

Energy Transition Business and Change Management Centre of Excellence (Indonesia)



Terms of Reference | 15 January 2024

As the state-owned electricity company that generates the majority of Indonesia's electrical power, PLN is a key stakeholder that plays a pivotal role in determining the success and speed of the energy transition in Indonesia. This technical assistance will bring world-renowned thought leaders to support PLN in a change management program aimed at empowering PLN to embrace and lead in the energy transition. At the same time, relevant government institutions will engage in policy dialogue that will support the energy transition business opportunities to enhance its impact in reducing greenhouse gas emissions. Hence, the focus of the project is on the development of business strategies that capitalize on the opportunities presented through the energy transition and the provision of tools, support and strategy to enact change management through the organisation.

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I. Introduction

1. The Southeast Asia Energy Transition Partnership (ETP) brings together governments and philanthropies to work with partner countries in the region. ETP supports the transition towards modern energy systems that can simultaneously ensure economic growth, energy security, and environmental sustainability. To contribute to the achievement of the UN's Sustainable Development Goals (SDGs) and the Paris Climate Agreement objectives, ETP works in Southeast Asia, with a focus on three priority countries, namely Indonesia, the Philippines, and Vietnam. ETP's strategy is built around four interrelated pillars of strategic engagement that are squarely aligned to address the barriers to energy transition. These are (i) policy alignment with climate commitments, (ii) de-risking energy efficiency and renewable energy investments, (iii) extending smart grids, and (iv) expanding knowledge and awareness building.

II. Summary

2. In October 2022, Indonesia's state-owned electricity firm, PLN, strategically established a dedicated energy transition division as part of its organizational restructuring. This move was prompted by the necessity of effective collaboration with various stakeholders in the energy sector, such as technology leaders, universities, investors, and governmental bodies. The core objective is to cultivate new skills and competencies within PLN, addressing gaps in clean energy transition capabilities and leveraging opportunities in this evolving landscape. The envisioned outcome is a proficient workforce, ranging from technical experts to decision-makers, prepared to drive Indonesia's transition towards sustainable energy, especially in the electricity domain.
3. The project's primary goal is to empower Indonesia's national electricity company, PLN, to effectively spearhead the country's energy transition. This involves guiding and supporting PLN's leadership and staff in transitioning toward cleaner, more sustainable energy sources. The project aims to engage relevant government bodies to create a supportive policy environment for these initiatives, ultimately reducing greenhouse gas emissions, improving PLN's business strategies, developing a skilled workforce, and aiding Indonesia's commitment to climate action and sustainable development. It consists of three capacity-building programs: a Business and Change Management Center of Excellence, Energy Transition Training for PLN's employees, and Comprehensive Capacity Building Programs. These programs cover themes like energy transition and environmental concerns, renewable energy advancement, grid infrastructure, and policy, regulation, and financing for sustainable energy.

III. Project Details

A. Rationale

4. As part of a wider restructuring conducted in October 2022, Indonesia's Electricity State Company (PLN) has established a new energy transition division to improve and streamline the energy transition process. This process necessitates effective collaboration with other energy

sector players such as technology leaders, universities, investors, development banks, end-to-end power businesses, and other participants. It allows the company to develop new skills and core competencies and closes capacity gaps in the clean energy transition to capitalize on energy transition opportunities. To manifest this transition, PLN is embarking on leading multiple capacity-building and change management programs, focusing on the relevant themes, including cross-cutting topics such as leadership, business, and strategic management.

5. PLN still faces obstacles and constraints as it enters this new business territory, e.g., the procurement of renewable energy (RE) and smart grid as part of the energy transition to clean energy. Therefore, the outcome of this project is to generate competent human resources from the technical to decision-maker level for implementing Indonesia's energy transition towards sustainability, particularly in the electricity sector.

B. Impact

6. This project's impact is twofold and directly aligning with Indonesia's climate action objectives. Firstly, it accelerates the nation's transition to cleaner energy sources by empowering PLN, the state-owned electricity company, to embrace renewable options. This aligns with climate agreements, notably reducing greenhouse gas emissions, with estimates of replaced fossil fuels such as coal, natural gas, and oil demonstrating substantial reductions. Secondly, the project fosters green job creation within low-carbon industries as PLN's workforce gains expertise in renewable energy technologies, thus contributing to sustainable employment opportunities. This multifaceted impact strengthens Indonesia's commitment to climate action and sustainable development.

C. Objectives, Outcomes, and Outputs

7. The objective of the project is to empower PLN to effectively lead and embrace the energy transition in the country. This involves providing strategic guidance, training, and support to PLN's leadership and workforce to facilitate the transition towards cleaner and more sustainable energy sources. Additionally, the project aims to engage relevant government institutions in policy dialogue to create a conducive environment for energy transition initiatives. Ultimately, the project seeks to reduce greenhouse gas emissions, enhance PLN's business strategies, develop a skilled workforce, and support Indonesia's commitment to climate action and sustainable development.
8. The project's outcomes encompass a multifaceted approach to advancing PLN's commitment to sustainable energy practices. Decision-makers within PLN will be empowered through enhanced knowledge and tools, enabling them to make informed choices pivotal to the success of the energy transition. Additionally, an environment conducive to PLN's sustainable energy initiatives is fostered by garnering government policy support, ensuring the seamless integration of sustainable energy practices into PLN's organizational fabric. Simultaneously, PLN's workforce is equipped with the requisite skills to actively contribute to and navigate the

evolving energy landscape. These outcomes collectively aim to enhance PLN's leadership in the energy transition, promote a supportive regulatory environment, build capacity within the organization and drive successful sustainable energy adoption.

9. The outputs are:
 - a. Program 1: Business and Change Management Centre of Excellence
 - b. Program 2: Energy Transition Training for PLN's employees
 - c. Program 3: Exposure to International Best Practices and Standards

D. Sustainability, Gender Equality and Social Inclusion Mainstreaming

10. ETP is committed to promoting and supporting gender equality and social inclusion (GESI) through its project implementation.¹ In line with PLN's efforts to enhance the capacity of women within PLN business activities and promote women empowerment through its recent establishment of Srikandi Task Force,² the Implementing Partner shall liaise with PLN to ensure inclusivity and a balanced representation of female participation in the capacity building programs. Gender and social inclusion aspects shall be taken into consideration in the design of course materials and project delivery. The Implementing Partner shall also conduct a gender gap analysis and provide recommendations to enhance women empowerment in PLN's workforce through capacity building programs. This activity shall be accomplished through a clear methodology and approach, but not limited to, identification of baseline, target and monitoring and evaluation, which must be identified as part of the inception report.

IV. Project Deliverables

11. The following section will provide the details on activities required for each program.
12. **Program 1: Business and Change Management Centre of Excellence.**

Participants: PLN Middle and Top Management and Senior Government Officials

- a. Program 1 will empower PLN middle and top management level personnel to enact business change and enable energy transition, referring to the business impacts and opportunities of the implementation of technology mentioned in the thematic syllabus. While the government senior officials will acquire knowledge to prepare a set of policies to support the energy transition business opportunities.
- b. Hence, it is essential that the high-level and mid-level management of PLN as well as the government senior officials have the knowledge and capacity to implement the necessary

¹ The evaluation of bidders' proposals will consider GESI expertise, a gender-balanced representation within the project team and women's leadership.

² PLN formed Srikandi task force to empower women and build gender equality through Director Decree in 2023, https://www.asiacleanenergyforum.org/wp-content/uploads/2023/06/Ibu-Maya_Session.pdf

changes in PLN's operation and business model. This will be through a process of exposure, education, and ultimately driving ownership of the subject matter from PLN.

