



**UNITED STATES ENERGY ASSOCIATION  
ENERGY TECHNOLOGY AND GOVERNANCE PROGRAM  
COOPERATIVE AGREEMENT #AID-OAA-A-12-00036  
OCTOBER 19, 2021**

**REQUEST FOR PROPOSALS: USEA/USAID AID-OAA-A-12-00036 2022-714-01  
Digital Asset Inventory for the Electric Power Transmission System Operator of  
North Macedonia (MEPSO) and the Electric Power Distribution System Operator of  
Albania (OSHEE)**

**Questions Due: November 5, 2021**

**Proposals Due: November 16, 2021**

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**I. Introduction**

The United States Energy Association (USEA) is a nonprofit, apolitical, nonlobbying 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, sustainable, and environmentally acceptable energy in partnership with the U.S. Government.

Through its Energy Technology and Governance cooperative agreement <https://usea.org/program/etag> with the United States Agency for International Development’s Bureau for Europe and Eurasia (E&E), USEA provides training and technical support to the countries of the Western Balkans, the Caucasus, Ukraine, and Moldova to improve their energy security.

A component of the ETAG Program is the Utility Cyber Security Initiative (UCSI). The UCSI is a partnership of electric power and natural gas utilities seeking to improve critical infrastructure cyber security in the Europe and Eurasia region. UCSI provides the partners with training, the exchange of best practices with utilities in the United States and Europe, and targeted technical support. The partnership recognizes that securing energy sector digital assets from cyber-attack is essential to maintaining a secure and reliable supply of electric power for economic development.

The partnership has developed a Risk Assessment template customized to the needs of utilities in the E&E region to prioritize cyber risk; a High-Level Cyber Strategy template utilities use to accelerate organizational change needed to initiate comprehensive development of enterprise level cyber security programs; and six Utility Cybersecurity Capability Maturity Model (C2M2) Assessments.

The C2M2 assessments revealed that E&E utilities commonly lack, or are in a very early stage of developing, an inventory of digital assets on their information technology networks (IT). To varying degrees, the utilities are unable to identify and locate digital assets on their networks, catalogue firmware, track software updates, manage configurations, and identify links between digital assets and systems.

Recognizing that the cyber security of electrical network infrastructure is critical to energy security in the E&E region, USEA seeks proposals from qualified consultants to assist MEPSO, the national transmission system operator of North Macedonia, and OSHEE, the national electric power distribution system operator of Albania to develop a pilot digital asset inventory on a portion of their information technology (IT) networks: <https://www.mepso.com.mk/index.php/en/> ; <https://oshee.al/>

An important aspect of the technical support provided to MEPSO and OSHEE relates to sustainability. The technology solution selected, training conducted, and documentation developed under the scope of this assignment will provide MEPSO and OSHEE with the software, skills, and standard operating procedures they will need to extend the digital asset inventory developed under this project to the remainder of their IT networks. The results of this project will be widely shared through the UCSI working group in an effort to scale and replicate development of digital asset inventories across the Europe and Eurasia region. The work will be performed under contract to the United States Energy Association as a project of its Energy Technology and Governance (ETAG) Program.

## **II. SCOPE OF WORK**

The consultant will assist MEPSO and OSHEE develop a digital asset inventory for no less than 250 devices on selected IT subnets. The technology solution, training and accompanying documentation prepared will provide the utilities with the software, skills and standard operating procedures needed to replicate and scale the inventory over the remainder of their IT networks. An essential element of this development assistance project is to build the capacity of OSHEE and MEPSO to employ the technology solution and map the remainder of their IT networks.

The consultant will perform the following tasks:

Task 1 – Develop Project Memorandum of Understanding (MOU)

Task 2 – Procure and Transfer Software Licenses to MEPSO and OSHEE

Task 3 – Install and Configure Software

Task 4 – Scan a Selected Portion of each organization’s IT Network; Develop an Asset Registry;  
Develop a Network Topology Diagram

Task 5 – Train Utility Staff to Scan and Register Assets

Task 6 – Develop Scanning Standard Operating Procedures and Transfer to Utilities

### **Task 1. Develop Project MOU**

The consultant will meet in a series of separate virtual meetings with MEPSO and OSHEE organized by USEA to:

- become familiar with their respective IT system architectures, topologies and the software installed on their IT networks
- select the portion of their IT networks on which to develop the asset inventory
- understand the structure and human resource capacity of their cyber security and IT teams
- arrive at a consensus on the software solution for scanning and cataloguing the assets that is best suited to the specific needs and human resource capacity of each utility
- define the roles and responsibilities of USEA, the consultant, MEPSO and OSHEE as they relate to installing and operating the software

Based on this information and other information deemed necessary by the consultant, the consultant will develop a project MOU for signature by USEA, the consultant and the utilities that will ensure successful delivery of the pilot asset inventory. Proposals should recommend additional provisions they wish to include in the MOU.

