

Request for Proposals

Organizational Review of the CARILEC Secretariat

CARILEC invites eligible consultants, individuals or firms, to submit Proposals for conducting an **Organisational Review of the CARILEC Secretariat** and to make recommendations with regard to the structure, processes and human resources, which will be required support the effective and efficient implementation of the organization's Strategic Plan for the period 2018 to 2022 (see attached Terms of Reference for further details).

Submission Requirements

Interested Individuals and Firms are requested to submit Proposals indicating:

- Relevant qualifications and experience.
- Past experience in offering similar Consultancy services.
- Number of years carrying out similar Consultancy services for the respective areas of interest, for organizations/institutions comparable to CARILEC.
- A detailed approach/methodology of how individual or firm conducted similar Consultancy services in the past as well as proposed methodologies and approaches for this assignment, along with proposed timelines.
- Proposed costs and expenses related to the execution of the Consultancy.
- Curriculum vitae of the proposed consultant(s) who will be undertaking the Consultancy citing relevant experience of successful implementation of similar Human Resource Consultancy services and activities.
- References: Contact and Client list (Company name and Address, Contact name, email and telephone number and contract value).

Submission of Proposals

Proposals must be submitted in English and electronically by email to edirector@carilec.org in PDF format, no later than 16:30 hours Saint Lucia time on Friday, October 12th, 2018.

The email subject line should state **“Proposal for Organisational Review Consultancy”** and the email body must state the name and address of the applicant. The Proposal will be deemed to have been received at the time that it is received by the Executive Director. CARILEC reserves

the right to accept or reject late applications or to cancel the present invitation partially or in its entirety. It will not be bound to assign any reason for not selecting any applicant and will not defray any costs incurred by any applicant in the preparation and submission of Proposals.

Selection Criteria

In the assessment of submissions, consideration will be given to qualifications and experience including:

- a) Post-graduate degrees in Strategic Management, Human Resource Management, Business Administration, Project Management, or related fields of study.
- b) A strong technical background in Human Resources Management as evidenced by at least 10 years' experience with design and development of various aspects of the human resource management life cycle, and direct prior experience with designing and/or providing consulting services in relation to Job Analysis, Process Analysis, Competency Assessments, Performance Management Systems and Human Resource Development.
- c) A sound understanding of organisational change management principles.
- d) Excellent oral and written communications skills in English.
- e) Familiarity with relevant provisions of the Saint Lucia Labour Code is required.
- f) An understanding of governance arrangements and operations within regional organisations would be an asset.
- g) Familiarity with the electricity or energy sector in the region would be an asset.

Selection Method

Following the assessment of submissions, the most technically capable and appropriately experienced applicant will be invited to negotiate a contract to provide the consultancy services.

Request for Further Information

All information or request for information must be submitted in English. Further information may be obtained via **email only** from the following address no later than 16:30 hours Saint Lucia time on Friday, October 5th, 2018: edirector@carilec.org. Replies to queries will be given at the sole discretion of CARILEC and the company reserves the right to provide replies, or decline to do so, as it deems necessary.

Terms of Reference

Organizational Review of the CARILEC Secretariat

1. Background

The Caribbean Electric Utility Services Corporation (CARILEC) is an association of electric services, dealers, manufactures and other stakeholders operating in the electricity industry in the Caribbean region, Central and South Americas and Globally. The CARILEC Secretariat endeavors to improve communication among its members, providing technical information, training, capacity building, conference and other services. The Secretariat plays a leading role in electric utility advocacy, growth and sustainability in the Caribbean region, Central and South Americas. CARILEC was established in 1989 with nine (9) members as part of an electric utilities modernization project funded by USAID and implemented by NRECA under a five-year "Co-operative Agreement." There are presently thirty four (34) Full members, who are primarily electric utilities and a few Independent Power Producers (IPPs), seventy-five (75) Associate members and seven (7) Affiliate members.