- c. The program will run for 12 months, following indicative courses given in Annex 1a and Annex 1b, with total teaching hours of 480 hours. The 12-months period excludes 3 months of program preparation and 1 month of evaluation and redevelopment or recorded online course material (total 16 months, see Table 1). This program will focus on the Business Centre of Excellence which relates to strategic aspects targeted at middle managers up to the top level. The course delivery modality is expected to be 80% online and 20% offline.

Table 1. Project Duration of Program 1

| Preparation | | | Program | | | | | | | | | | | | Evaluation and recorded material | |
|-------------|---|---|---------|---|---|---|---|---|----|----|----|----|----|----|----------------------------------|--|
| Month | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | |

- d. The total expected number of participants is 120 people, with 100 staff who will be selected by PLN and 20 government officials participants from relevant ministries (Ministry of Energy and Mineral Resources/MEMR, Ministry of National Development Planning/Bappenas, National Energy Council/DEN, and Coordinating Ministry of Maritime and Investment Affairs/CMMIA). The implementing partner shall liaise with PLN on the selection of government official participants.
- e. As part of this program, an additional 2-hour per month, totaling 24 hours over 12 months, live online class shall be conducted to present summary of the course content by the end of the month to the Board of Directors (BoD) of PLN and its subsidiary, with minimum 20 participants who will be selected by PLN. These classes shall be recorded and shared with the BoD members at the end of the class. All lecturers for these classes shall be available for follow-up questions and discussion through email exchanges or similar platforms.
- f. The Implementing Partner has to demonstrate a deep understanding of the organizational structure of PLN, indicate key positions that have the ability to drive change and propose methodologies for how change management can be disseminated throughout the organization. The Implementing Partner will equip the organization with the tools to roll out change management in a sustainable manner.
- g. The implementing partner, through their proposal, will demonstrate partnerships with internationally renowned academic institutions, not limited to, business schools, utility companies, and international organizations/associations and will be responsible for bringing such a consortium that offers access to global thought leadership, market insights, and high academic credibility. At a minimum, the Implementing Partner **is required** to have a partnership with 1 renowned international academic institution or business school³ in

³ Renowned international academic institutions or business school shall be selected from the list given in **Annex 4.**

business and/or sustainable energy sector, **and** ¹ renowned national academic institution or business school⁴.

- h. The courses shall be delivered in Western Indonesia Time⁵ and through various teaching methods⁶ given below. Upon completion of the syllabus, the participants shall be able to produce thematic proposals to enhance PLN's capacity to accelerate energy transition:
 - i. **Bespoke Courses (280 hours delivered to 10 classes of students):** The courses shall cover energy transition, business model innovation, leadership in energy transition, and change management. It shall be delivered, virtually, by the Implementing Partner's team members from the world's leading academic institutions/business schools.
 - ii. **Benchmarking and exposure (40 hours delivered to 10 classes of students):** A professional(s), either hired or invited by the implementing partner, as a guest lecturer, may deliver it to offer participants the chance to establish connections, and gain exposure to well-established energy infrastructure utilities and systems⁷. This, in turn, can enhance PLN capacity to support Indonesia's energy transition and foster global relationships and networks of PLN staff.
 - iii. **Group work project and Consultation (120 hours delivered to 10 classes of students):** The syllabus shall cover case studies of energy transition, business model innovation, leadership in energy transition, and change management. The Implementing Partner shall provide guidance and supervision to the participants in preparation and problem solving of case studies. The participants are expected to present their selected case studies at the end of the course. **Consultation**, the implementing partner shall provide participants with guidance through consultation meetings to produce final project presentations and case study discussions. This activity is expected to be organized in person at PLN's venue (to be delivered offline).
 - iv. **Final Presentation and Evaluation (40 hours delivered to 10 classes of students) :** At the end of the syllabus, the implementing partner shall facilitate in-person final presentation events for all participants. The participants will present their lessons learned and ideas to be implemented in PLN's business based on knowledge gained from their participation in case study and problem-solving group works. This activity is expected to be organized in person in a meeting venue at a hotel or other suitable facility in the Greater Jakarta area.⁸

⁴ National renowned academic institutions and/or business schools shall be in the top ten list of universities in Indonesia. Bidders can refer to **the list given in Annex 4**

⁵ The courses shall be delivered in Indonesia Western Time during hours 9:00 AM to 5:00 PM.

⁶ For all virtual classes, the teaching method is expected to be interactive.

⁷ From the USA, UK, Denmark, Australia, Japan, etc.

⁸ The associated costs for logistic organization of this activity will be reimbursed against the actual expenses. The bidder is expected to propose a ceiling budget to organize this activity in a venue within Greater Jakarta area. The bidder should include in the non-personnel costs all associated costs to organize the event including, venue, organization, and other travel and logistics expected.

- v. **Evaluation**, this activity will be delivered by the implementing partner following the Final Presentation.
- i. The courses shall comprise of the up-to-date materials and information on energy transition, aiming to facilitate the decision-making process for investments related to energy transitions within PLN and the government.
- j. Table 2 summarises the total number of teaching hours. A course will be designed to run for 6 months, which will be repeated after its first run to completion, totalling 12 months. For each course, there will be 60 students, split into classes of 12 participants. The class schedule will be determined in consultation with PLN.

Table 2. General Terms of Program 1

| | | |
|---|-----|---------|
| Program duration | 12 | months |
| Total participant | 120 | people |
| Number of batches per year | 2 | batches |
| Batch duration | 6 | months |
| Number of classes per batch | 5 | classes |
| Number of participants per batch | 60 | people |
| Number of participants per class | 12 | people |
| Total Teaching hours per class | 48 | hours |
| 48 hours/class x 5 simultaneous classes x 2 batches= 480 total teaching hours <i>Each teaching method is expected to be delivered in the given duration below:</i> <i>*28 hours for bespoke courses (the course subject determine by the Implementing Partner)</i> <i>*4 hours for 2x2 hours guest lectures under benchmarking and exposure (the course subject determine by the Implementing Partner)</i> <i>*12 hours for group work and consultation</i> <i>*4 hours for final presentation and evaluation</i> | | |
| Additional: 2 hours per month masterclass to PLN BOD (one teacher), totaling 24 hours over 12 months | | |

- k. In determining the syllabus and course material for this program, the Implementing Partner should refer to Annex 1a and Annex 1b Program 1 as the guideline.

13. Program 2: Energy Transition Training for PLN's employees.

Participants: Junior Staff to Mid-level Management

- a. Program 2 will initiate the change management process throughout the PLN workforce. It aims to strengthen PLN capacity by providing energy-transition training modelled after a university short course program for professionals containing business developments and operations of the energy transition. In addition, this program will incorporate case studies

and best practices from successful international utility companies implementing energy transition activities.

- b. The program is expected to run for 9 months, with a total teaching hours 216 hours, excluding 3 months of program preparation, and 3 months for evaluation, and redevelopment of recorded online course material (total 15 months, please see Table 3). The total number of participants will be 240 staff, selected by PLN. The maximum number of participants per class will be up to 40 people.

Table 3. Project Duration of Program 2

| Preparation | | | Program | | | | | | | | | | Evaluation and Recorded Material | | |
|-------------|---|---|---------|---|---|---|---|---|----|----|----|----|----------------------------------|----|--|
| Month | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | |

- c. The Implementing Partner shall develop course materials following the thematic syllabus given in Figure 1. The delivery of the course is expected to be 80% online and 20% offline. The materials will be delivered live online to a limited set of participants.
- d. Program 2 consists of a thematic syllabus of two different levels of expertise:
- Awareness & Basic Knowledge (Knowledgeable) (Level 1), and
 - Basic Skill (Practitioner) (Level 2).

