



# Pre-Bid Meeting

## RFP Energy Transition Business and Change Management Centre of Excellence in Indonesia

7 February 2024



# Outline

1. Project detail
2. Evaluation criteria
3. Procurement timeline
4. Returnable bidding forms
5. Q&A

# Timelines



# 1

## PROJECT DETAIL



# Introduction of ETP



ETP Partners with governments, private sector and civil society to move to low carbon energy systems in SEA.

- ❖ **Encouraging** policy makers to promote the right investment environment, legal and regulatory frameworks that support rather than impede energy transition
- ❖ **De-risking** of finance and investments for businesses looking to make investments into clean energy; and
- ❖ **Expanding** grids to facilitate safely and surely variable renewable energy to consumption
- ❖ **Knowledge** to empower governments, private sector and civil society to underscore a demand for rapid transformation.

## Energy Transition Partnership (ETP):

A unique platform of government donors, philanthropies and partner governments that supports policies, de-risking of renewable energy projects and energy efficiency, and sustainable infrastructure for energy transition.

# Project Background

- **PLN holds significant influence over the country's energy transition.** To address the challenges, PLN established energy transition division as part of its organizational restructuring in 2022 that will embark new business opportunities.
- **PLN still faces obstacles and constraints as it enters this new business territory**, e.g., the procurement of RE and smart grid as part of the energy transition to clean energy. Thus, PLN needs to collaborate with other energy sector players.
- The objective aims **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.
- The implementing partners will work closely with PLN HR Department and PLN Training Center under the guidance from ETP.

# Project Details

## Impact



Empower Indonesia's main electricity company, PLN, and relevant government agencies to embrace cleaner energy practices, aligning business strategies and policies for a sustainable shift.

## Outcomes



A transformed PLN with empowered leadership, informed workforce, and aligned strategies driving a successful transition to cleaner energy in Indonesia.

## Outputs



an executive leadership and change management program, widespread energy transition training for PLN's workforce, and exposure to international best-practices and standards to achieve PLN's energy transition goals.

**What:** The project empowers PLN to transition to cleaner energy sources through strategic development and organizational change management.

**Why:** Ensuring sustainability and positioning PLN as a proactive player in Indonesia's evolving energy landscape to reduce greenhouse gas emissions by promoting a shift to energy transition business.

**How:** Providing executive leadership programs, comprehensive workforce training, and strategic alignment with international standards, enabling PLN to lead the energy transition effectively.

# Scope of Work



## **Executive Leadership and Change Management Program**

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Empowering PLN's top and middle management with skills and strategies to drive and navigate the energy transition effectively.



## **PLN-Wide Energy Transition Capacity Building**

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Enabling all PLN employees to understand, embrace, and contribute to the company's shift towards cleaner and sustainable energy practices.



## **Exposure to International Best-Practices and Standards**

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Inform PLN on globally successful approaches, aiding in the efficient achievement of their energy transition objectives.

### **Note:**

- Additional support from development partners will enhance the ETP support and cover a diverse array of energy transition topics, ensuring employees are well-equipped to actively contribute to PLN's sustainable energy goals.
- Additional support from development partners is welcomed to scale diversify the best practices to different destination, enriching the PLN perspective to different best-practises around the world



# Deliverables and Timeline

Deliverables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Inception Report</b>																
<b>Deliverable 2:</b> Detailed Curriculum and Course Content for Program 1 and Program 2																
<b>Deliverable 3:</b> Evaluation and Training Enhancement Reports																
<b>Deliverable 4:</b> Comprehensive Evaluation and Knowledge Preservation																
<b>Deliverable 5:</b> Final Report																
<b>Monthly Progress Report</b>																

# 2

## EVALUATION CRITERIA



# Evaluation Method

1. Preliminary Screening using Eligibility and Formal Criteria (Pass/Fail)
2. Technical Evaluation using Qualification Criteria (Pass/Fail)
3. Technical Evaluation using Technical Criteria (Numeric Score)
4. Financial Evaluation (Numeric Score)
5. Combined Analysis
6. Background Check/Due Diligence

# 1. Preliminary Screening - Eligibility & Formal Criteria

Criteria	Documents to establish compliance with the criteria
<p>1. Offeror is eligible as defined in Instructions to Offerors, Article 4.</p> <p>In case of JV, all JV members should fulfill this requirement</p>	<ul style="list-style-type: none"><li>• 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.</li><li>• Form B: Proposal Submission Form</li></ul>
<p>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</p>	<ul style="list-style-type: none"><li>• All documentation as requested under Instructions to Offerors Article 10, Documents Comprising the Proposals</li></ul>
<p>3. Offeror accepts UNOPS General Conditions of Contract as specified in Section IV: Contract Forms</p>	<ul style="list-style-type: none"><li>• Form B: Proposal Submission Form</li></ul>