The consultant will participate in a MOU signing ceremony with each utility organized by USEA to commemorate the project “kick-off” and to recognize the role of USAID in providing support for the project.

#### **Task 1 Deliverable**

Memorandums of Understanding between USEA, the consultant, MEPSO and OSHEE containing, at a minimum, the information described under TASK 1, above.

#### **Task 2: Procure Software and Transfer Licenses to MEPSO and OSHEE**

Based on the consensus arrived at in Task 1 above, the consultant will procure, and transfer to the utilities software necessary to dynamically probe the IT network and create and automatically update a catalogue of digital assets that will be housed either in the scanning software itself, another software application or in a spreadsheet application prepared by the consultant. In selecting the software, the consultant will balance the human resource capacity of the host utilities with the need for software customization to arrive at an optimal solution for each utility.

At a minimum, the software solution must capture and integrate into the asset registry, the following information:

- Hardware make and model
- Function
- Serial number
- Hardware and software configurations
- Software version number
- Calendar of hardware and software updates
- Connectivity to networks and other devices

Technical proposals must first demonstrate knowledge of digital asset scanning and inventory software applications suited to this assignment. Proposals then must recommend a software application(s) and discuss its use to sustainably scan and catalogue the remainder of the host utility IT assets in the context of developing country human resource and financial limitations.

Proposals must include the cost of the proposed software and the level of effort required to customize, integrate and any cost to maintain it after the project is complete.

#### **Task 2 Deliverable**

Transfer and acceptance of the software application(s) by the host utilities as demonstrated by signed acceptance of receipt by an officer of the company.

#### **Task 3. Software Installation and Testing**

The consultant will travel to North Macedonia and Albania and consistent with the terms of the MOU developed in TASK 1, work with the host utilities to install and configure the software on the MEPSO and OSHEE networks such that it will collect the information required in TASK 2.

#### **Task 3 Deliverable**

Successful installation and software configuration as demonstrated by written concurrence from the host utilities.

#### **Task 4. Scan and Record IT Assets; Develop Network Topology Diagram**

The consultant will travel to North Macedonia and Albania and working with OSHEE and MEPSO staff through an iterative process, scan and record in an asset registry no less than 250 digital devices residing on the portion of the utility IT network selected for this assignment. The consultant will produce a network topology diagram of the recorded assets.

The consultant should budget travel such that it can accomplish Tasks three and four on a single trip.

#### **Task 4 Deliverables**

**4A.** Separate asset registry records of no less than 250 devices for MEPSO and OSHEE contained in the scanning software, a separate registry software or in a spreadsheet application developed by the consultant to receive and transpose data from the registry.

**4B.** Network topology diagram consistent with the asset registry

**TASK 5. Develop and Transfer to MEPSO and OSHEE, Digital Asset Inventory Standard Operating Procedure (SOP)**

The consultant will develop, document and transfer to the host utility a draft SOP for developing the asset inventory and conduct separate virtual workshops to transfer the procedure to OSHEE and MEPSO. The SOP will take the form of a narrative instruction manual prepared in MS Word with appropriate diagrams. The consultant will revise the draft based on the findings of the workshop.

The Cost of translation and interpretation into the local language of the host utilities will be borne by the USEA.

**Task 5 Deliverable**

Asset Registry Standard Operating Procedures and Workshops

**Task 6. Provide Remote Support to MEPSO and OSHEE to Expand the Asset Registry**

The consultant will provide remote support to MEPSO and OSHEE for an additional scan to expand their asset registries using the SOP created in Task 5. The consultant will prepare a final report outlining the accomplishments of the project and lessons learned in its implementation.

**TASK 6 Deliverable**

Final report outlining project accomplishments and lessons learned.

**III. REPORTING**

One-page monthly reports detailing progress to date, challenges to completion, proposed solutions and requests for USEA intervention.

**IV. PROPOSAL CONTENT**

Proposals will contain a technical proposal and a cost proposal. The technical and cost proposals must follow the outlines below. Failure to follow the outlines and page limits will result in disqualification.

