

مدينة الملك عبد الله للطاقة
الذرية والمتجددة K.A.CARE



KING ABDULLAH CITY FOR ATOMIC AND RENEWABLE ENERGY

2020 Request for Proposal

RENEWABLE ENERGY TECHNOLOGY LOCALIZATION & COMMERCIALIZATION DEMONSTRATION PROJECTS

RFP Reference Number DP-2020-01

Technology Localization & Commercialization (TLC)
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2020 Request for Proposal
RENEWABLE ENERGY TECHNOLOGY
LOCALIZATION & COMMERCIALIZATION
DEMONSTRATION PROJECTS

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1 EXECUTIVE SUMMARY

RFP Purpose: The demonstration projects request for proposals (RFP) provides financial support for selected bidders to conduct full-scale demonstrations of commercially ready renewable energy technologies in the Kingdom of Saudi Arabia. Eligible bidders must submit proposals detailing the technology that they seek to commercialize, along with a business plan describing their approach for ensuring successful operation of the business, after the completion of the demonstration project. Bidders that receive funding through this RFP will be expected to work with an off-taker in KSA, to implement their technology at the off-taker site. Bidders that successfully complete demonstration projects under this RFP are expected to enact their business plans, and continue to pursue commercialization of the proposed renewable energy technology, here in the KSA.

Eligible Applicants: All organizations located globally are encouraged to participate in project teams. **However, demonstrations projects awarded under this RFP must be led by a Saudi company that is registered to do business in Saudi Arabia.** Foreign technology firms, universities and research institutions, and potential off-takers may participate as team members, under the lead of a local Saudi company.

Award and Duration Guidelines: Funded projects should comply with the following project award and duration guidelines:

- Maximum project duration: 36 months (shall not exceed)
- Maximum K·A·CARE funding: 20 Million SAR
- Maximum K·A·CARE contribution: 50%

Renewable Energy Technology Areas of Focus: The demonstration projects RFP is organized into technology themes that K·A·CARE has assessed as being priorities to the Kingdom. These themes are detailed in Appendix A of this RFP. Examples of project concepts that may be considered by K·A·CARE are included in Appendix B

Technology Maturity: This program is intended to promote commercialization of renewable energy technologies that solve pressing issues within KSA. In line with that mission, this program will only support projects involving technologies that are commercially viable and technically mature. This program is not meant to support research. Any technology proposed must be mature enough to meet the needs of the Saudi market segments to which it will be applied. Bidders must provide justification for the maturity of the technology proposed, showing that, at the very least, a commercial product has previously been developed.

Important Dates: Bidders should adhere to the following schedule and submission dates:

| | |
|--|-------------------|
| RFP Official Release Date | 18 June 2020 |
| Final Due Date for Concept Papers | 20 August 2020 |
| K·A·CARE provides Concept Papers feedback | 07 September 2020 |
| Final Due Date for Proposal Submissions | 09 December 2020 |
| Conditional awardees are notified of proposal acceptance | 25 January 2021 |
| Contracts are finalized with Recipients, based on negotiations | 21 March 2021 |

Means of Submission: Prior to submitting a full proposal in response to the RFP, bidders must submit a Concept paper via email to TLC@energy.gov.sa. Full proposals must be submitted through the Saudi government online Etimad procurement portal at www.etimad.sa. Companies can register on the portal by emailing ecare@etimad.sa or calling (inside of KSA) 920002299. K·A·CARE will not review or consider applications submitted through other means.

2 PURPOSE AND SCOPE

2.1 General Background Information

Given the continuous development within the Kingdom of Saudi Arabia (KSA) and the economic and population growth, the domestic demand for power has been accelerating and is expected to continue to grow at a high rate. In a country where non-replenishable fossil fuels have been virtually the sole source of energy for satisfying local power and water demands, the KSA, through the establishment of King Abdullah City for Atomic and Renewable Energy (K·A·CARE) has embarked on a long-term program to create a balanced mix of non-fossil fuel energy for the Kingdom's long-term prosperity and energy security. Particular objectives are to:

1. Free up valuable and non-replenishable oil & gas resources and extend their availability for export and/or for other industrial uses for longer periods of time.
2. Diversify the economy by producing positive economic and societal returns from non-hydrocarbon-based industries, including increased (direct and indirect) employment, skill building, industrial activities in R&D, manufacturing, supply chain localization, etc.
3. Accelerate the creation of a long-term sustainable power, which is an important priority given the current growth rate of energy consumption.

K·A·CARE came into existence by a Royal decree on April 17, 2010. Its mandate is to contribute to sustainable development in KSA by using science, research and industries related to renewable and atomic energy for peaceful purposes, to upgrade the standard of living and improve the quality of life in KSA.

2.2 Project Rationale

This request for proposals (RFP) is part of a program that aims to meet broad objectives in technology localization and demonstration through innovative demonstration projects and supporting studies targeted at key renewable energy technologies.

The program topic areas have been selected from a wide range of possibilities, taking into account both the national need for the technology, the unique environmental characteristics of the region, and the ability of the local industrial base to develop the capability to deliver these technologies, either on their own or in collaboration with international partners.

The size of the business opportunity and the inherently local nature of the system integration work should enable Saudi companies to take leading roles in applying these technologies — within the Kingdom, across the Middle East and North Africa (MENA) region, and globally in other regions with hot climates — with potential job creation and economic growth for the Kingdom as a result. Government action and financial support will aid in capturing this business opportunity by strengthening the Kingdom's business and technical capabilities.

2.3 Purpose of the RFP

This RFP seeks to satisfy the dual purpose of demonstrating relevant renewable energy technologies with high potential for improving the energy mix within the Kingdom, and to foster the growth of Saudi private companies capable of competing regionally and globally in commercializing the demonstrated technologies. In pursuit of these objectives, this RFP provides financial support to project demonstration teams, led by local Saudi companies, to implement renewable energy projects in the Kingdom.

Though all organizations globally are eligible to participate in a project team, each team must be led by a local Saudi company. Foreign technology firms may partner with a local Saudi company to bring their technology to the Kingdom. Each team is expected to have a local off-

taker, who will provide a physical location where the technology will be demonstrated and will use the energy generated by the renewable energy technology deployed. Universities and research institutions may contribute to project teams in a variety of ways, for instance, by providing objective measurement and verification of project performance, and in the development of publications based on the project. Team member roles must be substantiated through a logical work plan and examples of past experience.

If selected for award, project teams are expected to fully implement their renewable energy technology at an off-taker site in KSA within a three-year time period. Ongoing data monitoring and performance evaluation must continue for an additional 12 months (this is referred to as the assessment phase of the demonstration project), after the project is commissioned. K·A·CARE does not mandate that the prime bidder and off-taker enter into a specific type of business arrangement (i.e. power purchase agreement, system, equipment sales agreement, operations and maintenance contract, system warranty, etc.). The prime bidder and off-taker are free to enter into the business agreement that best suits their needs. K·A·CARE only requires that the prime bidder submits a signed off-taker commitment letter, as specified in section 3.2 of this document. The off-taker may be any type of entity capable of hosting the demonstration and making use of the energy, including the facilities of the prime bidder or a team member.

This RFP is designed to support the full-scale demonstration of commercially-ready technologies, primarily through the design, construction, and demonstration of successful operation of renewable energy projects within the enumerated topic areas, but may also include other demonstration activities including, but not limited to, development or upgrade of manufacturing systems as necessary to successfully execute a demonstration, developing or refining design tools, and training of personnel. However, this program is not aimed at implementing manufacturing systems as a main goal, and manufacturing implementation activities will only be accepted to the extent they are necessary to complete a targeted demonstration. This RFP will not support the development of prototypes, lab-scale demonstrations, or research projects.

It is expected that project teams will continue to pursue commercial projects in KSA, after the successful completion of their demonstration project. Project teams must propose a business plan when applying for funding under this RFP. If selected for award, that business plan can be further tailored, while the demonstration is being implemented. Once the demonstration period has ended, project teams should be prepared to implement their business plans.

Funding under this RFP is implemented through K·A·CARE reimbursement of pre-approved project expenditures. K·A·CARE will provide reimbursement for the agreed costs associated with the implementation of the demonstration project, for teams that receive awards under this RFP. More information concerning cost reimbursement can be found in Section 2.7 of this RFP. K·A·CARE has defined the renewable energy technology areas of interest that will be considered for funding under this RFP. Please see Appendix A, which accompanies this RFP, for detailed information concerning the topic areas that will be considered for funding under this RFP.

