REQUEST FOR PROPOSAL
Druk Green Power Corporation (DGPC) Hydropower Assets: Gap Analysis

RFP issue date:	**March 16, 2023**
Last date for queries submission:	**April 13, 2023 (17:00 ET)**
Response to queries:	**April 20, 2023**
Closing date of RFP:	**May 11, 2023 (17:00 ET)**
Implementing Program:	**South Asia Regional initiative under Energy Utility Partnership Program (EUPP)**
Implementing Agency:	**United States Energy Association (USEA)**
Funding Agency:	**United States Agency for International Development (USAID)**
Study region:	**Bhutan**

Please submit your offer in soft copy with a read receipt to Ms. Sarah Blanford, Deputy Program Director, USEA, at sblanford@usea.org.

Components of this RFP are as follows:

a. Scope of Work (SOW) described under article IV

b. Instructions for the preparation of the proposal described under article VI

c. Evaluation criteria described under article VII

d. USAID Mandatory Standard Provisions mentioned in USEA cooperative agreement (Annexure-A)

e. Budget Template under Annexure B

Dear Offeror,

The United States Energy Association invites prospective organizations or individuals through this Request for Proposal (RFP) to submit proposals for implementing a gap analysis of Druk Green Power Corporation's (DGPC) hydropower assets.

USEA intends to subaward a sub-agreement and/or consultancy agreement with a period of performance of three months.

Offerors are requested to submit their most responsive technical proposal addressing the SOW outlined under article IV of this RFP and a competitive financial offer proposing a reasonable price to accomplish the objectives of the work.

- Questions concerning this request shall be submitted via email to attention of Sarah Blanford, Deputy Program Director via email at sblanford@usea.org by 17:00 hours EST on April 13, 2023. *In compliance with standard procedure, all inquiries and comments will be shared with the rest of the Offerors along with the Project's response. Questions received after the closing date for questions will not be answered.*

- Proposals are due by 17:00 hours EST of the closing date. Please submit all proposals with a read receipt to Sarah Blanford, Deputy Program Director via email at sblanford@usea.org. Proposals must be in digital format (PDF). *Please note that USEA will not accept responsibility for delays with transmission or receipt of proposals. Proposals received after that date and/or time specified will not be considered.*

- LANGUAGE REQUIREMENTS - The proposal and deliverables shall be delivered in English.

- AUTHORIZED GEOGRAPHIC CODE - The authorized geographic code for procurement of services under this contract is 937.

- ELIGIBILITY – This RFP is open to qualified organizations domestically (in the U.S.) and internationally (abroad).

- USEA will evaluate responsive and technically acceptable proposals in accordance with the evaluation criteria stated under article VII, "Evaluation Criteria." USEA will not evaluate nonresponsive or technically unacceptable proposals. Please note that USEA will find proposals technically unacceptable if they fail to comply or fully respond with the material terms of this RFP.

- Issuance of this RFP does not constitute a subaward commitment on the part of USEA, nor does it commit USEA to pay for costs incurred in the preparation and submission of an application. Further USEA reserves the right to reject any or all applications received.

As this is a USAID-funded program, the RFP follows USAID Procurement Regulations and Laws. All applicants' details will be kept confidential.

I. INTRODUCTION

This activity is funded by the India mission of United States Agency for International Development (USAID) as a part of South Asia Regional initiative under the Energy Utility Partnership Program (EUPP), which is implemented through a cooperative agreement between USAID's Bureau for Development, Democracy, and Innovation (DDI) and the U.S. Energy Association (USEA).

USEA, headquartered in Washington, DC, is an association of public and private energy-related organizations, corporations, and government agencies. USEA is the implementing partner of USAID's Energy Utility Partnership Program (EUPP). EUPP, which is available to all USAID-assisted countries, supports developing countries to increase environmentally sustainable energy production and use and improve the operational efficiency and increased financial viability of their utilities and related institutions. The goal of the EUPP is to increase access in USAID-assisted countries to environmentally sound energy services.

