

## Q&A: Druk Green Power Corporation (DGPC) Hydropower Assets: Gap Analysis

RFP issue date: March 16, 2023

RFP closing date: May 11, 2023 (17:00 ET)

SI No	Reference	Reference point in the RFP	Query	Answer
1	General		Is (there) a proposal format that can be used for submission?	Proposals should use the Proposed Budget Template found in the annexure of the RFP. The technical proposal is not bound by any specific format, but the guidelines found in section V Proposal Content should be strictly followed.
2	Technical Proposal	Schedule of Tasks	What is the timeline estimate of this project? o Project kick off o Plant visitation o Report due to date of the Gap Analysis	DGPC's preferred month for plant visits is August 2023. However, the real start date will depend on the time required to finalize the terms of the subcontract and USAID procurement approval.
3	Technical Proposal	Task 2	Based on the locations, are there any dates to avoid for plant visitations?	There are no dates that need to be avoided.
4	General		What is the funding budget for this project?	We are not posting a specific budget for this project. Consultants should propose a budget that is as financial lean as possible while still ensuring a top-quality product.
5	Technical Proposal	Schedule of Tasks	Can USEA share the expected start date for this assignment?	See answer to Q.2.
6	Technical Proposal	Task 3	Can USEA clarify if the gap analysis should cover both environmental and social activities?	<del>@DGPC — can you answer this?</del> <u>No, the gap analysis does not need to include environmental and social activities.</u>
7	Technical Proposal	Task 3	Does the evaluation of assets and O&M activities include the substations (transformers,	The evaluation of assets and O&M does not include substations (transformers,

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			breakers, etc.) and the transmission lines that connect to the main networks? Does it include the SCADA systems?	breakers, etc.) and the transmission lines that connect to the main networks, or the SCADA systems.
8	Technical Proposal		Mega Hydropower Projects: Will the studies indicating the expected monthly generation (GWh), installed capacity (MW), number of hydro turbines, individual capacity (MW), type of turbine and type of hydropower plant (Run-off-the-river, Run-off-the-river with Pondage) be available?	<p><del>@DGPC — can you answer this? It will be made available to the consultant. -</del></p>
9	Technical Proposal		Tangsibji Hydro Energy Limited (THyE): Will the studies indicating the expected monthly generation (GWh), installed capacity (MW), number of hydro turbine, individual capacity (MW), type of turbine and type of hydropower plant (Run-off-the-river, Run-off-the-river with Pondage) be available?	<p><del>@DGPC — can you answer this? It will be available</del> These studies will be made available to the consultant.</p>
10	Technical Proposal		Chhukha CHP 336 MW Capacity: Do the three days allotted according to task 2 for the visit to this plant include the visit to the dam and the powerhouse (Underground cavern)? How far apart in travel time are the dam and the powerhouse?	<p><del>A v@DGPC — can you answer this? Visit to the dDam and pPowerhouse cCavern are included.</del> Chukha Deam is on the way while travelling from Thimphu. Thimphu to Chukha Dam is around 1 hour drive. Chukha Dam to the pPower-house is around 30 minutes.</p>
11	Technical Proposal		Basochhu BHP 64 MW Capacity: Do the two days allotted according to task 2 for the visit to this plant include the visit to the two plants of this set? should only one plant be visited? how far apart in travel time are they from each other?	<p><del>@DGPC — can you answer this? As plants are cascaded power plants both can be covered within the indicated duration indicated in the RFP.</del></p>

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12	Technical Proposal		Tala THP 1024 MW Capacity: Do the three days allotted according to task 2 for the visit to this plant include the visit to the dam and the powerhouse (Underground cavern)? How far apart in travel time are the dam and the powerhouse?	<del>@DGPC— can you answer this?</del> <u>Tala Dam is on the way to the Tala powerhouse while travelling from Chukha. Tala Dam to the powerhouse is around 90 minutes' travel time.</u>
13	General		Can USEA clarify the contract type for this assignment – FFP, T&M, CPFF or some other type?	The contract type will be a fixed price subagreement.
14	Financial Proposal	Responsibilities of DGPC – pg. 7	Can USEA confirm that all accommodation and local travel for the consultants to the plants will be covered by the DGPC?	<del>@DGPC— can you also clarify if DGPC will be covering meals? If DGPC is amendable, I would propose the consultants cover their own meals while in Thimphu but DGPC cover the non-Thimpu meals. Meals, lodging, and transportation will be provided and paid for by DGPC -at on the plantsite visit days at the plants. -will be covered. The consultants are responsible for their own meals, lodging, and transportation during their time in Thimphu, as well as their arrival and departure days in/out of Bhutan.</del>
15	Financial Proposal	V. Proposal Content - Financial Proposal – Summary of Fees– Additional Notes	It's noted that "Taxes to be shown separately and included in the final fees" can USEA indicate what type of taxes, if any, are applicable for this assignment?	If the consultant plans on charging USEA any taxes, those taxes need to be clearly listed in the financial proposal.
16	Scope of work/1/Page No.4	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	Our Company has adequate experience to undertake the gap analysis for DGPC hydropower Assets. However, in order to enhance our credentials, can we also associate another international consulting	Forming a consortium is permitted. However, USEA will only enter into a subagreement with one entity, who would serve as the prime. Additional requirements and terms will be provided through the subagreement we are going to sign with the successful applicant.