2.4 Overview of the Program Structure and Execution

Please read this RFP and model contract carefully to fully understand the program requirements. To aid in understanding, the following briefly summarizes the requirements to participate in the program:

- **Preparation.** A Saudi private company applicant is interested in creating a business in renewable energy technology consistent with the topic areas of this RFP, as defined in Appendix A. The applicant examines the business opportunity and determines it is potentially profitable and sustainable, and will benefit from a demonstration project supported by K·A·CARE funding. The applicant structures a plan to execute the demonstration project including the planned system/product configuration, a location where it will be built, and the preliminary agreement of any other parties needed to carry out the project (particularly the facility owner / off-taker, but also, potentially,

technical partners such as Saudi or foreign companies or universities). The applicant determines the sources of the required industry cost share and obtains preliminary commitment from any cost share source.

- **Concept paper submission and response.** The applicant submits a concept paper outlining the project plan to K·A·CARE, who reviews it for compliance with program requirements and uses the information to plan for a full merit review. K·A·CARE will provide a written response to all bidders that submit concept papers. This response will include a control code, which must be referenced in all documents subsequently submitted by each bidder. In the response, K·A·CARE may make suggestions regarding the topic area(s) under which the full proposal should be submitted, based on K·A·CARE's understanding of the technology being proposed, and of the technology themes that have been defined in Appendix A.

The concept paper must be submitted by the bidder, on or before the deadline shown in section 2.8, "RFP Schedule". Bidders are advised to submit their concept paper as soon as possible. K·A·CARE will begin evaluating concept papers and providing feedback to bidders, as soon as the concept papers are received. Bidders who respond earlier will benefit from having more time to prepare their full proposal.

- **Proposal preparation.** Upon notification from K·A·CARE that the concept paper submission passed the compliance review, the bidder begins preparations for submission of a full proposal. The applicant team members negotiate commercial agreements for executing the project, and preliminary cost share and off-taker commitments are made firm. The prime bidder and their team write a proposal that includes, as separate documents per instructions in this RFP, the following:
 - Commitment letters
 - Consortium agreement
 - Technical proposal
 - Business plan
 - Statement of Qualifications
 - Work plan
 - Ownership of IP and IP Strategy
 - Financial Proposal
 - Financial Qualifications
 - Project Summary Slide

Proposal requirements are described in detail in section 2 of this RFP. Once completed, the prime bidder submits their proposal for consideration, using the Etimad portal, located at www.etimad.sa.

- **Merit Review.** K·A·CARE will conduct a merit review of all submitted proposals, judging the quality of each proposal against the criteria defined in Section 3 of this RFP. K·A·CARE will establish a panel of subject matter experts to provide independent evaluations of each proposal. The results of the merit review will form the basis of K·A·CARE's decisions concerning award. Proposals that pass the merit review will be selected for conditional award, subject to negotiations with K·A·CARE.
- **Contract award.** The bidder is notified by K·A·CARE of conditional selection for negotiations. After negotiations with K·A·CARE, and any required amendments or corrections, the submitted Work Plan becomes the contract scope of work, and the Deliverables and Payment Schedule in the financial proposal become the contract deliverables and payment schedule. Upon final approval by K·A·CARE, the contract is executed between K·A·CARE and the prime bidder.
- **Project execution.** The recipient executes the agreed upon scope of work, with monitoring of project technical and financial performance by K·A·CARE and/or a designated K·A·CARE representative. As project costs are incurred, consistent with

the work plan and deliverable/payment schedule, the recipient submits audited invoices to K·A·CARE and is reimbursed for the K·A·CARE share of the cost. Over the course of the project, recipients are expected to continue making improvements to their business plans, submitted an updated business plan to K·A·CARE at the completion of the demonstration project.

- **Intellectual Property.** K·A·CARE nominally does not seek any ownership of IP utilized during, or generated as a result of the project, other than a non-commercial, irrevocable license for its own internal studies. This license may be subject to non-disclosure agreements, protecting the privacy and confidentiality of the recipient and project team. K·A·CARE'S interest is that the Saudi entity leading the project has sufficient rights to exploit the developed product for commercial use, including conducting further development and commercialization of the product, and that any foreground IP rights are owned, shared with, or licensed to a Saudi entity, and are not transferred out of the Kingdom, prior to commercialization within the Kingdom. If the recipient exits the business within 3 years after completing the project, or fails to pursue commercialization activities during the same time period, K·A·CARE may elect to take a non-exclusive license to any foreground IP resulting from the project, in order to assist in commercialization of the technology in the future. These policies are designed to protect the public interest by ensuring the projects benefit the Saudi economy.

The program provides financial assistance to companies that are motivated to develop renewable energy businesses within Saudi Arabia. The program serves the public purpose stated in Vision 2030 to promote the growth of private industry, and serves the mandate of K·A·CARE for technology localization and commercialization in the renewable energy sector.

2.5 Program Guidelines

Demonstration projects can address any of the topic areas, or combinations thereof, specified in Appendix A, "Technology Areas". The number and size of awards in each topic area will be determined on an overall program basis. K·A·CARE reserves the right to make multiple awards in any topic area, or to make no awards in any given topic area, based on the quality of the concepts and proposals submitted.

Funded projects should comply with the following award and duration guidelines:

| | |
|-------------------------------|---|
| Number of awards: | K·A·CARE may make multiple awards, or no awards |
| Maximum K·A·CARE contribution | 50% of the total project cost |
| Maximum project duration | 36 months |
| Maximum K·A·CARE funding: | 20 Million SAR |

Descriptions for each topic area can be found in Appendix A, included as an attachment to this RFP. Bidders may submit multiple applications for funding under this RFP. Bidders must specify the topic area of each submission. A single submission can only be submitted in response to a single topic area. To apply for multiple topic areas, a bidder is required to provide multiple, unique submissions.

This program is intended to promote commercialization of renewable energy technologies that solve pressing issues within KSA. In line with that mission, this program will only support projects involving technologies that are commercially viable and technically mature. This program is not meant to support research. Any technology proposed must be mature enough to meet the needs of the Saudi market segments to which it will be applied. Bidders must provide justification for the maturity of the technology proposed, showing that, at the very least, a commercial product has previously been developed. Bidders applying for funding under this RFP must also prove that they have the access and resources (appropriate IP rights, know-how, past experience, etc) to continue offering the renewable energy technology as a commercial product in Saudi, after the demonstration project is complete. To reduce the risk

associated with the commercialization of new technologies within the Kingdom, K·A·CARE will contribute to the cost of each project funded under this RFP. Respondents submitting applications in response to this RFP are expected to also contribute share of the overall cost of their proposed project.

2.6 Bidder Eligibility

It is anticipated that the projects funded under this RFP will be accomplished by Recipient Teams. The teams may include a number of team members who contribute to the project work. Potential team members may include, but are not limited to:

- a prime bidder (local Saudi company),
- project partners (other local Saudi companies or foreign firms),
- and other entities (for example universities and research institutions)

Additionally, the team may involve entities that are not performing the work but are providing cost share — for example:

- (a) a facility owner who is the beneficiary of a renewable energy system being installed, who pays all or a portion of the 50% industry funding match, or
- (b) any other entity with an interest in promoting the project, such as any other Saudi government agency, municipality, or non-profit entity.

The prime bidder for all demonstration projects must be a for-profit Saudi company capable of operating as a business deploying the demonstrated technology in Saudi Arabia. Other participation by foreign or Saudi companies or institutions is allowed and encouraged as part of a Recipient Team led by an eligible prime bidder. Additional eligibility requirements are stated throughout this RFP. A Saudi-owned company is defined as a Limited Liability Company (LLC) or a Joint Stock Company (JSC) as defined in Saudi law.

Full proposals for demonstration projects must therefore be submitted by for-profit Saudi companies only. Participating entities are not restricted in the number of teams they may participate on, or the number of proposals they may be included in (i.e. one Saudi company may lead many teams, one foreign firm can participate in many teams, and one University can be included on many proposals).

2.7 Cost Contribution Requirements

Once a bidder (or bidding team) receives an award under this RFP, they become classified as a recipient (or recipient team) and are responsible for securing the necessary funding to implement the demonstration project. As project costs are incurred through project implementation, K·A·CARE will reimburse 50% of the project expenditures. . Therefore, the total recipient contribution will be equal to 50% of the project implementation costs.

K·A·CARE will not issue advance payments to cover project implementation costs. It is the responsibility of the recipient. The recipient funding requirements can be satisfied by any combination of private entity funding or public funds, including commercial sales, business activities, or other Saudi government funding sources (e.g., funds provided by the Saudi Industrial Development Fund [SIDF], TARSHEED, etc.).

2.7.1 Legal Responsibility

Although the cost contribution requirement may be satisfied by the recipient team as a whole, the prime recipient holds legal responsibility for paying the recipient share of the total project cost. The recipient's cost contribution obligation is expressed in the resulting contract as a static amount in Saudi Riyals (cost share amount) and as a percentage of the total project cost (cost share percentage).

The prime recipient is solely responsible for managing financial contributions by the recipient Team and enforcing any obligations assumed by the recipient team members in subcontracts or related agreements.