As EUPP is a USAID-funded program, this procurement process follows USAID Procurement Regulations and Laws. All bidder details will be kept confidential.

II. BACKGROUND

Bhutan has abundant hydropower potential estimated at 37GW, out of which a mere 6% has been harnessed. Hydropower is a strategic national resource and the primary driver of economic growth. Bhutan is committed to promoting sustainable hydropower for socio-economic development in its pursuit of Gross National Happiness (GNH).

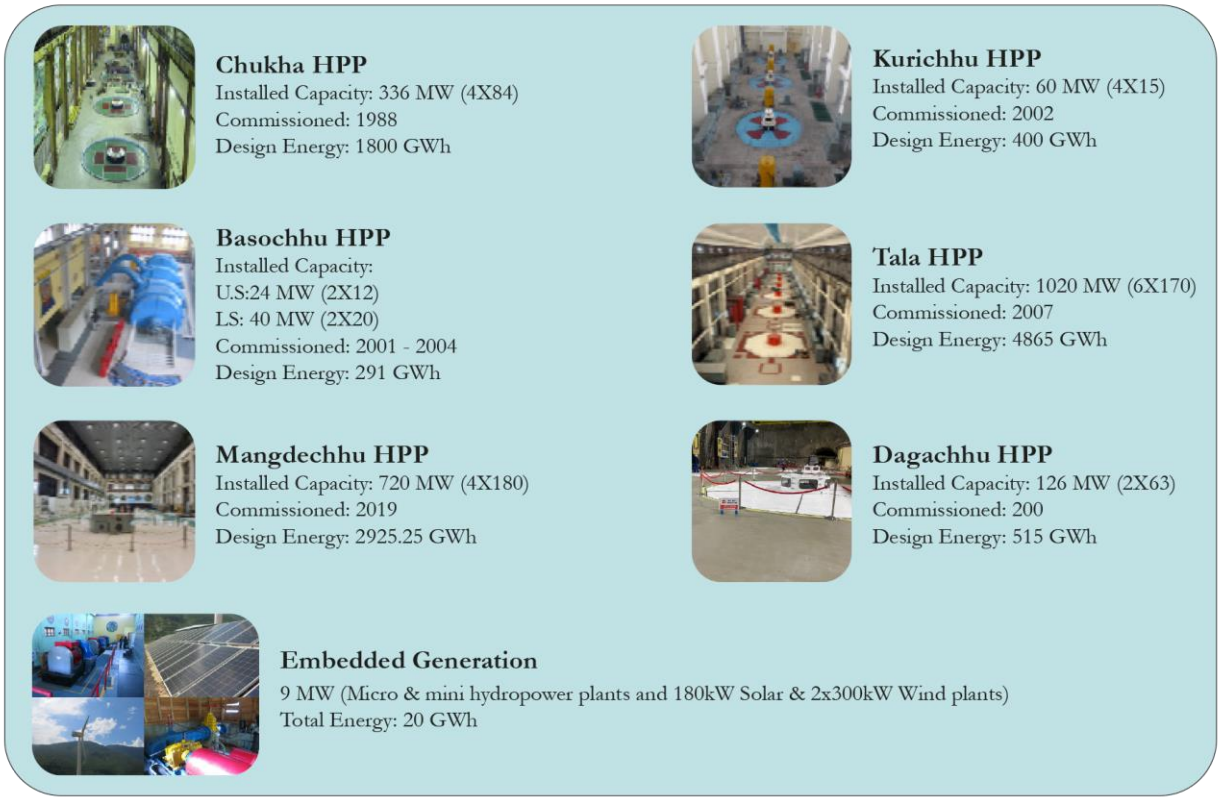
Druk Green Power Corporation Limited (DGPC) is a fully state-owned electricity generation utility company that has been mandated not only to operate and maintain hydropower assets of Bhutan but has also been entrusted to develop new hydropower projects (as per the hydropower policy of Bhutan https://www.moea.gov.bt/wp-content/uploads/2017/07/Sustainable-Hydropower-Development-Policy-2021.pdf). The company was established in January 2008 through the merger of the then three hydropower corporations of Basochhu, Chhukha and Kurichhu.

