



Terms of Reference (ToR) for the Provision of a Human Resources Telecommuting Policy for the British Virgin Islands Electricity Corporation's COVID-19 Business Continuity Support Project.

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1. Background and Introduction

1.1. Background for BVIEC COVID-19 Business Continuity Support Project.

The COVID-19 pandemic has shown how vulnerable normal operations are to disruptions, particularly in the electricity generation and distribution industry. With the inclusion of hurricanes, these disruptions present the challenges of ensuring the supply of an essential service while maintaining the safety of the organization's employees. Electric utilities like the BVIEC must invest in innovative Information and Communication Technologies (ICTs) and develop business processes and policies to transition the industry to continue full operations and provide the essential service of electricity.

In 2020, the effects from the COVID-19 pandemic which included illnesses, mandatory quarantines by employees, school and child-care service closings among others, caused employee production losses of up to 10% of the Corporation's monthly revenue within a single three-month period. The introduction of advanced ICT systems along with appropriate business processes and policies to deal with these issues can be justified based on our own internal analysis of the loss of hours of production due to effects of the pandemic. These systems will allow the employees of electric utilities to have the capability to operate remotely, should there be a future event similar to that of the months of April, May and June 2020, when most of the world was instructed to stay at home. The challenges the BVIEC faced during the periods where the BVI was under 24-hour curfew and shelter-in-place restrictions, include:

- Longer response times in dealing with customer faults.
- Inadequate means of assessing productivity of staff working remotely.
- Lack of a standard policy for the organization as it relates to remote operations or "work from home" to guide check-in policies, productivity updates, etc.
- Difficulty in engaging with the customer base.
- The challenge where stay-at-home instructions are given but not all staff were permitted to work from home, thus creating some disparity between staff.

In 2017, the Corporation suffered extensive damage to its facilities and assets due to the onslaught of hurricanes Irma and Maria. Approximately 95% of the electrical infrastructure throughout the territory was destroyed. Despite the extensive damage to the communications infrastructure suffered by the ISPs, they were among the first entities to reconstruct a minimum viable service that could support the essential communications needs of other essential services that was so critical at the time. Certainly, innovative ICTs would promote the efficiency of the restoration process for the supply of electricity. As the electrical supply was gradually restored throughout the territory, employees could *have worked* from remote locations by sharing information, providing service and support and planning restoration in a timely manner while blocked roads and driveways were being cleared and the main office was being repaired.

Similarly, the threat of a catastrophic earthquake is real in the region. The past few years have seen regular occurrences of tremors of varying magnitudes. Providing employees with the ability to conduct the affairs

of the Corporation from remote locations fits into the plan of continuing business in situations where an earthquake may limit the ability of employees to travel to the workplace due to inaccessible roadways or extensive damage to the workplace facilities.

These ICTs, business processes and policies are intended to support the remote monitoring of BVIEC's generators and ancillary equipment, and the effective engagement of our customers such that the facility can continue to operate efficiently. We expect these ICTs to allow employees to access video and data using a mobile phone, tablet, or computer, which provides real-time information on the status of the generating engines and their auxiliaries including fluid levels and associated cooling systems along with the status of the electricity supply and related components of the network. These ICTs shall allow customers to use the same devices mentioned to contact the BVIEC with reports and requests as well as access to details about their consumption, rates, and the current state of the electricity supply at their location, including outages and maintenance work throughout the territory. To ensure the successful implementation and operation of the ICTs, along with mandatory training, the Corporation will re-engineer its business processes with the aim of extracting the maximum benefit from the features that the ICTs will offer.

1.2. BVIEC COVID-19 Business Continuity Support Project

The British Virgin Islands Electricity Corporation's mission states: We are committed to delivering an exceptional customer experience by fostering partnerships and safely developing the BVI as we invest in our people and provide sustainable, innovative energy solutions at an affordable cost.

Given the national mandate to supply a broad level of services relative to the significant number of investments and small customer base, the Corporation strives to operate as efficiently as possible.

In order to address the aforementioned challenges, the BVIEC has developed and submitted a Project Proposal with the name: ***BVIEC COVID-19 Business Continuity Support***. The aim of the initiative is to improve the capacity of the BVI Electricity Corporation to maintain operations during pandemics or extreme and recurrent disasters.

This temporary endeavor will have several components meant to address the difficulties employees of the Corporation and its customers may face in attempts to communicate with each other during times of disruption. The formulation of a work from home policy will provide the foundation to guide the performance of the Corporation's employees during the disruptions indicated. The following listing highlights key outputs of the overall project.