The objectives for different levels are illustrated below:

Figure 1. Program 2 Thematic Syllabus and Level of Expertise

| | month-1 | month-2 | month-3 | month-4 | month-5 | month-6 | month-7 | month-8 | month-9 |
|--|---|-----------------------|---------|---------|---------|--|---------|---------|---------|
| Renewable Energy Acceleration (REA) | Mandatory course | REA 1: Knowledgeable | | | | REA 2: Practitioner | | | |
| Emerging Energy Technologies (EET) | Mandatory course | EET 1: Knowledgeable | | | | EET 2: Practitioner | | | |
| Smart Grid and Control System (SGCS) | Mandatory course | SGCS 1: Knowledgeable | | | | SGCS 2: Practitioner | | | |
| Power System Modeling (PSM) | Mandatory course | PSM 1: Knowledgeable | | | | PSM 2: Practitioner | | | |
| Enablers - energy procurement, financing, etc (ENAB) | Mandatory course | ENAB 1: Knowledgeable | | | | ENAB 2: Practitioner | | | |
| Non-Electricity Business Opportunities (NEB) | Mandatory course | NEB 1: Knowledgeable | | | | NEB 2: Practitioner | | | |
| Objectives | Awareness & Basic Knowledge (Knowledgeable) <ul style="list-style-type: none">- Train entry-level professionals to promote awareness and knowledge understanding.- Prepare a capable workforce in taking up new and clean energy technology to support energy transition | | | | | Basic Skill (Practitioner) Improve basic skills, including the use of a range of relevant hardware and software resources and tools | | | |

- e. There will be an evaluation tool on each level to assess the level of understanding of each participant. If participants do not show a good understanding of the subject, the participants should retake the evaluation within two weeks.
- f. Before entering Level 1, a pre-assessment test is necessary, followed by evaluation tests for completing each level. The pre-assessment is arranged according to PLN's existing measures with a support from the Implementing Partner.
- g. Level 1 aims to train non-technical/entry-level professionals to promote awareness and knowledge understanding.
- h. Level 2 aims to improve fundamental skills, including the provision and operation of energy infrastructure, the use of a variety of resources and tools (e.g., renewable energy operating software), and to prepare for the energy transition in the topics covered.
- i. Throughout this project, the Implementing Partner is expected to commence the training program progressively, starting from Level 1- 2.
- j. At the end of Program 2 delivery, the Implementing Partner is requested to design and propose the thematic syllabus of Level 3 (Advanced) and Level 4 (Mastery) based on the evaluation result of Level 1 and Level 2 as well as the guidance from PLN and ETP.
- k. Table 4 summarises the total number of teaching hours.

Table 4. General Terms of Program 2

| | | |
|--|-----|--------|
| Program duration | 9 | months |
| Total participants | 240 | people |
| Number of groups | 3 | groups |
| Number of participants per group | 80 | people |
| Number of classes per group | 2 | class |
| Total classes | 6 | class |
| Number of participants per class | 40 | people |
| 36 hours/group x 6 classes = 216 total teaching hours | | |

- l. In determining the course materials for each group as well as determining the cost and effort to successfully execute this program, the Implementing Partner should refer to Annex 1a and Annex 1b Program 2.
- m. **At the end of the project (Program 1 and Program 2), the materials will be redeveloped into a recorded online course and made available to all PLN employees.** The recorded online course materials should be redeveloped (**please see para 21b as guidance**) to incorporate the feedback and results of the completed batches of Program 2 and Program 1. All materials will be submitted and integrated into the existing PLN's digital learning platform managed by the PLN Education and Training Centre. The Implementing Partner will be responsible for developing this online course and all associated materials.

The format can be innovative and may extend beyond presentation materials and recorded videos for each topic.

14. Program 3: Exposure to International Best Practices and Standards

- a. This program is dedicated to providing participants with an in-depth understanding and practical insights into the global best practices and standards prevalent in the domain of energy transition. By exposing participants to international approaches, it aims to enhance their knowledge and proficiency in effectively implementing energy transition strategies within PLN.
- b. The objective of this program is to provide comprehensive information on prospective international certification initiatives, comparative studies (study tour), internship programs, and scholarships as well as possible funding from bilateral and multilateral development partners.
- c. To execute Program 3, the consultant shall *assign a dedicated officer to the PLN HR division*, focused on gathering, filtering, and presenting relevant information to PLN management. Additionally, the officer will facilitate necessary communication for PLN to undertake these activities.
- d. To deliver this program, the dedicated officer of the Implementing Partner will be asked to carry out the tasks as follows:
 - i. Stocktake and mapping of similar opportunities are required to support the capacity-building strategy and sustainability of the program after the end of the project.
 - ii. Create a guideline for the execution of such a program, including creating a database and network of potential providers/partners⁹ as well as a sustainability plan to transfer the ownership of this Program 3 to a relevant PLN department.
 - iii. Identify additional funding opportunities that can support the implementation of the international certification, comparative studies (study tour), internship, and scholarship programs as well as partnership agreements with potential providers/partners. This will include to collate and connect with training programs offered by the development partner community.
 - iv. In collaboration with the PLN HR departments and guidance from ETP, host and manage and monitor the implementation of the international certification, comparative studies (study tour), internship, and scholarship programs once it has been approved by PLN management.
 - v. Determine and support relationship-building and twinning programs with strategic organizations such as other utilities, academic institutes, international organizations, etc.

⁹ Providers/partners is referring to the potential organization that have or can provide the opportunity of the certification/study tour/internship/scholarship for PLN staff. These providers/partners can be an academic institutions, international organizations, utility companies, and bilateral and multilateral cooperation programs.

- e. These programs will equip participants with a global perspective, aligning PLN with international benchmarks, and ultimately contributing to the effective implementation of energy transition strategies within the organization. Through this exposure to international best practices, PLN aims to elevate its role as a leader in the energy transition landscape.

15. Table 5 outlines the key deliverables and associated activities which are expected in this project. Considering the effort involved in reviewing deliverables, we strongly recommend the Implementing Partner submit them in a staggered manner, well in advance. Additional details about each deliverable follow Table 5.

Table 5. Key Activities and Deliverables

| # | Milestone | Target delivery and payment date | % of Payment |
|---|---|----------------------------------|--------------|
| 1 | Deliverable 1: Inception Report including a communications plan (submitted only in English) | Month 1 | 10% |
| 2 | Deliverable 2: Detailed curriculum and course content for Programs 1 and 2 including: ¹⁰ <ul style="list-style-type: none"> Teaching materials for Program 1 and Program 2 Evaluation forms for Program 1 and Program 2 | Month 3 | 10% |
| 3 | Deliverable 3: Evaluation and Training Enhancement Reports <ul style="list-style-type: none"> Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable) evaluation report The recorded teaching material (audio-visual) for Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable) Progress report I of Program 3 Evaluation and progress reports should be translated to Bahasa Indonesia | Month 10 | 40% |
| 4 | Deliverable 4: Comprehensive Evaluation and Knowledge Preservation <ul style="list-style-type: none"> Program 1 Batch-2 and Program 2 Level 2 (Practitioner) evaluation report The recorded teaching material (audio-visual) for Program 1 Batch-2 and Program 2 Level 2 (Practitioner) Progress report II of Program 3 Evaluation and progress reports should be translated to Bahasa Indonesia | Month 15 | 30% |
| 5 | Deliverable 5: <ul style="list-style-type: none"> Final report of Program 1, 2, and 3 Final report should be translated to Bahasa Indonesia | Month 16 | 10% |

¹⁰ Deliverable 1 and 2 shall be submitted only in English. Translation to Bahasa Indonesia for deliverable 2 may be required at a later stage upon the ETP and beneficiary's request.

| # | Milestone | Target delivery and payment date | % of Payment |
|---|-------------------------------------|----------------------------------|--------------|
| 6 | Monthly report (details in para 33) | N/A | N/A |

16. **Deliverable 1: Inception Report** including a communications plan The consultant must prepare a detailed work plan and mobilize the necessary resources. As a deliverable, the consultant must develop and submit a detailed inception report detailing the plan, ensuring the expectations of ETP are aligned with the understanding of the project from the consultant.