The 1,020MW Tala hydropower plant was merged with DGPC in 2009. At the end of December 2022, DGPC also took over the ownership of the 720MW Mangdechhu hydropower plant. DGPC also has a majority ownership share in the

126MW Dagachhu hydropower plant, which is the first plant in Bhutan that was constructed under the Public-Private Partnership model. In 2022, DGPC took over all the previously owned and operated embedded generation of Bhutan Power Corporation Limited (Bhutan's transmission and distribution utility). The embedded generation is over 17 mini and micro hydro power plants with installed capacities ranging between 30kW to 2,200kW, along with a 180kW solar plant and a 600kW wind plant.

After meeting domestic demand, DGPC is also the aggregator of surplus electricity for export to India. The sale of surplus electricity to India brings in a major share of the Bhutan government's Indian Rupee earnings that help alleviate the otherwise lop-sided balance of payments faced by Bhutan.

The total installed capacity of power plants directly under DGPC is 2,335MW and the total annual generation for 2022 was 10,762 GWh. The figure below shows the power plants owned and operated by DGPC:



Bhutan has two mega hydropower projects, the 1,200MW Punatsangchhu-I and 1,020 MW Punatsangchhu-II, under construction through bilateral assistance from the Government of India. The Punatsangchhu-I has been delayed due to geological challenges but is expected to be completed by 2028. The Punatsangchhu-II is scheduled to be commissioned in 2024. Upon commissioning, the ownership of these two projects will be transferred to DGPC. Further, DGPC is independently constructing the 118MW Tangsibji hydroelectric project that is scheduled to be commissioned by the end of 2023. DGPC has also started the construction of a number of smaller projects with capacities ranging from 18MW to 150MW and plans to continue adding more similar projects. DGPC has also been recently mandated to consider the addition of solar-hydro hybrid projects. Solar power is available during daytime only, while hydro power is available throughout the day. However, during the dry season, the river discharge is reduced and therefore the power generation from hydro is also reduced, while the solar power availability is improved during the dry season. Therefore, during daytime when solar power is abundant, the generation from hydropower plants could be reduced or switched off and water could be stored in the dam to utilize in the evening and night when solar is not available. Further, if a hydropower plant with pump storage is available, the surplus power from solar during daytime could be utilized for pumping water to the reservoir (dam) and the water then used during the evening and nighttime to generate power from the hydropower plant. The two sources complement one another.

The net value of assets coming under the DGPC control is expected to increase from a present net value of USD 425 million to about USD 1,313 million by 2024 (exchange rate used 1USD=Nu. 80).

DGPC makes sizable investments in hydropower assets to ensure their continued reliability and safety. DGPC faces a unique set of issues and challenges in managing these assets and providing cost effective and timely construction and maintenance services. Bhutan's hydropower projects are built in the challenging Himalayan geology, which increases the costs for delivering labor, equipment, and materials to the construction site. In addition, the existing assets are aging and require assessments for making rationale renovation/refurbishment and modernization investment decisions and determining the appropriate-size spare parts and materials inventory.

Since its establishment in 2008, DGPC has undertaken the review and implementation of a number of O&M strategies with the objective of increasing the projected life and rate of return from its hydro assets. While there is plenty of historical data and information available from over 30-40 years of being in the business of hydropower construction and O&M, this data may not be in one place and not in the format as might be required for analyzing and determining the performance of the power plants, their generating units and auxiliary equipment. The lack of sufficient and reliable data required to ensure effective and prudent investment decisions could be contributing to these assets losing their value.

