Request for Proposal (RFP)

Research Consultant for

Labor Market and Skills Required for Indonesia's Green Hydrogen Economy

RFP No.	**1180/IESR/VIII/PM-GETI/ADM-RFP/2025**
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Proposal due date and time	**September 7th 2025, 23.59**
Anticipated Award Date	**September 15th 2025**
Contact Person/Department	**Rheza Hanif Risqianto rheza@iesr.or.id** **Green Energy Transition Indonesia**

Institute for Essential Services Reform

Tebet Timur Raya No.48B, Tebet

Jakarta Selatan

Indonesia

27 August 2025

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Labor Market and Skills Required for Indonesia's Green Hydrogen Economy

1. Introduction and Executive Summary

1.1 Purpose of the RFP

Indonesia possesses vast renewable energy potential, positioning the country to become a major producer of green hydrogen. As a clean energy carrier, green hydrogen can play a critical role in decarbonizing hard-to-abate sectors such as industry and heavy transport, improving energy security, and enabling greater integration of renewables through its function as a flexible load and energy storage medium. Furthermore, it presents opportunities to expand access to clean energy in remote areas.

In response to these opportunities, Indonesia has made early progress in exploring hydrogen's role within its energy transition. The government has published a draft national strategy and roadmap for hydrogen development. Several ministries, state-owned enterprises (SOEs), and private sector actors have initiated feasibility studies, pilot projects, and cross-border collaborations. These efforts mark an important foundation for the growth of a hydrogen economy.

However, unlocking the full potential of Indonesia's green hydrogen requires more than just infrastructure and policy. It also demands a well-prepared and future-ready workforce. This year BAPPENAS has already published a green job roadmap outlining workforce development for the energy transition. However, hydrogen-related roles and skills in that roadmap are still limited to the power system sector, thus needing more exploration on the overall hydrogen value chain. Without a coordinated effort to develop the necessary skills, certifications, and training systems, the hydrogen transition could stall due to talent shortages, misaligned skill and workforce developments, or a lack of local industry readiness. Additionally, without clear strategies for inclusive workforce participation, the transition may create inequalities or overlook workers from the fossil-based hydrogen sectors.

To address these challenges, IESR is inviting qualified experts and organizations to assess the labor market implications of a green hydrogen transition, including identifying the economic challenges and opportunities it presents, the occupational shifts it entails, and mapping out the skills and systems required to support it. This study aims to inform national efforts to align workforce development with hydrogen deployment, ensuring a just and inclusive transition.

1.2 Background of the Procuring Entity

The Institute for Essential Services Reform (IESR) is an Indonesian think tank focused

on energy and environmental issues, driving the transition to a low-carbon energy system through evidence-based policy advocacy and rigorous scientific research. Founded in 2007, IESR evolved from earlier civil society efforts advocating for electricity sector reform and has since become a key driver of Indonesia's transition toward a clean, just, and low-carbon energy system. Headquartered in Jakarta, IESR envisions a world that is better, more sustainable, low-carbon oriented, and able to provide clean, sustainable energy for future generations.

IESR's mission is to encourage the acceleration of Indonesia's energy transition towards a just, clean, and low-carbon energy system. The organization operates at the intersection of research, policy advocacy, public engagement, and capacity development, working collaboratively with government institutions, civil society organizations, academia, and private sector actors. IESR actively produces data-driven policy recommendations and high-impact research to guide national energy planning and decision-making, particularly as Indonesia seeks to meet its climate targets and net-zero commitments.

In pursuit of its goals, IESR engages in a wide range of activities. These include the Green Energy Transition Indonesia (GETI) project, which aims to strengthen the enabling conditions for the rapid deployment of green electricity and green hydrogen in the country. Through GETI, IESR works to expand access to inclusive, reliable, and affordable low-carbon energy while creating an environment that encourages increased investment in renewable energy projects. As part of this initiative, the GETI project is opening a Request for Proposal (RFP) for a Research Consultant to collaborate in achieving its goals.

