



# Terms of Reference

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**CONSULTANCY TO DEVELOP A FIVE-YEAR TRAINING  
AND DEVELOPMENT STRATEGY**

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Prepared by:  
**Belize Electricity Limited**  
Talent Acquisition & Development  
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Belize City, Belize  
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## 1. Company Profile

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1. Belize Electricity Limited (BEL) is the sole national transmission and distribution electric utility of Belize, and whose Mission is “We deliver safe, reliable, and sustainable energy solutions to enhance the quality of life and the productivity of enterprise and to support national development”.
2. BEL currently serves approximately 107,000 customer accounts via eleven (11) service areas countrywide. Each of these service areas is served by one or more electric distribution networks, one or more operations support facilities and one or more customer service centres.
3. The Company purchases and generates electricity from multiple energy sources, including hydro-electric, biomass, solar, fuel-oil and diesel-fired generation as well as imported electricity from Mexico, making Belize the top producer of renewable energy for electricity by the percentage of total electricity supplied in the Caribbean and one of the top five (5) producers in the entire Western Hemisphere.
4. Average electricity rates charged to consumers are the third lowest in the Caribbean (behind Trinidad & Tobago and the Dominican Republic). Annual electricity sales grew by 3.5% on average between 2015 and 2019 but declined by 8.3% in 2020 due to the impacts of the COVID-19 pandemic. Sales growth rebounded by 5.6% on average between 2021 and 2022 and is projected to continue growing at an annual average rate of approximately 6.5% over the medium term.
5. The Company currently employs a total of 337 permanent staff, 21 temporary staff, and various contractors to support its technical and administrative operations.
6. The Company expects to complete in 2023 the final phase of a comprehensive organizational restructuring which started in 2019 and is being implemented under the mantra 'The BEL of the Future': A radical rethink of how the Company should be organized to deliver on its Mission most effectively. It is designed to put the organization, its resources and the relevant decision-making apparatus closer to customers and the markets it serves so that it can become more responsive to customer needs in the face of growing competition from independent distributed generators and can move quickly to seize opportunities for market growth as soon as they arise. This organizational restructuring exercise is an important strategic initiative under BEL's push to modernize its planning and operations and transform its culture from the traditional process-oriented, inside-out way of doing things to a new customer-centric, outside-in approach that starts with the customers and the markets BEL serves.

## 2. Background Information

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In 2019, BEL embarked upon a new strategic direction designed to deliver on the Company's Mission and long-term goals and bolster its competitive position in an era of increasing competition and evolving consumer preferences. This new strategic direction involves transitioning from a bureaucratic, inward-looking, monopoly electric utility to an agile, outward-searching, competitive energy solutions provider and changing the focus from an "engineering company" preoccupied with moving electrons over wires as efficiently as possible to meet demand to a customer-centric Company obsessed with delivering exceptional energy solutions and services through people to exceed expectations. The Company has identified and embraced Five Strategic Pillars as the guiding posts and foundation of this new strategic direction:

- Stabilizing Cost of Power
- Evolving with our Markets & Customers
- Reinforcing and Expanding the Grid
- Modernizing Planning & Operations
- Transforming Our Organization Culture

The successful execution of this strategic plan requires an inspired and knowledgeable workforce, physically and virtually deployed as close to customers as possible, and well-resourced, empowered and trusted to make the decisions and take action. The Talent Acquisition and Development (TAD) Department was established in 2021 and charged with implementing the Company's Talent Acquisition Policy (TAP) to secure top talent, monitoring employee performance, identifying performance gaps, and providing the necessary training and development opportunities to employees in support of the Company's strategic and business plans and to foster employee career and personal development, retention, and succession planning.

TAD has begun to revitalize the Company's training and development program by arranging attachments/job shadowing training with first-world leading electric utility companies, developing and implementing certification programs for progressive positions, coordinating leadership training, and implementing a comprehensive educational assistance program and promoting self-directed learning to foster self-determined career development aligned with BEL's objectives.

These various activities must now be rationalized within a detailed and comprehensive five-year training and development strategy and program that supports the Company's Mission, Strategic & Business Plans, and the needs of individual departments and employees that embrace best practices in the leading organizations worldwide.

### 3. Objectives

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1. Conduct a study and provide an assessment of the Company's current Training and Development approach and learning gaps for each job function and for the Company as a whole.
2. Recommend a Five-Year Training and Development Strategy that will align learning and development with the Company's Mission and strategic objectives.
3. Identify what KPIs and tools should be utilized to measure the performance of the Training and Development Strategy.