DGPC has taken steps to improve its performance and bring its operations to par with international standards. As an example, DGPC has ISO certified its operations and benchmarked its Key Performance Indicators to similar utilities across the world. However, there are limitations in DGPC's ability to take further actions due to the limited access to expertise, technology, and funding. In short, DGPC "makes do" with its current capabilities and introduces new initiatives as and when it can. Therefore, despite its best efforts, DGPC's overall operations likely lag behind and do not compare well to the international best standards. DGPC's goal is to assess these gaps and adopt measures to bridge them.

Given the above constraints and challenges, the best place to start would be to assess the condition of DGPC's current assets and O&M practices in comparison to international hydropower utilities. The better DGPC can understand the conditions of its assets, the better DGPC stands to be equipped in forecasting its future returns and making prudent rehabilitation and replacement investment decisions. A third-party review will help determine what DGPC can do to resolve these issues in terms of management of the hydropower assets and their O&M when benchmarked to the best in the world, and what might be the recommended measures to extend the life of the hydropower assets. This could allow DGPC to set targets, guidelines, and timelines which the company could strive to achieve.

In addition to the above O&M review, DGPC has a Hydropower Research and Development Center under which there are Centers of Excellence (COE) in various technical specialized fields such as in condition-based mechanical assessment, chemical testing, automation, control and protection, and civil, geo-technical and hydraulic engineering. The Centre was established with the aim to create a world-class facility with a pool of resources and expertise to undertake applied research and provide specialized services in core technical areas, and to help the hydropower sector keep abreast with the evolving technologies. Currently, the COE has been providing the above key specialized services exclusively to DGPC plants but intends to expand these services outside of Bhutan.

References:

a) Druk Green Power Corporation Limited (www.drukgreen.bt)
b) https://www.moea.gov.bt/wp-content/uploads/2017/07/Sustainable-Hydropower-Development-Policy-2021.pdf
c) Electricity Regulatory Authority (www.bea.gov.bt)
d) Bhutan Power Corporation Limited, the state-owned company for transmission and distribution (www.bpc.bt)

III. SCOPE OF WORK

Under this backdrop, this is a request for proposals for:

1. A gap analysis of DGPC's hydro asset management along with a review of DGPC's operation and maintenance practices for its existing hydropower plants and recommend a way forward for sustainable hydropower operations and investments in managing the existing plants, taking into consideration emerging technologies and international best practices.

2. A gap analysis and assessment of DGPC's Centers of Excellence for providing technical expertise in and outside of Bhutan through applied research and specialized services in core technical areas related to hydropower.

For a consultant, visiting and assessing all DGPC hydro plants in person is not practical. Therefore, DGPC has selected three plants of varying age and technologies for specific, in-depth assessment to determine gaps and recommend best practices that can be applied by DGPC. DGPC can then apply those lessons, where applicable, to all their plants, even those not visited. The gap analysis will focus on following the core mandate of DGPC but not limited to these:

- **Existing Hydropower Assets**

  - **Ensuring Asset Integrity**: Condition assessment vis-à-vis soundness of the hydropower assets (dam structures, intake arrangements, desilting arrangements, water-conducting systems, pressure shafts, powerhouses and electro-mechanical and hydro-mechanical equipment), dam safety assurance plans, O&M practices, residual life assessment, sustainability, automation (embracing new technologies and IOTs) replacement and rehabilitations, safety, etc.

    Assessment for automation/ digitization of existing plant systems, paying particular attention to those implemented during the construction stage that lies either unutilized or were not implemented due to inadequate design and integration/interfacing issues.

  - **Water and Sediments Management**: Efficient utilization of water, monitoring of water consumption, and sediments and flood management.

  - **Investment Decisions**: Inventory management, introduction of appropriate automation systems, and tools to aid investment decisions.

  - **Human Resource Management**: Upskilling, reskilling, certifications, readiness to provide O&M services to international markets.

COE Hydropower Research and Development Center Evaluation

  - Applied Research & Development: Assess present status and required capacity for servicing Bhutan's own hydropower requirements and to provide expertise to others within and outside of Bhutan.

