

Studies on the Minimum Requirements for Multilateral Power Market and A Strategy to Establish A Multilateral Power Trade in ASEAN (Regional)

Terms of Reference | 18 June 2024

The Association of Southeast Asian Nations (ASEAN) has long pursued the ASEAN Power Grid that could promote energy security while increasing the renewable energy deployment into the grids. To inform the implementation of the APG, ASEAN Interconnection Masterplan Studies (AIMS III) Phase 3 will be conducted to lay out the foundation for establishing a multilateral power trade in ASEAN. As part of AIMS III Phase 3, the assignments laid out in this Terms of Reference will result in two reports on (i) the minimum requirements for multilateral power market and (ii) a strategy to establish a multilateral power trade in ASEAN. The implementation of this project will be done in close coordination with the ASEAN Power Grid Advancement Program (APG-) consortium members.



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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. The present document outlines the Terms of Reference (ToR) for the studies on the Minimum Requirements for Multilateral Power Market and A Strategy to Establish A Multilateral Power Trade in the Association of Southeast Asian Nations (ASEAN). This project is part of the ASEAN Power Grid Advancement Program (APG-AP), a program aiming to accelerate the realisation of regional power trade in ASEAN. One of the outputs of the APG-AP is to deliver ASEAN Interconnection Masterplan Study (AIMS) III Phase 3, to which this ToR covers one of the work packages within AIMS III Phase 3 scopes.
3. The output of this project is two-folded: reports on (i) the Minimum Requirements for Multilateral Power Market and (ii) A Strategy to Establish A Multilateral Power Trade in ASEAN. These reports will be the main official references for the ASEAN Member States to pursue the implementation of the APG, requiring a close coordination with the APG-AP's consortium members, namely UNOPS-ETP, ASEAN Centre for Energy (ACE), Clean, Affordable and Secure Energy project (CASE), and the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP).

III. Project Details

A. Rationale

4. The implementation of cross-border power trades under the ASEAN Power Grid (APG) starts from the bilateral levels which turn into sub-regional and eventually regional levels. Currently, there are various bilateral and sub-regional power interconnections being planned and implemented in ASEAN with different implementation modalities and technical specifications. This is particularly due to the diversity of technical and non-technical arrangements that need to be done for each interconnection project.
5. Through the ASEAN Interconnection Masterplan Studies (AIMS III), various existing and potential interconnection projects have been identified. In its third phase or also referred to as AIMS III

Phase 3, the focus is given towards the establishment of a multilateral power trade arrangement for the APG.¹ One of the critical elements of AIMS III Phase 3 is the minimum requirements for establishing a multilateral power trade in ASEAN that will look into various technical and non-technical aspects of the cross-border power interconnections and their power trade arrangements. In addition, there is a need for ASEAN to establish a strategy to develop a multilateral power trade in the region that covers the technical and non-technical specifications of the trading arrangements.

6. To this end, the assignments laid out in this ToR cover the AIMS III Phase 3 work to conduct studies on the Minimum Requirements for Multilateral Power Market and A Strategy to Establish A Multilateral Power Trade in ASEAN. The study should be developed in close coordination with other parallel works of AIMS Phase 3 on (i) the methodology development of ASEAN-wide integrated resource and resilience planning (IRRP) and (ii) the development of harmonised grid code and technical standards. This project will be done under the overall supervision of UNOPS-ETP in close collaboration with the APG-AP consortium, particularly ACE.

B. Impact

7. The project will contribute to the advancement of low-carbon power systems in Southeast Asia through the multilateral power trading arrangement that could facilitate increased renewable energy uptake. This impact will be facilitated through the minimum requirements and strategy to develop a multilateral power trade arrangement that works in ASEAN, accelerating the harmonisation process of cross-border power trades.

C. Objectives, Outcomes and Outputs

8. The objective of this project is to carry out part of the AIMS III Phase 3 studies. In doing so, the ToR covers a study on defining the minimum requirements needed to establish a multilateral power market development for ASEAN while developing an overarching strategy for multilateral power trade. The implementation of this project will require technical (e.g., power systems and cross border transmissions) and non-technical (e.g., political and institutional arrangements) understandings of multilateral power trade in the context of the APG. Specifically, the development of the strategy for multilateral power trade will require cross-referencing and coordination with other AIMS III Phase 3 studies that will be ongoing in coordination with ACE and UNOPS-ETP.
9. The outcome of this project is to shift the APG from study phase to implementation through the necessary technical assistance in the form of analytical works for the multilateral power trade and pilot projects. The program will also incorporate the possibility of adding more variable renewable energy into the power systems of ASEAN. This project as part of the AIMS III Phase 3 will lay the foundation for implementing a pilot project under the APG-AP and for ASEAN

¹ For the detailed summary of the AIMS III Phase 3 focus areas, please refer to [Annex 1 - Overview of APG-AP](#).

Member States and target stakeholders to make informed decisions for moving towards Multilateral Power Trade.

10. The primary output of this project is to develop two reports, one on the Minimum Requirements for Multilateral Power Market Development in ASEAN and, one on the strategy to Establish ASEAN Multilateral Power Trade (MPT) and Its Institutional Arrangements. Through these outputs and dissemination, communication, and outreach with key stakeholders, a set of options and a preferred strategy to establish APG Multilateral Power Trade will be presented to decision makers for their consideration. These outputs will form the AIMS III Phase 3 that will be used by the ASEAN member states as a reference point to implement the APG.

D. Sustainability and Gender Mainstreaming

11. ETP is committed to promoting and supporting gender mainstreaming in its project implementation. The Project shall be inclusive of the invited stakeholders during the consultation and seek a balanced representation of women. The implementing partner should identify the implications, its outputs and contributions to gender equality in the project activities. This task shall be accomplished through a clear methodology and approach.