2.7.2 Recipient Team Cost Allocation

Each recipient team is free to determine the amount that each recipient team member will contribute toward the project implementation costs. The amount contributed by individual recipient team members may vary, as long as the implementation costs required for the project as a whole are satisfied.

2.7.3 Project Implementation Costs Allowable for Reimbursement

Recipient teams' project implementation cost contributions may be provided by the primer bidder or subcontractors. Recipient teams may also use funding or property received from other (i.e., non- K·A·CARE) government sources to meet the cost requirement. Bidders should adhere to the following cost allowability requirements when submitting concept papers or proposals in response to this RFP:

- Project implementation costs must be specified in the project budget and must be verifiable from the bidder's records.
- Allowable costs include, but are not limited to, material costs, personnel costs, indirect costs, facilities and administrative costs, rental value of buildings or equipment, or the value of a service, other resources, or third-party contributions.
- All contributions should be necessary and reasonable for the proper and efficient accomplishment of the project.
- All sources of cost share are considered part of total project cost, and the recipient cost contributions will be scrutinized to the same degree as K·A·CARE funds for the project.

Anticipated project costs must be fully disclosed in the proposal and shall be monitored throughout the execution of the project. All project costs meeting the requirements above are eligible for reimbursement, except that no project costs incurred prior to contract award may be counted, except that conforming to the guidelines outlined in **Section Error! Reference source not found.** of this RFP. All project implementation costs must be reviewed and approved in advance by K·A·CARE and incorporated into the project budget, prior to contract signing. Reimbursement claims shall be independently audited prior to submission and each claim or invoice shall be accompanied by an audit certificate. Audits may be carried out by K·A·CARE, or any qualified external auditor at K·A·CARE's sole discretion. Auditing costs are an allowable, reimbursable project expense and should be included in the project budget.

Reimbursement claims from a Recipient Team may only be submitted by The Prime Recipient. The Prime Recipient may submit claims on behalf of team members and shall be responsible for disbursement of K·A·CARE payments to the appropriate team members. Claims from Recipient Team members are subject to the same audit requirements as required for the Prime Recipient.

At no time shall the project funds paid by K·A·CARE exceed the agreed K·A·CARE total project cost contribution incurred to date, except that if requested by the bidder and backed by a bank guarantee, an initial payment of up to 5% of the K·A·CARE funds may be made, and the initial payment deducted from all remaining payments pro rata. If the project is completed with less total funds than originally estimated, the K·A·CARE contribution shall be reduced as necessary to not exceed the agreed upon K·A·CARE cost share amount.

The bidder's financial proposal shall include a proposed schedule of payments including the bidder's share and K·A·CARE share of each payment, tied to measurable milestones from the SOW. Invoices shall be submitted according to the proposed (or subsequently negotiated) payment schedule and shall be accompanied by a project financial report detailing the project costs to date including the Recipient's share and K·A·CARE's share of costs incurred to date. The Recipient shall maintain records of all project expenditures and shall make them available to K·A·CARE upon request to verify compliance with project cost commitments.

2.8 RFP Schedule

K·A·CARE anticipates the following schedule for evaluation of materials submitted by RFP respondents:

| | |
|--|-------------------|
| RFP Official Release Date | 18 June 2020 |
| Final Due Date for Concept Papers | 20 August 2020 |
| K·A·CARE provides Concept Papers feedback | 07 September 2020 |
| Final Due Date for Proposal Submissions | 09 December 2020 |
| Conditional awardees are notified of proposal acceptance | 25 January 2021 |
| Contracts are finalized with Recipients, based on negotiations | 21 March 2021 |

Important Note: The contract negotiation period begins on the date specified in the conditional awardee notification sent by K·A·CARE. The negotiation period will last for 90 days, starting on the specified date. If a mutually agreeable contract is not defined by the deadline, K·A·CARE reserves the right, at its own discretion, to terminate the negotiation.

3 PROPOSAL REQUIREMENTS

IT IS EXTREMELY IMPORTANT THAT BIDDERS FULLY COMPLY WITH ALL SUBMITTAL REQUIREMENTS DEFINED HEREIN FOR BOTH CONCEPT PAPERS AND FULL PROPOSALS.

Interested parties may contact K·A·CARE directly at TLC@energy.gov.sa for clarification of any aspect of this RFP, up until the concept paper submission deadline. After the concept paper deadline, all RFP related questions must be submitted using the Etimad portal.

3.1 Concept Paper Contents and Format

A concept paper is required from each prospective prime bidder in advance of the full proposal. This concept paper is limited to **6 pages** (not including the cover page), using font size no smaller than 11pt and font sizes in tables and figures no smaller than 8pt. The concept paper shall adhere to the following outline as reflected in the template provided as an appendix to the RFP.

Each concept paper shall have a cover page listing:

- The Project Title: Project titles should be uniquely descriptive and meaningful and should not simply repeat the RFP topic area.
- The prime bidder institutional name and address (and corporate registration number for Saudi bidders)
- RFP Topic Area
- Proposed K·A·CARE funding (not to exceed)
- Name and contact of principal investigator.

The cover page does not count toward the page limit above.

In addition to the cover page, the concept paper must include the following:

1. Market Need
 - Describe the market need in KSA and possibly internationally for the product

or service proposed.

2. Project description:

- Provide a brief description of the proposed project, including
 - Technical concept, including the role of renewable energy in the project, and the applicability of the proposal to the RFP topic areas.
 - A concept diagram of the proposed system, including all major elements, an indication of energy flows within the system, and the estimated capacity of each system component.
 - Outline of major work elements to be undertaken
 - Expected technical performance, based on past deployments of the technology, or based on modeling, simulation, or experimental results.

3. Team structure and members:

- Provide a listing of each of the participating team members (prime bidder and any subcontractors), their role in the project, and their qualifications and past experience.
- If an off-taker has not yet been identified at the time of concept paper submission, indicate plans for targeting and securing a local off-taker, prior to submission of a full proposal.
- Provide a list of key personnel and their qualifications and past experience.

4. Business case for the prime bidder:

- Provide a brief summary of the business strategy of the prime bidder specifically for the business (product or service line) that is the target of the proposed project. In particular, address the ability of the prime bidder to be competitive in the target market(s) nationally, regionally, and globally. Indicate whether IP ownership or licensing would be required, to successfully execute the business strategy.

5. Benefit to Saudi Arabia:

- Describe the benefit to KSA in terms of increased employment, reduction of fossil fuel consumption, reduction of CO₂ emissions, or any other expected benefits.

6. Anticipated project total cost, and cost share

- Provide the anticipated funding requested from K·A·CARE, total project funding, and K·A·CARE cost contribution.

3.2 Proposal Contents and Format

Each primary bidder selected for submitting a full proposal will receive a control reference code for use in submitting their full proposal. The control code is to be used for all proposal documents as described in Section 3.4.2: **Error! Reference source not found.**

The bidder shall provide the proposal documents listed below, which should be prepared making use of the document templates provided on Etimad as attachments to this RFP. Note that all of the documents and descriptions listed in this section represent **mandatory** aspects of a complete RFP response. Bidders submitting proposals in response to this RFP **must include all of the documents listed below** for their application to be considered complete. Failure to address all of the requirements in this section will result in a disqualification of the submitted proposal. Application documents submitted in PDF format must be text searchable.

Each proposal document shall have a cover page listing the following:

- The Project Title: Project titles should be uniquely descriptive and meaningful, and should not simply repeat the RFP topic area.
- The prime bidder institutional name
- Control reference code assigned by K·A·CARE
- RFP Topic area
- Proposed K·A·CARE funding (not to exceed)
- Name and contact of principal investigator.

The cover page does not count toward the page limits listed for each document. The font size for all proposal documents listed shall be no smaller than 11pt, and font sizes in tables and figures shall be no smaller than 8pt.

Proposal Documents:

1. **Commitment letters** (in English and Arabic)

- A cover letter signed by an authorized person of the prime bidder, clearly stating the bidder's commitment to the technical and financial performance of the proposed project, including overall commitment to the industry cost share, and include an overall table of cost share sources and amounts for the project.
- Individual commitment letters must be provided for each project partner, detailing their commitment to participating in the project, and describing the role that they intend to fulfill within the project scope. Each commitment letter must be appropriately dated, signed, and stamped. If a particular contracting arrangement has been agreed upon by any project participant, then a copy of this contract should be included or described as well. If a project partner is committing any portion of the cost share, this must be explicitly acknowledged in the commitment letter.
- An off-taker commitment letter must be provided, specifically detailing the commitment of the chosen off-taker to participate in the project, and describing the role that they intend to fulfill within the project scope. If a particular contracting arrangement has been agreed upon by the prime bidder and the off-taker (e.g. a power purchase agreement), then a copy of this contract should be included or described as well.