  - **Investments**: Guidelines for COE investments and mobilization of resources.

Tasks:

The tasks to be performed by the Consultant under this Scope of Work shall include the following:

Task 1: Conduct a launch meeting with relevant stakeholders, outlining the scope of the project methodology, timetable for deliverables, and Q&A. Discuss what data is required (via a survey or other report) from DGPC in advance of the site visit. USEA recommends this meeting be conducted remotely.

Task 2: Conduct a data collection trip to DGPC's corporate office in Thimphu and three hydropower plants. The hydro sites are:

Plant (Sites)	Travel hours	Duration at the plant
336 MW Chhukha power plant	1.5 hrs. from Thimphu	3 days
1020 MW Tala power plant	2.00 hrs. from Chhukha power plant	3 days
64 MW Basochhu power plant	2.00 hrs. from Thimphu	2 days

Additional remote meetings may also be conducted to collect all required information from DGPC, if helpful to the consultant.

The bidder should plan on spending two days at the DGPC corporate office prior to the plant visits, three days each at Chhukha and Tala power plants, and two days at Basochhu power plant for data gathering and assessments, a total of two days of travel time to reach the power plants from Thimphu, and one day at the Corporate Office for a debriefing the DGPC management following the plant visits.

Task 3: For each of the three visited power plants, conduct a comprehensive gap analysis of the management of Bhutan's hydropower assets against international best practices. The gap analysis will focus on following the core mandates of DGPC but not limited review of existing hydropower assets':

- Ensuring Asset Integrity
- Water and Sediments Management
- Energy Management
- Investment Decisions
- Human Resource Management

Task 4: Conduct a comprehensive review of the Hydropower Research and Development Center's capacity for commercial purposes to provide specialized expertise to undertake applied research and provide specialized services in core technical areas within and outside of Bhutan, and to help the hydropower sector keep abreast with the evolving technologies.

Task 5: Provide a report that outlines the lessons learned from the data collection trip and other meetings and findings that can potentially be applied by DGPC to their remaining hydro plants. The consultant should identify specifics for the plants visited and additionally provide some broader lessons learned from those plant visits that DGPC can use to review operational practices at the other plants.

Task 6: Provide a presentation on the initial findings of gap analysis and collect feedback from DGPC, USAID, and USEA. Feedback from DGPC, USAID, and USEA is to be incorporated into the final gap analysis.

Task 7: Provide final report and project results and recommendations to DGPC management. Recommendations should be relevant to Bhutan's scenario and implementable. The presentation will be conducted remotely.

All deliverables, meetings and presentations will be delivered in English.

Deliverables:

Task 1: Deliverable 1. Copy of the presentation outlining project methodology and data questionnaires/formats to be provided to DGPC for collecting all data necessary to conduct the gap analysis.

Deliverable 2. List of all launch meeting participants, including names, titles, organization affiliation, and email address

Task 2: Deliverable 3. Detailed meeting minutes on each meeting and site visit data collection, including any encountered challenges, achieved results, and interim recommendations for improving DGPC's asset management. The report should include a list of all individuals who the consultant met with or who provided their time for site visits participants; the list should include names, titles, organization affiliation, email addresses, and days of meetings (with a special notation if the meeting was a half or full day in duration)

Task 3: Deliverable 4. Draft annotated outline of gap analysis report on hydroplant visit findings.

Task 4: Deliverable 5. Draft annotated outline of the gap analysis of the Hydropower Research and Development Center's technical capacities.