IV. Project Deliverables

Detailed Tasks and Deliverables

12. In line with the outputs and outcomes expected from this project (see Project Background), this section provides additional information on specific deliverables that will be required.
13. The main outputs of this ToR include two reports as follows:
 - a. **Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN.** Deriving from six (6) studies, this report covers recommendations for basic criteria for system planning connection, and operational rules and responsibilities to be followed by the generating stations, transmission utilities and distribution utilities, in view of international experience and technical complexities involved in establishing a multilateral power trade arrangement. The report will draw from the Laos-Thailand-Malaysia-Singapore Power Interconnection project (LTMS-PIP) as a pilot multilateral power trade in ASEAN, reflecting on its experience in the institutional set up, market model design, and other minimum requirements. Given the amount of work required to complete this report, the delivery of this report is broken down into two parts before merging them into a single report (see Table 1).
 - b. **Strategy to Establish ASEAN Multilateral Power Trade (MPT) and Its Institutional Arrangements.** This report provides a recommended strategy for ASEAN to establish a multilateral power trade based on the overall findings of AIMS III Phase 3. As such, this report will be produced based on three other reports on (i) the minimum requirements

(point a above); (ii) methodology and guidelines for integrated resource and resilience planning; and (iii) harmonised grid code and technical standards. Hence, it requires close coordination with other consulting entities working on reports (ii) and (iii) directly and through ACE and UNOPS-ETP.

14. This report is broken down into several milestone deliverables. To which, the consultant will be assessed based on these milestone deliverables with each milestone being linked to payment. The milestone deliverables defined in this ToR are summarised in the following table.

Table 1. List of Deliverables

Milestone	Deliverable	Target delivery and payment timeline	% of Payment
1	Deliverable 1 - Inception Report	Month 1	10%
2	Deliverable 2 - Part 1 Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN	Month 4	20%
3	Deliverable 3 - Part 2 Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN	Month 6	20%
4	Deliverable 4 - Final Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN	Month 8	20%
5	Deliverable 5 - Report on the Strategy to Establish ASEAN Multilateral Power Trade (MPT)	Month 11	30%
Non-personnel Reimbursable Costs	Consultations, communications, and dissemination	Months 1-8 (Tentative)	N/A, at cost
Continuous - Contract Monitoring Requirement	Monthly Progress Report	Monthly submission	N/A

15. The acceptance of the milestone deliverables will be based on the review of the AIMS III Phase 3 Working Group (see Reporting and Coordination section). The review turnaround time is approximately 14 calendar days and depending on the review outcome, the consulting entity may be asked to improve the deliverable prior to acceptance.
16. All reports will be circulated widely to the relevant authorities and coordinating bodies and will receive time-bound comments for correction and augmentation, which the selected entity will incorporate to improve the quality of the outputs.

Deliverable 1 - Inception Report

17. The consultant must submit the Inception Report within a month after the contract signing date. The Inception Report should outline the detailed work plan that will be undertaken throughout the project period. At the minimum, the **Deliverable 1** shall contain:
 - 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 (outline of the study / report, data requirements, methodology for carrying out the analysis)
 - e. Stakeholder mapping and analysis and communication / outreach plans
 - f. Project management inclusive of organisational chart detailing key personnel, their roles and responsibilities, as well as their locations
 - g. Risks, mitigations and assumptions
 - h. Monitoring and Evaluation Framework, presented in the form of the ETP Results Based Monitoring Framework (RBMF)
 - i. PowerPoint Presentation

Deliverable 2 - Part 1 Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN

18. Deliverable 2 will comprise Part 1 of the First Draft on the Minimum Requirements that covers three main tasks or studies, namely (i) a review of ASEAN interconnection status; (ii) a review of existing electricity market structure in the ASEAN member states; and (iii) an examination of the political requirements.
19. At the minimum, the **Deliverable 2** shall include:
 - a. Executive Summary
 - b. Introduction
 - c. Task 1: Review of ASEAN Interconnection Status

- d. Task 2: Review of existing structure of electricity markets among the ASEAN member states (AMS) and develop options for Multilateral Market Development
- e. Task 3: Examine the political requirements which include analysis and/or recommendations related to specific intergovernmental agreements
- f. Conclusion
- g. PowerPoint Presentation of the main report

20. To develop this deliverable, the consultant is expected to perform the following tasks. The results of each task will be presented in a dedicated section of the main report.

- a. **Task 1 - Review ASEAN Interconnectivity status**, which may include highlighting the current interconnection status and the recommended interconnections resulting from AIMS III Phases 1 and 2. The consulting entity will need to analyse the potential impact of each interconnection in the context of existing and national power systems, the narrative of HVDC vs HVAC decisions, justifications, and cost benefit analysis of the proposed interconnection capacity.
- b. **Task 2 - Review of existing structure of electricity markets among the ASEAN member states (AMS) and develop options for Multilateral Market Development**, which may include defining data needed to identify minimum requirements and international case literature review (such as PJM, NEMS, NYISO, ISNOE, CAISO, Nord Pool EPEX, and BETTA and SIEPAC). In addition, the consultant at the minimum will perform the following analyses:
 - i. review of the existing AMS structure of electricity markets;
 - ii. definition of options for developing multilateral markets; and
 - iii. international case literature review (PJM, NEMS NYISO, ISNOE, CAISO, Nord Pool EPEX, and BETTA and SIEPAC).
- c. **Task 3 - Examine the political requirements** which include analysis and/or recommendations related to specific intergovernmental agreements, review the current state of political will from ASEAN Member States and analyse the gap to establish the multilateral power trade in a voluntary and stepwise manner. The consulting entity will be required to:
 - i. Analyse and make recommendations for intergovernmental agreements necessary to achieve cross-border interconnection and/or multilateral power trading.
 - ii. Analyse the “political will” gap to establish the multilateral power trade with recommendations to address it.