1.3 Project Overview/Scope Summary

The Institute for Essential Services Reform (IESR) is seeking qualified experts or organizations to conduct a comprehensive study on the labor market implications of Indonesia's green hydrogen transition. This research will assess the economic potential and employment opportunities within the emerging green hydrogen sector, analyze occupational shifts, and identify skills, qualifications, and systems needed to support a just and inclusive workforce transition.

The study will explore how green hydrogen development can contribute to national economic growth through job creation, examine global best practices in workforce preparation, and map the skill gaps between current capabilities and future demands. It will also provide actionable recommendations to align workforce development with hydrogen deployment in Indonesia.

1.4 Key Dates and Milestones

The project must commence in the **2nd week of September 2025**, and the results of the project must be finalized no later than **2nd week of December2025** as presented below. To track progress, it is suggested to have **biweekly meetings** between IESR and consultants. Moreover, consultants could provide a suggested timeline for

completing the project as long as it is still within the period mentioned previously. Further information regarding the Scope will be provided in **Section 2.2**.

Activity/Deliverables	Description	Suggested Timeline	Payment Term
Kick off meeting of the project		**W2 September 2025**	
Inception Report	Outline detailed methodology, work plan, and preliminary desk research.	W3 September 2025	
Progress Report 1	Updated insights and draft outputs covering Scope 1 and 2.	W2 October 2025	
Progress meeting 1		**W2 October 2025**	**30%**
Progress Report 2	Updated insights and draft outputs covering Scope 3 and 4.	W1 November 2025	
Progress meeting 2		**W1 November 2025**	**30%**
Progress Report 3	Updated insights and draft outputs covering Scope 5 and 6.	W4 November 2025	
Progress meeting 3		**W4 November 2025**	**30%**
Preliminary Report	A draft version of the full report.	W1 December 2025	
Finalization meeting of final report		**W1 December 2025**	
Final report and Handover		**W2 December 2025**	**10%***

**Final payment is subject to acceptance and approval of the final report.*

The IESR team will be involved in supervision of the project and writing of the report, with some revisions and feedback given for the consultant to perform adjustments according to the contract.

2. Scope of Work and Deliverables

2.1 Project Description

The consultant is expected to support the IESR team in providing research and analysis to support the development of Indonesia's green hydrogen economy by identifying the workforce needs, occupation benefits, and strategy recommendations necessary to ensure a just and inclusive workforce transition.

The main **research questions** to be answered in this study are outlined below.

1. What are the employment and economic opportunities created by the shift toward a green hydrogen economy?
2. What skills, certifications, and training systems are needed to build a future-ready workforce and address the talent gap in the green hydrogen transition?

Detailed objectives have been developed to provide deeper insight into these primary questions.

1. Assess the economic and employment potential of the green hydrogen economy by examining how increased investments and industrial development can generate direct and indirect jobs and contribute to national economic growth.
2. Examine countries actively building their workforce capabilities for the green hydrogen sector and analyze the lessons learned from their strategies and approaches.
3. Analyze the types and distribution of new job opportunities emerging across the green hydrogen supply chain, from production to end-use, and by gender.
4. Map the current workforce and skillsets relevant to hydrogen development and assess gaps between existing capabilities (fossil hydrogen) and the emerging demands of green hydrogen technologies in Indonesia.
5. Identify the qualifications, certifications, and training systems required for key occupations in the green hydrogen economy.
6. Give recommendations to enable a just and inclusive workforce transition by addressing the talent gap and ensuring equitable access to hydrogen-related employment across genders.

2.2 Specific Services/Products Required

In this project, the consultant will undertake the following key tasks. The **scope of work** may be adjusted as necessary to ensure the study's objectives are fully met.