### 4. Scope of Work

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1. Conduct consultations with key stakeholders on the desired outcomes to be achieved under the Company's strategic and business plans.
2. Conduct an assessment of capability gaps for each job function and for the Company as a whole, identifying 'what is' and 'what needs to be'.
3. Conduct research on studies undertaken on how Training and Development are implemented by other leading companies locally and internationally.
4. Analyze and recommend adjustments to the current training approach and amendments to relevant training policies and procedures
5. Recommend a comprehensive Five-Year Training and Development strategy with specific KPIs to track progress and impact on business performance, including a training needs assessment report.

### 5. Deliverables

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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 60 business days from the contract execution date. All reports must be submitted in English to BEL and will be the sole property of BEL.

Item	Description	Due no later than
Evaluation Report	Findings and recommendations after the completion of Tasks 1 & 2.  BEL will provide feedback and comments 5 business days after receipt of the report to be reflected in the ensuing tasks. Feedback is not limited to written submissions and may also involve discussion sessions.	20 business days after contract execution

Interim Report	<p>Findings and recommendations after the completion of Tasks 3 &amp; 4.</p> <p>BEL will provide feedback and comments 5 business days after receipt of the report to be reflected in the ensuing tasks.</p> <p>Feedback is not limited to written submission and may also involve discussion sessions.</p>	15 business days after receiving feedback and comments on Evaluation Report
Draft Final Report	<p>Recommendations after the completion of Task 5.</p> <p>BEL will provide feedback and comments 10 business days after receipt of the report to be reflected in the ensuing tasks.</p> <p>Feedback is not limited to written submissions and may also involve discussion sessions.</p>	15 business days after receiving feedback and comments on Interim Report
Final Report	<p>Recommendations after consideration of feedback and comments on Draft Final Report.</p>	10 business days after receiving feedback and comments on the Draft Final report

## 6. Roles and Responsibilities

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1. The Consultant will provide all the deliverables specified in this Terms of Reference (TOR).
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 reviewing and approving scope changes, reviewing and signing off on all reports and consultancy outputs produced by the Consultant, and approving payments.

## 7. Duration and place of the consultancy

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1. The consultancy will be conducted remotely and on-site if needed.

2. The Consultant should plan and organize their work so that the Final Report can be submitted no later than 60 business days after contract signing.
3. Tentatively, BEL will provide the following support to assist in carrying out of the consultancy:  
Data collection assistance

## 8. Payments

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1. The payments will be made as per the following schedule:
  - 20% upon receipt and acceptance of the Evaluation Report
  - 20% upon receipt and acceptance by BEL of the Interim Report
  - 60% upon receipt and acceptance by BEL of the Final Report

## 9. Submission and Evaluation of Proposals

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1. The Consultant will submit a Technical Proposal and an Economic Proposal in response to this RFP. Analysis of the information submitted to BEL, including the Economic Proposal, will determine the Consultant chosen to conduct the study as laid out in the TOR. The successful Consultant shall be offered the opportunity to negotiate a contract with BEL to provide the services set out in the TOR.
2. 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. Economic Proposal: Applicable rates and fees and the number of business days (hours) to allow the Consultant to carry out the scope of works as described further above.
  - III. 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.
  - IV. Work Plan/Schedule: The Consultant will submit a work plan outlining how the consultancy will be conducted within the schedule provided above. The schedule submitted must include a timeline for meetings, site inspections, surveys/interviews, data collection and analysis and completion of all reports. **The consultancy must stay within the schedule.** 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.

V. Exceptions and Clarifications: The Consultant must clearly outline all 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.

3. Proposals will be evaluated using the criteria below:

A. Technical proposal (60%)

I. Relevant Experience of the Firm - 15%

II. Key Experts' Qualifications and Competence - 20%

III. Methodology - 15%

IV. Work Plan & Schedule - 10%

B. Economic proposal (40%)

## 10. Deadline for Queries and Submission of Proposals

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1. Questions and queries relating to this RFP must be submitted via email before the deadline, as indicated below.

**Email address:** [bidboxrequest@bel.com.bz](mailto:bidboxrequest@bel.com.bz)

**Bid Deadline:** 3:00 p.m. on Friday, November 3, 2023

**Email Subject:** Bid #2023- 2142 Training and Development Strategy

2. Proposals must be submitted via email before the deadline, as indicated below.

**Email address:** [bidsubmittal@bel.com.bz](mailto:bidsubmittal@bel.com.bz)

**Bid Deadline:** 3:00 p.m. on Friday, November 3, 2023

**Email Subject:** Bid #2023- 2142 Training and Development Strategy

Email [bidboxrequest@bel.com.bz](mailto:bidboxrequest@bel.com.bz) if you do not receive an acknowledgement email for your submission, and you will be contacted immediately.