

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 FEASIBILITY STUDIES

RFP Reference Number FS-2020-01

Technology Localization & Commercialization (TLC)

King Abdullah City for Atomic & Renewable Energy (K·A·CARE)

Akaria Plaza, Olaya Street

P. O. Box 2022

Riyadh 11451

Kingdom of Saudi Arabia

TLC@energy.gov.sa

2020 Request for Proposal
RENEWABLE ENERGY TECHNOLOGY
LOCALIZATION & COMMERCIALIZATION
FEASIBILITY STUDIES

Revision History

Table of Changes

Version	Date	Change
Ver. 1	18 June 2020	Original

TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	2
2.	PURPOSE AND SCOPE	3
2.1	General Background Information	3
2.2	Study Rationale.....	3
2.3	Purpose of the RFP.....	3
2.4	Overview of the RFP Submission and Award Process.....	4
2.5	Program Guidelines.....	5
2.6	Bidder Eligibility.....	5
2.7	RFP Schedule.....	6
3.	PROPOSAL REQUIREMENTS	6
3.1	Letter of Intent Contents and Format.....	6
3.2	Proposal Contents and Format	7
3.3	Submission of Proposals	10
3.4	Proposal Templates and Appendices.....	13
4.	BIDDER EVALUATION AND SELECTION	16
4.1	Letter of Intent Evaluation.....	16
4.2	Proposal Evaluation.....	16
4.3	Final selection	17
5.	GENERAL INFORMATION	17
5.1	Divided Tender.....	17
5.2	Questions and Requests for Information	17
5.3	Work Duration	17
5.4	Deliverables.....	17
5.5	Language of Deliverables.....	19
5.6	Confidentiality.....	19
5.7	Right of Approval of Sub-Contractors.....	19
5.8	Rejection of Proposals.....	19
5.9	Award of Contract.....	20
5.10	Legal Responsibility.....	20
5.11	Contractual Content.....	20
5.12	Study Failure.....	21
5.13	Intellectual Property.....	21
5.14	Health, Safety, Environmental and Security Requirements	21
5.15	Changes to RFP Requirements	21
5.16	RFP Cancellation	21
5.17	Press or News Releases	21
5.18	Technical Terms and Conditions.....	21
5.19	Litigation	21
6.	DEFINITIONS AND ACRONYMS	22
6.1	Definitions.....	22
6.2	Acronyms and Abbreviations	22

1. EXECUTIVE SUMMARY

RFP Purpose: This feasibility studies RFP provides financial support for selected bidders to develop feasibility studies exploring the commercial sale of renewable energy technologies within the Kingdom of Saudi Arabia (KSA). Bidders that receive funding through this RFP will be expected to complete a 1-year (maximum) duration feasibility study that details a business plan for commercializing the proposed technology in KSA. This feasibility study is intended to serve as a first stage, enabling firms to prepare all that is necessary to ensure success during a subsequent demonstration project, if selected for further funding through K·A·CARE. Bidders that successfully complete feasibility studies are encouraged to apply for follow-on funding, through the K·A·CARE demonstration projects RFP.

Eligible Applicants: This funding opportunity is not restricted to local Saudi organizations; all organizations located globally are encouraged to apply for a feasibility study award under this RFP. Eligible applicants include: domestic organizations, foreign organizations, universities, research institutions, etc.

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

- Maximum study duration: 12 months (shall not exceed)
- Maximum K·A·CARE funding: SAR 375,000

Renewable Energy Technology Areas of Focus: K·A·CARE has conducted extensive analysis to determine technology areas of focus that are relevant to the Kingdom of Saudi Arabia. Details concerning these topic areas are included in Appendix A. 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 localization of renewable energy technologies that solve pressing issues within KSA. In line with that mission, this program will only support studies related to 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 industrial sector 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 Letter of Intent	20 August 2020
K·A·CARE provides Letter of Intent 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 Letter of Intent (LOI) 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 by visiting the portal, by emailing ecare@etimad.sa, or by 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 of 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-renewable 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:

- Free up valuable and non-renewable oil & gas resources and extend their availability for export and/or for other industrial uses for longer periods of time.
- 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.
- Accelerate the creation of a long-term sustainable power and water supply capacity, 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 Study Rationale

This request for proposals (RFP) is part of an initiative 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 provides support for selected bidders to develop feasibility studies associated with the application of renewable energy technologies within the KSA. Through this funding program, successful bidders will receive financial support for investigating, developing, and documenting their strategies for commercializing renewable energy technologies within the Kingdom. Global organizations can utilize this opportunity to develop relationships with local Saudi companies, which can serve as future partners in technology demonstration projects, or in commercial contracts.