1. Hydrogen Economy Landscape & Demand
   a. Review the current state of the hydrogen economy in Indonesia, including key technologies, market actors, business models, and supply chain readiness.
   b. Analyze the projected demand growth for green hydrogen across priority sectors (industry, transport, power, and gas network) and assess its implications for the scale and structure of the future hydrogen economy.
2. Job Creation and Occupational Shifts
   a. Estimate the number and types of direct and indirect jobs that could emerge under different hydrogen deployment scenarios, with gender and age disaggregated analysis (align with scope 5a).

   b. Identify occupational shifts and newly emerging job roles across the hydrogen value chain, from production and storage to distribution and end-use.
3. Lessons Learned: Global Best Practices in Workforce Preparation for Green Hydrogen
   a. Identify countries with emerging or established hydrogen workforce initiatives.
   b. Analyze the global lessons learned from strategies and approaches adopted to develop green hydrogen workforces, with case studies of 3 countries.
4. Workforce Readiness and Skills Gap
   a. Map the existing workforce capabilities and skills relevant to hydrogen and its end-use sectors.
   b. Identify the technical, managerial, and safety-related skills required for the future hydrogen workforce.
   c. Evaluate the availability and relevance of existing certifications and qualifications to meet emerging workforce needs.
5. Training and Certification Programs Development
   a. Review the current hydrogen-related education and training programs.
   b. Technical, managerial, and safety-related skills needed for the future hydrogen workforce. This should include training for new and former workers in the industry, including those from fossil-based hydrogen or related industries.
   c. Identify institutional, technical, and other barriers to scaling up hydrogen workforce development.
   d. Propose workforce development strategies, including recommendations for developing training and certification programs to address future skills gaps, especially potential technical roles for industry.
6. Managing a Just Workforce Transition
   a. Assess how green hydrogen job opportunities can support inclusive economic growth, with attention to gender balance and age diversity.
   b. Identify strategies to ensure that the workforce transition benefits transitioning labor segments (fossil-based hydrogen workers).
7. Complete all deliverables as specified in **Section 2.3** of this document.

To effectively carry out this scope of work, the required qualifications for the consulting team are as follows:

1. Lead by a PhD degree in energy, sustainability, public policy, labor economics, or other related field, the energy or renewable energy sector (Master's degree with extensive experience may also be considered).
2. A minimum of 5 years of experience for a PhD (or 8 years for a Master's degree) in related fields.
3. Demonstrated track record with labor market or workforce development analysis.
4. Familiarity with hydrogen technologies and energy transition frameworks.
5. Proven experience in stakeholder engagement and institutional coordination.
6. Working proficiency in English and Bahasa Indonesia.

This opportunity is open to **independent consultants** (with a supporting team) and **consulting firms** based in Indonesia.

The study is generally open to the methodology proposal proposed by the consultant, which will be deeply discussed at the beginning of the study. The consultant hired for this project will work collaboratively with the IESR Team. The expected methodology for the study is included, but not limited to:

1. Desk-study,
2. Statistical modelling, and
3. In-depth interviews/focus group discussions.

2.3 Deliverables and Milestones

The consultant is expected to submit the following deliverables throughout the course of the study. All final outputs must be submitted in English, in an editable digital format, and professionally proofread.

2.3.1 Interim Deliverables

To ensure quality control and track progress, the following interim deliverables are expected:

1. **Inception Report**
   Submitted after the kick-off meeting, this report should outline the study methodology, work plan, timeline, and key points of coordination.
2. **Brief Monthly Report**
   Short monthly progress notes will be submitted to summarize ongoing activities, findings to date, challenges encountered, mitigation strategies employed, and upcoming tasks. These updates are intended to maintain transparency, facilitate coordination with IESR and external stakeholders, and ensure adaptive management of the study process.
3. **Progress Report 1**
   A presentation slide deck summarizing preliminary findings and updates covering Scope 1 and 2, to be presented during the first progress meeting.
4. **Progress Report 2**
   A second presentation slide deck capturing updated insights and draft outputs covering Scope 3 and 4, to be presented during the second progress meeting.
   Progress Report 3
5. **Preliminary Report**
   A draft version of the full report, including Scope 5, early analysis, and complete structure for feedback before finalization.

