



# REQUEST FOR PROPOSALS

FOR

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**CONSULTANCY FOR PRODUCTIVITY UNDER NEW  
WORK ARRANGEMENTS**

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**Prepared by:**  
**Belize Electricity Limited**  
Audit Department  
2½ Miles Philip Goldson Highway  
Belize City, Belize  
June 2024

Bidders will be required to submit a fixed price quotation and provide all relevant information indicated in the section Submission and Evaluation of Proposals. Submit proposals via email to [bidsubmittal@bel.com.bz](mailto:bidsubmittal@bel.com.bz) no later than **3:00 p.m. local time on Friday, July 12, 2024**, and labelled:

**BID #2024-2393 Consultancy for Productivity Under New Work Arrangements**

**IMPORTANT DATES:**

Bid Due Date – 3:00 p.m. local time on **Friday, July 12, 2024**

Questions or queries can be emailed at [bidboxrequest@bel.com.bz](mailto:bidboxrequest@bel.com.bz) on or before **Friday, July 5, 2024**

**BID CRITERIA**

**a. Technical Proposal (70%):**

- I. Relevant Experience of the Firm [20%]
- II. Key Experts' Qualifications and Competence [20%]
- III. Methodology [15%]
- IV. Work Plan & Schedule [15%]

**b. Economic Proposal [30%]**

## **1. BACKGROUND INFORMATION**

Belize Electricity Limited (BEL) responded swiftly to the onset of COVID-19 in the first quarter of 2020 by implementing “work-from-home” (“WFH”) arrangements for staff capable of executing their jobs remotely to minimize the risk of exposure and infection, and to support national efforts to contain the spread of the virus. BEL’s WFH arrangements were introduced even prior to the introduction of legislation which mandated employers to implement such arrangements where possible and reflects the Company’s strict embrace of a pro-active safety and health-conscious culture.

To date, 60% of our staff continue to work remotely full-time or on rotation, while 40% continue to report to work in the field or in the office as required. All staff who work away from the office are properly equipped with laptops and, in some cases, office chairs, and desks.

While these arrangements were a direct response to the onset of the Covid-19 crisis, they reflect an early decision by BEL to embrace and learn from the experience, to improve our overall emergency response capability, re-engineer our operations and build organizational competencies for greater resiliency in times of disasters.

BEL has now had four solid years of experience operating in this “hybrid workplace” mode. As the nation and the world has returned to life after (and-with)-Covid, BEL is now at a critical juncture to evaluate whether the Company’s and the employees’ work productivity has been impacted (whether negatively or positively) by these new work arrangements.

## **2. SCOPE OF WORK**

The Consultant will review and analyze the Company’s productivity under the new work arrangements by measuring and analyzing several key performance indicators (KPI) for the three years before and the three years after the new work arrangements were implemented. These KPIs include (1) the Company’s high level financial performance in the areas of sales growth, asset growth, and profitability; (2) the Company’s performance against annual Corporate and Divisional Targets; (3) employee engagement/satisfaction levels; and (4) employee productivity.

Based on the findings identified during the review of these KPIs and other relevant considerations, the Consultant will present a report summarizing their major findings and providing their conclusions on the extent to which the Company’s performance has been affected by the implementation of the new work arrangements. The report will also make recommendations to improve the Company’s productivity under the new work arrangements or to improve the work arrangements to boost productivity.

### **3. DEATILED TASKS**

- 3.1 Conduct a review of the new work arrangements to understand exactly what these new arrangements are and to identify how they differ from the previous work arrangements. This will include a desk review of relevant documents and interviews (such as but not limited to key informant interviews) with key stakeholders.
- 3.2 Conduct a review and analysis of the Company's performance in the areas of sales growth, asset growth, and profitability, and other key financial performance indicators for the three years prior to and the three years following the implementation of the new work arrangements. This will include determination of whether these key financial indicators have increased or decreased since the implementation of the new work arrangements.
- 3.3 Conduct a review and analysis of the Company's performance against annual Corporate Targets and Divisional Targets for the three years prior to and the three years following the implementation of the new work arrangements. This will include determination of whether the Company was better able to achieve the respective targets before or after the implementation of the new work arrangements.
- 3.4 Conduct a review and analysis of the Company's performance against specific Customer Satisfaction and Service Delivery Targets for the three years prior to and the three years following the implementation of the new work arrangements. This will include determination of whether the Company was better able to achieve the respective targets before or after the implementation of the new work arrangements. *The Consultant may conduct a survey of a representative sample of Customers or engage in a focus group discussion with Customers to evaluate Customer Satisfaction in this context.*
- 3.5 Conduct an employee engagement/satisfaction survey (that covers areas previously surveyed by the Company) on a representative population of employees and compare the results of the survey to the results of the last employee engagement/satisfaction survey performed. This will include analyzing the results of the survey to compare the extent to which employees were engaged/satisfied in specific areas before versus after the implementation of the new work arrangements.
- 3.6 Conduct a review and analysis of the Company's employees' productivity by reviewing and analyzing outcomes such as performance appraisal results and the amount of sick leave taken, in the three years prior to and the three years following the implementation of the new work arrangements.

