



REQUEST FOR PROPOSALS

Consultancy Services for an Audit of the performance and organizational maturity of The Bahamas Power and Light Company Limited (BPL)

ES: 04/2023

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Response Date: 22 July 2023

Contents

1	INVITATION TO CONSULTANTS	1
1.1	Documents describing the submission of proposal	1
2	INFORMATION AND INSTRUCTION TO CONSULTANT	2
2.1	Technical Proposal.....	2
2.2	Technical Proposal Format	3
2.3	Financial Proposal.....	3
2.4	Financial Proposal Format	3
2.5	Submission of Proposals.....	4
2.6	Evaluation of Proposals	4
2.7	Clarifications	4
2.8	Confidentiality	5
2.9	Disclaimer	5
3	TERMS OF REFERENCE.....	6
3.1	Regulatory Framework	6
3.1.1	Utilities Regulation and Competition Authority	6
3.1.2	The Legislation.....	7
3.1.3	The Electricity Sector	7
3.2	SCOPE OF WORK.....	11
3.2.1	Overview.....	11
3.2.2	Team Composition.....	12
3.2.3	Deliverables	13
3.2.4	Payment.....	14
3.3	EVALUATION OF PROPOSALS	15
3.4	PROJECT SCHEDULE	17
3.5	MISCELLANEOUS	17
3.5.1	General	17
3.5.2	Disclaimer	17
3.5.3	Amendments	17
3.5.4	Costs	17
ANNEX 1:	TECHNICAL PROPOSAL SUBMISSION FORMS	18
ANNEX 2:	FINANCIAL PROPOSAL AND SUBMISSION FORMS.....	24

1 INVITATION TO CONSULTANTS

The Utilities Regulation and Competition Authority (URCA), which regulates utility services and service providers in The Bahamas, has committed funds to undertake consultancy services for an audit of the performance and organizational maturity of the Bahamas Power Light Company Limited (BPL) for which this Request for Proposal (RFP) is issued.

URCA now invites proposals from experienced and competent experts to provide the following consulting services: **An Audit of the performance and organizational maturity of The Bahamas Power and Light Company Limited (BPL)**. More details on the services are provided in the Terms of Reference

The assignment is to be carried out by a consultant or group of consultants that will be selected on a competitive basis.

The consultancy will be selected under the selection method and procedures described in this RFP at section 3.3.

Failure to comply with the requirements of this Request for Proposals, including the packaging and labeling requirements, shall lead to disqualification.

1.1 Documents describing the submission of proposal

This RFPs consists of the following sections:

1. Invitation to Consultants.
 2. Information and Instructions for Consultants.
 3. Terms of Reference; and
- Annex 1 Technical Proposal – Standard Forms
Annex 2 Financial Proposal – Standard Forms
Annex 3 Standard Form of Contract

Attention is drawn to the last date and time for the submission of proposals being **22 July 2023 at 4:00pm**. The Consultant has the sole responsibility for ensuring that the proposal is delivered within this specified time. Proposals received after the date and time above will be left unopened.

2 INFORMATION AND INSTRUCTION TO CONSULTANT

Definitions

“Consultants” means any entity or person that may provide or provides the services to URCA under the contract.

“Contract” means the Contract signed by the parties with all the attendant documents.

“Data Sheet” means such part of the instructions to consultants used to reflect specific country and assignment conditions.

“Day” means calendar day.

“LOI” means the Letter of Invitation being sent by URCA to the Consultants.

“Proposal” means the Technical Proposal and the Financial Proposal.

“RFP” means the Request for Proposal.

“Services” means the work to be performed by the Consultant pursuant to the Contract.

“Terms of Reference/TOR” means the document included in the RFP as section 3 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the consultant and expected results and deliverable of the assignment.

Introduction

These instructions define how the Consultant should prepare and submit their proposals and should be read in conjunction with the Terms of Reference and other attached documents.

The Proposal must be divided into two parts: Technical Proposal; and Financial Proposal.

2.1 Technical Proposal

The Technical Proposal must cover the following matters:

2.1.1 Background, organization and experience of the Consultant in relation to the assignment.

A list of at least three (3) similar assignments undertaken by the Consultant during the last five (5) years must be provided. The assignments must be of a similar nature to this request.