**Technical Proposal**

<b>Cover Letter</b>			
	<b>Description</b>	<b>Notes</b>	<b>Maximum page length</b>
	Must include bidder's current Data Universal Numbering System (D-U-N-S) number	Proposals without a D-U-N-S number will not be considered and need not apply.	2 pages

	System of Award Management (SAM) registration		Provide SAMS number or demonstrate application status
<b>Proposal Body</b>			
<b>Subject heading</b>	<b>Description</b>	<b>Notes</b>	<b>Maximum page limit</b>
Qualifications and Similar Work Assignments	Demonstrate previous work on digital asset inventory for critical infrastructure operators	Pre-qualification criteria - Proposals must list previous experience developing digital asset inventories for critical infrastructure operator. Proposals that cannot demonstrate previous experience will be disqualified	2 pages
Understanding of Development Objective	Demonstrate understanding of the importance of the digital asset inventory to future cyber security improvements		1 page
Technical Approach	Approach to implementing the Scope of Work	Discuss the proposed technical approach to each task and link it to the sustainability objectives. Justify the proposed technical solution(s) in terms of cost, customization requirements and applicability to developing country operating environment. Discuss training and capacity building and provide a brief outline of workshop agenda.	7 pages
Team assignments & Bio sketches	For each person nominated	Within the Technical Approach section, link each person nominated to a task  Biographical sketch	Within the 7-page Technical Approach Limit  ½ page per person

Schedule		Provide a project timeline on a task-by-task basis	2 pages
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### Cost Proposal

The sub-agreement between USEA and the winning offeror will be structured as a fixed price for labor sub-agreement for labor, fringe benefits and overhead costs. USEA will fund directly the ground transportation, airfare, lodging, insurance, meals and incidental expenses, interpretation and translation.

Subject heading	Description	Notes
Labor	Task-by-task line-item budget	For each task, provide the following for each person nominated for this assignment: <ul style="list-style-type: none"> <li>• Name</li> <li>• Title</li> <li>• Level of Effort</li> <li>• Fully Loaded Daily Rate</li> <li>• Total amount</li> </ul>
Travel	Provide: <ul style="list-style-type: none"> <li>• number of trips required</li> <li>• locations and duration of each trip</li> <li>• number of travelers</li> </ul>	USEA will fund directly the cost of ground transportation, airfare, lodging, insurance, and a U.S. government approved meals and incidental allowance for all travel.  <b>DO NOT PROVIDE ESTIMATES FOR THE ABOVE COSTS</b>
Software	Cost for software technology solution	Include the cost of the software and any necessary maintenance and support required beyond the life of the project

### Annexes

Subject heading	Description	Notes
Annex 1	Proof of System of Award Management (SAM) registration	<a href="#">SAM registration</a> is a 10-step process and can take several weeks to complete. Please refer to this <a href="#">guide</a> 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 " <a href="mailto:notification@sam.gov">notification@sam.gov</a> " to the bidder stating that the bidder " <i>successfully submitted the entity registration for NAME OF COMPANY in the U.S. Government's System for Award Management (SAM)</i> ".  Proposals without proof of SAM registration or an email from

		<a href="mailto:notification@sam.gov">notification@sam.gov</a> stating acceptance of SAM application, will not be considered and need not apply.
Annex 2	Provide a CV for each person nominated	2 Pages per person
Annex 3	USAID Contractor Employee Biographical Data Sheet	Completed USAID Contractor Employee Biographical Data Sheet forms for each employee proposed for this project <a href="https://www.usaid.gov/forms/aid-1420-17">https://www.usaid.gov/forms/aid-1420-17</a>
Annex 4	Qualifications Statement	No limit

## V. EVALUATION CRITERIA

Selection of a proposal for a subcontract award will be based on an evaluation of proposals against experience, subject matter expertise, technical approach, and cost.

Evaluation Criteria:

- 25%: Experience with similar projects
- 20%: Subject matter expertise & professional experience
- 30% Technical approach
- 20%: Cost
- 5%: Experience working in the Europe and Eurasia Region

## V. SPECIAL TERMS AND CONDITIONS

A subcontract agreement between USEA and the winning bidder shall be subject to all USAID Special Terms and Conditions, including all mandatory FAR 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>
- 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>

## VI. CORRESPONDENCE

All email correspondence related to this RFP should have a subject heading of UCSI Digital Asset Inventory RFP. Questions related to this RFP should be submitted via email with a read-receipt to [proposals@usea.org](mailto:proposals@usea.org) by no later than November 5, 2021. Interested parties are requested to submit final proposals no later than **November 16, 2021 by 5:00 pm EDT**.