

**Financial Cooperation between Government of the Federal
Republic of Germany and the Government of Bangladesh**

Modernization of Power Distribution – Smart Grid in Bangladesh

Invitation for Expression of Interest

for

**Feasibility Study for the Project
Renovation of Wooden Pole Substations**

Bangladesh Rural Electrification Board (BREB)

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INVITATION FOR EXPRESSION OF INTEREST

I. Project Information and Background

The national grid network of Bangladesh encompasses 9,790 circuit km of transmission lines and about 372,000 km of distribution lines. Bangladesh has already achieved a remarkable progress in reducing system losses. In order to provide electricity for all by 2020, installation of new distribution networks as well as renovation/augmentation of substations are essential.

Supporting Bangladesh's distribution network to become more energy-efficient and reducing system losses also contributes to reducing greenhouse gas (GHG) emissions and making Bangladesh's distribution network more climate friendly – an aspect that is also considered key for financing from the German Financial Cooperation through KfW under the framework of the “Modernization of Power Distribution – Smart Grid” support.

Apart from bringing down the losses, Bangladesh's transmission and distribution network faces a number of additional challenges. The network still needs to be expanded to accommodate growing power demand, to integrate the growing share of utility-scale renewable energy projects and to reach those settlements and households that currently do not yet have access to electricity.

In this context, the distribution companies in Bangladesh are planning to invest in various measures for increasing their distribution capacity in-line with load requirements and for reducing their grid losses and power outages. These activities are supported inter alia with investments into the control and automation of the grid which are considered as smart technology.

Energy distribution in the rural areas of Bangladesh is operated by autonomous organizations called Palli Bidyut Samaties (PBS) in the form of cooperatives owned by member consumers. Bangladesh Rural Electrification Board (BREB) is a central agency of the Government of Bangladesh (GoB) to promote, organize, supervise and support the activities of the PBSs. BREB is not a holding structure and does not own any shares in the cooperatives. Commercially, the PBSs are owning and operating the distribution systems in their distribution area. Electricity supply and technical operation of the distribution system is under the sole responsibility of a PBS. Also electrical and operational safety matters are under PBSs' responsibility. The PBSs as well as any other distribution company in Bangladesh have supply contacts with Bangladesh Power Development Board (BPDB) as the sole off-taker of generated power. Physically the energy is received via Power Grid Company Bangladesh (PGCB) being liable for energy transmission in Bangladesh. Distribution systems are constructed by BREB on project base and handed over to a PBS.

BREB is offering a wide variety of training courses for different positions and functions within a PBS. BREB is also monitoring administrative, financial and technical operation of each PBS with a variety of key parameters. BREB is giving institutional and technical support to PBSs. BREB is also coaching the PBSs by sending on regular basis technical and administrative staff for training and supervision.

Standard Distribution Substation Design

BREB has developed a standard design for 33/11 kV outdoor Substations, so called the Rural Type Substation. It consists of one incoming 33 kV line feeder, one 33/11 kV three phase transformer or three single phase transformers, three separate single-phase voltage regulators and six outgoing 11 kV feeders. Rural type substations are usually unattended and do not have any substation house or shelter. The key design feature is usage of Auto Re-Closures (ARC) instead of circuit breakers for switching of 33 kV and 11 kV feeders. Each ARC has its own control unit including independent auxiliary supply. The substations are without communication for remote control or phone. Central services as auxiliary supply and control and protection systems are not necessary because of the use of ARCs. For communication, BREB is relying on the public GSM systems for mobile communication (mobile phones).

The incoming 33 kV feeder is equipped with surge arrester, a manual disconnecter and an automatic ARC which includes a voltage and current transformer combination for measuring. The feeders are usually equipped with additional voltage and current transformer for metering. The insulator allows only separate operation of phase links.

The 33/11 kV standard three phase power transformers or three single phase transformers having an effect of 10/12.5 MVA ONAN/ONAF. The transformers do not have a tap changer but allow adjustment of the ratio by manually off-load changing of connections at the regulation winding. Voltage regulation is working via separately installed three single phase voltage regulators (VR). The VRs are working automatically and have their own internal auxiliary power supply.