2.3.2 Final Deliverables

At the end of the project, the consultant must submit:

1. **Database of Collected Information**
   A structured and organized dataset or spreadsheet compiling key data and references gathered throughout the study.
2. **Final Report**

(Written in English; Maximum 80 pages, w/o appendix; Including executive summary, maximum 4 pages)
A final report covering all components of the scope of work, structured into the following recommended sections (may evolve or change along the study):

a. Executive Summary
b. Introduction
   - Hydrogen economy context
   - Overview of objectives, methodology, and scope
c. Towards the Green Hydrogen Economy
   - Current hydrogen economy overview in Indonesia
   - Projected demand and supply for green hydrogen
   - Economic benefits: Investments and job creations
d. Employment Creation and Occupational Shifts
   - Job creation potential: direct and indirect employment projections
   - Job distribution across the value chain (production, transport, storage, use)
   - Emerging occupations and role transitions from fossil-based hydrogen sectors
e. Skills and Workforce Requirements
   - Global best practices in workforce preparation for green hydrogen
   - Indonesian workforce skill map (existing and need) and readiness for green hydrogen industry
   - Key insights and relevance to the Indonesian context
f. Developing Education, Training, and Certification Programs
   - Current training and certification programs: skills, training, certification
   - Leverage existing expertise
   - Talent risks or barriers to scaling workforce development
   - Strategic Recommendations for hydrogen workforce development: skills, training, certification
   - Institutional and multi-stakeholder coordination strategies
g. Framework for Enabling a Just Employment Shift
   - Analysis of gender and age representation in the green hydrogen workforce
   - Opportunities and risks for equitable access to green jobs
h. Conclusion
   - Summary of key insights
   - Final reflections and next steps for implementation

3. Summary for Policymakers

(Written in Bahasa Indonesia and English; Maximum 8 pages)
A concise policy brief distills the key findings and actionable recommendations of the final report. This summary will be formatted and written specifically for decision-makers at the senior executive and ministerial level, emphasizing clarity, practicality, and strategic relevance. It will support high-level dialogue and inform subsequent policy decisions.

The report should use APA 7th edition referencing, with a complete reference list

included at the end.

3. Proposal Requirements and Submission Instructions

3.1 General Requirements

All the bidding participants will be expected to propose their proposals and required documents as part of IESR's commitment to encouraging openness and accountability in the bidding process, as follows:

3.1.1 Proposals

Bidding participants have to submit no more than 40 pages of a proposal package, which consists of a technical proposal (background, task to be conducted, methodology, schedule), and a detailed cost proposal. The proposal outlines are further explained in **Section 3.1.3.**

The annex of the proposal should include the following items:

1. Brief expert/company/institution profile.
2. The latest Curriculum Vitae (CV) of the team leader. CVs of other team members with relevant experience are optional.
3. Relevant portfolio in conducting similar work or in a similar field.

3.1.2 Mandatory Requirements

Bidding participants are required to submit the following mandatory documents along with their proposal, as listed below.

1. Statement Letter of Compliance with Pre-Qualification Provisions
2. Statement Letter of Not Involvement in Prohibited Organizations
3. Statement Letter of Not Claiming Compensation
4. Business Entity Qualification Form
5. Statement Letter Not Under Court Supervision
6. Expression of Interest
7. Statement of Willingness to Deploy Personnel and Equipment
8. Statement of Overall Commitment
9. Field Capability Statement Letter
10. Statement of Authenticity of the Document
11. Integrity Pact

All required documents mentioned above can be downloaded through this link (s.id/documentsrfpcommsiesr).

3.2 Proposal Content Outline

All bidding participants are expected to submit a comprehensive proposal. While the overall structure may be determined by the bidders, the proposal must, at a minimum, include the following components.