Task 5: Deliverable 6. Draft #1 of the gap analysis report of Bhutan's hydropower asset management. The report should include but is not limited to, the following:

1. A detailed gap analysis of the present situation vis-a-vis international best practices on hydropower asset management (especially O&M and safety practices)
2. A situational assessment of design, engineering, project structuring and management, construction, and applied research and development for operating existing power plants.
3. Recommendations on how to address the gaps/deficiencies in the system, and on how DGPC could make its hydropower investments and resources more sustainable through timely investments to extend the life of existing power plants and through investments in new hydro capacity.
4. A situational assessment of HR capacity of DGPC's hydropower development and management and recommendation for sustainable HR strategies, particularly for development and implementation of new projects and maintenance of assets
5. Recommendations for improving Bhutan's hydropower asset management
6. For each recommendation for improving Bhutan's hydropower asset management, the consultant is to provide an estimate for all potential impacts for the company including but not limited to loss reduction, GHG emission reduction, financial savings (in USD), impact on staff hours, and any other positive impact.
7. Recommendations for further technical or capacity building assistance

Task 6: Deliverable 7. Copy of the presentation (e.g., PowerPoint) on initial findings of gap analysis

Deliverable 8. List of all meeting participants, including names, titles, organization affiliation, and email addresses

Task 7: Deliverable 9. Draft #2 of gap analysis report of Bhutan's hydropower asset management. The report shall incorporate updates and responses to DGPC, USAID, and USEA's comments.

Deliverable 10. Copy of the presentation (e.g., PowerPoint) on final gap analysis

Deliverable 11. Final gap analysis report of Bhutan's hydropower asset management. The report shall incorporate updates and responses to DGPC, USAID, and USEA's comments. The report also should include a list of all meeting participants, including names, titles, organization affiliations, and email addresses.

Responsibilities of USEA

- Provide feedback on all draft and final deliverables
- Facilitate introductions to DGPC
- Facilitation support in conducting a webinar/workshop to present the findings of the study

Responsibilities of DGPC

- Provide feedback on all draft and final deliverables
- Facilitate visas
- Travel escort, especially to the site visits to the hydropower plants
- Accommodation at the plants and domestic travels will be arranged and paid for
- Coordinate meetings with other stakeholders if required

IV. AGREEMENT MANAGEMENT AND OVERSIGHT

The purpose of this RFP is to solicit proposals from interested organizations (private/government/non-governmental/institutes/not-for-profit/civil societies) and select the organization deemed most suitable to undertake the project. The bidder can propose an association/consortium/partnership of maximum of two organizations, however, one organization must be identified as the lead organization.

An agreement between USEA and the selected bidder shall be subject to all USAID Special Terms and Conditions, including all mandatory FAR Flow-Down clauses, where applicable, and the provisions included in 2 CFR 200 and 2 CFR 700. All bidders are strongly encouraged to review these provisions prior to submitting a proposal.

- Standard Provisions for U.S. Nongovernmental Organizations: https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf
- Standard Provisions for Non-U.S. Nongovernmental Organizations: https://www.usaid.gov/sites/default/files/documents/303mab.pdf
- 2 CFR 200: https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-part200.pdf
- 2 CFR 700: https://www.gpo.gov/fdsys/pkg/CFR-2015-title2-vol1/pdf/CFR-2015-title2-vol1-part700.pdf

Subaward agreement management, oversight of contractual obligations, and payment will be carried out by USEA. USEA will be responsible for any communication with USAID regarding the subaward. Subawardees and contractors have no relationship with USAID under the terms of this subaward. All required USAID approvals must be directed and processed through USEA. Depending on data requirements, the Subawardee and/or Consultant might be requested to sign a Non-Discloser Agreement (NDA).

V. PROPOSAL CONTENT

The proposal **must** follow the structure outlined below, contain the following components, and be within the page limitations specified below. Failure to follow the outline and page limits prescribed or exclusion of any of the required items will impact the proposal's scoring and may even lead to disqualification.