The standard number of six outgoing 11 kV line feeders are installed vertically around a square busbar arrangement also serving as gantry for the outgoing overhead lines. The feeders are equipped with a manual disconnectors for separate opening of phase links, surge arresters and an ARC. The ARC has a combined voltage/ current transformers for evaluation of current and voltages for auto-reclosing purpose. Voltage and current can be monitored via the control unit. Due to their measuring characteristics, the CT/VT combination is not suitable for metering.

Challenges for operation and maintenance of these substations are the fact that the early substations are constructed by using wooden poles for 11 kV and 33 kV ARC and busbar supports and for gantries of the in- and outgoing 11 kV and 33 kV lines. The wooden poles are suffering under the moisture climate, vermin and aging. Some of them are damaged by lightning strokes and badly maintained and repaired in case of bursting due to weakening. The design as described above is compromising on safety, equipment protection and network monitoring.

The installation time of such a substation is only about two months allowing fast expansion of the distribution system which is in line with BREB's ambiguous electrification rate and network expansion plans.

A pre-feasibility study mission took place in May 2016 where some substations were visited belonging to PBS Dhaka No. 1, north of the city of Dhaka.

II. Invitation

1. The Project-Executing Agency (PEA) hereby invites qualified independent consultants to submit their prequalification documents for consulting services required and specified in

Chapter 2. "Description of the Project" below. The project will be financed through funds of the German "Financial Cooperation with Partner Countries", provided through KfW.

The PEA is: Bangladesh Rural Electrification Board (BREB).

2. Description of the Project

The Consultant shall prepare, on behalf of BREB, a Feasibility Study (Technical, Financial and Economic) for the Project. The Project "Modernization of Power Distribution – Smart Grid" comprises both investment as well as institutional support to BREB. Investments relate to improving the 33/11 kV distribution system with the aim of reducing losses and making the system more energy efficient, increasing reliability and availability of the system. Both, reducing direct and indirect losses will also contribute towards saving of greenhouse gasses. This shall be achieved by renovation and upgrading of wooden pole substations and introduction of capacitor banks at 11 kV voltage level for reduction of losses. The Project consists of the following main parts:

Renovation of Wooden Pole Substation

- Renovation and upgrading of up to 90 wooden pole type 33/11 kV rural substations. The works do not comprise 33/0.4 kV distribution substation and rural or urban electrification. Detailed environmental and social impact assessment (ESIA) is not subject of the scope but will be performed by a different specialised consultant. It is the Consultant's obligation based on coordination of the Employer to cooperate with the ESIA consultant for assessment of impacts on substation sites and furnish him with all necessary data and information, respectively to accept input towards implementation of mitigation measures for ESIA matters.

Reactive Power Compensation

- Assessment of possible locations for power factor improvement in the 11 kV system by introduction of up to 100 capacitor banks and estimation of GHG reduction.

Capacity Building

- The Consultant shall define suitable project accompanying institutional and technical capacity building in line with the subjects of the Project.

Optional Procurement Services

- Preparation of bidding documents for renovation of wooden pole substations including guidance and support to BREB during the procurement process concluding in contract negotiations with the contractors.

The consulting services for the study comprise in general the following main tasks:

Substations and Reactive Power Compensation

- Data collection, site investigation and assessment of status of 33/11 kV wooden pole substations by visiting of about 25 % of the 90 substations, if defined representative. Elaboration of a methodology how the substation could be renovated and upgraded at the same plot and with a minimum of power interruptions;
- Elaborate basic design parameters for renovation of substations;
- Elaboration of a variety of typical conceptual design solutions for renovation of the substations. In view of the large number of substations, the design shall be standardized by defining several standard substation buildings and substation layouts. Synergies are expected or the design may be related closely to the already accepted substation design developed under a JICA financed project. The

substations shall be designed with suitable scaled substation control system to allow future remote control via a distribution SCADA system;

