



Energy IDIQ II Statement of Capabilities

April 2021

CORE International Energy IDIQ II Team Members



Award winning delivery experience

Broad capabilities across energy sector disciplines

Industry-leading thought leadership

Diverse geographical experience, footprint, and relationships

Global energy challenges and the CORE International Team

Poor access to electricity can have a profound impact on populations. Without reliable power, economies are often unable to build a sound business environment, attract critical investment, and improve productivity. Poor access can also have profound social costs, worsening quality of health care, reducing access to education, and preventing women's economic empowerment. Sustainable power sector growth in developing nations is constrained by a wide variety of challenges. Across the power sector value chain, poor governance, weak planning, inefficient operations, and a lack of capacity hold back transformation of the sector and increased private sector participation. These constraints are also paired with an endemic resistance to change that can undermine even the best-designed plans and strategies.

The CORE International Team was built to provide USAID with the access to the diverse technical capabilities required to deliver large power sector programs in extremely diverse and challenging environments. Our team provides access to:

- Award winning delivery experience
- Broad capabilities across energy sector disciplines
- Industry-leading thought leadership
- Diverse geographical experience, footprint, and relationships

About CORE International and our proven record of delivery

CORE International (CORE), a Woman Owned Small Business, was established in 1984 with the mission to provide power sector advisory services to governments, donors, and investors to increase access of reliable energy to fuel economic growth.

Over our 37-year history, we have served a broad variety of multilateral and bilateral development partners and successfully led and managed several large global IDIQ-type contracts including five USAID energy IDIQs, one multi-year contract for the National Renewable Energy Laboratory, five energy IDIQs for USTDA, and one IQC with the U.S. Department of the Interior. Through these IDIQs CORE has implemented more than 30 Task Orders and 400 Work Orders. CORE has also provided advice directly to host country institutions and companies including work with the governments of roughly 60 countries, regulators in more than 20 countries, and over a dozen utilities in Asia, Africa, Latin America, and Europe.

CORE International is proud of our record of advising our development partners including:

- US Agency for International Development
- Millennium Challenge Corporation
- World Bank
- Asian Development Bank
- European Bank for Reconstruction and Development
- US Trade and Development Agency
- Swedish International Development Cooperation Agency - SIDA
- Department for International Development - UK
- German Corporation for International Cooperation - GIZ

Our record of successful performance is built on delivery of leading technical advisors, close partnership with our IDIQ team members, and robust risk and project management processes refined through decades of iteration. We are proud to be a USAID partner in advancing solutions to global energy challenges.

The CORE International Energy IDIQ 2 Team



- Woman-owned small business founded in 1984
- Proven IDIQ prime contractor
- Held five energy IDIQ-type contracts implementing task orders ranging from \$400k to \$7.5m
- Leading small business provider of consulting services to donors, governments, regulators, utilities, private corporations, and training institutions in over 60 developing countries and emerging economies
- Strong financial management with approved NICRA



- More than 600 energy and sustainability consultants - the largest energy and sustainability consulting team in the industry
- Experience spanning the full power and utilities value chain with clients that include the world's 60 largest electric, water, and gas utilities; the 20 largest independent power generators; and the 20 largest gas distribution and pipeline companies



- Leading Pan-African law firm
- Over a century of operations and specialists in energy law, corporate law, governance, banking and finance law, renewable energy (RE), Independent Power Producers (IPPs), Power Purchase Agreements (PPAs) and utility governance



- 600-person environment consultancy offering environmental and social support services
- Work in more than 55 countries, USAID's largest provider of environmental training/management services



- More than 35 years of experience in 45 countries in electrical engineering and associated areas
- Substantial presence in Latin America with offices in Florida, Colombia, Chile, Ecuador and Mexico



- Women Owned Small Business
- Specialists in consulting, project development, capital raising/advisory, and investment origination for sustainable development



- India's largest power company with ongoing operations as a power utility with 8,700 MW in capacity
- Deep capacity providing technical services including network monitoring and control, power flow, testing and commissioning, outage management, metering/billing/collections, loss reduction, IT and Smart Sustainable Systems

CORE International Team capability for IDIQ service delivery

Assessments, Strategies, Program Designs and Evaluations

The CORE Team has decades of experience developing sector assessments and strategies, designing power sector reform programs, and delivering evaluations including reviews of power sector structure and development of reform roadmaps; development of diagnostics and strategies to encourage private investment; assessment of the performance of utilities; and analysis of the impacts of regulations on sector performance.