Minimum Eligibility			
Subject heading	**Description**	**Additional Notes**	**Maximum page length**
UEI and SAM	Must include the bidder's current Unique Entity ID (UEI) assigned to an entity by SAM.gov. Give the status of System of Award Management (SAM) registration.	UEI and SAM registrations are only required for proposals over $25,000 USD. If the offer is below $25,000, then the bidder must include exchange rate proof (screenshot) to substantiate that the bid is under the $25,000 threshold. Proposals in value of $25,000 or greater without a UEI number will not be considered and need not apply.	2 pages
Eligibility Requirements	Bidders must have at least 10 years of experience and have applied that experience within the last 5 years. ● Prior experience in assessment/ analysis of hydropower plants and related assets, as it relates to the scope of work of this project	Bidder is to provide all information mentioned below to demonstrate past organizational experience relevant to the eligibility requirements. The information must include the project name, project description, client	2 pages

	• Prior experience working on international hydropower utilities • Prior experience in reviewing a company's internal engineering and management capacity to support the design and operations of hydro facilities.	name, year of performance, clearly mention if the bidder was a lead consultant or an associate, activities delivered by the bidder, and key team members* involved. *The proposed team assigned to this project should have ideally worked on similar projects. The other eligibility requirements for team members are mentioned later in this section.	
Technical Proposal			
Subject heading	**Description**	**Additional Notes**	**Maximum page limit**
Understanding of requirements	Bidder's understanding of the scope of work based on the knowledge and experience.	Bidder to avoid repeating the information already provided in the RFP.	3 pages
Approach & Methodology	Bidder's approach, methodology, timeline, and project management plan to complete the scope of work, including challenges that may occur and bidder's approach for resolution of such challenges and fulfilling deliverables. Bidder's approach for estimating potential positive impacts if DGPC adopts recommendations from the report.	Examples include loss reduction, GHG emission reduction, financial savings (in USD), impact on staff hours, and any other positive impact. Bidder should provide a summary of positive impacts that are measurable and approaches for how those measurements could be calculated.	6 pages
Schedule of Tasks	Timeline for activities and deliverables in accordance with the scope of work.	Include tasks related to regular discussion with client, draft deliverables submission, and expected time for feedback	2 pages

Team members, key responsibilities, and bio note	Bidder's full team, including those that will travel to Bhutan. In addition to the Core Team, the support staff/analysts may be deployed as needed, but they have to be clearly specified in the technical and financial proposal.	Bidder to present the key responsibilities and subject areas assigned to each team member. Related to the responsibilities and subject areas assigned, the bidder is to present a brief bio note for each team member showcasing the suitability of each team member to the project.	1 page to demonstrate the fulfillment of the minimum eligibility requirements by the team members. 1 page to describe the responsibilities and subject areas assigned to the proposed team members. 1 page each for the bio note of every team member describing the current role in the bidder's organization, education, relevant experience related to fulfillment of the eligibility requirements, and relevant experience aligned to the proposed role in this project.

Financial proposal			
Subject heading	**Description**	**Additional Notes**	**Maximum page limit**
Summary of Fees	Line-item budget with a detailed breakup of all costs associated with the project, including travel costs, labor, direct and indirect costs (printing, administrative supplies, etc.)	Must be in USD Taxes to be shown separately and included in the final fees USEA reserves the right to request a budget narrative after a proposal has been submitted.	2 pages
Labor fees	Breakdown of proposed labor fee for each individual proposed for this	Must include names and titles of the individuals Must be in USD.	2 pages

	project (such as salary, fringe, overhead, etc.); the number of person-hours for each individual proposed for this project.	All salary information will be kept confidential. USEA reserves the right to request a budget narrative after a proposal has been submitted.	

