United States Energy Association
Request for Proposal: Bolstering Kazakhstan's National Security
Through Electricity Market Cybersecurity

Issue date of RFP:	**June 10, 2024**
Closing date/time for questions:	**June 24, 2024, at 5:00PM (EST)**
Closing date of RFP:	**July 8, 2024, at 5:00PM (EST)**
Implementing Agency:	**United States Energy Association**
Funding Agency:	**United States Agency for International Development**
Program:	**Advancing Modern Power through Utility Partnerships (AmpUp)**
Subject:	**Request for Proposal (RFP) No. USEA/AmpUp-2024-808-18-01 – United States Energy Association**
Re:	**Bolstering Kazakhstan's National Security Through Electricity Market Cybersecurity**

Components of this RFP as follows:

- **Scope of Work (SOW) described under Article IV**
- **Instructions for the preparation of the proposal described under Article V**
- **Evaluation criteria described under Article VI**
- **Budget Template**

Dear Offeror,

The United States Energy Association (USEA) is inviting prospective organizations or individuals through this Request for Proposal (RFP) to submit proposals for a project on Bolstering Kazakhstan's National Security Through Electricity Market Cybersecurity.

Offerors are requested to submit their most responsive technical proposal addressing the Scope of Work (SOW) outlined under Article IV of this RFP and a competitive offer proposing a reasonable price to accomplish the objectives of the work.

- Questions concerning this request shall be submitted via email to the attention of Ms. Marina N. Barnett, Program Manager, at mbarnett@usea.org by **5:00 PM EST on June 24, 2024.** *In compliance with standard procedure, all inquiries and comments will be shared with the rest of the Offerors along with the Project's response. Questions received after the closing date for questions will not be answered.*

- Proposals are due by **5:00 PM EST of the closing date**. Please submit all proposals with a read receipt to Ms. Marina N. Barnett, Program Manager, at mbarnett@usea.org. Proposals must be in digital format (PDF).

Please note that USEA will not accept responsibility for delays with transmission or receipt of proposals. Proposals received after that date and/or time specified will not be considered.

- **LANGUAGE REQUIREMENTS** – The proposal and all deliverables shall be produced in English.

- **AUTHORIZED GEOGRAPHIC CODE** – The authorized geographic code for procurement of services under this contract is 937.

- **ELIGIBILITY** – This RFP is open to qualified organizations domestically (in the U.S.) and internationally (abroad).

- USEA will evaluate responsive and technically acceptable proposals in accordance with the evaluation criteria stated under Article VI, "Evaluation Criteria." USEA will not evaluate nonresponsive or technically unacceptable proposals. Please note that USEA will find proposals technically unacceptable if they fail to comply or fully respond with the material terms of this RFP.

- Issuance of this RFP does not constitute a subaward commitment on the part of USEA, nor does it commit USEA to pay for costs incurred in the preparation and submission of an application. Further USEA reserves the right to reject any or all applications received.

As this is a USAID-funded program, the RFP follows USAID Procurement Regulations and Laws. All applicants' details will be kept confidential.

I. INTRODUCTION

The United States Energy Association is a nonprofit, apolitical, non lobbying organization founded in 1924. USEA's mission has two pillars of equal importance. USEA serves as a resource, by convening energy stakeholders to share policy, scientific, and technological information to foster the advancement of the entire energy sector. Internationally, USEA promotes energy development by expanding access to safe, affordable, and environmentally acceptable energy in partnership with the U.S. Government.

Through a Cooperative Agreement with the USAID Bureau for Resiliency, Environment, and Food Security (REFS), USEA implements the Advancing Modern Power through Utility Partnerships (AmpUp) Program, available to all USAID-assisted countries and USAID Missions. The AmpUp program is centered around peer-to-peer relationships and strong practitioner and stakeholder networks to support net-zero goals. The AmpUp program uses the vast experiences and knowledge of a diverse team as well as energy sector experts from around the world - offering an unparalleled network of utility and energy sector expertise to support the global energy transition.