2. **Consortium Agreement** (in English and Arabic)

- A legally binding agreement between all members of a Recipient Team who contribute any portion of the industry cost share, affirming the financial commitment by each member (which may be contingent on contract award by K·A·CARE), and defining the team structure and relationships between the parties. This document is NOT REQUIRED if all industry cost share is being provided by the Prime Recipient alone.

3. **Technical proposal** (in English except as noted otherwise) with the following outline (**maximum 25 pages**):

- Non-proprietary executive summary
 - Provide an executive summary in English and in Arabic (limit 2 pages for each version). Please include any relevant figures depicting the project.

- Market Need
 - Provide a description of the market need in KSA and possibly internationally for the product or service proposed. Describe the current state of the art and how the work in this proposal meets or surpasses the current state of the art. Include sources and/or assumptions and explanation for all calculations.
- Project description
 - Provide a description of the proposed project, including:
 - Technical concept, including the role of renewable energy in the project, and the applicability of the proposal to the RFP topic areas.
 - The project description must include a description of the technical problem or issue that will be resolved through the implementation of the project.
 - Applicants must discuss current state-of-the-art solutions that are used to address the technical problem and provide a comparative analysis of the solution chosen in the propose project.
 - The comparative analysis should clearly indicate the benefits of the chosen solution over state-of-the-art alternatives, in terms of cost and technical performance, relative to well-defined cost and performance benchmarks.
 - The expected performance utilized in the analysis should be based on past deployments of the technology, or based on modeling, simulation, or experimental results.
 - The analysis should also detail any ecological, environmental, or climate-related benefits that will be derived from the execution of the project.
 - Provide a concept diagram of the proposed system, including all major elements, an indication of energy flows within the system, and the estimated capacity of each system component.
 - Provide a detailed description of the operation of the proposed system.
 - Provide a description of the intended plan for performing any required maintenance for the renewable energy system, and for providing ongoing data monitoring for the demonstration project, over the required assessment phase of the project.
- Off-Taker Integration Plan:
 - Specify why the technology chosen is applicable to the off-taker, and quantify the anticipated benefits.
 - Describe the site access requirements needed for successful implementation of the technology at the off-taker site, and any site access restrictions that exist.
 - Include any necessary agreements, arrangements, or permits required

to implement the proposed project at the off-taker location, or to perform ongoing maintenance, measurements, or performance verification.

- Describe any site preparations or modifications that will be needed, prior to installing the renewable energy system.
 - Provide a system diagram, showing the way that the renewable energy system integrates with existing infrastructure at the off-taker site.
 - Specify the load profile for the off-taker site, and provide the sizing of the renewable energy system that will be demonstrated at the off-taker site.
 - Describe the commissioning procedure that will be used once the project is implemented, including the duration of the commissioning period, and the acceptance tests that will be performed.
 - The off-taker integration plan should be signed, stamped, and dated, by both the prime bidder and the off-taker.
- Impact of K·A·CARE funds
 - Explain how the use of K·A·CARE funds will impact the commercial viability, competitiveness, and time to market readiness of the commercial offering.

4. Business plan (20 pages maximum)

- Provide a business plan for the Saudi prime bidder's business for which the proposed project is targeted. Elements of the overall company business plan beyond the business targeted by the project should be included only to the extent that they provide context or related business of the company. For a sufficiently large enterprise, the business plan may be presented as savings from identical or similar projects replicated through the business operations and generating operational savings. The business plan shall, at minimum, address the following:
 - Ownership of the business
 - Business model (how the business works, how it relates to customers and other stakeholders)
 - Value proposition (how the business meets the customer's needs)
 - Addressable market (how large is the projected total market for this product or service; for a large enterprise this could be projected savings from deployed projects)
 - Stakeholder analysis and engagement (identifying off-takers, identifying potential customers, identifying potential demonstration sites, identifying partners, defining customer channels, characterizing customers). Letters of intent, or other agreements, must be shared with K·A·CARE, as evidence of the stakeholder engagement that has been performed.
 - Competitive assessment (who are the main competitors, and how does this business compare competitively) including the current and projected technology maturity of this business and any competitors.
 - Business risk assessment (what are the main risks to the business

success, and how those risks will be mitigated). This discussion of risk must address potential barriers to implementing the business plan that arise from policy and regulatory limitations within the Kingdom. This may include analyzing the effect of energy tariffs and grid integration regulations on implementation costs, or a number of other considerations. The project team must identify and describe the policy and regulatory factors that are relevant to the project being proposed.

- Sales and marketing strategy (how are customers identified, attracted, and contracted; how are customer channels developed; what strategies are used by competing firms and other businesses within KSA)
- Supply chain localization strategy. Provide insights on the local availability of raw materials, components, and human resources in Saudi Arabia, and intentions to utilize them within the structure of the business. Identify value chain partners, as well as subsystems and components of the renewable energy technology that can be produced within Saudi Arabia.
- Financial projections (expected annual expenses, revenues, and profits or savings over 10 years) and **jobs created in Saudi Arabia**. K·A·CARE has provided a template to assist bidders in completing the financial projections. This template is included as an appendix to the RFP.

- **Provide sources and explanations for all market data and assumptions used within the business plan. All data and assumptions must be accompanied by proper justification and rationale.**

5. **Statement of Qualifications (5 pages maximum):** Provide a summary of the qualifications of the primary bidder and project partners, as they relate to the proposed scope of work. In addition, provide brief summaries of the professional qualifications and associated roles and responsibilities of the primary staff required for the management and execution of the proposed project.

- Team structure and members
 - Provide a listing of each of the participating institutions, their role in the project, and their qualifications and past experience.
 - If there are changes in the team composition from that shown in the concept paper, reasons should be explained.
 - Clarify the legal rights and professional duties of all parties involved in the project, and the manner in which they contribute to the accomplishment of project goals.
 - Provide a list of key personnel, their relevant qualifications past experience, and role in the project.
- Past performance
 - Provide a description of the past performance of the companies/institutions involved in similar projects. Include a table of past performance for any company or institution whose financial share of the project exceeds 10% that states, for each cited past or current project (a) the project or site name, (b) the customer, (c) a brief description of the scope of work performed, (d) the project budget and

schedule at inception and at completion, and (e) point of contact details for the customer. **Explicitly indicate which past projects are local to the GCC region, and local to Saudi Arabia.**

- Key Personnel Biographical Information
 - This section is not included in the page limit, and has no overall page limit, but a limit of 2 pages per listed individual is mandated.

6. **Work plan** (in English and Arabic) **(15 pages maximum)**: Provide a detailed plan that will become part of any resulting contract, defining a work breakdown structure, and clearly defining tasks incorporating key measurable milestones and deliverables. The work plan should take into account the deliverables noted in Section **Error! Reference source not found.**

The work (i.e., project execution) plan should include the following information:

- Defined project objectives, including a summary of project goals, objectives, and expected outcomes
- Defined all work elements to be undertaken, as well as deliverables and milestones associated with project execution.
- If the Recipient Team has multiple members, the work plan should clearly delineate the responsibilities of each member, as they relate to tasks, milestones and deliverables.
- A GANTT chart schedule showing all major tasks and milestones
- A task Listing, including a description of tasks/activities to be performed during the project to achieve the goals and objectives. Tasks should have unique numbering (e.g., Task 1.1, Task 1.2) and names, with detailed descriptions (task summary description, objectives, work to be accomplished). An example task listing and milestone summary table is included in the RFP Proposal Submission template, which is included as an attachment to this RFP.
- Project Risk Assessment and Mitigation Plans: Provide a risk assessment and associated mitigation plans for the tasks associated with the project. These plans shall describe each anticipated project risk, along with the planned approach to mitigate this risk. An indicator of the severity of each identified risk is also helpful. Note that this assessment differs from the Business Risk Assessment included in the Business Plan. In the context of the Work Plan, the Project Risk Assessment refers to occurrences that have the potential to interfere with the completion of the demonstration project.
- Design Reviews: The work plan should include, at a minimum, three design reviews, which will serve as go/no-go checkpoints within the project.
 - The first (preliminary or initial) design review shall establish the technical design for the project, and is required prior to any procurement of parts, supplies, or components for the construction of the renewable energy system.
 - The secondary design review should detail any changes in design that result from procurement limitations or changes that arise, after the initial design has been approved. The secondary design review must take place prior to the main procurement phase of the project.
 - The final design review should detail any additional changes that

emerged during the construction process. The final design should document the as-built system.