2.1.2 Proposed technical approach and work program including:

2.1.2.1 Comments on the Terms of Reference.

2.1.2.2 The general approach proposed for carrying out the consulting services (methodology).

- 2.1.2.3 Work plan including the organization and time schedule of the proposed services, estimated duration of the whole assignment, and the man days/inputs of each proposed personnel.
- 2.1.2.4 Detailed description of the specific tasks to be assigned to each member of the proposed team.
- 2.1.3 Name, background, education, and detailed professional experience of each professional who is going to play a role in this assignment.
- 2.1.4 Arrangement for office space, transport, communication, office furniture, etc. required for undertaking the assignment successfully.

2.2 Technical Proposal Format

As an effort towards standardizing the required elements of the Technical Proposal and to enable the technical evaluation to be comparable, Consultants are required to populate the six (6) standardized forms appended hereto as Annex 1. These forms are named as follows:

- A. Technical Proposal Submission Form
- B. References
- C. Comments and suggestions on the Description of Services
- D. Description of methodology and work plan for performing the assignment
- E. Composition of the team and task(s) assignment of each team member
- F. Time Schedule for Reports/Activities Delivery

2.3 Financial Proposal

- 2.3.1 The Financial Proposal must be split based on the expected deliverables, which shall at a minimum include the deliverables set out in section 3.2.3 of this RFP. Each deliverable shall be a part of the total cost of the project. The proposal should also spell out the estimated duration of each deliverable.
- 2.3.2 Reimbursable costs such as airfare, hotel, etc. will be allowed under this assignment.

2.4 Financial Proposal Format

For ease of preparation of the financial proposal and comparable evaluation process, the following three (3) standardized forms shown in Annex 2 are required to be filled out by all the bidder:

- A. Financial Proposal Submission Form
- B. Summary of Cost
- C. Breakdown of Price per Deliverable

2.5 Submission of Proposals

- 2.5.1 The Technical Proposal and Financial Proposal must be placed in two separate sealed envelopes, both of which must be placed in a third outer envelope bearing no identification of the bidder, but clearly marked:

Consultancy Services for an Audit of the performance and organizational maturity of The Bahamas Power and Light Company Limited (BPL)

An original and three (3) hard should be delivered to Chief Executive Officer, Utilities Regulation & Competition Authority (URCA), Frederick Street, Frederick House, P.O. Box N-4860, Nassau, Bahamas

- 2.5.2 The proposal must reach the above-mentioned address on or before **22 July 2023 at 4:00 p.m.**
- 2.5.3 The proposals must be written in English and should remain valid for 60 days from the date of submission.
- 2.5.4 It is advisable that the Consultant contacts URCA, in writing, up to ten (10) working days before a proposal is made to obtain more clarification on the extent of the required service. Such clarification will be disclosed to all invited Consultants.
- 2.5.5 URCA welcomes any further queries which bidders may have in relation to the proposed assignment, but any delay by URCA in providing the required information will not be considered as a reason for extending the submission date of the proposals.

2.6 Evaluation of Proposals

The evaluation of the proposals will essentially, but not exclusively, be based on technical considerations involving the following indicative criteria:

- i. General experience of the bidder and experience in the assignments of similar nature;
- ii. Thoroughness of the approach and work plan;
- iii. Expertise of key personnel; and
- iv. Final selection will also take into account the level of the financial proposal.

2.7 Clarifications

Any request for clarification must be made in writing to cantonio@urcabahamas.bs, no later than ten (10) working days before the deadline fixed for submission of proposals.

2.8 Confidentiality

- 2.8.1 The Consultant is required to disclose any potential or perceived conflict of interest within their proposal document.
- 2.8.2 The Consultant acknowledges that any information concerning the analysis, findings, and recommendations of which the Consultant, its agents or employees become aware during bidding on this RFP or providing any services under a resulting contract, shall be treated as confidential and will not be released to any other party without express written consent. The Consultant agrees to take such measures to protect such information, as it would reasonably be expected to take to protect its own confidential information.

2.9 Disclaimer

URCA reserves the right to accept or reject all proposals, in whole or in part, received because of this request, and to negotiate in any manner necessary to best serve the interest of the project. Neither the lowest, nor any submission, shall necessarily be accepted and the decision of the selection committee is final.

3 TERMS OF REFERENCE

The Electricity Act, 2015 was passed by the Government of the Bahamas on 30th December 2015 and Amended in 2018 with the promulgation of the Electricity (Amendment) Bill, 2018 (EA). The EA has conferred powers on the Utilities Regulation and Competition Authority (URCA) to regulate the electricity sector in The Bahamas. The primary role of URCA is the regulation of the electricity sector in accordance with the goal, objectives and principles underpinning the national energy and electricity sector policies.