II. UTILITY/COUNTRY BACKGROUND

As Kazakhstan continues to modernize and digitize its power system, energy stakeholders in the country are increasingly concerned about the potential of malicious actors using cyber-attacks on Kazakhstan's critical infrastructure to exert political influence over Kazakhstan. Urgent energy sector cybersecurity assistance to Kazakhstan's electricity market operator, focused specifically on the intersection of reliability and cybersecurity, will bolster Kazakhstan's national security and sovereignty.

The Joint Stock Company Kazakhstan Electricity and Power Market Operator (KOREM) operates the centralized electricity trading market in Kazakhstan. KOREM provides an electronic trading platform, organizes, and conducts spot trades, centralized electricity trading for medium and long-term, and renewable energy auctions. As Kazakhstan is transitioning towards a competitive power market KOREM requires a robust and secure system of computer-aided tools to monitor, control, and balance power supply and demand matched with financial payments.

III. IMPLEMENTATION AND APPROACH

The purpose of this RFP is to solicit proposals from interested organizations or individuals (private/government/non-governmental/institutes/not-for-profit/civil societies) deemed most suitable to undertake a technical assistance project under USAID REFS funding.

USEA Involvement and Responsibilities

USEA will be involved in all the activities under a subaward agreement between USEA and the Consultant in the following ways:

- Review and approval of proposed activities
- Review and approval of deliverables
- Approval of invoices for payment
- Arrangement of English-Russian and Russian-English translation and interpretation, including:
  - ✔ translation of data, provided by KOREM
  - ✔ translation of materials and deliverables produced for KOREM by the Consultant
  - ✔ interpretation during online meetings
  - ✔ interpretation during in-person activities conducted in Astana, Kazakhstan

USEA will also be responsible for all logistical arrangements and travel expenses **for 1 Consultant** for the following 4 (four) in-person activities conducted in Astana:

- Trip 1. C2M2 Assessment - 4 days on the ground, including 1 day for data collection for Task 2
- Trip 2. Digital Architecture and Data Architecture – 3 days
- Trip 3. Risk and Vulnerability Assessment – 4 days, including 1-day training
- Trip 4. Incident Response Plan – 4 days

This means the arrangements and associated costs of the 4 trips listed above, including:

- Economy-class roundtrip airfare to Astana
- Per diem (lodging, meals, and incidental expenses) to include all travel and activity days (Lodging to be provided according to U.S. government regulations)
- Reimbursement of visa fees (if necessary)
- Reimbursement of vaccinations (if needed) and travel medication costs
- International health insurance for the full duration of the travel
- Ground transportation to/from the airport
- Local transportation to KOREM facilities

USEA will follow the U.S. Department of State and the Centers for Disease Control and Prevention (CDC) guidelines when making travel and in-person programming decisions and arrangements.

Non-Disclosure Agreement

The Consultant will be requested to sign a Non-Disclosure Agreement (NDA) with KOREM.

Subaward Agreement Management and Oversight

An agreement between USEA and the potential selected applicant shall be subject to all USEA/USAID Special Terms and Conditions, including all Mandatory Standard Provisions (RAAs and ADS) Flow-Down clauses, where applicable, and the provisions included in 2CFR200 and 2CFR700. All bidders are strongly encouraged to review these provisions prior to submitting a proposal.

- Standard Provisions for U.S. Nongovernmental Organizations:
  https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf

- Standard Provisions for Non-U.S. Nongovernmental Organizations: https://www.usaid.gov/sites/default/files/documents/303mab.pdf
- 2CFR200: https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-part200.pdf
- 2CFR700: https://www.gpo.gov/fdsys/pkg/CFR-2015-title2-vol1/pdf/CFR-2015-title2-vol1-part700.pdf
- USAID Mandatory Standard Provisions that are mentioned in USEA's cooperative agreement (attached)

Subaward agreement management, oversight of contractual obligations, and payment will be carried out by USEA. USEA will be responsible for any communication with USAID regarding the subaward. Subawardees and contractors have no relationship with USAID under the terms of this subaward. All required USAID approvals must be directed and processed through USEA.