7. **Ownership of IP and IP Strategy** (in English and Arabic): K·A·CARE has included an optional template that bidders may elect to use when describing their ownership of IP, and their strategy for managing IP throughout the duration of the demonstration project, and in their subsequent business activities. The Ownership of IP and IP strategy document should include:

- IP Rights Owned by the Prime Bidder and its R&D / Technical Partners
- IP Strategy for Technology Localization in Saudi Arabia
- Commitment to License Foreground IP Rights to K·A·CARE
- **Intellectual property agreement (no page limit)** between the members of the Recipient Team (if any) showing the IP rights of the Prime Recipient. The IP agreement must show that (a) the Saudi prime bidder has sufficient rights to conduct the proposed business in Saudi Arabia, and (b) a Saudi company will either own or have the right to license or otherwise make use of any foreground IP resulting from the work performed during the demonstration project. .

8. **Financial proposal (no page limit)**

- The financial proposal shall detail the project budget, using the excel spreadsheet included as Appendix F of this RFP.
- Proposals shall be valid for a period of at least 180 days following the required date of submission.
- Bidders should ensure that the proposed cost includes the cost of IP protection that may result from the work on the project.
- The financial proposal should clearly indicate the total project cost, the cost share amount and percentage expected from K·A·CARE, and the cost share amount and percentage that the project team will contribute. Furthermore, the financial proposal shall specify the specific project costs that are satisfied through the respective cost share contributions. Project costs should be described in a manner consistent with the cost categories noted in the work plan submitted by the project team. If several team members are included in a proposed project, and several team members contribute to the project cost share, the individual cost share contributions of each specific team member must be clearly articulated and described within the financial proposal.

9. **Financial Qualifications**

- Bid Bond:
 - Saudi procurement law requires bidders to submit a bid bond in conjunction with their proposal submission in response to this RFP. The amount of the bid bond must be equal to 1% of the total cost for the proposed study.
 - Upon successful completion of negotiations, at the time of contract signing, the recipient's bid bond will be returned. However, at this time, a 5% performance bond will be required, in accordance with the Government Tenders and Procurement Law established by the Ministry of Finance.

10. **Project Summary Slide**: Use the provided project summary slide template to provide an overview of the proposed demonstration project. This summary slide will be used

by K·A·CARE's to communicate the details of the project to internal and external stakeholders. The project summary slide should not contain any confidential or privileged information. The project summary slide does not require a cover page for submission.

The font size for the proposal documents listed above shall be no smaller than 11 pt, and font sizes in tables and figures shall be no smaller than 8pt. Each proposal document shall have a cover page listing the following:

- The Project Title
- The prime bidder institutional name
- Control reference code assigned by K·A·CARE
- Topic area
- Proposed K·A·CARE funding (not to exceed)
- Name and contact of principal investigator.

The cover page does not count toward the page limits above.

3.3 Submission of Proposals

The following instructions are provided for submission of concept papers and full proposals. BIDDERS ARE ADVISED TO CAREFULLY FOLLOW ALL INSTRUCTIONS. BE SURE THAT ALL NECESSARY RESPONSE INFORMATION IS INCLUDED IN THE MANDATED SUBMITTALS. DO NOT SUBMIT ANY DOCUMENTS OTHER THAN THOSE SPECIFICALLY MANDATED. SUCH DOCUMENTS WILL NOT BE EVALUATED.

3.3.1 Concept paper submissions

Concept paper submissions shall be made via email. Completed concept papers shall be emailed as attachments in pdf file format, to TLC@energy.gov.sa.

3.3.2 Full proposal submissions

Full proposals must be submitted through the Ministry of Finance Etimad online portal, found at www.etimad.sa. Companies can register on the portal either visiting the website, by emailing ecare@etimad.sa, or by calling (inside of KSA) 920002299. Help with access to and use of the Etimad portal may be found by contacting the Etimad Help Desk directly at ecare@etimad.sa and copying the K·A·CARE team at TLC@energy.gov.sa. **It is highly recommended to create an account on Etimad as soon as possible, to avoid any potential technical issues that may hinder your submission.**

International companies may experience difficulty accessing the Etimad website while outside of Saudi Arabia. If this occurs, please email TLC@energy.gov.sa and request an electronic form for Etimad registration. A K·A·CARE team member will respond to your message, and will assist you in completing the manual Etimad registration process. Please note the following:

1. All proposals shall become the property of K·A·CARE upon opening of proposals.
2. Expenses for developing a proposal are entirely the responsibility of the Bidder, and K·A·CARE shall not be liable in any manner for any costs incurred in connection with the preparation, submittal, or negotiation thereof.
3. The successful Bidder shall comply with all of the specifications, terms, and conditions of the RFP as outlined herein. Bidders are further required to complete and submit all of documents requested in this Request for Proposal. Failure to do so may result in the disqualification of a proposal.

4. The language of the proposal shall be English except as otherwise noted herein.
5. No proposal shall be accepted from, and no contract will be awarded to, any person, firm or corporation that is in arrears to K·A·CARE, upon debt or contract, or that is a defaulter, as surety or otherwise, upon any obligation to K·A·CARE, or that has failed to attain or demonstrate compliance with any law, ordinance, regulation, or contract term or condition as may be provided for or required in any K·A·CARE contract, or that may be deemed irresponsible or unreliable by K·A·CARE. Bidders may be required to submit satisfactory evidence that they have the necessary financial resources to perform and complete the work outlined in the proposal.

Proposal documents shall be submitted electronically through the Etimad portal (<insert URL>) in according to the following format and naming conventions in the below table and named as follows (“controlcode” refers to the unique control reference code assigned to the proposal by K·A·CARE during the concept paper review phase, as specified in K·A·CARE’s response to the bidder’s conference paper; for example, “SC-XYZ”). Applications that fail to adhere to the filing naming convention listed in the table below will automatically be disqualified from receiving an award under this RFP.

| Document | Format | Name |
|------------------------------------|--------|--------------------------------|
| Commitment letters | pdf | Controlcode_commitments.pdf |
| Consortium Agreement (if required) | pdf | Controlcode_consortium.pdf |
| Technical proposal | pdf | Controlcode_technical.pdf |
| Business plan | pdf | Controlcode_business.pdf |
| Financial projections | xlsx | Controlcode_projections.xlsx |
| Statement of qualifications | pdf | Controlcode_SOQ.pdf |
| Work plan | pdf | Controlcode_SOW.pdf |
| Ownership of IP and IP Strategy | Pdf | Controlcode_IP.pdf |
| Financial proposal | pdf | Controlcode_financial.pdf |
| Financial spreadsheet | xlsx | Controlcode_Appendix-F.xlsx |
| Project summary slide | ppt | Controlcode_summary-slide.pptx |

No individual file size should exceed 8 MB.

Application documents are to be submitted electronically through the Saudi Arabia government Etimad online procurement portal. Companies can register on the portal by emailing ecare@etimad.sa or calling (inside of KSA) 920002299.

Proposal submission checklist:

| | Document | Format |
|--------------------------|--|--------|
| <input type="checkbox"/> | Commitment letters (in English and Arabic) | pdf |
| <input type="checkbox"/> | Cover letter from prime bidder | |
| <input type="checkbox"/> | Bidder commitment to project technical/financial performance | |
| <input type="checkbox"/> | Bidder commitment to industry cost share | |

| | | |
|--------------------------|---|-----|
| | <input type="checkbox"/> Summary table of cost share sources and amounts <input type="checkbox"/> Commitment letter from each project partner (if applicable) <ul style="list-style-type: none"> <input type="checkbox"/> Partner commitment to project participation <input type="checkbox"/> Detail of partner's role in project <input type="checkbox"/> Off-taker commitment letter | pdf |
| <input type="checkbox"/> | Consortium Agreement (if required) (in English and Arabic) <ul style="list-style-type: none"> <input type="checkbox"/> Agreement between recipient team members contributing to industry cost share <input type="checkbox"/> Financial commitment by each member <input type="checkbox"/> Definition of team structure and relationships between partners | pdf |
| <input type="checkbox"/> | Technical Proposal (20-page limit) (in English except as noted otherwise) <ul style="list-style-type: none"> <input type="checkbox"/> Cover page (not included in page limit) <ul style="list-style-type: none"> <input type="checkbox"/> Project title <input type="checkbox"/> Prime bidder institutional name <input type="checkbox"/> Control code assigned by K·A·CARE <input type="checkbox"/> RFP Topic area <input type="checkbox"/> Proposed K·A·CARE funding (not to exceed) <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> Non-proprietary Executive Summary in English (limit 2 pages) <input type="checkbox"/> Non-proprietary Executive Summary in Arabic (limit 2 pages) <input type="checkbox"/> Market Need <input type="checkbox"/> Project Description <input type="checkbox"/> Off-Taker Integration Plan <input type="checkbox"/> Impact of K·A·CARE Funds | pdf |
| <input type="checkbox"/> | Business Plan (20-page limit) (in English) <ul style="list-style-type: none"> <input type="checkbox"/> Cover page (not included in page limit) <ul style="list-style-type: none"> <input type="checkbox"/> Project title <input type="checkbox"/> Prime bidder institutional name <input type="checkbox"/> Control code assigned by K·A·CARE <input type="checkbox"/> RFP Topic area <input type="checkbox"/> Proposed K·A·CARE funding (not to exceed) <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> Ownership of the Business <input type="checkbox"/> Business Model <input type="checkbox"/> Value Proposition | pdf |