- Based on assessment of 11 kV network data, the Consultant shall determine locations in the 11 kV systems where economic improvement of the power factor and reduction of losses and saving of GHG can be achieved with installation of capacitor banks. Preparation of a suitable conceptual design for installation, connection and operation of the capacitor banks;
- Performance of Rapid Environmental Assessment for the substations visited by the Consultant during data collection and site investigation;
- Investment cost estimate for all project components;
- Financial and economical evaluation separate for substation renovation and network compensation and common, based on NPV and EIRR including sensitivity analysis;
- Evaluation of avoidance of CO₂ due to reduced distribution losses, higher reliability due to reduced outage duration and frequency and substitution of private and bulk diesel generation sets;
- Elaboration of Procurement Plan;
- Project Impact Assessment;
- Update of institutional Assessment.
- Reporting to BREB and KfW.

Capacity Building

- On the job training and effective transfer of technology in all areas of technologies touched during this project;
- The Consultant shall elaborate a methodology and needs for capacity building, training and awareness campaigns regarding environmental protection, health and safety at construction sites, implementation of safety rules and social standards for construction sites and cooperate social responsibility of employers.

Optional Procurement Services

- Support to BREB for the procurement process including elaboration of qualification requirement and bidding documents, supporting during the bidding processes, evaluation and support in contract negotiations.

3. The duration for the study is estimated at **8 months**, taking into consideration parallel activities on the individual components and not considering Optional Services. The start of the project will be according today's time schedule early first quarter 2018.
4. Eligible Consultants are all independent and qualified consulting companies with more than 10 years of experience in the sector and having key personnel with more than 10 years of experience in assessment and design of medium voltage distribution systems and substations and their components including remote control via SCADA system. More than 8 years of experience in the fields of network analysis, cost estimate, financial and economic analysis, ESIA and HSE matters, bidding processes and assessment of institutions. Minimum requirements of experience for particular experts are indicated under each key expert in Annex C1. The Consultant shall have competence in working with energy systems in Asia.
5. The services shall be provided by a multi-disciplinary consultant team of international and local long- and short term specialists, guided by a project manager/team leader with a

broad and proven international experience, supplemented by other experts with adequate experience related to the topics of the mission. The Consultant shall be prepared to render other short-term expertise out of pooling resources for special topics (as the case may be) as well as backstopping services which are intended to complement the consulting services. However, it is expected that the lead consultant in a Consortium or Association has a share of not less than 60 % of the total time of services. A minimum of 30 % of the total time of services has to be provided by Key Experts in Bangladesh in active cooperation with the PEA.

Consultants are free to associate themselves with other firms to ensure that all required know-how and experience are available to them. The input of local content is desired.

- (i) In case of associations, which is understood as Joint Venture (JV) or Consortium (the terms shall be used and understood as interchangeable), all partners shall be jointly and severally liable, and the JV shall nominate a Representative (Lead Consultant) who shall have the authority to conduct all business for and on behalf of any and all the partners of the JV during the bidding process and, in the event the JV is awarded the Contract and during contract execution. A draft version of the intended JV agreement shall be submitted.
- (ii) The Applicant may associate with nominated sub-consultants, for which the Applicant shall confirm the participation in the “Declaration of Submitting a Proposal in Case of Being Shortlisted” (Annex A). The nominated sub-consultant accordingly must be part of the Applicants proposal, in case of being short-listed. Besides the Applicant’s own references, only references of nominated sub-consultants will be considered during the evaluation. The Applicant can also associate with other sub-consultant. The references of other sub-consultants will not be considered during the evaluation.

6. The Expression of Interest¹ (Eoi) in English language shall have the following structure and content and shall be presented in the same sequence as shown below.