17. The inception report should contain, as a minimum:

- a. Introduction and project background
- b. Scope of Services
- c. Methodology and Workplan, including approach, methodology and project gantt chart
- d. A detailed approach as to how each deliverable will be met and what each submission will contain
- e. Results of the audience mapping and analysis and communication/ outreach plans
- f. Identification of suitable media channels to be used for communicating the project and rationale for choosing them
- g. A donor coordination strategy
- h. Project management inclusive of organisational chart detailing key personnel, their roles and responsibilities, as well as their locations (strong in-country team and project management is expected)
- i. Risks, mitigations and assumptions
- j. Monitoring and Evaluation Framework, presented in the form of the ETP Results Based Monitoring Framework (RBMF)
- k. Communications Plan as described in the below Table 6.

Table 6. The Minimum Requirements of the Communications Plan

| No | Communications materials | Quantity, minimum |
|----|---|-----------------------------|
| 1 | Social media posts (liaising with ETP) | 5 social media products |
| 2 | Press releases | 1 per public workshop/event |
| 3 | Newspaper articles | 5 per public workshop/event |
| 4 | Online presentations of project progress and highlights to the ETP Secretariat and/or ETP Funders | 2 (1 hour maximum/ each) |

| | | |
|---|--|--|
| 5 | Maintain/develop a database of photographs/ videos/ vox pops from events/ activities | 4 high-quality images per workshop/event |
|---|--|--|

18. The consultant is responsible for drafting a detailed communications plan which will be embedded in the Inception Report.

19. **Deliverable 2: Detailed Curriculum and Course Content for Program 1 and Program 2:** This deliverable involves creating comprehensive and tailored syllabus along with teaching materials for both Program 1 (Business and Change Management Centre of Excellence) and Program 2 (Energy Transition Training for PLN's Employees). This milestone focuses on the initial four months of the respective training programs.

a. Program 1: Business and Change Management Centre of Excellence

i. Curriculum Overview:

The curriculum should encompass strategic aspects targeting middle managers up to the top level within PLN. It should align with the goals of embracing the energy transition and implementing change management effectively.

ii. Course Structure:

(a) Courses should cover energy transition strategies, business model innovation, leadership in energy transition, and change management.

(b) The courses should be designed to provide a strong foundation and understanding of the energy transition landscape and how it impacts PLN's business model.

iii. Teaching Materials for 2 batches:

(a) Comprehensive thematic syllabus highlighting key areas of the energy transition.

(b) Presentation materials and slides for each topic in the curriculum (at least 16 teaching materials/slides).

(c) Relevant case studies showcasing successful energy transition initiatives (at least 4 case studies).

(d) Videos and webinars featuring experts explaining key concepts and strategies (at least 4 videos/webinars).

(e) Reading materials, articles, and reports related to energy transition and change management (at least 32 reading materials/articles).

b. Program 2: Energy Transition Training for PLN's Employees

i. Curriculum Overview:

The curriculum should target junior staff to mid-level management, focusing on enhancing their understanding of energy transition, including operational and business aspects.

ii. Course Structure:

- (a) Courses should be designed to progressively improve participants' skills and knowledge from basic awareness to practice the application of energy transition strategies.
 - (b) Levels should include knowledge building, skill development, and application of knowledge through practical exercises.
 - iii. Teaching Materials for Level 1 (Knowledgeable) and Level 2 (Practitioner):
 - (a) Comprehensive thematic syllabus highlighting key areas of the energy transition.
 - (b) Presentation materials, slides, and videos for Level 1 - Knowledgeable and Level 2 - Practitioner (at least 20 materials for each level)
 - (c) Pre-assessment and evaluation tests for each level.
 - (d) Practical exercises, interactive quizzes, and case studies for application-based learning.
 - (e) Reading materials, articles, and reports related to energy transition and change management (at least 40 reading materials/articles)
- 20. In essence, Deliverable 2 requires the development of a well-structured, detailed curriculum that caters to the specific needs of each program. Teaching materials should be engaging, informative, and designed to progressively enhance participants' knowledge and skills in alignment with the project objectives and desired outcomes. These teaching materials will play a critical role in educating and empowering the PLN personnel for effective engagement in the energy transition.
- 21. **Deliverable 3: Evaluation and Training Enhancement Reports:** This deliverable involves delivering comprehensive reports, recordings, and progress updates for each program of the project, ensuring thorough evaluation, documentation, and effective communication of progress and outcomes.
 - a. **Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable) evaluation report:** These evaluation reports aim to assess the effectiveness and efficiency of the training provided in Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable).
 - i. Requirements:
 - (a) Detailed analysis of the evaluation tests and assessments conducted at Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable).
 - (b) Summary of participant performance and areas for improvement.
 - (c) Insights into the appropriateness and effectiveness of Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable) training materials and teaching methodologies.
 - (d) Recommendations for enhancing the Program 1 Batch-1 training for subsequent batches and Program 2 Level 1 (Knowledgeable) training for subsequent levels.
 - b. **Recorded Teaching Material (audio-visual) for Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable):** To provide a resource for future training and reference, ensuring consistency and quality of training materials.

- i. Requirements:
 - (a) Complete audio visual recording of all training sessions at Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable).
 - (b) Proper categorization and labeling of recorded audio visual teaching material sessions for easy access.
 - (c) Accessibility of the recorded audio visual teaching material on PLN's digital learning platform.
 - (d) A clear and organized structure to navigate through different topics covered in Program 1 Batch-1 and Program 2 Level 1 (Knowledgeable).
 - (e) Each recorded audio visual teaching material should have a caption text.
 - (f) The minimum resolution of the recorded audio visual teaching material is High Definition (1280 x 720 pixel) with an aspect ratio of 16:9.
 - c. **Progress Report I for Program 3:** To provide an overview of the progress made in Program 3 (Exposure to International Best Practices and Standards).
 - i. Requirements:
 - (a) Summary of identified international certification initiatives, comparative studies (study tour), internship programs, and scholarships as well as possible funding from bilateral and multilateral development partners.
 - (b) A guideline for the execution of such a program, including creating a database and network of potential providers/partners as well as a sustainability plan to transfer the ownership of this Program 3 to a relevant PLN department.
22. These deliverables are essential for monitoring, assessing, and documenting the progress and effectiveness of the training programs within the project, ensuring that the objectives are being met and providing valuable insights for further improvements.
23. **Deliverable 4: Comprehensive Evaluation and Knowledge Preservation:** This deliverable involves the evaluation report for training at Batch-2 of Program 1 and Level 2 (Practitioner) of Program 2, the recorded training material for Program 1 Batch-2 and Program 2 Level 2 (Practitioner), and a progress report for Program 3. These are crucial for assessing training effectiveness, preservation of training materials for two key programs, and a comprehensive final report summarizing project achievements and providing recommendations for future initiatives.
 - a. **Program 1 Batch-2 and Program 2 Level 2 (Practitioner) evaluation report:** These evaluation reports aim to assess the effectiveness and efficiency of the training provided in Program 1 Batch-2 and Program 2 Level 2 (Practitioner).
 - i. Requirements:
 - (a) Detailed analysis of the evaluation tests and assessments conducted at Program 1 Batch-2 and Program 2 Level 2 (Practitioner).
 - (b) Summary of participant performance and areas for improvement.

