



CRDF GLOBAL

REQUEST FOR PROPOSAL

Strengthening Insider Threat and Personnel Reliability Programs in Mexico's Semiconductor Sectors

Deadline: 09/11/2026

SUMMARY:

On behalf of the United States Department of State, Bureau of Arms Control and Nonproliferation, Office of Cooperative Threat Reduction (ACN/CTR), CRDF Global is seeking a Subject Matter Expert (SME), individually or as part of a team, to support the development and delivery of a two-day interactive workshop in Mexico City or a similar location for academic and industry personnel from Mexico's semiconductor and semiconductor-related institutions. The workshop will focus on strengthening institutional identification, prevention, response, and governance of insider threat and personnel reliability risks in Mexico's semiconductor sectors.

The SME should demonstrate expertise in insider threat mitigation, personnel reliability, institutional security governance, access controls, information protection, foreign influence risk awareness, and incident reporting mechanisms. The SME will contribute to the design of the workshop and support delivery of an interactive, scenario-based program that enables participants to identify and mitigate risks relevant to semiconductor design, manufacturing, testing, packaging, research, and related supply chain activities.

Participants will include academic and industry stakeholders from Mexico's semiconductor and semiconductor-related sectors. Academic participants may include administrators, department heads, compliance managers, laboratory directors, and key faculty from universities with microelectronics, engineering, or semiconductor programs. Industry participants may include security managers, compliance managers, human resources personnel, facility managers, and other relevant leaders from companies involved in semiconductor design, manufacturing, testing, packaging, or related supply chain activities.

SCOPE OF WORK:

The selected contractor(s) will contribute to the design, development, and delivery of a two-day, interactive workshop in Mexico City or a similar location focused on strengthening institutional identification, prevention, response, and governance of insider threat and personnel reliability risks among academic and industry stakeholders in Mexico's semiconductor and semiconductor-related sectors.

The workshop will utilize expert presentations, facilitated discussions, tabletop-style activities, and scenario-based exercises to address insider threat indicators, workforce reliability, access controls, information protection, foreign influence risks, and incident reporting mechanisms within semiconductor design, manufacturing, testing, packaging, research, and related supply chain environments.



The contractor(s) will design and develop workshop materials, including agendas, presentations, facilitator guides, participant exercises, case studies, and practical leave-behind resources for participants. Materials should support institutional prevention, response, governance, and reporting approaches for insider threat and personnel reliability risks and, where appropriate, leverage previously developed resources for efficiency and cost effectiveness.

All materials must be developed in coordination with CRDF Global and ACN/CTR and tailored to the institutional, operational, and sector-specific contexts of participating organizations in Mexico. Following the workshop, the contractor(s) will submit an after-action report capturing key findings, observed challenges, identified vulnerabilities or gaps, and recommendations for future programming.

The objective of the project is to strengthen institutional identification, prevention, response, and governance of insider threat and personnel reliability risks among academic and industry stakeholders involved in semiconductor design, manufacturing, testing, packaging, research, and related supply chain activities in Mexico. By the end of the program, participants will be able to identify institutional vulnerabilities; recognize indicators of workforce, access control, information protection, and foreign influence concerns; and apply practical approaches for prevention, response, governance, and reporting within semiconductor and semiconductor-related environments. Participants will also develop a stronger understanding of cross-functional coordination among academic administrators, laboratory leaders, security managers, compliance personnel, human resources personnel, facility managers, and other relevant institutional leaders.

Anticipated Period of Performance: Date of Agreement Execution – December 31, 2026

TASKS AND DELIVERABLES

The SME will complete the following tasks in support of a two-day, interactive workshop focused on insider threat and personnel reliability risks for academic and industry stakeholders in Mexico's semiconductor and semiconductor-related sectors.

Task One: Workshop Design and Material Development

The contractor(s) will design a detailed agenda for the two-day workshop aligned with the Scope of Work. Following CRDF Global review and finalization of the agenda, the contractor(s) will develop workshop materials required for delivery, including expert presentations, facilitator guides, participant exercises, case studies, tabletop-style activities, scenario-based exercises, and practical leave-behind resources. CRDF Global will provide feedback on the agenda and materials, which should be addressed in full in the final versions.