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		recommend a way forward for sustainable hydropower. operations and investments in managing the existing plants, taking into consideration emerging technologies. and international best practices.	company as consortium partner for the assignment, please confirm.	
17	Task1/Page No.5,6	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.	To carry out the assignment within the limited duration of 3 months, besides the remote meetings, several in person meetings may also be required at DGPC office/ our office after we have undertaken the site visits. Please confirm that in-person meetings are encouraged.	The data collection trip will begin and end in Thimphu at DGPC's offices. The bidder should plan on spending two days at the DGPC corporate office prior to the plant visits, as well as and one day at the Corporate Office for a debriefing for the DGPC management following the plant visits.  In-person meetings are permitted if required, but if the objective of the meetings can be achieved through remote meetings (which will save funds), this option should be taken.
18		Task/Page No.5  The tasks to be performed by the Consultant under this Scope of Work shall include the following:	We presume that all required data shall be made available to us to carry out all the listed tasks. Please confirm.	DGPC will make every effort to provide the consultants with whatever data and information is required but DGPC has stated that data availability may be limited in some instances and the consultant may have to make reasonable alternative assumptions.
19		Deliverables/page no:6,7	It is to be clarified, what is the intended project completion timeline. This information is going help us understand the extent of engagement and also help in determining the cost/fee.	Project duration is three months.

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20			The duration of the assignment. Is it correct that all task are to be finalized within a period of just three months, as written in the second paragraph on page 1?	Yes, all tasks are to be completed within a period of three months. <u>However, if the bidder feels more time is needed to collect international best practices data/information, this should be noted in the proposal.</u>
21			What is a possible start-up date for the assignment?	See answer to Q.2.
22			Is it possible to indicate an approximate budget for the study?	See answer to Q.4.
23			The Task 4 on a comprehensive review of Hydropower Research and Development Center's technical capacities, is that review included in the days for the trip to Bhutan as described in Task 2, as we suppose it would be necessary to visit the Center? Is the Center located in Thimphu?	<u>@DGPC — please answer The review is included in the site visit days. The Center is located at Tala.</u>
24			Is it not necessary to include full CVs for the proposed team members?	Full CVs can be included as an annex. Each CV should not exceed 6 pages.
25			Consortium is allowed for bidding. Can we have two Consortium partners along with the Lead Organization?	There is a limit of two members for a consortium, one of which must be identified as the lead organization.
26			Is SAM registration essential for all Consortium partners or will it suffice if it is with either of them?	Only the lead/prime organization is required to have SAM registration.
27		The best practices followed for management of Hydro assets besides Operation and Maintenance varies from "Organization to Organization", and	The background para at page 4 mentions about DGPC being ISO certified for its operations – are the O&M procedures and practices to be in conformity of that or some specific internationally recognized standard?	<u>@DGPC — can you help answer? DGPC is diligently following ISO guidelines. The current assignment is to assess the gap against international best practices.</u>

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28		from "Manufacturer to Manufacturer".	And vis a vis the "International Best Standards" in the context, is it to be specified by you or the Bidder is to look for?	<del>@DGPC — can you help answer? The bidder should specify International Best Standards.:-</del>
29		The existing processes and asset details are not available to peruse the data requirement at this stage. However under Task-I, post the award there will be the Launch meeting with all Stakeholders through Remote/ Video Conferencing which will be first interaction of successful Bidder with the Stakeholders.	In that Launch meeting are the data questions and formats expected to be presented by the successful Bidder without having the base inputs?	The launch meeting is intended as the first interaction and planning meeting between DGPC and the consultants. It is during this meeting that the consultants can introduce their initial requests for information from DGPC.
30			The Stakeholders are supposed to respond after that Launch meeting. It is generally seen that data collection is the major hurdle particularly when it is indicated in the background para at page 4 that all data is not available at one place and nor it is in a common format. How they will be able to timely respond to successful Bidder's requirement seems a concern?	During the launch meeting, the consultant should propose a response time for data requests. If DGPC is unable to abide by this timeline and it leads to a delay in the project execution, then the consultant can request a subagreement modification from USEA to extend the project end date and any relevant deliverable due dates.
31			Further, Task -2 of visit to hydro plants is indicated as a Data collection trip – the period of 2/ 3 days indicated for each station will be inadequate as any further exercise on gaps/ clarifications/ reviews are subsequently to be done on Remote only.	<del>@ DGPC — can you attempt a response? The visit to plants is to understand DGPC's O&amp;M practices and interact with the O&amp;M team. The indicated days should be adequate. Further, clarifications will be provided through remote meetings when needed.:-</del>