- (i) **Covering Letter**, comprising the firm’s name, address, contact person, telephone, fax and email, if applicable mention the association for this project. The letter should be on a letterhead of the company or that of authorised lead agency in case of associations and signed by an authorised representative of the company or lead agency. A Power of Attorney shall be provided in case that a staff member of the firm or consultant having prepared the PQ-documents will be the signatory party. For JV, the Power of Attorney shall be valid for both or all parties;
- (ii) **Presentations of firms** (maximum 10 pages), inclusive clear statements of type, property and key task of the association, human resource structure, the pooling capacity and organisational structure;
- (iii) **Statements and Declarations** (in case of an association to be provided by all partners of a JV and by nominated subcontractors as separate declarations). The said declarations shall be submitted and duly signed according to the form and content as presented in Annex A. A missing declaration or a non-compliance with the content may lead to disqualification.

¹ Expression of Interest (EOI) shall be understood as an act of expression which demonstrates required competencies in a prequalification document.

- a) Declaration of **submitting a proposal** in case of being short-listed;
 - b) Declaration on **Affiliations** of any kind with other firms which may present a conflict of interest in providing the envisaged services;
 - c) In case of an **Association** the intended contractual arrangement with international and local firms, nominating the lead consultant and including letters of intent of participating firms (in case of local partners a fax copy of such letter of intent is sufficient);
 - d) Declaration of **Undertaking** to observe the highest standard of ethics during execution of the contract. Applicants should be aware that any fraudulent or corrupt activities disqualify them immediately from participation in the selection process and will be subject to further legal investigation;
 - e) Certified statement of **financial capacity** of the consultant, showing a necessary average annual turnover of more than EUR 1.0 million in the last three years. A Joint Venture needs to show an average annual turnover of more than EUR 1.5 million in the last three years, whereas the lead consultant of the JV shall show an average annual turnover of EUR 1.0 million in the last 3 years. This needs to be presented in form of the profit and loss account/financial statements or in form of statement of turnover and balance sheet of the last three years; all certified by an independent auditor.
 - f) Statement about **Quality Control Management** within the firm(s) (in case of JV for each partner), including the submission of a copy of a valid Quality Certificate ISO 9001, proofing the corporate Quality Management.
- (iv) **Form and List of project references** are enclosed under Annex B and clearly separated from each other. The references shall cover the course of the recent last eight (8) years and strictly related to the envisaged services (*maximum 14 references*). The maximum number of references for each category of project is indicated in the Criteria Table under Item 12 below. For the provision of a lesser number, points shall be awarded on pro-rata basis. The references for experience under Item 1.1 shall be given on one (1) project sheet/page per project. The reference for experience under Items 1.2 and 1.3 shall be given in form of lists with one row per project and on maximum two (2) pages.
- (v) **List of available personnel structure** consisting of international and local, long- and short-term as well as experienced personnel for the envisaged services with information about education, professional experience, regional experience, years with firm, specific project-related experience and experience in similar posts. This list (in tabular form) shall allow a profound judgement on the consultants' general ability to provide the required personnel having the specific experience for the project in case of an offer. Personnel with long (>5 years) company affiliation or having a long cooperation will get more points than free-lance staff. A sample of "List of available personnel structure" is given in Annex C.1 which also shows the minimum quantities of experts to be listed per specific expertise and the required years of experience. No CV's are required!
- (vi) **Setting-up of backstopping and home office support**, (shall not be confused with the project team²). A summarizing table of available backstopping and home

²Bidders are advised to consult Annex 5 of the KfW Guidelines for the Assignment of Consultants

office support capabilities as well as project related envisaged backstopping staff with their specialities is considered sufficient. A sample is given under Annex C.2. No CV's are required!

Interested consultants are requested to submit concise and clear, but substantial documents and to adhere to the above structure. Any surplus of information not specific to the material requested will be penalized. Reader friendliness will be observed.

Non-compliance with this invitation or faulty information shall lead to non-qualification.

7. The prequalification proposal **shall be submitted in one (1) printed original and one (1) copy**(printed and identical to the original) to the Project Executing Agency at the address as follows latest by the date and time indicated in the advertisement. In case of differences between the documents the original version prevails.