IV.   SCOPE OF WORK

Purpose

The purpose of this program is to assist KOREM with improving their cybersecurity posture through a holistic, multi-pronged approach. This program will drastically expand KOREM's capacity for protecting their power trading platform and business operations against increasing cybersecurity challenges. In the long run, it will help Kazakhstan maintain its energy security and independence and contribute to bolstering the country's national security and sovereignty.

Objectives

The objectives of this program are as follows:

1. To complete an assessment of the maturity of KOREM's cybersecurity programs using the Cybersecurity Capability Maturity Model (C2M2) Assessment tools, identifying gaps, and developing a prioritized improvement plan for KOREM to implement.
2. To support KOREM in developing a digital asset inventory, digital architecture, and data architecture.
3. To conduct a risk and vulnerability assessment of KOREM's virtual operations and expand KOREM's capacity for conducting these assessments in the future.
4. To support KOREM in developing an Incident Response Plan (IRP) to further enhance protection against cyber threats.

Tasks

The tasks to be performed by the Consultant under this Scope of Work shall include the following:

Task 1:   To complete an assessment of the maturity of KOREM's cybersecurity programs using the C2M2 assessment. This task shall include the following subtasks:

Subtask 1.1. Prepare KOREM for conducting the C2M2 assessment by facilitating 2 to 3 virtual meetings to define priority business units/departments and to discuss the work plan, requirements, profiles, and approach to the assessment. Facilitating a meeting shall include developing agendas and coordinating meetings logistics, materials, presentations, etc. with relevant KOREM staff and other relevant stakeholders. The meetings agendas and materials shall provide KOREM with a thorough overview and explanation of the C2M2 model document, the assessment process, including assessment questions, and the domains that will be assessed during the assessment workshop.

The virtual meeting platform must include interpretation capabilities.

Subtask 1.2. Facilitate the C2M2 assessment during a three-day in-person workshop, conducted in Astana, Kazakhstan, and summarize a consensus response. An outcome of the assessment workshop shall be to prioritize C2M2 management domains in which the organization seeks to advance its maturity and the identification of aspirational goals for the selected domains in consultation with the organization. This subtask shall include the following components:

- Facilitate the C2M2 self-assessment workshop conducted in-person in Astana
- Ensure that KOREM completes all phases of a typical C2M2 self-assessment process
- Ensure that all activities in the self assessment process are executed efficiently and effectively and produce high-quality results
- Review the results
- Based on the results, prepare a C2M2 Target Profile Report for KOREM. The report will provide KOREM with a visual analysis of the maturity of its cybersecurity program.
- Review the C2M2 Target Profile Reports with the management of KOREM .Request final comments/input from the participants and prepare an Interpretive Report providing insight based on the subcontractor's expertise that explains the results of the targeted profile report for policy setting/project management readers, such as those at USAID and USEA.

Subtask 1.3. Develop and present an Improvement Roadmap to advance the maturity of KOREM's cybersecurity operations, including the following:
- Analyze assessment findings and identified gaps
- Based on the assessment results, draft a prioritized implementation plan for improving KOREM's cybersecurity posture. The plan shall include actionable short, mid, and long-term recommendations for improvement with performance indicators.
- Present the Improvement Roadmap to KOREM stakeholders and management at a virtual meeting.

Task 2.   To support KOREM for developing a digital asset inventory, data architecture, and digital architecture that will inform KOREM's digital transformation strategy. This task shall include the following subtasks:

S**ubtask 2.1.** Prepare KOREM for developing a digital asset inventory, data architecture and digital architecture by facilitating 1 to 2 virtual meetings to discuss Task 2 goals and objectives, work process, and data requirements. Facilitating a meeting shall include developing agendas and coordinating meetings logistics, materials, presentations, etc. with relevant KOREM staff and other relevant stakeholders.

Subtask 2.2. Guide KOREM in developing a digital transformation vision.

Subtask 2.3. Develop recommendations for digital asset management, including asset inventory guidelines, and guide KOREM in developing a digital asset inventory. The digital asset management processes must be designed to include scalability and ensure reliable and resilient performance.

