trade sector (15%, 323 jobs).

In these sectors, the vacancy rates were 7%, 0% and 3%, respectively (see Tables 5-5 and 5-6). Job creation was highest in the Accommodation sector of the economy, where jobs were created at a 1% rate faster than they were destroyed. In the Accommodation sector, the rate of job creation was 14%, while the rate of job destruction was 13%. This sector was, therefore, adding jobs to the economy at a 1% rate. This net addition to job growth in the accommodation sector is reflected in the 649 jobs created by the sector over the period under consideration, adding jobs at a rate equal to that of the Construction and Wholesale and Retail sectors combined, approximately.

Construction was the next leading sector responsible for job creation. While being very volatile over the period of this review, July 2015 – Feb. 2017, Construction was the most dynamic sector of the economy of the TCI, registering a positive job turnover rate of 27%.

The other key sectors contributing significantly to job growth were generally in the services sector of the economy, namely Administrative and Support Service activities primarily, but also Financial and Insurance activities where the vacancy rates are 6% and 5%, respectively.

Table Five—4: Total number of Jobs, Separations, Hires and Vacancies - July 2015 – Feb 2017

ISIC	Changes in the work force		Vacancies	Size of the Employed Workforce as at Jun 30 2016	
	Persons separated from the work force	New persons added to the work force		Number	%
Total	**1,312**	**2,219**	**572**	**14,625**	**100**
Agriculture, forestry and fishing	-	3	6	211	1.4
Manufacturing	25	92	22	421	2.9
Construction	52	379	-	1,226	8.4
Wholesale & retail trade; repair of motor vehicles & motorcycles	83	323	56	1,554	10.6
Accommodation and food service activities	596	649	347	4,573	31.3
Information and communication	11	25	-	233	1.6
Financial and insurance activities	44	65	22	425	2.9
Real estate activities	3	-	-	41	0.3
Administrative and support service activities	119	195	36	616	4.2
Education	7	44	-	569	3.9
Arts, entertainment and recreation	-	-	-	212	1.4
Other Industrial Activities[9]	373	447	89	4,545	31.1

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

Table 5-6 which follows provides interesting insight into the dynamics of employment changes in major economic sectors in the TCI.

[9] This sector aggregates all sectors not explicitly listed; it includes quasi-government, mining, utilities, transportation and other services too small to be explicitly identified.

Firstly, while the Accommodation and Food Service sector represents 31% of total employment, it is adding jobs to the economy only at a net rate of 1% at this time. On the other hand, in the Construction sector, the rate of job creation exceeds the rate of job destruction by a factor of 27%, the highest of any industrial sector. The economy also appears to be growing and diversifying with high job creation and net positive job-turnover rates in Manufacturing, Wholesale and Retail, and Administrative and Support services, in this order.

These are therefore the areas where the skill demands are expected to be highest and where the greatest amount of planning effort needs to be directed to ensure that the demands of these growing sectors are met in the future.

Table Five—5: Job Creation, Job Destruction, Job Turnover Rates Oct 2016 – Feb 2017

International Standard Industry Classification	***Job vacancy rate***	**Job creation rate (1)**	**Job destruction rate (2)**	**Job turnover rate (1) – (2)**
Overall	*4%*	15%	9%	6%
Agriculture, forestry and fishing	*3%*	1%	0%	1%
Manufacturing	*5%*	22%	6%	16%
Construction	*0%*	31%	4%	27%
Wholesale & retail trade; repair of motor vehicles & motorcycles	*3%*	21%	5%	15%
Accommodation and food service activities	*7%*	14%	13%	1%
Information and communication	*0%*	11%	5%	6%
Financial and insurance activities	*5%*	15%	10%	5%
Real estate activities	*0%*	0%	8%	-8%
Administrative and support services activities	*6%*	32%	19%	12%
Education	*0%*	8%	1%	7%
Arts, entertainment and recreation	*0%*	0%	0%	0%
Other industrial activities	*2%*	10%	8%	2%

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

Job Opening and Establishment Size

A total of 2,175 jobs was created during the period July 2015 to June 2016 for the establishments interviewed. Establishments employing fewer than 50 persons created 70% of the jobs, 28% of which were created by medium-sized establishments employing 20 to 49 persons. Job creation exceeded job destruction for the smaller establishments over the larger establishments by a significant margin. Companies employing fewer than 50 persons had a net job-creation rate of positive 9%, composed of a 15% creation rate and a 6% destruction rate. This suggests that in small to medium-sized establishments there was net job creation, signaling the importance of these smaller firms in the growth and development of the TCI.

Figure Five.1: Number of Job Openings Created By Company Size. Oct. 2016 – Feb. 2017

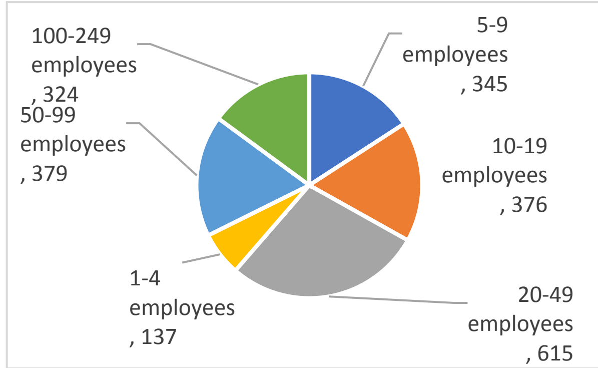


Table Five—6: Job Rates by Establishment Size, Oct 2016 – Feb 2017

Company Size	Job creation rate	Job destruction rate	Job turnover rate	Number Employed Jul 2015 – Jun 2016
Total	15%	9%	6%	2175
1-4 employees	11%	1%	10%	137
5-9 employees	18%	10%	8%	345
10-19 employees	11%	6%	6%	376
20-49 employees	19%	5%	14%	615
50-99 employees	15%	18%	-4%	379
100-249 employees	14%	12%	2%	324

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

Job Remuneration and Occupations Most in Demand

It was possible to identify job occupations most in demand by examining the qualifications of persons recently hired by establishments (July 2015 - June 2016) and the qualification and experience levels which employers are requiring of current job applicants, as observed in the NSAS survey during the period October 2016 to February 2017.

With respect to the job rates associated with various occupation levels, it is evident that, based on the available data, the net rate of job creation or the job turnover rate of 16% for clerks is at the highest level of all of the occupation groups reviewed[10]. There are also high positive job-turnover rates for machine operators and craft and related trade workers of 13% and 10%, respectively. This is further evidence of the demand for construction, administrative support and wholesale and retail-related jobs. Skills development or acquisition must therefore support the growth and development of these sectors/occupations which are growing and will provide a source of growth in the Gross Domestic Product of the TCI in the years to come.

Table Five—7: **Turks and Caicos Islands: Job creation, Job destruction, Job Turnover July 2015 – Feb. 2017**

OCCUPATION	Job creation rate	Job destruction rate	Job turnover rate
Total	10%	6%	4%
Professionals, Senior Officials & Technicians	12%	8%	4%
Clerks	54%	38%	16%
Service Workers and Shop & Market Workers	19%	13%	6%
Craft and Related Trades Workers	11%	1%	10%
Plant & Machine Operators & Assemblers	17%	5%	13%
Elementary Occupations	9%	4%	5%
Not Stated	0%	0%	0%

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

Job Gaps

The computation of the job gap done in this paper (see Table 5-9) is on the basis of the use of the most recently available data on unemployment published in the CPA[11] report of 2012. Note in Oct. – Dec. 2016 the Statistical Office of the Turks and Caicos Islands conducted a labour force survey. This is the best source currently available for data on unemployment; consequently, as soon as the total unemployed and the number of job-seekers is available from this source, the information provided in the following table should be updated.

[10] Note that unfortunately the sample sizes associated with the conclusions of this survey must be treated with some caution since the number of firms covered by the sample represents approximately 18% of the employed labour force.

[11] CPA is the acronym of Country Poverty Assessment conducted in the TCI in 2012. As part of this assessment, a Survey of Living Conditions was conducted in the TCI. This survey also measured rates of employment, unemployment and economic inactivity in the population.

The SLC 2012 (SLC – Survey of Living Conditions) provided an estimate of the level of unemployment: 17% or 3,100 persons. Given that 2012 was a year of negative growth (-2.5%) and this was preceded by years of anemic and, in the case of 2009, a catastrophic decline in the growth rate (-19.6%), we believe that the number unemployed would be far less than the 3,100 used in the calculations below.

Since the country was emerging from a long period of recession, the unemployment situation at that time was expected to be more severe than it is currently. It is therefore estimated that the best-case scenario for the unemployment rate would be a reversion to the unemployment rate of 2001, measured at 10%, but no more than 15%. Consequently, the job gap rate is expected to be less than 5.4 job seekers to each available vacancy.

Table Five—8: Job Seekers/Unemployed to Job Openings by Geographic Area: Jul 2015 – Feb 2017

Geographic Region	**Resident Labour Force** (Oct – Dec 2016)	**Employed** (Oct – Dec 2016)	**Job Seekers** /Unemployed (2012)	**Unem-ployment Rate**	**Job Openings** Oct 2016 - Feb 2017	**JOB GAP** Multiple of Job Seekers to Job Openings
ALL TCI	**17,756**	**14,625**	**<3,100**	**10 – 15%**	**578**	**<5.4**

Source: Turks and Caicos Islands Statistics Department, National Skills Audit Survey 2016

Net Jobs Created

The issue of the total number of jobs created requires a comparison of total persons hired in the period July 2015 to June 2016 with the total number of separations from employment, since the survey employed a one-year reference period as previously indicated. Consequently, to determine the total number of jobs created, it was necessary to use separations, which were shown to be approximately 1,312, and the total number of newly hired employees numbering 2,222. Therefore, during the one-year reference period, July 2015 to July 2016, the total number of jobs created was approximately 910.

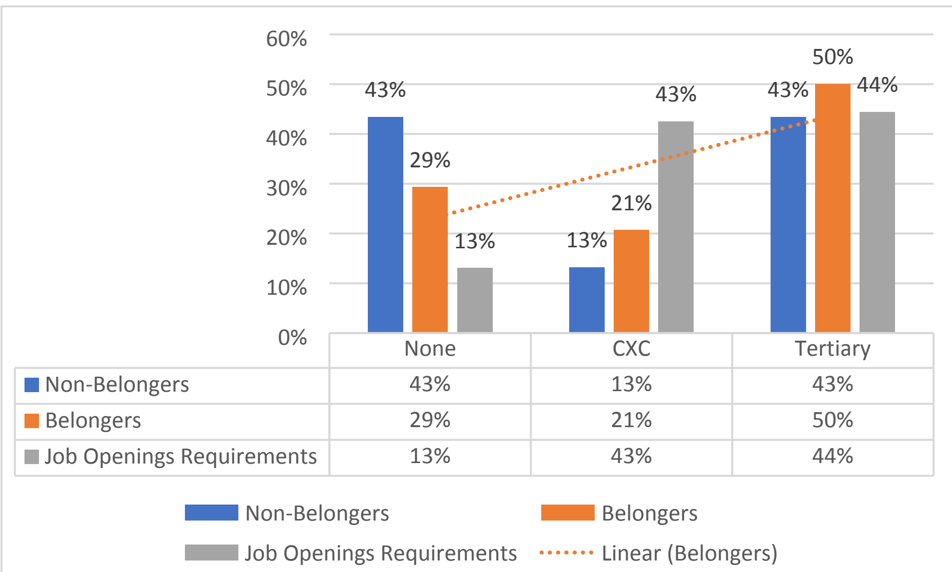
Employer Qualification Requirements for Persons Applying for New Jobs

A comparison of the basic qualification requirements of employers, as reflected in job openings for the period July 2015 - June 2016, with the minimum qualification levels for persons in the working-age population taken from the Survey of Living Conditions of 2012, shows the gap between employer requirements and qualifications available, with a further breakdown by the nationality status of the job opening.

Notwithstanding the time difference between 2012 and 2016, the levels of employer-minimum requirements far exceed the levels of qualifications available within the general population, especially for mid-level employees requiring secondary-school level. There does appear to be an unfulfilled demand for higher levels of qualifications amongst this group, since employer requirements in this class far exceed employer requirements by a factor of 2:1 in the case of Belonger qualifications compared to employer requirements.

There appears to be an urgent need for the authorities to address the matter of either uplifting the level of technical/basic skills in the Belonger population or addressing the matter of this skills-shortage by changing its immigration policies to be more open to potential employees of this nature, since this need is apparently not being addressed within the Belonger population.

Figure Five.2: Distribution of Job Openings versus Population by Educational Qualifications



5.2. WHO'S HIRING: NEW EMPLOYEES HIRED AND JOB OPENINGS BY SIZE OF ESTABLISHMENT

From the Total row in Table 5-10 below, it can be seen that one in two establishments had existing job openings during the period of the survey, July 2015 to February 2017, and approximately 95% of the establishments hired at least one employee during that period. Hiring patterns for full-time and part-time openings were strongly influenced both by the type of business in which an establishment was engaged and the size of the establishment. In the reference period, job openings existed for establishments of all sizes, being perhaps slightly more robust for the smaller establishments requiring less well-trained staff.

In Table 5-11, the average number of years of experience required for smaller establishments (that is, establishments hiring fewer than 10 employees) was one (1) year, whereas for larger establishments there was a requirement of three years of experience for newly hired employees. Smaller firms are therefore at least a very important conduit to the creation of more permanent and stable jobs in larger establishments.

Table Five—9: *Availability of Job Openings, New Employees Hired by Establishment Size Group*

	Establishments with job openings in last four weeks		Establishments with newly employed persons July 2015 – June 2016	
	No job openings exist	Job openings exist	No Newly employed persons	Newly employed persons
Company size group	Count	Count	Count	Count
1-4 employees	73	75	23	126
5-9 employees	215	156	30	342
10-19 employees	181	176	0	357
20-49 employees	170	107	38	240
50-99 employees	0	266	0	266
100-249 employees	0	85	0	85
Total	639	867	90	1416

Source: Department of Border Control and Employment National Skills Audit Survey 2016

Establishments of all sizes have job openings, and the survey recorded a total of 2,222 new hires while approximately 1,300 persons left firms in the private sector. Note the 1,416 recorded above represents the number of firms in each category. Special mention should be made of medium-sized firms since they represented the group of firms experiencing the highest hiring rates, as expressed by the total number of persons hired for that size group – 50% of total new hires.

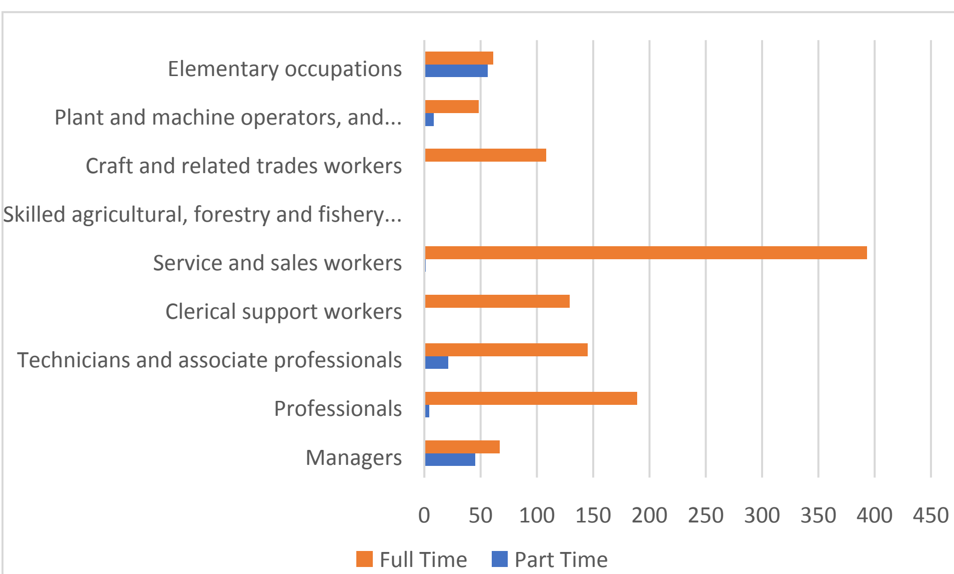
Table Five—10: Persons Hired by Nature of Employment and Establishment Size Group

Company Size Group	Number of Years' Experience Required for the Position	Nature of Employment					Part-time/Fulltime Position	
	Mean	Fixed term contract Count	Permanent Count	Tempo-rary Count	Seasonal Count	Casual Count	Part-time Count	Full-time Count
1-4 employees	1	109	22	4	0	8	15	58
5-9 employees	1	96	160	4	18	18	36	335
10-19 employees	3	147	68	19	0	63	22	178
20-49 employees	3	70	110	7	90	0	60	209
50-99 employees	2	49	78	140	0	0	0	266
100-249 employees	4	0	62	0	0	0	1	84
Total	**2**	**472**	**501**	**173**	**108**	**89**	**135**	**1,131**

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

The characteristics of establishments hiring new employees were also interesting. While the large employers (with establishment size of more than 50 employees) hired fewer persons, these persons tended to be hired on a more permanent basis (using permanent or fixed-term contracts) compared with smaller establishments employing fewer than 20 persons. The establishments hiring new employees tended to hire professionals and technicians/associate professionals on a full-time basis, compared to the hiring of relatively larger proportions of service and sales workers or clerical workers on a part-time basis.

Figure Five.3: Newly Hired Persons by Full-Time or Part-Time Status, July 2015 to Feb. 2017



5.3. JOB OPENINGS AND NEW EMPLOYEES BY GEOGRAPHICAL LOCATION

New hires and job openings were analyzed by geographic location. Overall, the majority of the new persons hired were by establishments based in Providenciales. This is not unexpected as the vast majority of the population lives on this island and Providenciales is the hub of economic activities in the TCI. The main airport is located on the island, along with the largest hotels, retail outlets, etc.

Grand Turk, on the other hand, is the location of the government of the TCI. This survey did not cover the activities of the government. However, an examination of the relative size of employment by island between Belongers and non-Belongers will show that the number of employees who are non-TCI Islanders is relatively lower in Grand Turk than it is in Providenciales. In Grand Turk, the percent of non-Belongers is 30%, whereas for Providenciales and the remaining islands, it is 44% and 53%, respectively.

Table Five—11: Number Employed, New Employees Hired, Job Vacancies and Separations by Island for the Period July 2015 to Feb. 2017

Location of Firm	Number of employees who were employed at establishment as at June 30, 2016	Number of employees were NON-TC Islanders	Total number of newly employed persons in your establishment between July 1, 2015 and June 30, 2016	Total number of newly employed non-TC Islander workers in your establishment between July 1, 2015 and June 30, 2016	Number of Non-TC Islanders who left establishment between July 31,2015 and June 1, 2016	Number of employees who left the establishment during the period July 1 2015 to June 30th 2016
	Sum	Sum	Sum	Sum	Sum	Sum
Grand Turk	1,694	506	157	75	53	64
Providenciales	12,250	5,414	2,050	1,008	635	1,248
South Caicos, Salt Cay, North Caicos	682	361	14	56	0	0
Total	14,625	6,281	2,222	1,139	688	1,312

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

The largest sector where persons were hired was the Accommodation and Food Services sector, representing 31% of all new hires. The majority, 70%, was hired in Providenciales, with the remainder in the other two island-categories.

Table Five—12: Number Employed, New Employees Hired, Job Vacancies and Separations by Island and Industry Group for the Period July 2015 to Feb. 2017

TCI Industry Group	Island of Residence			
	Grand Turk	Providenciales	South Caicos, Salt Cay, North Caicos	Total
Agriculture, forestry and fishing	-	62	149	211
Manufacturing	-	421		421
Construction	-	1107	119	1,226
Wholesale and retail trade; repair of motor vehicles and motorcycles	150	1,378	26	1,554
Accommodation and food service activities	1268	3,132	174	4,573
Information and communication		233		233
Financial and insurance activities	5	420		425
Real estate activities		41		41
Administrative and support services activities	2	523	90	616
Education		549	20	569
Arts, entertainment and recreation		138	74	212
Other industrial activities	268	4,247	30	4,545
Total	**1694**	**12,250**	**682**	**14,625**

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

5.4. Skill-Level Requirements for New Employees Hired

An examination of the data on occupation groups by years of experience grouping reveals some important issues. Firstly, the occupation groups for which employers are demanding the most years of experience as a minimum-entry requirement for available jobs are Managers/Professionals, followed by Craft and Related Trade Workers/Plant and Machine Operators. In the case of all occupation groups (except Service and Sales Workers, where larger numbers of persons are required) the mean number of years of experience required is one (1) year. There appears to be a special emphasis placed by employers on workers having the requisite experience for the performance of more highly specialized tasks.

Academic qualifications tend to be more generic in nature, and the experience that professionals in these sectors need for the performance of their duties requires involvement with the sector over an extended period. Government and private-sector policies to shorten the years of experience required should be pursued, perhaps by working closely with these establishments to provide training more specific to persons seeking jobs, to enable them to be much more immediately adaptable to the requirements of the workplace. This is particularly the case for Accommodation and Food Services and the Finance, Insurance and Real Estate sectors.

Table Five—13: New Employees Hired by Major Occupation Group and Educational Qualification

Major Occupation Group	Highest Qualification of The New Employee							Number of Years' Experience Required for the Position
	Post Graduate Degree Count	Under graduate Count	Tertiary-Associate Degree Count	CXC Count	Other Count	None *Count*	Total Count	Mean
Managers	11	34	8	29	19	22	123	4
Professionals	3	24	0	7	20	0	55	2
Technicians and associate professionals	0	60	15	44	38	18	174	2
Clerical support workers	0	10	33	92	19	49	204	1
Service and sales workers	8	41	104	120	95	74	442	1
Craft and related trades workers	0	0	0	0	108	0	108	5
Plant and machine operators, and assemblers	0	0	15	30	0	8	52	4
Elementary occupations	0	8	0	8	106	26	147	2
Total	**22**	**176**	**175**	**330**	**404**	**198**	**1,305**	**2**

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

To examine the specific occupations in highest demand, the occupation groups based on the educational qualifications and experience levels have been cross-classified with the specific occupations within the occupational hierarchy of the ISCO-2008 (International Standard Industrial Classification). The occupations are then ranked in order of the number of persons newly employed to show which occupations are in relatively highest demand based, firstly, in Table 5-15, on qualifications and in Table 5-15 on years of experience groupings (see below).

As expected from the listing provided in the Table 5-15 with respect to qualification:

a) In the category where the minimum of an undergraduate degree is required, there is much need for sports coaches, instructors and officials. This is most likely to be associated with the needs of the accommodation sector.

b) In the category requiring a minimum of tertiary-level academic training, shop sales persons, finance and insurance clerks are in demand.

c) In the category requiring a minimum of CXC-level academic training, there is a wide range of needs: from bank tellers to stock clerks, statistical, finance and insurance clerks amongst others.

d) Some occupations, namely stock clerks, insurance clerks, etc., repeat themselves across the educational qualification levels, which not only indicates an even greater level of demand for these occupations, but also varying levels of qualification required to perform these roles based on the type of establishment.

Table Five—14: Ranking of Numbers of Persons Newly Employed by Occupation and Qualifications (July 2015 to June 2016)

Name of Occupation	Number Newly Employed
Requiring at Least Undergraduate Degree	
Sports coaches, instructors and officials	60
Protective services workers not elsewhere classified	8
Managing directors and chief executives	23
Secondary education teachers	20
Sales and marketing managers	11
Fast-food preparers	8
Shop supervisors	15
Business services and administration managers	11
Requiring at Least Tertiary- Associate Degree	
Shop salespersons	97
Bank tellers and related clerks	15
Mechanical machinery assemblers	15
Statistical, finance and insurance clerks	15
Process-control technicians	15
Requiring CXCs	
Restaurant managers	8
Shop salespersons	38
Bank tellers and related clerks	36
Sports coaches, instructors and officials	30
Protective services workers not elsewhere classified	15
Cashiers and ticket clerks	30
Waiters and bartenders	8
Waiters	15
Chefs	8
Stock clerks	30
Food-service counter attendants	8
Mechanical-machinery assemblers	15
Statistical, finance and insurance clerks	15
Supply, distribution and related managers	15
Car, van and motorcycle drivers	15
Sales and marketing managers	8
Fast-food preparers	8
Contact centre information clerks	12
Hairdressers, beauticians and related workers	3

Physiotherapy technicians and assistants	3
Sales and purchasing agents and brokers	4
Sales, marketing and public relations professionals	4
Information and communications technology service managers	4

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

Table Five—15: cont'd. Ranking of Numbers of Persons Newly Employed by Occupation and Qualifications (July 2015 to June 2016)

Name of Occupation	Number Newly Employed
Other Qualification Required	
Building and related electricians	67
Cashiers and ticket clerks	30
Waiters and bartenders	23
Waiters	23
Chefs	23
Stock clerks	11
Mining and construction labourers	38
Vehicle, window, laundry and other hand cleaning workers	30
Building and related trades workers, excluding electricians	23
Mechanical engineers	15
Transport and storage labourers	15
Finance managers	15
Business services and administration managers	4
Building construction labourers	15
Hairdressers, beauticians and related workers	6
Physiotherapy technicians and assistants	6
Shelf fillers	8
Butchers, fishmongers and related food preparers	8
Building frame and related trades workers not elsewhere classified	8
Legal and related associate professionals	8
Street and market salespersons	4
Pharmacists	4
Hairdressers	3
Underwater divers	2
No Qualifications Required	
Bank tellers and related clerks	45
Protective services workers not elsewhere classified	45
Waiters	8
Chefs	15
Food service counter attendants	7

Managing directors and chief executives	8
Supply, distribution and related managers	15
Car, van and motorcycle drivers	8
Domestic cleaners and helpers	15
Transport conductors	15
Receptionists (general)	1
Hand packers	8

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

Table 5-16 examines the occupations most in demand by **years of experience**. The importance of experience for the establishments for occupations in demand, such as managing directors, restaurant managers, building trades, personnel is very clear. The requirement of "over five years of experience" for construction workers, teachers, hairdressers is highly valued by potential employers. In the case of shop supervisors and related occupations, this probably is an indication of a need for more customer-service training to better prepare these workers and , thus, reduce the number of years of experience required to perform these functions.

Table Five—16: Ranking of Numbers of Persons Newly Employed by Occupation and Experience Grouping (July 2015 to June 2016)

Name of Occupation	Mean Number of Years
Chief executives, senior officials and legislators	0
Managing directors and chief executives	8
Business services and administration managers	4
Finance managers	3
Sales and marketing managers	2
Supply, distribution and related managers	0
Information and communications technology service managers	2
Financial and insurance services branch managers	0
Restaurant managers	5
Mechanical engineers	1
Engineering professionals not elsewhere classified	3
Pharmacists	0
Secondary education teachers	6
Policy administration professionals	2
Sales, marketing and public relations professionals	0
Advertising and marketing professionals	3
Information and communications technology sales professionals	1
Journalists	7
Mining, manufacturing and construction supervisors	6
Process control technicians	5
Physiotherapy technicians and assistants	0

Name of Occupation	Mean Number of Years
Sales and purchasing agents and brokers	0
Legal and related associate professionals	2
Sports coaches, instructors and officials	1
Chefs	4
Information and communications technicians	1
Clerical support workers	3
General and keyboard clerks	5
Bank tellers and related clerks	1
Contact centre information clerks	1
Receptionists (general)	0
Accounting and bookkeeping clerks	0
Statistical, finance and insurance clerks	4
Stock clerks	0
Transport conductors	0
Waiters and bartenders	1
Waiters	1
Hairdressers, beauticians and related workers	1
Hairdressers	10
Street and market salespersons	0
Shop salespersons	2
Shop supervisors	5
Shop sales assistants	2
Cashiers and ticket clerks	1
Food service counter attendants	0
Teachers' aides	2
Protective services workers not elsewhere classified	0
Building and related trades workers, excluding electricians	4
Building frame and related trades workers not elsewhere classified	5
Building and related electricians	6
Butchers, fishmongers and related food preparers	1
Underwater divers	4
Mechanical machinery assemblers	4
Car, van and motorcycle drivers	0
Domestic cleaners and helpers	0
Vehicle, window, laundry and other hand cleaning workers	0
Agricultural, forestry and fishery labourers	0
Mining and construction labourers	5
Civil engineering labourers	9
Building construction labourers	5
Hand packers	0
Transport and storage labourers	1
Shelf fillers	3
Fast food preparers	2

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

5.5. Remuneration for New Employees Hired

The issue of remuneration is a very important matter, especially to current and potential investors, since labour is an important component in establishing a new business. In this NSAS, special attention was paid to this issue to allow some specific measurements to be made on average levels of remuneration by occupation and the minimum and maximum levels for each occupation, amongst others. In the NSAS it was also important to identify whether payments were made on a monthly, weekly, or hourly basis.

Table 5-18 shows levels of payment made by occupation and period of pay. It also lists the numbers of persons who may be associated with these pay levels in the survey. Note, once again, these payment levels are based on a small sample of 171 firms and, therefore, there are some reliability issues associated with them. In this table, the average/mean wage of a manager is computed as $3,362, with the highest measured rate being $9,000 and the median being 2,500. For each occupation, we have broken down the rates paid into pay periods and with that the mean, median, minimum and maximum pay observed for new employees is computed. The wages, as expected, fall as we go to occupations requiring lower levels of skill and education.

Table Five—17: Number of Persons Hired, Mean, Median, Maximum and Minimum Salary/Wage of Persons Hired from July 2015 - June 2016

Occupation			Amount Wage or Salary Paid				
			Count	Mean	Median	Minimum	Maximum
Major Occupation Group	Managers	Monthly	51	3362.34	2500.00	960.00	9000.00
		Daily	0				
		Hourly	37	10.00	10.00	10.00	10.00
		Weekly	38	888.24	780.00	518.18	1300.00
	Professionals	Monthly	31	2146.05	2000.00	1500.00	4500.00
		Daily	0				
		Hourly	134	6.38	6.36	6.36	6.56
		Weekly	27	661.05	700.00	179.00	1500.00
	Technicians and associate professionals	Monthly	110	1139.02	900.00	850.00	2200.00
		Daily	0				
		Hourly	15	7.50	7.50	7.00	8.00
		Weekly	48	597.49	500.00	100.00	2000.00
	Clerical support workers	Monthly	80	2083.87	2000.00	1300.00	5000.00
		Daily	0				
		Hourly	76	9.52	10.00	6.25	12.50

		Weekly	49	375.41	300.00	300.00	518.18
	Service and sales workers	Monthly	29	1759.26	1500.00	1000.00	3572.84
		Daily	0				
		Hourly	303	9.31	7.00	6.25	50.00
		Weekly	167	527.68	500.00	128.00	3500.00
		Weekly	108	659.23	650.00	240.00	1000.00
	Plant and machine operators, and assemblers	Monthly	15	1300.00	1300.00	1300.00	1300.00
		Daily	0				
		Hourly	30	15.00	15.00	15.00	15.00
		Weekly	11	196.40	120.00	120.00	350.00
	Elementary occupations	Monthly	0				
		Daily	0				
		Hourly	8	6.25	6.25	6.25	6.25
		Weekly	125	453.81	450.00	140.00	1000.00

Source: Department of Border Control and Employment - National Skills Audit Survey 2016

OTHER DETAILED FINDINGS

The following section details additional findings as they relate to employment, compensation, skills and competencies of the respondents in the National Skills Audit Enterprise survey.