## 2. Technical Evaluation - Qualification Criteria

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"><li>• Certification of incorporation of the Offeror</li><li>• Form F: Performance Statement Form</li></ul>
<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"><li>• Form F: Performance Statement Form</li></ul>

### 3. Technical Evaluation - Technical Criteria

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

- a. 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
- b. Minimum pass score: 70% of maximum 80 points = 56 points

41. Technical proposal points allocation

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

# 3. Technical Evaluation - Technical Criteria

## PREVIOUS

Section 1: Offeror's qualification, capacity and expertise		Points	Sub-points
1.1	Brief description of the <u>organization</u> , including the year and country of incorporation, and types of activities undertaken, including relevance of <u>specialized</u> knowledge and experience on similar engagements done in the past.	15	
	Bidders partnering up with a local entity to provide strategic consultation, and translations; as well as communications expertise is considered a valuable asset.		
	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
	3. Understanding of local context, and partnering up with an Indonesia entity to provide for the strategic consultation, translations; as well as the communications expertise		5
1.2	General <u>organizational</u> 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	

## NEW

Section 1: Offeror's qualification, capacity and expertise		Points	Sub-points
1.1	Brief description of the <u>organization</u> , including the year and country of incorporation, and types of activities undertaken, including relevance of <u>specialized</u> knowledge and experience on similar engagements done in the past.	15	
	Bidders partnering up with the International World University Ranking and Top 10 National University in Indonesia (Listed in the annex)		
	1. Experience in projects of comparable size, type, complexity, and technical specialty		5
	2. Bidders is partnering up with the International World University Ranking and Top 10 National University in Indonesia (Listed in the annex)		10
1.2	General <u>organizational</u> 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	

# 3. Technical Evaluation - Technical Criteria

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 <u>organizational</u> 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	



# 3. Technical Evaluation - Technical 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><b>Project Lead</b></p> <p><b>Qualification:</b></p> <ul style="list-style-type: none"> <li>Master's degree in Project Management, Business Administration, Learning and Development, or related field.</li> </ul> <p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>7+ years of project management experience, particularly in large-scale initiatives.</li> <li>Proven track record of delivering projects on time, within budget, and meeting or exceeding quality standards.</li> <li>Proficient in risk assessment, stakeholder management, and conflict resolution within project environments.</li> </ul> <p><b>Additional Requirements:</b></p> <ul style="list-style-type: none"> <li>Strong analytical and problem-solving skills</li> <li>Ability to stay updated with evolving energy technologies and trends.</li> <li>Considered an asset if based in Indonesia (see para 36).</li> </ul>	4	
	<p><b>Energy Transition Expert</b></p> <p><b>Qualification:</b></p> <ul style="list-style-type: none"> <li>Minimum a Master in Energy Engineering, Environmental Science, or a related field. A PhD is desirable.</li> </ul> <p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>8+ years (for Master) and/or 5+ years (for PhD) of experience in energy transition projects and sustainable energy practices.</li> <li>Strong understanding of technological advancements and their applications in the energy sector.</li> <li>Demonstrated ability to navigate challenges and optimize energy transition strategies for maximum impact and efficiency.</li> </ul>	5	

<p><b>Change Management and Business Development Specialist</b></p> <p><b>Qualification:</b></p> <ul style="list-style-type: none"> <li>Master's degree in Change Management, Business Management, <u>Organizational Psychology</u>, or a related field.</li> </ul> <p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>5+ years of experience in driving <u>organizational</u> change and managing employee engagement.</li> <li>Proven ability to implement effective change management and business management strategies.</li> <li>Skilled in communication, training, and coaching to facilitate successful management change and adoption across all levels of the <u>organization</u>.</li> </ul> <p><b>Additional requirement:</b></p> <ul style="list-style-type: none"> <li>Considered an asset if based in Indonesia (see para 36).</li> </ul>	4	
<p><b>Policy and Regulation Analyst</b></p> <p><b>Qualification:</b></p> <ul style="list-style-type: none"> <li>Master's degree in Public Policy, Law, or a related field.</li> </ul> <p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>5+ years of experience in <u>analyzing</u> policies and regulations related to energy and sustainability.</li> <li>Proven ability to provide policy recommendations and influence decision-making processes based on thorough analysis.</li> <li>Experience in engaging with government agencies and industry stakeholders to shape policy discussions and initiatives.</li> <li>Familiarity with Indonesia's regulatory landscape.</li> </ul>	1	
<p><b>Training and Development Specialist</b></p> <p><b>Qualification:</b></p> <p>Master's degree in Learning and Development, Education, or a related field.</p> <p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>5+ years of experience in designing and delivering training programs, preferably in the energy sector.</li> </ul>	2	