Subtask 2.4. Develop recommendations for a set of rules, policies, and models that determine what kind of data needs to be collected and how it is used, processed, and stored within the database system of the power market.

Subtask 2.5. Support KOREM in developing an integration roadmap that will allow the system to be scaled up in the future and be flexible enough to accommodate increasing volumes of data.

Subtask 2.6. Support KOREM in developing a strategy for developing a data architecture and digital architecture.

This task will include a three-day in-person visit to KOREM's office in Astana, Kazakhstan, scheduled by the Consultant in coordination with USEA Project Manager and relevant KOREM staff.

Task 3.   To conduct a risk and vulnerability assessment of KOREM's "Digital Energy Platform" and train KOREM staff on conducting appropriate risk and vulnerability assessments in the future. This task shall include the following subtasks:

Subtask 3.1. Prepare KOREM for conducting a risk and vulnerability assessment by facilitating 1 to 2 virtual meetings to discuss Task 3 goals and objectives, work process, and data requirements.

Facilitating a meeting shall include developing agendas and coordinating meetings logistics, materials, presentations, etc. with relevant KOREM staff and other relevant stakeholders.

Subtask 3.2. Conduct a risk and vulnerability assessment during a 4-day in-person visit to KOREM offices in Astana. One day of the visit shall be reserved for an in-person training session.

Subtask 3.3. Conduct a 1-day in-person training on conducting cybersecurity risk and vulnerability assessments for relevant KOREM staff.

Subtask 3.4. Develop detailed recommendations of prioritized actions to address these vulnerabilities and improve related KOREM policies and practices.

The training shall include pre-training and post-training surveys administered to all participants. A pre-training survey shall be designed to assess participants' baseline knowledge and competencies and to identify knowledge gaps and weak areas. The training shall be modified to address the identified gaps. A post-training/skill assessment survey shall be designed to measure participating trainees' progress.

Task 4.   To support KOREM in developing a robust Incident Response Plan (IRP). This task shall include the following subtasks:

Subtask 4.1. Prepare KOREM for developing an IRP by facilitating 1 to 2 virtual meetings to discuss Task 4 goals and objectives, work process, and data requirements. Facilitating a meeting shall include developing agendas and coordinating meetings logistics, materials, presentations, etc. with relevant KOREM staff and other relevant stakeholders.

Subtask 4.2. Assist KOREM with developing processes and procedures for the identification and classification of incidents including but not limited to the following:
- Procedures and tools to monitor and detect potential incidents in the system, including monitoring and protection tools such as intrusion detection systems (IDS) and information security management systems (SIEM) for early detection of anomalies.
- Classification of incidents to determine their severity and priority response. For example, divide incidents into categories such as malware, data breaches, phishing, and more.

Subtask 4.3. Assist KOREM with developing a comprehensive plan for establishing an incident response team, i.e. a workforce within the corporate structure with skills required to provide an adequate incident response. The plan shall include, but not be limited to the following:
- Definitions of the roles and responsibilities of each team member
- Designation of personnel responsible for coordination, technical investigation, communication with stakeholders, etc.

Subtask 4.4. Assist KOREM with developing robust incident response procedures, including but not limited to the following:
- Determining the sequence of actions and steps to be taken when an incident is detected, including blocking the threat, isolating compromised systems, and collecting evidence
- Identifying communication channels and communication mechanisms within the team and with other stakeholders such as management, legal, security, etc.

Subtask 4.5. Assist KOREM with developing recovery and mitigation plans, including but not limited to the following:
- Developing incident recovery plans that describe the processes and procedures for restoring normal system operation
- Defining strategies and techniques to minimize the impact of an incident, such as notifying platform users, etc.

This task shall include a four-day in-person visit to KOREM's office in Astana, Kazakhstan, scheduled by the Consultant in coordination with USEA Project Manager and relevant KOREM staff.

Subtask 4.6. Conduct a training consisting of 2 incident simulations to train KOREM personnel to respond effectively and in a coordinated manner. The training shall be divided into 2 half-day sessions and conducted virtually.