All organizations located globally and locally are encouraged to apply for a feasibility study award under this RFP. Bidders that receive funding through this RFP are expected to complete a feasibility study during the period of performance of their award with the following components:

- Description of the applicability and economic benefit of applying the chosen technology within KSA
- Description of case studies, illustrating the use of the technology within the Kingdom.
- A business plan for commercializing the proposed technology in Saudi Arabia, following the completion of a demonstration project. Commercialization must be pursued in partnership with a local Saudi for-profit company as the lead entity (e.g. in a joint venture, by registering a local Saudi branch for a multinational company, by developing an IP licensing agreement with an existing Saudi company, etc.)

Additional details concerning the required contents of the feasibility study can be found in section 5.4.1 of this RFP requirements document.

2.4 Overview of the RFP Submission and Award Process

Please read this RFP requirements document and the associated model contract carefully to fully understand all RFP requirements. To aid in understanding, the following briefly summarizes the steps required to participate in this feasibility study RFP:

- **Preparation.** A firm is interested in exploring the application of an advanced renewable energy technology, consistent with the topic areas of this RFP, within KSA. The firm conducts a preliminary analysis and determines that a more thorough feasibility study is warranted. The firm reviews the requirements associated with this RFP program and structures a plan for completing the feasibility study.
- **Letter of Intent Submission and Response.** The bidder submits a letter of intent (LOI) outlining its plan and intent to submit a full application in response to the RFP. K·A·CARE receives and reviews the LOI 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 LOIs. 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. Within its response, K·A·CARE will provide a control code to the applicant which must be referenced in all documents subsequently submitted.

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

- **Proposal preparation.** The bidder writes a proposal that includes, as separate documents per instructions in this RFP requirements document:
 - Commitment letters
 - Technical proposal
 - Statement of qualifications
 - Study execution plan
 - Financial proposal
 - Financial Qualifications
 - Study Summary Slide

Proposal requirements are described in detail in section 3.2 of this RFP.

- **Contract award.** The bidder is notified by K·A·CARE of conditional selection for award. After negotiations with K·A·CARE, and any required amendments or corrections, the submitted Study Execution Plan becomes the contract scope of work, and the Deliverables and Payment Schedule in the financial proposal become the contract

deliverables and payment schedule, both subject to final negotiation with K·A·CARE.

- **Study execution.** The recipient executes the agreed scope of work, with monitoring of technical and financial performance by K·A·CARE and/or a designated K·A·CARE representative. In accordance with the agreed upon Deliverables and Payment Schedule, the recipient completes work, submits invoices based on deliverables completed, and receives payment from K·A·CARE. Continued execution of the Study Execution Plan is dependent upon successful completion of tasks, the accomplishment of milestones, and the approval of deliverables and go/no-go checkpoints throughout the study. A minimum set of project deliverables, including an interim and final project report and interim and final project presentation, is included in Section 5 of this RFP.
- **Intellectual Property.** K·A·CARE does not seek any IP from the feasibility study, other than a non-commercial license for its own internal purposes, for any IP generated as a result of the funded study. It is not expected that new IP will be generated as a result of a feasibility study.

This RFP has been designed to promote engagement from technology providers with a desire to explore renewable energy business opportunities in Saudi Arabia. This RFP provides financial assistance to the winning technology providers, to support the development of business models that successfully deploy proposed technologies within KSA. This 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 sector.

2.5 Program Guidelines

Feasibility studies 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. It is anticipated that a maximum of one award will be made in any topic area. 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 proposals submitted.

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

- Maximum study duration 12 months (shall not exceed)
- Maximum K·A·CARE funding: SAR 375,000

Descriptions for each topic area can be found in Appendix A, included as an attachment to the 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.