A. EMPLOYMENT AND COMPENSATION PATTERNS

Average salaries being paid according to level of management/occupation:

Table A1. Average monthly wage of employees. All types of employees

	N	%
0-$1500	557	50.8
$1500 to $3000	443	40.4
$3000 to $4500	69	6.3
$4500 to $6000	10	0.9
$6000 to $7500	18	1.6
Total	1,097	100.0

Table A2. Average monthly wage of employees. Upper-level management

	N	%
0-$1500	56	9.3
$1500 to $3000	238	39.4
$3000 to $4500	113	18.7
$4500 to $6000	120	19.8
$6000 to $7500	31	5.1
$7500 and above	46	7.7
Total	605	100.0

Table A3. Average monthly wage of employees. Middle-level management

	N	%
0-$1500	26	7.9
$1500 to $3000	117	35.2
$3000 to $4500	147	44.4
$4500 to $6000	19	5.6
$6000 to $7500	19	5.8
$7500 and above	4	1.1
Total	332	100.0

Table A4. Average monthly wage of employees. Professionals and specialists

	N	%
0-$1500	16	4.2
$1500 to $3000	178	47.8
$3000 to $4500	98	26.2
$4500 to $6000	44	11.7
$6000 to $7500	30	8.1
$7500 and above	7	2.0
Total	373	100.0

Table A5. Average monthly wage of employees. Clerical support staff

	N	%
0-$1500	115	45.5
$1500 to $3000	109	43.2
$3000 to $4500	25	9.8
$4500 to $6000	4	1.5
Total	253	100.0

Table A6. Average monthly wage of employees. Service and sales workers

	N	%
0-$1500	357	69.3
$1500 to $3000	140	27.3
$3000 to $4500	18	3.4
Total	514	100.0

Table A7. Average monthly wage of employees. Elementary occupations

	N	%
0-$1500	136	71.7
$1500 to $3000	53	28.3
Total	189	100.0

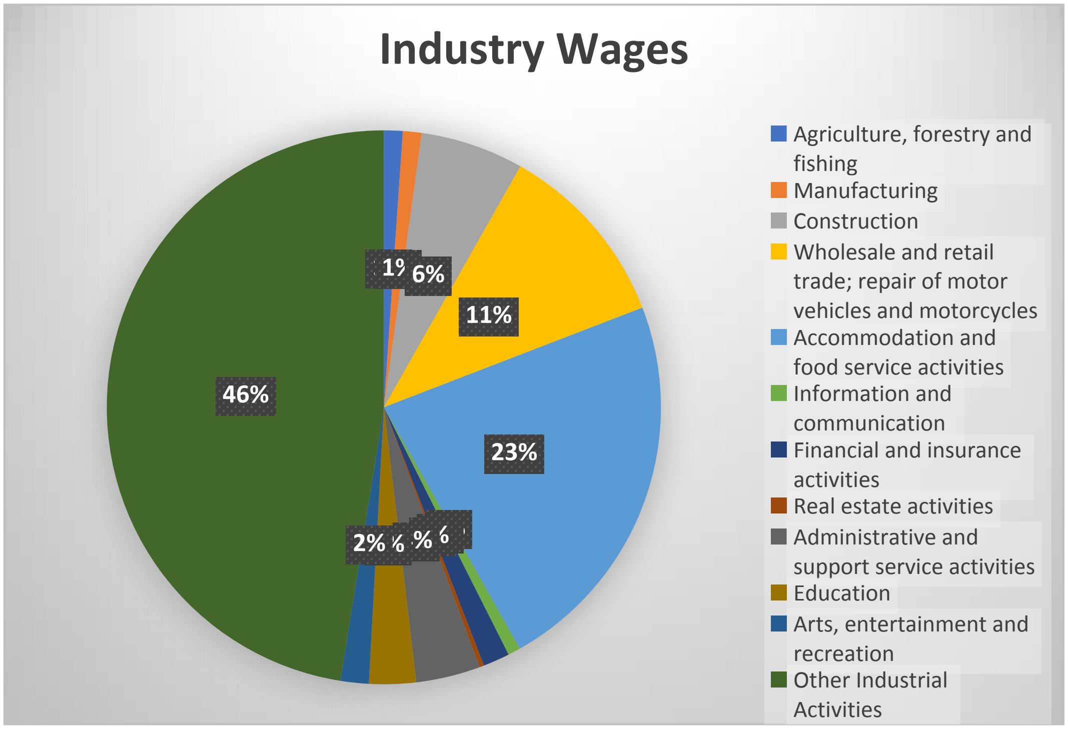
The highest average monthly salary that all types of employees receive lies between the range of $0 to $1500.00, while 50.8% of employees earn a salary of below $1500.00, followed by a 40.4% possibility of hired employees receiving a salary between $1500 to $3000.

Breaking down the collective variables into the specific types of levels of management, it is seen that the highest average monthly salary for upper-level management falls between $1500 and $3000, with only 7.7% of upper management getting a salary of $7500 and above. The average salary for middle management is shown to fall between $3000 and $4500. The highest average salary for professionals and specialists lies between $1500 and $3000, and the highest average salary for clerical staff, service sale workers and elementary occupations lies between $0-$1500.00.

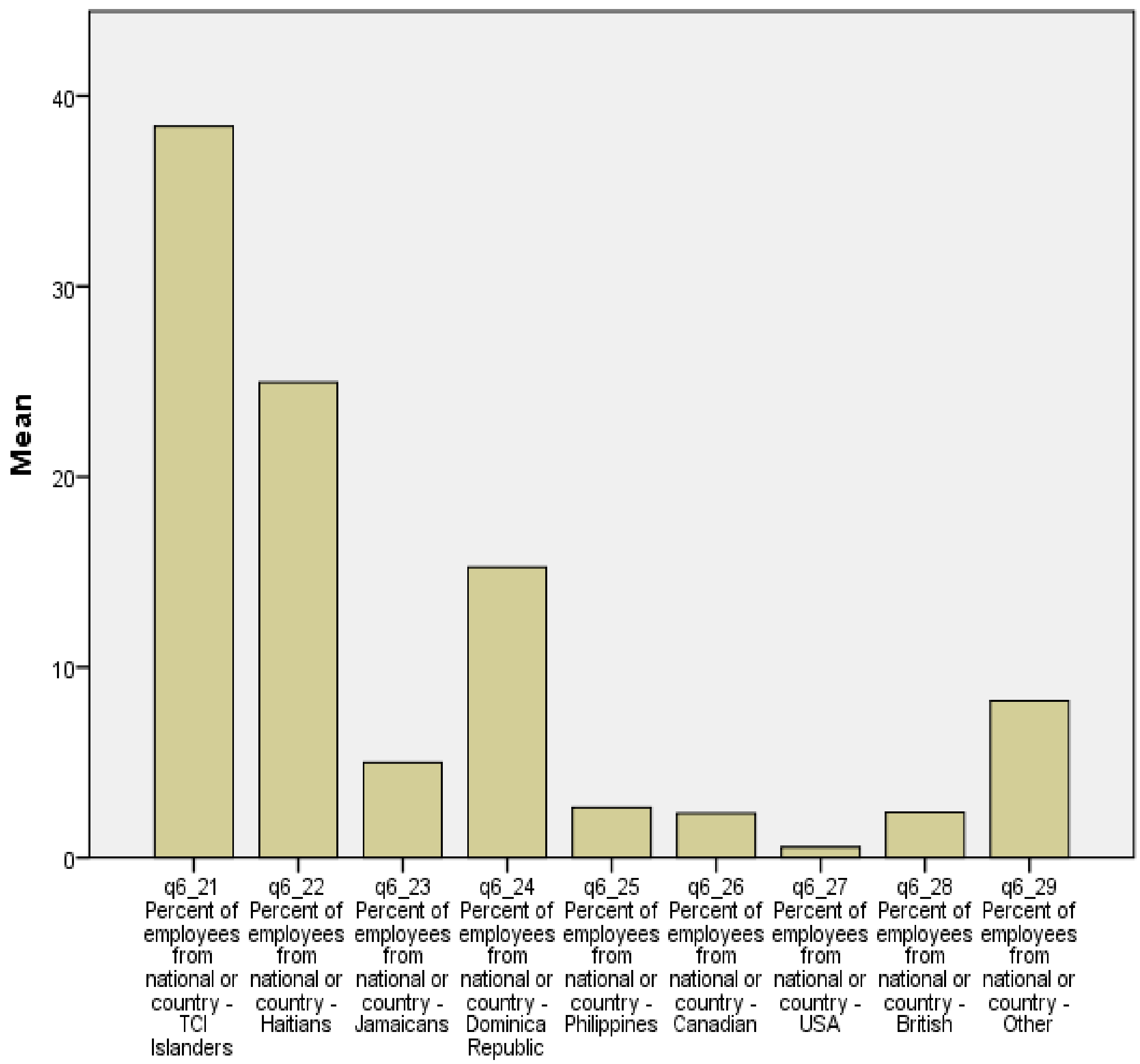
Table A8. Average monthly wage of employees. All types of employees. Crosstabulations

	Average monthly wage of employees - All types of employees					
Industry Group	0-$1500	$1500 to $3000	$3000 to $4500	$4500 to $6000	$6000 to $7500	Total
Agriculture, forestry and fishing	3	6	3	0	0	12
Manufacturing	5	6	1	0	0	12
Construction	52	0	7	7	0	66
Wholesale and retail trade; repair of motor vehicles and motorcycles	68	41	11	0	0	120
Accommodation and food service activities	158	91	0	0	0	249
Information and communication	4	4	0	0	0	8
Financial and insurance activities	0	8	3	3	3	17
Real estate activities	0	3	0	0	0	3
Administrative and support service activities	17	17	7	0	0	41
Education	3	20	7	0	0	30
Arts, entertainment and recreation	9	9	0	0	0	18
Other Industrial Activities	238	238	30	0	15	521
Total	557	443	69	10	18	1,097

Figure A1. Crosstabulation of wages in different industries



For all types of employees, the largest portion of wages going to other 'Industrial Activities' indicates that other industrial activities relate to all activities excluded from those listed. This can be inserted in a footnote that includes 47% of all paid employees, followed by Accommodation and Food Service Activities, with 23%. The lowest is Real Estate Activities with a total of 3%.



The highest percent of employees comes from the national background of TCI Islanders, followed by Haitians and, thirdly, Dominican Republic employees, and the lowest are from the Philippines, Canada and, last, the United States of America.

B. SKILLS AND COMPETENCIES OF PERSONS EMPLOYED IN THE ORGANIZATION

Table B1. Importance of skills for the organization's growth and development. Technical skills.

	N	%
Not Important	37	3.3
Somewhat Important	221	19.6
Important	272	24.1
Very Important	547	48.5
Not Applicable	51	4.5
Total	1,128	100.0

Table B2. Importance of skills for the organization's growth and development. Behavioural skills.

	N	%
Not Important	8	0.7
Somewhat Important	52	4.7
Important	307	27.7
Very Important	723	65.2
Not Applicable	20	1.8
Total	1,109	100.0

Table B3. Importance of skills for the organization's growth and development. Cognitive skills.

	N	%
Somewhat Important	129	11.7
Important	368	33.4
Very Important	526	47.7
Not Applicable	79	7.2
Total	1,103	100.0

Table B4. Importance of skills for the organization's growth and development. Digital skills.

	N	%
Not Important	49	4.4
Somewhat Important	216	19.6
Important	374	33.9
Very Important	389	35.3
Not Applicable	76	6.8
Total	1,103	100.0

As shown above, in terms of the importance of skill sets that are needed for the organization's growth and development, technical skills, cognitive skills and digital skills were all ranked as being very important; however, behavioural skills stood out as being the most important of the four skills. Providenciales is the district that has the most requirements for all four skill sets.

There is a low case of missing values in these tables, which may indicate that most companies are aware of and able to judge the current level of expertise that the firm requires.

Table B5. Importance of skills for the organization's growth and development by skills category and location

		Island of Residence			
		Grand Turk	**Providenciales**	**South Caicos, Salt Cay, North Caicos**	**Total**
		Count	Count	Count	Count
Importance of skill to organization growth and development - Technical Skills	Not Important	11	15	11	37
	Somewhat Important	94	100	27	221
	Important	28	229	15	272
	Very Important	8	505	35	547
	Not Applicable	48	2	0	51
Importance of skill to organization growth and development - Behavioural Skills	Not Important	0	0	8	8
	Somewhat Important	26	25	0	52
	Important	35	249	22	307
	Very Important	112	556	55	723
	Not Applicable	15	5	0	20
Importance of skill to organization growth and development - Cognitive Skills	Not Important	0	0	0	0
	Somewhat Important	56	64	9	129
	Important	43	288	37	368
	Very Important	30	468	28	526
	Not Applicable	60	20	0	79
Importance of skill to organization growth and development - Digital Skills	Not Important	0	41	8	49
	Somewhat Important	90	108	18	216
	Important	50	287	37	374
	Very Important	4	374	11	389
	Not Applicable	45	31	0	76

The least-needed skill set may be the possession of digital skills, as it is shown to have the highest percentage of being "Not Important" amongst the four other stated skill sets.

Of note: A good proportion of the responses chose "Not Applicable," which may mean a non-requirement for the certain skill set. For example, technical skills are "Non-Applicable" in Grand Turk more than they are "Very Important." Most "Non-Applications" of skills seem to come from Grand Turk and least from South Caicos, Salt Cay and North Caicos.

Table B6. Importance of skills for the organization's growth and development by skills category, staff level and location

		Island of Residence			
		South Caicos, Salt Cay, North Caicos	Grand Turk	Providenciales	Total
		Count	Count	Count	Count
Level of organization skills attitudes most required - Literacy skills	All Departments	40	85	665	790
	Upper Management	18	25	63	106
	Middle Management	0	8	8	16
	Operational Level	22	11	104	137
	Not Applicable	8	45	0	52
Level of organization skills attitudes most required - Numeracy and qualitative skills	All Departments	45	92	604	741
	Upper Management	0	10	59	70
	Middle Management	21	11	22	54
	Operational Level	22	15	151	188
	Not Applicable	0	45	0	45
Level of organization skills attitudes most required - Communication skills	All Departments	47	122	723	892
	Upper Management	4	21	43	68
	Middle Management	0	8	24	31
	Operational Level	30	8	56	93
	Not Applicable	0	30	8	37
Level of organization skills attitudes most required - Computer skills	All Departments	20	51	517	589
	Upper Management	17	40	134	191
	Middle Management	3	15	35	53
	Operational Level	4	15	104	123
	Not Applicable	23	67	35	125
Level of organization skills attitudes most required - Interpersonal skills	All Departments	29	100	558	687
	Upper Management	11	3	110	123
	Middle Management	8	15	21	44
	Operational Level	26	23	118	167
	Not Applicable	8	48	18	74
Level of organization skills attitudes most required – Problem-solving skills	All Departments	20	63	555	638
	Upper Management	20	22	143	184
	Middle Management	0	11	36	47
	Operational Level	34	19	109	162
	Not Applicable	8	60	0	67
Level of organization skills attitudes most required – Decision-making skills	All Departments	15	92	473	580
	Upper Management	33	33	249	315
	Middle Management	3	8	65	75
	Operational Level	22	11	54	88
	Not Applicable	8	45	11	63
Level of organization skills attitudes most required - Adaptability skills	All Departments	59	93	590	741
	Upper Management	0	3	67	70
	Middle Management	0	8	33	41
	Operational Level	22	11	107	140
	Not Applicable	0	60	22	81
Level of organization skills attitudes most required -	All Departments	59	119	697	874
	Upper Management	0	10	88	98

		Island of Residence			
		South Caicos, Salt Cay, North Caicos	Grand Turk	Providenciales	Total
		Count	Count	Count	Count
Strong work ethic	Middle Management	0	0	13	13
	Operational Level	22	0	43	65
	Not Applicable	0	45	8	52
Level of organization skills attitudes most required - Emotional intelligence	All Departments	26	85	589	700
	Upper Management	25	10	84	119
	Middle Management	0	0	16	16
	Operational Level	22	19	109	151
	Not Applicable	8	60	29	96
Level of organization skills attitudes most required - Customer service skills	All Departments	48	130	659	837
	Upper Management	11	18	87	115
	Middle Management	0	4	13	17
	Operational Level	22	0	72	95
	Not Applicable	0	37	15	52
Level of organization skills attitudes most required - Technical skills	All Departments	18	77	534	629
	Upper Management	14	3	110	127
	Middle Management	2	15	45	62
	Operational Level	32	34	133	199
	Not Applicable	8	45	15	67
Level of organization skills attitudes most required - General business skills	All Departments	15	66	410	491
	Upper Management	25	44	217	285
	Middle Management	12	8	60	79
	Operational Level	8	11	85	104
	Not Applicable	8	60	26	93

It can be seen that every skill set is needed to a degree in "All Departments" of the organization; however, the level at which these skills are most required is at upper management, followed by the operation level. These skills are greatly required in Providenciales and least required in the areas of South Caicos, Salt Cay, North Caicos.

Table B7. What is the organization doing to overcome the problem of skills challenges or shortages?

	N	%
Increased hiring	43	4.5
Further training has been provided	345	35.9
Strategies have been used to promote new learning	139	14.4
Work practice has been changed	95	9.9
No special actions/measures have been taken	284	29.5
Influence has been made on the government to ensure that newcomers are trained	10	1.0
Other measure - specify	45	4.7
Total	**961**	**100.0**

To overcome the problem of skill challenges/shortages in establishments, organizations have resorted to providing further training for their employees. Mostly, no special actions/measures are being taken from companies that may not know how to overcome these challenges. Further, it is seen that only rarely do organizations advocate for the participation of the government, or other education providers, to ensure that newcomers are trained, and they may, instead, employ their own means of training.

Table B8. What is the organization doing to overcome the problem of skills challenges or shortages – by location?

	Island of Residence		
	Grand Turk	**Providenciales**	**South Caicos, Salt Cay, North Caicos**
	Count	Count	Count
Increased hiring	0	41	2
Further training has been provided	15	311	20
Strategies have been used to promote new learning	15	123	0
Work practice has been changed	26	69	0
No special actions/measures have been taken	48	199	37
Influence has been made on the government to ensure that newcomers are trained	0	10	0
Other measure - specify	11	34	0

Providenciales has the largest number of employees being trained by their organizations, whereas South Caicos, Salt Cay and North Caicos together have the least being done, overall, to overcome the issue of skill shortage.

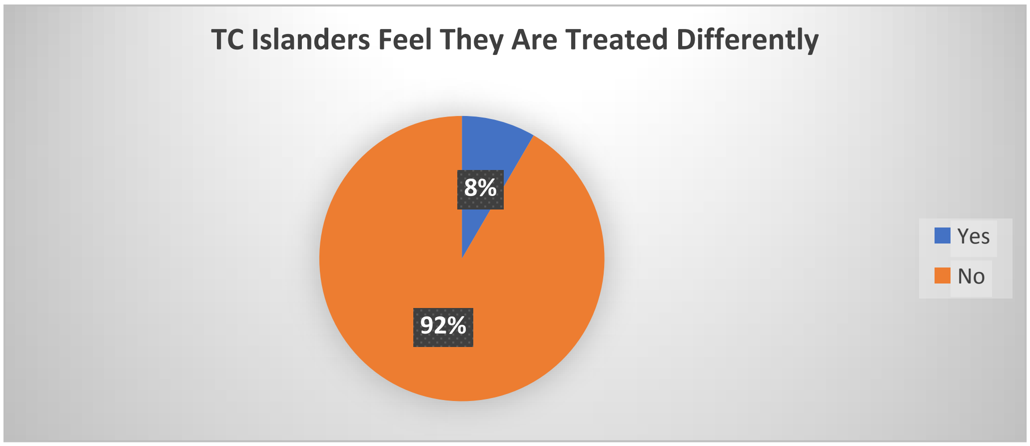
Table B9. Do you feel that all workers are treated equally?

	N	%
Yes	945	82.3
No	6	0.5
Missing System	196	17.1
Total	1,147	100.0

The majority (99.4%) believes that all workers are being treated fairly. Seventeen percent (17%) of the respondents are "Missing." Since this value is greater than the response of "No," which is only 5%, this could mean that many people are hiding their responses.

Table B10. Do you feel that TCI Islanders are different to other employees?

	N	%
Yes	68	5.9
No	747	65.1
Missing System	332	29.0
Total	1,147	100.0



Ninety-two percent (92%) of TCI employees do not believe they are treated any differently from other employees. In this table, the percentage to note is the 8% of the respondents who found that TCI Islanders are being treated differently. There is a missing value of 29%, and this may indicate a lack of comfort in answering the question by those who may have thought that TCI Islanders do feel treated differently.

Table B11. Certification of employees by trade

		Count	Row N %	Column N %
Other technical skills do employees have – Accounting	Certified	170	100.0%	48.7%
	Not Certified	179	100.0%	51.3%
Other technical skills do employees have – Plumbing	Certified	35	100.0%	18.0%
	Not Certified	157	100.0%	82.0%
Other technical skills do employees have – Carpentry	Certified	46	100.0%	26.4%
	Not Certified	130	100.0%	73.6%
Other technical skills do employees have – Mechanic	Certified	42	100.0%	21.3%
	Not Certified	157	100.0%	78.7%
Other technical skills do employees have – Construction	Certified	46	100.0%	19.5%
	Not Certified	189	100.0%	80.5%
Other technical skills do employees have – Computer	Certified	124	100.0%	40.4%
	Not Certified	183	100.0%	59.6%
Other technical skills do employees have – Catering	Certified	84	100.0%	28.4%
	Not Certified	211	100.0%	71.6%
Other technical skills do	Certified	105	100.0%	28.5%

		Count	Row N %	Column N %
employees have - Food preparation	Not Certified	263	100.0%	71.5%
Other technical skills do employees have – Driving	Certified	95	100.0%	34.6%
	Not Certified	180	100.0%	65.4%
Other technical skills do employees have - Customer service	Certified	129	100.0%	28.9%
	Not Certified	317	100.0%	71.1%
Other technical skills do employees have – Music	Certified	39	100.0%	23.4%
	Not Certified	128	100.0%	76.6%
Other technical skills do employees have – Electrical	Certified	69	100.0%	30.4%
	Not Certified	158	100.0%	69.6%
Other technical skills do employees have - Other please specify	Certified	40	100.0%	50.7%
	Not Certified	38	100.0%	49.3%

Apart from “Other technical services,” the majority of the additional skills that employees require are generally “Not Certified.”

C. RECRUITMENT

Table C1. Does the organisation have any challenges recruiting local TCI Islanders?

	N	%
Yes	446	42.6
No	602	57.4
Total	1048	100.0

Of the respondents, 42.6% have experienced challenges whilst recruiting TCI Islanders, whereas 57.4% have not experienced any challenges.

Table C2. Has the establishment recruited non-TCI Islander workers within the last 5 years?

	N	%
Yes	714	65.9
No	369	34.1
Total	1083	100.0

Within the last five years, 65.9% have hired non-TCI Islanders, whereas 34.1% have not.

Table C3. Does the organisation have any challenges recruiting local TCI Islanders – by Industry Group?

Industry Group	Experienced challenges recruiting local TCI Islanders?		Total
	Yes	No	
Agriculture, forestry and fishing	12	0	12
Manufacturing	8	1	9
Construction	22	52	74
Wholesale and retail trade; repair of motor vehicles and motorcycles	64	60	124
Accommodation and food service activities	143	98	241
Information and communication	7	0	7
Financial and insurance activities	11	11	22
Real estate activities	0	3	3
Administrative and support service activities	26	12	38
Education	24	3	27
Arts, entertainment and recreation	9	18	27
Other Industrial Activities	119	343	462
Total	**445**	**601**	**1,046**

In terms of which industry groups have challenges recruiting TCI Islanders, Other Industrial Activities has faced the most when seeking to recruit TCI Islanders; but it is also the group with the highest number of "No" as regards challenges faced. Real Estate has faced the least challenges for recruitment of locals, whereas Agriculture, Forestry, Fishing and Information and Communication have had most issues in recruiting TCI employees.

Table C4. Has the establishment recruited non-TCI Islander workers within the last 5 years – by Industry Group?

Industry Group	Has the establishment recruited non-TC Islanders workers within the last 5 years		Total
	Yes	No	
Agriculture, forestry and fishing	12	0	12
Manufacturing	11	0	11
Construction	37	37	74
Wholesale and retail trade; repair of motor vehicles and motorcycles	83	38	121
Accommodation and food service activities	219	30	249
Information and communication	4	4	8
Financial and insurance activities	14	5	19
Real estate activities	0	3	3
Administrative and support service activities	29	10	39
Education	20	10	30
Arts, entertainment and recreation	18	9	27
Other Industrial Activities	268	224	492
Total	**715**	**370**	**1085**

In terms of which industry group has faced challenges recruiting non-TCI Islanders, Other Industrial Activities has faced the highest challenges, but also reported the highest number of "No Challenges" faced. Real Estate has recruited the lowest number of foreigners, whereas Agriculture, Forestry, Fishing and Information and Communication have faced the least issues in recruiting non-local TCI employees.

Table C5. Does the organisation have any challenges recruiting local TCI Islanders – by location?

Island of Residence	Any challenges recruiting local TCI Islanders?		Total
	Yes	No	
Grand Turk	55	133	188
Providenciales	336	439	775
South Caicos, Salt Cay, North Caicos	55	29	84
Total	**446**	**601**	**1,047**

In terms of Island of Residence and challenges recruiting local TCI Islanders, it is seen that Providenciales has the most difficulty in recruiting local TCI Islanders, whereas the islands of South Caicos, Salt Cay and North Caicos do not seem to have any issue.

Table C6. Has the establishment recruited non-TCI Islander workers within the last 5 years – by location?

Island of Residence	**Has the establishment recruited non-TCI Islanders workers within the last 5 years**		Total
	Yes	No	
Grand Turk	101	84	185
Providenciales	562	252	814
South Caicos, Salt Cay, North Caicos	51	33	84
Total	**714**	**369**	**1083**

The island that recruited the largest number of non-TCI workers within the last five years is Providenciales, while South Caicos, Salt Cay and North Caicos recruited the fewest.

Table C6. Has the establishment recruited non-TCI Islander workers within the last 5 years – by factors contributing to challenges?

		Any challenges recruiting local TCI Islanders?		
		Yes	**No**	**Total**
		Count	Count	Count
Rate Factors contributing to Challenges - Skills not available locally	Did not Contribute	39	0	39
	Contributed Slightly	16	0	16
	Neutral	124	0	124
	Contributed Fairly	60	0	60
	Contributed Significantly	175	0	175
Rate Factors contributing to Challenges - More cost effective to recruit workers from abroad	Did not Contribute	194	0	194
	Contributed Slightly	9	0	9
	Neutral	155	0	155
	Contributed Fairly	14	0	14
	Contributed Significantly	35	0	35
Rate Factors contributing to Challenges - High local staff turnover	Did not Contribute	141	0	141
	Contributed Slightly	11	0	11
	Neutral	121	0	121
	Contributed Fairly	60	0	60
	Contributed Significantly	77	0	77
Rate Factors contributing to Challenges - Foreign workers are more productive than local	Did not Contribute	97	0	97
	Contributed Slightly	21	0	21
	Neutral	145	0	145
	Contributed Fairly	79	0	79
	Contributed Significantly	77	0	77

		Any challenges recruiting local TCI Islanders?		
		Yes	No	Total
		Count	Count	Count
Rate Factors contributing to Challenges - Wider pool of qualified applicants	Did not Contribute	68	0	68
	Contributed Slightly	5	0	5
	Neutral	196	0	196
	Contributed Fairly	83	0	83
	Contributed Significantly	60	0	60
Rate Factors contributing to Challenges - Better ROI	Did not Contribute	87	0	87
	Contributed Slightly	0	0	0
	Neutral	250	0	250
	Contributed Fairly	16	0	16
	Contributed Significantly	18	0	18
Rate Factors contributing to Challenges - Lack of skills or certification and experience of local persons	Did not Contribute	75	0	75
	Contributed Slightly	28	0	28
	Neutral	130	0	130
	Contributed Fairly	80	0	80
	Contributed Significantly	85	0	85
Rate Factors contributing to Challenges - Lower foreign staff turnover	Did not Contribute	110	0	110
	Contributed Slightly	17	0	17
	Neutral	151	0	151
	Contributed Fairly	50	0	50
	Contributed Significantly	74	0	74
Rate Factors contributing to Challenges - Foreign workers have better work ethic or attitude than local workers	Did not Contribute	67	0	67
	Contributed Slightly	32	0	32
	Neutral	178	0	178
	Contributed Fairly	69	0	69
	Contributed Significantly	79	0	79
Rate Factors contributing to Challenges - Positive Government legislation or Work Permit policies	Did not Contribute	95	0	95
	Contributed Slightly	0	0	0
	Neutral	232	0	232
	Contributed Fairly	26	0	26
	Contributed Significantly	44	0	44
Rate Factors contributing to Challenges – Other	Did not Contribute	3	0	3
	Contributed Slightly	0	0	0
	Neutral	22	0	22
	Contributed Fairly	0	0	0
	Contributed Significantly	9	0	9

An important observation in the Table above is the indication that "Skills are not available locally" is a significant reason why employees have challenges in recruiting local TCI Islanders. Another major reason is that it is more cost effective to recruit workers from abroad. Among the reasons that contributed least to the challenges were high local staff turnover; foreign workers being more productive than local; and that there was a wider pool of qualified applicants.

Table C7. Has the establishment recruited non-TCI Islander workers within the last 5 years – by reason for seeking foreign workers?

		Did establishment recruit non-TC Islanders workers within the last 5 years	
		Yes	No
		Count	Count
Indicate Reasons for seeking foreign workers - Skills not available locally	Did not Contribute	143	0
	Contributed Slightly	39	0
	Neutral	218	0
	Contributed Fairly	63	0
	Contributed Significantly	162	0
	Total	625	0
Indicate Reasons for seeking foreign workers - More cost effective to recruit workers from abroad	Did not Contribute	200	0
	Contributed Slightly	82	0
	Neutral	228	0
	Contributed Fairly	56	0
	Contributed Significantly	73	0
	Total	640	0
Indicate Reasons for seeking foreign workers - High local staff turnover	Did not Contribute	185	0
	Contributed Slightly	30	0
	Neutral	281	0
	Contributed Fairly	40	0
	Contributed Significantly	89	0
	Total	625	0
Indicate Reasons for seeking foreign workers - Foreign workers are more productive than local	Did not Contribute	131	0
	Contributed Slightly	74	0
	Neutral	279	0
	Contributed Fairly	64	0
	Contributed Significantly	66	0
	Total	613	0
Indicate Reasons for seeking foreign workers - Wider pool of qualified applicants	Did not Contribute	113	0
	Contributed Slightly	48	0
	Neutral	323	0
	Contributed Fairly	67	0
	Contributed Significantly	87	0
	Total	638	0
Indicate Reasons for seeking foreign workers - Better ROI	Did not Contribute	157	0
	Contributed Slightly	8	0
	Neutral	414	0
	Contributed Fairly	11	0
	Contributed Significantly	23	0
	Total	612	0
Indicate Reasons for seeking foreign workers - Lack of skills or	Did not Contribute	128	0
	Contributed Slightly	54	0
	Neutral	241	0

		Did establishment recruit non-TC Islanders workers within the last 5 years	
		Yes	No
		Count	Count
certification and experience of local persons	Contributed Fairly	73	0
	Contributed Significantly	122	0
	Total	618	0
Indicate Reasons for seeking foreign workers - Lower foreign staff turnover	Did not Contribute	136	0
	Contributed Slightly	84	0
	Neutral	283	0
	Contributed Fairly	66	0
	Contributed Significantly	101	0
	Total	670	0
Indicate Reasons for seeking foreign workers - Foreign workers have better work ethic or attitude than local workers	Did not Contribute	111	0
	Contributed Slightly	51	0
	Neutral	297	0
	Contributed Fairly	89	0
	Contributed Significantly	106	0
	Total	654	0
Indicate Reasons for seeking foreign workers - Positive Government Legislation	Did not Contribute	140	0
	Contributed Slightly	15	0
	Neutral	386	0
	Contributed Fairly	34	0
	Contributed Significantly	37	0
	Total	612	0
Indicate Reasons for seeking foreign workers – Other	Did not Contribute	43	0
	Contributed Slightly	0	0
	Neutral	76	0
	Contributed Fairly	2	0
	Contributed Significantly	7	0
	Total	128	0

Table C8. Which skill sets do your new recruits lack – first?