Deliverable 3 - Part 2 Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN

21. Deliverable 3 comprises Part 2 of the report on the Minimum Requirements covering three tasks or studies on (i) evaluation and analysis of the existing cross-border power trade in ASEAN; (ii) proposal for institutional market model design; and (iii) proposal for a charter for multilateral regulatory body.

22. At the minimum, the **Deliverable 3** shall include:

- a. Executive Summary
- b. Introduction
- c. Task 4: Evaluation and analysis of the existing AMS multilateral power trade and other international samples
- d. Task 5: Proposal for the institutional market model design
- e. Task 6: Proposal for a charter for a multilateral AMS regulatory body
- f. Conclusion
- g. PowerPoint Presentation of the main report

23. For this deliverable, the consultant is expected to perform three distinct tasks. The results of each will be presented in a separate section of the report. These tasks include:

- a. **Task 4 - Evaluate and analyse the existing AMS multilateral power trade** (including Laos-Thailand-Malaysia-Singapore Power Integration Project (LTMS-PIP) interconnection and other international samples, such as the Greater Mekong Subregion Regional Power Trade, by taking into account, available harmonised technical standards, congestion management strategy, any wheeling charge methodology, level of the information disclosure, interconnector capacity calculation methodology, any third party access agreement and refusal mechanism and ancillary service market design). Some of the specific activities required for this task include, but are not limited to:

- i. Analysis of LTMS harmonised technical standards (if any)
- ii. Review and analysis of existing congestion management strategies for cross-border trade (e.g. LTMS, if such strategies exist). This must cover ex-post congestion management strategy, ex-ante congestion management strategy (physical transmission rights and financial transmission rights)
- iii. Review and analyse existing (e.g. LTMS) and proposed wheeling charge methodologies
- iv. Review and analyse current level of information disclosure
- v. Review and analyse interconnector capacity calculation methodology (if this exists, e.g. LTMS)
- vi. Review and analyse Third Party Access agreement and refusal mechanism (if this exists, e.g. LTMS)
- vii. Review and analyse ancillary service market design (if this exists)

- b. **Task 5 - Develop a proposal for a market model design to enable multilateral power trading among ASEAN Member States**, which may include reviewing aspects of practical implementation issues, governance issues and prerequisites (how much transmission capacity to be made available to the market- per border or per region, how close should the geographical structure of the market reflect the physical network – nodal or zonal market configuration and design of Institutional capacity – political cooperation model, bilateral contract model or hybrid), analysing and clarifying potential roles for new institutional arrangements such as a regional market coordinator and central clearing party, analysing and making recommendations on different models for market integration (e.g. price- vs. volume-based market coupling) with consideration of ASEAN country contexts, and recommendations for potential market designs (forward, day-ahead market, real-time or otherwise) and real-time coordination (including comparative examples from Europe, US, etc). Specifically, the task will involve the following sub-tasks:
- i. Review and analyse governance issues and prerequisites (how much transmission capacity to be made available to the market – per border or per region)
 - ii. Review and analyse geographic structure of the market and degree of mirroring the physical network -nodal or zonal market configuration
 - iii. Review and analyse design of institutional capacity – political cooperation model, bilateral contract model or hybrid
 - iv. Review and analyse the roles of the new institutional elements such as a regional market coordinator and central clearing party (and what is best for ASEAN countries)
 - v. Review and analyse different models for cross-border market integration with recommendations based on ASEAN country contexts)
 - vi. Analyse the financial needs and funding options based on the proposed market designs
- c. **Task 6 - Develop a charter for a multilateral ASEAN Member States Regulatory Body (AMSRB)** which will oversee multilateral markets. The AMSRB would comprise AMS regulators and would establish rules for issues such as open access to the transmission system, allocation of costs for transmission enabling multilateral markets, standard contract requirements, setting just and reasonable rates to recover relevant costs, dispute resolution mechanism, and other issues delegated to it by AMS. Specifically, the consulting entity will carry out the following sub-tasks:
- i. Define the standard practices for enabling multilateral markets including access to the transmission system and transmission cost.
 - ii. Define the standard contract requirements and set a reasonable price for multilateral power markets.

- iii. Define the standard practice for dispute resolution mechanism and other issues delegated by AMS.
- iv. Determine the adoption of standard practice for resolution mechanism to AMS regulatory bodies (AMSRB), how to translate the standard practice into applicable format either as rules or new TOR for AMSRB.

Deliverable 4 - Final Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN

24. This deliverable is a merging of Deliverables 2-3 that will constitute a full Report on Detailed Definition of Minimum Requirements for Establishing A Multilateral Power Trade in ASEAN. To deliver the report, the consultant will need to make sure of the flow by adding overarching introduction and conclusion sections and any other adjustments necessary.
25. In addition to the main report, the consultant will develop six (6) briefing notes that provide a summary of the key messages from Tasks 1-6 findings (one briefing note per task). The topics of these briefs should be proposed by the consulting entity to APG-AP PMU for approval.
26. Therefore, at the minimum, **Deliverable 4** shall include:
 - a. Executive Summary
 - b. Introduction
 - c. Task 1: Review of ASEAN Interconnection Status
 - d. Task 2: Review of existing AMS Structure of electricity markets and develop options for Multilateral Market Development
 - e. Task 3: Examine the political requirements which include analysis and/or recommendations related to specific intergovernmental agreements
 - f. Task 4: Evaluate and analyse the existing AMS multilateral power trade and other international samples
 - g. Task 5: Develop the institutional market model design
 - h. Task 6: Develop a charter for a multilateral AMS regulatory body
 - i. Overarching Conclusion on the Minimum Requirements
 - j. PowerPoint Presentation
 - k. Six Briefing notes, one for each task
 - l. Annex on the approach to the assignment