Bangladesh Rural Electrification Board (BREB)
Att. Anjan Kanti Das
Superintending Engineer (Grid & Sub-Station) &
Coordinator Modernization of Power
Distribution- Smart Grids in Bangladesh

BREB - Training Academy Bhaban (4th Floor)
Nikunja-2,
Dhaka-1229, Bangladesh

Phone: +88 (0)2 8900757
E-mail: segridssbreb@gmail.com

8. One further copy of the prequalification proposal shall be submitted to the Tender Agent on the same date and time. For timely submission the submission of the Original at the Project Executing Agency shall be decisive.

Tender Agent
Michael Sulzer
Maximilianstr. 8
82319 Starnberg / Germany

Email: michael-sulzer@web.de
Phone: +49 (0) 8151 556 5116 (for courier reference only)

Each submission must include a copy of all documents for pre-qualification on CD-ROM or DVD.

Any Electronic Submission of the prequalification documents by email is prohibited and will lead to disqualification.

9. All cost for a site visit, obtaining information/data and preparation/submission of the prequalification document, meetings, negotiations, etc. in relation with the prequalification or the subsequent proposal shall be borne by the Bidder.
10. PEA either at its own initiative or in response to clarifications requested by an interested consultant may clarify this invitation. Such information shall be sent in writing by **e-mail** to all parties, which have informed PEA about their participation. Any clarification regarding this Expression of Interest shall be addressed **in writing** to **both** the Tender Agent and the

PEA. The deadline for clarification requests is 10 working days (Monday to Friday) before the submission deadline.

11. It is planned to establish a short-list of not more than five prequalified consultants within some weeks after the submission date and to invite technical and financial proposals from these consultants.
12. The evaluation procedure for the prequalification process will follow the latest version of the Guidelines for Assignment of Consultants in Financial Co-operation Projects“ (refer to homepage of KfW development bank www.kfw-entwicklungsbank.de;https://www.kfw-entwicklungsbank.de/Download-Center/PDF-Dokumente-Richtlinien/Consulting-E.pdf). Only financially capable firms which have submitted the necessary statements and declarations (see § 6 iii) satisfying the set conditions will be evaluated. Specific evaluation criteria and their individual weight are presented in the following table:

Criteria	Sub-Score	Maximum Score
1. Evidence of relevant experience gained by consultants during the past eight years (<i>experience of the firm</i>), according to item 6 (iv)		60
1.1 Experience in handling similar distribution system projects in medium voltage distribution systems;		40
1.1.1 Reference 1: experience related to up to four (4) consultancy assignments for assessment, design and renovation of and medium voltage substations, performed outside the bidder's home country;	15	
1.1.2 Reference 2: experience related to up to four (4) consultancy assignments of power system studies for distribution systems, compensation of distribution systems including network modelling, load flow and short circuit studies, performed outside the bidder's home country;	10	
1.1.3 Reference 3: experience related to up to four (4) consultancy assignments for implementation of feasibility studies for electricity transmission or distribution systems, performed outside of the bidder's home country;	10	
1.1.4 Reference 4: experience related to up to four (2) consultancy assignments for institutional assessments and assessment of capacity development of an energy utility, performed outside the bidder's home country;	5	
1.2 Experience in working with KfW, EU, EIB, AfD (France), DIFID, SDC (Swiss) or SIDA and having completed related projects;		10
1.3 Experience with similar working-conditions in developing, transition or emerging countries.		10
1.3.1 Experience with working-conditions in the energy distribution/transmission sector in worldwide;	6	
1.3.2 Organisational setup/presence of applicant and his associate partners/sub-consultant (nominated or non-nominated) in Bangladesh;	4	
2. Suitability for this specific project (<i>experience of the available experts</i>)		40
2.1 Assessment of available technical expertise specific to this project (refer to the listed key personnel) according to ANNEX C.1;	20	
2.2 Assessment of the personnel structure in regard to the tasks expected (additional personnel) according to ANNEX C.2;	10	