| | | |
|--------------------------|---|------|
| | <input type="checkbox"/> Addressable Market <input type="checkbox"/> Stakeholder Analysis and Engagement <input type="checkbox"/> Competitive Assessment <input type="checkbox"/> Business Risk Assessment <input type="checkbox"/> Sales Strategy <input type="checkbox"/> Supply Chain Localization Strategy | |
| <input type="checkbox"/> | Financial Projections | xlsx |
| <input type="checkbox"/> | <p>Statement of Qualifications (5-page limit)</p> <input type="checkbox"/> Cover page (not included in page limit) <ul style="list-style-type: none"> <input type="checkbox"/> Project title <input type="checkbox"/> Prime bidder institutional name <input type="checkbox"/> Control code assigned by K·A·CARE <input type="checkbox"/> RFP Topic area <input type="checkbox"/> Proposed K·A·CARE funding (not to exceed) <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> Team structure and members <ul style="list-style-type: none"> <input type="checkbox"/> Listing of all participating institutions, their project roles, and qualifications and past experience <input type="checkbox"/> Any changes in team from concept paper should be explained <input type="checkbox"/> Provide list of key personnel, relevant qualifications, past experience, and project roles <input type="checkbox"/> Past Performance <ul style="list-style-type: none"> <input type="checkbox"/> Description of past experience and performance of prime bidder and project partners <input type="checkbox"/> Table of past performance for any company or institution with at least 10% financial share for each past or current project including: <ul style="list-style-type: none"> <input type="checkbox"/> Project or site name <input type="checkbox"/> Customer <input type="checkbox"/> Brief description of scope of work performed <input type="checkbox"/> Project budget and schedule at inception and completion <input type="checkbox"/> Point of contact details for customer <input type="checkbox"/> Key Personnel Biographical Information (not included in page limit, but no more than 2 pages per individual) | pdf |
| <input type="checkbox"/> | <p>Work Plan (15-page limit) (in English & Arabic)</p> <input type="checkbox"/> Cover page (not included in page limit) | pdf |

| | | |
|--------------------------|--|-----|
| | <input type="checkbox"/> Project title <input type="checkbox"/> Prime bidder institutional name <input type="checkbox"/> Control code assigned by K·A·CARE <input type="checkbox"/> RFP Topic area <input type="checkbox"/> Proposed K·A·CARE funding (not to exceed) <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> Project Execution Plan <ul style="list-style-type: none"> <input type="checkbox"/> Defined work breakdown structure <input type="checkbox"/> Work elements (including deliverables and milestones) <input type="checkbox"/> Include three design reviews (serve as go/no-go checkpoints), annual reports, and final report <input type="checkbox"/> GANTT chart schedule <input type="checkbox"/> Project risk assessment and mitigation plans <input type="checkbox"/> Detailed roles and responsibilities of each team member (if applicable) <input type="checkbox"/> Site access requirements <input type="checkbox"/> Milestone Summary Table | |
| <input type="checkbox"/> | Ownership of IP and IP Strategy (in English & Arabic) <input type="checkbox"/> Cover page (not included in page limit) <ul style="list-style-type: none"> <input type="checkbox"/> Project title <input type="checkbox"/> Prime bidder institutional name <input type="checkbox"/> Control code assigned by K·A·CARE <input type="checkbox"/> RFP Topic area <input type="checkbox"/> Proposed K·A·CARE funding (not to exceed) <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> IP Rights Owned by the Prime Bidder and its R&D / Technical Partners <input type="checkbox"/> IP Strategy for Technology Localization in Saudi Arabia <input type="checkbox"/> Commitment to License Foreground IP Rights to K·A·CARE <input type="checkbox"/> Intellectual property agreement | pdf |
| <input type="checkbox"/> | Financial Proposal (no page limit) (in English) <input type="checkbox"/> Cover page (not included in page limit) <ul style="list-style-type: none"> <input type="checkbox"/> Project title <input type="checkbox"/> Prime bidder institutional name <input type="checkbox"/> Control code assigned by K·A·CARE <input type="checkbox"/> RFP Topic area | pdf |

| | | |
|--------------------------|--|------|
| | <input type="checkbox"/> Proposed K·A·CARE funding (not to exceed) <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> Details of project budget per budget spreadsheet <input type="checkbox"/> Note validity of 180 days following submission date <input type="checkbox"/> Total project cost (including cost of IP protection if applicable) <input type="checkbox"/> Cost share amount/percentage from K·A·CARE and project team <input type="checkbox"/> Projects costs satisfied by each cost share contribution <input type="checkbox"/> Described project costs consistent with cost categories in work plan <input type="checkbox"/> Cost share contributions from partners (if applicable) | |
| <input type="checkbox"/> | Financial Spreadsheet (in English) | xlsx |
| <input type="checkbox"/> | Project Summary Slide | pptx |

Bidders are required to submit the documents listed above in a text-searchable PDF format. The only applications that will be considered for award under this RFP are those that comply with the guidelines outlined in this document, and submit their complete applications, by the required deadline, electronically through the Ministry of Finance Etimad portal, by the prime bidder.

Applications that are submitted through any other means will automatically be disqualified from consideration for award under this RFP.

3.4 Proposal Templates and Appendices

This section describes the additional documents that have been included as attachments to this RFP. It is important to read and understand the attachments, as they describe the guidelines associated with this funding opportunity.

Below is a list of the attachments included with this RFP:

- Appendix A: Technology Topic Area Descriptions
- Templates to assist in preparing a response to this RFP:
 - Concept Paper Submission Template
 - Commitment Letters Template
 - Technical Proposal Template
 - Business Plan Template
 - Financial Projections Template
 - Ownership of IP and IP Strategy Template
 - Statement of Qualifications Template
 - Work Plan Template
 - Financial Proposal Template
 - Appendix F: Financial Spreadsheet
 - Project Summary Slide Template

Descriptions are provided below for each of these listed documents.

3.4.1 Appendix A: Technology Topic Area Descriptions

This appendix provides summary descriptions of each of the technology topic areas covered

under this RFP. These topic areas are common across all 2020 K.A.CARE TLC RFPs.¹ K·A·CARE's goal in releasing this RFP across these topic areas is to stimulate and accelerate the growth of the Kingdom's renewable energy sector. Topic areas have been chosen based on an assessment of needs and opportunities, which indicate that these technologies have a strong potential for successful commercialization in the Kingdom. Each topic area description details the need for technical and business innovation in the topic area within KSA, the potential opportunity for the KSA that will result from technology implementation, and examples of possible projects.

The filename of this appendix is: KACARE TLC 2020 RFP Appendix A - Topic Areas.docx

3.4.2 Concept Paper Submission Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing its concept paper submission for this RFP. While use of this template document is not required, bidders may find it helpful to better structure their response. The key sections of the concept paper that are included within this template are market need, project description, team structure and members, business case, benefit to Saudi Arabia, and anticipated project total cost and cost share.

The filename of this template is: Organization Name_Concept Paper-Demo.docx.

3.4.3 Commitment Letters Template

This template provides guidance, instructions, and an appropriately formatted document for bidders to utilize in preparing several commitment letters that are requirements for this RFP. The required proposal commitment letters include 1) A cover letter from prime bidder, 2) A commitment letter from each project partner (if applicable), and 3) An off-taker commitment.

The filename of this template is: ControlCode_commitments.docx

3.4.4 Technical Proposal Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing its technical proposal submission for this RFP. While use of this template document is not required, bidders may find it helpful to better structure their response. The technical proposal includes the following sections: 1) Non-proprietary executive summary, 2) Market need, 3) Project description, 4) Off-taker integration plan, and 5) Impact of K·A·CARE funds.

The filename of this template is: ControlCode_technical.docx

3.4.5 Business Plan Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing its business plan submission for this RFP. While use of this template document is not required, bidders may find it helpful to better structure their response. As such, the following topics are highlighted in the business plan template: 1) Ownership of the business, 2) Business model, 3) Value proposition, 4) Addressable market, 5) Competitive assessment, 6) Risk assessment, 7) Sales and marketing strategy, and 8) Supply chain and distribution strategy.

The filename of this template is: ControlCode_business.docx

3.4.6 Financial Projections Template

This template provides guidance, instructions, and a structured spreadsheet file for a bidder

¹ <https://www.kacare.gov.sa/en/tlc/Pages/default.aspx#>

to utilize in preparing its financial projections submission for this RFP. Use of this template is required. An estimate of financial projections (expected annual expenses, revenues, and profits or savings over 10 years) and jobs created in Saudi Arabia is a proposal requirement.