Task One Deliverables:

- Draft workshop agenda (within 10 business days after kick-off call)
- Final workshop agenda (within 5 business days of receiving feedback)
- Draft workshop materials, including presentations, facilitator guides, case studies, exercises, tabletop-style activities, and leave-behind resources (at least 30 days prior to the workshop)
- Final training materials (within 5 business days of receiving feedback)

Task Two: Delivery of Two-Day Workshop

The contractor(s) will deliver the two-day workshop in accordance with the approved agenda and materials. The contractor(s) will facilitate expert presentations, interactive discussions, tabletop-style



activities, and scenario-based exercises focused on insider threat indicators, workforce reliability, access controls, information protection, foreign influence risks, and incident reporting mechanisms.

The contractor(s) will guide participants through practical exercises that support identification of institutional vulnerabilities, recognition of workforce and information protection concerns, and application of prevention, response, governance, and reporting approaches within semiconductor and semiconductor-related environments.

Task Two Deliverables:

- Delivery of two-day workshop in Mexico City or a similar location
- Brief post-workshop readout summarizing key observations, participant engagement, discussion themes, and notable challenges (within 2 business hours after each workshop day)

Task Three: Project Management and Reporting

The contractor(s) will coordinate with CRDF Global, the U.S. Department of State, and other contributing experts throughout the period of performance. This includes participation in regular planning calls and ad hoc coordination meetings, as needed, to support alignment on workshop design, delivery, logistics, participant engagement, and overall program execution.

Following completion of the workshop, the contractor(s) will develop a comprehensive After-Action Report (AAR) summarizing key findings, major discussion themes, observed vulnerabilities or gaps, implementation challenges, and recommendations for future programming related to insider threat and personnel reliability risk mitigation in Mexico's semiconductor sectors.

Task Three Deliverables:

- Final After-Action Report (within 7 business days after the workshop is conducted)

CONTRACTOR REQUIREMENTS

- Demonstrated ability and willingness to incorporate cost-sharing, leverage existing resources, and provide in-kind contributions (e.g., staff time, materials, tools, or institutional support) to maximize project impact and efficiency.
- Ability and willingness to participate as part of a team of experts contributing to the development and delivery of workshop activities and materials.
- Willingness to accommodate reasonable changes or adjustments to content or delivery as directed by CRDF Global or the Funder.
- Ability to conduct the workshop within a December 2026 timeframe.
- Demonstrated commitment to interactive, participant-centered training design, with the ability to develop and deliver materials in-person, prioritizing active engagement over passive instruction, including through facilitated discussions, case-based learning, tabletop-style exercises, and scenario-driven problem solving.
- Relevant experience in insider threat mitigation, personnel reliability programs, institutional security governance, access controls, information protection, foreign influence risk awareness, incident reporting, or related semiconductor sector security fields. Academic and professional qualifications are considered equally relevant; expertise gained in an academic capacity is weighted no less than expertise gained through professional experience.



Each proposal must include:

- **Proposed Technical Approach:** A detailed description of how the offeror will execute the Scope of Work and Tasks, including the approach to designing and delivering a scenario-based, interactive workshop and supporting participants with practical leave-behind materials after the workshop. The technical approach should clearly describe how materials and exercises will be tailored to strengthen institutional identification, prevention, response, and governance of insider threat and personnel reliability risks for academic and industry participants from Mexico's semiconductor and semiconductor-related sectors. The technical proposal should not exceed 10 pages, excluding CVs and cost proposals.
- **Project Team and Relevant Experience:** CVs and/or bios for proposed personnel, including roles and responsibilities and relevant expertise supporting workshop design and delivery. Demonstrated experience developing and delivering similar training activities, including scenario-based, case-based, or tabletop-style training; experience related to insider threat mitigation, personnel reliability programs, institutional security governance, access controls, information protection, foreign influence risk awareness, incident reporting, or related semiconductor sector security fields; and experience working with academic, industry, or semiconductor-related institutions in Mexico, or in comparable research, manufacturing, or supply chain contexts.
- **Cost Proposal (USD):** A detailed cost proposal in USD, including number of hours and cost breakdown by task/deliverable.
 - The cost proposal should reflect all professional fees and level of effort required to complete the Scope of Work and should be consistent with the proposed technical approach.
 - Offerors may include cost-sharing or in-kind contributions as applicable, provided all items are clearly labeled.
 - Please use the template below, or a similar breakdown that clearly ties back to the tasks as listed, in crafting the cost proposal.
 - **Travel Cost Proposal:** If travel is required under the proposed Scope of Work, the Applicant must include a detailed travel budget that reflects the nature of the proposed technical approach and implementation plan. Travel costs must be reasonable, necessary, and directly allocable to the performance of the project. The travel budget must, at a minimum, include: number of travelers, origin and destination, meals & incidental expenses (M&IE), ground transportation, any visa or required travel documentation costs. Flights and lodging will be booked directly by or in close coordination with CRDF and thus do not need to be included in the travel cost proposal.
 - All proposed travel costs must be prepared in accordance with applicable Federal Travel Regulations (FTR) and U.S. General Services Administration (GSA) per diem rates, as applicable to the travel location. Lodging and M&IE rates shall not exceed the allowable federal per diem rates unless specifically justified and approved in writing.
 - In addition, all air travel funded under this award must comply with the Fly America Act (49 U.S.C. § 40118). Applicants must budget for U.S. flag air carriers unless a documented exception applies under the Fly America Act or applicable Open Skies Agreement.
 - Failure to provide a detailed and compliant travel budget may result in the cost proposal being deemed non-responsive.