Deliverable 5 - Report on the Strategy to Establish ASEAN Multilateral Power Trade

27. The consultant will develop a report containing a strategy to establish ASEAN Multilateral Power Trade. The report will include the proposed arrangement of a regional power coordinator that could monitor the implementation progress of the APG in general. Additionally, the consultant will develop a briefing note that summarises the main messages and findings of the report.
28. At the minimum, **Deliverable 5** shall contain:

- a. Executive Summary
- b. Introduction and background
- c. Methodology
- d. Task 7: Main strategy for ASEAN MPT establishment
- e. Capacity gap assessment and its recommendations
- f. Conclusion
- g. PowerPoint Presentation
- h. One briefing note
- i. Annex on the approach to the assignment

29. **Task 7 - Strategy for Establishing ASEAN Multilateral Power Trade.** This deliverable aims to bring together the findings from other AIMS III Phase 3 studies being done in parallel by other consultants and develop the pathways for ASEAN to establish a multilateral power trade. For which, the expected activities will involve:

- a. Synthesis of the findings from the ongoing AIMS III Phase 3 studies as the basis for developing the strategy for multilateral power trade establishment in ASEAN.
- b. Coordination and cross-referencing of the work implemented by the consultants for working on (i) the proposed methodology and guidelines for ASEAN-wide integrated resource and resilience planning, and (ii) the proposed harmonised grid code and minimum operational technical standards for interconnection under the APG. Both studies are expected to be delivered by Q1 2025 with the drafts being made available in advance.
- c. Analysis of different models for regional power coordinators or other institutional frameworks from other jurisdictions and their relevance to the ASEAN context.
- d. Analysis and recommendation of the specific institutional framework required for ASEAN to establish a regional power coordinator, including the potential for existing ASEAN institutions to take on relevant functions and/or the need for new institutional frameworks.
- e. Capacity gap analysis for ASEAN in implementing the APG, including recommended capacity building activities that might be needed for the member states and APG stakeholders.

Consultations, Communications, and Dissemination

30. **Consultations and dissemination** includes activities that the consultant will need to participate as part of the information gathering, validation, and dissemination. The activities will be done in close coordination with the APG-AP PMU, particularly ACE and UNOPS-ETP. Consultations with key relevant APG stakeholders at the country and regional levels are critical to carry out the assignment successfully.
31. More specifically, the consultant will participate and present (if required) in the following events that will be organised by the APG-AP consortium. The consultant is required to include a

financial proposal under the “non-personnel reimbursable costs” budget line to cover travel costs for attending these events:

- a. One in-person kick-off meeting for AIMS III Phase 3 upon contract signing (location TBD) that will be organised by APG-AP consortium, inviting the AIMS III Phase 3 stakeholders.
 - b. Eight (8) in-country consultation meetings with national stakeholders of LTMS and BIMP led by ESCAP with UNOPS-ETP funding, in the first eight months of project implementation to discuss in-depth national views, challenges and ensure accuracy and relevance of relevant AIMS III Phase 3 studies and identify pilot project locations for Output 4 (pilot implementation) of the APG-AP.
 - c. One coordination meeting to be organised by APG-AP consortium tentatively in Dec 2024 in Jakarta, Indonesia where the consultant may be asked to present the progress of work in coordination with APG-AP consortium members.
 - d. One final validation workshop in Q1 2025 to share the findings of the first report, during which feedback from relevant stakeholders will be received.
32. The consultation workshop will be reimbursed against the actual costs. The consultant is required to propose in the financial proposal both the personnel costs and non-personnel costs associated with consultation and dissemination workshop participation. While the personnel costs for this deliverable will be paid in lump sum, the non-personnel costs will be reimbursed against the actual up-to-the-ceiling price proposed in the bidding.
33. The consultant must adhere to the UN travel management policy that includes:
- a. Economy class airfare with the most direct route
 - b. UN Daily Subsistence Allowance ([DSA](#)) to cover accommodations, meals, transportations, and incidentals.
34. **Communication Products.** The consultant will also be required to develop communications and dissemination products from the project at the end of the project. The communications products form the contractual requirements from the UNOPS-ETP for every contract managed. The consultant is required to submit the communication products as part of Deliverable 5 along with the other required items indicated above. The following table provides the details of the required communication products for this assignment:

Table 2. Project Communications Requirements

No.	Communications Items	Quantity
1	Social media posts The Consultant will provide texts (approx 100 words) and photos (minimum 2). The ETP team will publish the content on ETP’s social media sites (LinkedIn , Facebook , Twitter),	1 post per platform per public workshop/event

2	<p>Press Releases The Consultant will compile texts (approx 500 words), following which the ETP team will publish the press release on ETP website.</p>	1 per public workshop/event
3	<p>Articles for ETP Website The Consultant will compile texts, following which the ETP team will publish the article on ETP website.</p> <p>The articles must be impactful and engaging, and capture key project activities and impact. Each article must be submitted with a minimum of 3 high-quality photos/graphics.</p>	2 - including 1 by mid project, and 1 upon project completion
4	<p>Project wrap-up presentation A 15-20 minute recorded presentation (with slide deck) summarising key highlights of the project. The recording will be featured on the ETP website as a knowledge item.</p>	1 upon project completion
5	<p>Database of project photographs from events/activities</p>	15-20 high-quality images per workshop/event/activity, inclusive of 'action shots' capturing key speeches, activities and participant engagement

35. **Visibility.** The Consultant shall take all appropriate measures to ensure that the Communications and Visibility requirements provided by ETP will be adhered to for all project related activities. The Communications and Visibility requirements will be shared to the awarded offerer upon signature of the contract.