	N	%
Missing	711	62.0
99 Not Stated	3	0.3
Adaptability	30	2.6
Collaboration	7	0.6
Communication	180	15.7
Creativity	30	2.6
Critical Thinking	82	7.1
Handling Pressure	2	0.2
Problem Solving	4	0.3
Strong Work Ethic	66	5.8
Time Management	31	2.7
Total	1,147	100.0

According to the respondents, the first important skill that new recruits lack is communication, at 15.7%, followed by critical thinking with 7.1% and having a strong work ethic, 5.8%. However, of note is that 62% of responses are missing for this question.

Table C9. Which skill sets do your new recruits lack – second?

	N	%
Missing	912	79.5
99 Not Stated	8	0.7
Adaptability	6	0.5
Collaboration	15	1.3
Communication	81	7.1
Creativity	24	2.1
Critical Thinking	14	1.2
Leadership	15	1.3
Problem Solving	51	4.4
Strong Work Ethic	17	1.5
Time Management	5	0.4
Total	1,147	100.0

The second important skill that new recruits lack is communication (7.1%), problem-solving (4.4%), and creativity at 2.1 %. Nine hundred and twelve (912) respondents did not answer this question.

Table C10. Which skill sets do your new recruits lack – third?

	N	%
Missing	997	86.9
99 Not Stated	6	0.6
Adaptability	21	1.9
Collaboration	4	0.3
Communication	25	2.2
Creativity	15	1.3
Critical Thinking	17	1.5
Leadership	10	0.9
Problem Solving	41	3.6
Strong Work Ethic	10	0.9
Total	**1147**	**100.0**

The third important skill that new recruits lack, again, is communication with 7.1%. Problem-solving accounted for 4.4% and creativity for 2.1%. Interestingly, 997 persons did not answer the question.

Table C11. Are the required skills sets available locally?

	N	%
Yes	303	26.4
No	149	13.0
Missing	695	60.6
Total	1,147	100.0

Twenty-six percent (26%) agreed that the required skills sets are available locally, whereas 13% said otherwise. Sixty-one percent (61%) did not answer the question.

Table C12. Are skills set available locally – by Industry Group?

Industry Group	Are skill sets available locally?		Total
	Yes	No	
Agriculture, forestry and fishing	3	3	6
Manufacturing	2	1	3
Construction	15	7	22
Wholesale and retail trade; repair of motor vehicles and motorcycles	23	34	57
Accommodation and food service activities	38	23	61
Information and communication	4	0	4
Financial and insurance activities	5	8	13
Administrative and support service activities	12	10	22
Education	14	3	17
Arts, entertainment and recreation	9	0	9
Other Industrial Activities	179	60	239
Total	304	149	453

Table C13. Are the skills required by the enterprise available locally – by locality?

Island of Residence	Are needed skill sets available locally?		Total
	Yes	No	
Grand Turk	17	22	39
Providenciales	266	116	382
South Caicos, Salt Cay, North Caicos	20	10	30
Total	303	148	451

The availability of skillsets is lowest in Grand Turk, whereas they are mostly available locally in Providenciales. Skill sets are not available locally mostly in South Caicos, Salt Cay and North Caicos.

Table C14. Do you recruit persons from the Department of Labour Job Bank?

	N	%
Yes	144	15.3
No	798	84.7
Total	942	100.0

It is indicated that most establishments do not recruit persons from the Department of Labour Job Bank.

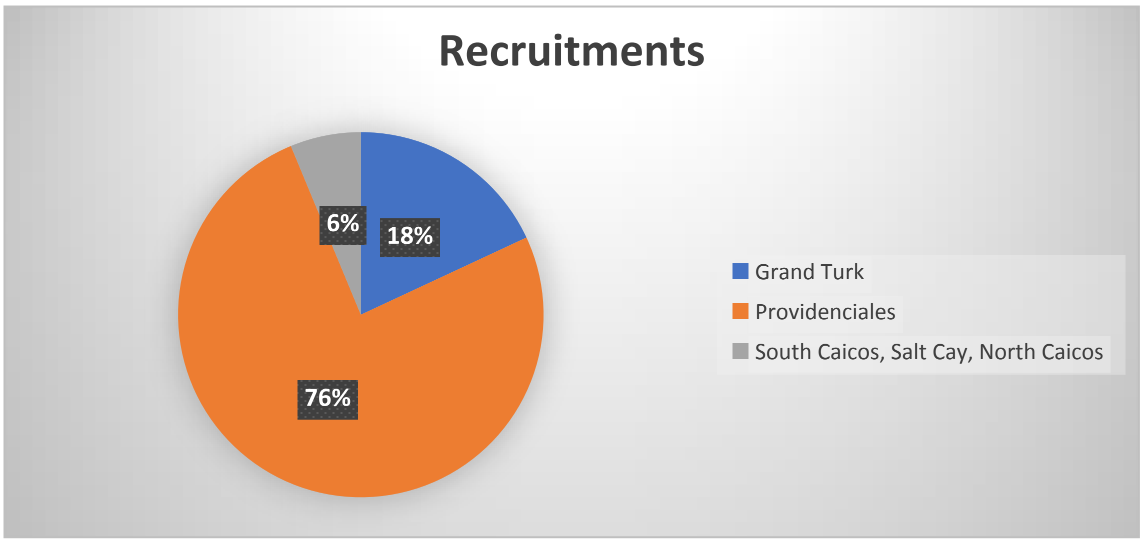
Table C15. Do you recruit persons from the Department of Labour Job Bank – by Industry Group?

	Indicate whether establishments recruit persons from the Department of Labour Job Bank		
Industry Group	Yes	No	Total
Agriculture, forestry and fishing	0	12	12
Manufacturing	1	8	9
Construction	0	59	59
Wholesale and retail trade; repair of motor vehicles and motorcycles	23	101	124
Accommodation and food service activities	75	151	226
Information and communication	0	4	4
Financial and insurance activities	0	16	16
Administrative and support service activities	2	26	28
Education	3	24	27
Arts, entertainment and recreation	9	9	18
Other Industrial Activities	30	387	417
Total	**143**	**797**	**940**

Most of the employees from the Department of Labour Job Bank fall within the Accommodation and Food Service Activities industry, and the fewest are in the industries of Agriculture, Forestry and Fishing; Construction; Information and Communication; and Financial and Insurance Activities.

Table C16. Indicate whether the establishment recruits persons from the Department of Labour Job Bank – by location

Island of Residence	Indicate whether the establishment recruits persons from the Department of Labour Job Bank		Total
	Yes	No	
Grand Turk	26	155	181
Providenciales	109	568	677
South Caicos, Salt Cay, North Caicos	9	75	84
Total	144	798	942



Most of the employees from the Department of Labour Job Bank are from Providenciales and the fewest are from South Caicos, Salt Cay and North Caicos.

Table C17. How often does the enterprise provide training for its employees?

	N	%
Once per month	104	9.0
Once per quarter	84	7.3
Once every six months	75	6.6
Once per year	24	2.1
None	391	34.1
Not Applicable	149	13.0
Missing	321	28.0
Total	1,147	100.0

Training is mostly not being provided. Only 25% of the interviewed enterprises provide training for their employees. If training is being provided, the most popular frequency is once per month.

Table C18. How often does the enterprise provide training for its employees – by Industry Group?

	How often training is provided					
Industry Group	**1 per month**	**Once per quarter**	**Once every six months**	**Once per year**	**None**	**Total**
Agriculture, forestry and fishing	0	0	0	0	6	6
Manufacturing	2	1	2	1	2	8
Construction	0	0	0	0	45	45
Wholesale and retail trade; repair of motor vehicles and motorcycles	19	4	8	8	34	73
Accommodation and food service activities	23	15	0	0	158	196
Information and communication	0	4	0	0	0	4
Financial and insurance activities	0	5	0	0	8	13
Administrative and support service activities	2	7	5	0	2	16
Education	3	3	7	0	7	20
Arts, entertainment and recreation	9	0	9	0	9	27
Other Industrial Activities	45	45	45	15	119	269
Total	103	84	76	24	390	677

Training is not usually provided in the Accommodation and Food Service industry, followed by Other Industrial Activities. Training is provided mostly in Other Industrial Activities, the most at “once a month.” Training is significantly low among all periods of training in the Agriculture, Forestry and Fishing and Construction sectors.

Table C19. How often do you provide training for your employees – by location?

Island of Residence	How often is training provided?					Total
	1 per month	**Once per quarter**	**Once every six months**	**Once per year**	**None**	
Grand Turk	8	0	0	0	65	73
Providenciales	87	84	75	24	293	563
South Caicos, Salt Cay, North Caicos	9	0	0	0	33	42
Total	104	84	75	24	391	678

Training is most provided in Providenciales and least provided in Grand Turk.

D. CHANGE IN SIZE OF EMPLOYMENT

Table D1. In what way did the number of employees change at your establishment in the last 2 years?

	N	%
Increase	305	27.9
Decrease	112	10.2
No Change	651	59.5
Do not Know	26	2.4
Total	1,094	100.0

Most respondents reported that they had not experienced any change over the past two years.

Table D2. What kind of change do you expect in your employment size over the next 3 years - 2016?

	N	%
Increase	155	14.6
Decrease	47	4.4
No Change	670	63.2
Do not Know	190	17.9
Total	1,061	100.0

Most enterprises do not expect any change over the next three years.

Table D3. What kind of change do you expect in your employment size over the next 3 years - 2017?

	N	%
Increase	342	31.2
Decrease	42	3.8
No Change	445	40.6
Do not Know	268	24.5
Total	1,097	100.0

There was a larger increase expected in the next three years (2017).

Table D4. What kind of change do you expect in your employment size over the next 3 years - 2018?

	N	%
Increase	301	26.3
Decrease	24	2.1
No Change	416	36.2
Do not Know	356	31.0
Total	1,097	95.7

There is mostly no change expected over the next three years (2018).

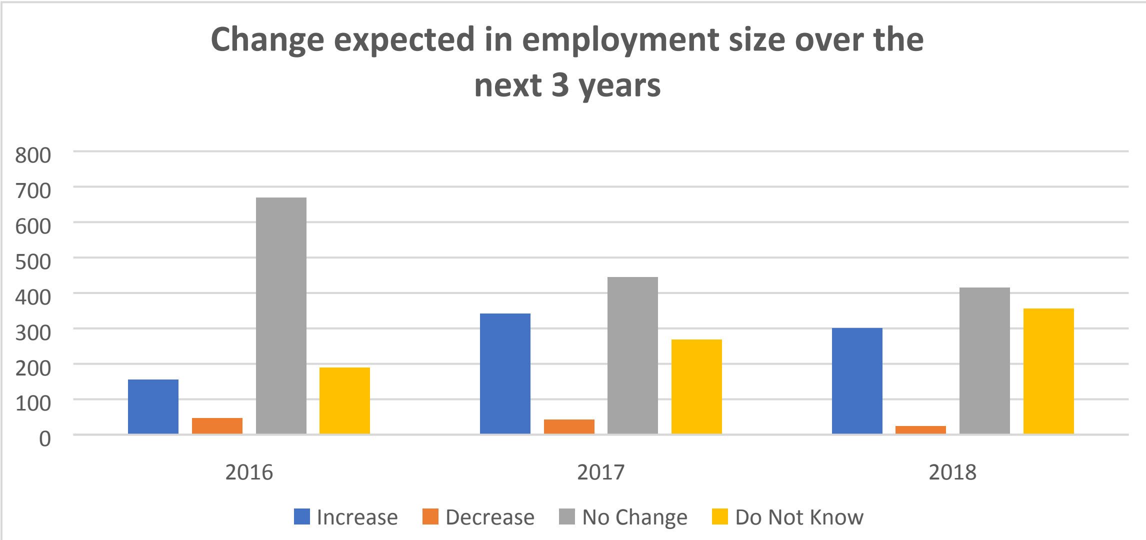


Figure Five.4: Expected Change in Employment Over the Next 3 Years

Table D5. What kind of change do you expect in your establishment's request for foreign workers over the next 3 years - 2016?

	N	%
Increase	85	8.1
Decrease	20	1.9
No Change	712	68.1
Do not Know	229	21.9
Total	1045	100.0

No major changes are foreseen for the year 2016- 2017.

Table D6. What kind of change do you expect in your establishment's request for foreign workers over the next 3 years - 2017?

	N	%
Increase	199	18.1
Decrease	30	2.7
No Change	497	45.0
Do not Know	378	34.2
Total	1,105	100.0

No significant change is expected in requests for foreign workers for the next 3 years to 2017; however the "No change" response is lower in this instance, which could mean some uncertainty as the years increase.

Table D7. What kind of change do you expect in your establishment's request for foreign workers over the next 3 years - 2018?

	N	%
Increase	163	14.8
Decrease	15	1.4
No Change	447	40.6
Do not Know	475	43.2
Total	1,101	100.0

For the year 2018, most organizations do not expect any change.

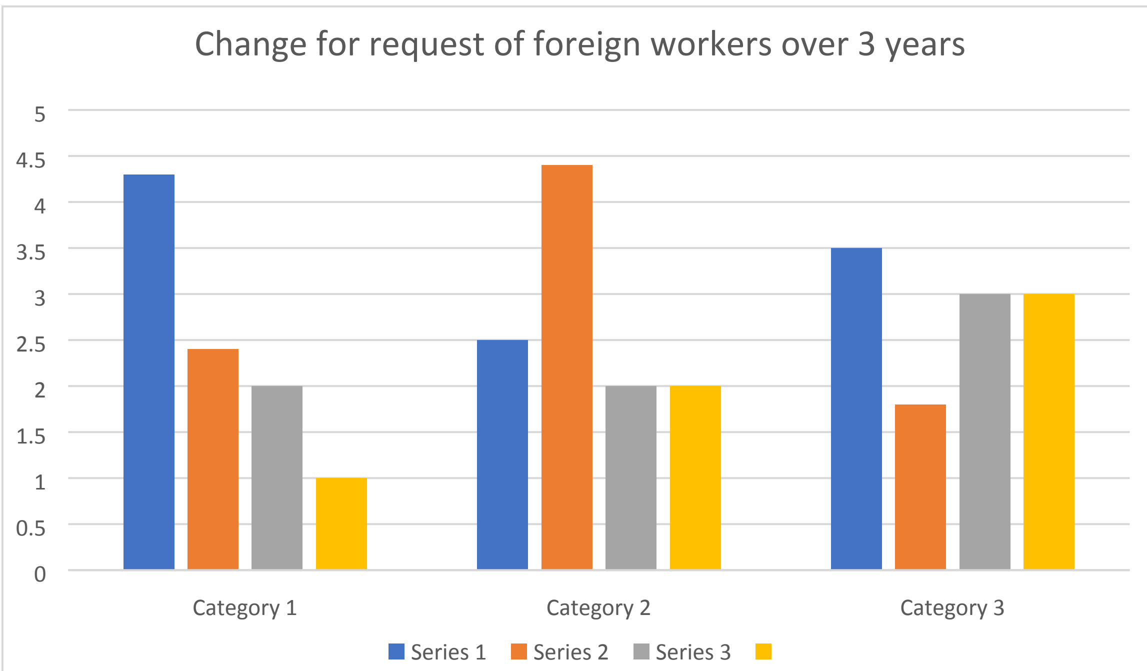


Figure Five.5: Change for Request of Foreign Workers Over 3 Years

Chapter Six

Result of the TCI Migration Survey

6.1. MAIN FINDINGS OF MIGRANT SURVEY

This chapter is in reference to the main Migration Survey, which was carried out during the months of September 2016 and April 2017. The survey was conducted among 621 migrants, representing 41 different nationalities living or working in the TCI. A total of 89 questions was asked.

Table Six—1: **q1_1 SEX**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	304	49.0	49.6	49.6
	Female	309	49.8	50.4	100.0
	Total	613	98.7	100.0	
Missing	System	8	1.3		
Total		621	100.0		

Analysis of the frequencies indicate that of those interviewed there was an almost equal number of males and females. Forty-nine point six percent (49.6%) were males while 50.4% were females, Table 6— 1.

Table Six—2: **q1_2 Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 19	5	.8	.8	.8
	20 to 29	86	13.8	14.1	14.9
	30 to 39	230	37.0	37.6	52.5
	40 to 49	191	30.8	31.3	83.8
	50 to 59	82	13.2	13.4	97.2
	60 and over	14	2.3	2.3	99.5
	Do not know	3	.5	.5	100.0
	Total	611	98.4	100.0	
Missing	System	10	1.6		
Total		**621**	**100.0**		

The 30-39 age group was the largest, based on those interviewed, with 37.6%. The other age groups are as follows:

- Under 19 - .8%
- 20 to 29 – 14.1%
- 30 to 39 – 37.6%
- 40 to 49 – 31.3%
- 50 to 59 – 13.4%
- 60 and over – 2.3%
- Do not know - .5%

Table Six—3: q1_32 Country of Birth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.2	.2	.2
	99 Not Stated	13	2.1	2.1	2.3
	America	8	1.3	1.3	3.5
	Antigua and Barbuda	1	.2	.2	3.7
	Bahamas, The	8	1.3	1.3	5.0
	Barbados	5	.8	.8	5.8
	Belgium	1	.2	.2	6.0
	Belize	1	.2	.2	6.1
	Burma	1	.2	.2	6.3
	Canada	11	1.8	1.8	8.1
	Chile	1	.2	.2	8.2
	China	1	.2	.2	8.4
	Colombia	1	.2	.2	8.5
	Cuba	11	1.8	1.8	10.3
	Dominica	3	.5	.5	10.8
	Dominican Republic	113	18.2	18.2	29.0
	France	2	.3	.3	29.3
	Germany	2	.3	.3	29.6
	Ghana	1	.2	.2	29.8
	Grenada	2	.3	.3	30.1
	Guyana	25	4.0	4.0	34.1
	Haiti	173	27.9	27.9	62.0
	Honduras	2	.3	.3	62.3
	India	7	1.1	1.1	63.4
	Indonesia	1	.2	.2	63.6
	Ireland	1	.2	.2	63.8
	Italy	1	.2	.2	63.9
	Jamaica	102	16.4	16.4	80.4
	Mexico	2	.3	.3	80.7
	Netherlands	1	.2	.2	80.8
	Nicaragua	1	.2	.2	81.0
	Panama	1	.2	.2	81.2
	Peru	1	.2	.2	81.3
	Philippines	51	8.2	8.2	89.5
	Saint Lucia	8	1.3	1.3	90.8
	Saint Vincent and the Grenadines	4	.6	.6	91.5
	Serbia	1	.2	.2	91.6
	South Africa	2	.3	.3	91.9
	Spain	1	.2	.2	92.1
	Suriname	1	.2	.2	92.3
	Switzerland	1	.2	.2	92.4
	Trinidad and Tobago	10	1.6	1.6	94.0
	United Kingdom	36	5.8	5.8	99.8
	Venezuela	1	.2	.2	100.0
	Total	**621**	**100.0**	**100.0**	

Table 6--3 lists the country of birth of those interviewed. The country with the largest population is Haiti, with 27.9%, followed by Dominican Republic with 18.2% and Jamaica with 16.4%.

- 99 Not Stated - .2%
- America – 2.1%
- Antigua and Barbuda - .2%
- Bahamas, The – 1.3%
- Barbados - .8%
- Belgium -.2%
- Belize - .2%
- Burma -.2%
- Canada -1.8%
- Chile- .2%
- China -.2%
- Colombia - .2%
- Cuba – 1.8%
- Dominica - .5%
- Dominican Republic – 18.2%
- France -.3 %
- Germany -.3%
- Ghana - .2%
- Grenada - .3%
- Guyana – 4.0%
- Haiti – 27.9%
- Honduras -.3%
- India -1.1%
- Indonesia - .2%
- Ireland - .2%
- Italy - .2%
- Jamaica – 16.4%
- Mexico .3%
- Netherlands - .2%
- Nicaragua - .2%
- Panama - .2%
- Peru - .2%
- Philippines – 8.2%
- Saint Lucia – 1.3%
- Saint Vincent and the Grenadines - .6%
- Serbia - .2%
- South Africa - .3%
- Spain - .2%
- Suriname - .2%
- Switzerland - .2%
- Trinidad and Tobago – 1.6%
- United Kingdom – 5.8%
- Venezuela - .2%

Those polled were of 17 known religious faiths, the largest group being the Roman Catholics with 25.6%). A sizeable percentage, 6.4%, did not indicate; 6% listed “None; and 2.6%) stated “Other.” Table 6.4 lists the various religions, as follows:

- Anglican – 2.3%
- Apostolic – 3.3%
- Baptist – 16.3%
- Church of God of Prophecy – 3.6%
- Evangelical – 2.0%
- Jehovah Witness – 2.9%
- Methodist – 2.0%
- Seventh Day Adventist – 11.2%
- New Testament Church of God -- 3.7%
- Hindu – 1.8%
- Roman Catholic – 25.6%
- Other Pentecostal – 2.8%
- Presbyterian – .3%
- Other Christian – 6.7%
- Muslim – .2%
- Rastafarian - .2%

- None – 6.0%
- Judaism - .3%
- Other – 2.6%
- Not Stated – 6.4%

Table Six—4: q1_4 Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Vali	Anglican	14	2.3	2.3	2.3
	Apostolic	20	3.2	3.3	5.5
	Baptist	100	16.1	16.3	21.8
	Church of God of Prophecy	22	3.5	3.6	25.4
	Evangelical	12	1.9	2.0	27.4
	Jehovah Witness	18	2.9	2.9	30.3
	Methodist	12	1.9	2.0	32.2
	Seventh Day Adventist	69	11.1	11.2	43.5
	New Testament Church of God	23	3.7	3.7	47.2
	Hindu	11	1.8	1.8	49.0
	Roman Catholic	157	25.3	25.6	74.6
	Other Pentecostal	17	2.7	2.8	77.4
	Presbyterian	2	.3	.3	77.7
	Other Christian	41	6.6	6.7	84.4
	Muslim	1	.2	.2	84.5
	Rastafarian	1	.2	.2	84.7
	None	37	6.0	6.0	90.7
	Judaism	2	.3	.3	91.0
	Other	16	2.6	2.6	93.6
	Not Stated	39	6.3	6.4	100.0
	Total	614	98.9	100.0	
Missing	System	7	1.1		
Total		621	100.0		

In response to the question "Previous work before coming to TCI," 55.8% answered "Yes," while 43.8% answered "No."

Table Six—5: q1_6 Previous work before coming to TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	339	54.6	55.8	55.8
	No	266	42.8	43.8	99.5
	3	3	.5	.5	100.0
	Total	608	97.9	100.0	

Missing	System	13	2.1		
Total		621	100.0		

Of those polled, below, the largest group, 46.3% were from the “City;” 21.1% claimed “Urban;” and 26.6% stated “Rural;” while 6% said “Do Not Know.”

Table Six—6: *q1_7 Home Country*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	City	254	40.9	46.3	46.3
	Urban	116	18.7	21.1	67.4
	Rural	146	23.5	26.6	94.0
	Do Not Know	33	5.3	6.0	100.0
	Total	549	88.4	100.0	
Missing	System	72	11.6		
Total		621	100.0		

English was the most popular language among those polled. Forty-nine-point seven percent (49.7%) communicate in English as their first language. Other languages are as follows:

- French – 1.6%
- Haitian Creole – 25.6%
- Other European Languages (German, Italian, Russian) – 2.1%

Table Six—7: *q1_8 Language Best Communicate*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	English	306	49.3	49.7	49.7
	French	10	1.6	1.6	51.3
	Spanish	128	20.6	20.8	72.1
	Haitian Creole	159	25.6	25.8	97.9
	Other European Languages - German Italian Russian	13	2.1	2.1	100.0
	Total	616	99.2	100.0	
Missing	System	5	.8		

Total	621	100.0		

Of the six hundred and twenty-one respondents, 41.8% were single, that is, never been married, while 32% were married and living with husband or wife.

The others polled are as follows:

- A civil partner living together but not married – 5.2%
- Married but separated from husband or wife – 12.5%
- Divorced – 4.6%
- Widowed – 1.1%
- Other – 2.8%

Table Six—8: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single, that is never been married	257	41.4	41.8	41.8
	Married and living with husband wife	197	31.7	32.0	73.8
	A civil partner living together but not married	32	5.2	5.2	79.0
	Married but separated from your husband/wife	77	12.4	12.5	91.5
	Divorced	28	4.5	4.6	96.1
	Widowed	7	1.1	1.1	97.2
	Other	17	2.7	2.8	100.0
	Total	615	99.0	100.0	
Missing	System	6	1.0		
Total		621	100.0		

African Descent Negro Black was the largest ethnic group, with 55.4%. That group was followed by the Hispanics, with 21.2%, and White Caucasian with 9.4%.

The other Ethnic Groups are as follows:

- Indigenous People - .7%
- East Indian – 4.2%
- Chinese Asian – 8.6%
- Other - .5%

Table Six—9: q1_9 Ethnic Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African Descent Negro Black	340	54.8	55.4	55.4
	Indigenous People	4	.6	.7	56.0
	East Indian	26	4.2	4.2	60.3
	Chinese_Asians	53	8.5	8.6	68.9
	White_Caucasian	58	9.3	9.4	78.3
	Hispanic	130	20.9	21.2	99.5
	Other	3	.5	.5	100.0
	Total	614	98.9	100.0	
Missing	System	7	1.1		
Total		621	100.0		

Seventy-two-point eight percent (72.8%) read and understand English, while 27.2% cannot read and understand English.

Table Six—10: Read and Understand English

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	444	71.5	72.8	72.8
	No	166	26.7	27.2	100.0
	Total	610	98.2	100.0	
Missing	System	11	1.8		
Total		621	100.0		

Analysis shows that 44.6% of those polled were very satisfied with life in TCI, and 42.5% were fairly satisfied. Eleven-point five percent (11.5%) remained neutral, while 1.5% were fairly dissatisfied.

Table Six—11: q2_1 Current Satisfaction with Life in TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	276	44.4	44.6	44.6
	Fairly satisfied	263	42.4	42.5	87.1
	Neutral	71	11.4	11.5	98.5
	Fairly dissatisfied	9	1.4	1.5	100.0
	Total	619	99.7	100.0	
Missing	System	2	.3		
Total		621	100.0		

In response to the question on satisfaction with life before coming to the TCI, 29.6% were "Fairly Satisfied." The next largest group, 24.1% remained "Neutral," while 20.2% were "Very Satisfied."

The others were as follows:

- Fairly dissatisfied – 17.0%
- Very dissatisfied – 9.2%

Table Six—12: q2_2 Satisfied with Life Before Coming to TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	125	20.1	20.2	20.2
	Fairly satisfied	183	29.5	29.6	49.8
	Neutral	149	24.0	24.1	73.8
	Fairly dissatisfied	105	16.9	17.0	90.8
	Very dissatisfied	57	9.2	9.2	100.0
	Total	619	99.7	100.0	
Missing	System	2	.3		
Total		621	100.0		

When polled as to whether the TCI has good job opportunities, 48.1% "Agree" and 27.3% "Strongly Agree". The rest were as follows:

- Neutral – 21.0%
- Disagree – 3.1%
- Strongly Disagree - .5%

Table Six—13: q2_31 Agree Disagree the TCI Has Good Job Opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	169	27.2	27.3	27.3
	Agree	298	48.0	48.1	75.4
	Neutral	130	20.9	21.0	96.4
	Disagree	19	3.1	3.1	99.5
	Strongly Disagree	3	.5	.5	100.0
	Total	619	99.7	100.0	
Missing	System	2	.3		
Total		621	100.0		

Fifty-two-point three percent (52.3%) of those polled “Agree” that the TCI has a good quality of life and another 23.1% “Strongly Agree.”

The others are as follows:

- Neutral – 22.6%
- Disagree – 1.8%
- Strongly Disagree - .2%

Table Six—14: q2_32 Agree_Disagree the TCI has a Good Quality of Life

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	143	23.0	23.1	23.1
	Agree	324	52.5	52.3	75.4
	Neutral	140	22.5	22.6	98.1
	Disagree	11	1.8	1.8	99.8
	Strongly Disagree	1	.2	.2	100.0
	Total	619	99.7	100.0	
Missing	System	2	.3		
Total		621	100.0		

In response to the question “TCI Is a Place Where I Can Utilize My Skills Qualification,” 41.4% “Agree” and 21.6% “Strongly Agree.”

The others are as follows:

- Neutral – 31.3%
- Disagree – 4.7%
- Strongly Disagree – 1.0%

Table Six—15: q2_33 Agree_Disagree TCI Is A Place Where I Can Utilize My Skills Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	133	21.4	21.6	21.6
	Agree	255	41.1	41.4	63.0
	Neutral	193	31.1	31.3	94.3
	Disagree	29	4.7	4.7	99.0
	Strongly Disagree	6	1.0	1.0	100.0
	Total	616	99.2	100.0	
Missing	System	5	.8		
Total		621	100.0		

Thirty-nine-point three percent (39.3%) of the 621 persons polled remained “Neutral” when asked if they agree or disagree that the TCI welcomes people from other countries, while 34.2% “Agreed” and 14.5% “Strongly Agreed.”

The balance are as follows:

- Disagree – 9.4%
- Strongly Disagree – 2.6%

Table Six—16: q2_34 Agree_Disagree the TCI Welcomes People from Other Countries

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	90	14.5	14.5	14.5
	Agree	212	34.1	34.2	48.8
	Neutral	243	39.1	39.3	88.0
	Disagree	58	9.3	9.4	97.4
	Strongly Disagree	16	2.6	2.6	100.0
	Total	619	99.7	100.0	

Missing	System	2	.3		
Total		621	100.0		

In response to the question "I Have a Better Quality of Life in the TCI than I had in my own Country," 37.3% agreed. Thirty-two-point six percent (32.6%) remained "Neutral," while 18.4% "Strongly Agreed."

The others were as follows:

- Disagree – 9.0%
- Strongly Disagree – 2.6%

Table Six—17: q2_35 Agree_Disagree I Have a Better Quality of Life in The TCI than I Had in my own Country

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	114	18.4	18.4	18.4
	Agree	231	37.2	37.3	55.7
	Neutral	202	32.5	32.6	88.4
	Disagree	56	9.0	9.0	97.4
	Strongly Disagree	16	2.6	2.6	100.0
	Total	619	99.7	100.0	
Missing	System	2	.3		
Total		621	100.0		

Of those polled in the survey, 47.1% remained neutral on the question of having their human rights respected in the TCI. However, 29.9% agreed while 11.3% agreed strongly that their rights were, indeed, respected.