1. Executive Summary

2. Company Profile
3. Understanding of the Project: Scope of Work
4. Proposed Solution: Detailed approach, methodology, and proposed
5. Project Plan/Timeline
6. Team and Resources
7. Experience and References
8. Pricing Proposal
9. Assumptions and Dependencies
10. Risk Management Plan
11. Appendices: Supporting documents (resumes, certifications, relevant portfolio, etc.)

3.3 Pricing Proposal Requirement

All proposals must include proposed costs (in Indonesian Rupiah/IDR) to complete the tasks described in the project scope. Costs should be stated as one-time or non-recurring costs (NRC). A more detailed proposal cost is encouraged to ease the selection process. The budget ceiling for this proposal is **IDR 250,000,000** for all costs required during the study period (including tax).

3.4 Submission

All required documents are expected to be received to IESR before 23:59 p.m. Indonesian Western Standard Time (WIB, GMT+7) on **Sunday, September 7, 2025**.

Bidders must submit a digital copy of their proposal via email to rheza@iesr.or.id and cc to warih@iesr.or.id, anindita@iesr.or.id, and deasy@iesr.or.id.

Please include **"RFP Response – Labor Market and Skills Required for Indonesia's Green Hydrogen Economy"** in the subject line.

Contract negotiations with the winning bidder will commence immediately after selection.

3.5 Late Submissions

Any proposals received after the submission date and time will be regarded as inadmissible. The late proposal submission will be considered if the RFP submission deadline is extended.

4. Evaluation Criteria and Selection Process

4.1 Evaluation Committee

To ensure fairness and objectivity, an Evaluation Committee will be appointed to review all proposals. All members will be confirmed to have no affiliation or conflict of interest with any participating bidders. Each member will evaluate and score submissions independently before proceeding to subsequent stages or determining the final results.

Staff Name	Position in IESR	Role in Evaluator Team
Rheza Hanif Risqianto	Analyst - Green Energy Transition Indonesia (GETI)	Project Supervisor
Warih Aji Pamungkas	Project Coordinator - Green Energy Transition Indonesia (GETI)	Proposal Evaluator
Anindita Hapsari	Agriculture, Forestry, Land use, and Climate Change Analyst	Proposal Evaluator

4.2 Evaluation Criteria

All proposals received will be reviewed and assessed by the Evaluation Committee using a set of criteria designed to ensure alignment with the objectives of this RFP. The following criteria and weight will guide the assessment process.

1. **Organizational Capacity and Relevant Experience**
   The proposer has demonstrated the capability to deliver the required services, including a track record of relevant past performance, understanding of the local context, and successful delivery of projects of comparable scope and complexity. Reference to the value of previous relevant projects is encouraged.
   - Organization's technical capacity, expertise, and experience for requested service types/fields (10%).
   - Experience in conducting services in the requested locations (understanding of local context where the project is being executed), if applicable (10%).
   - Highest contract value ever completed relative to the expected service value of the RFP (5%).
   - Organization performance in past works with IESR (5%).

2. **Technical Approach and Methodology**
   Clarity, suitability, and completeness of the proposed approach to achieving the objectives of the RFP, including methodology, work plan, timeline, and any added value or innovative concepts that may go beyond the stated requirements.
   - Clear understanding of the required services as described in the proposal (5%).
   - Clear description of the methodology proposed to meet the RFP objective (10%).
   - Suitability of the proposed methodology for answering the RFP requirement (20%).
   - Transparent work allocation and timeline to complete the tasks (10%).
   - Additional value or idea proposed on top of the RFP requirement (5%).

3. **Team Qualifications**
   The relevant experience, expertise, and educational background of key

personnel proposed for the assignment.

- Team member experience level (5%).
- Team member education level (5%).

4. **Cost-Effectiveness**
   The extent to which the proposed cost is reasonable and competitive concerning the quality, scope, and level of expertise offered.
   - Proposed contract value against estimated service value (10%).