V. Reporting and Coordination

Contract Monitoring Requirement: Monthly Progress Report

36. In addition to the listed deliverables, the consultant is required to submit monthly progress reports. Failure to submit this report may result in the payments being withheld.
37. The monthly progress report includes a concise narrative (in short bullet points) of the completed activities contributing towards the milestones and the indicative next steps. It serves as the monitoring report between the consultant and UNOPS-ETP.
38. The monthly progress report includes the following standard items:

- a. General progress update
 - b. Updated Gantt chart
 - c. Risk identification and mitigation
 - d. Communications activities and materials
39. The final monthly progress report will include the above items and the followings:
- a. Summary of lessons learned from the project implementation
 - b. Recommendations on potential next steps to build on this project
40. On a quarterly basis, the consultant is required to provide the updated results against the Results Based Monitoring Framework (RBMF) in a provided template. The data must be gender-disaggregated, where applicable.
41. The templates (Excel spreadsheet) for both the monthly progress report and RBMF will be shared at the project kick-off stage.

Quality Assurance and Quality Control

42. All milestone deliverables are expected to be produced under the overall supervision of UNOPS-ETP and ACE. The quality of the deliverables will be ensured by the AIMS III Phase 3 Working Group that comprises ACE, UNOPS-ETP, CASE, UNESCAP, and the appointed representatives from the ASEAN member states. The following figure provides the overview of the Working Group:

Figure 1. AIMS III Phase 3 Working Group Structure



43. The consultant is required to have at least one personnel based in Jakarta in ACE’s office on a full-time or part-time basis throughout the project duration. The objective of having Jakarta-based expert(s) is to improve the communications and reporting on progress through regular meetings and on an ad-hoc basis to inform and receive guidance from UNOPS-ETP and

ACE on material issues related to the delivery of the report. The Jakarta-based personnel is ideally one of the core team members defined in the Personnel Qualifications. However, a mid-level personnel that has the same level of experience as the core team will be considered.

- 44. The team lead will also be responsible for coordinating with other AIMS III Phase 3 consultants delivering different Work Packages. Such a coordination will be done in close consultation with UNOPS-ETP and ACE.
- 45. All deliverables are subject to review by UNOPS-ETP, the AIMS III Phase 3 Working Group (see Figure 1) and beneficiary entity(ies) where applicable, before approval. If there are comments and suggestions, the deliverables need to be revised accordingly before payment is released. The turnaround time for the feedback is 14 calendar days and the consultant will be required to revert with any necessary adjustments within 7-14 days after receiving the feedback.

VI. Other Information

- 46. A public facing, publishable Executive Summary in professional English and layout must be submitted with each deliverable.
- 47. A public facing, professionally laid-out PowerPoint presentation highlighting key information must be submitted and presented at meeting(s) organised by ACE, UNOPS-ETP and/or relevant stakeholder groups.
- 48. The consultant must consider and highlight specific gender considerations in their proposal.

VII. Timeline for the Project

- 49. The project will require 11 (eleven) months to complete. The actual project timeline will be presented by the consultant and agreed upon in the Inception Report.

Table 3. Proposed timeline of the project’s deliverables

No.	Deliverable	Months										
		1	2	3	4	5	6	7	8	9	10	11
1	Deliverable 1 - Inception Report											
2	Deliverable 2 - Part 1 Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN											

3	Deliverable 3 - Part 2 Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN												
4	Deliverable 4 - Final Report on the Detailed Definition of Minimum Requirements for Establishing a Multilateral Power Market in ASEAN												
5	Deliverable 5 - Report on the Strategy to Establish ASEAN Multilateral Power Trade (MPT)												
6	Consultations, communications, and dissemination												

VIII. Key Stakeholders

50. The key stakeholders/donors of this project are provided in the following table and the Working Group Structure for AIMS III Phase 3 is provided in Figure 1.

Table 4. List of stakeholders/ donors of this project

Stakeholder	Explanation
UNOPS-ETP	UNOPS-ETP will provide funding and engage international and local expertise to deliver outputs 2-4 as approved on a component to component basis. UNOPS-ETP will also support and lead as necessary, convening of the parties to marshal and aid decision-making with the aim to achieve the project outputs and objectives
ACE	ACE, as the designated ASEAN Secretariat implementing and coordination agency for the ASEAN Plan of Action for Energy Cooperation (APAEC) 2016-2025 Phase II that sets ASEAN policies and programs will lead the project through a dedicated project management unit (PMU). ACE will provide the required linkages to political decision-making and events at Senior Officials' Meeting on Energy (SOME) and ASEAN Ministers of Energy Meeting (AMEM) level to ensure the endorsements of APG-AP and its outputs, and coordination with ASEAN and ASEAN Secretariat to drive and