The training shall include pre-training and post-training surveys administered to all participants. A pre-training survey shall be designed to assess participants' baseline knowledge and competencies and to identify knowledge gaps and weak areas. A post-training/skill assessment survey shall be designed to measure participating trainees' progress.

Evaluate training results and update developed procedures and processes based on the results of the training.

Subtask 4.7. Develop, jointly with KOREM, recommendations for conducting regular audits and evaluations of the developed Incident Response Plan. Use the results of this process to make adjustments and improvements to the developed Incident Response Plan processes and procedures.

Deliverables

The deliverables submitted by the Consultant under this Scope of Work shall include the following:

Task 1.   **Deliverable 1.** The initial meetings agendas and materials to provide KOREM with a thorough overview and explanation of the C2M2 model document, the assessment process, including assessment questions, and the domains that will be assessed during the assessment workshop. These materials shall be submitted to USEA as a draft for comment no later than two weeks prior to the scheduled virtual meetings.

Deliverable 2. C2M2 Target Profile Report for KOREM with a visual analysis of the maturity of their cybersecurity programs.

Deliverable 3. An Interpretive Report providing insight, based on the subcontractor's expertise, that explains the results of the targeted profile reports for policy setting/project management readers, such as those at USAID and USEA in the form of a full report and an executive summary.

Deliverable 4. An Improvement Roadmap – a prioritized implementation plan for improving KOREM's cybersecurity posture. The plan shall include actionable short, mid, and long-term recommendations for improvement with performance indicators.

Deliverable 5. A PowerPoint presentation focusing on key points of the Improvement Roadmap to be presented to KOREM stakeholders and management at a virtual meeting. This presentation shall be submitted to USEA as a draft for comment no later than 1 week prior to the scheduled virtual meeting.

Task 2.   **Deliverable 6.** A detailed plan for assisting KOREM with developing a digital asset inventory, data architecture, and digital architecture. The plan shall include all subtasks listed under Task 2 (subtasks 2.1 through 4.6) with objectives, required actions, expected deliverables, and a list of supporting materials. The plan shall be submitted to USEA as a draft for comment no later than three weeks prior to the scheduled commencement of the activity.

Deliverable 7. The initial meetings's agendas and materials to provide to KOREM with a thorough overview of a digital asset inventory, data architecture, and digital architecture, including a data questionnaire. These materials shall be submitted to USEA as a draft for comment no later than two weeks prior to the scheduled virtual meeting(s).

Deliverable 8. A draft document of KOREM's digital transformation vision.

Deliverable 9. Recommendations for digital asset management, including asset inventory guidelines, to guide KOREM in developing a digital asset inventory.

Deliverable 10. Recommendations for a set of rules, policies, and models that determine what kind of data needs to be collected and how it gets used, processed, and stored within the database system of the power market.

Deliverable 11. An integration roadmap that will allow the system to be scaled up in the future and be flexible enough to accommodate increasing volumes of data.

Deliverable 12. A strategy document for data architecture and digital architecture.

Task 3.   **Deliverable 13.** A detailed plan for conducting a cybersecurity risk and vulnerability assessment of KOREM's virtual operations. The plan shall include all subtasks listed under Task 2 (subtasks 3.1 through 3.4) with objectives, required actions, expected deliverables, and a list of supporting materials. The plan shall be submitted to USEA as a draft for comment no later than three weeks prior to the scheduled commencement of the activity.

Deliverable 14. The initial meetings agendas and materials to provide KOREM with a thorough overview of a cybersecurity risk and vulnerability assessment, including a data questionnaire. These materials shall be submitted to USEA as a draft for comment no later than two weeks prior to the scheduled virtual meeting(s).

Deliverable 15. A draft training curriculum, and pre-training and post-training surveys submitted to USEA at least 2 weeks prior to conducting the training.

Deliverable 16. A brief Risk and Vulnerability Training Report to include a short training overview, final training agenda, copies of the sign-in sheets and raw results of the pre- and post-training surveys.