To reduce the risk associated with the commercialization of new technologies within the Kingdom, K·A·CARE will contribute a portion of the cost of each project funded under this feasibility studies RFP, up to the full amount. Bidders should carefully consider their proposed cost share. Although K·A·CARE can offer 100% cost share for feasibility studies, proposals offering a higher proportion of industry funding will be considered more favorably, other factors being equal.

2.6 Bidder Eligibility

Proposals prepared in response to this RFP may be submitted by any type of entity, Saudi or international, for-profit or not-for-profit.

Any entity may submit or participate in multiple studies and may submit multiple proposals. Multiple organizations may submit a joint proposal, as a team. However, one organization must be identified as the primary bidder, and all other team partners must be included as subcontractors.

2.7 RFP Schedule

The RFP schedule is shown in section 1.

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 Letter of Intent	20 August 2020
K·A·CARE provides Letter of Intent 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.

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

3.1 Letter of Intent Contents and Format

A LOI is required from each prospective prime bidder in advance of the full proposal. The LOI shall adhere to the following outline that is provided below, and reflected in the template provided as an appendix to this RFP. To be valid, the LOI must be signed by an authorized representative of the organization bidding for the award.

- A table listing the following:
 - The Feasibility Study Title. The title of the study 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 information for the principal investigator.
- Technology description:
 - Provide a brief description of the proposed renewable energy technology, including its principles of operation, and the applicability of the proposed technology to the RFP topic areas provided in Appendix A.
- Team structure and members:
 - Provide a listing of each of the participating team members (prime bidder and any subcontractors), and their role in completing the feasibility study.

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 the full proposal. The control code is to be used for all proposal documents as described in Section 3.3.2: **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 (www.etimad.sa) 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 may result in a disqualification of the submitted proposal. Electronic documents submitted in PDF format must be text searchable.

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

- The Feasibility Study Title. The title of the study 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 in response to LOI
- RFP Topic area
- Total cost for the study
- Name and contact of the primary point of contact for the study

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:

- **Commitment letter** (in Arabic and English)
 - A cover letter signed by an authorized representative of the prime bidder must be included, clearly stating the bidder's commitment to the technical and financial performance of the proposed study..
 - Individual signed commitment letters must be provided for each partner organization, detailing their commitment to participating in the study, and describing the role that they intend to fulfill within the scope of the study.
- **Technical proposal** (in English) with the outline provided below (**maximum 15 pages**): Please ensure that each of the below headings are clearly included in this specific order in the submitted proposal. This is required, as it facilitates the compliance and technical review of proposals. The technical proposal must include all of the following:
 - Non-proprietary executive summary
 - Provide an executive summary in English (limit 2 pages). Please include relevant figures that help to describe the study.
 - Market Need
 - Provide a description of the market need in KSA, and possibly internationally, for the technology solution proposed. Include sources and/or assumptions and explanation for all calculations.
 - Technical description

- Provide a description of the proposed study, including
 - Principles of operation for the renewable energy technology being proposed, and the applicability of the proposed technology to an RFP topic area, as defined in Appendix A.
 - The description of the study must include a description of the technical problem or issue that will be resolved through the use of the proposed renewable energy technology. Applicants must discuss current state-of-the-art solutions that are used to address the technical problem, and provide a comparative analysis of the technology chosen. The comparative analysis should clearly indicate the benefits of the chosen technology over state-of-the-art alternatives, quantitatively, in terms of cost and technical performance.
 - Localization Considerations and Risk Analysis
 - Describe any anticipated impacts to the performance of the technology, when accounting for the harsh operating conditions within KSA (e.g. heat, wind, sand, dust, etc.). Describe proposed technological adaptations that will ensure adequate performance when operated commercially within Saudi Arabia.
 - Describe any policy or regulatory risks that could impact the application of the proposed technology within Saudi Arabia.
 - Describe the potential for localization of the technology in Saudi. Describe the components, subsystems, or materials that are best suited for manufacture in the Kingdom. Describe any existing compatibilities between the chosen technology, and the capabilities of Saudi industries.
 - **Statement of Qualifications (5 pages maximum):** Provide a summary of the qualifications of the primary bidder and partnering institutions, 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 study.
 - Team structure and members
 - Provide a listing of each of the participating institutions, their role in the study, and their qualifications and past experience.
 - Provide a list of key personnel, their relevant qualifications past experience, and role in the study.
 - Past performance
 - Provide a description of the past experience and accomplishments of the prime bidder and partners related to technology commercialization. Provide the qualifications of the project team, related to the commercialization of the specific renewable energy technology targeted in this study. Describe any ownership of intellectual property related to the technology, or past commercial activity or sales of similar technologies. **Explicitly indicate any past projects or activities that were local to the GCC region, or 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.
- **Study execution plan (both in English & Arabic) (10 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 study execution plan should take into account the deliverables noted in Section **Error! Reference source not found.**