- (c) Insights into the appropriateness and effectiveness of Program 1 Batch-2 and Program 2 Level 2 (Practitioner) training materials and teaching methodologies.
 - (d) Recommendations for designing the Level 3 (Advanced) and Level 4 (Mastery) to be proposed to PLN and ETP.
- b. **Recorded Teaching Material (audio-visual) for Program 1 Batch-2 and Program 2 Level 2 (Practitioner):** To provide a resource for future training and reference, ensuring consistency and quality of training materials.
 - i. Requirements:
 - (a) Complete audio visual recording of all training sessions at Program 1 Batch-2 and Program 2 Level 2 (Practitioner).
 - (b) Proper categorization and labeling of recorded audio visual teaching material sessions for easy access.
 - (c) Accessibility of the recorded audio visual teaching material on PLN's digital learning platform.
 - (d) A clear and organized structure to navigate through different topics covered in Program 1 Batch-2 and Program 2 Level 2 (Practitioner).
 - (e) Each recorded audio visual teaching material should have a caption text.
 - (f) The minimum resolution of the recorded audio visual teaching material is High Definition (1280 x 720 pixel) with an aspect ratio of 16:9.
- c. **Progress Report II for Program 3:** To provide an overview of the progress made in Program 3 (Exposure to International Best Practices and Standards).
 - i. Requirements:
 - (a) Summary of the dedicated officer activities in managing and monitoring the implementation of the international certification, comparative studies (study tour), internship, and scholarship programs once it has been approved by PLN management.
 - (b) Evidence of relationship-building support and twinning programs establishment with strategic organizations such as other utilities, academic institutes, international organizations, etc of planned activities under program 3, including the study tour and internship programs.
 - (c) Alignment of progress with the overall project timeline and goals for Program 3.

24. Deliverable 5: Final Report: To document and summarize the overall project.

- a. **Final report of Program 1, 2, and 3:** the final report will describe all the activities delivered in the project, including achievements, challenges, lessons learned, and future recommendations.
 - i. Requirements:
 - (a) Comprehensive analysis of project outcomes, impact, and lessons learned.
 - (b) Detailed breakdown of achieved objectives and outcomes in each project program.

- (c) Challenges faced and the strategies employed to address them.
 - (d) Recommendations for future projects or improvements based on the project's experiences.
 - ii. Final Report: The programs of the report should include at a minimum the following:
 - (a) Analysis of Project Outcomes: An in-depth analysis of the outcomes achieved throughout the project, assessing their alignment with the initial objectives and expected results.
 - (b) Analysis of Challenges and Solutions: Examination of challenges encountered during the project's implementation, accompanied by effective solutions and strategies deployed to overcome them.
 - (c) Assessment of Stakeholder Engagement: Evaluation of stakeholder engagement strategies, their effectiveness, and the impact on project progression and outcomes.
 - (d) Identification of Best Practices: Identification and discussion of best practices observed and utilized during the project, with a focus on those contributing to successful outcomes.
 - (e) Scenarios for Future Implementation: Presentation of potential scenarios for future project implementations, considering changing contexts, technologies, and stakeholder dynamics.
 - (f) Assessment of Lessons Learned: A comprehensive assessment of lessons learned throughout the project, emphasizing valuable insights and experiences for future initiatives.
 - (g) Sustainability Plan: Development of a sustainability plan outlining strategies to transfer ownership of the project scope to a relevant PLN department, identifying additional funding opportunities, and establishing partnership agreements for continued sustainability and impact beyond the project's duration.
 - (h) Recommendations for Future Initiatives: Well-defined recommendations and actionable insights to guide future initiatives, ensuring improved strategies, enhanced outcomes, and successful project implementations.
- 25. **Monthly Progress Report:** In addition to the listed deliverables, the consultant will need to provide monthly progress reports (concise narrative of activities completed with next steps) as per the provided template with updates on the consultation activities, if applicable. Submission of the report is a requirement for payments to be disbursed.
- 26. The monthly progress report serves as the consultation report and is an internal facing between the consultant and the ETP team. The monthly progress report must also include the following standard items:
 - a. Updated Gantt Chart
 - b. Risks and mitigations
 - c. Project progress

- d. On a quarterly basis, this report should include an update on results achieved as per the Results Based Monitoring Framework (RBMF) and provided template. Where applicable, must be gender disaggregated.
27. The final monthly progress report will include the above items and the following:
- a. Summary of lessons learned from the project
 - b. Recommendations on the project's next steps

Other key information:

- A public-facing, publishable Executive Summary (approximately 2 pages) in professional English must be submitted with each deliverable.
- A public-facing, catchy PowerPoint presentation highlighting key information must be submitted with each deliverable.
- Project deliverables (reports) must be submitted in English and local language (Bahasa Indonesia). The inception report and teaching materials are not required to be translated to Bahasa Indonesia. Please see details in para 15, Table. 5.
- All deliverables are subject to review by ETP, and beneficiary entity(ies) where applicable, before approval. If there are comments and suggestions, the deliverables must be revised before payment is released.
- The consultant is required to update the results and achievements of the project in accordance with the agreed project-level Results-Based Monitoring Framework, as per the approved template. All results, where applicable, must be gender disaggregated.
- The consultant is required to organize and execute all aspects of the workshops, including organization and logistics.
- The consultant **must** consider and highlight specific gender considerations in their proposal.
- The consultant must be available to attend 1 in-person workshop with the ETP secretariat in the region. The costs for this will be covered outside the financial scope of this proposal.
- The consultant, or an active organization within the applying consortium, must have an in-country presence.

V. Timeline for the Project

28. The project will require 16 months. The actual project timeline will be presented by the consultant and agreed upon in the Inception Report.

Table 6. Proposed timeline of the project's deliverables

| DELIVERABLES | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
|-----------------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|
| 1. Inception Report | | | | | | | | | | | | | | | | |
| 2. Deliverable 2 | | | | | | | | | | | | | | | | |
| 3. Deliverable 3 | | | | | | | | | | | | | | | | |
| 4. Deliverable 4 | | | | | | | | | | | | | | | | |
| 5. Deliverable 5 | | | | | | | | | | | | | | | | |
| 6. Monthly Progress Report: | | | | | | | | | | | | | | | | |

VI. Key Beneficiaries and Donor Mapping

29. The key beneficiaries and donor mapping of this project are provided in Table 7 and Table 8, respectively.

Table7. List of beneficiaries of this project

| Beneficiary | Benefit | Explanation |
|--|--|--|
| PLN (state-owned electricity company) | Improved capacity and knowledge to embrace energy transition business opportunities. | PLN benefits by improving understanding and knowledge to prepare energy transition business potential that will enhance PLN capacity and accelerate energy transition implementation in Indonesia. |
| Ministry of Energy and Mineral Resources (MEMR) | Improved capacity and knowledge in preparing an adaptive regulation framework guiding energy transition business in Indonesia. | MEMR benefits from the project by enhancing the knowledge of its staff to prepare the energy plans and policies that would assist the implementation of energy transition leading to an increase of RE shares, EE measurements, and CO2 emissions reduction. |
| Ministry of National Development Planning (Bappenas) | Improved capacity and knowledge in preparing policy development plans. | Bappenas benefits by accessing valuable insights and data for evidence-based policymaking and development plans that align with the low-carbon development pathway. |
| Coordinating Ministry of Maritime and Investment Affairs (CMMIA) | Improved capacity and knowledge in providing guidance and debottlenecking of energy sector issues. | CMMIA benefits by understanding the potential and challenges of the energy transition business so that can mitigate its risk and address the issues that might arise during the implementation. |

| | | |
|-------------------------------|--|---|
| National Energy Council (DEN) | Improved capacity and knowledge in providing guidance and enhancing cross-sectoral coordination in energy transition issues. | DEN benefits by understanding the potential and challenges of the energy transition so that can enhance its roles in the cross-sectoral coordination of energy transition implementation. |
|-------------------------------|--|---|