Deliverable 17. A Cyber Risk and Vulnerability Assessment Report to include the following:
● An overall assessment of the severity of the findings and risk exposure
● a detailed description of test and attack scenarios utilized
● a detailed description of discovered vulnerabilities with risk scores assigned to these vulnerabilities
● detailed recommendations of prioritized actions to address these vulnerabilities and improve related KOREM policies and practices, including but not limited to the following
  ✓ cybersecurity recommendations for remote access and cloud security processes and procedures
  ✓ security control requirements for KOREM's data and systems
  ✓ requirements for vulnerability detection processes and systems

The Report shall be produced in the form of a full report and an executive summary.

Task 4.   **Deliverable 18.** A detailed plan for assisting KOREM with developing robust IRP processes and procedures. The plan shall include all subtasks listed under Task 4 (subtasks 4.1 through 4.7) with objectives, required actions, expected deliverables, and a list of supporting materials. The plan shall be submitted to USEA as a draft for comment no later than three weeks prior to the scheduled commencement of the activity.

Deliverable 19. The initial meetings agendas and materials to provide KOREM with a thorough overview of IRP processes and procedures, including a data questionnaire. These materials shall be

submitted to USEA as a draft for comment no later than two weeks prior to the scheduled virtual meeting(s).

Deliverable 20. A draft curriculum for the incident simulation training, and pre- and post-training surveys submitted to USEA no later than 2 weeks prior to conducting the training.

Deliverable 21. A brief Incident Simulation Training Report to include a short training overview, final training agenda, and raw results of the pre- and post-training surveys.

Deliverable 22. A detailed Incident Response Plan for KOREM, incorporating all issues described in Subtasks 4.2 through 4.5 and Subtask 4.7.

All deliverables shall be submitted in a digital format to the USEA Program Manager overseeing this activity.

Reporting:

The Subawardee and/or consultant will report to USEA.

Schedule:

The project is expected to begin in September 2024 and be completed by March 2025. These tentative assignment dates are provided solely for information purposes and the benefit of bidders. Modification of these assignment dates will not constitute a change in scope.

V. PROPOSAL CONTENT

The proposal must follow the structure outlined below, contain the following components, and be within page limitations. Failure to follow the outline and page limits prescribed or the exclusion of any of the required items will impact the proposal's scoring. Maximum proposal limit 50 pages (inclusive of cover page and annexes).

Cover Letter			
Subject heading	**Description**	**Notes**	**Maximum Page Limit**
Cover Letter	Must include the bidder's current Unique Entity ID (UEI) assigned to an entity by SAM.gov. Give the status of System of Award Management (SAM) registration.	Proposals without a UEI number will not be considered and need not apply.	1 page

Technical Proposal			
Subject heading	**Description**	**Notes**	**Maximum Page Limit**
Understanding of the issues	Demonstration of an understanding of the issues outlined in the SoW	Bidder to avoid repeating the information already provided in the RFP.	1 page
Technical approach	Approach to implementing the SoW		4 pages
Schedule of tasks	Proposed schedule of tasks and deliverables per the SoW		1 page
Team members, key assignments and bio sketches	For each member of the team: 1st: Summary of work to be performed by/assignment of each individual proposed. 2nd: (Immediately following the assignment) Short bio sketch that highlights the individual's direct experience with the subject matter.	Bidder can propose a consortium of multiple organizations and/or individuals; however, one organization must be identified as the lead organization who will enter into a contract with USEA and be in compliance with the SAM and UIE requirements noted in this RFP.	1 page per person total ½ page for assignment per person, followed by ½ page for bio sketch

Financial proposal			
Subject heading	**Description**	**Notes**	**Maximum Page Limit**
General Instructions	Must be in USD Must be inclusive of taxes (if applicable) USEA reserves the right to request a budget narrative after a proposal has been submitted Bidders are strongly encouraged to use the enclosed budget template		
Summary of costs fees	Line-item budget excluding labor with detailed justification of all costs associated with the project, including direct and indirect costs (printing, admin supplies, etc.).		1 page
Labor	Anticipated labor costs, broken down by the number of man-hours and fully loaded daily rate for each individual proposed for this project.	Must include names and titles of the individuals All salary information will be kept confidential	1 page

The proposal must follow the structure outlined below, contain the following components, and be within page limitations. Failure to follow the outline and page limits prescribed or the exclusion of any of the required items will impact the proposal's scoring. Maximum proposal limit 50 pages (inclusive of cover page and annexes).