The study execution plan should include the following information:

- Defined objectives of the study, including a summary of goals, objectives, and expected outcomes
- Defined all work elements to be undertaken, as well as deliverables and milestones associated with execution of the study.
- If the Recipient Team has multiple members, the Study Execution 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 study 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.
- **Financial proposal & spreadsheet (no page limit)**
 - K·A·CARE has provided a template, Appendix F-Studies, for reporting the cost associated with the execution of the feasibility study. The completed template must be included in the submission of the financial proposal. The completed template shall be submitted in its native .xlsx format. The provided template includes a table of deliverables and payments. The deliverables listed in the template are consistent with those defined in Section 5.4 of this RFP. If a bidder includes additional deliverables in their proposal, the information in the spreadsheet should be adjusted accordingly.
 - The financial proposal must be valid for no less than 180 days from the date of application.
- **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.
- **Study Summary Slide:** Use the provided study summary slide template to provide an

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

3.3 Submission of Proposals

The following instructions are provided for submission of letters of intent 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 Letter of Intent submissions

LOI submissions shall be made via email. Completed LOIs 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 by emailing ecare@etimad.sa or 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 begin this process as early as possible, to ensure that your application can be submitted by the established deadline.

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 this 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 at www.etimad.sa, 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 after receipt of the letter of intent; 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 letter	pdf	Controlcode_commitments.pdf
Technical proposal	pdf	Controlcode_technical.pdf
Statement of qualifications	pdf	Controlcode_SOQ.pdf
Study execution plan	pdf	Controlcode_SEP.pdf
Financial proposal	pdf	Controlcode_financial.pdf
Financial spreadsheet	xlsx	Controlcode_Appendix-F-Studies.xlsx
Project Study 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 letter (in Arabic and English) <ul style="list-style-type: none"> <input type="checkbox"/> Cover letter from prime bidder <ul style="list-style-type: none"> <input type="checkbox"/> Bidder commitment to study technical/financial performance <input type="checkbox"/> Commitment letter from each partner (if applicable) <ul style="list-style-type: none"> <input type="checkbox"/> Partner commitment to study participation <input type="checkbox"/> Detail of partner’s role in the study 	pdf
<input type="checkbox"/>	Technical Proposal (15-page limit) <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"/> Feasibility study 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"/> Total cost for the feasibility study <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"/> Market Need 	pdf

	<input type="checkbox"/> Technology Description <ul style="list-style-type: none"> <input type="checkbox"/> Operation principles for proposed technology <input type="checkbox"/> Applicability of technology to RFP <input type="checkbox"/> Description of technical problem/issue to be resolved by technology <input type="checkbox"/> Describe current state of the art and comparison to proposed technology (including benefits and quantitative costs/technical performance) <input type="checkbox"/> Impact of K·A·CARE Funds	
<input type="checkbox"/>	Statement of Qualifications (5-page limit) <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"/> Feasibility study 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"/> Total cost for the feasibility study <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> Past Performance <ul style="list-style-type: none"> <input type="checkbox"/> Description of past experience and performance of prime bidder and partners <input type="checkbox"/> Table of past performance for any company or institution within the project team, showing past or current projects, 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"/> Team structure and members <ul style="list-style-type: none"> <input type="checkbox"/> Listing of all participating institutions, their role in the study, and qualifications and past experience <input type="checkbox"/> Any changes in the team structure proposed in the letter of intent should be explained <input type="checkbox"/> Provide list of key personnel, relevant qualifications, past experience, and roles in executing the study <input type="checkbox"/> Key Personnel Biographical Information (not included in page limit, but no more than 2 pages per individual) 	pdf
<input type="checkbox"/>	Study Execution Plan (both in English & Arabic) (10 page limit)	pdf

