



**United States Energy Association
Request for Proposal: Cybersecurity Capability Maturity Model (C2M2) Assessment
for Vietnam Electricity (EVN)**

Issue date of RFP: September 27, 2023

Closing date/time for questions: October 13, 2023, at 5:00PM (EST)

Closing date of RFP: October 25, 2023, at 5:00PM (EST)

Implementing Agency: United States Energy Association

Funding Agency: United States Agency for International Development

Award Ceiling: \$50,000 (Fifty thousand US Dollars)

Program: Advancing Modern Power through Utility Partnerships (AmpUp)

Subject: Request for Proposal (RFP) No. USEA/AmpUp-2023-808-08-01 – United States Energy Association

Re: Cybersecurity Capability Maturity Model (C2M2) Assessment for Vietnam Electricity (EVN)

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 conducting the Cybersecurity Capability Maturity Model (C2M2) Assessment for Vietnam Electricity (EVN).

USEA intends to subaward a sub-agreement and/or consultancy agreement with a period of performance not to exceed 2 months. The project must be completed by December 30, 2023.

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 October 13, 2023**. *In compliance with standard*

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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 Development, Democracy and Innovation (DDI), USEA implements the Advancing Modern Power through Utility Partnerships (AmpUp) Program, available to all USAID-assisted countries and USAID Missions. AmpUp supports the efforts in USAID-assisted developing countries to increase environmentally sustainable energy production and to improve the operational efficiency and increased financial viability of their utilities and related institutions, with the goal of increasing the access of these countries to safe, reliable, affordable and environmentally sound energy services.

II. UTILITY/COUNTRY BACKGROUND

Vietnam Electricity (EVN) is a state-owned company established in 1994. EVN wholly owns the National Power Transmission Corporation (EVNNPT) and five distribution companies, including Northern Power Corporation (EVNNPC), Central Power Corporation (EVNCPC), Southern Power Corporation (EVNSPC), Hanoi Power Corporation (EVNHANOI) and Ho Chi Minh City Power Corporation (EVNHCMC). EVN runs its own strategic and multipurpose hydropower plants, belonging to three power generation corporations, with a total capacity of 29,513 MW, which accounts for 42.6% of the national power generation system, and sells electricity to nearly 29 million customers across the country.

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 DDI funding.

Award Ceiling

USEA is constrained by a \$50,000 budget for this project. This budget does not include travel expenses for the Consultant's travel to Hanoi, Vietnam. USEA will cover those costs. (see Section on USEA Responsibilities).

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

USEA will also be responsible for all logistical arrangements and travel expenses for the in-person activities conducted in Hanoi, Vietnam. This means the arrangements and associated costs of one three-day C2M2 facilitation workshop, including:

- Economy-class roundtrip airfare to Hanoi for one Consultant
- 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
- 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 EVN 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

Depending on data requirements, the Subawardee and/or Consultant might be requested to sign a Non-Disclosure Agreement (NDA) with EVN.

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 conduct the Cybersecurity Capability Maturity Model (C2M2) assessment to evaluate the maturity of EVN's cybersecurity capabilities and improve their cybersecurity initiatives. In the long run, this program will expand EVN's capacity for protecting their operations and Vietnam's National Power Grid against increasing cybersecurity challenges.

Objectives

The objectives of this program are three-fold:

1. To complete an assessment of the maturity of EVN's cybersecurity programs using the C2MS assessment tools;
2. To analyze identified gaps; and
3. To develop a prioritized improvement plan for EVN to implement.

Tasks

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

- Task 1: Prepare EVN for conducting the C2M2 self-assessment by facilitating 2 to 3 virtual meetings to identify up to 4 priority units/departments that would be selected by EVN for the assessment. Facilitating a meeting shall include developing agendas and coordinating meetings logistics, materials, presentations, etc. with relevant EVN staff and other relevant stakeholders. The meetings agendas and materials shall provide EVN 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.
- Task 2: Facilitate the C2M2 assessment during a three-day in-person workshop, conducted in Hanoi, and summarize a consensus response. An outcome of the assessment workshop shall be to prioritize C2M2 management domains in which the utility seeks to advance its maturity and the identification of aspirational goals for the selected domains in consultation with the utility. This task shall include the following subtasks:
- Facilitate the C2M2 self-assessment workshop conducted in-person in Hanoi;
 - Ensure that EVN 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 each EVN unit involved in the assessment. The report will provide each EVN unit involved in the assessment with a visual analysis of the maturity of its cybersecurity program;
 - Review the C2M2 Target Profile Reports with the management of each of EVN unit involved in the assessment;
 - 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 reports for policy setting/project management readers, such as those at USAID and USEA.

- Task 3. Develop and present an Improvement Roadmap to advance the maturity of EVN’s cybersecurity operations, including the following:
- Based on the assessment results, draft a prioritized implementation plan for improving EVN’s cybersecurity posture. The plan shall include actionable short, mid, and long-term recommendations for improvement with performance indicators.
 - Present the Improvement Roadmap to EVN stakeholders and management of each unit/department involved at a virtual meeting.

Deliverables

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

- Deliverable 1. The initial meetings agendas and materials to provide EVN 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 Reports for each EVN unit involved in the assessment to provide these units 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 EVN’s cybersecurity posture. The plan shall include actionable short, mid, and long-term recommendations for improvement with performance indicators.
- Deliverable 5. A final Project Report to include the following:
- An overview of the consultancy (background and the Scope of Work),
 - Statement of consultant’s background and key qualifications, and
 - Recommendations for improving EVN’s cybersecurity policies.

Reporting:

The Subawardee and/or consultant will report to USEA.

Schedule:

The project is expected to begin in early to mid-November 2023 and be completed by the end of 2023. 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 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	<p>Must include the bidder's current Unique Entity ID (UEI) assigned to an entity by SAM.gov.</p> <p>Give the status of System of Award Management (SAM) registration.</p>	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		2 pages
Schedule of tasks	Proposed schedule of tasks and deliverables per the SoW		1 page
Team members, key assignments and bio sketches	<p>For each member of the team:</p> <p>1st: Summary of work to be performed by/assignment of each individual proposed.</p> <p>2nd: (Immediately following the assignment) Short bio sketch that highlights the individual's direct experience with the subject matter.</p>	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.	<p>1 page per person total</p> <p>½ page for assignment per person, followed by ½ page for bio sketch</p>
Financial proposal			
Subject heading	Description	Notes	Maximum Page Limit
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.).	<p>Must be in USD</p> <p>Must be inclusive of taxes (if applicable)</p> <p>USEA reserves the right to request a budget narrative after a proposal has been submitted</p>	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.	<p>Must include names and titles of the individuals. Must be in USD. Must be inclusive of taxes & fees (if applicable)</p> <p>All salary information will be kept confidential.</p> <p>USEA reserves the right to request a budget narrative after a proposal has been submitted</p>	1 page

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. The C2M2 facilitator should have practical experience with the C2M2, the Facilitator’s Guide, and the materials listed in the Facilitator’s Guide.
	5%	Experience implementing projects in Vietnam and/or Southeast 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 October 13, 2023. All questions and answers will be posted on USEA’s website.

END OF RFP