The rest are as follows:

- Disagree – 10.8%
- Strongly Disagree - .8%

Table Six—18: q2_36 Agree_Disagree the TCI is a Place Where my Human Rights are Respected

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	70	11.3	11.3	11.3
	Agree	185	29.8	29.9	41.3
	Neutral	291	46.9	47.1	88.3
	Disagree	67	10.8	10.8	99.2
	Strongly Disagree	5	.8	.8	100.0

	Total	618	99.5	100.0	
Missing	System	3	.5		
Total		621	100.0		

To the question of how easy it is to obtain a work permit in the TCI, 34.5% remained neutral. Twenty-four-point nine percent (24.9%) disagreed that it is easy. Only 3.9% strongly agreed and 14.9% simply agreed that acquiring a work permit is easy, while 21.8% strongly disagree.

Table Six—19: q2_37 Agree_Disagree It Is Easy To Obtain A Work Permit In The TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	24	3.9	3.9	3.9
	Agree	92	14.8	14.9	18.8
	Neutral	213	34.3	34.5	53.2
	Disagree	154	24.8	24.9	78.2
	Strongly Disagree	135	21.7	21.8	100.0
	Total	618	99.5	100.0	
Missing	System	3	.5		
Total		621	100.0		

Forty-five-point two percent (45.2%) remained neutral when polled on the ease of integrating into the TCI culture. Thirty-four-point five percent (34.5%) agreed that it is easy to integrate, and 7.5% of respondents strongly agreed.

The others are as follows:

- Disagree – 11.2%
- Strongly Disagree – 1.6%

Table Six—20: q2_38 Agree_Disagree It is Easy to Integrate into the TCI Culture

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	46	7.4	7.5	7.5
	Agree	213	34.3	34.5	42.0
	Neutral	279	44.9	45.2	87.2

	Disagree	69	11.1	11.2	98.4
	Strongly Disagree	10	1.6	1.6	100.0
	Total	617	99.4	100.0	
Missing	System	4	.6		
Total		621	100.0		

Forty-eight-point one percent (48.1%) of those polled remained neutral on the issue of the current economic situation in the TCI compared to 2012. Twenty-one-point five percent (21.5%) agreed that "the economic situation in the TCI is better now than it was in 2012." Eight-point seven percent (8.7%) strongly agreed. The rest are as follows:

- Disagree – 10.7%
- Strongly Disagree – 11.0%

Table Six—21: q2_39 Agree_Disagree the Economic Situation in The TCI Is Better Now than it was in 2012

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	54	8.7	8.7	8.7
	Agree	133	21.4	21.5	30.2
	Neutral	298	48.0	48.1	78.4
	Disagree	66	10.6	10.7	89.0
	Strongly Disagree	68	11.0	11.0	100.0
	Total	619	99.7	100.0	
Missing	System	2	.3		
Total		621	100.0		

In response to the question, "Life is getting better for Foreign Workers Living in the TCI," almost half of those polled, 49.8%, were neutral. Twenty-three-point three percent (23.3%) agreed that life is getting better for foreign workers in the TCI and 4.2% strongly agreed. The rest were as follows:

- Disagree – 15.9%
- Strongly Disagree – 6.

Table Six—22: ***q2_310 Agree_Disagree Life is Getting Better for Foreign Workers Living in The TCI***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	26	4.2	4.2	4.2

	Agree	144	23.2	23.3	27.5
	Neutral	308	49.6	49.8	77.3
	Disagree	98	15.8	15.9	93.2
	Strongly Disagree	42	6.8	6.8	100.0
	Total	618	99.5	100.0	
Missing	System	3	.5		
Total		621	100.0		

On the matter of safety, below, those polled were asked if they felt safe in the TCI. Forty-one-point three percent (41.3%), remained neutral. Thirty-one percent (31.0%) agreed that they felt safe and 12.2% agreed strongly. An almost equal number, 12%, disagreed and 3.6%) disagreed strongly.

Table Six—23: q2_311 Agree_Disagree I Feel Safe In The TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	75	12.1	12.2	12.2
	Agree	191	30.8	31.0	43.1
	Neutral	255	41.1	41.3	84.4
	Disagree	74	11.9	12.0	96.4
	Strongly Disagree	22	3.5	3.6	100.0
	Total	617	99.4	100.0	
Missing	System	4	.6		
Total		621	100.0		

Only 2.6% of respondents, below, were not happy living in the Turks and Caicos Islands. However, of those polled, an overwhelming 91% reported being happy living there.

Table Six—24: q4_1 Happy Living in The Turks and Caicos Islands

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	556	89.5	91.0	91.0
	No	16	2.6	2.6	93.6
	3	39	6.3	6.4	100.0
	Total	611	98.4	100.0	
Missing	System	10	1.6		

Total		621	100.0		

Table Six—25: q2_6 Dependents Living Outside The TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	392	63.1	63.8	63.8
	No	212	34.1	34.5	98.4
	3	10	1.6	1.6	100.0
	Total	614	98.9	100.0	
Missing	System	7	1.1		
Total		621	100.0		

Of those surveyed, above, 63.8% have dependents living outside of the TCI, while 34.5% do not.

Below, only thirteen percent (13%) had dependents in a husband/wife relationship, while 49.8% of the 621 persons surveyed had dependents that are children. The other 87% and 50.2%, respectively, were "Not Used."

Table Six—26: q271 Dependents Relationship – Husband/Wife

		Frequency		Percent	Valid Percent	Cumulative Percent
Valid	Not Used	540		87.0	87.0	87.0
	Husband_wife	81		13.0	13.0	100.0
	Total	621		100.0	100.0	

Table Six—27: q273 Dependents Relationship - Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Used	312	50.2	50.2	50.2
	Children	309	49.8	49.8	100.0
	Total	621	100.0	100.0	

The highest level of formal education for 29.4% of those polled was secondary/high school, while 27.2% cited university. The others were as follows:

- Primary – 14.3%
- Trade Schools – 7.1%

- College – 16.6%
- Other - .8%
- None – 4.6%

Table Six—28: q3_1 Highest Level Of Formal Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	84	13.5	14.3	14.3
	Secondary-High School	173	27.9	29.4	43.6
	Trade School	42	6.8	7.1	50.8
	College	98	15.8	16.6	67.4
	University	160	25.8	27.2	94.6
	Other	5	.8	.8	95.4
	None	27	4.3	4.6	100.0
	Total	589	94.8	100.0	
Missing	System	32	5.2		
Total		621	100.0		

Of those surveyed, 62.5% have an occupation while 33.4% were “Ordinary Labourers” and 3.2% were not working.

Table Six—29: q3_5 Have an Occupation or Are You an Ordinary Labourer in The TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Have an occupation	372	59.9	62.5	62.5
	Ordinary Laborer	199	32.0	33.4	96.0
	Not working	19	3.1	3.2	99.2
	Other	5	.8	.8	100.0
	Total	595	95.8	100.0	
Missing	System	26	4.2		
Total		621	100.0		

Table 6.26 below lists the “First Type of Industry” in which those surveyed were involved. There were 115 different industries cited. The largest group was in Education, with 10.3%, followed by Construction of Buildings with 6.8%.

All 115) are as follows:

0150 Mixed farming - .2%

1520 Manufacture of footwear - .2%

1622 Manufacture of builders - 1.0%

1800 Printing and reproduction - .2%

2400 Manufacture of basic me - .2%

3010 Building of ships and b - .2%

3210 Manufacture of jeweller - .3%

3212 Manufacture of imitation - .2%

3314 Repair of electrical eq - .3%

3320 Installation of industry .2%

3510 Electric power generate - 1.9%

3520 Manufacture of gas; dis - .2%

3800 Waste collection, treat - .3%

3811 Collection of non-hazard - .2%

3821 Treatment and disposal - .2%

4100 Construction of building - 6.8%

4200 Civil engineering - .2%

4321 Electrical installation- .2%

4500 Wholesale and retail tr .2%

4520 Maintenance and repair - 1.0%

4530 Sale of motor vehicle p- .5%

4710 Retail sale in non-spec - .8%

4711 Retail sale in non-spec - .5%

4720 Retail sale of food, be - 1.6%

4721 Retail sale of food in - .8%

4740 Retail sale of informat - .2%

4751 Retail sale of textiles - .2%

4771 Retail sale of clothing - .2%

4781 Retail sale via stalls - .2%

4782 Retail sale via stalls - .2%

4920 Other land transport - .3%

5000 Water transport - .2%

5100 Air transport - .3%

5110 Passenger air transport - .2%

5510 Short term accommodation - 5.5%

5600 Food and beverage services - 2.7%

5610 Restaurants and mobile - .2%

5620 Event catering and other - .2%

6000 Programming and broadcasting - .2%

6209 Other information technology - .3%

6300 Information service act - .2%

6400 Financial service active - .6%

6410 Monetary intermediation - .2%

6500 Insurance, reinsurance - .2%

6600 Activities auxiliary to - 1.0%

6900 Legal and accounting ac - .5%

7200 Scientific research and - .2%

7400 Other professional, sci - .2%

7410 Specialized design acti - .2%

7420 Photographic activities - .3%

7900 Travel agency, tour ope - .5%

7911 Travel agency activities - .3%

7912 Tour operator activities - .3%

8000 Security and investigation - 1.6%

8100 Services to buildings a - .3%

8121 General cleaning of building - .3%

8129 Other building and indu - .3%

8200 Office administrative - .2%

8210 Office administrative a - .2%

8211 Combined office administration - .3%

8299 Other business support - .2%

8411 General public administration - .3%

8412 Regulation of the activities - .5%

8500 Education - 10.3%

8510 Pre-primary and primary - .2%

8520 Secondary education - 1.4%

8522 Technical and vocational - .3%

8620 Medical and dental prac - 1.1%

8700   Residential care activities - .5%

8790   Other residential care - .2%

9000   Creative, arts and ente - 1.0%

9410   Activities of business - .2%

9491   Activities of religious - .2%

9524   Repair of furniture and - .2%

9600   Other personal service - .2%

9601   Washing and (dry-) cleaning - .2%

9602   Hairdressing and other - 3.1%

9700   Activities of household - 3.4%

9800   Undifferentiated goods - .2%

A000   Agriculture, forestry a - .2%

Bakery products 1071 - .2%

Bar (Beverage serving activities - .3%

Building completion and finish - .2%

Construction of Buildings 4100 - 2.3%

Domestic Service (Activities o - 1.8%

Electric power generation, tra - .3%

F000   Construction - .3%

G000   Wholesale and retail tr - .2%

H000   Transportation and stor - .3%

Hairdressing and other beauty - 3.1%

Hotels (Short term accommodate - 2.1%

J000   Information and communication.2%

K000   Financial and insurance - 1.3%

L000   Real estate activities - .3%

M000   Professional, scientific - .2%

Maintenance and repair of moto - .5%

Medical and dental practice ac - .3%

motor vehicles repair 4520 - 1.4%

Motor vehicles Sales 4510 - .6%

P000   Education - .5%

Postal activities 5310 - .3%

Public order and safety activities - .2%

R000   Arts, entertainment and - .2%

Restaurants and mobile food se - .3%

Retail sale in non-specialized - .8%

Retail sale of Clothing 4771 - 1.0%

Retail sale of hardware, paint - .5%

Retail sale of Other goods 477 - .3%

Retail sale via stalls and mar - .3%

S000   Other service activities - .6%

Secondary Education (General) - 3.5%

Security (Private security act - .5%

Telecommunications (Cable and - .2%

Tertiary or Higher Education 8 - 2.3%

Water collection, treatment an - .6%

Table Six—30: q3_61   First Type of Industry (what Migrants did before migration to the TCI)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		70	11.3	11.3	11.3
		6	1.0	1.0	12.2
	0150 Mixed farming	1	.2	.2	12.4
	1520 Manufacture of footwear	1	.2	.2	12.6
	1622 Manufacture of builders	6	1.0	1.0	13.5
	1800 Printing and reproduction	1	.2	.2	13.7
	2400 Manufacture of basic me	1	.2	.2	13.8
	3010 Building of ships and b	1	.2	.2	14.0
	3210 Manufacture of jeweller	2	.3	.3	14.3
	3212 Manufacture of imitatio	1	.2	.2	14.5
	3314 Repair of electrical eq	2	.3	.3	14.8
	3320 Installation of industrial	1	.2	.2	15.0
	3510 Electric power generator	12	1.9	1.9	16.9
	3520 Manufacture of gas; dis	1	.2	.2	17.1
	3800 Waste collection, treat	2	.3	.3	17.4
	3811 Collection of non-hazar	1	.2	.2	17.6
	3821 Treatment and disposal	1	.2	.2	17.7
	4100 Construction of building	42	6.8	6.8	24.5
	4200 Civil engineering	1	.2	.2	24.6
	4321 Electrical installation	1	.2	.2	24.8
	4500 Wholesale and retail tr	1	.2	.2	25.0
	4520 Maintenance and repair	6	1.0	1.0	25.9
	4530 Sale of motor vehicle p	3	.5	.5	26.4
	4710 Retail sale in non-spec	5	.8	.8	27.2
	4711 Retail sale in non-spec	3	.5	.5	27.7
	4720 Retail sale of food, be	10	1.6	1.6	29.3
	4721 Retail sale of food in	5	.8	.8	30.1
	4740 Retail sale	1	.2	.2	30.3
	4751 Retail sale of textiles	1	.2	.2	30.4
	4771 Retail sale of clothing	1	.2	.2	30.6
	4781 Retail sale via stalls	1	.2	.2	30.8
	4782 Retail sale via stalls	1	.2	.2	30.9
	4920 Other land transport	2	.3	.3	31.2
	5000 Water transport	1	.2	.2	31.4

		Frequency	Percent	Valid Percent	Cumulative Percent
	5100 Air transport	2	.3	.3	31.7
	5110 Passenger air transport	1	.2	.2	31.9
	5510 Short term accommodation	34	5.5	5.5	37.4
	5600 Food and beverage services	17	2.7	2.7	40.1
	5610 Restaurants and mobile	1	.2	.2	40.3
	5620 Event catering and othe	1	.2	.2	40.4
	6000 Programming and broadcast	1	.2	.2	40.6
	6209 Other information technology	2	.3	.3	40.9
	6300 Information service act	1	.2	.2	41.1
	6400 Financial servic	4	.6	.6	41.7
	6410 Monetary intermediation	1	.2	.2	41.9
	6500 Insurance, reinsurance	1	.2	.2	42.0
	6600 Activities auxiliary to	6	1.0	1.0	43.0
	6900 Legal and accounting ac	3	.5	.5	43.5
	7200 Scientific research and	1	.2	.2	43.6
	7400 Other professional, sci	1	.2	.2	43.8
	7410 Specialized design acti	1	.2	.2	44.0
	7420 Photographic activities	2	.3	.3	44.3
	7900 Travel agency, tour ope	3	.5	.5	44.8
	7911 Travel agency activities	2	.3	.3	45.1
	7912 Tour operator activities	2	.3	.3	45.4
	8000 Security and investigation	10	1.6	1.6	47.0
	8100 Services to buildings a	2	.3	.3	47.3
	8121 General cleaning of bui	2	.3	.3	47.7
	8129 Other building and indu	2	.3	.3	48.0
	8200 Office administrative,	1	.2	.2	48.1
	8210 Office administrative a	1	.2	.2	48.3
	8211 Combined office adminis	2	.3	.3	48.6

		Frequency	Percent	Valid Percent	Cumulative Percent
	8299 Other business support	1	.2	.2	48.8
	8411 General public administ	2	.3	.3	49.1
	8412 Regulation of the activ	3	.5	.5	49.6
	8500 Education	64	10.3	10.3	59.9
	8510 Pre-primary and primary	1	.2	.2	60.1
	8520 Secondary education	9	1.4	1.4	61.5
	8522 Technical and vocationa	2	.3	.3	61.8
	8620 Medical and dental prac	7	1.1	1.1	63.0
	8700 Residential care activi	3	.5	.5	63.4
	8790 Other residential care	1	.2	.2	63.6
	9000 Creative, arts and ente	6	1.0	1.0	64.6
	9410 Activities of business,	1	.2	.2	64.7
	9491 Activities of religious	1	.2	.2	64.9
	9524 Repair of furniture and	1	.2	.2	65.1
	9600 Other personal service	1	.2	.2	65.2
	9601 Washing and (dry-) clea	1	.2	.2	65.4
	9602 Hairdressing and other	19	3.1	3.1	68.4
	9700 Activities of household	21	3.4	3.4	71.8
	9800 Undifferentiated goods-	1	.2	.2	72.0
	A000 Agriculture, forestry a	1	.2	.2	72.1
	Bakery products 1071	1	.2	.2	72.3
	Bar (Beverage serving activiti	2	.3	.3	72.6
	Building completion and finish	1	.2	.2	72.8
	Construction of Buildings 4100	14	2.3	2.3	75.0
	Domestic Service (Activities o	11	1.8	1.8	76.8
	Electric power generation, tra	2	.3	.3	77.1
	F000 Construction	2	.3	.3	77.5
	G000 Wholesale and retail tr	1	.2	.2	77.6
	H000 Transportation and stor	2	.3	.3	77.9

		Frequency	Percent	Valid Percent	Cumulative Percent
	Hairdressing and other beauty	19	3.1	3.1	81.0
	Hotels (Short term accommodation	13	2.1	2.1	83.1
	J000 Information and communi	1	.2	.2	83.3
	K000 Financial and insurance	8	1.3	1.3	84.5
	L000 Real estate activities	2	.3	.3	84.9
	M000 Professional, scientifi	1	.2	.2	85.0
	Maintenance and repair of moto	3	.5	.5	85.5
	Medical and dental practice ac	2	.3	.3	85.8
	motor vehicles repair 4520	9	1.4	1.4	87.3
	Motor vehicles Sales 4510	4	.6	.6	87.9
	P000 Education	3	.5	.5	88.4
	Postal activities 5310	2	.3	.3	88.7
	Public order and safety activi	1	.2	.2	88.9
	R000 Arts, entertainment and	1	.2	.2	89.0
	Restaurants and mobile food se	2	.3	.3	89.4
	Retail sale in non-specialized	5	.8	.8	90.2
	Retail sale of Clothing 4771	6	1.0	1.0	91.1
	Retail sale of hardware, paint	3	.5	.5	91.6
	Retail sale of Other goods 477	2	.3	.3	91.9
	Retail sale via stalls and mar	2	.3	.3	92.3
	S000 Other service activitie	4	.6	.6	92.9
	Secondary Education (General)	22	3.5	3.5	96.5
	Security (Private security act	3	.5	.5	96.9

		Frequency	Percent	Valid Percent	Cumulative Percent
	Telecommunications (Cable and	1	.2	.2	97.1
	Tertiary or Higher Education 8	14	2.3	2.3	99.4
	Water collection, treatment an	4	.6	.6	100.0
	Total	621	100.0	100.0	

Twenty-seven-point one percent (27.1%) of those surveyed had five to 10 years' experience in their industry; 23.2% had one to five years; and 17.8% had above 20 years. The others are as follows:

- Under 1 years – 4.0%
- Over 10 to 15 years – 14.1%
- Over 15 to 20 years – 13.8%

Table Six—31: q3_8 Years' Experience Do You Have In Your Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 1 year	24	3.9	4.0	4.0
	1 year to 5 years	138	22.2	23.2	27.2
	Over 5 years to 10 years	161	25.9	27.1	54.3
	Over 10 years to 15 years	84	13.5	14.1	68.4
	Over 15 years to 20 years	82	13.2	13.8	82.2
	Above 20 years	106	17.1	17.8	100.0
	Total	595	95.8	100.0	
Missing	Not Applicable	19	3.1		
	System	7	1.1		
	Total	26	4.2		
Total		621	100.0		

Of those polled, 31.9% responded that they belonged to a professional organization, while 61.4% did not.

Table Six—32: q3_10 Belong To Any Professional Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	189	30.4	31.9	31.9
	No	364	58.6	61.4	93.3
	3	40	6.4	6.7	100.0

	Total	593	95.5	100.0	
Missing	88	19	3.1		
	System	9	1.4		
	Total	28	4.5		
Total		621	100.0		

Thirty-six-point three percent (36.3%) possess international certification in their area of skill, while 63.7% had none.

Table Six—33: 3_11 International Certification In Your Skill Area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	206	33.2	36.3	36.3
	No	361	58.1	63.7	100.0
	Total	567	91.3	100.0	
Missing	Not Applicable	19	3.1		
	System	35	5.6		
	Total	54	8.7		
Total		621	100.0		

When polled as to how they found their current job, 44.2% found it through “Friends” and 21.7% through “Advertisement”. The others were as follows:

- Relatives in the TCI – 11.7%
- Employment Agency – 7.1%
- Others – 15.3%

Table Six—34: q4_6 How Did You Find Current Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Friends	269	43.3	44.2	44.2
	Relatives in the TCI	71	11.4	11.7	55.9
	Employment agency	43	6.9	7.1	63.0
	Advertisement	132	21.3	21.7	84.7
	Other	93	15.0	15.3	100.0
	Total	608	97.9	100.0	
Missing	System	13	2.1		
Total		621	100.0		

Thirty-two-point three percent (32.3%) remained neutral on the subject "All Employees are Treated Equally on the Job." While 29%) agreed, 13.5% strongly agreed. The others were as follows:

- Disagree – 19.0%
- Strongly Disagree – 6.3%

Table Six—35: q4_92 Agree_Disagree All Employees Are Treated Equally on the Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	83	13.4	13.5	13.5
	Agree	179	28.8	29.0	42.5
	Neutral	199	32.0	32.3	74.7
	Disagree	117	18.8	19.0	93.7
	Strongly Disagree	39	6.3	6.3	100.0
	Total	617	99.4	100.0	
Missing	System	4	.6		
Total		621	100.0		

Forty-one-point two percent (41.2%) of those surveyed picked "Neutral" on the question of whether their manager treats local TCI Islanders better than they. Twenty-eight-point nine percent (28.9%) disagreed and 17.9% strongly disagreed. Those who were in agreement were in the minority:

- Strongly Agree – 1.8%
- Agree – 10.2%

Table Six—36: q4_93 Agree_Disagree My Manager Treats Local TCI Islanders Better Than Me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	1.8	1.8	1.8
	Agree	63	10.1	10.2	12.0
	Neutral	254	40.9	41.2	53.2
	Disagree	178	28.7	28.9	82.1
	Strongly Disagree	110	17.7	17.9	100.0
	Total	616	99.2	100.0	
Missing	System	5	.8		
Total		621	100.0		

Forty-six-point one percent (46.1%) remained neutral as to whether "Local TCI Islanders Treat Me the Same as Other Islanders." In agreement were 25.6% of the respondents, while 16.7% disagreed. The others responded in the following ways:

- Strongly Agree – 5.4%
- Strongly Disagree – 6.2%

Table Six—37: q4_94 Agree_Disagree   Local TCI Islanders Treat Me The Same As Other Islanders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	5.3	5.4	5.4
	Agree	158	25.4	25.6	31.0
	Neutral	284	45.7	46.1	77.1
	Disagree	103	16.6	16.7	93.8
	Strongly Disagree	38	6.1	6.2	100.0
	Total	616	99.2	100.0	
Missing	System	5	.8		
Total		621	100.0		

As to whether "My Consulate or Embassy Provides the Support Needed to Live Comfortably in the TCI," 63.5% remained neutral. Twelve-point three percent (12.3%) agreed, while 11.0% disagreed. The rest were as follows:

- Strongly Agree – 2.1%
- Strongly Disagree – 11%

Table Six—38: q4_95 Agree_Disagree My Consulate Or Embassy Provide The Support Needed To Live Comfortably In The TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	2.1	2.1	2.1
	Agree	75	12.1	12.3	14.4
	Neutral	387	62.3	63.5	78.0
	Disagree	67	10.8	11.0	89.0
	Strongly Disagree	67	10.8	11.0	100.0
	Total	609	98.1	100.0	

Missing	System	12	1.9		
Total		621	100.0		

Forty-two-point nine percent (42.9%) of those polled remained neutral on the issue of being "Comfortable Expressing My Feelings and Opinions On the Job". Thirty-four-point nine percent (34.9%) agreed and 11.0% strongly agreed. The rest disagreed, 8.4%, or strongly disagreed – 2.8%.

Table Six—39: q4_96 Agree_Disagree I Am Comfortable Expressing My Feelings and Opinions on the Job

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Strongly Agree	68	11.0	11.0	11.0
	Agree	215	34.6	34.9	45.9
	Neutral	264	42.5	42.9	88.8
	Disagree	52	8.4	8.4	97.2
	Strongly Disagree	17	2.7	2.8	100.0
	Total	616	99.2	100.0	
Missing	System	5	.8		
Total		621	100.0		

On the issue of discrimination on the job because of migrant status, only 3.3% strongly agreed and 7.5% agreed. The others are as follows:

- Neutral – 44.1%
- Disagree – 30.0%
- Strongly Disagree – 15.1%

Table Six—40: q4_97 Agree_Disagree I Feel Discriminated on the Job Because of my Migrant Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	20	3.2	3.3	3.3
	Agree	46	7.4	7.5	10.7
	Neutral	271	43.6	44.1	54.9
	Disagree	184	29.6	30.0	84.9
	Strongly Disagree	93	15.0	15.1	100.0
	Total	614	98.9	100.0	
Missing	System	7	1.1		
Total		621	100.0		

Twenty-two-point nine percent (22.9%) agreed to "getting support from [their] HR Department." Four-point four percent (4.4%) strongly agreed, while 61.6% remained neutral. The others disagreed, 7.8%, and strongly disagreed – 3.3%.

Table Six—41: q4_98 Agree_Disagree I Get Support From My HR Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	4.3	4.4	4.4
	Agree	141	22.7	22.9	27.3
	Neutral	379	61.0	61.6	88.9
	Disagree	48	7.7	7.8	96.7
	Strongly Disagree	20	3.2	3.3	100.0
	Total	615	99.0	100.0	
Missing	System	6	1.0		
Total		621	100.0		

Six-point eight percent (6.8%) strongly agreed that "Labour Issues Are Resolved Easily on My Job." In agreement was 24.1%. Meanwhile, 64.2% remained neutral; 4.6% disagreed; and 3.3% strongly disagreed.

Table Six—42: q4_99 Agree_Disagree Labour Issues Are Resolved Easily On My Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	42	6.8	6.8	6.8
	Agree	148	23.8	24.1	30.9
	Neutral	376	60.5	61.2	92.2
	Disagree	28	4.5	4.6	96.7
	Strongly Disagree	20	3.2	3.3	100.0
	Total	614	98.9	100.0	
Missing	System	7	1.1		
Total		621	100.0		

- Seventy-one percent (71%) remained neutral on the subject of getting "support From the Labour Department with respect to my labour issues." Fifteen-point nine percent (15.9%) agreed and 4.1% strongly agreed. The other respondents either disagreed, 5.2%, or strongly disagreed – 3.8%.

Table Six—43: q4_910 Agree_Disagree I Get Support From the Labour Department with Respect to my Labour Issues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	4.0	4.1	4.1
	Agree	97	15.6	15.9	20.0
	Neutral	433	69.7	71.0	91.0
	Disagree	32	5.2	5.2	96.2
	Strongly Disagree	23	3.7	3.8	100.0
	Total	610	98.2	100.0	
Missing	System	11	1.8		
Total		621	100.0		

Sixty-three percent (63.0%) of those polled were neutral when asked "If Trade Unions Were Involved, TCI Employment Issues Would be Settled Easier." Twenty-point six percent (20.6%) agreed and 8.3% strongly agreed. Four-point Six percent (4.6%) disagreed, while 3.6% strongly disagreed.

Table Six—44: q4_911 Agree_Disagree If Trade Unions Were Involved, TCI Employment Issues Would be Settled Easier

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	51	8.2	8.3	8.3
	Agree	126	20.3	20.6	28.9
	Neutral	386	62.2	63.0	91.8
	Disagree	28	4.5	4.6	96.4
	Strongly Disagree	22	3.5	3.6	100.0
	Total	613	98.7	100.0	
Missing	System	8	1.3		
Total		621	100.0		

Ten-point four percent (10.4%) of those polled strongly agreed that "Access to Credit Would be Easier If There Were Credit Unions." Twenty-one-point two percent (21.2%) simply agreed, while 62.5% remained neutral, 3.9% disagreed and 2.0% strongly disagreed.

Table Six—45: q4_912 Agree_Disagree Access To Credit Would Be Easier If There Were Credit Unions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	64	10.3	10.4	10.4
	Agree	130	20.9	21.2	31.6
	Neutral	384	61.8	62.5	94.1
	Disagree	24	3.9	3.9	98.0
	Strongly Disagree	12	1.9	2.0	100.0
	Total	614	98.9	100.0	
Missing	System	7	1.1		
Total		621	100.0		

Forty-point three percent (40.3%) strongly agreed that "Getting to and from Work Would be Easier if there was a Public Transport System," and 28.5% agreed. Only .3% strongly disagreed. The rest merely disagreed – 4.1% – or were neutral, 26.8%.

Table Six—46: q4_913 Agree_Disagree   Getting To And From Work Would Be Easier If There Was A Public Transport System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	248	39.9	40.3	40.3
	Agree	175	28.2	28.5	68.8
	Neutral	165	26.6	26.8	95.6
	Disagree	25	4.0	4.1	99.7
	Strongly Disagree	2	.3	.3	100.0
	Total	615	99.0	100.0	
Missing	System	6	1.0		
Total		621	100.0		

Only 3.1% of those surveyed strongly agreed that "the Government is providing the required support for immigrants to work in the TCI." Fifteen-point three percent (15.3%) agreed, while 65.7% remained neutral. The rest were as follows:

- Disagree - 10.6%
- Strongly Disagree – 5.4%

Table Six—47: q4_914 Agree_Disagree The Government is Providing the Required Support for Immigrants to Work in The TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	19	3.1	3.1	3.1
	Agree	94	15.1	15.3	18.3
	Neutral	405	65.2	65.7	84.1
	Disagree	65	10.5	10.6	94.6
	Strongly Disagree	33	5.3	5.4	100.0
	Total	616	99.2	100.0	
Missing	System	5	.8		
Total		621	100.0		

A mere .8% of those polled strongly agreed that "TCI Islanders work harder than migrant workers on the job." Four-point three percent (4.3%) agreed and 42.6% were neutral. The rest were as follows:

- Disagree – 21.6%
- Strongly Disagree – 30.8%

Table Six—48: q4_915 Agree_Disagree TCI Islanders Work Harder than Migrant Workers on the Job

		Frequency	Percent	**Valid Percent**	Cumulative Percent
Valid	Strongly Agree	5	.8	**.8**	.8
	Agree	26	4.2	**4.3**	5.1
	Neutral	260	41.9	**42.6**	47.6
	Disagree	132	21.3	**21.6**	69.2
	Strongly Disagree	188	30.3	**30.8**	100.0
	Total	611	98.4	**100.0**	
Missing	System	10	1.6		
Total		621	100.0		

Twenty-seven-point eight percent (27.8%) responded "None" when asked what "process have you taken to resolve labour issues." Fifty-seven-point eight percent (57.8%) responded "Not Applicable," while 9.3% "Report the Matter to HR." The others were as follows:

- Report the Issue to the Labour Tribunal Department – 2.5%
- Report the Matter to My Consulate – 1.1%
- Other – 1.5%

Table Six—49: q4_10 Process Have You Taken To Resolve Labour Issues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	170	27.4	27.8	27.8
	Report to the matter to HR	57	9.2	9.3	37.1
	Report the issue to the Labour Tribunal Department	15	2.4	2.5	39.5
	Report the matter to my Consulate	7	1.1	1.1	40.7
	Other	9	1.4	1.5	42.2
	Not applicable	354	57.0	57.8	100.0
	Total	612	98.6	100.0	
Missing	System	9	1.4		
Total		621	100.0		

One percent (1%) responded “Labour Department” to the question of what “process have you taken to resolve labour issues – Other”. Three-point nine percent (3.9%) were “Not Stated”.