2.3	Assessment of the key personnel in permanent employment and always available to monitor the team and provide back-up services from the home office according to item 6 (v);	5	
2.4	Form of the application documents: Are they complete, concise and related to the project?	5	

13. After having completed the evaluation of the prequalification documents, a short-list consisting of five highest ranking Consultants scoring a minimum of **70 points** will be established. Short-listed firms will be invited to submit a technical and financial proposal; firms not pre-qualified will be informed accordingly.
14. PEA is not bound to select any Bidder and reserves the right to reject any or all of the submissions without assigning any reason thereof.
15. The preparation and the submission of the prequalification document is the responsibility of the applicant and no relief or consideration can be given for errors and omissions.
16. After opening the prequalification documents until preparation of the short-list of the qualified consultants, no communication of any type shall be entertained unless called for by the PEA and/or the TA.

III. Annex A, Sample of Forms and Declarations

Sample Format: Declaration of Submitting a Proposal

Company Name

Xxxx

Xxx

Xxx

Date and Company

Address

Declaration of Submitting a Proposal

Feasibility Study for the Project Renovation of Wooden Pole Substations

We hereby declare our intention to submit a technical and financial proposal for the above stated project in case of being shortlisted.

This commitment is subject to the details of the tender documentation in terms of technical and financial practicability.

Signature of Company xxxx
(Signed by person mandated)

Signature of Company yyyy
(Signed by person mandated)

Sample format of Declaration on Affiliated Firms

Company Name		Date and
Xxxx	Company	Address
	Xxx	
	Xxx	

Declaration on affiliated firms

Feasibility Study for the Project Renovation of Wooden Pole Substations

We hereby declare that “name of bidder” is an independent consulting firm. We do not have any links, other than existing or future cooperation agreements in the field of engineering, with other firms which may be interested in the execution of the project.

Should we be awarded the contract, the firms with which we are associated, other than joint venture or sub-consulting firms for the current assignment, will not take part in the project in any other form or reveal information gained during the assignment concerned.

Signature of Bidder xxxx
(Signed by person mandated)

Note:
(in case of an association one separate declaration for each member)

Sample format of Declaration of Association JV or Nominated Sub-Consultant

Company Name

Date and Company

Xxxx

Address

Xxx

Xxx

Declaration of Association

Feasibility Study for the Project Renovation of Wooden Pole Substations

For the sake of reinforcing the competitiveness in the respective areas of expertise, strengthen the technical responsiveness of the proposals and make available bigger pools of experts, "Company xxxx (indicate name of firm)" agrees to join "Company yyyyy (indicate name of firm)" in form of xxxxxxxxxxxxxxxx (indicate form of temporary association) for the purpose of provision of consultancy services for the above mentioned project. "Company yyy" will be the leading firm.

In case of Award of Contract, we undertake all the steps necessary to perform the services described in the composition as stated and in the form of cooperation as stated.

Signature of Company xxxx

Signature of Company yyy

(Signed by person mandated)

(Signed by person mandated)

Declaration of Undertaking

Feasibility Study for the Project Renovation of Wooden Pole Substations

We underscore the importance of a free, fair and competitive contracting procedure that precludes abusive practices. In this respect we have neither offered nor granted directly or indirectly any inadmissible advantages to any public servant or other person nor accepted such advantages in connection with our bid, nor will we offer or grant or accept any such incentives or conditions in the present tendering process or, in the event that we are awarded the contract, in the subsequent execution of the contract. We also declare that no conflict of interest exists in the meaning of the kind described in the corresponding Guidelines³.

We also underscore the importance of adhering to environmental and social standards in the implementation of the project. We undertake to comply with applicable labour laws and the Core Labour Standards of the International Labour Organization (ILO) as well as national and applicable international standards of environmental protection and health and safety standards.

We will inform our staff of their respective obligations and of their obligation to fulfil this declaration of undertaking and to obey the laws of the country of Bangladesh.