Table 8. Donor mapping related to this project

| Name of organization | Topic and detailed activity |
|--|---|
| ADB | Together with AFD (Agence Française de Développement), plan to support PLN in assessing the human resource capacity in energy transition. Early outreach to AFD and ADB are necessary to ensure the projects will become complimentary. |
| ASEAN Centre for Energy (ACE) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH | Together with Siemens AG, assisted PLN systematically and strategically planning and implementing smart grid technology in their existing infrastructures. This training is organised by the ASEAN Plan of Action for Energy Cooperation (APAEC) that runs through 2016 – 2025. This programme trained 26 participants from PLN Headquarter, PLN Smart Grid Team and various divisions and regions. The capacity-building curriculum and participants must be updated and scaled to support the ambitious smart grid in the National Medium Term Development Plan (RPJPM) 2020-2024 in Java and Bali. |
| GIZ's REEP 1000 Islands | Supported by Energynautics from 2017 through 2020, conducted numerous training in 2019 and 2020 in several locations across Indonesia. The training was delivered at PLN's training centre in Makassar and PLN headquarters in Jakarta, focusing on power system planning and operation, grid code development, blackouts and system restoration. The training included power system planning with renewable energy and power system operation with high shares of variable renewable energy. |
| AiIB and World Bank | co-financed PLN's development of the Upper Cisokan Pumped Storage (UCPS) Hydropower Plant. Aside from supporting Indonesia's first large-scale pumped storage hydropower in the Java-Bali grid, it also aims at strengthening PLN's capacity for hydropower development and management. The financing started in 2022 and will close in 2028. |
| USAID - SINAR Project | USAID-SINAR is assisting Indonesia in advancing the objective to increase equitable and reliable energy services to promote inclusive economic growth and sustainable development. USAID supported A 6 MW Bayang Nyalo Hydro Power Project in West Sumatra and a 98.4 MW Rantau Dedap Geothermal Power Project in South Sumatra; both received \$14.6 million. Therefore, more than 1.2 million people have benefited from better energy services. There has been a decrease in greenhouse gas emissions of more than 58,000 metric tonnes. |
| Indonesia Clean Energy Development II (ICED II) | For local governments, PLN, and banks, ICED II (2015-2020) offered seven training sessions on solar PV feasibility standards, geographic electrification, and energy |

| | |
|--|---|
| | <p>planning. 352 males and 135 women out of 487 participated in ICED II training. Two employees from PLN's Load Dispatch Center (P2B) began a 3-month (June–August 2018) internship programme with the California Independent System Operator (CAISO) as a follow-up to the reverse visit of the Utility Executive Exchange Program in March. The internship focused on the utility-scale renewable energy power plants' operational facets in the transmission infrastructure.</p> |
|--|---|

30. A donor mapping was conducted to prevent duplication of efforts between ETP and other development partners in the same areas, as well as to identify areas where ETP could provide support for energy transition that had not yet been addressed. See Annex 1.
31. The contractor is expected to identify and engage with other relevant stakeholders as part of this project.

VII. Results Based Monitoring Framework and Risk

32. The Results of the Project are monitored through the following Framework in Table 9. All reports will update the achievement of the indicators.

Table 9 . Results-Based Monitoring Framework Outline

Project Name: Energy Transition Change Management Centre of Excellence

IMPACT

- Green Jobs in low-carbon industries added
- GHG Emissions avoided or reduced – estimates of fossil fuel mix replaced in % (Coal, Natural Gas, Oil)

STRATEGIC OUTCOME

4. Knowledge and Awareness Building

OUTPUT

4.1. Stakeholders (relevant Government entities, Public sector companies, Financial institutions, Private entities, Academia, and Consumers) involved in the RE/EE value chain, are knowledgeable and better informed to advance the energy transition agenda

| INDICATOR | TARGET |
|---|---|
| IN 4-01 - Targeted audiences indicate improved knowledge about EE/RE and the ability to sustain Energy Transition efforts | IN 4-01: At least 80% respondents report an improved understanding of energy transition topics relevant to them |

| | |
|---|---|
| IN 4.1-01 - No. of studies, research, and new evidence gathered and published, for raising awareness, improving the knowledge base, driving decisions, and dissemination | IN 4.1-01: At least 10 business proposals from PLN middle management level to embark energy transition business received and at least 5 approved by PLN Board of Director |
| IN 4.1-02 - No. of trainings, knowledge sharing events, and/or awareness workshops organised at national and regional levels building institutional capacity and knowledge networks | IN 4.1-02: At least 2 events per year conducted at national and regional levels to improve awareness and knowledge of PLN staff and relevant stakeholders |
| IN 4.1-03 - Number of EE/RE programmes developed and launched with institutions targeting current and future workforce development | IN 4.1-03: Energy transition related courses introduced at Academic and Professional education avenues providing skilling opportunities to at least 2000 people per year |

ACTIVITIES

- **Implement an Executive Leadership and Change Management Program** for middle and top management personnel to capitalize on energy transition business opportunities.
- **Develop and deliver an Energy Transition Training program for PLN's staff**, stored online in the PLN HR platform, ensuring accessibility for all employees.
- **Facilitate Third-Party Capacity Building Programs** to align PLN's long-term strategic plan with HR requirements, which involves identifying gaps, offering guidance and consultancy, and creating a roadmap to acquire the necessary HR capabilities for successful energy transition.
- **Create an HR Support for Change Management Program** to consolidate and implement energy transition strategies and business opportunities.
- **Establish strategic partnerships and collaborations** with academic institutions, industry experts, and international organizations.

33. The consultant is required to report the results on a quarterly basis with additional supporting information and evidence where applicable and necessary.

VIII. Qualification and experience of the service provider and evaluation criteria

A. Qualification and Experience of the Service Provider

34. The consultant's project team should demonstrate the capacity to execute the works and should include all essential roles filled with personnel with relevant experience. CV's of the personnel proposed should be used to verify this information.

35. The following are the **minimum positions** that should be included on the team. Bidders should make an assessment of the additional positions needed (if any) to complete the assignment as per Terms of Reference:
- 1 Project Lead
 - 3 Energy Transition Experts
 - 2 Change Management and Business Development Specialist
 - 1 Policy and Regulation Analyst
 - 1 Training and Development Specialist
 - 1 Communication and Outreach Manager
 - 1 Gender Equality and Social Inclusion (GESI) Specialist
 - 1 Program Counselor (for Program 3)
36. Considering the importance of close coordination with stakeholders in Indonesia, it is expected that the team proposed consists of consultant(s) who understand the local context and have worked in Indonesia. In particular, Program Counselor must be based in Indonesia. In addition, one of the following positions, upon bidders' discretion, i.e. Project Lead/Change Management and Business Development Specialist/Training and Development Specialist/Communication Outreach Manager is required to be based in Indonesia.
37. The bidder should also assign a Contract Manager who would liaise on the non-technical part of the contract implementation, including coordination, liaising with key counterparts, and liaising with UNOPS on the submission of invoice and payment-related documents.