	<input type="checkbox"/> Cover page (not included in page limit) <ul style="list-style-type: none"> <input type="checkbox"/> Feasibility study 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"/> Total feasibility study cost <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> Defined work breakdown structure <input type="checkbox"/> Work elements (including deliverables and milestones) <input type="checkbox"/> GANTT chart schedule <input type="checkbox"/> Detailed roles and responsibilities of each team member (if applicable) <ul style="list-style-type: none"> <input type="checkbox"/> Clarify how team members will contribute to accomplishing study goals <input type="checkbox"/> Specify the tasks that will be conducted by each party. 	
<input type="checkbox"/>	Financial Proposal (no page limit) <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"/> Feasibility study 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"/> Total feasibility study cost <input type="checkbox"/> Name and contact information of principal investigator <input type="checkbox"/> Note validity of 180 days following submission date <input type="checkbox"/> Total feasibility study cost 	pdf
<input type="checkbox"/>	Financial Spreadsheet	xlsx
<input type="checkbox"/>	Financial Qualifications <ul style="list-style-type: none"> <input type="checkbox"/> Bid Bond 	pdf
<input type="checkbox"/>	Study 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.

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:
 - Letter of Intent Submission Template
 - Commitment Letters Template
 - Technical Proposal Template
 - Statement of Qualifications Template
 - Study Execution Plan Template
 - Financial Proposal Template
 - Appendix F-Studies: 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 Letter of Intent Submission Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing its letter of intent 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 required sections of the letter of intent are included within the template.

The filename of this template is: Organization Name_Letter of Intent-Study.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).

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

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

summary, 2) Market need, and 3) Technical description.

The filename of this template is: ControlCode_technical.docx

3.4.5 Statement of Qualifications Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing the 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.

The filename of this template is: ControlCode_SOQ.docx

3.4.6 Study Execution Plan Template

This template provides guidance, instructions, and an appropriately formatted document for a bidder to utilize in preparing the study execution 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 study execution 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, and describing the allocation of resources to tasks, and the role of each member of the project team.

The filename of this template is: ControlCode_SEP.docx

3.4.7 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-Studies 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-Studies 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

3.4.8 Appendix F-Studies: 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-Studies spreadsheet file in order to facilitate the preparation of the financial proposal, detailing the project budget. Appendix F-Studies 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-Studies. 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-Studies.xlsx

3.4.9 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, the study execution plan, and the benefit to Saudi Arabia.

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 Letter of Intent Evaluation

All bidders under this RFP must submit a LOI. Full proposals submitted without first submitting a LOI will be rejected. Bidders are prohibited from disclosing confidential or proprietary information in their LOI.

If K·A·CARE determines that the technology proposed within the LOI does not align with the focus areas of this RFP, K·A·CARE will notify the bidder that they are discouraged from submitting a full proposal. If K·A·CARE determines 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

Proposals will be evaluated based on the following requirements and criteria:

- Full compliance with the terms and conditions and provided proposal instructions and templates of this RFP (pass/fail).
- Technical evaluation:
 - Technical innovation (25%)
 - Innovation and competitiveness of the proposal
 - Relevance of the proposed technology to the needs of the Saudi market
 - Commercial readiness level of the proposed technology
 - Potential for localizing the technology in Saudi
 - Soundness of the proposed study execution plan (25%)
 - Appropriateness of deliverables
 - Proper allocation of resources to tasks
 - Role of the prime bidder and each subcontractor
 - Bidder and team capabilities (30%)
 - Technical and financial capabilities of the prime bidder and subcontractors to perform the work.
 - Demonstration and credibility of the lead bidder's ability to commercialize the renewable energy technology in Saudi (IP, know-how, agreements, prior sales)
 - Benefit to Saudi Arabia (20%)
 - Extent to which this technology will benefit Saudi Arabia economically, environmentally, and in preservation of oil resources.
 - Evidence of an existing and/or growing market for the proposed renewable energy technology.
- Financial evaluation:
 - Compliance with the pricing guidelines provided in this RFP (50%)
 - Attractiveness of the total cost contribution offered by the bidder (50%)

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 studies 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.