	coordinate a progressive and forward-moving implementation to achieve the objectives of the Project. ACE will also be in charge of the data collection process and provide the technical capacity for the analytical works
HAPUA	HAPUA will convene the appropriate and relevant parties at the country level in the process, engaging utility stakeholders at appropriate levels, sectors and national ministries when and where their decision-making is required to make concerted and timely progress to achieve the objectives of the Project
AERN	AERN will conduct dialogue on the regulatory aspects of the APG-AP ensuring dissemination of information to its membership
ASEAN Secretariat	ASEAN Secretariat will support APG-AP with guidance and suggestions to ensure inclusive consultations and information sharing with the ASEAN institutions relevant to APG-AP
ESCAP	ESCAP will provide complementary advisory and coordination services for the project, utilising in particular its intergovernmental processes to connect the activities beyond ASEAN Member States with the Asia region more broadly. APG-AP will be able to leverage additional advisory and coordination services and possible further support from the Green Grids Initiative (GGI)'s wider ecosystem of partners through ESCAP's role as the lead of GGI Asia-Pacific Working Group
GIZ- Clean, Affordable and Secure Energy (CASE) or Southeast Asia	CASE is involved in the ASEAN Power Grid Advancement Program as the funder for Output 1 on the coordination where it supports the setting up of a Project Management Unit in ACE. CASE signed the trilateral Partnership Agreement with ACE and UNOPS-ETP and is the integral part of the APG-AP that will be involved in the quality control process of the Outputs 2-4 that UNOPS-ETP will perform
USAID Southeast Asia Smart Power Program (SPP)	USAID SPP is supporting APG as part of its overall assistance to the achievement of ASEAN Plan of Actions on Energy Cooperation II that ultimately will strengthen regional power systems through regional power trade and clean energy technology deployment.
USAID Clean Power	USAID Clean Power Asia carried out the implementation of AIMSIII Phases 1-2 which assessed the viability of cross-border power trade through 2040

Asia	with a particular focus on increasing variable renewable energy penetration into the power grid. It also supported National Renewable Energy Laboratory (NREL) to develop a renewable energy data explorer and carried out studies to facilitate cross-border power trades between Laos and Vietnam.
Asian Development Bank (ADB)	ADB supported the multilateral power trade between Laos-Thailand-Malaysia Power Integration Project (LTM-PIP) which was expanded to Singapore. In addition, ADB also supports the expansion of regional power trade to the Greater Mekong Subregion (GMS).

51. The consultant is expected to identify and engage with other relevant stakeholders as part of this project.

IX. Results Based Monitoring Framework

52. The Results of the Project are monitored through the following Framework in the following table. This assignment will contribute mainly to the Strategic Objective 3 of ETP on Extending Smart Grid while also contributing to the Strategic Objective 4 on Knowledge and Awareness Building. All activities will update the achievement of the indicators and explained in the narrative reports.

Table 5. Results Based Monitoring Framework Outline

ETP Pillars	Result(s)	Description	Indicator Number	Program Indicator(s)	Target
Extending Smart Grid	Short-Term Outcome (By 2025)	3.1 National energy strategy and sectoral plans involve evidence-based planning for an improved national-smart-grid system along with related infrastructure and innovative technologies	IN 3.1-01	No. of technical recommendations and solutions implemented by the grid operators for planning and operation, leading to smart grid	2 technical recommendations on minimum requirements and strategy

Knowledge and Awareness Building	Short-Term Outcome (By 2025)	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	IN 4.1-01	No. of studies, research, new evidence gathered and published, for raising awareness, improving knowledge base, driving decisions, and dissemination	2 reports
			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	1 workshop
			IN 4.1-02 A	Total no. of attendees	50 people
			IN 4.1-02 B	Total no. of female attendees	50%
			IN 4.1-03	No. of articles, press releases on social media, and mass media, for outreach releases on social media, and mass media, for outreach	7 briefing notes
			IN 4.1-04	Total no. of entities supported through Technical Assistance	5 entities (ACE, ASEAN Secretariat, APGCC, HAPUA, AERN)

53. The results are reported with additional supporting information and evidence where applicable and necessary.

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

A. Qualification and Experience of the Service Provider

54. 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.

55. The consultant that will implement the project on behalf of UNOPS-ETP should fulfil the following requirements:
- a. The company should have minimum 5 years of experience with at least 2 similar contracts or projects within related sectors, such as regional power market and system modelling/energy transmission and integration/relevant similar fields, particularly in ASEAN.
 - b. Offeror must provide a minimum of two (2) customer references (including name, email address and/ phone number of the focal point) within any of the last 5 years.
56. Furthermore, the experience and similar capacities and services of the consultant include but not limited to the following:
- a. Extensive experience in power sector policy and regulation, power systems, transmission planning, operation, expansion, and regulation, and power market development and transmission is required. Experience from the ASEAN region is highly desirable.
 - b. Experience in policy and regulatory analysis, energy modelling, economic/financial analysis, data collection, compilation and validation on both regional and national levels to carry out the project is desired.
 - c. In-depth understanding of the ASEAN initiatives of the ASEAN Power Grid, ASEAN Plan of Action for Energy Cooperation (APAEC), ASEAN Interconnection Masterplan Study (AIMS) and relevant policies is required.
 - d. In-depth understanding of the key ASEAN governing institutions and stakeholders of Heads of ASEAN Power Utilities Authorities (HAPUA), Renewable Energy Sub-sector Network (RE-SSN), Regional Energy Policy and Planning Sub-sector Network (REPP-SSN), ASEAN Energy Regulators Network (AERN), ASEAN Power Grid Consultative Committee (APGCC), ASEAN Ministers of Energy Meeting (AMEM), Senior Officials Meeting on Energy (SOME), and relative stakeholders in the context of energy is an advantage.
 - i. Proven work experience with governmental authorities, international donors/ development partners, and utilities in Southeast Asia is a preference.
 - ii. Considering the importance of close coordination with stakeholders in ASEAN, it is expected that the team proposed consists of experts who understand the regional context of Southeast Asia.
57. The following are the minimum positions that should be included in the team. Bidders should make an assessment of the additional positions needed (if any) to complete the assignment as per Terms of Reference, including identifying at least one personnel to be based in Jakarta on a full-time or part-time basis to improve the communications and reporting on progress through regular meetings and on an ad-hoc basis to inform and receive guidance from UNOPS-ETP and ACE on material issues related to the delivery of the report. Bidders should include a table containing the key personnel, location throughout the project, and the total person days involved in the project. It is noteworthy that the consultant is responsible for ensuring the

Jakarta-based personnel has the legal permit to stay and work in Indonesia as UNOPS will not be able to provide any work permit sponsorship.