Additionally, one of the key functions and powers of URCA, among others, is to review and determine that the rates and scale of charges comprising the tariff rate for electricity supply services proposed by a public electricity supplier (PES) are reasonable, reflect efficiently incurred costs and are not inconsistent with, or in contravention of, the EA and allow an opportunity for public input.

In response to the foregoing and as a logical application of its general regulatory mandate, URCA has taken the decision to perform a Consultancy Services for an Audit of the performance and organizational maturity of the Bahamas Power Light Company Limited (BPL). This to establish baseline performance indicators to guide URCA oversight on how to assess its regulatory impact on price controls mechanism and Tariffs, Accounts separation guidelines and other regulatory matters;

The objective is to have effective regulatory oversight of BPL that will be efficient and proportionate¹ to their purpose and without imposing unnecessary regulatory burden.

3.1 Regulatory Framework

3.1.1 Utilities Regulation and Competition Authority

URCA is a multi-sector regulatory agency which was established in 2009 by the Utilities Regulation and Competition Authority Act (“the URCA Act”). Under the URCA Act, URCA has regulatory authority over the Electronic Communications and the Electricity Sectors. With respect to the Electricity Sector, URCA’s regulatory powers encompasses the dimensions of prices, renewable energy plan, economic procurement of goods and services, operational monitoring, policy recommendation, technical standards and quality of service.

URCA’s primary objective for the Electricity Sector is an efficient, safe, secure and reliable sector that keeps prices as low as possible for consumers.

¹ In accordance with section 7 of the EA

3.1.2 The Legislation

The Utilities Regulation and Competition Authority Act, 2009 as amended, is the umbrella legislation which establishes the organization and sets out its functions and responsibilities in respect of the sectors it regulates. Section 4.2 of the URCA Act sets out that the functions of URCA shall be to:

“In performance of its functions URCA shall have the power to issue all regulatory and other measures including - inter alia; -

- (g) Issue technical rules and standards”*
- (l) to conduct market investigations and market reviews and publish information and records”*

In addition to the provisions of the URCA Act, there are sector specific legislation and instruments such as the Electricity Act and licences such as the PESL, granted to the BPL, which contain specific provisions, consistent with the principles elaborated in the URCA Act, as to the URCA’s functions in the sector and/or its relationship to the service provider.

In delivering on its mandate, URCA always operates in a manner which is characterized by fairness, timeliness, efficiency, transparency, attention to detail and independence. It adopts regulatory interventions that are the least intrusive but designed to ensure a balance in the relationships among all stakeholders. As part of its modus operandi, it consults widely and assesses the impact of its proposed action on all stakeholders before issuing regulatory determinations.

All of this is underpinned by a philosophy that the regulator has a duty to operate in the public interest.

3.1.3 The Electricity Sector

The Electricity Sector is comprised of several vertically integrated companies. Bahamas Power and Light Limited (BPL) accounts for 83% or 535 MW of the total generating capacity (643 MW) on the national grid. The remaining 17% of the generating capacity is provided by one other PESL power producer and three Authorised Public Electricity Supplier Licence (APESL) power producers.

BPL is a subsidiary of the Bahamas Electricity Corporation (BEC). BPL provides power to more than 100,000 customers in New Providence and the Family Islands. BPL operates generation, transmission, and distribution systems throughout The Commonwealth of The Bahamas, an archipelagic nation. For more than 50 years, BPL has been committed to providing customers with safe, reliable electricity in a most cost-efficient manner. The Corporation serves approximately 85% of all electricity consumers in the nation.

In January 2015 The Bahamas passed a new Electricity Act simultaneously repealing the Out Islands Electric Lighting Act, the Electricity Frequency Conversion Act and the Electricity Development Act. The Electricity Act was updated to clarify the roles and responsibilities of the

main actors in the sector, including the government, the regulator, the utilities and the independent power producers.