1. **Output 1:** A Gap Analysis Report completed that identifies specific areas of opportunity and specifies solutions such as remote monitoring software requirements, standard procedure changes, schedule changes, etc.
2. **Output 2:** A Human Resources Telecommuting policy developed.

3. **Output 3:** An electronic customer service center and customer engagement application installed.
4. **Output 4:** Remote monitoring software for generators and ancillary equipment installed.
5. **Output 5:** A pilot project executed, that demonstrated the effectiveness of the policies and procedures developed to achieve the objectives.
6. **Output 6:** Standardized business processes introduced, that incorporate the use of the implemented ICTs.
7. **Output 7:** Relevant staff trained on the use of remote monitoring and support software, and the remote customer engagement application.
8. **Output 8:** Training manuals for the use of the remote monitoring software and the customer engagement application developed.

The Caribbean Overseas Countries and Territories (OCTs) Resilience, Sustainable Energy and Marine Biodiversity Programme (RESEMBID) supports the project, which has a duration of 15 months, scheduled to start November 2022. The RESEMBID Programme is itself implemented by Expertise France and funded by the EU (see more information under <https://resembid.org/>).

To enable the implementation of the project, the Corporation will solicit the support of a consultant or consulting firm with expertise in Human Resources and Human Resource Telecommuting. The Consultant will provide support for the implementation of outputs 2 and 7, indicated above.

This document presents the Terms of Reference (ToR) as a description of the expected scope of this assignment and the requirements for submission of technical and financial proposals.

2. Objective of the Assignment

2.1. Overall objective

To maintain the standard of living for the residents of the territory by strengthening the operations and increasing the resilience of the BVI Electricity Corporation to respond and adapt to pandemics or extreme and recurrent disasters.

2.2. Specific Objective

To improve the capacity of the BVI Electricity Corporation to maintain operations during pandemics or extreme and recurrent disasters.

3. Expected Scope

3.1. Duration and location

The project will be executed on-site at the offices of the BVI Electricity Corporation in Tortola, British Virgin Islands. The Corporation expects the Consultant to conduct at least one site visit and thereafter will perform tasks remotely as required or wherever possible. To conduct the initiative efficiently, the project team will arrange to promote virtual opportunities throughout its duration.

The Corporation will provide funding for travel cost recovery upon prior approval by the project steering committee.

The completion date for the project is March 2024.

3.2. Responsibilities

The successful Consultant will be responsible for supporting the COVID-19 Business Continuity Project team by providing technical assistance for development, training and evaluation in the areas described under sections 3.3.1 and 3.3.2.

Throughout the lifetime of the project, the project manager and the consultants will gather and compile relevant data from the project activities to satisfy the requirements of the Monitoring Evaluation Accountability and Learning (MEAL) review meetings held by the steering committee.

In addition, the Consultant ensures timely answers to requests from the BVIEC Project Team and/or Steering Committee via email (maximum 2 days to respond) or phone.

3.3. Deliverables and Milestones

3.3.1. Schedule

The assignment includes the following tasks and deliverables that the Consultant will implement:

	Task	Deliverable	Workdays
1	Develop for the Corporation, a work-from-home policy that describes acceptable behaviour of persons working remotely	A Human Resources Telecommuting Policy developed	45
2	Develop a training programme and training manuals on acceptable use and behaviour of personnel while operating remotely	Training for behaviour and use of the remote monitoring/access software.	45
3	Implement performance-monitoring solutions to measure employees' productivity while working remotely	Performance monitoring methodology integrated into the organization's operations	6
4	Assess the success of the training through surveys and interviews to determine ease of use of hardware and software	Interviews, surveys and questionnaires completed	20

Total	116
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The Consultant will elaborate on each deliverable, which will be subject to a review process conducted by the BVIEC. The workdays are approximate and will be reviewed by the project team and the Consultant and adjusted with the approval of the steering committee. The indicated completion date of the project is final however.

3.3.2. Scope of key Deliverables

The following sections describe detailed requirements on the scope and quality of deliverables mentioned under section 3.3.1.

3.3.2.1. A Human Resources Telecommuting policy developed.

The Consultant will develop a work-from-home (telecommuting) Human Resources Policy for the BVIEC using inputs from the recommendations provided in Output 1, along with directives given by the steering committee. The policy shall include details on acceptable behaviours of employees while operating remotely and acceptable use of the remote productivity software, remote access software and the customer engagement application. Acceptable behaviour while interacting with customers shall also be included.

3.3.2.2. Training methodology document for the Telecommuting Policy.

The Consultant will develop an education methodology for relevant BVIEC personnel on the aspects of the Telecommuting Policy. The methodology must include a form of training as required that can be conducted either in-house or by a third party. It training itself should address areas that affect staff working remotely such as time management, cyber security, efficient workspaces, remote meetings and working in remote teams.