We also declare that our company/all members of the consortium has/have not been included in the list of sanctions of the United Nations, nor of the EU, nor of the German Government, nor in any other list of sanctions and affirm that our company/all members of the consortium will immediately inform the Client and KfW if this situation occurs at a later stage.

We acknowledge that, in the event that our company (or a member of the consortium) is added to a list of sanctions that is legally binding on the Client and/or KfW, the Client shall be entitled to exclude us/the consortium or, if the contract is awarded to our company/the consortium, to immediately cancel such contract if the statements made in the Declaration of Undertaking were objectively false or the reason for exclusion from the tender procedure occurs after the Declaration of Undertaking has been issued.

.....

(Place) (Date) (Name of company)

.....

(Signature(s))

³See "Guidelines for the Assignment of Consultants in Financial Cooperation with Partner Countries" and "Guidelines for Procurement of Goods, Works and associated Services in Financial Cooperation with Partner Countries"

IV. Annex B, Form of Project References

In terms of project and working experience, the qualification of the Applicant will be based on meeting the criteria specified in the table under above Item 12. The following form shall be filled in the numbers stated in the table of Criteria. For the provision of a lesser number of references, points shall be awarded on pro-rata basis. Any surplus of references has no impact on the evaluation. Presented references in the submission will be considered in a sequential numbering up to the requested number only. A reference for a multi-disciplinary project may be used under several reference categories but the applicable parts and the relation to the reference category need to be obvious.

Form of Project Reference Sheet

To be use for references under Item 12 above, List numbers under 1.1

Reference number		
Name of Client:		Country:
Address of Client:	Project duration:	Completion Date (Month/Year):
Start Date (Month/Year):	Value of Services (in US\$):	Proportion carried out by legal entity (%)
Origin of Funding:	Name of Associated Consultants, If Any:	
Types of Services	<p><Types of services need to demonstrate the requested experience as stated under the table of Criteria under Item 12 above.> The form shall be used for all kind of references :</p>	
Name of clients reference, person, if available:		
Project Title: Brief description of project:		

Form of Project Reference List

To be use for references under Item 12 above, List numbers 1.2 and under 1.3

Country	Client	Project Title/Reference	Month/Year Start	Month/ Year Completed	Financed by	No. of MM Total	No of MM applying firm

V. Annex C, Personnel

1. Sample of List of available personnel structure”

List of personnel having the specific experience requested for the project in case of an offer.

Name of person	Age or Year of birth	Professional experience (years) in proposed position	Employment with company (years)	Professional education/qualification and year of graduation	Position / function within company (years)	Project related experience in similar posts (key words of max. 10 relevant projects)	Regional experience (countries)	Languages and Competence 1 (worst) to 5 best
Key staff 1, Project Manager(minimum 1 person, 10 years of experience)								
Key staff 2, Distribution Engineer/Network Analyst (minimum 2 persons, 10 years of experience each)								
Key staff 3, Substation Engineer (minimum 2 persons, 10 years of experience each)								
Key staff 4, Financial Expert (minimum 2 persons, 8 years of experience each)								
Key staff 5, Institutional Expert (minimum 1 person, 10 years of experience)								
Key staff 6, Civil Engineer (minimum 1 person, 8 years of experience)								

Note: Only the Consultant’s key staff and permanent professional staff as well as long-term associates shall be included in the list.
The Project Manager position may be combined with any other technical key expert position.
The Applicant may combine positions, if it can be demonstrated that the expert has the combined required experience of the separate positions.

2. Setting-up of backstopping and home office support

List of personnel having the specific experience requested for the project in case of an offer.

Name of person	Age or Year of birth	Professional experience (years) in proposed position	Employment with company (years)	Professional education/qualification and year of graduation	Position / function within company (years)	Project related experience in similar posts (key words of max. 10 relevant projects)	Regional experience (countries)	Languages and Competence 1 (worst) to 5 best
Profession 1								
Profession 2								
Profession 3								
Profession n								