<p>USAID Technical and Advisory Assistance to the Ministry of Energy in the Republic of Georgia (CORE)</p> <p>TA, capacity building, and advisory services were provided to the Ministry of Energy of Georgia through 8 full-time local staff, dozens of local technical experts and subcontractors, and specialized expatriate personnel. The support included assistance in developing amendments to existing energy laws; preparing policy papers and approaches to modernize the country's power market structure; pre-feasibility studies, feasibility studies, research on improving Georgia's energy security; and a comprehensive approach to gender mainstreaming in the country's energy sector including explicit policies for recruiting women for jobs at all levels.</p>	<p>Power Africa - Scaling Up Commercial Off-Grid Electrification Solutions in Senegal (Guidehouse)</p> <p>USAID's Power Africa program contracted with Guidehouse to perform an in-depth and structured diagnostic of the off-grid enabling environment in Senegal. Guidehouse used the Beyond the Grid Catalyst Framework to analyze the off-grid sector along eight enabling environment dimensions to identify constraints related to governance models, supporting regulations, financing, and more. Following completion of the diagnostic, the Guidehouse team assembled more than twenty concrete recommendations to attract private investment and enable scaling of commercial off-grid solutions.</p>
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Creating Enabling Environments for Energy Sector Reform and Governance

The CORE team offers USAID broad experience with energy sector reform and governance in countries of varying levels of development and power sector maturity. This experience spans a wide variety of assignments including regional initiatives, country-wide strategies, and more tactical policy, regulatory, and institutional reforms.

<p>Namibia Independent Power Producer (IPP) and Investment Market Framework Technical Assistance (USTDA), 2006-2009 and 2016-2017 to Develop Namibia's National IPP Policy (CORE)</p> <p>TA to the Electricity Control Board of Namibia (country's regulator) in developing an Independent Power Producers (IPP) Framework, Capacity Building, and Skills Transfer for the development of a strong IPP Market. Work products included: Investment Opportunity Analysis; IPP Framework Model; Guidelines, Procedures, and Model Documents for IPP Projects; Market Model; Model PPAs; Development Impact Modeling; Power Pricing; and Public Communications and Outreach.</p>	<p>IPP Office of the South African Department of Energy Renewable Energy Independent Power Producer Procurement Program (REIPPP) and the subsequent IPP Program (Bowmans)</p> <p>Bowmans has been legal advisor since 2010 for development of the REIPPP, advising on bankable agreements that encourage private sector investment and limit government risk. Bowmans has participated in bid evaluations for five evaluation rounds ensuring a transparent and credible process, and has advised on finalization of the project agreements and the bringing to commercial and financial close of the 64 selected projects.</p>
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Increasing Human Resources and Institutional Capacity Related to Energy

CORE has conducted numerous training and capacity development activities under the USAID Energy and Environment Training Program and People Energy and Development IQCs (as Prime Contractor). Through these and other projects, CORE offers USAID its experience delivering capacity building services on over 30 projects worldwide on topics ranging from utility performance improvement to development of regulations and promotion of private sector investment. CORE has also helped to establish numerous institutional partnerships between US institutions and host country agencies to improve relationships between developing market institutions and their US counterparts.

Capacity Building & Training of 11 Newly Privatized Nigerian Distribution Utilities on Utility Commercialization (CORE)

The 3-year project included detailed diagnoses of the business processes of the utilities and the design and delivery of a training program that included management and technical themes such as revenue modeling; cost control; asset management; loss reduction; outage management; metering, billing, and collections; customer relations; and network monitoring and control. In addition, the project included the design of a Center of Excellence Power Training Institute – National Power Training Institute of Nigeria (NAPTIN) and initial funding by GIZ and USTDA. NAPTIN is now a state-of-the-art training facility in Nigeria and is CORE’s partner in Power Africa.