Table 6. List of Team Qualifications

No.	Required Experts	Qualification
1	Team Lead	<p>Education</p> <ul style="list-style-type: none"> - Advanced university degree (Master’s degree or equivalent). - Experts with a first level university degree (Bachelor's degree or equivalent) and additional 2 years of relevant experience will be considered in lieu of Advanced degree. <p>Experience</p> <ul style="list-style-type: none"> - A minimum professional experience of 10 years in a field relevant for energy sector policy, planning, and cross-border power trade is required. - At least 7 years of experience out of the total number of years of experience should be in leading projects of similar sizes and scale in power market development in a multidisciplinary team setting. - Experience in the power market in one or more ASEAN countries. - Experience in working with ASEAN and its member states in the power or energy sector.
2	Transmission and Power Systems Operations Expert	<p>Education</p> <ul style="list-style-type: none"> - Advanced university degree (Master’s degree or equivalent) in a relevant technical field, such as energy/power systems, engineering, and energy modelling. - Experts with a relevant first level university degree (Bachelor's degree or equivalent) and additional 2 years of relevant experience will be considered in lieu of Advanced degree. <p>Experience</p> <ul style="list-style-type: none"> - A minimum professional experience of 7 years in a field relevant to power transmissions and operations is required. - Experience in the power transmission works from the operations and technical standpoints, including grid codes. - Experience in cross-border power transmission and its relations to power trade. - Experience in power transmissions and operations in ASEAN countries.

3	Power Market Development Expert	<p>Education</p> <ul style="list-style-type: none"> - Advanced university degree (Master’s degree or equivalent) in a relevant technical field, such as business administration, energy systems. - Experts with a relevant first level university degree (Bachelor's degree or equivalent) and additional 2 years of relevant experience will be considered in lieu of Advanced degree. <p>Experience</p> <ul style="list-style-type: none"> - A minimum professional experience of 7 years in a field relevant to the power market is required, with a preference given towards cross-border power trade arrangements. - Experience in developing and/or implementing the business models for cross-border power trade. - Experience in developing and/or implementing power trade arrangements. - Experience or understanding of cross-border power trade issues and topic specifically in ASEAN countries is a plus
4	Southeast Asia Legal, Regulatory, and Policy Expert (Power Sector Specific)	<p>Education</p> <ul style="list-style-type: none"> - Advanced university degree (Master’s degree or equivalent) in a relevant field, such as energy policy, legal studies, and public policy. - Experts with a relevant first level university degree (Bachelor's degree or equivalent) and additional 2 years of relevant experience will be considered in lieu of Advanced degree. <p>Experience</p> <ul style="list-style-type: none"> - A minimum professional experience of 7 years in a field relevant to power sector policy, regulations, and law is required. - Experience in developing and/or implementing legal arrangements for cross-border power trade. - Experience in designing institutional arrangements for cross-border power trade. - Experience in handling or involvement in cross-border power trade arrangements in ASEAN countries.

58. Considering the importance of close coordination with stakeholders in Southeast Asia, it is expected that the team proposed consists of consultant(s) who understands the local context in Southeast Asia.

59. 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, liaising with UNOPS on submission of invoice and payment-related documents.

B. Evaluation Criteria

Eligibility and Formal Criteria

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

Table 7. List of Preliminary Examination Criteria

Criteria	Documents to establish compliance with the criteria
1. Offeror is eligible as defined in 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
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

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

Table 8. List of Qualification Criteria

Criteria	Documents to establish compliance with the criteria
<p>1. The company should have minimum 5 years of experience with at least 2 similar contracts or projects within related sectors, such as regional power market and system modelling/energy transmission and integration/relevant similar fields, particularly in ASEAN.</p> <p>In case of a joint venture (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 (including name, email address and/ phone number of the focal point) within any of the last 5 years.</p> <p>In case of a JV, at least one reference from the JV should be submitted</p> <p>UNOPS may contact the customer reference when the bidder is awarded the contract.</p>	<ul style="list-style-type: none"> • Form F: Performance Statement Form
<p>3. Financial Capacity/financial stability:</p> <ul style="list-style-type: none"> • Minimum annual turnover: USD 350,000 • Liquidity: Sufficient liquidity demonstrable by at least one of the following: <ul style="list-style-type: none"> - A current ratio (current assets divided by current liabilities) of at least 1 in any of the past 2 years. - Access to a line of credit or bank overdraft. - Other financial means to meet a working capital/cash flow requirement of USD 50, 000 (should the bidder be selected). <p>In case of a JV, annual turnover is calculated based on the total annual turnover of the JV members. In case of a joint-venture, at least one of the JV members should demonstrate sufficient liquidity.</p>	<p>Offeror should submit audited financial statements for the past 02 years or any other document/statement accepted by the local government authorities in which the offeror is legally registered to provide the services.</p>

Technical Criteria

62. Technical evaluation will be carried out to bids that pass the eligibility, formal and the qualification criteria, with requirements as follows:
63. 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
64. Minimum pass score: 70% of maximum 80 points = 56 points

Table 9. Technical proposal points allocation

Section No.	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 (20 Points)

No.	Details	Points
1.1	Brief description of the consultant (organisation), including the year and country of incorporation, and types of activities undertaken, including relevance of specialised knowledge and experience on similar engagements done in the past. Bidders partnering up with a local entity to provide for the strategic consultation, translations; as well as the communications expertise is considered a valuable asset.	15
	1. Experience in projects of comparable size, type, complexity and technical specialty (5 points)	
	2. Demonstrates an understanding of the local context with regards key stakeholders, legal, regulatory and policy landscape (5 points)	
	3. Demonstrates an ability to engage with ASEAN stakeholders for information	

	gathering and dissemination (5 points)	
1.2	General organisational capability which is likely to affect implementation: Management structure, management controls, and extent to which any part would be subcontracted.	5