Annexes			
	Description	**Notes**	**Maximum Page Limit**
Annex 1	Proof of System of Award Management (SAM) registration	Please note that SAM registration is a 10-step process and can take several weeks to complete. Please refer to this guide for more information. If a bidder has not completed the SAM registration process by the proposal submission due date, USEA will accept a proposal if it includes a PDF copy of an email from "notification@sam.gov" to the bidder stating that the bidder "successfully submitted the entity registration for NAME OF COMPANY in the U.S. Government's System for Award Management (SAM)". Proposals without proof of SAM registration or an email from notification@sam.gov stating acceptance of SAM application, will not be considered and need not be submitted.	1 page
Annex 2	Curricula Vitae	Summary of relevant experience of each proposed team member for (not beyond) the past 10 years. Relevant experience should be listed chronologically (starting with the most recent).	2 pages per person
Annex 3	USAID Contractor Employee Biographical Data Sheet	Completed USAID Contractor Employee Biographical Data Sheet forms (https://www.usaid.gov/forms/aid-1420-17) for each employee proposed for this project. Bidders must fill the form completely and should follow the instructions provided in the form. Salary information must be included, but the information will be kept confidential. Bidders must submit the form for all team members mentioned in the proposal as per the template provided. Bidders are not allowed to not make any modification in the template. USEA reserves the right to reject a proposal that does not meet the aforementioned requirements.	1 page per person
Annex 4	Organization experience	Summary of the company's or companies' background and experience with similar projects.	3 pages

VI.   EVALUATION CRITERIA

All bidders are required to provide a UIE number and maintain a current SAM registration. Proposals without a UIE number or proof of SAM registration will not be considered.

In evaluating the proposals, USEA will seek the **best value for money** rather than the lowest priced proposal. Selection of an offer for a subaward award will be based on an evaluation of proposals against qualifications, subject matter expertise and budget justification. USEA will use a two-stage selection procedure:

- the first stage will evaluate the Technical Proposal: Proposals shall first be evaluated from a technical standpoint (qualifications and subject matter expertise) without regard to proposed budget justification.
- the second stage will evaluate the Cost Proposal for proposals that pass the Technical Proposal evaluation.

Specifically, the selection committee will evaluate each proposal upon the following criteria and using the following weighting:

Evaluation Criteria:	20%:	Experience with similar projects
	5%	Experience implementing projects in Kazakhstan and/or Central Asia
	5%	Experience working with electric utilities
	20%:	Subject matter expertise (based on education and other relevant experience)
	30%	Technical approach
	20%:	Cost

If at any time prior to the award USEA deems there to be a need for a significant modification to the terms and conditions of this RFP, USEA will issue such a modification as a written RFP amendment to all competing bidders. No oral statement of any person shall in any manner be deemed to modify or otherwise affect any RFP term or condition, and no bidder/applicant shall rely on any such statement. Such amendments are the exclusive method for this purpose.

USEA is not bound to accept the lowest or any proposal and reserves the right to accept any proposal in whole or in part and to reject any or all proposals.

USEA shall not be legally bound by any award notice issued for this RFP until an agreement is duly signed and executed with the winning bidder/applicant.

Any resulting agreement will be subject to the terms and conditions contained in the Subaward and/or Consulting Agreement.

VII.   QUESTIONS AND CLARIFICATIONS

All questions and clarification requests related to this RFP should be submitted via email to Ms. Marina N. Barnett, Program Manager, at mbarnett@usea.org no later than June 24, 2024. All questions and answers will be posted on USEA's website.

END OF RFP