Cost Proposal Template



Task/Deliverable	Number of People	Number of Hours	Hourly Rate (USD)	Total (USD)
Task One: Workshop Design and Material Development				
Task Two: Delivery of Two-Day Workshop				
Task Three: Project Management and Reporting				
Total				

Also Include separate detailed travel budget.

CONTRACTOR SELECTION CRITERIA:

Scoring will be based on CRDF Global's evaluation of the Contractor's ability to meet CRDF Global's key requirements. That includes competitive pricing, quality of proposal, past performance, and credentials/experience of key personnel. CRDF Global reserves the right to accept or reject any and all proposals and to negotiate terms of any subsequent agreements at its own discretion. CRDF will select the contractor who provides the best value in terms of overall price and experience.

Best Value Trade-Off:

Successful proposals will be selected based on both technical and price factors, weighing them to determine which offer represents the best value. Technical factors, such as experience, innovation, and past performance, may be more heavily weighted than price. CRDF Global reserves the right to select a higher-priced proposal if it offers superior technical benefits or overall value. CRDF Global retains full discretion to contract for all, some, or none of the activities included in any proposal submitted under this RFP. CRDF Global also reserves the right to select multiple proposals and/or SMEs and combine or assign complementary roles among selected offerors to achieve the best overall technical approach and value in support of the activity.

Evaluation Scoring Methodology:

Proposals will be evaluated on a 100-point scale, per the criteria and subfactors listed below.

Evaluation Criteria	Weight (%)	Subfactors
1. Technical Approach	40%	• Feasibility and clarity of the proposed approach • Understanding of the workshop objective and outcome • Approach to utilize expert presentations, interactive discussions, and scenario-based exercises in a workshop setting • Ability to leverage already developed training materials related to insider threat mitigation, personnel reliability, institutional security governance, access controls, information protection, foreign influence risk awareness, and incident reporting for academic and industry



Evaluation Criteria	Weight (%)	Subfactors
		stakeholders from semiconductor and semiconductor-related institutions in Mexico
2. Past Performance and Qualifications	40%	• Relevant experience in insider threat mitigation, personnel reliability programs, institutional security governance, access controls, information protection, foreign influence risk awareness, incident reporting, or other related semiconductor sector security fields • Experience developing and delivering scenario-based, case-based, tabletop-style, or other interactive training activities for foreign partners and audiences • Demonstrated successful delivery of similar training or advisory projects, and relevance of past work to insider threat mitigation, personnel reliability, institutional security governance, and semiconductor sector security • Evidence of effective outcomes, stakeholder engagement, participant-centered delivery, and program impact • Availability and commitment to the project timeline, including preparation, delivery, coordination, and post-workshop reporting requirements
3. Price/Cost	20%	• Overall cost compared to market rates • Cost realism • Price structure • Cost share (as applicable)
Total	100%	

Procurement Timetable:

This procurement process is intended to follow the timeline below:

Activity	Date
1. Request for Proposal (RFP) Issued	August 28, 2026
2. Submit Questions to CRDF Global (Kamel Al Dajani kaldajani@crdfglobal.org & Mr. Abishai Kelkar, akelkar@crdfglobal.org)	September 4, 2026
3. Send out Q&A to all bidders	September 7, 2026
4. Proposal Submission Deadline	September 11, 2026, 11:59 PM Eastern Daylight Time
5. Anticipated Contract Issuance	October 2, 2026

Submission:

Proposals should be submitted to Kamel Al Dajani, kaldajani@crdfglobal.org & Mr. Abishai Kelkar, akelkar@crdfglobal.org, no later than Friday, September 11 at 11:59 PM Eastern Daylight Time.