Annex			
No.	**Description**	**Notes**	**Requirement**
Annexure 1	USAID Contractor Employee Biographical Data Sheet	Completed USAID Contractor Employee Biographical Data Sheet forms for each employee proposed for this project https://www.usaid.gov/forms/aid-1420-17 ● Bidders must fill the form completely and should follow the instructions provided in the form. Salary information must be included, but the information will be kept confidential. ● Bidders must submit the form for all team members mentioned in the proposal as per the template provided. ● Bidders are not allowed to not make any modification in the template. ● USEA reserves the right to reject a proposal that does not meet the aforementioned requirements.	Required
Annexure 2	Organization experience	Summary of the company's or companies' background and experience with relevant projects.	Required (maximum 2 pages)
Annexure 3	Proof of System of Award Management (SAM) registration	Please note that SAM registration is a 10-step process and can take weeks to complete. Please refer the SAM website for more information. If a bidder has not completed the SAM registration process by the proposal submission due date, USEA will accept a proposal if it includes a PDF copy of an email from "notification@sam.gov" to the bidder stating that the bidder *"successfully submitted the entity registration for NAME OF COMPANY in the U.S. Government's System for Award Management (SAM)".* Proposals without proof of SAM registration or an email from notification@sam.gov stating acceptance of SAM application, will not be considered and need not apply. SAM registration is mandatory for the signing of the contract. The selected bidder should submit proof of SAM registration completion within seven business days of USEA's intimation regarding their selection. Failing which, it will be USEAs' sole discretion to either extend the timeline for submission of these documents or make an offer to another bidder.	Required

VI. EVALUATION CRITERIA

Selection of an offer for award will be based on an evaluation of proposals against qualifications, subject matter expertise, technical approach, and budget justification. Proposals shall first be evaluated from a technical standpoint (qualifications, subject matter expertise, and technical approach) without regard to the proposed budget justification.

Proposals scoring a minimum 70% on technical criteria will be considered for financial evaluation. For those proposals determined to be technically acceptable, budget justification will be evaluated to arrive at the best value for money.

Evaluation scores:

20 marks:	Bidder's experience with similar projects
25 marks:	Expertise of team members (education and professional experience), responsibilities
30 marks:	Technical approach and methodology, schedule of tasks
25 marks:	Cost/fee

VII. QUESTIONS AND PROPOSAL TIMEFRAME

All questions related to this RFP should be submitted via email with a read-receipt to Ms. Sarah Blanford at sblanford@usea.org no later than 17:00 ET, **April 13, 2023**. All questions and answers will be made available on the USEA website on **April 20, 2023.**

Interested parties are requested to submit final proposals no later than 17:00 ET, **May 11, 2023**. Proposals should be sent via email with a read receipt to Ms. Sarah Blanford at sblanford@usea.org.

VIII. PROPOSAL VALIDITY

The bidder shall submit the response to this RFP document which shall remain valid up to sixty days from the RFP closing date ("Bid Validity"). USEA reserves the right to reject the proposal that does not meet the aforementioned validity requirement.

IX. ERRORS & OMISSIONS

Prospective bidders shall not take advantage of any apparent errors or omissions in the RFP document. In the event that any errors or omissions are discovered by the bidder, it is requested to inform Ms. Sarah Blanford at sblanford@usea.org, immediately.

Annexure
United States Energy Association
Request for Proposal: Druk Green Power Corporation (DGPC) Hydropower Assets: Gap Analysis

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PROPOSED BUDGET TEMPLATE

LABOR COSTS																			
	Expert's Name and Role	Hourly Rate	Task 1		Task 2		Task 3		Task 4		Task 5		Task 6		Task 7		Subotal without taxes	Taxes	Total
			M/Hours	Cost	M/Hours	Cost	M/Hours	Cost	M/Hours	Cost	M/Hours	Cost	M/Hours	Cost	M/Hours	Cost			
	Expert 1	$		$		$		$		$		$		$		$			$
	Expert 2	$		$		$		$		$		$		$		$			$
	Expert 3	$		$		$		$		$		$		$		$			$
	Subtotal for Labor C			$		$		$		$		$		$		$			$
OTHER COSTS																			
	Cost 1			$		$		$		$		$		$		$			$
	Cost 2			$		$		$		$		$		$		$			$
	Cost 3			$		$		$		$		$		$		$			$
	Subtotal for Other C			$		$		$		$		$		$		$			$
TOTAL PROJECT COST																			$

Note: Additional rows may be added.