



United States Energy Association

Request for Proposals: Writing a Utility Handbook on Cybersecurity and Digitalization for the Electricity Sector

REQUEST FOR PROPOSALS – Writing a Utility Handbook on Cybersecurity and Digitalization for the Electricity Sector

Questions due: December 28, 2020

Closing date of RFP: January 8, 2020

The United States Energy Association (USEA) is inviting prospective organizations or individuals through this Request for Proposals (RFP) to submit proposals for Writing a Utility Handbook on Cybersecurity and Digitalization for the Electricity Sector.

Proposals are due by 5:00 PM ET of the closing date. Please submit all proposals with a read receipt to Ms. Johanna Koolemans-Beynen at jkoolmans-beynen@usea.org. Proposals must be in digital format (PDF).

As this is a USAID-funded program, the RFP follows USAID Procurement Regulations and Laws. All bidder details will be kept confidential.

I. INTRODUCTION

The United States Energy Association, headquartered in Washington, DC, is an association of public and private energy-related organizations, corporations, and government agencies. USEA represents the broad interests of the U.S. energy sector by increasing the understanding of energy issues, both domestically and internationally.

Through a cooperative agreement with the USAID Bureau for Development, Democracy and Innovation (DDI), USEA implements the Energy Utility Partnership Program (EUPP), available to all USAID-assisted countries and USAID Missions. EUPP 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. BACKGROUND

Over the past 6 months, USEA has conducted a series of 15 webinars and 2 industry panels on Cybersecurity topics of relevance to the electricity sector. Recordings of the webinar, and links to the PDFs of the power points can be found here:

1. [Strategies for Intelligence Integration: Connections Between Digitalization and Cybersecurity](#)
2. [Building Blocks to Support Cybersecurity in the Power Sector](#)
3. [Utility Digitalization Progress and Digitalization Strategies and Roadmaps](#)
4. [Cybersecurity and Distributed Energy Resources](#)
5. [The Corporate Culture and Importance of Cyber Hygiene](#)

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6. [Introduction to the Cybersecurity Capability Maturity Model \(C2M2\)](#)
7. [Forging a Cybersecurity Defense for Utilities](#)
8. [Cybersecurity Standards and Best Practices: Part 1 - US Standards](#)
9. [Cybersecurity Standards and Best practices: Part 2 - Utilities and ISO/IEC 27001 ISMS 2005/2013](#)
10. [Utility Data Protection Policies and Practices](#)
11. [The Importance of Supply Chain Security](#)
12. [Industrial Control System \(ICS\) and SCADA: Risks and Solutions](#)
13. [The Relationship Between Regulators and Power Utilities: Evaluating the Prudence of Cybersecurity Investments](#)
14. [Key Elements of Trusted Collaboration and Information Sharing](#)
15. [Communication Strategies for Before, During and After Cyber Attacks](#)

Industry Panels:

16. [Cybersecurity and Digitalization Industry Panel: Energy Sector Cyber Threats, Intrusion Detection & Testing](#)
17. [Cybersecurity and Digitalization Industry Panel: Cyber Risk Management Through Measurement](#)

These webinars are aimed at giving USAID partner-country utilities, policymakers, and regulators a clear panorama of the relevance of cybersecurity to their sector, and to the process of digitalization, as well as clear, concise suggestions on how they can incorporate cybersecurity into their sector.

III. SCOPE OF WORK

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

Task 1: Viewing the 15 webinars and 2 industry panels mentioned above

The writer will view all 15 webinars and 2 industry panels to gain an understanding of the Cybersecurity and Digitalization webinar series.

Task 2: Writing a draft handbook on cybersecurity for the electrical sector, based on the cybersecurity webinars and industry panels mentioned above

The writer will prepare a draft handbook on cybersecurity for the electrical sector, based on the cybersecurity webinars and industry panels on our webpage under the direction of USEA.

Key features for the handbook **that are required** include:

- Incorporating information from 17 hours of webinars, plus some **very** light desk research
- Each webinar would be its own section (2-3 pages in length) and should incorporate utility presentations and industry panels as examples, perhaps in text boxes and images from the presentations, as appropriate. Each section should have a definition of the topic, how it fits into the utility preparedness, examples from open sources. Quotes and select questions from the audience.
- All sections should be written in a voice that communicates key concepts to an audience new to cyber security terminology
- A 2-3-page executive summary
- An introduction
- A conclusion that highlights lessons learned, drawing out the links and synergies among the presentations
- Checklist highlighting actions utilities can take to begin to address cybersecurity vulnerabilities

If the proposal contains additional features that the writer believes will improve the final product, please note them as such in the proposal, and if they are an additional cost, that cost should be noted in the detailed budget.

Task 3: Incorporate USEA suggestions into a final draft

Incorporation of USEA suggestions into a final draft is an essential part of this project.

Questions to be addressed by the developer in the proposal:

- What is your experience in writing handbooks or manuals?
- What is your knowledge of the cybersecurity sector, and how was it acquired?
- What is your knowledge of the electricity sector, and how was it acquired?

IV. IMPLEMENTATION AND APPROACH

The purpose of this RFP is to solicit proposals from various candidates (organizations or individuals), conduct a fair evaluation, and select the candidate deemed most suitable to undertake the project.

Subcontract Agreement Management and Oversight

A subcontract agreement between USEA and the Consultant 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>

Subcontract agreement management, oversight, and payment will be carried out by USEA.

V. PROPOSAL CONTENT

The proposal must contain the following:

- a) A cover letter to the proposal, including:
 - A bidder's Data Universal Numbering System (D-U-N-S) number and proof of a current registration in the System of Award Management (SAM). Proposals without a DUNS number or proof of SAM registration will not be considered. USEA will accept a proposal if it includes proof that the company is in the process of obtaining a DUNS number and SAM registration (see evaluation criteria for more information).
- b) A technical proposal, including:
 - a. A technical approach summary of no more than 3 pages
 - b. Proposed project schedule to perform the tasks under this project
 - c. Resume/CV of writer
 - d. Two writing samples of no more than 5 pages each
 - e. Summary of writer's relevant experience. Relevant experience should be listed chronologically (starting with the most recent). Not to exceed 1 page.
- c) A financial proposal, including:
 - Detailed budget justification (i.e. line item budget);
 - Labor, other direct costs, indirect costs, and level of effort for each employee proposed for this project.

VI. EVALUATION CRITERIA

All bidders are required to provide a DUNS number and maintain a current SAM registration. Proposals without a DUNS number or proof of SAM registration will not be considered (see below).

Note: USEA will accept a proposal if it includes proof that the company is in the process of obtaining a DUNS number and SAM registration. 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)" will be considered an acceptable proof. Please keep in mind that the winning bidder must have both before the contract is signed.

Selection of an offer for a subcontract award will be based on an evaluation of proposals against qualifications, subject matter expertise and budget justification. Proposals shall first be evaluated from a technical standpoint (qualifications and subject matter expertise) without regard to proposed budget justification. For those proposals determined to be technically acceptable, budget justification will be evaluated.

Evaluation Criteria: 50%: Industry experience and expertise in cybersecurity and electricity sectors
 20%: Cost
 30%: Demonstrated writing experience with similar projects

VII. QUESTIONS AND CLARIFICATIONS

All questions and clarification requests related to this RFP should be submitted via email to Ms. Johanna Koolemans-Beynen at jkoolmans-beynen@usea.org no later than 12:00 PM December 28, 2020. Questions will be answered and posted publicly on the USEA website no later than 5:00 PM EST on December 30, 2020.

END OF RFP