The CARILEC Secretariat has a staff complement of thirteen (13) employees and provides the following services to members:

Conference Services

The CARILEC Secretariat organizes annual or occasional regional conferences which allows for interaction among electricity stakeholders and utility professionals operating in the fields of Public Relations & Corporate Communications, Executive Management, Engineers & Purchasing, Information Systems, Finance, Customer Service, Human Resource and Renewable Energy.

Information Services:

The Secretariat collects industry information, maintains databases and disseminates information to members through print, electronic and web based platforms. Publications such as an Industry Journal, Program Catalogue, Membership Directory and Annual Report are produced to keep members and other stakeholders abreast of CARILEC's activities and industry issues.

Training Services

Training Services are delivered through a programme of high-quality training to upgrade the skills of member utility and electricity industry personnel in the areas of engineering, technical, administration and management. In February 2016, CARILEC partnered with the several international organizations to develop the online learning platform: CARILEC Renewable Energy Community (CAREC). CAREC is a community of energy professionals and utility engineers to implement renewable energy and energy efficiency projects for a more sustainable future by accelerating renewable energy project implementation by connecting energy professionals to the resources they need. Utility engineers, government practitioners, and development partners in the Caribbean gain access to tools, templates, and learning activities designed to increase renewable energy deployment.

The community features informative documents and training materials, monthly technical webinars and a real-time discussion board. The online platform enables members to connect with peers, learn from each other and resolve renewable energy challenges in an environment of collaboration. Global and regional energy experts also host monthly webinar series and contribute to CAREC discussions on a regular basis.

CARILEC training offering utilizes both face-to-face and online modalities, however, there is still heavy emphasis on face-to-face classroom training for most of its courses. CARILEC has been able to expand its training offering through collaboration and partnerships with accredited institutions of higher learning for degree and certificate programmes. Some of CARILEC's Programmes catering to the core work of the industry, such as the Linesman Programme is now being upgraded to CVQ status with the development of standards for approval by CARICOM.

Technical Services:

Benchmarking Studies of member electric utilities so as to orient the utilities, investors and industry stakeholders about the characteristics, behaviour and outlook of the electric utility industry in the Caribbean region. The results of this exercise can be used by the member utilities to identify, analyze and adapt utility industry best practices, and formulate performance improvement programs (PIPS) thereby making them more efficient and sustainable.

Electricity tariff surveys regularly among its member electric utilities. The surveys facilitate the compilation and publication of the typical electricity bills for key classes of electricity consumers in the wider Caribbean region. The tariff survey results form an essential part of CARILEC's effort to provide more visibility of electricity pricing across consumer segments and electric utilities in the region.

Cooperative efforts and influence with regional organizations continue with several energy projects. CARILEC generally co-hosts and supports regional administrations such as GIZ, CARICOM and OECS in keeping meetings and workshops on energy production related matters. CARILEC also welcomes projects undertaken by international agencies that require the input from the electric utility perspective.

Disaster response is one of the many benefits afforded to members of CARILEC, a service which is opportune during times of major disasters such as hurricanes, earthquakes, flooding, and volcanic eruptions. In keeping with CARILEC's Disaster Assistance Programme (CDAP), member utilities make annual contributions to the CDAP Fund. The CARILEC Secretariat is charged with the coordination of all regional efforts to respond to such requests for assistance from disaster stricken member utilities. Some of the activities undertaken by the Secretariat under this programme include the deployment of Engineers to undertake damage assessments and line crews to carry out transmission & distribution network restoration work.

Successful implementation of disaster restoration activities calls for the CARILEC Secretariat to collaborate with member utilities requesting assistance and those providing assistance as well as with regional and international public and private sector agencies.