Table Six—50: q4_10o Process Have You Taken To Resolve Labour Issues - Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		591	95.2	95.2	95.2
	1 Labor department	6	1.0	1.0	96.1
	99 Not Stated	24	3.9	3.9	100.0
	Total	621	100.0	100.0	

In response to the question on whether they were “Satisfied With Your Monthly Remuneration,” 57.4% said “Yes,” while 30.3% said “No.” Two-point nine percent (2.9%) of those polled were “Not Working” and 9.3% said “Not Applicable.”

Table Six—51: q5_1   Satisfied With Your Monthly Remuneration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	351	56.5	57.4	57.4
	No	185	29.8	30.3	87.7
	Not working	18	2.9	2.9	90.7
	Not Applicable	57	9.2	9.3	100.0

	Total	611	98.4	100.0	
Missing	System	10	1.6		
Total		621	100.0		

On the issue of income earned in the TCI compared to their home country, 78.6% of those polled responded “Yes”, they earn more, while 14.9% said “No.” Six-point five percent (6.5%) responded “Not Working.”

Table Six—52: q5_2 Earn More Income In The TCI Than You Earned in your Home Country

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	475	76.5	78.6	78.6
	No	90	14.5	14.9	93.5
	Not working	39	6.3	6.5	100.0
	Total	604	97.3	100.0	
Missing	System	17	2.7		
Total		621	100.0		

Forty-seven-point nine percent (47.9%) responded, “Under 1000” to the question of “Average Monthly Income in Your Home Country in US$,” and 12.9% said “1000 to 1999.” The others were as follows:

- 2000 to 2999 – 3.8%
- 3000 to 3999 – 3.6%
- 4000 to 4999 – 3.0%
- 5000 to 5999 – 2.0%
- 6000 to 6999 – 3.0%
- Not Applicable – 23.9%

Table Six—53: q5_3 Average Monthly Income in your Home Country in US Dollars

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 1000	291	46.9	47.9	47.9

	1000 to 1999	78	12.6	12.9	60.8
	2000 to 2999	23	3.7	3.8	64.6
	3000 to 39999	22	3.5	3.6	68.2
	4000 to 4999	18	2.9	3.0	71.2
	5000 to 5999	12	1.9	2.0	73.1
	6000 and above	18	2.9	3.0	76.1
	Not applicable	145	23.3	23.9	100.0
	Total	607	97.7	100.0	
Missing	System	14	2.3		
Total		621	100.0		

Thirty-nine-point nine percent (39.9%) responded that their "current monthly wage in the TCI" is between US$ 1000 to $1999 and 20.5% stated between US$2000 to 2999. The others were as follows:

- Under 1000 – 11.8%
- 3000 to 3999 – 6.7%
- 4000 to 4999 – 6.2%
- 5000 to 5999 – 1.5%
- 6000 and above - 3.1%
- Not Applicable – 10.2%

Table Six—54: q5_4 Current Monthly Wage In The TCI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 1000	72	11.6	11.8	11.8
	1000 to 1999	243	39.1	39.9	51.7
	2000 to 2999	125	20.1	20.5	72.2
	3000 to 39999	41	6.6	6.7	79.0
	4000 to 4999	38	6.1	6.2	85.2
	5000 to 5999	9	1.4	1.5	86.7
	6000 and above	19	3.1	3.1	89.8
	Not applicable	62	10.0	10.2	100.0
	Total	609	98.1	100.0	
Missing	System	12	1.9		
Total		621	100.0		

Forty-eight-point three percent (48.3%) receive wages weekly, while 40.8% receive wages monthly. Two-point three percent (2.3%) receive daily wages; 1.3 are paid "occasionally;" and 7.4% ticked "Not Applicable."

Table Six—55: q5_5   Often Do You Receive Your Wages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	13	2.1	2.3	2.3
	Weekly	269	43.3	48.3	50.6
	Monthly	227	36.6	40.8	91.4
	Occasionally	7	1.1	1.3	92.6
	None applicable	41	6.6	7.4	100.0
	Total	557	89.7	100.0	
Missing	System	64	10.3		
Total		621	100.0		

In response to the remittance of "Funds to Family and Friends Abroad," 36.2% said, "More than Once Per Month," and 33.4%)said, "Once per Month." The others are as follows:

- Never – 8%
- Once within the last five years - 3.1%
- Not Applicable – 19.4%

Table Six—56: q5_6   Often Do You Send Funds To Family And Friends Abroad

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	49	7.9	8.0	8.0
	Once per month	205	33.0	33.4	41.4
	More than once per month	222	35.7	36.2	77.5
	Only once within the last five years	19	3.1	3.1	80.6
	None applicable	119	19.2	19.4	100.0
	Total	614	98.9	100.0	
Missing	System	7	1.1		
Total		621	100.0		

Fifty-two-point two percent (52.2%) of those polled "never" receive funds from abroad, while 38.1% responded "Not Applicable." The others responded as follows:

- Once per Month – 3.1%
- More the once per Month - .8%
- Once within the last five Years – 5.7%

Table Six—57: q5_7   Often Do You Receive Funds From Abroad

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	318	51.2	52.2	52.2
	Once per month	19	3.1	3.1	55.3
	More than once per month	5	.8	.8	56.2
	One the once within the last five years	35	5.6	5.7	61.9
	None applicable	232	37.4	38.1	100.0
	Total	609	98.1	100.0	
Missing	System	12	1.9		
Total		621	100.0		

Chapter Seven

Results of the TCI Opinion Survey

7.1. Psychological Well-being of Migrants in the Turks and Caicos Islands

Summary of Polling

Attaining well-being has been the concern of philosophers since the days of Confucius, Socrates, and Epicurus, and in many respects, it is the essence of human existence. In recent years, the study of happiness and well-being has moved from the realm of philosophy into mainstream science. There has been a cumulative body of research into what contributes to the quality of life and the existence of the human experience. This has enabled a new understanding of the phycological factors that influence and constitute well-being.

The science of “subjective well-being” suggests that, as well as experiencing good feelings, people need to experience a sense of individual vitality and individual identity. In addition, people need to undertake activities which are meaningful, engaging, and which make them feel competent, loved and autonomous. It is also crucial that people feel a sense of relatedness to others. The degree to which they have supportive relationships and a sense of connection with others forms a vital aspect of well-being.

This chapter seeks to determine the well-being of individuals living in the TCI and how this impacts on their ability to actively contribute to the socio-economic development of the country and their families. With regard to the satisfaction levels, 88 percent of those surveyed expressed that they were either very satisfied or fairly satisfied living in the Turks and Caicos. Figure 7.1 shows the satisfaction levels of working migrants living in the Turks and Caicos.

Satisfaction Levels of Working Migrants

Figure Seven.1: Satisfaction Levels of Workers

Polling for the Well-being Study

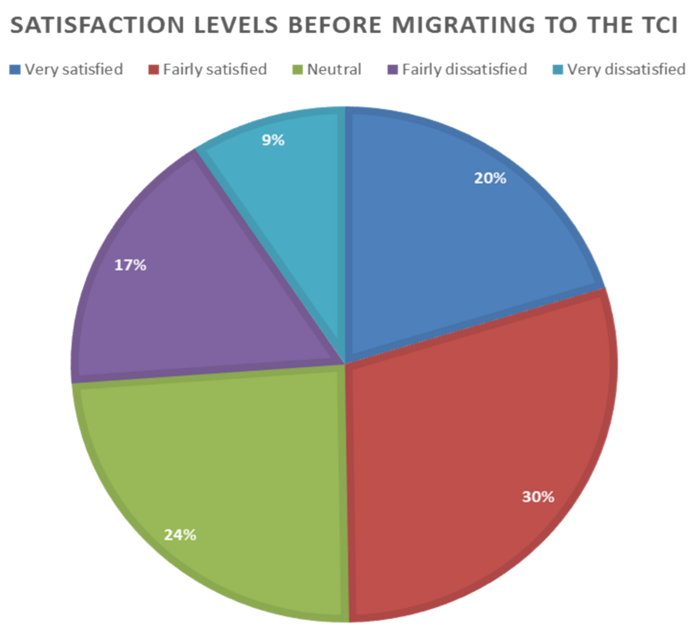
The TCI National Skills Audit began the task of conducting polling in the TCI from May 2016 through February 2017. The poll was conducted throughout the populated islands of the TCI and in the home countries of some of the migrant populations (Haiti, Jamaica, Honduras, Philippines, Canada, USA). A total of 6,334 adults, including 1,282 first-generation migrants and 1,236 Belongers, including children, and 344 short-term visitors to the TCI were involved in the exercise.

The polling system weighed the physiological well-being of individuals by asking them about objective elements of their lives, such as: Nutrition, Safety, Shelter, Employment, Life Satisfaction, Positive and Negative Emotions, Corruption, Bribery, Migration, Work Permits, Illegal Immigration and other issues related to their specific situation. In addition to enquiring about these emotions, the survey also explored what migrants had gained or lost by migrating to the TCI, compared with their well-being if they had stayed in their home country.

The data has shown that whether migration improves the physiological well-being of a migrant will depend on a number of variables, such as the country of origin of the migrant, their education level, the type of financial resources they possess, their family structure, ethnic background and marital status.

Figure 7.2 shows that Thirty Seven percent of individuals expressed that they were dissatisfied or very dissatisfied with their lives before migrating to the Turks and Caicos Islands.

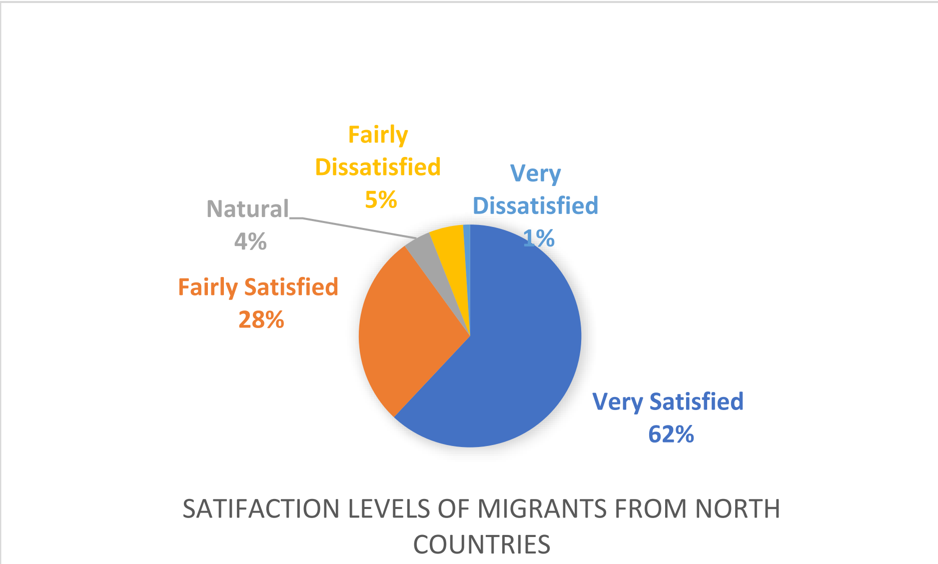
Figure Seven.2: Satisfaction Levels of the Well-being of Migrants before Moving to the TCI



Source (TCINSA, 2016)

Migrants moving from the North countries to the TCI have the best experience. These migrants have the most positive mental attitudes and well-being to such issues as life satisfaction, emotional positivity, financial security, personal safety, community attachment and health.

Figure Seven.3: Satisfaction Levels of the Well-being of Persons from Developed Countries Living in the TCI



Source TCINSA: (2016)

By contrast, migrants from South countries such as Haiti, Nicaragua, Honduras, or the Dominican Republic appear to face more significant negative encounters. They are the least optimistic about their lives and find it difficult to achieve a satisfactory standard of living. In addition, 83% of them rent, rather than own, their homes. Furthermore, the reason they migrated was mainly due to financial opportunities; however, personal safety was also a concern. Such migrants tend to lack confidence in some of the institutions of the TCI, including the Immigration Department, the Department of Employment and, to a lesser extent, the Police.

Migrants coming from other places, including the CARICOM member-states and other Commonwealth countries, expressed mixed reactions. Most of them came to the TCI for financial reasons and have more economic and education bargaining powers than those coming from the South countries.

The native born of migrants from both developed and developing countries expressed a higher sense of well-being than their parents and, on average, were more financially astute. Furthermore, they understood the English language very well and many were fluent in at least three languages.

Profile of Migrants Surveyed

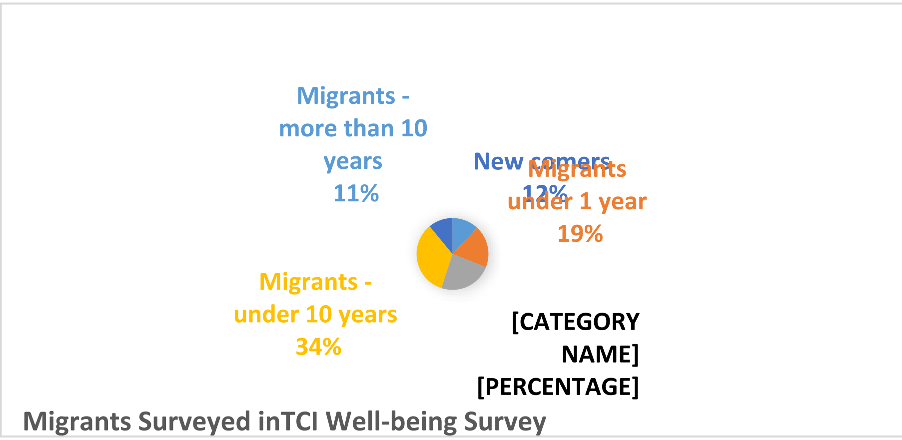
The TCI National Skills Survey revealed that there were over 91 different nationalities living in the Turks and Caicos Islands. From these nationalities, there are eight countries/regions that make up the largest percentage of workers and their families: Haiti, Jamaica, The Dominican Republic, The Philippines, CARICOM Countries, The U.K., The United States and Canada. Eighty five percent (85%) of the polling involved persons from these countries. Migrants and their families from eight of these countries took part in the Survey. The profile of these migrants was as follows:

Classification of Migrants Interviewed
Migrants under one year
Migrants- under five years
Migrants - under 10 years
Migrants - more than ten years but without Belonger Status
Children of Migrants
Undocumented Migrants
Persons living in the TCI without employment status
Persons legally entitled to live in the TCI without employment status
Family and relatives of Migrants not living in the TCI

Migrant Duration in the TCI

The migrants were divided into four categories: those who were in the TCI for more than 10 years; those who were in the country for less than 10 but longer that five years; those who were in the TCI for less than five years but more than one year; and newcomers.

Figure Seven.4: Percentage of Migrants Surveyed in the TCI Well-being Survey

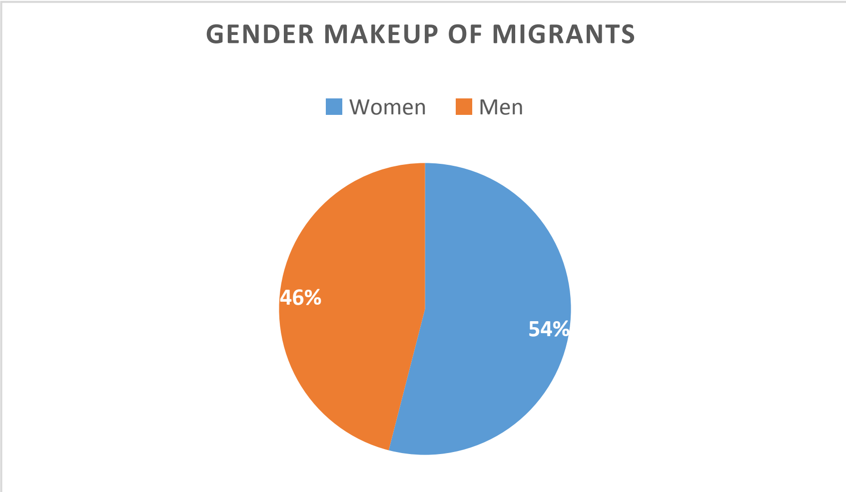


Source: TCINSA 2016

Gender/Sex

In general, sex or gender did not play a factor in the Survey; however, there were a few migrants who were identified as being of alternative lifestyle and of different sexual orientation than the general public. This did not affect the outcome of the survey.

Figure Seven.5: Gender Makeup of Migrants



Source: TCINSA, 2016

Age

Persons living in the TCI under one to five years tend to be younger than migrants who were living in the TCI for more than five years. Seventy-seven percent (77%) of those surveyed were under 50 years of age.

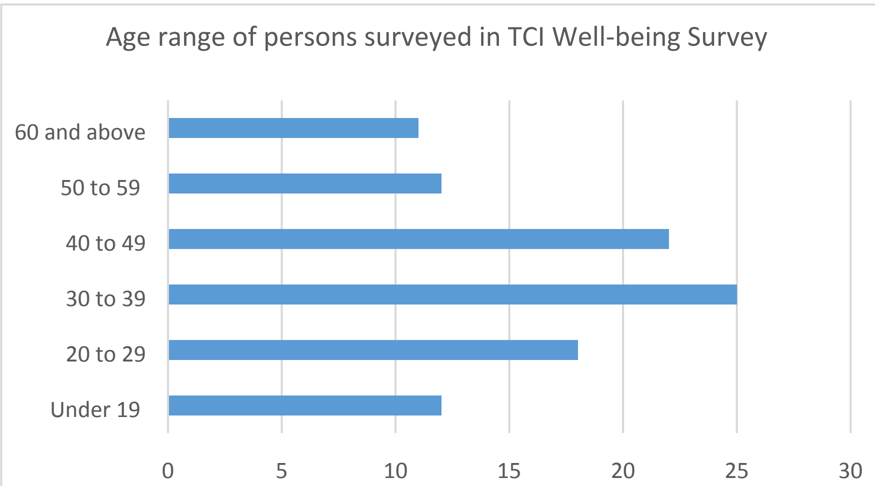


Figure Seven.6: Age Range of Persons Surveyed in TCI Well-being Survey

Education

Education did not play a major factor in the Survey; however, in general, women were more academically qualified than men. The trend was the same with local TCI Islanders.

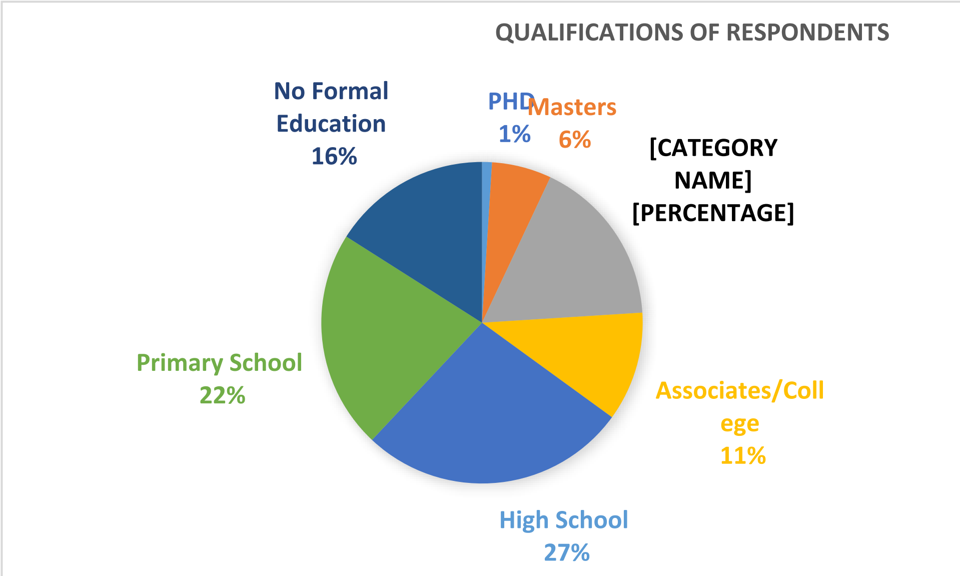


Figure Seven.3: Qualifications of Respondents
Source TCI National Skills Audit, (2016)

With regard to the qualifications of the local TCI islanders who participated in the Survey, it was noted that a higher percentage of women had Bachelor's degrees than men, and women were more likely to stay or return to the TCI after graduation from tertiary studies.

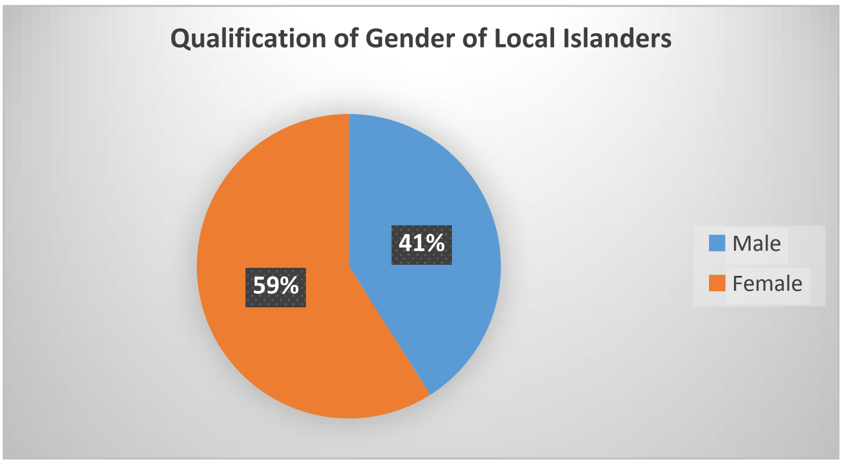


Figure Seven.4: Qualification by Gender Makeup of Local TCI Islanders

With regard to the migrant workers, the ratio was closer to even, 51:49%. However, migrant men had a higher percentage of Master's degrees than migrant women.

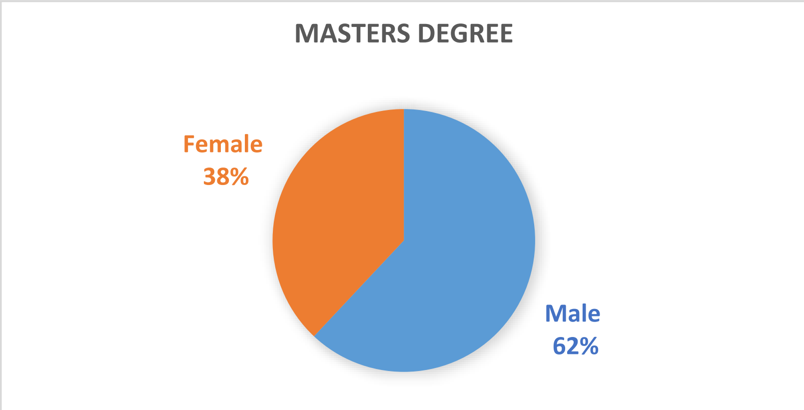


Figure Seven.5: Qualification of Migrant Men in the TCI
Source: TCINSA 2016

Methodology

The approach and methodology used in the Survey were similar to the standardized polling survey. The matrices for these types of methodology were taken from Daniel Kahneman and University of Illinois Psychology Professor Ed Diener. The concept for the framework was taken from the World Migration Report 2013.

The results were analyzed under four broad areas:

1. Firstly, by comparing migrants based on their country of origin or residency and that of other family members of residence who did not migrate to the TCI;
2. By comparing migrants' lives in the TCI;
3. By comparing the children of migrants born in TCI or who came into the TCI at an early age;
4. By comparing the children of migrants who remain in their country of origin.

Benchmark of Well-being

The migrants' lives and those of their associates were analyzed by using the five well-being benchmarks, which are:

a) FINANCIAL WELL-BEING
b) CAREER WELL-BEING
c) COMMUNITY WELL-BEING

d) Social well-being
e) Physical well-being

7.2. Financial well-being

Financial well-being focuses on the research findings of how people with varying degrees of financial well-being are satisfied with their standard of living and are able to achieve a certain level of financial independence and security. The research looked at the personal economic situation of migrants and their immediate families and the situation of the communities in which they live. A series of subjective socio-economic data and means testing was applied, using factors such as income, number of family members, and whether migrants in the TCI were the major income-earners for the family.

Almost all migrants (89%) living in the TCI have experienced an improvement in their financial well-being by working in the TCI.

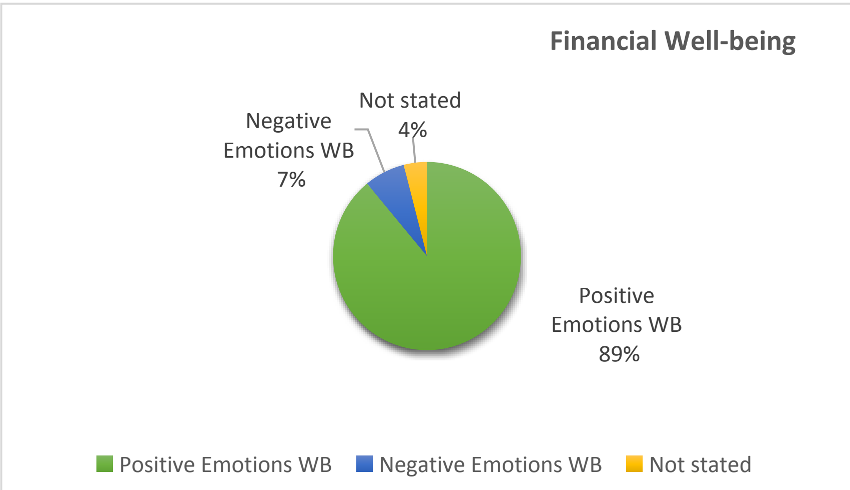


Figure Seven.6: Financial Well-being of Migrants Working in the TCI

7.3. Career well-being

According to Gallop (2013), a career is one of the most essential of the five aspects of well-being. Research has shown that without it, the odds of having a high degree of physiological satisfaction in the other areas of one's life decreases. People with a high level of career well-being are more than twice as likely to evaluate their lives at the highest level possible.

The research conducted in the TCI examined the migrants' employment status; challenges with the Labour Department and work permit; their views about their own job situation; perceptions of entrepreneurship; and potential obstacles to business creation.

The results of this research were mixed, since, while over 50% of persons interviewed felt fulfilled by working in the TCI, 72% of them expressed dissatisfaction with the security of their employment. Many of them felt that the application and renewal process of applying for work permits was very "frustrating" and "needs immediate attention."

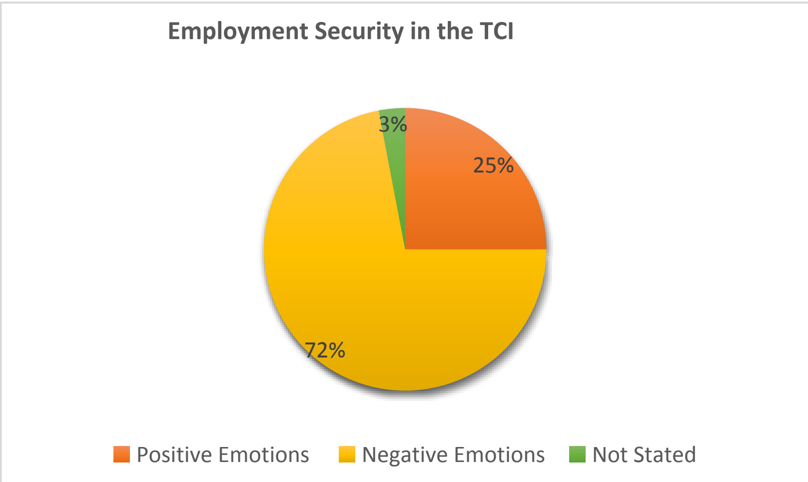


Figure Seven.7: Employment Security Well-being in the TCI
Source: TCINSA, 2016

7.4. COMMUNITY WELL-BEING

Community well-being refers to the migrants' perception of their personal safety; their confidence in national institutions; their view of the existence of corruption in business and government; their civic engagement; their community attachment; and their perceptions of diversity. People with a high degree of community well-being feel safe and secure where they live and exhibit confidence in their institutions.

Seventy-seven percent (77%) of those surveyed expressed that they felt safer in the TCI than in their country of origin and, by living in the TCI, they felt a sense of community involvement. Many of them attend church regularly and are members of their local national/country community group in the TCI; for example, the Guyanese Association, the Grenadian Association and the English Association, which meet regularly on Saturdays.

The results show that 61 percent of respondents expressed a positive community well-being living in the TCI.

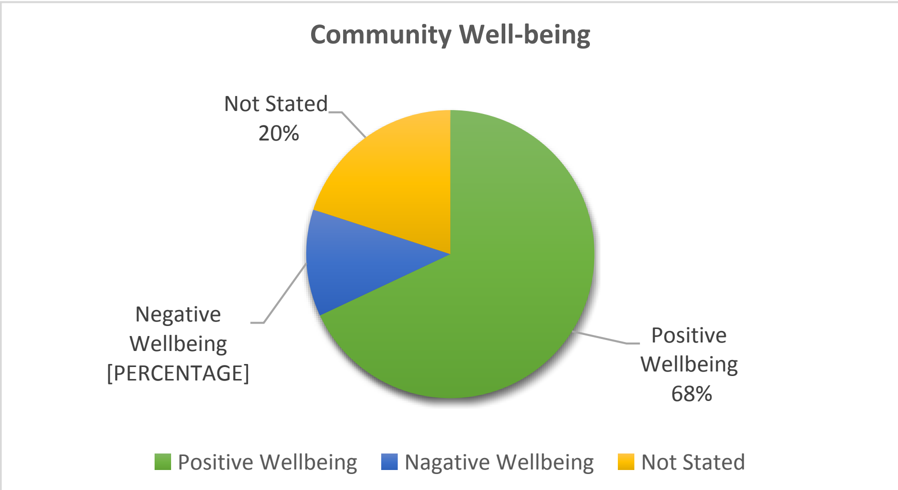


Figure Seven.8: Satisfaction levels of community Well-being in the TCI

7.5. Social Well-being

People with a high degree of social well-being are surrounded by others who support their development and growth. The researchers assessed the participants' social support network system and their opportunities to make friends in the city or area where they live.

Ninety-five percent (95%) of persons surveyed expressed that they have built a strong social network with friends, co-workers, church and community members. Sixteen percent (16%) of respondents expressed that their family's lives became better by moving to the TCI. Men tended to have a higher social and recreational life than women living in the TCI.

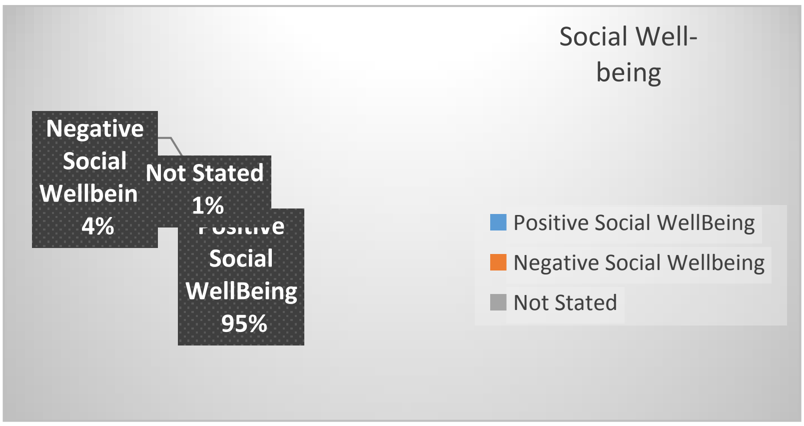


Figure Seven.9: The rate of Positive Social Well-being of Living and Working in the TCI

7.6. PHYSICAL WELL-BEING

According to two psychology experts, people with a high level of physical well-being manage their health effectively (Rath and Harter, 2010). In this study, physical well-being is measured by studying people's perceptions of their own personal health and measure of satisfaction with their access to good-quality health care and their likelihood of having health or medical insurance.

