



**BELIZE COMPACT DEVELOPMENT TEAM**  
**QUESTIONS AND ANSWERS**

**Re: Belize Electricity Tariff Assessment and Benchmarking Analysis**  
**Ref: 23-4000 (QCBS)**

No.	Questions/Comments	Answers/Clarifications
1.	In p.44 of RFP, it is stated that Consultants shall provide “Evidence of organizational capability and relevant experience submitted in Form TECH-4 (20 points) regarding the execution of projects of a similar nature, including completed contracts or contracts that were signed on or before January 1, 2022.” Considering that we are already in September 2023, could this deadline be expanded to include projects signed after that date?	No, the deadline will not be extended.
2.	In p.45 of the RFP, only two key experts are considered for technical evaluation (the Team Leader and the Financial Analyst). If additional profiles are included in the team, are they going to be considered for the evaluation as well?	Additional profiles are not evaluated under the “Key Professional Personnel” criterion but may be taken into consideration as part of the ‘Approach, Methodology and Work Plan’ criterion if relevant.
3.	The RFP (p. 87) states that the whole assignment needs to be prepared within 14 weeks after contract signature. We understand that this time frame is very restrictive and can only be fulfilled in case PUC and Belize Electricity Limited (BEL) provide all required data immediately after contract signature. Is it possible to include an alternative time schedule?	An addendum to change the 14 weeks to 16 weeks will support this change.
4.	<b>“Evaluation of transmission and distribution losses; both physical and commercial”</b>  Do you require the consultant to conduct its proper detailed technical evaluations or do you consider a global review of the available losses figures?	The evaluation will review available data on physical and commercial losses. The consultant will make a determination of values for losses to be used in a cost of service analysis. The consultant will document justification for this determination.  An addendum to update the language in the TOR will support this change.

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5.	<p><b>“Make realistic recommendations for improving identified business processes, including changes to workflows, procedures, skillsets and technology platforms and Develop documentation of current organization and related business processes, including process maps, flowcharts, and other diagrams as appropriate service territory, customer classes”.</b></p> <p>Do you require such evaluation to cover only BEL or also the other licenses such as the IPPs?</p> <p>Are you then requiring a kind of global organizational audit of BEL and other licensees (which would a full study itself)?</p>	<p>The recommendation is applicable only for BEL. The consultant should propose recommendations for BEL that the consultant believes best fits the criteria and context of the RFP.</p>
6.	<p><b>Can you confirm if the following data are available?</b></p> <ul style="list-style-type: none"> <li>• BEL customers Load profiling data available for customer classes.</li> <li>• Hourly generation costs for each generation unit?</li> <li>• Sector/BEL Investment plan for the next 4 years and Long Term (generation, transmission, distribution).</li> </ul>	<p>Of these, the load profile of BEL customers will require a deeper dive by the Consultants. Large customers and a small sample of small customers use smart meters, but BEL does not appear to rigorously analyze the data generated by these meters. Wholesale market datasets and detailed investment activities are readily available from BEL. A least cost plan for BEL is available.</p>
7.	<p><b>Section 2, PDS</b> - Indicates ITS 5.5 as provisions for Government Owned Enterprise. However, ITS 5.5. under section 1 on page 15 refers to Eligible Consultant. Please clarify if ITC 5.5. is applicable or not.</p>	<p>The Government-Owned Enterprise (GOE) restriction applies only to contracts for goods or works. As this RFP is for the provision of consultant services, the GOE restriction is not applicable.</p>
8.	<p><b>ITC 25 Evaluation of Financial Capacity</b> - Indicates that only those Consultant’s who receive a Yes on Financial Capacity evaluation, based on form TECH 2A, will be evaluated further. However, under ITC 12.5(a) it is indicated that information on the Consultant’s financial capacity is not required. Please clarify how will the financial capacity be evaluated?</p>	<p>ITC 12.5 (a) states “Information on the Consultant’s financial capacity is required (Form TECH-2A of Section IV A) unless otherwise <b>stated in the PDS.</b>”</p> <p>For this specific procurement, financial capacity information is not required. This is stated in the PDS.</p>
9.	<p><b>ITC 34.1</b> - Indicates that the location for the assignment is Belize City. Please clarify if the consultant is expected to execute the assignment from Belize City or home office or a combination of both? As per Form Tech-9 Staffing Schedule, we understand that the project would be executed in a combination of both.</p>	<p>It is anticipated that a proper study will require substantial work in Belize City. However, it is not expected that all of the Consultant’s work must be completed on location. Form TECH-9 should reflect the Consultant’s proposed approach and methodology for completing the assignment, as described by the Consultant in Form TECH-6.</p>