Section 6 of the EA sets out the electricity sector policy objectives, as follows:

- (1) The main goal and objective of the electricity sector policy shall be the creation of a regime for the supply of safe, least cost, reliable and environmentally sustainable electricity throughout The Bahamas.*
- (2) The principles and objectives governing the sector policy and electricity supply regime, in accordance with the aims and goals of the national energy policy, shall be the –*
 - (a) provision of safe, least cost electricity supplies to all consumers.*
 - (c) Enhancement of the energy security of The Bahamas.*
 - (e) Introduction of a structure for the sector that is overseen by an independent regulator.*
 - (f) employment of practices and technology that are designed to protect the natural environment of The Bahamas;*
 - (g) promotion of energy efficiency in the generation, distribution, and consumption of electricity throughout the economy;*
 - (h) promotion of the use of renewable energy;*
 - (i) promotion of private investment and innovation in the electricity sector;*
 - (j) creation of incentives for the private sector participants in the electricity sector to continuously improve performance in operations and customer service;*
 - (k) provision of investment and job opportunities for citizens of The Bahamas;*
 - (l) provision of a regulatory structure that balances the interests of and affords opportunities for input from all stakeholders, honours contractual commitments and encourages investment.*

Section 7 provides for URCA to issue regulatory processes that are fair, objective, non-discriminatory, transparent, and that seek to implement the NEP, and the ESP.

On 1 May 2018, Bahamas Power and Light Company Limited (BPL) was issued a new licence, the Electricity Licence, 2016 (the Licence). The Licence has introduced several changes in the regulatory framework governing the electricity sector. One of the significant changes is contained in condition 30 of the licence -- Information, Audit, Inspection and Access Obligations which states that URCA may require:

- (a) an inspection and/or audit of any aspect of the business of the Licensee and the Licensee shall assist or shall procure assistance to URCA as it may reasonably require.*

- (b) the Licensee or any of its Subsidiary Undertakings to provide URCA with such information, documents, accounts, returns, estimates, reports, or other information required by URCA in the manner and at the times specified by URCA. URCA may use this information for, but not limited to, purposes of compiling statistics and publishing periodical reviews of the Electricity Sector, and as required or permitted by the Act or other laws or legal process;
- (c) the Licensee to notify URCA of the details of all Subsidiary Undertakings providing a Licensed Business under this License; and
- (d) the Licensee to permit a person authorized by URCA to carry out such inspection and/or audit.

As part of its reporting obligations under Condition 24.4, *inter alia*, BPL shall furnish to URCA without undue delay such information, documents and details related to the Licensed Business that have or is likely to have a significant impact its functions assigned to it by or under the PESL and the EA.

OBJECTIVE OF THE AUDIT

A performance and organisational maturity audit of BPL is best viewed as a diagnostic examination of the status quo of the organisation. The proposed audit will therefore seek to independently evaluate the company's performance status and to establish a baseline for its performance going forward. A baseline study of the Company's performance will allow URCA to have effective regulatory oversights of BPL that will be efficient and proportionate² to their purpose and without imposing unnecessary regulatory burden. This will include assessing BPL's performance using financial, operational, and quality of service indicators and comparing BPL's performance with similar utilities in the Caribbean and around the world. Additionally, the consultancy is also required to conduct a two-day workshop for URCA staff on technical knowledge as it relates to the appropriate regulatory mandate based on the organization maturity.

The audit is expected to focus on the following areas:

1. The degree to which its plans, activities and incentive structures are in alignment with its legal and regulatory obligations and the stated policies and goals of the company.
2. The effectiveness and efficiency of its activities and operations in meeting the organisation's goals.
3. The company's organizational structure and the effectiveness and appropriateness of its human resource and the practices and policies to manage that resource to achieve its statutory and regulatory obligation.
4. The sufficiency, relevance and usefulness of management data and analyses and the impact they have on the company's performance.
5. Develop an Excel-based tool to assess BPL'S performance.

² In accordance with section 7 of the EA

6. Whether the trade-offs between the outsourced components of its operations and those undertaken internally result in lower costs.
7. Any areas of waste or inefficiencies that could be reduced or eliminated to decrease costs and move the company towards achieving world class operations.
8. develop a comprehensive list of indicators URCA should use to assess BPL's performance across time, against its targets, and in comparison, with similar utilities in the Caribbean.
9. Whether its operation management practices are effective and facilitates the attainment of the company's maximum earning capacity specifically as it relates to:
 - (a) Customer service delivery
 - (b) Billing practices
 - (c) Management of resources, including fuel³.

Additionally, the proposed audit should also gather and evaluate the baseline data and information that will be used to measure performance improvements in future years. The Audit should clearly delineate the areas that are well managed and those where there are opportunities for improvements.