The filename of this template is: ControlCode_projections.xlsx

3.4.7 Ownership of IP and IP Strategy Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing its Ownership of IP & IP Strategy submission for this RFP. While use of this template document is not required, bidders may find it helpful to better structure their response. This IP Strategy is not evaluated as a proposal evaluation criterion. However, it still is a proposal submission requirement and may be referred to during award negotiations with successful bidders. This strategy is required because successful technology commercialization and demonstration is dependent on the identification and mitigation of IP risks before, during, and after project execution. Therefore, demonstrating ownership of IP rights and formulating an appropriate IP strategy is expected to help bidders and K·A·CARE to more effectively manage these intangible assets in a professional manner during the course of the project, in order to maximize the commercial benefits.

The filename of this template is: ControlCode_IP.docx

3.4.8 Statement of Qualifications Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing statement of qualifications submission for this RFP. While use of this template document is not required, bidders may find it helpful to better structure their response. The statement of qualifications provides a summary of the qualifications of the primary bidder and project partners, as they relate to the proposed scope of work. In addition, it provides brief summaries of the professional qualifications and associated roles and responsibilities of the primary staff required for the management and execution of the proposed project. Bidder and team capabilities accounts for 40% of the proposal's technical evaluation.

The filename of this template is: ControlCode_SOQ.docx

3.4.9 Work Plan Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing work plan submission for this RFP. While use of this template document is not required, bidders may find it helpful to better structure their response. The work plan provides a detailed plan that will become part of any resulting contract, defining a work breakdown structure, and clearly defining tasks incorporating key measurable milestones and deliverables. The following details should be highlighted throughout the proposal, including this section as appropriate: Details on the technical approach, the realism of the proposed project plan including proper allocation of resources to tasks, and the quality, appropriateness, and completeness of the proposed work plan, deliverables, and milestones.

The filename of this template is: ControlCode_SOW.docx

3.4.10 Financial Proposal Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing its financial proposal submission for this RFP. Bidders are required to utilize the Appendix F spreadsheet file that has been provided by K·A·CARE in order to facilitate the preparation of the financial proposal, detailing the project budget. Appendix F should be submitted in Excel format. The individual tables included in Appendix F can be copied into the Financial Proposal Template, which can then be saved / printed as a

PDF file. This PDF file must also be submitted as a part of the project proposal.

The filename of this template is: ControlCode_financial.docx

3.4.11 Appendix F: Financial Spreadsheet

This template provides guidance, instructions, and a structured spreadsheet file for a bidder to utilize in preparing its financial proposal submission for this RFP. Bidders are required to utilize this Appendix F spreadsheet file in order to facilitate the preparation of the financial proposal, detailing the project budget. Appendix F should be submitted in Excel format. As noted above, the Financial Proposal Template can be used to generate a PDF of the information contained with Appendix F. Alternatively, the required PDF financial submission can be assembled by saving / printing each individual table within the Excel spreadsheet as a PDF file, and then by combining the individual PDF files into one PDF file, along with the cover page of the financial proposal template document.

The filename of this template is: ControlCode_Appendix-F.docx

3.4.12 Project Summary Slide Template

This document provides a slide template for a bidder to utilize to prepare a 1-slide summary of its proposal submission for this RFP. While use of this template document is not required, bidders may find it helpful to better structure their response. The slide template highlights the key evaluation criteria, including technical innovation, bidder and team capabilities, technical plan, and business plan.

The filename of this template is: ControlCode_summary-slide.pptx

4 BIDDER EVALUATION AND SELECTION

The award of the contract shall be based upon the following criteria.

4.1 Concept Paper Evaluation

All bidders under this RFP must submit a concept paper. Bidders that submit full proposals without first submitting a concept paper will be rejected from consideration for funding under this RFP.

All concept papers submitted under this RFP will undergo a compliance check, to ensure that the proper documentation has been submitted, and that the content of the submissions aligns with all of the requirements provided Section 3.1 of this RFP. Concept papers that fail to address all of the content requirements outlined may be rejected from consideration for funding. K·A·CARE may by its own choice ask the bidders, in writing, for clarifications that may arise from the concept paper evaluation.

If K·A·CARE determines that the technology proposed within the concept paper does not align with the focus areas of this RFP, K·A·CARE will notify the bidders that they are discouraged from submitting a full proposal. If K·A·CARE determines that the concept paper is in compliance, and that the technology proposed is in alignment with the focus areas of the RFP, K·A·CARE will notify the bidders that they are encouraged to submit a full proposal.

4.2 Proposal Evaluation

- Full compliance with the terms and conditions and provided proposal instructions and templates of this RFP (pass/fail).
- Technical evaluation:
 - Technical Merit (30%)
 - Soundness of the technical concept

- Innovativeness and competitiveness of the proposal
 - Strength and completeness of the off-taker integration plan
 - Soundness of the technical plan (30%)
 - Technical approach
 - Realism of the proposed project plan
 - Quality and completeness of the proposed work plan, deliverables, and milestones
 - Bidder and team capabilities (40%)
 - Technical capabilities of the bidder and team to perform the work.
 - Past experience and performance of the companies, institutions, and individuals involved.
 - Demonstration and credibility of the lead bidder's ability to undertake significant operations locally in Saudi Arabia.
 - Past experience executing projects of the same financial scale as the demonstration project proposed.
- Economic Evaluation
 - Business demonstration and localization (50%)
 - Credibility of the business plan.
 - Content of labor, goods, and services locally in Saudi Arabia.
 - Forecasted economic impact of the project and resulting business, including jobs created and total 10-year revenues
 - Financial evaluation (50%)
 - Competitive price and cost realism of bid
 - Amount and quality of cost share
 - Financial capabilities of the bidder and project team

K·A·CARE will evaluate the proposals based on the criteria listed above to assess the quality and breadth of the offering. In the context of this RFP, innovativeness holds a particular meaning. Regarding the innovativeness of the proposal, K·A·CARE will not fund technical proposals under this RFP for projects that closely resemble a past project that K·A·CARE has already funded. Bidders are encouraged to review past project summaries, which can be found on the TLC Program website², to gain a thorough understanding of work that K·A·CARE has supported in the past. It is the responsibility of the bidder to ensure that their proposal is unique, compared to previously funded projects.

K·A·CARE may by its own choice ask the bidders, in writing, for clarifications that may arise from the Technical and Financial bids.

Minimum percentage threshold for an acceptable proposal is 60% for total score of the financial and technical evaluation.

4.3 Final Selection

Based on the final selection or selections, K·A·CARE will enter into contract negotiations with one or more of the bidders.

Under certain circumstances, K·A·CARE reserves the right, at its sole discretion, to approve

² <https://www.kacare.gov.sa/en/tlc/Pages/PastProjects.aspx>

discrete parts of submitted proposals, as opposed to whole proposals.

5 GENERAL INFORMATION

5.1 Divided Tender

This program is being conducted as a divided tender in accordance with Chapter 13, Article 26 of the Saudi Procurement Law and Chapter 13, Article 30 of the Implementing Regulations. This division is in the public interest in order to fund multiple promising projects, differing in scope, technical approach, value, and location, across multiple topic areas or within a single topic area. Each bidder may submit only one proposal for any topic area.

5.2 Questions and Requests for Information

If the bidder has any questions; or has any doubt as to the meaning or intent of any provisions of this tender; or identifies any discrepancies or contradictions between any provisions; or requests any additional information regarding this RFP, these must be submitted in writing through Ministry of Finance Etimad Portal. All questions submitted, and all responses provided by K·A·CARE will be made available to all bidders during the submission process.

5.3 Work Duration

The services should be performed within the duration shown in section 2.4 unless indicated otherwise by K·A·CARE during the bidding process and eventually agreed upon in the binding contract, if any.

5.4 Location for Work

For demonstration projects, the primary location for the work must be in Saudi Arabia. The proposed project site, if any, must be in Saudi Arabia.

The Recipient shall provide access to work locations to K·A·CARE and K·A·CARE-authorized visitors on 24 hours' notice throughout the contract period.

5.5 Deliverables

The deliverables shall be proposed by the Bidder in the project scope of work and are subject to negotiation. However, as a minimum, the deliverables must include:

- Quarterly reports detailing the work completed and progress toward project completion, including project expenditures to date.
- The recipient will prepare technical and financial design documentation for K·A·CARE's evaluation during three separate design reviews, over the course of the project. These design reviews will serve as milestones and go/no-go checkpoints within the demonstration project.
- Annual reports for each calendar year or portion thereof during which the project is active by December 1st of the calendar year. The structure and content of the report shall be subject to K·A·CARE approval.
- Recipients must participate in the K·A·CARE TLC Initiative Annual Program Review in KSA, sending a qualified representative to deliver a prepared presentation, representing the status and findings from the funded project. Recipients must comply with this requirement in every year that the funded project is active, from contract signing to project close.
- A final report documenting the project achievements and demonstrated performance. The structure and content of the report shall be subject to K·A·CARE approval.