#### 4. DELIVERABLES

The key deliverables for this consultancy are listed in the table below. The consultancy is expected to run for a period of not more than 80 business days (concurrently) from the contract execution date. All reports must be submitted in English to BEL and will be the sole property of BEL. The deliverables will include all reports as required and described under this section.

Item	Description	Due on
Inception Report	Mutual understanding of the plan of action and timeline for conducting the consultancy and the additional guarantee of adherence to, and interpretation of the Terms of Reference (TOR).	5 business days after contract execution
Draft Final Report	Draft report including findings and recommendations following the completion of review of the Project. <i>BEL will provide feedback and comments 10 business days after receipt of the report to be reflected in the ensuing tasks. Feedback is not limited to written submission and may also involve discussion sessions.</i>	60 business days after execution of the contract
Final Report	After consideration of feedback and comments on Draft Final report	15 business days after receiving feedback and comments on Draft Final report

#### 5. ROLES AND RESPONSIBILITIES

- 5.1 The Consultant will provide all the Deliverables specified in this Terms of Reference (TOR).
- 5.2 A Project Coordinator will be appointed by BEL to supervise and coordinate the consultancy. The Consultant will report to the Project Coordinator and will submit all reports to her/him as required by the TOR. The Project Coordinator will be responsible for the reviewing and approval of scope changes, reviewing and signing-off on all reports and consultancy outputs produced by the Consultant, and approving payments.

#### 6. DURATION AND PLACE OF THE CONSULTANCY

- 6.1 The Consultant should plan and organize their work so that the Final Report can be submitted by latest 80 business days after contract signing.

6.2 Tentatively BEL will provide the following facilities to assist carrying out of the Consultancy:

- Suitable counterpart staff.
- Data collection assistance.

## 7. PAYMENTS

The payments will be made as per the following schedule:

- 10% upon receipt and acceptance of the Inception Report
- 60% upon receipt and acceptance by BEL of the draft Final Report
- 30% upon receipt and acceptance by BEL of the Final Report

## 8. SUBMISSIONS AND THE EVALUATION OF PROPOSALS

8.1 Information to be provided to BEL by Consultants in their bid submission shall be as follows:

- I. **Technical Qualifications:** Relevant Experience of the Firm and Expertise of Key Members of the Team that will be assigned to the Project.
- II. **Methodology:** The Consultant will specify the methods that will be applied to meet the objectives of the TOR. The methodology must include any frameworks and software that will be used to carry out the consultancy.
- III. **Work Plan/Schedule:** The Consultant will submit a work plan outlining how the consultancy will be conducted in a systematic and thorough manner within the schedule provided above. The schedule submitted must include a timeline for meetings, surveys/interviews, data collection and analysis and completion of all reports. **The consultancy must stay within the schedule** and any changes must be mutually agreed upon without affecting the cost. The work plan must outline all aspects including factors that may impact the consultancy and the deliverables and how they will be addressed.
- IV. **Economic Proposal:** Applicable rates and fees, number of business days (person-days), and total cost to allow the Consultant to carry out the scope of works as described further above.

**V. Exceptions and Clarifications:** The Consultant must clearly outline all potential limitations, concerns and exceptions to the TOR that may contribute to not fully meeting requirements within the TOR.

**VI. Additional Information:** The Consultant must include all additional information that must be provided by BEL to carry out the scope of works.

**VII. Comments by the Consultants:** The Consultant is invited to make comments on and suggest improvements to the TOR. The financial implications, if any, of these recommendations should be indicated separately in the financial proposal.

8.2 Proposals will be evaluated using the criteria below:

**A. Technical Proposal (70%):**

- II. Relevant Experience of the Firm [20%]
- III. Key Experts' Qualifications and Competence [20%]
- IV. Methodology [15%]:
- V. Work Plan & Schedule [15%]:

The maximum evaluation score for the Technical Proposal is 70%. If the evaluation score for a Technical Proposal is less than 45%, then the entire bid will be treated as unresponsive and will not be further evaluated.

**B. Economic Proposal [30%]**

- I. The Economic Proposal will only be evaluated for bids that meet the 45% Technical Proposal evaluation score threshold.
- II. The Economic Proposal with the lowest all-in cost will be called the Benchmark Economic Proposal and will be allocated the maximum Economic Proposal evaluation score of 30%.
- III. The remaining proposals will each be given a score equal to:
  - 1.  $30\% \times (\text{Cost of Benchmark Economic Proposal}) / (\text{Cost of Economic Proposal being evaluated})$

8.3 The Consultant scoring the highest total score of the Technical Proposal evaluation score and the Economic Proposal evaluation score will be selected as the Successful Bidder. The Successful Bidder will be notified and offered an opportunity to negotiate a Contract with BEL to provide the services as stipulated in the TOR. If BEL is unable to reach a suitable agreement with the Successful Bidder within 15 business days from the date of notification by BEL to the Successful Bidder, then BEL may withdraw its offer to negotiate and agree on such contract and may begin negotiating with the next highest scoring bidder, and so on.