³ A fuel audit is not required; however, it is expected that a thorough review of the Policies and Practices of fuel procurement will be done

3.2 SCOPE OF WORK

3.2.1 Overview

The Consultant shall perform an Audit on BPL' business and business processes. The Consultant shall use internationally accepted auditing procedures designed to achieve the overall objectives as stated herein.

Among other things the consultant shall.

1. Review the following documents:
 - (a) The Public Electricity Suppliers Licence, 2018
 - (b) Utilities Regulation and Competition Authority (Amendment) Act, 2015
 - (c) Electricity Act (Amendment)2015
 - (d) National Energy Policy 2013, or any subsequent amendment thereto
 - (e) All internal policies and procedures relating to documentation to the operational and management processes.
 - (f) All directives, orders, determinations, and other regulatory instruments governing the company's operations.
 - (g) BPL financial and management reports.
 - (h) Any other relevant material related to the full operation and management of the integrated business.
2. Design the audit process to facilitate data collection and to evaluate functional performance. The approach shall seek to evaluate operating performance by analyzing business processes and practices and collecting information through one-on-one interviews with BPL management and other employees. Conduct focused interviews with BPL personnel and review print and electronic documents and records. to see whether they are in alignment with the regulatory obligations envisaged by the license and the Electricity Act
3. Develop an Excel-based tool to collect and process BPL's technical, operational, and financial data. The tool developed should also be used for assessing the performance of other PES.
4. Assess the factors in BPL's external environment that may be affecting its ability to perform well.
5. Evaluate the structure and staffing of the company as well as the key components of human resource management (i.e. (a) recruitment and retention; (b) organizational culture; (c) change management (e) health and safety; and (f) training and development) to see whether they are in alignment with and appropriate to the goals and regulatory obligations of the company.

6. Analyze the company's financial management practices and evaluate the extent to which they facilitate the attainment of the company's performance objectives capacity in relation to the following:
 - (a) Planning and analysis
 - (b) Asset and liability management (including risk management and payment practices)
 - (c) Reporting
 - (d) Transaction processing
 - (e) Internal controls

5. Collect and assess operational data.

The processes and/or methods employed by the consultant should be to collect and evaluate data for the entire operations, including, but not be limited to an examination of the following areas:

- (a) Corporate Governance
- (b) Organization and Management
- (c) Engineering
- (d) Financial Management
- (e) Project Management
- (f) Technical Operations
- (g) Commercial Operations
- (h) Human Resource Management
- (i) Strategic Planning

Compare performance indicators of BPL with that of high performing electric utilities in the Caribbean and other countries, highlighting key functional processes that require improvement.

3.2.2 Team Composition

The composition of the Consultant team is expected to have the following three (3) functional roles. The Consultant may indicate more or less than 3 persons as they desire. However, scoring will be based on the 3 functional areas identified. The Consultant may indicate in their bid that a particular function will be carried out by more than one person or that one person will carry out more than one function. The scoring will however depend on the ability and experience of the named person(s) to carry out the specific function.

Team Leader - is the project manager with overall reporting responsibility to URCA (the Client). The team leader is charged with coordinating the activities of the rest of the team to ensure the successful completion of the project. This person will be the Client's point of contact/liaison and will be responsible for providing updates on the project's progress.

Industry Analyst # 1 - should have the relevant qualification and experience to assess the current state of the Electric Utility industry and the existing regulatory environment to make appropriate conclusions as to what constitutes appropriate audit design and audit outcome.

Industry Analyst # 2 - should have the relevant qualification and experience to assess the current state of BPL and the existing regulatory environment to make appropriate conclusions as to what are the appropriate baseline operational efficiency parameters.

3.2.3 Deliverables

3.2.3.1 Required Deliverables

The Consultant will be required to complete the following Deliverables as part of this consultancy:

- i. **Inception Report:** The Inception Report shall provide information on the existing situation and sets out a detailed work plan, within two (2) weeks of the commencement of the assignment. URCA will review and comment on the Inception Report within one (1) week of receipt.
- ii. **Draft Final Report:** The consultant's Final Report shall be provided to URCA in Draft form not later than eight (8) weeks after the commencement of the work. The Report shall, at a minimum:
 - Set out the basis of the Consultant's engagement.
 - Provide details of the methodology and audit outcome that are appropriate and relevant to the regulatory environment.
 - Discuss and analyze the various audit findings, in detail.
 - Assess the factors in BPL's external environment that may be affecting its ability to perform well.
 - Provides deeper insights into all performance-related information.
 - develop and provide an Excel-based tool to collect and process the data required for the indicators.
 - Set out a detailed road map and regulatory options on how to incentivize improvement on the baseline status of the license business.
- iii. Compare performance indicators of BPL with that of high performing electric utilities in the Caribbean and other countries, highlighting key functional processes that require improvement. **Presentation on Draft Report:** At a mutually agreed time within two (2) weeks of presentation of the Draft Final Report, the Consultant shall conduct a presentation to URCA Staff on their findings and recommendations. The presentation may be conducted in person or via videoconference (the consultant shall include the cost of both options in its Financial Proposal), and a printed version of the presentation shall be delivered as a Report. URCA will review and comment on the Draft Final Report within two (2) weeks of the presentation.
- iv. **Final Report:** The Final Report, which shall include all items in the draft Final Report incorporating agreed revisions after review by URCA of the Draft Final Report, not later than two (2) weeks after receipt of such comments on the Draft Final Report.

3.2.3.2 Report Submission

All reports are to be submitted to URCA as follows:

1. One original and two (2) copies in hard copy.
2. One pdf electronic copy by email to cantonio@urcabahamas.bs
3. The draft rules and guidelines shall be provided in Microsoft Word format by email to cantonio@urcabahamas.bs

3.2.4 Payment

Invoices for stage payments made by URCA based on the above deliverables shall be issued following URCA's certification of the relevant deliverable, which shall be issued by email from the URCA project lead and shall not unreasonably be withheld and shall be payable within no less than fourteen (14) days after receipt of invoice by URCA.

3.3 EVALUATION OF PROPOSALS

The technical proposal will be scored as follows: Points

(i) Experience of the consulting firm related to the assignment:	
• Experience in Power sector and Electricity regulation	5
• Experience in the Caribbean region	5
(ii) Adequacy of the proposed work plan and methodology in responding to the Term of Reference (TOR):	
• Technical Approach and Methodology	15
• Work Plan	10
• Organization and Staffing	10
(iii) Qualifications and competence of the key staff for the assignment:	
• Team Leader	25
• Other team members	30
Total Points:	100

The points to be given under each evaluation sub-criteria for Qualifications and competence of key staff are:

<i>(i) General Qualifications</i>	30
<i>(ii) Adequacy for the project/Technical experience</i>	50
<i>(iii) Experience in region & language</i>	20
Total Points	100

The Consultants will be judged according to their knowledge and expertise in the regulation of the design, procurement, and implementation of generation infrastructure projects, including all required technical, legal, and financial support. Regional expertise of consultant key staff in the Caribbean and Island States will be valued.

The technical score (S_t) of each Biding Consultant will be computed using the methodology outlined above.

The financial score (S_f) of each consultant will be computed using the formula

$$S_f = \frac{[(\text{Lowest Price})/(\text{Bidders Price})] \times 100}{1}$$

Proposals will be ranked according to their combined score (S_c) which shall be computed as follows:

$$S_c = (S_t \times 70\%) + (S_f \times 30\%)$$

The firm achieving the highest combined technical and financial score will be invited for negotiations.

Where S_t is technical score for each proposal

3.4 PROJECT SCHEDULE

It is anticipated that the services will be completed within a period not exceeding five (5) months of the award of the contract. The completion date is anticipated to be no later than **31 January 2024**.

3.5 MISCELLANEOUS

3.5.1 General

The information contained in this Request for Proposal document (“RFP”) or subsequently provided to Applicants, whether verbally or in documentary or any other form by or on behalf of URCA or any of their employees or advisers, is provided to Applicants on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided. This RFP is not an agreement and is neither an offer nor invitation by URCA to the prospective Applicants or any other person.

3.5.2 Disclaimer

The purpose of this RFP is to provide interested parties with information that may be useful to them in the formulation of their Proposals pursuant to this RFP. The assumptions, assessments, statements and information contained in this RFP, may not be complete, accurate, adequate or correct. Each Applicant should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments and information contained in this RFP and obtain independent advice from appropriate sources. URCA also accepts no liability of any nature whether resulting from negligence or otherwise however caused arising from reliance of any Applicant upon the statements contained in this RFP. The issue of this RFP does not imply that URCA is bound to select an Applicant or to appoint the Selected Applicant, as the case may be, for the Consultancy and URCA reserves the right to reject all or any of the Proposals without assigning any reasons whatsoever.