7.7. SUMMARY OF FINDINGS

The results show that migrants from settlement countries rate their lives in the TCI similar to the one they had in their country of origin. In addition, they are more optimistic about the future than migrants from other nationalities and including local TCI Islanders; they express high levels of other positive emotions. Persons migrating from South countries, even though they feel they are better off financially in the TCI, do not express high levels of positive emotions like those from the North countries.

Migrants from the North rate their lives better than local TCI Islanders, in terms of the positive emotions, such as financial, social, physical, and community well-being. Migrants from the South countries also express their lives as being better than those of their counterparts who remain in the country of origin. Migrants from the OECS and other CARICOM countries expressed mixed feelings with regard to the levels of positive emotions received from living and working in the Turks and Caicos. Over 60 of the children surveyed also expressed positive emotions from living in the TCI.

Hierarchy of Well-being in the TCI

The research has shown that the main reason migrants go to the TCI is to fulfill Financial Well-being. Once this is completed they move on to satisfying other desires, such as Career, Social and Community Well-being.

Figure Seven.10: Hierarchy of Well-being in the TCI

Response by Migrants to Perception of TCI Survey

The surveys conducted by the Consultants gauged the perceptions levels of many current topics affecting migrants living in the TCI and the economic performance of the country. Many responses were guarded, with people preferring to be neutral, possibly out of fear, and as such would not give their opinion publicly.

It was observed that women, similar to other countries with high migration rates, had a more positive outlook of the country than their male TCI counterparts.

Table Seven—1: Perception of conditions in the TCI

Perception of conditions in the TCI	Yes Values Yes	Yes Values No	Not stated	Total	Male	Female
Do you believe that things are getting better economically in the TCI?	94	77	139	310	33	61
Do you believe that the economy has improved from 2012 to 2016?	72	48	190	310	24	48
Do you believe that your life has improved economically over the last four years?	27	163	120	310	11	16
Do you believe that the Government should make the procedures easier for migrants to live in the TCI?	18	177	115	310	11	7
Do you believe that the Government should encourage more direct foreign investment in the TCI?	45	12	253	310	21	24
Do you believe that the TCI Government should make it easier for highly skilled professional workers and their families to live in the TCI?	54	5	251	310	25	29

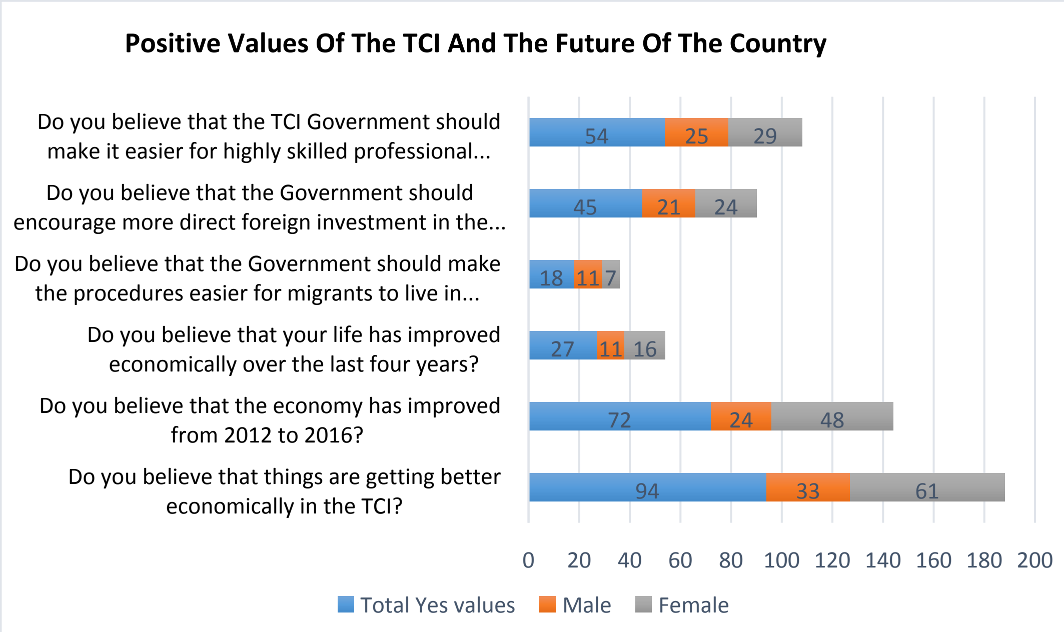


Figure Seven.11: Positive Values of the TCI and the Future of the Country

Results of Perception Survey Results

In addition to the Well-being Survey, the consultant conducted an opinion survey as a guide to gauge the socio-economic, political and other issues that migrants experience in the country and what impact these have on them as a whole. In this survey, 3,214 persons, ranging in age from 10 to 78 years of age, were interviewed. The results indicated that 53% of the respondents were female and 47% were male. The highest percentage age range came from persons between the ages of 15 to 24 years old

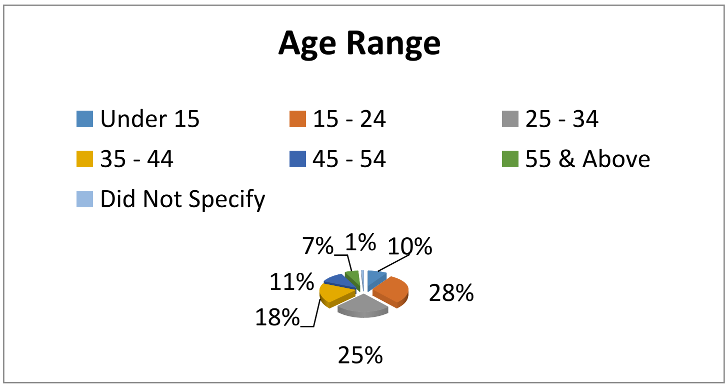


Figure Seven.12: Age range of persons in the TCI Opinion Survey

Employment

With regard to employment, 32% of the respondents came from the private sector, while 13% came from the Government sector.

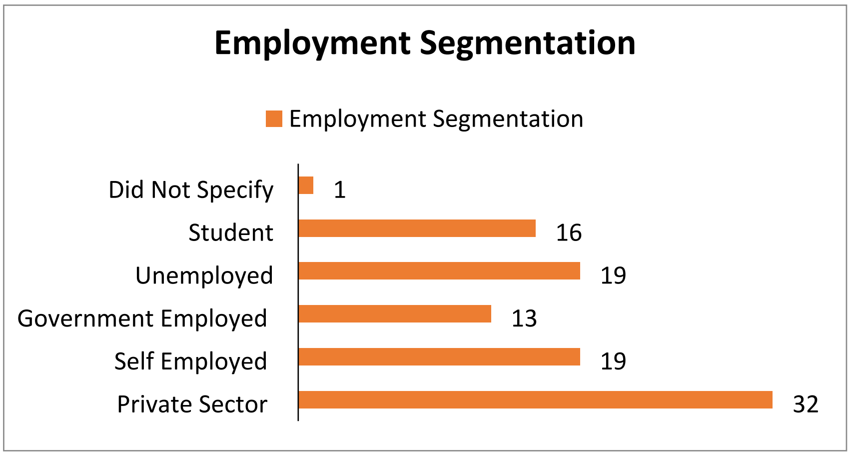


Figure Seven.13: Employment Segmentation

Education Qualification

The results show that persons with high school education (27%) had the greatest participation rate, while persons with doctorates had the lowest percentage (1%).

QUALIFICATIONS	%
PHD	1
Masters	6
Bachelors	17
Associates/College	11
High School	27
Primary School	22
No Formal Education	16

Table Seven—2: Education qualification

Mother Tongue

Sixty-eight percent (68%) of persons interviewed claimed that English was their mother tongue; however, over 33% of all those who were interviewed stated that they had a very good understanding of Spanish or Haitian Creole.

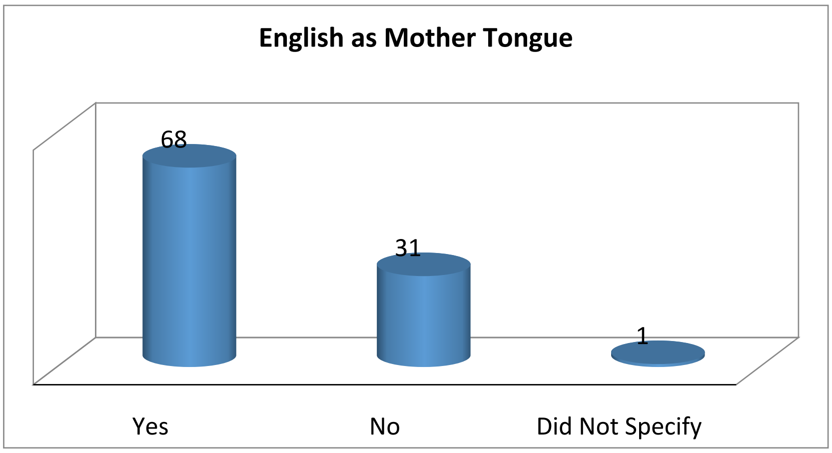


Figure Seven.14: English as Mother Tongue

Location of the Opinion Poll:

The poll was conducted in all eight islands of the Turks and Caicos, with the majority of the respondents from the island of Providenciales.

Turks & Caicos	%
Providenciales	88
Grand Turk	7
South Caicos	2
North Caicos	1
Middle Caicos	1
Salt Cay	1
Did Not Specify	0

Table Seven—3: Location of Persons in the Survey

Immigration Status and Undocumented Migrants

With regard to immigration status, the majority of persons interviewed were documented individuals, while only 14% of the respondents were undocumented.

Immigration Status	%
Documented	86
Undocumented Migrants	14
Total	**100.00**

Table Seven—4: Immigration Status

A further analysis was done on undocumented migrants and it was observed that 73% of the undocumented migrants came from Haiti. However, there were undocumented migrants from more than 16 other countries, including, Cuba, Nicaragua, Venezuela, The Philippines, Peru, Honduras, Mexico and even the USA. In addition, it was discovered there were undocumented workers who came into the TCI via unauthorised boats from Cuba, Dominican Republic, and a few of the other Latin American countries.

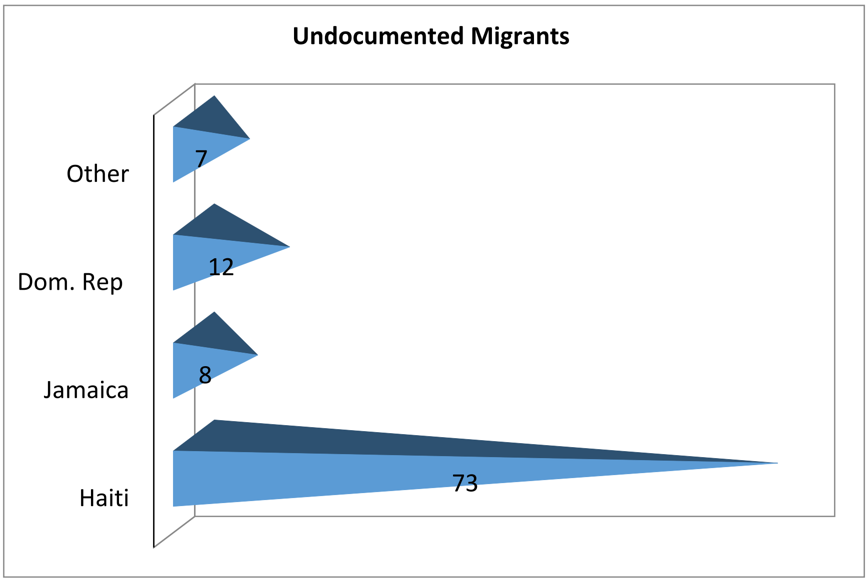


Figure Seven.15: Undocumented Migrants

Destination for Haitian Migrants

According to the Migration Policy Institute 2016, the Turks and Caicos is not the main destination for Haitian migrants. The United States, Dominican Republic and Canada are the Top 3 destinations for Haitian migrants, while the TCI, Sint Maarten and Curacao are ranked 9, 10 and 11, respectively.

Since 2011, Brazil has been the country with the fastest-growing number of Haitian migrants (65,000), owing to the fact that the Brazilian Government has been actively promoting one of its foreign policies to bring more Haitians to Brazil. According to Professor Gláucia Assis, coordinator of the Center for Migration Observation in Santa Catarina, the largest concentration of Haitians in Brazil is in Santa Catarina, with numbers of just over 7,000.

Table Seven—5: Top 10 Destinations for Haitian Migrants since 2000

Top destination ranking	Destination country	Number of Migrants
1	United States	600,000
2	Dominican Republic	330,000
3	Canada	90,000
4	France	70,000
5	Brazil	65,000
6	Bahamas	30,000
7	French Guiana	20,000
8	Guadeloupe	20,000
9	Suriname	7,500
10	Turks and Caicos Islands	5,780
11	Sint Maarten (Dutch part)	< 5,000
12	Curacao	<5,000

Source UN Population Division (2015)

Haitian Sloops Interception in the TCI from 2013 to 2017

Data from the TCI Migration Survey reveals that there were approximately 3,291 Haitian refugees who attempted to land in the TCI since 2013. Approximately 470 refugees enter the TCI annually; however, since the introduction of the TCI radar station this number has been reduced considerably. The Table below shows the monthly totals of refugees as at January 2017.

Table 7—6: Monthly Totals - Refugees as at January 2017

Monthly Totals - Refugees as at January 2017						
	2013	2014	2015	2016	2017	Total by Month
January	0	0	0	15	275	290
February	57	0	60	0		117
March	117	114	116	54		401
April	335	84	99	0		518
May	0	0	142	180		322
June	0	149	0	59		208
July	0	0	99	73		172
August	195	0	49	108		352

Monthly Totals - Refugees as at January 2017						
	2013	2014	2015	2016	2017	Total by Month
September	144	140	44	0		328
October	272	43	5	2		322
November	0	62	0	0		62
December	32	65	74	28		199
Yearly Total	**1152**	**657**	**688**	**519**	**275**	3291

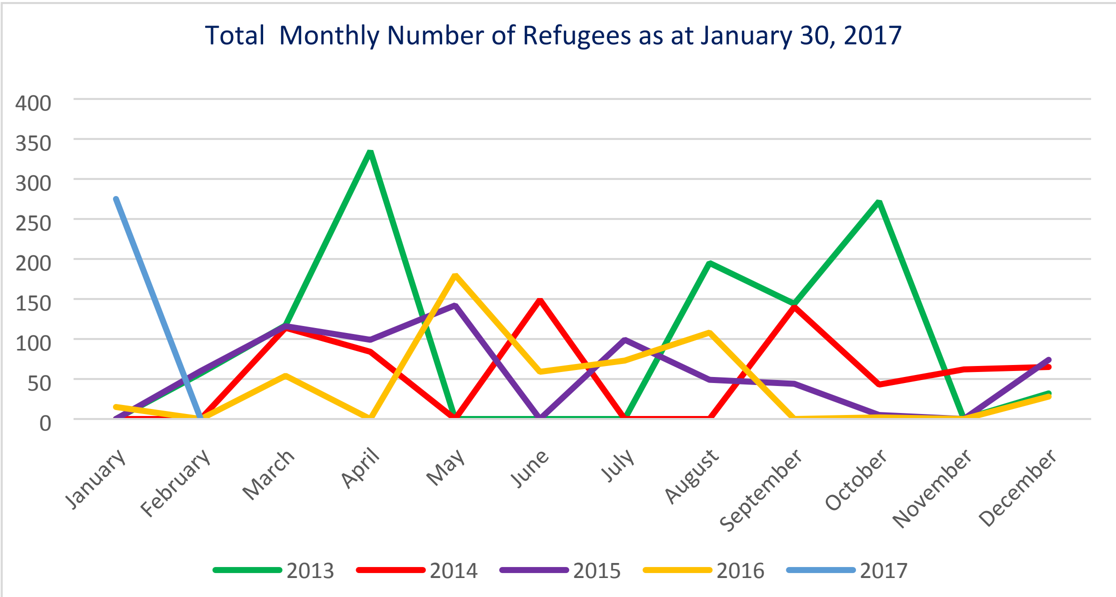


Figure Seven.16: Total Monthly Number of Refugees as at January 30, 2017

The interception rate of Haitian undocumented migrants into the TCI was approximately 86%. Since 2013, 48 interceptions were reported by the Ministry of Border control with an average of nine interceptions per year.

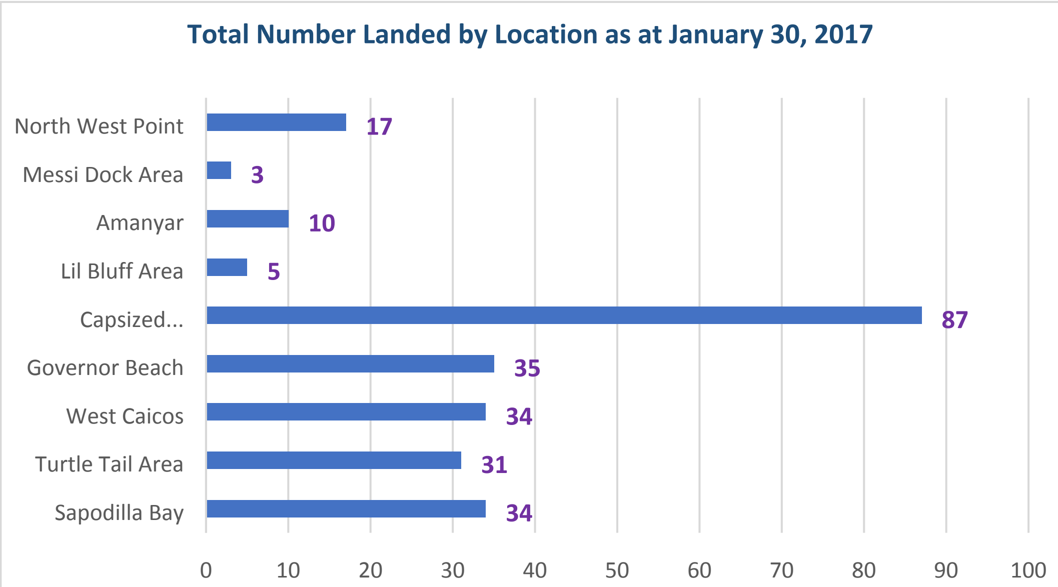
Table 7—7: Sloops Intercepted in the TCI

TOTAL NUMBER OF SLOOPS AS AT JANUARY 30, 2017						
	2013	2014	2015	2016	2017	**Total by Year**
January	0	0	0	2	4	**6**
February	1	0	2	0	-	**3**
March	1	1	1	1	-	**4**
April	3	1	1	0	-	**5**
May	0	0	1	3	-	**4**

June	0	2	0	1	-	**3**
July	0	0	1	1	-	**2**
August	3	0	1	2	-	**6**
September	2	2	1	0	-	**5**
October	2	1	1	1	-	**5**
November	0	1	0	0	-	**1**
December	1	1	1	1	-	**4**
Yearly Total	**13**	**9**	**10**	**12**	**4**	**48**

The Figure below shows the number of landings of Haitians migrants in the TCI since 2014.

Figure Seven.17: Landings by Location Since 2014



TCIG Ministry of Border Control (2016)

The Table below shows Haitian sloops leaving Haiti for TCI as at January 2017.

Table 7—8: Haitian sloops leaving Haiti for TCI

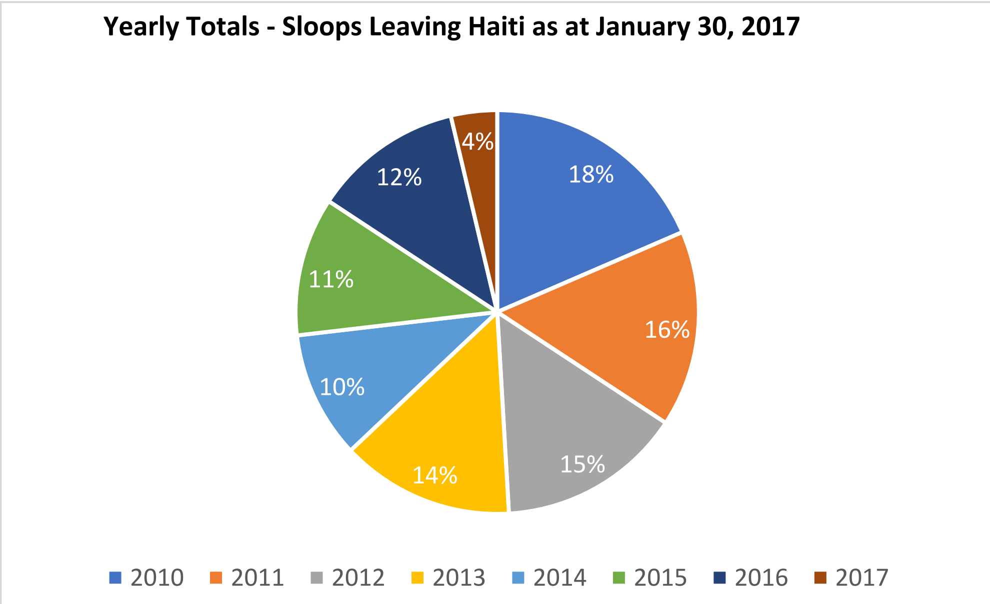
Total number of Sloops leaving Haiti to the TCI as at January 30, 2017									
	2010	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
January	3	2	1	1	1	1	2	4	15
February	2	2	1	1	1	2	0	-	9
March	2	2	3	2	2	2	1	-	14
April	1	2	1	3	1	1	0	-	9
May	1	1	0	0	0	1	3	-	6
June	1	2	1	0	2	0	1	-	7

July	0	0	0	0	0	1	1	-	2
August	1	1	2	3	0	1	2	-	10
September	1	1	0	2	2	1	0	-	7
October	3	2	3	2	1	1	2	-	14
November	2	0	1	0	1	0	0	-	4
December	2	2	2	1	1	1	1	-	10
Yearly Total	**20**	**17**	**16**	**15**	**11**	**12**	**13**	**4**	**108**

Based on the data, the Interception rate is calculated at 87.20%.

Figure 7.21 below and the tables following show the total number of sloops leaving Haiti for the TCT, their origin, and average interceptions.

Figure Seven.18: Yearly Totals - Sloops Leaving Haiti as at January 30, 2017



Entry into the TCI by Fast Boat and Sloops

Many of the undocumented migrants entering the TCI have the perception that it is easy to enter the TCI via boat. Thirty percent (30%) of the 350 persons surveyed believed that it was easy, despite the very high interception rate.

Figure Seven.19: Perception of migrants of entry into the TCI

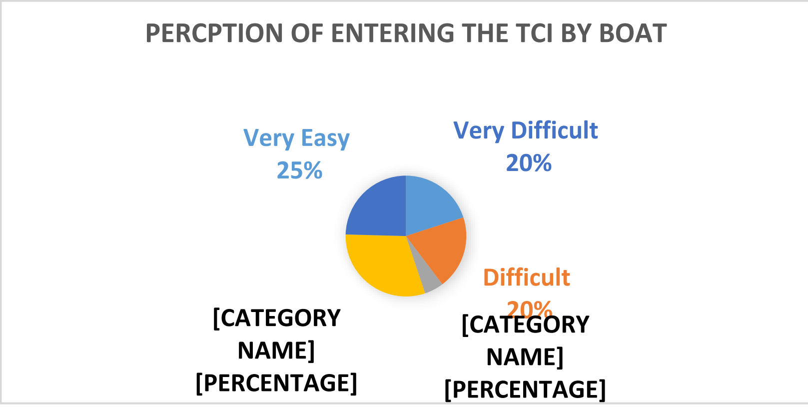


Table Seven—9: Main Sloops Origination

	Origin of Sloops in Haiti
1	Cap Haitien
2	La Tortue
4	Port de Paix
5	Gonaives

Table Seven—10: Yearly Average and Interceptions

Yearly Average	No.
7-year total	108
Yearly average	15
7 year interceptions	48
Yearly average	6

Opinions of TCI on matters of concern affecting the TCI

A part of the research was to find out the opinions and reactions of persons living in the TCI on a range of subjects, including matters of concern. Inclusive of migrants and TCI Islanders, 1,740 persons were interviewed over an eight-month period on three separate occasions (June, December, and January). They were asked their three main issues of concern in the TCI. Based on the response, the top concerns related to illegal immigration, crime and migration.

Table Seven—11: Top three issues of concern facing the TCI

What do you think are the three most important issues of concern facing the TCI at this moment?	Yes values	Yes Values	Yes Values
-	**June**	**December**	**January**
Illegal Immigration	391	418	438
Crime	198	210	227
Immigration/Migration	94	107	102
Economic Situations	64	77	46
Unemployment	80	92	117
Skills Shortage	120	17	40
Cost of Living/Rising Prices	23	32	29
Corruption	175	198	155
Issues with the Ministry of Border Control & Employment	201	227	235
issues with The Education System	109	110	86
Issues in The Ministry of Health	67	77	32
Issues with Youths	154	98	149
Issues in the Ministry of Finance	22	25	21
Issues with The Ministry of Tourism	11	14	13
Other Issues	31	88	55
Total	**1740**	**1740**	**1740**

Ability to Acquire Work Permits

With regard to work permits, a survey was conducted among 320 undocumented migrants and there was the perception that it was easy to transition from having a temporary work permit to a regular work permit. Ninety-one percent (91%) of those surveyed believed that having a temporary work permit could lead to having a regular work permit.

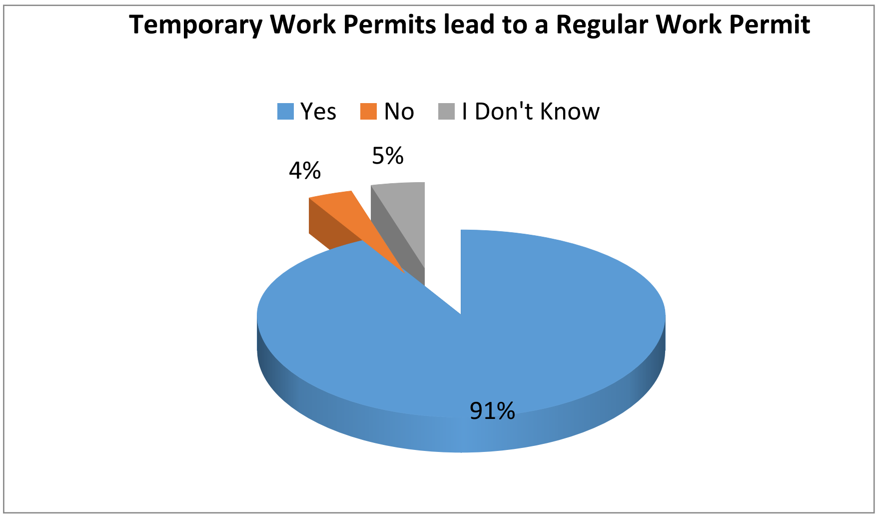


Figure Seven.20: Response to question, "Can a Temporary Work Permit lead to a Normal Work Permit?"

Means used to obtain or retain work in the TCI

During the National Skills Audit, the consultant team interviewed both documented and undocumented migrants in their places of residence. During this exercise, individuals responded to questions regarding the means of obtaining and retaining work permits or to obtain employment in the TCI. It was noted that several resorted to using illegal or unorthodox means to either obtain or retain work permits from Government representatives or to work in the TCI.

During the months of May and October 2106, a total of 364 documented migrants and 883 undocumented migrants was interviewed. The results are shown in the following tables.

Table Seven—12: Response of Documented Migrants on Methods Used to Obtain or Retain Work Permits or to Work in the TCI

	Documented Migrants	
	Face- to- face Interviews with Documented Migrants in the Turks and Caicos Islands	Yes Values
	In the last seven years:	
1	Have you ever had your work permit/passport or other documents reported lost after submitting it to the Government or a consultant?	20
2	Have you ever had to pay for a police record more than once within a year period for Immigration purposes?	27
3	Have you ever paid a Government officer privately or otherwise to expedite any official government document?	32
4	Have you ever gone to an Immigration Officer's home to process your work permit or any other immigration documents?	47

5	Have you ever paid for your working documents without going through the Government Treasury?	44
6	Do you know, or have you ever paid for someone to re-enter the TCI after they were deported?	11
7	Have you ever purchased a Driver's License without paying the Government Treasury?	7
8	Has anyone ever taken a Driver's Examination Exam on your behalf with the knowledge of a government employee?	2
9	Have you ever had an accident or traffic violation and had to compensate a Government representative to get rid of or lessen the offence?	0
10	Have you ever been stopped by the police or immigration personnel who demanded monies from you?	14
11	Have you ever given a Police Officer money to excuse you of an offence?	29
12	Have you ever been employed by someone from the immigration, police, or other uniformed government employees to work as Driver?	9
13	Have you ever done gardening or domestic work or any other work for someone employed in the Government services of the TCI?	122
	Total	**364**

Table Seven—13: Response of Undocumented Migrants on Methods Used to Obtain or Retain Work Permits or to Work in the TCI

	Undocumented Illegal Migrants	
	Face- to- face Interviews with Undocumented Migrants in the Turks and Caicos Islands	Yes Values
1	Are you presently working in the TCI?	132
2	Do you get support from your family and friends?	132
3	Do you get support from your local church?	31
4	Before you arrived in the TCI were you in contact with anyone?	122
5	Are you presently in possession of an unofficial work permit?	11
6	Have you ever paid for a government service without the funds going to the Government Treasury?	19
7	Have you ever purchased a Driver's Licence without paying funds to the Government Treasury while in the TCI?	3
8	Have you ever been stopped by the police or immigration personnel who demanded monies from you?	12
9	Have you ever given a Police Officer money to excuse you of an offence?	6
10	Have you ever been employed by someone as a taxi driver?	11
11	Have you ever been approached to render sexual favours to gain employment in the TCI?	14
12	Have you ever done gardening or domestic work or any other work for someone employed in the Government services of the TCI?	109
13	Is your current hourly wage under $6.25 per hour?	142
14	Have you ever received help from a local TCI Islander who knew about your undocumented status?	139
Total		**883**

In analysing the data, it can be interpreted that migrants have had to resort to illegal or unofficial methods of obtaining or retaining work permits or to work in the TCI, and some level of exploitation is associated with the migrant situation in the TCI.

Children of Migrants in the TCI

It should be noted that the children of migrants surveyed were from the main migrant groups living in the TCI. The data indicated that out of 304 children interviewed, 208 children of undocumented migrants stated they were happy living in the TCI and it was better than living in their country of origin.

The majority of the respondents (240) stated that they would like to remain in the TCI and make it their home. However, it was very difficult to find employment (229) due to the fact that many of them did not have proper working status. In should also be noted that the smallest number of these children expressed an interest in working in the Financial Services Sector.