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32			Providing "Timely Data input" has not been defined as Responsibility of either USEA or DGPC (page 7 of RFP). Thus onus of delay in data input is not defined. The delay in Data availability will severely impact the timelines and quality of the output.	See the answer to Q. 30.
33			Would responsibility for providing the data be specifically defined for each Station? and Delay in inputs from any of the Stakeholders protect the successful Bidder on commercial implications of the Contract?	<del>@ DGPC — please answer</del> <u>There DGPC is confident there will be no delay in providing the data whatsoever. However, in the unlikely event, DGPC is unable to provide inputs in a timely fashion and it leads to a delay in the project execution, then the consultant can request a subagreement modification from USEA to extend the project end date and any relevant deliverable due dates.</u>
34		The background paras at pages 5 & 6 mention about ensuring Asset integrity which is referred in details as "condition assessment vis a vis soundness ..... dam structure..... Hydro mechanical equipment..... residual life assessment ..... Safety etc."	It is not clear if "condition assessment" of all these means as to whether actual assessment is to be done and values / suggestions arrived at OR only a review of the existing methodology (if any) for arriving at the condition assessment of all parameters is to be done?	<del>@ DGPC — please clarify</del> <u>Actual assessment of conditions of the equipment is not required. The condition assessment being practiced by DGPC will be compared against the international best practices and see the consultant will identify any gaps. whether there is any gap.</u>
35			The Scope of works will be different in the two cases. If it is the former, the job will involve planned shutdowns for detailed inspections and testing before arriving at results/ recommendations and it cannot be achieved in a span of two or three days of visit as indicated – would need to be specifically clarified?	<del>@DGPC — please clarify</del> <u>No actual condition assessment is required.</u>
36			On review / evaluation of Hydro power Research and Development Center which	Financial constraints can have an impact on the decision to implement any recommendations for

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			<p>undertakes applied research – no “on site” visit is planned.</p> <p>Task–IV envisages a comprehensive review though remote/ video conferencing while the Deliverables expected is Gap analysis of Centre’ technical capabilities, which will become more of a paper exercise.</p> <p>Even envisaging gap analysis of existing research and testing facilities with a model State of Art Research Centre will not have any meaning unless the backup of financial resources for implementing recommendations is clear as recommendations are to be implementable as explicitly defined under Task-7 – Need to be clarified?</p>	<p>an organization. Task 7 stipulates that recommendations should be relevant to Bhutan’s scenario and be implementable. The consultant should do their best to provide recommendations that are reasonably achievable for DGPC. For clarity, if the consultant deems it helpful, recommendations could be noted by their cost or ease of application.</p>
37			<p>The Deliverable (6) under Task (5) as contained in the RFP Document, encompasses a huge spectrum of requirements which will need more clarifications on ground situation of each plant.</p>	<p>The consultant is expected to collect all necessary information through the plant visits and meetings with DGPC.</p>
38			<p>By the very nature the Conception, Design and Construction of any two Hydel Stations are distinct. Thus extrapolating the study of just three Stations for finding solutions for remaining Stations of varying Capacities, Designs and Sizes may not be the best option.</p> <p>Some general guidelines are common and can be applied across the board but not all</p>	<p><del>@DGPC – please provide an answer. DGPC will implement improvements at other plants based on the recommendations for- the three stations/plants identified in the RFP.</del></p>

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			<p>especially in terms of O&amp;M problems, Asset management and HR capacities, as listed out in Sub sections-2 &amp; 3 (partly) &amp; 6, of D-6. For example; Sub section-2 specifically mentions; "A situational assessment" of all aspects like, design, engineering, ..... applied research etc.</p> <p>Similarly, the question (in sub section-3) of; "..... make its Hydro Power investments and resources more sustainable, through investments in new hydro capacity" cannot be opined about and specific recommendations given without a background detailed study of the individual Projects which are financially viable and ready to be implemented for their time of completion, environmental-impact and possibilities of tandem-operations of different stations (for maximizing their capacities) etc. If that has been done then the Bidders may be informed accordingly which will make this Deliverable possible? If not, then only very generic recommendations can be made.</p> <p>More over investing in Hydro capacity has to be associated with corresponding capacity investment in Transmission which obviously is not part of this Study.</p>	
39			<p>The RFP indicates a period of performance of three months. Do you have more details about the expected schedule and approximate dates for Task 1 to 7 for 2023 and 2024 ? This is an</p>	<p>See answer to Q.2. The consultant should propose a timeline as part of their proposal.</p>

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40			<p>important consideration due to our current workload.</p> <p>What is the expected duration of the SAM registration for a Canadian Company ?</p>	<p>USEA has no information available specific to a Canadian company. SAM registration is a 10-step process and can take weeks to complete. Please refer the SAM website for more information.</p>
41			<p>For this USAID founded project, will a preference be given to US consultants although the RFP is stating that the RFP is open to international qualified organization</p>	<p>No preference will be given to U.S. consultants.</p>