Proposals should be submitted as electronic documents in **PDF, Word or Excel format** and **please add “RFP Response – Strengthening Insider Threat Programs – Mexico” to the subject line.**

Background:

CRDF Global is an independent nonprofit organization founded in 1995 in response to the collapse of the Soviet Union and the threat of large-scale proliferation of weapons technology from the region. With support authorized by the Nunn-Lugar Act of 1991 and the Freedom Support Act of 1992, as well private foundation contributions, CRDF Global embarked on bolstering the global scientific community and fostering alternatives to weapons research.

In the past 30 years, our work has expanded to address ever-changing global concerns, but our commitment to ensuring the success of our partners remains the same. We are a leading provider of flexible logistical support, program design and management, and strategic capacity building programs in the areas of higher education, CBRNE security and nonproliferation, border security, cybersecurity, global health, technology entrepreneurship, and international professional exchanges.

With offices in Arlington, VA; Amman, Jordan; Kyiv, Ukraine; Manila, Philippines; Almaty, Kazakhstan; and Warsaw, Poland; CRDF Global’s global staff and networks of local community and government stakeholders deliver programs tailored to specific regions that advance U.S. security interests in over 120 countries across the globe.

Vision Statement:

Our world, healthy, safe, and sustainable.

Mission Statement:

Safety, security, and sustainability through science, innovation, and collaboration.

Values:

We do the right thing.

We care about each other and the people we work with.

We work together to deliver excellence

CRDF Global provides equal opportunities to all qualified individuals without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran status, or disability. We are committed to fostering a respectful, collaborative, and supportive work environment where all individuals can contribute and thrive. We recognize and uphold the inherent value and dignity of every person, and we strive to maintain a workplace that honors a wide range of backgrounds, perspectives, and experiences.

More information is available at www.crdfglobal.org.

Solicitation Terms & Conditions:

Right to Select Suppliers. CRDF Global reserves the right to negotiate with and select all qualified suppliers at its own discretion and is not obligated to inform suppliers of the methods used in the selection process. CRDF Global reserves the right to dismiss any and/or all suppliers from the bid process and reject any and/or all proposals.



Obligation. This RFP does not bind nor obligate CRDF Global in any way. CRDF Global makes no representation, either expressed or implied, that it will accept or approve in whole or in part any proposal submitted in response to this RFP. CRDF Global may reward, in whole or in part, the proposal at its sole discretion.

Notification. CRDF Global will notify bidders following completion of the evaluation process, as to whether or not bidders have been awarded the contract. The only information regarding the status of the evaluation of proposals that will be provided to any inquiring bidder shall be whether or not the inquiring bidder has been awarded the contract. CRDF Global may, at its sole discretion, inform any inquiring bidder of the reason(s) as to why it was not awarded the contract.

Binding Period. Following the due date of submission of this Proposal, the pricing included in this RFP shall be binding upon the supplier for the duration of the contract.

Hold Harmless. By submitting a response to the RFP, bidder agrees that CRDF Global has sole discretion to select any and/or all suppliers. During or following the conclusion of this process, bidders waive their rights to damages whatsoever attributable to the selection process, materials provided, supplier selection, or any communication associated with the RFP process and supplier selection.

Transfer to Final Contract. The terms and conditions of the RFP, including the specifications and the completed proposal, will become at CRDF Global's sole discretion, part of the final contract (the "Agreement") between CRDF Global and the selected bidder. In the event that responses to the terms and conditions will materially impair a bidder's ability to respond to the RFP, bidder should notify CRDF Global in writing of the impairment. If bidder fails to object to any condition(s) incorporated herein, it shall mean that bidder agrees with, and will comply with the conditions set forth herein.

Exceptions. Any exceptions to the terms and conditions or any additions, which bidder may wish to include in the RFP, should be made in writing and included in the form of an addendum to the applicable Section in the RFP.

CRDF Global Proprietary Information. Supplier agrees that all non-public information contained in this document and communicated verbally in reference to this RFP by CRDF Global shall be received for the sole discretion and purpose of enabling the supplier to submit an accurate response to this RFP. The information contained in this RFP and disclosed during the course of negotiations and communications are proprietary in nature and under no circumstances to be disclosed to a third party without prior written consent from CRDF Global.

Supplier Proprietary Information. Information contained in the response to this RFP will be considered proprietary in nature if marked "confidential" or "proprietary". Such marked documents will not be disclosed to third parties outside CRDF Global with the exception of retained consultants under contractual confidentiality agreements.