Table Seven—14: Response of Children of Migrants

	304 Children of Migrant Workers/ Legal and Illegal	
		Yes, Values only
1	Are you happy to be in the TCI?	208
2	Do you prefer living in the TCI than your country	224
3	Would you like to stay in the TCI?	240
4	After leaving school would you like to start your own business?	217
5	After school, would you like to work in the Hotel sector?	231
6	After graduation, would you like to work in the Financial and Insurance sector?	37
7	After graduation, would you like to travel overseas?	198
8	Is it very stressful for your parents living in the TCI?	122
9	Is it very difficult for you and your friends to find employment in the TCI?	229

Future of youths remaining in the TCI

From the 688 youth that were interviewed during the survey, it was indicated that the majority expressed an interest in migrating (15%) and working in the hotel industry (14%). Forty-three expressed an interest in teaching. Only seven percent (7%) of respondents expressed an interest in the Financial Sector.

Outcomes of the focus group discussion at the Clement Howell High School in April 2017 also corroborated the narrative that many of the youths wanted to migrate since they felt there were limited options for them in the TCI. Furthermore, of the 20 youths who were in the focus group, 11 had dual citizenship in the TCI and the United States.

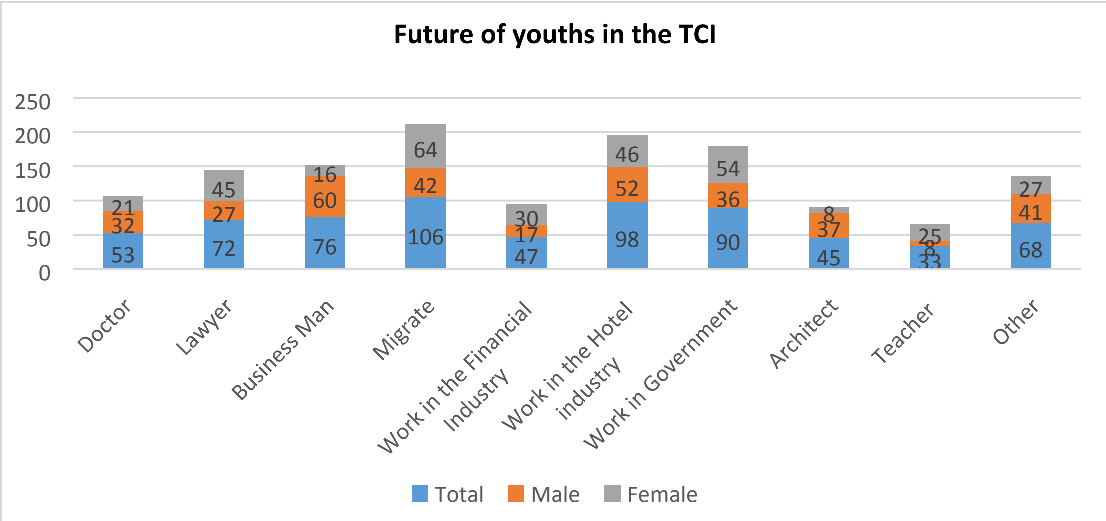


Figure Seven.21: Future of youths in the TCI

The future of Belongers’ children and their development to the TCI

A further analysis of the children of Belongers revealed that there was a higher percentage of respondents who indicated that they would prefer to leave the country rather than remain in the TCI. However, more children had indicated a willingness to remain or return to the country after graduation or furthering their education.

Table Seven—15: Belongers’ Children under 20 and Their Future in the TCI

330 Belongers’ children under 20 and their future in the TCI	Questions	Yes	No	Neutral
330 Migrant Children under 20 and their future in the TCI	After graduation are you most likely to stay in the TCI?	127	178	25
	After graduation are you most likely to stay in the TCI?	203	61	66

Unemployed Migrant Youth

A total of 158 unemployed youths was interviewed and the results revealed that many of them expressed concern over employment prospects and their status within the TCI. Many expressed "frustration with the immigration process" as some of them had to wait as long as four to five years before they could obtain immigration status after leaving school. Over 55% of unemployed migrant youths expressed the opinion that it was very difficult or difficult to find employment in the TCI. Of note is the fact that the Consultant interviewed three unattached youths who had been in the country for over 10 years without status.

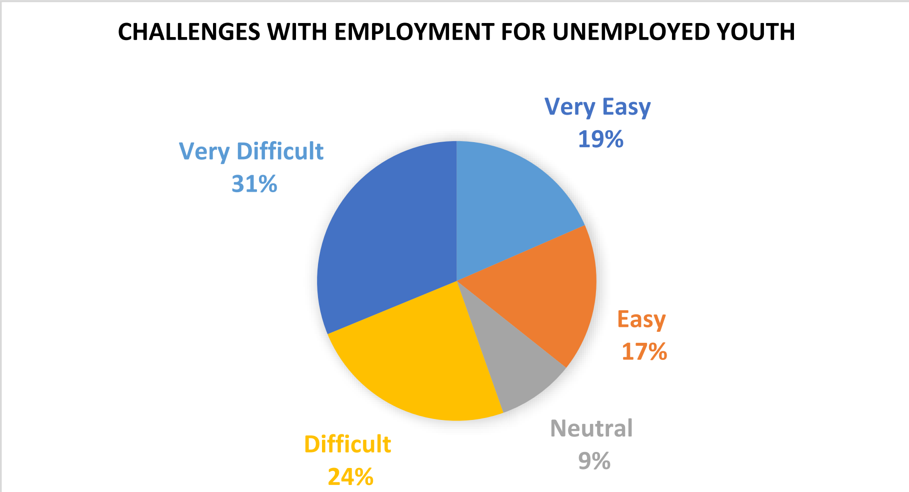


Figure Seven.22: Unemployed youth possibilities of finding employment in the TCI

Unemployed Belonger Youth

An equal number of unemployed youth was interviewed and asked the same question: "How easy is it to find employment in the TCI?" Fifty-seven percent (57%) expressed that it was easy or very easy to find a job. However, it was revealed that many of the jobs available were not to the liking of the Belonger youth population. Notably, female Belonger youth found it easier to find employment than male youth.

Table Seven—16: Ease of finding employment – Belonger Youth

Very Easy	35
Easy	33
Neutral	30
Difficult	22
Very Difficult	37
Total	157

Diaspora

TCI students studying abroad

Data was limited as only a small sample of TCI students was available for questioning with regard to their prospects of finding employment upon their return to the TCI. Nevertheless, based on the sample, it was observed that students who had studied in Canada and the USA felt that it would be more difficult for them to find employment upon their return to the TCI than those students who had studied in the United Kingdom.

It was also noted that many of those studying in the USA had dual citizenship (62%) and, as such, they could take advantage of their status to find a job. This would enable them to pay off their scholarship loans rather than return home to lower-paid jobs.

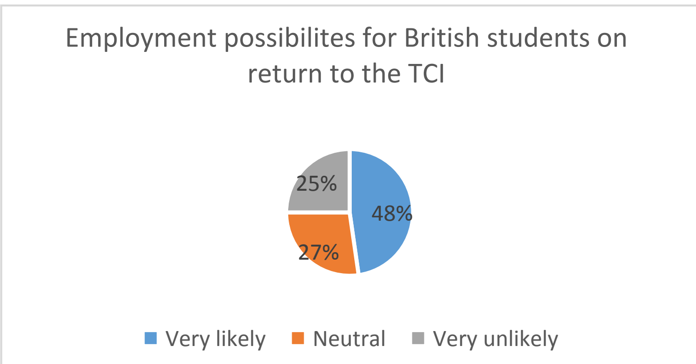
Table Seven—17: How likely is it for Canadian students to find employment in TCI upon graduation from studies?

Very likely	9
Neutral	13
Very unlikely	22
Total	44

Table Seven—18: How likely is it for American students to find employment in TCI upon graduation from studies?

Very likely	7
Neutral	33
Very unlikely	27
Total	67

Figure Seven.23: "How likely is it for Students studying in the United Kingdom to find employment in TCI upon Graduation from studies?"



Chapter Eight

Suggestions, Recommendations and Conclusions

Overview

This chapter provides a discussion on the suggestions, recommendations and results of the National Skills Audit and the TCI Migrant Survey which took place during the period April 11, 2016 to April 29, 2017.

8.1. Suggestions and Recommendations

The following lists the suggestions and observation drawn from the findings of the surveys, interviews and focus-group discussions over the period of the consultancy. They are not listed in any priority; but taken collectively, they will help to support the growth and development of the country into one that is internationally competitive and economically sustainable.

22. The Government of the TCI should change the official seals and stamps relating to immigration and work permits as the existing ones have been compromised.
23. There needs to be a series of national discussions on the issue of diversity and the impact migrants have on the development of the TCI.
24. The Work Permit Identification card should have electronic tracking features.
25. Immigration and Work Permit Board members and staff should be given a more comprehensive training course to include diversity and cultural sensitivity.
26. There is an urgent need for a National Training Authority or TVET Council in the TCI to drive the development of skills and lifelong learning.
27. The Government should consider a surcharge to support education and training in the TCI.
28. A migration and population policy should be developed for the TCI.
29. An Electronic Labour Market Information System (ELMIS) should be developed to host and maintain data pertaining to the labour market from employers, including the availability of jobs.
30. A forensic audit should be conducted at the Employment Services Department of the Ministry of Border Control and Labour.
31. The Government should consider expanding the scope of the labour commissioner to include the promotion of workforce interaction and lobbying for the rights of migrants.
32. At all times, work permit files should be developed in duplicate, with a copy given to the director of immigration for verification.

33. The Government should consider establishing a TCI National Skills Development Strategy.
34. Special attention must be given to young males, including special projects which target males, the youth, non-traditional skills training and entrepreneurship, to prevent them from becoming more marginalised.
35. The Government and the private sector should consider introducing credit unions in the TCI.
36. A national transportation system should be considered for the public.
37. Local Government housing should be made available to accommodate low-income earners.
38. Non-governmental and other social organisations such as the Red Cross and the Salvation Army should be invited to set up chapters in the country.
39. Scholarships should be offered to both Belongers and non-Belongers, including the migrant population, based on economic need and qualifications.
40. The competitive advantages of the TCI should be widely known and publicised throughout the country.
41. Eligible individuals should have more access to local financing.
42. Measures should be taken to establish additional educational institutions at all levels in the education and training system, including tertiary and post-secondary institutions.
43. Efforts should be made to establish greater connectivity with all the islands, making stronger links through various means, including technology, air and sea.
44. More focus needs to be placed on agricultural production for local consumption.
45. There should be an investment program similar to a 401K (USA) put in place to protect workers.
46. The Government should consider raising the age of secondary-school leavers.
47. Skills training should be institutionalised at all levels of the education and training system to help reduce the mismatch of skills and oversupply of labour of persons with primary and secondary education only, while increasing the supply of persons with higher-level qualifications and skills.
48. The Ministry of Education should consider integrating technical and vocational education at the primary- and secondary-school levels.
49. The Ministry of Education should introduce a Sixth Form to expand the number of secondary-school years for students.
50. Work experience should be introduced for students about to leave school to help transition them from school to the work environment.
51. Co-operative educational partnerships should be introduced to strengthen the link between school and industry.

52. Education scholarship bonds should be for a longer period of time to encourage persons to remain in the TCI much longer than they currently do.
53. The main technical and vocational education and training centre should be located in Providenciales rather than Grand Turk based on demand and demographics.
54. Diversification of the TCI economy should be given immediate priority.
55. The Financial Service industry should be given priority as a growth area owing to its competitive advantage.
56. A Five-year Plan should be developed to transform the TCI into the financial centre of the region, coordinated by a Financial Service Task Force to assist in this transition.
57. Tax concessions should be given to individuals and organisations that establish financial centres in the other islands of the TCI outside of Providenciales.
58. Unionisation should be encouraged in the TCI to support employment and benefits for workers in the TCI labour force.
59. Health and safety regulations should be introduced as a priority in the TCI.
60. A National Bureau of Standards should be introduced in the TCI to standardise the production and supply of goods and services in the country.
61. The Police Force (Service) should be increased by at least 30%, buoyed by officers from other jurisdictions.
62. Emphasis should be placed on "cleaning up" or regularising the undocumented migrant situation in the country.
63. The Government should consider establishing a TCI consulate in Haiti, Dominican Republic, and Jamaica.
64. The TCIG should consider developing bi-Lateral relationships with other CARICOM countries to regularise the transfer of labour.
65. Bilateral-relationship arrangements should be made between the Governments of the TCI and Jamaica with regard to the supply of foreign workers.
66. The Government, along with the Ministry of Education, should introduce English as a Second Language for Haitians and other migrants.
67. Migrants should be given the opportunity to establish small businesses while they are on work permit.
68. There should be a migrant registry where migrants could register their skills. The skills and competencies could be tapped into by the public and private sectors. The ELMIS could host this information.

69. A National Qualifications Framework should be established for the country which will assist in the recognition of qualifications and promote lifelong learning.
70. The TCIG should develop and implement a Human Resource Development Plan to assist in the long-term development and sustainability of its human capital.
71. Migrant workers should be allowed to open business in order to create value added in the country in areas such as teaching and tutoring (the average migrant in the TCI has 3.5 other skills).

8.2. TURKS AND CAICOS NATIONAL TRAINING AUTHORITY

In addition to setting up a National Training Authority, the TCIG should also be concerned with the establishment of a National Skills Development Agency which can be used as one of the key driving forces to ensure that there is a constant supply of skills on the Island. This National Strategy should encourage the linking of skills development to career paths, career development and promoting sustainable employment and in-work progression.

The TCI Development Strategy under the auspices of the NTA should seek to encourage and actively support the integration of workplace training with theoretical learning, and to facilitate the journey individuals make from primary or secondary school to college or university, or even from periods of incarceration or unemployment to sustained employment and in-work progression. Emphasis is placed on training to enable trainees to enter the formal workforce or create a livelihood for themselves.

8.3. OBJECTIVES OF NTAS IN A NATIONAL TVET SYSTEM

The primary purpose of developing a National Training Authority (NTA) is to facilitate and enable the coordination and management of the Technical and Vocational system. Combined with the introduction of a national qualifications framework, individuals in the Turks and Caicos Islands will be able to achieve portability of quality vocational and technical skills, career paths and articulation to higher levels of training and certification. Qualified, skilled, certified individuals will be able to benefit from their training, and companies and enterprises will be able to confidently recruit graduates from the TVET system to contribute to the economic growth of their company, as well as the country.

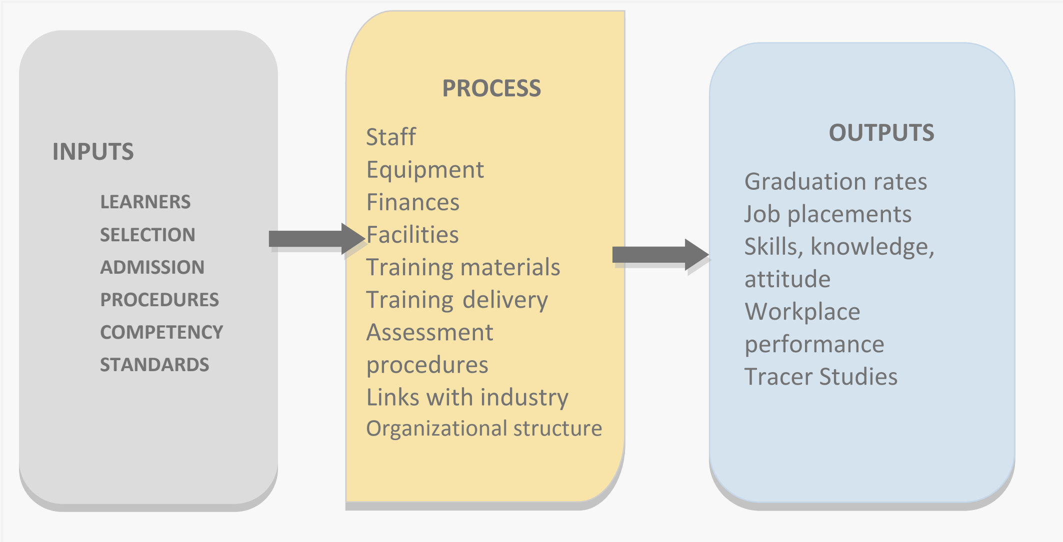


Figure Eight.1: The Process Concept of a National TVET System

Various objectives have shaped NTAs and the TVET systems they manage. In general, the objectives focus on how the system is to operate efficiently and effectively. A number of elements contribute to the establishment and operation of an NTA. These include:

(a) An effective organization and managerial structure (governance);

(b) Responsiveness to industry, individual and community needs so the skills developed in the training system can be appropriately and effectively utilised;

(c) Equity and access in the system – participation by all groups and positive outcomes for individuals (facilitated by a National Qualification Framework (NQF);

(d) Good quality in training delivery (facilities, instructional materials, teaching and instruction, curriculum, learning outcomes, training, assessment, etc.);

(e) Efficiency, public acceptability and recognition – the efficient use of resources and outcomes that are credible and recognised by employers and the general public;

(f) Sustainability – through funding mechanisms such as shared costs in public-private funding;

(g) Transparency and accountability to enable better understanding of the TVET system among stakeholders (brought about by promotion and marketing) so that they are better able to use the products of the system (e.g. the NQF, occupational standards, assessments), navigate the system and make informed decisions.

8.4. TCI Migration Policy

A Migration Policy should include national policy approaches for designing and managing in- and out-migration, documented and undocumented labour migration, as well as a data-collection system of assessment. It also includes legal regulations, responsible government institutions, and non-state actors. On the other hand, it also encompasses international migration management, which regulates the relations between origin and host countries and regional migration movements

There are migrants from over 91 different countries currently working in the Turks and Caicos Islands. It is therefore important that an immediate Migration Policy be put in place to assist with some of the challenges that migrants face with respect to Education, Shelter, Housing, Naturalization, Security and other Socioeconomic issues. In addition, limits should be placed on migrants from certain countries in order to make the population more equitable. The TCIG should also encourage migrants from other countries to visit and work in the TCI.

The following table shows the ratio of persons from various nationalities that would like to make the TCI their home if given the opportunity and the number of dependents that they would like to accompany them.

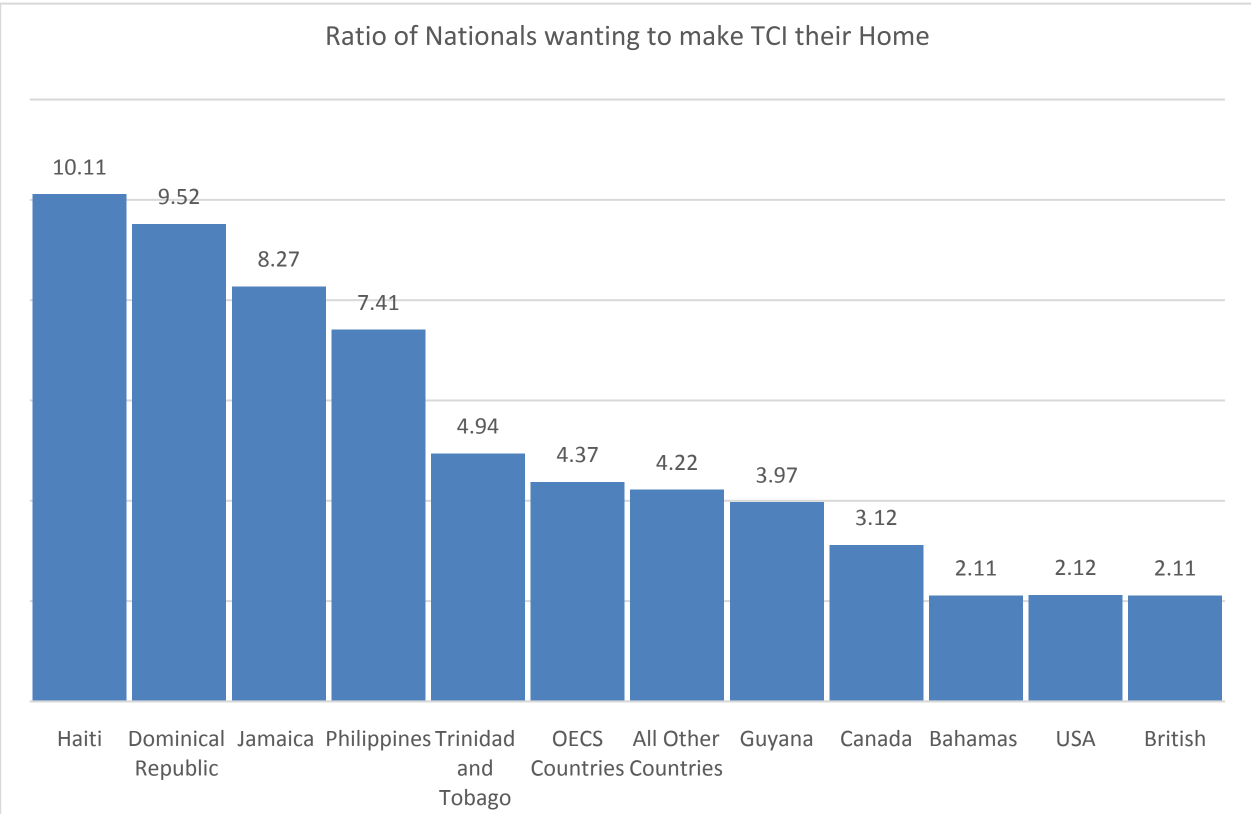


Figure Eight.2: Ratio of Nationals wanting to make the TCI their home

The following are important policies which would be considered within the wider Migration Policy:

Policy on Immigration

A Policy to indicate the TCIG policy to influence the level of documented migration to the country.

Policy on Permanent Settlement

Policy to indicate Government's policy to influence the level of immigration of permanent settlement in the TCI.

Policy on Highly Skilled Workers

Indicates Government's policy to influence the level of immigration of highly skilled workers into the TCI Highly skilled migrants generally include highly qualified workers with post-secondary, technical or professional education or job experience, especially with qualifications or skills in the TCI .

Policy on Temporary Workers

Should indicate Government's policy to influence the level of immigration of temporary workers into the TCI. Temporary labour migration may include seasonal workers, contract and project-linked workers, guest workers and other cross-border workers that are admitted for a fixed duration without the expectation of obtaining permanent resident status.

Policy on Family Reunification

Indicates Government's policy to influence the level of immigration for family reunification. Migration for family reunification mostly includes family members considered dependents, usually the spouse and minor children (even if the spouse is not financially dependent).

Policy on Integration of Non-nationals

Indicates whether the Government has policies or programmes aimed at integrating non-nationals into society. These may include provisions for social services, involvement in civil and community activities, language training, and legal provisions to ensure non-discrimination against foreigners.

Policy on Naturalization

Indicates whether there are legal provisions to allow immigrants to become naturalized citizens under certain conditions. Countries where naturalization was available to only certain categories of immigrants or where the residency requirement was 10 years or longer were categorized as having "more restrictive" naturalization policies.

Programmes to Facilitate Return of Migrants to their Home Countries

Indicates whether the Government has instituted programmes to encourage or facilitate the return of immigrants to their home countries. Such programmes may include assisted return programmes and schemes to reintegrate returning migrants in their countries of origin.

Policy on Emigration

Indicates Government's policy to influence the level of emigration from the country.

Policy on Dual Citizenship

Indicates whether the Government permits its citizens to retain their original citizenship upon acquiring citizenship of another country, and, if yes, under what conditions or restrictions. The conditions may refer to (i) the countries involved (acceptance of dual citizenship when some specific countries are involved but not others) or (ii) the rights involved (acceptance of dual citizenship with some restrictions to full citizenship rights**).**

Other policies could also include:

- Measures to attract investment by diaspora
- Policy to focus on the Needs and Vulnerabilities of Migrants in the TCI
- Policy to Include Migrants in Humanitarian Programming
- Policy to support the Aspirations of Migrants
- Policy to recognize the Rights of Migrants
- Policy to link Assistance, Protection and Humanitarian Advocacy for Migrants and their family
- Policy to build Partnerships for Migrants
- Policy to assist Migrants in Return and Deportation
- Policy to Respond to the Displacement of Populations

Conclusions

The TCI has an excellent environment in which to develop and advance socially and economically. Although birth rates are relatively low, the country continues to attract highly skilled labour. However, this is not sustainable and the Government must seek ways of developing its native human resources. This calls for a number of plans and mechanisms targeting and incorporating lifelong learning opportunities for all sectors of the education and training system to enable the growth and development of the peoples of the TCI.

Critical to the recommendations made in this Report is a National Strategic Human Resource Development Plan for the TCI that is inclusive of all the peoples living in the country. The migration of people to the Turks and Caicos will continue for the foreseeable future, so procedures need to be put in place to ensure a regulated environment that will be of benefit to both the TCI Islander and the migrant population alike and, ultimately, the country as a whole.

Annex

Detailed Findings

Annex A

Labour Force Tables

Table 1. **Main Labour Force Indicators**

Item	Male	Female	Total	Belonger	Non-Belonger
Total population	15,186	15,370	30,556	13,431	17,125
Population 14 years and over	12,296	12,474	24,770	9,888	14,898
Labour Force	11,447	11,580	23027	8,589	14,438
Employed Labour Force	8034	7245	15279	6069	9210
Unemployed Labour Force	1819	1621	3440	988	2452
Employment Rate	70.18	62.56	66.35	70.66	63.79
Job Seeking Rate	15.89	14.00	14.93	11.50	16.98
%age of population under 14 years	19.03	18.84	18.94	26.38	13
%age of population 14 years and over	80.97	81.16	81.06	73.62	87
LF as %age of total population	75.10	75.15	75.13	63.61	84.16
LF as %age of population 14+	92.75	92.60	92.68	86.40	96.74

Table 2 **Employment Based on Age**

Age Group	Male	Female	Total	Belongers	Non. Belonger
Under 14	0	0	0	0	0
14 - 19	167	193	360	144	216
20 - 24	648	695	1343	771	572
25 - 34	2220	2101	4321	1582	2739
35 - 44	2644	2336	4980	1533	3447
45 - 54	1570	1329	2899	1250	1649
55 - 65	785	591	1376	789	587
TOTAL	8034	7245	15279	6069	9210

Table 3– Labour Force by Age Group

Age Group	Male	Female	Total	Belongers	Non. Belonger
Under 14	0	0	0	0	0
14 - 19	777	920	1697	940	757
20 - 24	1122	1177	2299	1093	1206
25 - 34	3018	3201	6219	1920	4299
35 - 44	3463	3443	6905	1871	5034
45 - 54	2072	1903	3975	1658	2317
55 - 65	995	936	1931	1107	824
TOTAL	11447	11580	23027	8589	14438

Table 4- Labour Force by Level of Education

Highest Exam Passed	Male	Female	Total	Belongers	Non Belongers
Ph.D/Dr.	37	35	72	23	49
Masters	213	235	448	191	257
Bachelors	805	827	1632	618	1014
Associates	521	695	1216	719	497
5 or more CXC	n.a.	n.a.	n.a.	n.a.	n.a.
Less than 5 cxc	n.a.	n.a.	n.a.	n.a.	n.a.
No CXC	n.a.	n.a.	n.a.	n.a.	n.a.
CXC	795	918	1713	1251	462
Other	6461	6329	12790	3897	8893
Not specified	2615	2541	5156	1890	3266
Total	11447	11580	23027	8589	14438

Annex B

Projections of employment by industry groups over the next three to seven years

Industry	2020	2025
Agriculture, hunting, forestry & fishing	159	254
Mining & Quarrying	88	141
Manufacturing	122	195
Electricity, Gas & Water Supply	199	318
Construction	697	1115
Wholesale & Retail, Repairs of Motor Vehicles & Equipment	246	394
Hotels & Restaurant Services	745	1192
Transport, Storage & Communication	201	322
Financial Intermediation	267	427
Real Estate, Renting & Business Activities	34	54
Public Administration, Defence, etc.	163	228
Education	254	406
Health & Social Work	97	155
Other Community, Social & Personal Services	115	184
Private Households with Employed Persons	150	240
Industry not specified	101	162
Total Projected Jobs	3,638	5788

Annex C

Table 0—7: Hours worked per week in Main Occupations in the TCI (percent)

	0-9	10 to 19	20-29	30-39	40-49	50-59	60-69	70 and above
Managers/Legislators	0	4	6	23	36	17	9	5
Professionals	2	3	5	25	42	18	3	2
Technical and Associate Professional	5	6	11	28	31	12	4	3
Clerical Support Workers	2	5	12	35	32	14	0	0
Skilled & Agricultural Workers	0	7	16	29	27	19	2	0
Plant & Machine operator and Assemblers	0	6	17	30	34	13	0	0
Elementary Occupations	3	4	7	32	35	19	0	0

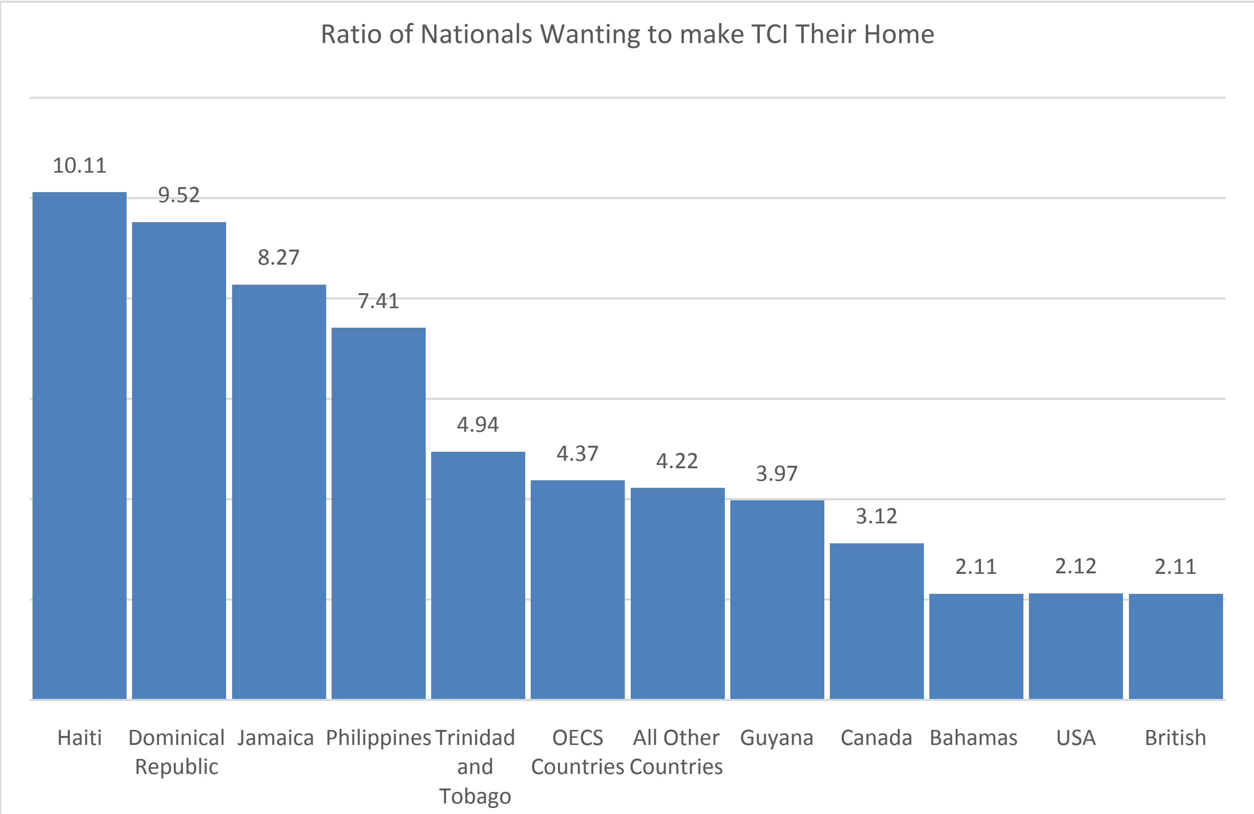
Annex D

Table 0—8: *Projections of new employment by industry groups over the next Three to 10 years*

Industry	2020	2025	2030
Agriculture, hunting, forestry & fishing	159	254	382
Mining & Quarrying	88	141	183
Manufacturing	122	195	273
Electricity, Gas & Water Supply	199	318	478
Construction	697	1115	1506
Wholesale & Retail, Repairs of Motor Vehicles & Equipment	246	394	512
Hotels & Restaurant Services	745	1192	1490
Transport, Storage & Communication	201	322	482
Financial Intermediation	267	427	641
Real Estate, Renting & Business Activities	34	54	82
Public Administration, Defence, etc.	163	228	342
Education	254	406	610
Health & Social Work	97	155	233
Other Community, Social & Personal Services	115	184	276
Private Households with Employed Persons	150	240	360
Industry not specified	101	162	242
Total Projected new Jobs	**3,638**	**5788**	**8091**

Annex E

Dependency Ratios of Migrants living in the TCI: This is an average of the number of migrants living in the TCI who would like for their loved ones to join them if given the opportunity.