3.3.2.3. Performance monitoring methodology implemented

The Consultant will create and implement a solution for performance monitoring that will guide, engage, foster accountability and maintain development of the telecommuting employees. The solution will also identify metrics for the monitoring and evaluation of the overall performance of the organisation with the increased percentage of staff working remotely.

3.3.2.4. Interviews, Surveys and Questionnaires Completed

The consultant and the project team will conduct an evaluation of the training of employees and customers on use of the new ICTs and their resulting performance. The consultant will design surveys and questionnaires to gather this data and recommend adjustments to the software, supporting systems and training methodology based on the feedback.

4. Requirements on the Format of the Bid

The interested bidder is required to submit a bid comprising a technical and a financial proposal according to the instructions given in the following chapters.

The proposal shall contain both the technical and financial aspects, and are to be submitted electronically. Both proposals are requested to be signed and stamped by the bidder.

The comprehensive technical proposal must be submitted by January 26, 2023, 11:59 pm AST via email to: bvieccovidbcs@bvielectricity.com.

Further questions related to this assignment and its procurement process can be addressed via email to: bvicece@bvielectricity.com.

The Bidder shall bear all costs associated with the preparation and submission of its proposal and the finalisation and execution of the engineering, procurement, and construction agreement. BVIEC shall in no circumstances be responsible or liable for these costs, regardless of the conduct or outcome of the RFP process. Documents submitted by the Bidders will not be returned.

4.1. Technical Proposal

The technical proposal is required to show how the objectives defined in Sections 2 and 3 of this Terms of Reference (ToR) are to be achieved. In addition, the bidder must demonstrate the company's capacity, expertise, and experience by providing a concept for quality assurance (company description), and respective references from similar assignments. Links to publicly available, elaborated, previous assignments will be considered an additional asset.

The Technical Proposal must be legible (font size 11 or larger) and clearly formulated. The bid must be written in English (language).

The complete technical bid shall not exceed 30 pages (excluding CV's), including:

- Technical concept and a work plan
- Company Description (incl. Overview of staff/ team concept, financial statements of the past 3 years of the company, Backstopping Concept and Quality Assurance) and References related to similar assignments (i.e. the implementation of application software and business process redesign of customer relation applications)

The CVs must clearly show the position and job the proposed Expert held in the referenced project and for how long.

4.1.1. Expert Qualification

The proposed experts shall fulfil the following qualifications to comply with the required expertise as indicated below. Non-compliance with the minimum qualification criteria will exclude the proposal from further assessment.

a. Education/training

- Minimum academic requirement of a Master's degree, or equivalent, Human Resources Management, Human Resources Development, or a similar area.

b. Language

- Excellent command of English language in speech and writing

c. General Professional experience

- Minimum of 10 years of professional working experience in the field of Human Resources Management and Development.
- Minimum of 5 years as policy advisor or consultant related to frameworks for human resources workforce development.

d. Specific professional experience

- Demonstrated knowledge and experience in the development and implementation of measures for human resources development related to services for utilities.

e. Regional experience

- Demonstrated working experience in Caribbean OCT's or CARICOM member countries

4.2. Financial Proposal

The financial proposal shall be based exactly on the costing requirements mentioned under Section 3.2.1. and the cost breakdown as provided in section 4.2.1.

4.2.1. Cost Breakdown

The cost breakdown of the financial proposal shall be provided as follows:

Deliverable ¹		Key Expert		Total Costs in EUR
		No of work days	Daily fee in EUR	
1.	A Human Resources Telecommuting policy.	45		
2.	Training manuals for behaviour and the use of the remote productivity, remote monitoring software, and the customer engagement application developed	45		
3.	Performance Monitoring methodology integrated into the Organization's operations	6		
4.	Interviews, surveys and questionnaires completed	20		
TOTAL		116		

¹ See more detailed description of respective tasks, deliverables, and milestones under section **Error! Reference source not found.**

4.2.2. Costing Requirements

4.2.2.1. Assignment of personnel

The assignment is based in the home country according to the time schedule as mentioned. Applicants will be local or foreign-based depending on qualifications.

4.2.2.2. Travel

Funding for travel cost recovery will be provided by BVIEC upon prior approval by the Project Steering Committee.

4.2.2.3. Other costs

The Consultant will be responsible for providing their own communication, supplies, out-of-pocket expenses, equipment, and all other costs incurred in preparing the requisite reports as part of their financial proposal. These costs are to be included in the daily fees of the expert.