4.3 Evaluation Process

The evaluation process will be done by the evaluation committee as staged: Initial screening to check the bidding proposal completeness, detailed review and scoring based on the evaluation criteria mentioned previously, shortlisting three top candidates, clarification meetings, reference checks and final selection, and award decision/winner results.

4.4 Award Decision

The submitted proposals will be evaluated by the committee based on the criteria and stages outlined above. If necessary, the committee may request a clarification meeting with shortlisted bidders following the initial assessment. Upon completion of the evaluation process, the selected bidder and the evaluation results will be announced on the IESR website and communicated directly via email to all participating bidders. The selection decision for the winning bidder will be made by **Monday, September 15, 2025**.

5. Terms and Conditions

These terms and conditions apply to the RFP and selection process, with further details for project execution to be included in the final contract.

5.1 Standard and Contract Terms

- If the individual or organization submitting a proposal intends to outsource or subcontract any part of the work to meet the requirements of this RFP, this must be clearly stated in the proposal.
- Proposals must include the costs for any outsourced or subcontracted work, and the name, background, and scope of work of the subcontracting organization(s) must be provided.
- Please describe any limitations, assumptions, or dependencies that may affect the work.
- Proposals must be submitted according to the timeline stated in this RFP. Any proposals received after the deadline may not be considered.
- The scope of work described in the final contract will reflect the agreed deliverables during the project.
- If there are changes to the proposal during the evaluation process (e.g., scope adjustments, resource changes, revised pricing), these must be submitted in writing and agreed upon before the contract is finalized.

- If the selected bidder is unable to deliver the agreed work and withdraws before the project begins, the procuring entity reserves the right to select an alternative bidder.
- If unforeseen circumstances prevent the winning bidder from providing required materials or services during the project, the bidder must notify the procuring entity immediately to determine next steps.
- Final contract terms and conditions will be negotiated upon selection of the winning bidder.

5.2 Confidentiality and Proprietary Information

- All information in this RFP and any materials shared during the evaluation process should be treated as confidential.
- Information provided during the evaluation process should only be used for preparing and submitting your proposal and not for any other purpose, unless you have prior written consent from the procuring entity.
- Any notes, drafts, or discussions (verbal or written) created or received in connection with your proposal should be handled as confidential.

5.3 Right to Reject/Modify

The procuring entity reserves the right to reject any or all proposals, waive any informalities in the procurement process, and enter into negotiations with selected bidders as deemed in its best interest.

5.4 Disclaimers

The procuring entity is under no obligation to award a contract as a result of this RFP and will not be responsible for any costs incurred in the preparation or submission of proposals. The selected bidder and the evaluation results will be announced on the IESR website and communicated directly via email to all participating bidders.

5.5 Governing Law

The project agreement will be governed by and constructed in accordance with the laws of the Republic of Indonesia.

5.6 Amendments

Any changes, updates, or clarifications to this RFP will be issued as formal written addenda and distributed to all listed bidders. This ensures that all bidders receive the same information, maintaining transparency and fairness in the RFP process.

6. Inquiries and Communications

6.1 Questions and Clarifications

All questions regarding this RFP must be submitted in writing via the mentioned emails on **Section 3.4** with the email subject **“RFP Inquiry – Labor Market and Skills Required for Indonesia’s Green Hydrogen Economy”**. Verbal inquiries will not be

accepted.

6.2 Addenda/Amendments

Any changes, updates, or clarifications to this RFP will be issued as formal written addenda and distributed to all listed bidders.

7. Acknowledgement

Reviewed by:	Approved by:
Signed by: Erina Mursanti A89CE7ED-6F85-4246-A5CE-CB19B5C6DADD **Erina Mursanti** Project Manager Green Energy Transition Indonesia (GETI) IESR	Signed by: 77ACB4D9-78F2-4431-8689-2FB1FC2C57C3 **Kharina Dhewayani** Operational Manager IESR