B. Evaluation Criteria

Eligibility and Formal Criteria

38. The *criteria contained in the table below will be evaluated on **Pass/Fail** basis and checked during the Preliminary Examination of the proposals.*

| Criteria | Documents to establish compliance with the criteria |
|---|--|
| 1. Offeror is eligible as defined in the document Section I: Instructions to Offerors, Article 4. In case of JV, all JV members should fulfil this requirement | <ul style="list-style-type: none"> Form A: Joint Venture Partner Information Form, all documents as required in the Form, in the event that the Proposal is submitted by a Joint Venture. Form B: Proposal Submission Form |
| 2. Completeness of the Proposal. All required Questionnaires (if any), Returnable Bidding Forms, and other documentation requested under the Document Checklist section have been provided and are complete | <ul style="list-style-type: none"> All documentation as requested under Instructions to Offerors Article 10, Documents Comprising the Proposals |

| Criteria | Documents to establish compliance with the criteria |
|--|--|
| 3. Offeror accepts UNOPS General Conditions of Contract as specified in Section IV: Contract Forms | <ul style="list-style-type: none"> Form B: Proposal Submission Form |

Qualification Criteria

39. The criteria contained in the table below will be evaluated on Pass/Fail basis and checked during Qualification Evaluation of the proposals.

| Criteria | Documents to establish compliance with the criteria |
|--|---|
| <p>1. The company should have a minimum of 5 years of continuous experience in delivering similar projects in the past with a track record of success.</p> <p>In the case of JV, at least one of the JV members should fulfil this criteria</p> | <ul style="list-style-type: none"> Certification of incorporation of the Offeror Form F: Performance Statement Form |
| <p>2. Offeror must provide a minimum of two (2) customer references from which similar services have been successfully provided, within any of the last 5 years.</p> <p>In the case of JV, the customer references of JV members can be combined</p> | <ul style="list-style-type: none"> Form F: Performance Statement Form |

Technical Criteria

40. Technical evaluation will be carried out to bids that pass the eligibility, formal and the qualification criteria, with requirements as follows:

- The maximum number of points that a bidder may obtain for the Technical proposal is 80. To be technically compliant, Bidders must obtain a minimum of 56 points
- Minimum pass score: 70% of maximum 80 points = 56 points

41. Technical proposal points allocation

| Section number/description | | Points Obtainable |
|---------------------------------|--|-------------------|
| 1. | Offeror's qualification, capacity and expertise | 20 |
| 2. | Proposed Methodology, Approach and Implementation Plan | 35 |
| 3. | Key Personnel proposed and Sustainability Criteria | 25 |
| Total Technical Proposal Points | | 80 |

Section 1: Offeror's qualification, capacity and expertise

| Section 1: Offeror's qualification, capacity and expertise | | Points | Sub-points |
|--|---|--------|---|
| 1.1 | Brief description of the organization, including the year and country of incorporation, and types of activities undertaken, including relevance of specialized knowledge and experience on similar engagements done in the past. | 15 | |
| | Bidders is partnering up with International World University Ranking and Top 10 National University in Indonesia (Listed in the Annex 4) | | |
| | 1. Experience in projects of comparable size, type, complexity, and technical specialty | | 5 |
| | 2. Experience in providing similar services in the region, especially in Southeast Asia | | 5 |
| | 2. Bidders is partnering up with the International World University Ranking and Top 10 National University in Indonesia (Listed in Annex 4) | | <p>Total Point: 10</p> <p>International (there are 2 tables in the annex 4):</p> <ul style="list-style-type: none"> • Top 100 (No.1-100): 7 pts • Top 200 (No.101-200): 4 pts • Top 300 (No.201-300): 2 pts <p>National:</p> <ul style="list-style-type: none"> • Top 10: 3 pts • Outside Top 10: 1 pt |
| 1.2 | General organizational capability which is likely to affect implementation: management structure, and project management controls. (Max 4 pages written text) | 5 | |
| | 1. Management structure, management controls, and the extent to which any part would be subcontracted | | 3 |
| | 2. Financial Capacity/financial stability: Bidder should have a minimum annual turnover of 300,000 USD in any of the past 2 years. In case of a joint venture, annual turnover is calculated based on the total annual turnover of the JV members. | | 2 |
| Total points for section | | 20 | |

Section 2: Proposed Methodology, Approach and Implementation Plan

| Section 2: Proposed Methodology, Approach and Implementation Plan | | Points | Sub-points |
|---|--|--------|------------|
| 2.1 | Description of the Offeror's approach including risk(s) and mitigation measure(s), and methodology for meeting or exceeding the requirements of the Terms of Reference | 25 | |
| | 1. Description of the offeror's approach to identification of data sources, scenarios, issues for the deep-dive in PLN organizational structure (see Annex 3), which further will assist the analysis and guiding the PLN decision makers in the context of energy transition strategies. | | 5 |
| | 2. Description of the offeror's approach to the assessment of assessing the effectiveness and viability of energy transition business and strategies, considering various subcategories and emerging technologies. | | 12 |
| | 3. Description of the offeror's approach to the development of policy and technical recommendations specifying the actions and interventions required to facilitate and expedite the energy transition across multiple subcategories, aligning with sustainable business models and practices. | | 8 |
| 2.2 | Quality Assurance Plan | 5 | |
| | 1. A plan outlining how the bidder intends to ensure oversight and quality assurance throughout the assignment. Quality Assurance plan should include discussion on risk-assessment and its mitigation plan | | 5 |
| 2.3 | Implementation Timeline | 5 | |
| | 1. Bidder submits a detailed implementation timeline which includes detailed activities to be undertaken during this assignment, and is completed with Gantt chart | | 5 |
| Total points for section | | 35 | |

Section 3: Key personnel proposed and Sustainability Criteria

| Section 3: Key personnel proposed and Sustainability Criteria | | Points | sub-points |
|---|---|--------|------------|
| 3.1 | Qualifications of key personnel proposed aligned with the Terms of Reference | 20 | |
| | <p>Project Lead</p> <p>Qualification:</p> <ul style="list-style-type: none"> Master's degree in Project Management, Business Administration, Learning and Development, or related field. <p>Experience:</p> <ul style="list-style-type: none"> 7+ years of project management experience, particularly in large-scale initiatives. | | 4 |

| | | | |
|--|--|--|---|
| | <ul style="list-style-type: none"> Proven track record of delivering projects on time, within budget, and meeting or exceeding quality standards. Proficient in risk assessment, stakeholder management, and conflict resolution within project environments. <p>Additional Requirements:</p> <ul style="list-style-type: none"> Strong analytical and problem-solving skills Ability to stay updated with evolving energy technologies and trends. Considered an asset if based in Indonesia (see para 36). | | |
| | <p><u>Energy Transition Expert</u></p> <p>Qualification:</p> <ul style="list-style-type: none"> Minimum a Master in Energy Engineering, Environmental Science, or a related field. A PhD is desirable. <p>Experience:</p> <ul style="list-style-type: none"> 8+ years (for Master) and/or 5+ years (for PhD) of experience in energy transition projects and sustainable energy practices. Strong understanding of technological advancements and their applications in the energy sector. Demonstrated ability to navigate challenges and optimize energy transition strategies for maximum impact and efficiency. | | 5 |
| | <p><u>Change Management and Business Development Specialist</u></p> <p>Qualification:</p> <ul style="list-style-type: none"> Master's degree in Change Management, Business Management, Organizational Psychology, or a related field. <p>Experience:</p> <ul style="list-style-type: none"> 5+ years of experience in driving organizational change and managing employee engagement. Proven ability to implement effective change management and business management strategies. Skilled in communication, training, and coaching to facilitate successful management change and adoption across all levels of the organization. <p>Additional requirement:</p> <ul style="list-style-type: none"> Considered an asset if based in Indonesia (see para 36). | | 4 |
| | | | |