USAID Distribution Reform, Upgrades, and Management (DRUM), India Task Order (CORE)

CORE worked with 27 distribution companies in the country to improve their commercial, operational, and management capabilities. We forged partnerships with 30 local institutions in India to deliver a train-the-trainer based training rollout. CORE developed highly regarded Reference Books for the trainings on CRM, financial management, the application of IT in distribution system operations, outage management/loss reduction, financial modeling, KPA/KPI development, customer relations, power quality, etc. Training was delivered to 2,300 utility personnel in 18 months and the program was handed over to Indian training institutions that trained an additional 22,000 utility personnel over 3 years.

Catalyzing Private Sector Participation and Investment

The CORE team has broad experience delivering advice and support for programs that encourage and incentivize private sector participation. Examples of such programs include the Commercial Off-Grid Electrification and REIPPP projects cited earlier, as well as a wide range of efforts in the regulatory and policy areas required to improve the attractiveness of new investments.

Development of a Grid Code, Bulk Power Pricing Methodology/Model, and Regulations for Accelerating IPP Investments in Zambia (CORE)

The Government of Zambia was facing a challenge in that despite high potential, IPPs were not encouraged to make investments. Under a SIDA (Sweden) funded project, CORE conducted 3 activities: 1) development of a bulk power pricing approach reflective of cost, 2) finalization of the Zambian Grid Code to clear the way for economical grid integration of IPP power, and 3) development of light-handed regulations to promote private off-grid systems for rural electrification.

Scaling Up Renewable Energy – Support for Energy Procurement (Guidehouse)

Guidehouse is currently providing support as a subcontractor on USAID’s Scaling Up Renewable Energy (SURE) mechanism. Guidehouse is providing support on establishing energy procurement schemes including tendering processes, auction programs, and other mechanisms designed to encourage private participation on commercially attractive terms.

Assessing the Environmental Implications of Energy Services

The CORE Team has assessed the environmental implications of energy projects both at the project planning stage (preliminary environmental assessments – EAs) and at the design and pre-construction stage (full ESAs consistent with local and international environmental requirements). CORE’s sub-contractors, particularly CADMUS and Kima, have conducted scores of ESAs for energy projects meeting international standards and requirements of financial institutions.

Global Environmental Management Support (GEMS)

Cadmus implements USAID’s global environmental management and compliance support contract - an innovative mechanism that provide support to D.C.-based operating units and missions requiring environmental impact assessment (EIA) expertise, training and capacity building for USAID staff and partners, and technical assistance implementing Agency Environmental Procedures (22CFR216 and related requirements).

Improving Disaster Preparations, Responses, and Recovery in Conflict Zones

The CORE Team has hands-on experience in countries with relatively robust institutional structures to post conflict states in planning for both pre-disaster preparation strategies and post-disaster recovery plans.

Caribbean Countries: Preparedness Toolkit for OFDA for Hurricane Mitch Affected Countries

Based on CORE's experience assisting the U.S. Virgin Islands post Hurricane Hugo, USAID contracted with CORE to prepare a checklist document for a joint mission of OFDA and Department of Energy personnel to assist them with their data collection and to prioritize projects for immediate post-hurricane relief for hurricane-stricken countries. A specific focus of the effort was to address energy delivery in order to reduce adverse economic and health impacts on the affected population.

Assessment of the Power Sector Reconstruction Needs in Post-war Liberia

Under contract with USTDA, CORE joined a field mission to Liberia to assess the reconstruction requirements of the Liberian power sector that was devastated during the war. CORE developed 1) a LEC commercialization blueprint, 2) a draft National Energy Policy for Liberia, and 3) an energy paper for the President of the Country. CORE also prepared a grant for a feasibility study for the reconstruction of the Mount Coffee Hydropower Plant later funded by USTDA.



The CORE Energy IDIQ 2 Team provides expertise across all technical areas and world regions. As a small business Prime Contractor, CORE has contracted with over 150 local organizations and experts, adding new, quality partners to the USAID roster of implementers. CORE's most recent Dun and Bradstreet Open Ratings Report gives CORE a **94 Overall Performance Rating** (out of a 0 – 100 scale), **ranking CORE "TOP" in the management consulting industry with zero negative feedback.** Please contact us for any further information or more details on our qualifications.

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