Section 2: Proposed Methodology, Approach and Implementation Plan (35 Points)

No.	Description	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 the identification of primary and secondary data sources and its collection methods based on the proposed scenarios. (7 points)	
	2. Description of the offeror's approach to developing the analytical methods and deep-dive plans for the report. (7 points)	
	3. Description of the offeror's approach to obtaining the buy-in from the ASEAN member states on the direction and approaches to developing the report(s). (5 points)	
	4. Description of the offeror's approach to developing communications materials based on the project deliverables. (3 points)	
	5. Description of the offeror's approach to linking with the broader APG works, including the other AIMS III Phase 3 studies being carried out in parallel. (3 points)	
2.2	Quality Assurance Plan A plan outlining how the bidder intends to ensure oversight and quality assurance throughout the assignment, including clear process flow between the experts and JV members (if relevant). Quality Assurance plan should include discussion on risk-assessment and its mitigation plan.	7
2.3	Implementation Timeline Bidder submits a detailed implementation timeline which includes detailed activities	3

	to be undertaken during this assignment, and is completed with gantt chart.	
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Section 3: Key personnel proposed and sustainability criteria

No.	Criteria	Description	Points
3.1.	Team Lead	<p>Education (1 point)</p> <ul style="list-style-type: none"> - Advanced university degree (Master’s degree or equivalent). - Experts with a first level university degree (Bachelor's degree or equivalent) and additional 2 years of relevant experience will be considered in lieu of Advanced degree. <p>Experience (6 points)</p> <ul style="list-style-type: none"> - A minimum professional experience of 10 years in a field relevant for energy sector policy, planning, and cross-border power trade is required. (2 points) - At least 7 years of experience out of the total number of years of experience should be in leading projects of similar sizes and scale in power market development in a multidisciplinary team setting. (2 points) - Experience in power market in one or more ASEAN countries (1 points) - Experience in working with ASEAN and its member states on power or energy sector (1 points) 	7

3.2.	Transmission and Power Systems Operations Expert	<p>Education (1 point)</p> <ul style="list-style-type: none"> - Advanced university degree (Master's degree or equivalent) in a relevant technical field, such as energy/power systems, engineering, and energy modelling. - Experts with a relevant first level university degree (Bachelor's degree or equivalent) and additional 2 years of relevant experience will be considered in lieu of Advanced degree. <p>Experience (4 points)</p> <ul style="list-style-type: none"> - A minimum professional experience of 7 years in a field relevant to power transmissions and operations is required. (1 point) - Experience in the power transmission works from the operations and technical standpoints, including grid codes. (1 point) - Experience in cross-border power transmission and its relations to power trade. (1 point) - Experience in power transmissions and operations in ASEAN countries. (1 point) 	5
3.3.	Power Market Development Expert	<p>Education (1 point)</p> <ul style="list-style-type: none"> - Advanced university degree (Master's degree or equivalent) in a relevant technical field, such as business administration, energy systems. - Experts with a relevant first level university degree (Bachelor's degree or equivalent) and additional 2 years of relevant experience will be considered in lieu of Advanced degree. <p>Experience (4 point)</p> <ul style="list-style-type: none"> - A minimum professional experience of 7 years in a field relevant to the power market is required, with a preference given towards cross-border power trade arrangements. (1 point) - Experience in developing and/or implementing the business models for cross-border power trade. (1 point) - Experience in developing and/or implementing power trade arrangements. (1 point) - Experience or understanding of cross-border power trade issues and topic specifically in ASEAN countries is a plus (1 point) 	5

3.4.	Southeast Asia Legal, Regulatory, and Policy Expert (Power Sector Specific)	<p>Education (1 point)</p> <ul style="list-style-type: none"> - Advanced university degree (Master's degree or equivalent) in a relevant field, such as energy policy, legal studies, and public policy. - Experts with a relevant first level university degree (Bachelor's degree or equivalent) and additional 2 years of relevant experience will be considered in lieu of Advanced degree. <p>Experience (4 points)</p> <ul style="list-style-type: none"> - A minimum professional experience of 7 years in a field relevant to power sector policy, regulations, and law is required. (1 point) - Experience in developing and/or implementing legal arrangements for cross-border power trade. (1 point) - Experience in designing institutional arrangements for cross-border power trade. (1 point) - Experience in handling or involvement in cross-border power trade arrangements in ASEAN countries. (1 point) 	5
3.5.	Sustainability criteria	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.	3

Financial Criteria

65. The financial part of those proposals that are found to be technically compliant will be evaluated as follows.

66. 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:

67. Points for the Financial Proposal of a bid being evaluated =

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

68. Financial proposals will be evaluated following completion of the technical evaluation. 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.

Formula for computing points: Example

Points = (A/B) Financial Points
Bidder A's price is the lowest at \$20.00. Bidder A receives 20 points
Bidder B's price is \$40.00. Bidder B receives $(\$20.00/\$40.00) \times 20$ points = 10 points

69. The total score obtained in both Technical and Financial proposals will be the final score for the proposal, with 80% allocated to the Technical proposal and 20% to the Financial proposal. The proposal obtaining the overall highest score will be considered as the winning proposal. This proposal will be considered to be the most responsive to the needs of UNOPS in terms of value for money.
70. The selection of the preferred bidder will be based on a cumulative analysis, analysing all relevant costs, risks and benefits of each proposal throughout the whole life cycle of the services and in the context of the project as a whole. The lowest priced proposal will not necessarily be accepted.