

UNITED STATES ENERGY ASSOCIATION

REQUEST FOR PROPOSALS CYBERSECURITY CAPABILITY MATURITY MODEL (C2M2) ASSESSMENTS FOR UKRENERGO, MOLDELECTRICA, AND MEPSO

Questions & Answers

May 4, 2020

RFP Closing Date: May 17, 2020

1. Please clarify if the need is for “Current” Profile or “Target” Profile. The latter is for the future.

The contractor will provide each utility with a current profile report. An outcome of the assessment workshops 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.
2. A firm fixed labor price is required. Please clarify why hourly rates are requested. We believe the firm fixed price should be sufficient unless USEA desires to undertake the project on Time and Material basis.

Hourly rates are required to justify the firm, fixed price.
3. In view of travel restrictions, would remote workshops be a possibility?

Assume the workshops will be held in country when travel restrictions are lifted.
4. Travel from the US to the region can take nearly 20 hours, would USEA provide premium economy class of service for the flights if travel is required?

Economy class airfare will be provided.
5. Please confirm that all work will be in English. If not, will USEA provide interpretation services or is the contractor expected to procure interpreter services?

All work will be in English. Should interpretation/translation be required, USEA will fund the cost directly.
6. If a vendor is awarded this contract, will it make the vendor non-competitive for further contracts (equipment, solutions, or services)?

No.
7. Will C2M2 v1.1 (2014) or C2M2 v2.0 (2019) be used?

v2.0 is preferred.

8. Does the contractor need to include translation cost for workshop material?
No. Please see the answer to question #5.
9. Does the contractor need to include simultaneous translation cost for workshop?
No. Please see the answer to question #5.
10. What languages should be used for each of the three countries?
The working language will be English.
11. Will there be C2M2 Software (Excel Spreadsheet) already translated for each of the three countries?
No.
12. Will the final reports be expected in English, country language, or both?
All reports should be prepared in the English language.
13. Will the C2M2 Software to be used be downloaded and off-line for the country (recommended) or will it be hosted from a website such as: <https://esc2m2.pnnl.gov/> ?
Offerors should suggest their preference.
14. Will the Workshop be limited to two (2) eight (8) hour days?
Yes.
15. Will there be access to any of the customer's plans/policies/procedures, network diagrams, data flow diagrams, asset/device/firmware list or are the customers answers only locked to the questions of the C2M2?
USEA can request this information from each of the transmission system operators, but will not guarantee they will provide it for the assessment.
16. Do any of these customers have an existing regulatory or internal compliance to a security framework?
Each company is in the process of developing cyber security governance frameworks.
17. Have the customers been previously assessed by any other security framework or regulation?
To our knowledge, they have not been assessed using the C2M2 tool.
18. For each country location, what is the expected number of attendees and what skillsets will attend (C-Suite? Engineers? Techs?)?
Previous C2M2 assessments have included from 6-10 participants including C-suite and engineering staff.
19. Will the findings be made public? And if it is a summary, who creates the summary (USAID or contractor)?
The detailed findings will not be made available to the public.

20. Have the public findings summary for Republic of Georgia been released?
No.
21. From a USEA point of view, were there lessons learned from the C2M2 for the Republic of Georgia?
It is essential to have the support of and participation from the managing board of directors.
22. Would you provide additional thoughts on how you are evaluating C2M2 experience? For example, are you looking for someone who had a hand in authoring maturity models? Are you looking at how extensive the vendor's C2M2 experience is within the utilities and energy space?
Each offeror should provide the fullest explanation of the totality of its experience with C2M2.
23. Will we have the opportunity to present our proposal over tele-conference?
No.
24. Will USEA provide selected vendor with permission to access ETAG's historical assessments in order to prepare the benchmarking report?
Yes.
25. Is there a set agenda for the workshops? Or would the vendor have a hand in the agenda based on prior experience in partnering with clients to help onboard teams and ensure cybersecurity programs are on track with in-person workshops and ongoing consulting?
The contractor will have creative control of workshop agendas, recognizing USEA's substantial involvement in the process.
26. Would selected vendor have the opportunity to author a case study or white paper (for their marketing purposes) on the engagement and findings? This could be done in an anonymous way if needed to protect the identity of the individual utility companies.
Yes.
27. How long do you expect the selection process to take?
The selection process should be completed by mid-June 2020.
28. Understanding that the schedule for implementation and deliverables will be determined upon return of business as normal, will the vendor selection process take place before then or is the expectation for that to be delayed as well?
Please see the answer to question #27.
29. Do you foresee any delays in the procurement process due to COVID-19 after the vendor selection?
There may be a delay in contracting with the selected offeror.

30. Is it possible for selected vendor to do business class travel? If not, would USEA pay for upgradeable tickets?

Please see the answer to question #4.

31. Will you be providing security briefings on the areas the selected vendor will be visiting? Would you be providing security detail if necessary given the location?

USEA will not provide security briefings, nor will it provide a security detail.