| | | | |
|--|---|--|---|
| | <p><u>Policy and Regulation Analyst</u></p> <p>Qualification:</p> <ul style="list-style-type: none"> • Master's degree in Public Policy, Law, or a related field. <p>Experience:</p> <ul style="list-style-type: none"> • 5+ years of experience in analyzing policies and regulations related to energy and sustainability. • Proven ability to provide policy recommendations and influence decision-making processes based on thorough analysis. • Experience in engaging with government agencies and industry stakeholders to shape policy discussions and initiatives. • Familiarity with Indonesia's regulatory landscape. | | 1 |
| | <p><u>Training and Development Specialist</u></p> <p>Qualification:</p> <p>Master's degree in Learning and Development, Education, or a related field.</p> <p>Experience:</p> <ul style="list-style-type: none"> • 5+ years of experience in designing and delivering training programs, preferably in the energy sector. • Proficient in developing online learning platforms and utilizing technology to optimize training outcomes. • Track record of measuring training effectiveness and continuously improving learning strategies to align with organizational goals. <p>Other Requirements:</p> <ul style="list-style-type: none"> • Proficient in learning management systems and e-learning tools. • Familiarity with adult learning principles. • Considered an asset if based in Indonesia (see para 36). | | 2 |
| | <p><u>Communication and Outreach Manager</u></p> <p>Qualification:</p> <ul style="list-style-type: none"> • Master's degree in Communications, Public Relations, or a related field. <p>Experience:</p> | | 1 |

| | | | |
|--|--|--|---|
| | <ul style="list-style-type: none"> • 5+ years of experience in strategic communication and stakeholder engagement, particularly in the energy or sustainability sector. • Strong interpersonal and communication skills. <p>Additional requirement:</p> <ul style="list-style-type: none"> • Considered an asset if based in Indonesia (see para 36). | | |
| | <p><u>GESI Specialist</u></p> <p>Qualification:</p> <ul style="list-style-type: none"> • Bachelor's degree in international development, gender studies, sociology, or other related field required. Master's degree preferred. <p>Experience:</p> <ul style="list-style-type: none"> • 5+ years of progressive experience managing and providing technical support on gender and social inclusion to donor-funded programs in Indonesia or the region. • Demonstrated GESI knowledge and experience in at least one of the following sectors and technical areas: education, energy, and economic development. • Strong interpersonal and communication skills. | | 1 |
| | <p><u>Program Counselor</u></p> <p>Qualification:</p> <ul style="list-style-type: none"> • Master's degree in counseling, psychology, education, or related field. <p>Experience:</p> <ul style="list-style-type: none"> • 5+ years of experience in counseling or a related field. This experience may include providing career guidance, managing capacity building activities, conducted workshop, or other related activities. • Familiarity with the education system, university policies, and academic programs. Experience in a university setting or with academic advising. • Strong communication and interpersonal skills. <p>Other requirements:</p> <ul style="list-style-type: none"> • Must be available to work within the PLN HR office when required • Must be based in Indonesia. • Fluency in Bahasa essential | | 2 |

| | | | |
|---------------------------------|---|-----------|--|
| 3.2 | The bidder shall provide a clear statement, approach and methodology that demonstrates its commitment to support and mainstream gender equality and social inclusion through its operations and project implementation activities (see para 10) . | 5 | |
| Total points for section | | 25 | |

Annex 1a: Overview and Indicative Curriculum

Program 1

| | Month - 1 | Month - 2 | Month - 3 | Month - 4 | Month - 5 | Month - 6 |
|----------------|---|---|----------------------------------|--|-------------------------------|-----------------------------------|
| Batch-1 | Thematic group 1 (fundamental) | Thematic group 2 | Thematic group 3 | Thematic group 4 | Group Work Project | Presentation |
| Week 1 | The global context of the energy transition | Renewable energy acceleration I (solar, wind, etc) | Smart grid and control system I | Energy procurement | Ideation (offline) | Pitching preparation I |
| Week 2 | Environmental sustainability and climate change | Renewable energy acceleration II (solar, wind, etc) | Smart grid and control system II | Enablers, including financing, regulations, and certifications | Mentor Consultation (offline) | Pitching preparation II (offline) |
| Week 3 | Coal-fired power plant operational options (retirement, repurposing, retrofitting) I | Emerging energy technologies I (hydrogen, battery energy storage system, etc.) | Power system modelling I | Non-electricity business opportunities in energy sector I | Sharpened the business ideas | Final Presentation (offline) |
| Week 4 | Coal-fired power plant operational options (retirement, repurposing, retrofitting) II | Emerging energy technologies II (hydrogen, battery energy storage system, etc.) | Power system modelling I | Non-electricity business opportunities in energy sector II | Mentor Consultation | Evaluation & Batch Closing |

Program 2

| Program 2 | month - 1 | month - 2 | month - 3 | month - 4 | month - 5 | month - 6 | month - 7 | month - 8 | month - 9 | month - 10 | month - 11 | month - 12 |
|-----------|---|---|---|-------------|-------------|---|------------------------|--------------|-------------|-------------|---|---|
| | | | | | | | | | | | | |
| Class 1A | Mandatory | Level 1 - Knowledgeable | | | | | Level 2 - Practitioner | | | | | |
| Week 1 | The global context of the energy transition | REA 1: Solar (Resource Assessment, System Capacity, and Generation) | REA 1: Solar (Impacts on Distribution Grid) | REA 1: Wind | REA 1: Wind | Month 6 is for (see the column below): | REA 2: Solar | REA 2: Solar | REA 2: Wind | REA 2: Wind | Month 11 is for (see the column below): | Month 12 is for (see the column below): |
| Week 2 | Environmental sustainability and climate change | REA 1: Solar (Overview of System Planning, Permitting, and Grid Access) | REA 1: Solar (System Components, Mounting, Cabling) | REA 1: Wind | REA 1: Wind | 1. Redevelopment of recorded online course materials of Level 1 | REA 2: Solar | REA 2: Solar | REA 2: Wind | REA 2: Wind | 1. Redevelopment of recorded online course materials of Level 2 | 1. Designing and proposing course material for Level 3 - Advanced |
| Week 3 | Coal-fired power plant operational options | REA 1: Solar (Overview of Environment) | REA 1: Solar (Construction of Floating | REA 1: Wind | Exam | 2. Evaluation of Level 1 | REA 2: Solar | REA 2: Solar | REA 2: Wind | Exam | 2. Evaluation of Level 2 | 2. Designing and proposing |

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|--------|--|--|--|-------------|----------|---|--------------|-------------|-------------|----------|---|---------------------------------------|
| | (retirement, repurposing , retrofitting) I | tal and Social Impacts) | Solar PV Systems) | | | | | | | | | course material for Level 4 - Mastery |
| Week 4 | Coal-fired power plant operational options (retirement, repurposing , retrofitting) II | REA 1: Solar (Metering Options and Consumer Economics) | REA 1: Wind (Resource Assessment , Power Density, Shear and Speed Extrapolation) | REA 1: Wind | Remedial | 3. Certification of participant Level 1 | REA 2: Solar | REA 2: Wind | REA 2: Wind | Remedial | 3. Certification of participant Level 2 | 3. Final evaluation of the program |

Annex 1b: Overview and Indicative Curriculum

Annex 2. Donor Project Mapping

Annex 3. PLN Energy Transition Pathway

Annex 4: List of Potential Partner Universities