The 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 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 2.5 unless indicated otherwise by K·A·CARE during the bidding process and eventually agreed in the binding contract, if any.

5.4 Deliverables

The study deliverables shall be proposed by the Bidder in the study execution plan and are subject to negotiation. However, as a minimum, the deliverables must include:

- Quarterly reports for each calendar year or portion thereof during which the study is active; and
- A final report documenting the feasibility study, which includes all of the required

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

elements described below.

- An interim project presentation, six months after the start of the project, detailing the progress and learnings to date.
- A final presentation, providing an overview of the study performed and its outcomes.
- 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 study. Recipients must comply with this requirement in every year that the study is active, from contract signing to the close of the study.

5.4.1 Required Contents for the Feasibility Study

- **Technology Description (15 pages maximum)**
 - Description of the proposed renewable energy technology, and a comparison of its cost and technical performance, compared to similar technologies and state-of-the-art alternatives.
 - Description of the applicability and economic benefit of applying the chosen technology within KSA, including the targeted market segments that have needs that this technology addresses. Provide case studies that illustrate the use of the technology within the Kingdom in particular market segments. Provide qualitative and quantitative descriptions of the anticipated benefits of integrating the renewable energy technology in each of the case described.
 - Provide qualitative and quantitative descriptions of the anticipated costs associated with integrating the renewable energy technology in each case described.
- **Business plan (20 pages maximum)**
 - The business plan should be written by the Recipient and should contain a strategy for successfully commercializing their renewable energy technology, in partnership with a local Saudi company. The business plan should focus specifically on the commercialization of the renewable energy technology proposed, excluding other business activities undertaken by the Recipient or subcontractors. The business plan shall, at minimum, address the following:
 - Ownership of the business
 - Ownership of IP and IP strategy
 - 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. If the prime bidder for this study is an intentional organization, then the stakeholder analysis must result in an LOI with a local Saudi for profit company that can serve as a future commercialization partner for the renewable energy technology.

- 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.
- 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 product commercialization.
- 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)
- Localization strategy (identifying 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**.

Provide sources and explanations for all market data and assumptions used within the business plan, and for all cost and performance data used within the technical proposal and cost-benefit analysis. All data and assumptions must be accompanied by proper justification, references, and rationale.

5.5 Language of Deliverables

All deliverable reports shall be submitted in English.

5.6 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 a part of their full proposal. Send any NDA request through via email to TLC@energy.gov.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.

Letters of intent may not contain proprietary information.

5.7 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.

5.8 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.

5.9 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.***

5.10 Legal Responsibility

Although the total project 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 total project cost obligation is expressed in the resulting contract as a static amount in Saudi Riyals (cost contribution amount) and as a percentage of the total project cost (cost contribution percentage).

Although teams may be awarded under this RFP, the prime recipient is solely responsible for managing the execution of the study, producing the agreed upon deliverables, and ensuring the contributions and enforcing the obligations assumed by the recipient team members in subcontracts or related agreements.

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 Feasibility Study 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.
- Except 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 Study 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 Study 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 key performance indicators (KPIs) for the study and may be a basis to terminate the study 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.

A model contract is included as an attachment to this RFP and should be reviewed thoroughly

by all bidders, prior to proposal submission.

5.12 Study Failure

During the execution of the study scope of work, K·A·CARE will evaluate the quality of the deliverables produced by the Recipient, and will compare the performance of the study against the Study Execution Plan presented in the study proposal. The Recipient will be deemed to be noncompliant with the obligations of their contract (a "Study Failure") if the quality of the deliverables produced fail to meet the standards expected by K·A·CARE, or the study execution deviates significantly from the study execution plan agreed upon.

5.13 Intellectual Property

There are no intellectual property requirements that apply to the execution of feasibility studies under this RFP.

5.14 Health, Safety, Environmental and Security Requirements

The selected bidder (and all subcontractors as applicable) shall comply with all KSA health, safety, environmental (HSE) 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 this 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 study.
- 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 Renewable Energy
KPI	Key performance indicator
KSA	Kingdom of Saudi Arabia
NDA	Non-Disclosure Agreement
RFP	Request for Proposal
TRL	Technology readiness level