APPENDICES

Appendix A

Sample of Interviews in the first 30 days of the Assignment

TCI National Skills Audit May to Oct. 2016											
National Skills Audit 2016	TIME	Status	Organisation	Department	Contact Name	Position	Phone	Email address	Address		Notes
Tuesday May, 3, 2016											
Appointments	TIME	confirmed/Y/N	Organisation	Department	Contact Name	Position	Phone	Email address	Address	Notes	
1	9.30-10.45.00 a.m.	*confirmed*	TCIG Ministry of Finance, Investment and Trade	Customs Department	Chawa Williams	Collector of Customs	(649) 2322266		Providenciales		
2	10.30-11.15 a.m.					CEO Airport Authority	(649) 3322013 946 4420		Providenciales		
3	1.15.-2.15 p.m.	*Confirmed*	TCIG Ministry of Finance, Investment and Trade	Revenue Department	Cynthia Castillo-Wineglass	Revenue Commissioner			Providenciales		
Wednesday May, 4, 2016											
4	9.00-9.45 a.m.		KICK OFF WORKSHOP, BEACHES RESORT, TCI						Providenciales		
5	1:30 - 2:15	*confirmed*	TCIG Ministry of Finance, Investment and Trade	Telecommunications Board	John Williams	CEO Telecommunications Board			Providenciales		
6	3:00 - 4:30	confirmed	Ministry of Tourism, Environment, Heritage and Culture	Tourist Board	Ralph Higgs	Dirctor of Tourism			Providenciales		

Thursday-May 5, 2016												
7	9.00-9.45.00 a.m.	*Confirmed*	TCIG Ministry of Education, Youth, Sports, Culture & Library Services	Education Department	Edgar Howell	Director of Education	(649)2320967		Providenciales			
8	10.30-11.15 a.m.	*Confirmed*	Ministry of Tourism, Environment, Heritage and Culture	Department of Environment and Maritime Affairs	John Claydon	Director of DEMA	(649) 3474494		Providenciales			
9	1.15. -2.15 p.m.	*Confirmed*	TCIG Ministry of Infrastructure, Housing and Planning	Department of Planning	Ogail Awad	Deputy Director, Planning	(649) 3323184		Providenciales			
Friday May 6, 2016												
10	9.00-9.45 am	*Confirmed*	TCIG Ministry of Health, Agriculture and Human Services	Environmental Health Department	Kenrick Neely	Chief Environmental Health Officer	(649)2435094		Providenciales			
11	10.30-11.15 am	*Confirmed*	TCIG Attorney General's Chambers	Land Commission	Tatum Fisher-Clearveaux	Commissioner of Lands	(649)2329469		Providenciales			
12	1.15-2.15 pm	*Confirmed*	TCIG Ministry of Finance, Investment and Trade	Invest TCI	John Rutherford	CEO Invest TCI		jrutherford@investturksandcaicos.tc	Providenciales			
Saturday May. 7, 2016												
13	9:00 - 10:00	*Confirmed*	Electrical and Plumbers Ass	Electrical and Plumbers Ass	Gordon Williams, Clyde Smith	President	231-0052		Providenciales			

14	10:30 - 11;30	*Confirmed*	Ministry of Education, Youth, Sports & Culture	TCIG Scholarship Board	Ceriocia Pratt	Chairman, Scholarship Board	232-2591		Providenciales		
End of Week 1											
Monday May, 9, 2016											
14	9:30 - 11:00	*confirmed*	TCIG Ministry of Finance, Investment and Trade	Economic Planning and Statistics	Kathleen Forbes	Chief Economist			Grand Turk		
15	11:30 - 12:30	*confirmed*	TCIG Ministry of Finance, Investment and Trade	Economic Planning and Statistics	Shirlin Forbes	Head Statiscian			Grand Turk		
16	2:00 - 3:00	*Confirmed*	Deputy Governor's Office	Officer of Public Service Doctorate	Mark Greenway	Public Service Manger??			Grand Turk		
16	3:15 - 4:30	*Confirmed*	TCIG Ministry of Infrastructure, Housing and Planning	Planning Department	Dania Lightbourne	Director of Planning			Grand Turk		
Tuesday May 10, 2016											
17	9.00-9.45.00 a.m.	*Confirmed*	TCIG/ Quasi Government	Financial Services Commission	Niguel S. Streete				Providenciales		
18	10.30-11.15 a.m.	*Cancelled*	Graceway IGA	Graceway IGA	Clive Stanbrook/Edith Cox				Providenciales		
19	1.15. -2.15 p.m.										

Wednesday May 11, 2016											
20	10:00 - 11:30	*Confirmed*	TCIG Ministry of Finance, Investment and Trade	Airports Authority	John Smith	CEO Airport Authority			Providenciales		
21	11:00 - 12:30 pm		Lime	Lime TCI	Dellarese Hall				Providenciales		
22	1.15. -2.15 p.m.	*Confirmed*	Digicel	Digicel	Sinead Marcaigh	CEO Digicel			Providenciales		
Thursday May 12, 2016											
23	9.00-9.45.00 a.m.	*Confirmed*	All-Inclusive Hotel	Beaches Turks and Caicos	DONALD DAJNAIS						
24	11:00 - 12:30	*Confirmed*	Power Company	Fortis (TCI)	Ruth Forbes, Claudia Been-Munnings						
25	1.15. -2.15 p.m.		Hotel/Condo	The Palms							
Friday May, 13, 2016	Travel to Miami and Jamaica		Meeting with Haitian and other TCI Former migrants		Friday May, 13, 2016						
26	9.00-9.45.00 a.m.										
27	11:00 - 12:00										

28	1.15.-2.15 p.m.										
Saturday May, 14, 2016											
29	10.30-11.15 pm		Pastors/Ministers of the Gospel								
					End of Week 2						
Monday May, 16,2016					Monday May, 16, 2016						
30	9.00-9.45.00 a.m.	*Rechduled*	TCIG Ministry of Finance, Investment and Trade	TCIG Ministry of Finance, Investment and Trade	Athenee Harvey	PS Ministry of Finance					
31	10.30-11.15 a.m.	*Rescheduled*	TCIG Ministry of Finance, Investment and Trade	Budget Office	Peshina Williams	Deputy Budget Director					
32	12:00 - 1:30	*Rescheduled*	TCIG Ministry of Finance, Investment and Trade	National Insurance Board	Walter Gardiner	CEO National Insurance Board					
Tuesday May 17, 2016											
33	9.00-9.45.00 a.m.	*Rescheduled*	TCIG Ministry of Finance, Investment and Trade	Treasury	A. Ainsley	Chief Accountant					
34	10.30-11.15 a.m.	*Rescheduled*	TCIG Ministry of Finance, Investment and Trade	Ministry of Finance	Stephen Turnbull??	Chief Financial Officer					

35	1.15. -2.15 p.m.	*Resched uled*	TCIG Ministry of Finance, Investment and Trade	Central Information Technology	????						
Wednes day May 18, 2016					Wednesd ay						
Appoint ments	TIME	confirme d	Organisati on	Department	Contact Name	Position	Phone	Email address	Address	Not es	
36	9.00- 9.45. 00 a.m.										
37	11:0 0 - 12:3 0	*Resched uled*	Legal Fraternity	Bar Association	Jonathan Katan	President					
38	1.15. -2.15 p.m.	*Resched uled*	Real Estate Industry	Turks & Caicos Islands	Dee Agingu, Kathryn Brown	President and Past President TCREA					
Thursday May 19, 2016											
39	9.00- 9.45. 00 a.m.	Meeting with Haitian Boat people									
40	10.3 0- 11.1 5 a.m.	Meeting with Undocum ented Migrants not Haitian									
41	1.15. -2.15 p.m.	Meeting with Boat runner									
Friday May ,20, 2016											

42	9.00-9.45.00 a.m.	Meeting with Bahamas smuggler									
43	11:00 - 12:30	*confirmed*	Legal Fraternity	Bar Association	Jonathan Kattan; Sarah Knight						
44	1.15. -2.15 p.m.	Meeting with Haitian Consulae									
Saturday May, 21, 2016											
45	10.30-11.15 pm				Monet Collymore						
				End of Week 3							
Monday May, 23, 2016											
46	9.00-9.45.00 a.m.		TCIG Ministry of Finance, Investment and Trade	Ministry of Finance	Stephen Turnbull	Chief Financial Officer					
47	10.30-11.15 a.m.		TCIG Ministry of Finance, Investment and Trade	Treasury	Arnold Ainsley	Chief Accountant					
48	1.15. -2.15 p.m.		TCIG Ministry of Finance, Investment and Trade	National Insurance	Wlater Gardiner	Executive Director, NIB					
Tuesday May, 24, 2016											

49	9.00-10.00 a.m.		TCIG Ministry of Finance, Investment and Trade	Budget	Nordia Campbell	Budget Manager				Grand Turk		
50	10.30-11.15 a.m.		TCIG	Attorney General's Chambers	Hon. Rhondalee Braitwaite-Knowles	Attorney General				Grand Turk		
51	3:00 - 4:30		TCIG Ministry of Finance, Investment and Trade	Ministry of Finance	Athanee Harvey	Permanent Secretary, Finance				Grand Turk		
Wednesday, May 25, 2016												
51	9.00-9.45.00 a.m.		TCIG Ministry of Education, Youth, Sports, Culture & Library Services	TCI Community College	Mr. Samuel Forbes	Deputy President TCIG Community College				Providenciales		
52	10.30-11.15 a.m.	*Confirmed*	TCIG Ministry of Education, Youth, Sports, Culture & Library Services	Long Bay High School	Dr. Carlton Mills	Principal				Providenciales		
53	1.15 -2.15 pm		TCIG Ministry of Education, Youth, Sports, Culture & Library Services	Clement Howell High School	Mrs. Kadean Cunningham	Principal				Providenciales		
53	1.15. -2.15 p.m.	*Confirmed*								Providenciales		
Thursday May, 26, 2016												
54	9.00-9.45.00 a.m.		TCI Hospitals	Chesire Hall Medical Center	Mr. Daniel Carrier	Chief Executive Officer				Providenciales		

55	10.30-11.15 a.m.		Super Market Chain	Graceway IGA	Ms. Edith Cox	Chief Financial Officer			Providenciales		
56	1.15.-2.15 p.m.		HM Loyal Opposition	People's Democratic Movement	Hon. Sharlene Cartwright Hon. Sean Astwood	Leader and Deputy Leader, PDM			Providenciales		
Friday May, 27, 2016											
57	9.00-9.45.00 a.m.	Meeting with Deported Haitian									
58	10.30-11.15 a.m.										
59	1.15.-2.15 p.m.										
				End of Week 4							
Monday May, 30,2016											
60	9.00-9.45.00 a.m.	Meeting with Haitian									
61	10.30-11.15 a.m.	Meeting with Haitians									
62	1.15.-2.15 p.m.	Meeting Philippines									

Tuesday May 31, 2016					Tuesday May, 31, 2016						
63	9.00-9.45.00 a.m.	Meeting with Jamaican Consulate									
64	10.30-11.15 a.m.	Focus group meeting with Belongers									
65	6.pm m.	F/G meeting with Migrants									
Wednesday June, 1, 2016											
68	6.pm	Focus Group meeting with American Migrants									
Thursday June, 2, 2016											

Appendix B

Sample of Literature review in conducting National Skills Audit and Migrant Survey

1) Caribbean Tourism Strategy
2) TCI Business Licencing Data Base, Ministry of Finance
3) TCI Budget Report and supporting documents 2001 to 2015
4) TCI Tourism reports
5) Grenada Labour Need Assessment
6) TCI Ministry of Border Control and Employment Policies
7) TCI Political Manifestoes for both major parties
8) TCI 2012 National Census
9) TCI KPMG Tourism Strategy Report
10) CANTA CARICOM Process for Workforce Training, Assessment and Certification
11) ECLAC Economic and Population Strategy for the TCI 2016
12) TCI Ministry of Education 2013 to 2015 Strategy Plan
13) TCI Ministry of Education Library Strategy
14) TCI Ministry of Education Youth and Sports Handbook
15) South Africa National Skills Development Handbook
16) TCI Economic Strategy Plan
17) TCI National Development Plan
18) TCI Immigration Ordinances
19) TCI Labour Ordinances
20) TCI IMF Report
21) TCI Health Statistics report
22) St Lucia Labour Market Need Assessment report
23) Immigration Documents
24) TCI Work Permit documents
25) TCI Trade reports
26) CDB TCI Poverty Assessment reports
27) CDB Annual reports
28) World Bank Reports: Latin America and the Rising South Changing World, Changing Priorities
29) World Bank Global Monitoring Reports 2008 to 2016
30) CARICOM Migration Report
31) Dr. Elizabeth Thomas-Hope reports (1987 to 2011)
32) Jamaica Migration Strategy
33) IOM Migration reports
34) NIB Occupation codes and Database
35) Financial Service Commission Annual reports
36) TCI National Socio-economic Development Framework (2008-2017
37) Salt Cay National Socio-economic Development Framework (2008-2017)
38) Turks and Caicos Islands National Socio-economic Development Framework (2008-2017)
39) TCI Intelligence and Forgery Unit reports
40) INEQUALITY AND POVERTY IN THE EASTERN CARIBBEAN, CDB Gini Coefficient of the TCI Caribbean Development Bank
41) Internal Ministry of Border Control Minutes, Letter, and reports
42) THE CHARACTERISTICS AND IMPACT OF HAITIAN MIGRATION IN THE TCI
43) Global Population Plan
44) Vietnam Population Plan
45) China Population control policy

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“National Accounts”, Strategic Planning and Policy Department:

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“Supplementary Analysis: Government of Turks and Caicos Islands”, Standard and Poor’s Ratings Services, July 24, 2015.

“The Appropriation (2016/17) Ordinance 2016 (Supporting Schedules)”, Caribbean Elections:

http://www.caribbeanelections.com/eDocs/budget/tc_budget/tc_budget_2016.pdf.

“Tourism”, Strategic Planning and Policy Department: http://www.sppdtci.com/tourism.

“Turks and Caicos Islands”, United Nations:

http://data.un.org/CountryProfile.aspx?crName=Turks%20and%20Caicos%20Islands.

"Turks And Caicos Islands Financial Sector Assessment Program – Financial System Stability Assessment", IMF: https://www.imf.org/external/pubs/cat/longres.aspx?sk=43337.0.

"Turks and Caicos Projecting Strong GDP Growth", Caribbean Journal:

http://www.caribjournal.com/2015/12/23/turks-and-caicos-projecting-strong-gdp-growth/.

"Zika Virus Infection" National Health Service: http://www.fitfortravel.nhs.uk/advice/disease-prevention-advice/zika-virus-infection.aspx.

"Zika Virus in Turks and Caicos Islands", Center for Disease Control and Prevention: http://wwwnc.cdc.gov/travel/notices/alert/zika-virus-turks-and-caicos.

8. Methods, Techniques and Tools Used to Prepare the Data for Analysis

1. Data Capture and Form Design

The software used to design the ESD 2013 survey form was the designer module of TELEform, a software developed by Cardiff Inc, a subsidiary of the Hewlett Packard Cooperation. Using this software, the form was formatted for ease of use and subsequent data capture using the TELEform software scan station, reader and verifier modules. In this design phase the name, type and other characteristics of each variable associated with each question on the questionnaire (See Appendix II) was selected. At this stage, also the relational database model for the collection of the data on the form was also established.

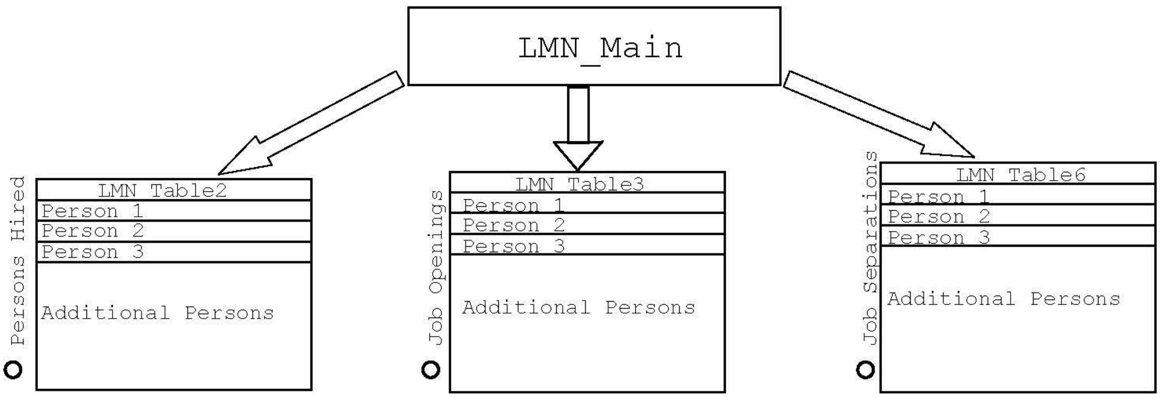
At the form design stage, it was decided to export the variables of the form into four tables created within an MS SQL (Microsoft Structure Query Language) Database AntiguaNSAS2013, namely,

1. LMN_Main – SQL Table containing all variables pertaining to the establishment, this included variables in Section 1 and Section 2 up to question 2.4. This Table also included, question 2.6, 3.1, 3.2, 3.4, all Section 4, 5 and 6 questions, question 6A.1, Section 7 and 8 questions.
2. LMN_Table2_5a (Page 4) & LMN_Table2_5b(Page 5) - SQL Tables containing all variables pertaining to persons hired, this included variables pertaining to questions 2.5a to 2.5k.
3. LMN_Table3_3a (Page 6) & LMN_Table3_3a (Page 7) - SQL Tables containing all variables pertaining to persons hired, this included variables pertaining to questions 3.3a to 3.3j.
4. LMN_Table6 - SQL Tables containing all variables pertaining to persons hired, this included variables pertaining to questions 6A.2a to 6A.2e.

2. Dataset Type and File Organization

All data was initially exported via an ODBC (Open Database Connectivity) connection to MS SQL 2008. This is a secure, industrial strength database well suited to handling complex data export formats. In the design of the export data structure for this dataset a unique form number variable (plink) and the name of the firm was used to link all data on the form using the one to many data schema in Figure 4:

Figure 4. Schematic of Relations between Tables in Database



Upon completion of the export of all the data to the MS SQL database, the data was transferred to SPSS v21 via an ODBC connection and in preparation for data analysis. The transfer of the data was done in two steps using the following SPSS syntax:

a) TO TRANSFER THE VARIABLES (FOR BREVITY SOME VARIABLE NAMES WERE EXCLUDED, SEE ELECTRONIC FILES SUPPLIED WITH THIS REPORT):

GET DATA

/TYPE=ODBC
/CONNECT='DSN=AntiguaNSAS2013;Description=AntiguaNSAS2013;UID=;Trusted_Connection=Yes;APP=IBM
' 'SPSS Products: Statistics Common;WSID=DIRECTOR-TWIST;DATABASE=AntiguaNSAS2013'

/SQL='SELECT BatchCust1, BatchTrack, plink, FormTotal, FormCount, FirmName, DateOfInterview, ' 'InterviewResults, District, q1_5Phone, q1_6Fax, q1_15Fax, q1_14Tel, "Position", q1_19a, '+

'q1_19b, q1_19c, q1_19d, q1_19e, q1_19f, q1_19g, q1_19h, q1_19i, q1_19j, q1_19k, q1_20, '+

'q1_20b, q1_21, q2, q2_1, q2_3, q2_3na, q2_4, q2_61, q2_62, q2_63, q2_64, q2_65, q2_66, q2_69, '………… FROM AntiguaNSAS2013.dbo.[NSAS_Main]'

/ASSUMEDSTRWIDTH=255.

b) TO CONVERT THE MULTIPLE TABLES TO A SINGLE, TABLE AN SPSS FILE MERGE OF CASES WAS ISSUED:

Consequently, LMN_Table2_5a (Page 4) & LMN_Table2_5b (Page 5) was merged into LMN_Table2 and LMN_Table3_3a (Page 6) & LMN_Table3_3a (Page 7) was merged into LMN_Table3_3

3. Data Cleaning

After the transfer and conversion of the data from MS SQL to SPSS V21 format several techniques for cleaning and data conversion were employed. The following are the cleaning methods used on the data in preparation for finalizing the files for analysis:

- Cleaning of variables using SPSS computes (note these operations had to be done due less than optimal decisions made in form design). The following are examples of SPSS computes applied to the dataset.

To clean up question 1.19

compute q1_19=0.

if (q1_19a=1) q1_19=8.

if (q1_19a=2) q1_19=9.

if (q1_19b=1) q1_19=1……etc.

To clean up question 1.7

if (q7_1a1=1) q7_1a=1.

if (q7_1a2=1) q7_1a=2.

if (q7_1a3=1) q7_1a=3.

if (q7_1a4=1) q7_1a=4.

if (q7_1a9=1) q7_1a=9.

- To clean inconsistent total in question 2 to 2.2 (All variables are labeled in SPSS):

if (missing(q2_1) =1) q2_1= sum(temp.1, temp.2, temp.3, temp.4, temp.5, temp.6, temp1.1, temp1.2, temp1.3, temp1.4, temp1.5, temp1.6).

if (sum(temp.1, temp.2, temp.3, temp.4, temp.5, temp.6, temp1.1, temp1.2, temp1.3, temp1.4, temp1.5, temp1.6) > q2_1) q2_1 = sum(temp.1, temp.2, temp.3, temp.4, temp.5, temp.6, temp1.1, temp1.2, temp1.3, temp1.4, temp1.5, temp1.6).

- Altering variable types to ensure appropriate analysis on this variable can be conducted:

Example:

ALTER TYPE q1_19 (F2.0).

ALTER TYPE position (F2.0).

- TO REMOVE DUPLICATES AND INCONSISTENT RECORDS:

Example:

SPSS v21 operation to identify duplicates in each dataset and to identify inconsistencies between LMN_Main, LMN_Table2_5, LMN_Table3_3 and LMN_Table6A tables was conducted using SPSS v21 duplicates and merge functions to ensure these datafiles were consistent based on the plink form variable and the name of the establishment.

9. Methods, Techniques and Tools Used to Process and Analyse Data

A. Creation of Computed Variables for Data Analysis

To facilitate data analysis several variables were computed. In the LMN_MAIN data files the following variables were computed to facilitate data analysis:

LMN_MAIN:

To facilitate data analysis several variables were computed. In the LMN_MAIN data files the following variables were computed to facilitate data analysis:

a) TO CREATE COMPANY SIZE GROUPS:

RECODE q2_1 (1 THRU 4=1)(5 thru 9=2)(10 thru 19=3)(20 thru 49=4)(50 thru 99=5)(100 thru 249=6)(250 thru 499=7)(500 thru 999=8)(1000 thru highest=9) into q2_1m.

b) TO IDENTIFY COMPANIES WITH JOB OPENINGS AFTER MERGING TO CREATE THIS VARIABLE IN THE LMN_MAIN FROM THE LMN_TABLE3_3

recode q3 (1 thru highest=1)(else=0) into q3m.

c) TO CREATE A TOTAL NUMBER OF PERSONS HIRED VARIABLE WITHIN THE LMN_MAIN DATAFILE AFTER MERGING THE TOTAL NUMBER OF PERSONS HIRED FROM THE LMN_TABLE2_5 TABLE. THIS OPERATION THEN CREATES A DERIVED VARIABLE TO IDENTIFY WHETHER A PERSON WAS HIRED OR NOT:

recode p2_5c_sum (1 thru highest=1)(else=0) into p2_5cm.

d) A VARIABLE TO CLASSIFY THE DATA BY MAJOR INDUSTRY GROUP WAS CREATED USING THE FOLLOWING SYNTAX:

recode q1_19 (1 thru 2=1)(5=2)(6=3)(7=4)(8 thru 11=5)(12=6)(3,4,13, 14=7)(15 thru 19=8)(99,0=9)(else=9) into q1_19m.

LMN_Table2_5

Variables computed in LMN_MAIN were transferred via an SPSS v21 merge into this table LMN_Table2_5 (see STAR JOIN below). In addition, the occupation variable 2_5a was recoded at the 4-digit, 2-digit and 1-digit level of the ISCO-08 (International Standard Industrial Classification of occupations 2008)

STAR JOIN

```
/SELECT t0.BatchTrack, t0.BatchCust1, t0.pno, t0.p2_5a, t0.p2_5b, t0.p2_5c, t0.p2_5d,
  t0.p2_5e, t0.p2_5f, t0.p2_5g, t0.p2_5h, t0.p2_5i, t0.p2_5j, t0.p2_5k, t0.p2_5i1, t0.p2_5i2,
  t0.p2_5i3, t0.p2_5i4, t0.p2_5i5, t0.p2_5i9, t0.TempID, t0.p2_5b1, t0.p2_5d1, t0.p2_5a1, t0.p2_5a2,
  t1.q2, t1.q2_1, t1.District, t1.Position, t1.q1_20, t1.q1_21, t1.q2_3, t1.q2_4, t1.q2_61, t1.q2_62,
  t1.q2_63, t1.q2_64, t1.q2_65, t1.q2_66, t1.q2_69, t1.q3, t1.q3_2, t1.p2_5c_sum, t1.q3m, t1.p2_5cm,
  t1.q2_1m, t1.q1_19m
/FROM * AS t0
/JOIN 'DataSet3' AS t1
  ON t0.plink=t1.plink
/OUTFILE FILE=*.
```

LMN_Table3_3

Variables computed in LMN_MAIN were transferred via an SPSS v21 merge into this table LMN_Table3_3 (See STAR JOIN below). In addition, the occupation variable 3_3a was recoded at the 4-digit, 2-digit and 1-digit level of the ISCO-08 (International Standard Industrial Classification of occupations 2008)

```
STAR JOIN
/SELECT t0.BatchTrack, t0.BatchCust1, t0.FirmName, t0.pno, t0.q3_3a, t0.q3_3b, t0.q3_3c,
  t0.q3_3d, t0.q3_3e, t0.q3_3f, t0.q3_3g, t0.q3_3h, t0.q3_3i, t0.q3_3j, t0.q3_3i1, t0.q3_3i2,
  t0.q3_3i3, t0.q3_3i4, t0.q3_3i5, t0.q3_3i9, t0.TempID, t0.q3_3a1, t0.q3_3a2, t1.q2, t1.q2_1,
  t1.District, t1.Position, t1.q1_20, t1.q1_20b, t1.q1_21, t1.q2_3, t1.q2_3na, t1.q2_4, t1.q2_61,
  t1.q2_62, t1.q2_63, t1.q2_64, t1.q2_65, t1.q2_66, t1.q2_69, t1.q3, t1.q3_2, t1.q3na, t1.q3_41,
  t1.q3_42, t1.q3_43, t1.q3_44, t1.q3_45, t1.q3_46, t1.q6a_1, t1.q6a_1na, t1.q3_3c_sum, t1.q3m,
  t1.q3_3cm, t1.q2_1m, t1.q1_19m
/FROM * AS t0
/JOIN 'DataSet4' AS t1
  ON t0.plink=t1.plink
/OUTFILE FILE=*.
```

LMN_Table6A

Variables computed in LMN_MAIN were transferred via an SPSS v21 merge into this table LMN_Table6A(See STAR JOIN below). In addition, the occupation variable 6.2a was recoded at the 4-digit, 2-digit and 1-digit level of the ISCO-08 (International Standard Industrial Classification of occupations 2008)

```
STAR JOIN
 /SELECT t0.BatchTrack, t0.BatchCust1, t0.FirmName, t0.pno, t0.q6a_2a, t0.q6a_2b, t0.q6a_2c,
  t0.q6a_2d, t0.q6a_2e, t0.TempID, t1.q2, t1.q2_1, t1.District, t1.Position, t1.q1_20, t1.q1_20b,
  t1.q1_21, t1.q2_3, t1.q2_3na, t1.q2_4, t1.q2_61, t1.q2_62, t1.q2_63, t1.q2_64, t1.q2_65, t1.q2_66,
  t1.q2_69, t1.q3, t1.q3_2, t1.q3na, t1.q3_41, t1.q3_42, t1.q3_43, t1.q3_44, t1.q3_45, t1.q3_46,
  t1.q6a_1, t1.q6a_1na, t1.q1_19, t1.p2_5c_sum, t1.q3m, t1.p2_5cm, t1.q2_1m, t1.q1_19m
 /FROM * AS t0
 /JOIN 'DataSet8' AS t1
  ON t0.plink=t1.plink
 /OUTFILE FILE=*.
```

10. Table Production for Analysis

The approach to the production of tables for analysis in this report was described previously for all datasets. Firstly, frequencies were run on all nominal or ordinal variables. Secondly, the means, standard deviations and medians were run on all scale variables. Finally, based on the analytical variables computed from the datasets a specialized set of tables were developed to analyze employer skill demands. The tables developed were shown throughout much of this analysis and the techniques use in their development are submitted along with this report.

With respect to the main table, LMN_MAIN and using the computed variables data tables were produced across all datasets. These tables were based on establishment size group, industry group, geographic region. With respect to the variables in the persons hired, job openings and separations tables additional variables for occupation were defined in accordance with ISCO-08 at the 1-digit, 2-digit and 4-digit level. These new variables were used in the analysis shown in Tables 13, 14 and 15 of this paper. All SPSS V21 syntax will be supplied with this report to allow replication of the tables produced based on the variables defined on questions asked in this survey.

A typical example of a table run to generate a table:

```
* Custom Tables.
```

```
CTABLES
  /VLABELS VARIABLES=q2_1m q3_3c q3_3g DISPLAY=LABEL
  /TABLE q2_1m [C] BY q3_3c [S][SUM 'Number of Job Openings', COLPCT.COUNT PCT40.1] + q3_3g
    [C][ROWPCT.COUNT PCT40.1]
  /CATEGORIES VARIABLES=q2_1m q3_3g ORDER=A KEY=VALUE EMPTY=EXCLUDE TOTAL=YES
POSITION=AFTER
  /TITLES
    CAPTION="Source: TURKS AND CAICOS JOB OPENINGS AND LABOUR TURNOVER SURVEY 2013".
```