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10.	<b>Form Tech-12</b> - Could you please indicate the email address of the Fiscal Agent?	The Fiscal Agent has not been contracted yet. Please send to the email addresses as indicated in the Form Tech-12.
11.	<b>Section 5, Terms of Reference</b> , under 4.2 Benchmark Analysis, Review and Assess Licensee Operations and Expansion Indicators	
a.	<b>Analyse existing and future capital improvements projects including an analysis of major project risks</b> - We understand that this analysis includes generation, transmission and distribution. Please confirm if the CDT expects a critical analyses of what has been done and/or update the future development plan?	This assignment is not a Planning analysis, it is at its core a Benchmark/Process analysis. No update of future development plans is required. The analysis is limited to existing plans.
b.	<b>Evaluate transmission and distribution losses; both physical and commercial</b> - Please confirm if this analysis is expected to be done based on available studies and load flow simulations for transmission and distribution or it is expected that Consultant will undertake new modeling exercise and calculate technical and non-technical losses. Also, please confirm if the databases for load flow analysis would be available to the consultant and which software is used load flow analysis by BEL for transmission and distribution	The analysis is expected to be done on available studies. It is not expected that the consultant will perform new load flow studies.
c.	<b>Assess allowed rate of return to licensee</b> - Please clarify if the consultant is expected develop a calculation of the WACC for this purpose or any other methodology?	Yes. The consultant is expected to develop a calculation of the WACC.
d.	<b>Review and analysis of core business processes and their resulting KPIs and costs for Customer administration, Distribution operations, Transmission operations, System operations, and Asset management</b> - Please clarify if the consultant is expected to map the current key processes of the licensee or the analysis should be made upon available data? Also please clarify if the information related to cost allocation to different processes in place to determine the correct KPIs or it is required to be reviewed under this consultancy?	The Consultant is expected to conduct a business process analysis using available data and meeting the terms specified.
e.	<b>Comprehensive analysis of customer usage patterns in order to quantify customer behavior on cost causality</b> - Please clarify if it is expected that the consultant develop a usage patterns campaign or the analysis will be made upon the information made available by the licensee i.e. AMI, feeders, transformers with 15 minute metering information?	See 6. above. The analysis will be based on the best available existing information.

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f.	<p><b>Make realistic recommendations for improving identified business processes, including changes to workflows, procedures, skillsets and technology platforms</b> - We understand that this analysis includes generation, transmission and distribution. Please confirm that the analysis will be focused on macro processes.</p>	<p>The consultant will make realistic recommendations based on available data and to the best understanding of the terms of the RFP specifications.</p>
12.	<p><b>Section 5, Terms of Reference, under 4.2 Benchmark Analysis, Analysis of Business Operations of PUC and Licensees</b></p>	
a.	<p><b>Develop documentation of current organization and related business processes, including process maps, flowcharts, and other diagrams as appropriate service territory, customer classes.</b> - We understand that this analysis includes generation, transmission and distribution. Please confirm that the analysis will be focused on macro processes.</p>	<p>See 11.f. above.</p>
b.	<p><b>Review previous RFPs and analyze strengths and weaknesses</b> - Please provide more details about this activity.</p>	<p>The consultant is expected to use their expertise to complete a proposed work product that best satisfies the overall context of the RFP.</p>
13.	<p><b>Section 5, Terms of Reference, 4.3.1 Revenue Requirement</b> - Please clarify if the consultant is expected to define a cost of service approach based upon current costs or define it based upon efficient models? Also, please clarify if the consultant is expected to calculate a technical tariff and a glide path from current tariffs and structure to the new technical ones?"</p>	<p>Current cost may be used. The Tariff Action should be based on the consultant's expertise and evaluation in making tariff recommendations.</p>
14.	<p><b>Section 5, Terms of Reference, 4.4 Tariff Action Plan</b> - Please indicate the time expected for the transition plan</p>	<p>Any recommendation on transition timeline will be based on the consultant's expertise and evaluation.</p>
15.	<p>The proposed timeline for the project (14 weeks from contract signing to delivering the Tariff Action Plan) is extremely challenging based on our experience of similar assignments. Does the evaluation criteria permit bidders to propose and justify a longer time duration without being penalized under the evaluation criteria?</p>	<p>See 3. above.</p>

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16.	The proposed budget seems quite abundant for the requested service delivery period of foreseen 14 weeks and 2 Key-Experts. Please confirm that our understanding is correct, that according to ITC 12.4(c) <i>“The estimated price budget for the assignment is between USD 550,000 to USD 700,000”</i> . Please confirm that the currency of the budget is indicated in USD.	Yes, the currency of the budget is in USD. As stated in the terms of reference “The Consultant is required to provide all staff resources and training for those staff that are necessary to complete the Services including but not limited to additional short term professional staff, enumerators, drivers and logistical staff”.
17.	We notice that only two positions (Team Leader and Financial Analyst) are considered under the evaluation criteria. Are bidders encouraged to supplement the core skills of these two team members with other professionals, including local experts (where not filling one of the two main positions)?	Only the positions referred to in the Key Professional Personnel criterion will be evaluated under that criterion. Other professional expertise may be described and considered under the proposed Approach, Methodology, and Work Plan.
18.	Is there an expectation of the time the consulting team will spend in Belize and/or core in-person meetings and workshops that will be held throughout the project?	The Consultant must propose how much time they believe they need to be in Belize.
19.	Is a Master of Business Administration a suitable qualification for the Financial Analyst?	Under the “Key Professional Personnel Qualifications and Relevant Experience for the Assignment” evaluation criterion, the qualifications of the proposed Financial Analyst will be assessed considering “Education and training” as stated in the Evaluation Criteria table. The TOR describes the educational qualifications for this position as “Minimum of Master’s Degree in Economics, Finance or related fields.” The relevance of the proposed candidate’s MBA field of study will be considered along with other education and training completed, as described in the proposal.