# 3. Technical Evaluation - Technical Criteria

	<ul style="list-style-type: none"> <li>Proficient in developing online learning platforms and utilizing technology to optimize training outcomes.</li> <li>Track record of measuring training effectiveness and continuously improving learning strategies to align with organizational goals.</li> </ul> <p><b>Other Requirements:</b></p> <ul style="list-style-type: none"> <li>Proficient in learning management systems and e-learning tools.</li> <li>Familiarity with adult learning principles.</li> <li>Considered an asset if based in Indonesia (see para 36).</li> </ul>		
	<p><b>Communication and Outreach Manager</b></p> <p><b>Qualification:</b></p> <ul style="list-style-type: none"> <li>Master's degree in Communications, Public Relations, or a related field.</li> </ul> <p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>5+ years of experience in strategic communication and stakeholder engagement, particularly in the energy or sustainability sector.</li> <li>Strong interpersonal and communication skills.</li> </ul> <p><b>Additional requirement:</b></p> <ul style="list-style-type: none"> <li>Considered an asset if based in Indonesia (see para 36).</li> </ul>		1
	<p><b>GESI Specialist</b></p> <p><b>Qualification:</b></p> <ul style="list-style-type: none"> <li>Bachelor's degree in international development, gender studies, sociology, or other related field required. Master's degree preferred.</li> </ul> <p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>5+ years of progressive experience managing and providing technical support on gender and social inclusion to donor-funded programs in Indonesia or the region.</li> <li>Demonstrated GESI knowledge and experience in at least one of the following sectors and technical areas: education, energy, and economic development.</li> <li>Strong interpersonal and communication skills.</li> </ul>		1

	<p><b>Program Counselor</b></p> <p><b>Qualification:</b></p> <ul style="list-style-type: none"> <li>Master's degree in counseling, psychology, education, or related field.</li> </ul> <p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Familiarity with the education system, university policies, and academic programs. Experience in a university setting or with academic advising.</li> <li>Strong communication and interpersonal skills.</li> </ul> <p><b>Other requirements:</b></p> <ul style="list-style-type: none"> <li>Must be available to work within the PLN HR office when required</li> <li>Must be based in Indonesia.</li> <li>Fluency in Bahasa essential</li> </ul>		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	
<b>Total points for section</b>		<b>25</b>	

## 4. Financial Evaluation

The maximum number of points that a bidder may obtain for the Financial Proposal is 20. The maximum number of points will be allocated to the lowest evaluated price bid. All other prices will receive points in reverse proportion according to the following formula:

Points for the Financial Proposal of a bid being evaluated =

$$\frac{[\text{Maximum number of points for the Financial Proposal}] \times \{\text{Lowest price}\}}{[\text{Price of proposal being evaluated}]}$$

**Financial proposals will be evaluated following completion of the technical evaluation. Only the proposals pass the minimum point in the technical evaluation, will be opened on this stage.**

The bidder with the lowest evaluated cost will be awarded (20) points. Financial proposals from other bidders will receive prorated points based on the relationship of the bidder's prices to that of the lowest evaluated cost.

## 5. Combined Analysis

Combination of total Technical + total Financial Score will be used to select the firm.

The weight of technical : financial offer is 80:20

## 6. Background Check/Due Diligence

Upon completion of the evaluation and prior to contract award, UNOPS shall conduct background checks/due diligence on the offeror recommended for award, to confirm that the offeror meets the criteria set forth in this RFP or as appropriate to the nature of the procurement process.

**UNOPS may reject an offeror's proposal on the basis of the findings.**

# Common Issue with Past Submission based on Previous Tenders

No	Issue	Impact	Tips to prevent the issue
1.	Bidder fails to submit complete information. Critical documents such as price schedule, any components of the technical proposal is missing	Bidder will be disqualified	Please ensure you submit all the documents. Please double check the checklist of the document in the system prior to making submission
2.	Bidder submit the <b>financial proposal</b> along with the technical proposals and its supporting documents for RFP	Bidder will be disqualified	Please double check the checklist of the document in the system prior to making submission. There are different tabs under Vendor Submission tab to upload the financial offer for RFP tender
3.	Bidder fails to submit through the system, and submits the proposal through email	Bidder will be disqualified	UNOPS cannot accept submissions done outside the system. However, if you have difficulties in accessing the portal, please let us know so we can assist.
4.	Bidder has tried to submit through the system, but there was no sufficient time to submit and the deadline pass before bidder can click "submit"	Submission will not be accepted	Please start your submission process as early as possible. Start by checking whether your company is registered in UNGM. UNGM registration might take several days. We suggest you aim to submit at least 1 day before deadline




**Q&A**

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