2. Strategic Direction

In May, 2018, the Board of Directors approved a Strategic Plan for the period 2018 to 2022. The previous and renewed vision, mission and values, as well as the six strategic objectives which were adopted are outlined below:

Previous Mission:

- CARILEC will enhance the effectiveness of its members by providing industry related-services, creating regular networking, training and knowledge sharing opportunities;

supporting mutual assistance programs and being an advocate for the industry throughout the Caribbean.

Renewed Mission:

- CARILEC will enhance the effectiveness of its members by providing industry related services, creating regular networking, training and knowledge sharing opportunities; supporting mutual assistance programs and *accelerating the Caribbean Region's energy sector transition, through innovation and advocacy.*

Previous Vision:

- To be the Premier Association of Electric Utilities and *Industry* partners; facilitating the development of world class electric energy services for all peoples of the Caribbean.

Renewed Vision:

- To be the Premier Association of Energy Service Providers and their partners, facilitating the development of world class *sustainable* electric energy *solutions* for all peoples of the Caribbean *Region*.

Previous Values:

- Perseverance
- Professional Standards
- High Ethical Standards
- Socially Responsible

Renewed Values:

- Collaboration:
 - We foster and celebrate team work across the Caribbean region and beyond; bridging gaps between private and public sector, local, regional and international organizations, technical and policy expertise.
- Innovation & Agility
 - We are catalysts for change in our region: we create multiples opportunities for our stakeholders to experience and adopt the latest technologies and opportunities in the fields of energy solutions.
- High Ethical & Professional Standards

- We cultivate trust from all our stakeholders by maintaining highest quality of service and integrity standards.
- Social & Environmental Responsibility
 - We ultimately work for the benefits of the people of our region and the welfare of our planet: we orient our decisions to increase the prosperity and sustainability of the Caribbean way-of-life.

Strategic Objectives (SOs):

- SO1: Re-position CARILEC as the premier facilitator of energy solutions in the Caribbean region
- SO2: Revise CARILEC business model for higher sustainability, resilience and impact
- SO3: Restructure Secretariat and build capacity at institutional and individual levels
- SO4: Become a leading advocate and partner for energy solutions in the region
- SO5: Act as a catalyst for the adoption of green, sustainable and innovative business models for energy solution providers
- SO6: Enhance networking, business opportunities and engagement for our members

3. Scope of Consultancy

CARILEC now invites eligible consultants, individuals or firms, to submit Proposals indicating qualifications and experience required to conduct an **Organisational Review of the CARILEC Secretariat** and to make recommendations with regard to the structure, processes and human resources, which will be required support the effective and efficient implementation of the Strategic Plan for the period 2018 to 2022.

4. Activities and Aims/Outputs:

4.1 Activity: Job Analysis

Outputs/Deliverables:

- Report outlining:
 - The knowledge, skills and abilities required for the jobs
 - The results that each job is expected to produce and the results expected of employees performing the role.
 - How does each job fit in with other jobs in the organisation

- The contribution of each job towards the organisation's goals
- Revised Job Descriptions
- Revised Job Classifications and Scales

4.2 Activity: Competency Assessment: (Technical and Behavioral Competencies)

Outputs/Deliverables:

- Analysis of gaps in Technical and Behavioral competencies for the Jobs in the organization.
- Recommendations on capacity building required for existing staff and/or on contracting of external resources to meet any gaps identified (Capacity Building Plan)

4.3 Activity: Process Analysis: Administration, Accounts, Communications and Technical Services Departments (Process Analysis for Marketing & Training functions were completed in previous consultancy)

Outputs/Deliverables:

- Listing of Business Processes
- “As-is” Process Maps
- Documentation of Issues (weaknesses and opportunities for improvement) related to “As-is” Processes
- “To-be” Process Maps
- Organisational Structure and reporting relationships for functional areas

4.4 Activity: Review Performance Management System, inclusive of appraisal and coaching forms and approaches used

Output/Deliverable:

- Updated Performance Management System, including revised forms and approaches.

4.5 Activity: Review Training Policy

Output/Deliverable:

- Updated Training Policy.