3.5.3 Amendments

URCA may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP.

3.5.4 Costs

The Applicant shall bear all its costs associated with or relating to the preparation and submission of its Proposal including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by URCA, or any other costs incurred in connection with or relating to its Proposal. All such costs and expenses will remain with the Applicant and URCA shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by an Applicant in preparation or submission of the Proposal, regardless of the conduct or outcome of the Selection Process.

ANNEX 1: TECHNICAL PROPOSAL SUBMISSION FORMS

A. TECHNICAL PROPOSAL SUBMISSION FORM

Date: _____

Chief Executive Officer

Utilities Regulation & Competition Authority

Frederick Street, Frederick House,

P.O. Box N-4860 Nassau Bahamas

Tel: 242-393-0234 | Fax: 242-393-0237

Email: cantonio@urcabahamas.bs

Attention: **Consultancy Services for an Audit of the performance and organizational maturity of The Bahamas Power and Light Company Limited (BPL)**

Dear Sir,

We, the undersigned, offer to provide the consulting services in connection with the **Consultancy Services for an Audit of the performance and organizational maturity of The Bahamas Power and Light Company Limited (BPL)** in accordance with your Request for Proposal dated {insert date} (the "RFP") and our proposal.

We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed under separate envelopes.

Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We understand you are not bound to accept any Proposal you receive.

Sincerely,

Authorized Signatory : _____ (supported by Power of Attorney / Justice of the Peace)

Name and Title of Signatory : _____

Name of Bidder : _____

Address : _____

Date : _____

B. CONSULTANT'S ORGANIZATION AND EXPERIENCE

Consultant's Organisation

[Provide here a brief (two pages) description of the background and organization of your firm/entity and each associate for this assignment.]

Consultant's Experience

Relevant Services Carried Out in the Last Five Years That Best Illustrate Qualifications

Using the format below, provide information on each Assignment.

Assignment Name:		Country:
Location within Country:		Professional Staff Provided:
Name of Client:		No of Staff:
Address:		No of Staff – Weeks; Duration of Assignment:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of Services:
Name of Associated Consultants, If Any:		No of Weeks of Professional Staff Provided by Associated Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:		
Narrative Description of Project:		

Bidder's Name: _____

COMMENTS AND SUGGESTIONS OF CONSULTANTS ON THE DESCRIPTION OF SERVICES AND TOR.

On the Description of Services:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

On the TOR:

[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point and incorporated in your Proposal.]

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

D. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

[Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (inclusive of charts and diagrams) divided into the following three chapters:

- a) *Technical Approach and Methodology,*
- a) *Work Plan, and*
- b) *Organization and Staffing*

a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones, and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule proposed.

c) Organization and Staffing. In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.]

E. TEAM COMPOSITION AND TASK ASSIGNMENTS

Name	Relevant Experience	Task/Function	Position

F. TIME SCHEDULE FOR REPORTS/ACTIVITIES DELIVERY

ANNEX 2: FINANCIAL PROPOSAL AND SUBMISSION FORMS

A. FINANCIAL PROPOSAL SUBMISSION FORM

Date: _____

Chief Executive Officer

Utilities Regulation & Competition Authority

Frederick Street, Frederick House,
P.O. Box N-4860 Nassau Bahamas
Tel: 242-393-0234 | Fax: 242-393-0237
Email: cantonio@urcabahamas.bs

Dear Sir

We, the undersigned, offer to provide:

Consultancy Services for an Audit of the performance and organizational maturity of The Bahamas Power and Light Company Limited (BPL)

Our attached Financial Proposal is for the sum of _____ (\$)

This amount is final.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

We understand you are not bound to accept any Proposal you receive.

Sincerely,

Authorized Signatory : _____

(supported by Power of Attorney / Justice of the Peace)

Name and Title of Signatory : _____

Name of Bidder : _____

Address : _____

Date : _____

B. CONSULTANT TO PROVIDE BREAKDOWN OF COST PER DELIVERABLE AND /OR TOTAL COST BY ITEM WITH DETAILS DESCRIPTION

ITEM	DETAILS	COST
SUB-TOTAL COST	US (\$)	
TOTAL AMOUNT FOR FINANCIAL PROPOSAL	US (\$)	