- A final presentation summarizing the project and its outcomes will be prepared, delivered, and submitted to K·A·CARE, after the demonstration project has been installed and commissioned.
- System performance data on an hourly or finer resolution, made available to K·A·CARE throughout the data collection and monitoring phase. Such data shall be delivered to K·A·CARE in electronic form on a monthly basis throughout the data collection and assessment phase.
- An updated business plan should be submitted by the recipient, at the conclusion of the demonstration project. The updated business plan should reflect insights gathered and lessons learned over the course of the demonstration project. The updated business plan may also reflect changes in regulatory or market conditions in KSA, since the inception of the demonstration project.

5.6 Language of Deliverables

All deliverable reports shall be submitted in English, unless otherwise noted, with the final report being in both Arabic and English.

5.7 Confidentiality

K·A·CARE will furnish a non-disclosure agreement (NDA) upon request. Such NDA must be signed by authorized representatives of any party wishing to submit proprietary information as part of the concept paper or proposal. Send any NDA request through the Etimad Portal at www.etimad.sa.

Any proprietary information in the full proposal must be clearly marked as such on each paragraph, figure, or table, in the footer of each page containing proprietary information, and on the cover page of the document.

Concept papers may not contain proprietary information.

5.8 Right of Approval of Sub-Contractors

K·A·CARE reserves the right to accept or reject the use of any subcontractor proposed by the bidder without explanation to the bidder. All subcontractors must be approved in advance by K·A·CARE.

5.9 Rejection of Proposals

K·A·CARE reserves the right to reject any and all proposals received and to waive technical defects, or non-substantive errors in a proposal as its interest may require.

5.10 Award of Contract

A Contract offer shall be awarded to the preferred bidder, if any, who, in the sole judgment of K·A·CARE, is best able to provide the full range of the Services for this RFP. All proposals shall remain valid for 180 calendar days after the submittal of proposals. ***If the preferred bidder and K·A·CARE fail to meet the contract execution deadline outlined in Section 2.8, K·A·CARE reserves the right, at its sole discretion, to terminate the acceptance of proposal with this bidder, and make a contract offer to another bidder.***

5.11 Contractual Content

- The bidder warrants that it (or any person acting on its behalf) has not offered, promised or given a bribe to K·A·CARE, to any member of its staff or to any person connected to a member of its staff, concerning the award of the Research Project to 2nd Party or to the

negotiation of any of the terms and conditions of this Agreement; A breach of this clause shall constitute a Material Breach of this Agreement.

- Save as otherwise disclosed in writing to K·A·CARE, The bidder warrants that it has obtained all necessary consents, approvals, licenses and permissions which are required to enable it to comply with its obligations hereunder and will throughout the duration of those obligations maintain all such consents, approvals, licenses and permissions and shall not commit any act or omission which might invalidate their effect;
- Every statement, representation or information provided to K·A·CARE in connection with the Project is to the best of bidder's knowledge, true, complete and accurate.
- The bidder warrants that there is no other information of which the bidder or its agents is aware that is relevant to the Project and the interests of K·A·CARE under this contract.
- The bidder acknowledges that in the event any warranties or covenants provided by it in this contract are found to have been knowingly false, misleading, or untrue on its part or it is found to have failed through negligence on its part to fulfill any of the obligations it has committed to, or consultant is found to have concealed any information it undertook to disclose, then, without prejudice to K·A·CARE's rights under this Agreement, bidder shall be subject to the provisions of Saudi laws, rules and regulations such as the Anti-Bribery, Anti-Counterfeiting, Anti-Commercial Fraud Regulation or any other relevant set of laws, rules and regulations.
- Periodic reviews will include a review of project KPIs and may be a basis to terminate the project if the review is unsatisfactory.
- Publications: Any publication or public disclosure pertaining to this contract or the work performed hereunder shall be first approved by K·A·CARE, such approval not being unreasonably withheld.
- The contract shall be governed by the laws and courts of the Kingdom of Saudi Arabia.

5.12 Project Failure

Project Failure affects the Recipient's intellectual property rights as described herein. If K·A·CARE deems the Recipient's post-contract performance to be a Project Failure, K·A·CARE will notify the Recipient in writing, and the Recipient shall have the opportunity to present facts or remedies for K·A·CARE consideration.

5.12.1 Project Failure for Demonstration Projects

Beyond execution of the project scope of work, K·A·CARE requires an ongoing commercial enterprise as a result of the project in order to fulfill K·A·CARE's project objectives. After completion of the project, the Recipient has an ongoing obligation to conduct commercial operations. The Recipient will be deemed to be noncompliant with this obligation (a "Project Failure") if the product or service offering enabled by K·A·CARE project funding ceases to be offered by the Recipient for a period of more than one year, within 3 years of the project end date.

5.13 Intellectual Property

It is K·A·CARE's intent that Saudi companies will retain commercial control over IP resulting from the projects for commercial exploitation in Saudi Arabia and elsewhere. K·A·CARE expects to receive non-commercial rights to any resulting IP for the purpose of conducting its own research.

For all projects K·A·CARE shall have a fully paid-up, non-exclusive, worldwide, royalty-free license to the Foreground IP produced for the project for non-commercial, non-competitive use only, and such license shall include non-exclusive license on fair market terms to any Background IP of the bidder or any of the team participants, for non-commercial, non-competitive use only, as necessary for exercise of the foreground license rights.

For demonstration projects, the Recipient may retain ownership of Foreground IP, provided an IP agreement has been established among the Recipient Team members that establishes the Prime Recipient or another Saudi entity has IP rights sufficient to exploit the Foreground IP in Saudi Arabia. This provision is contingent on the continuing commercial operation of the Prime Recipient in the business. If the Recipient ceases operations as stipulated in article 5.12, then upon written notice by K·A·CARE, K·A·CARE shall upon request receive a royalty-free non-exclusive license to Foreground IP, and non-exclusive license on fair market terms to any Background IP needed for commercialization, and K·A·CARE may license the IP to another entity for commercial exploitation.

In the event that K·A·CARE takes a commercial license upon a project failure, K·A·CARE will seek to work with the Recipient to find a mutually beneficial demonstration path.

5.14 Health, Safety, Environmental and Security Requirements

The selected bidder (and all subcontractors as applicable) shall comply with all KSA health, safety, environmental and security laws and regulations while performing work within Kingdom.

The selected bidder shall implement an HSE program for its work that implements all applicable KSA requirements.

5.15 Changes to RFP Requirements

K·A·CARE reserves the right to modify the requirements of the RFP. Any modifications shall be noted in the revision history section of the RFP. Updates to this RFP will be transmitted through the Etimad Online Portal and all registered bidders will receive automatic email notifications concerning document updates.

5.16 RFP Cancellation

K·A·CARE reserves the right to cancel this RFP at any time, with or without providing prior notice or explanation.

5.17 Press or News Releases

No bidder shall issue any news or press release pertaining to this RFP without the prior written approval of K·A·CARE.

5.18 Technical Terms and Conditions

The bidder shall familiarize themselves with all the matters relating to the detailed technical terms and conditions for the performance of the work of this RFP. The bidder shall be deemed to have examined and satisfied themselves with all the requirements of the Work Plan of this RFP before submitting their proposal.

5.19 Litigation

K·A·CARE will not enter into a contract with any bidder wherein: a) the bidder, or any owner, partner, officer, employee, or affiliate thereof, are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from transacting business by or with any governmental department or agency; or, b) the entity, or any owner, partner, officer, employee, or affiliate thereof, have, within the three year period prior to the date of advertisement of this RFP: i) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public transaction or contract; ii) violated any antitrust statutes; or iii) committed embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property offenses.

6 DEFINITIONS AND ACRONYMS

6.1 Definitions

- Bidder — a qualified corporate entity submitting a proposal in response to this RFP (the “Prime Bidder”).
- Foreground IP — IP that is created as a result of the funded work.
- Off-taker – an end-user, customer, or beneficiary of a localized technology (e.g., industrial facility or building).
- Recipient — a bidder who receives an award under this RFP (the “Prime Recipient”).
- Recipient Team — a team of entities led by a Prime Recipient (or “Recipient”) that together execute the project.
- Work Breakdown Structure — a hierarchical division of the planned work into well-defined components

6.2 Acronyms and Abbreviations

| Acronym | Meaning |
|----------|---|
| IP | Intellectual property |
| K·A·CARE | King Abdullah City for Atomic and Renew able Energy |
| KPI | Key performance indicator |
| KSA | Kingdom of Saudi Arabia |
| NDA | Non-Disclosure Agreement |
| RFP | Request for Proposal |
| TRL | Technology readiness level |