Request for Proposal (RFP)

Deep-Dive Analysis in the Business Area to Support Decarbonization Pathway for Captive Power Plants

Jakarta, 16 October 2025

Institute for Essential Services Reform

Tebet Timur Raya Nomor 48B, Tebet, Jakarta Selatan

RFP Title	Deep-Dive Analysis in the Business Area to Support Decarbonization Pathway for Captive Power Plants
RFP No.	1417/IESR/X/PM-EST/ADM-RFP/2025
Issue date	October 16th 2025
Proposal due date and time	October 24th 2025 11.59 PM Western Indonesia Time (GMT+07)
Anticipated Award Date	October 31th 2025
Contact Person/Department	Dwi Cahya dwicahya@iesr.or.id Coordinator of Power System Transition

1. BACKGROUND AND PROJECT SUMMARY

There has been a dash for captive power plants, particularly the coal-fired power plant, for the last few years in Indonesia. This coincides with the government's efforts for the industrial downstream strategy. By 2023, around 23 GW of captive power plants are in operation, with 13-14 GW being coal-fired power plants (CFPP). The captive power plants' capacity is expected to continue increasing until 2030, with an additional capacity of around 20 GW. Both the operational and additional captive CFPP capacities are predominantly supplying the energy needs for nickel smelting.

The JETP joint statement agreed between Indonesia and the International Partners Group (IPG) countries indicates that the peak emissions of the power sector in 2030 should be 290 MtCO2. Throughout the process, the published Comprehensive Investment and Policy Plant (CIPP) only includes the decarbonization pathway for grid-connected power plants (on-grid), leaving captive power plants that will be analyzed the following year. Therefore, the Technical Working Group (TWG) of JETP has been conducting an analysis for captive power plants effectively since February 2024. Activities undertaken to date include identifying possible interventions at the asset level using Multi-Criteria Decision Analysis (MCDA) and estimating the most optimal configuration for each asset using industry-standard modelling tools. The analysis will then be included in the updated CIPP document, which will be published in November 2025.

The IESR's work will be a complementary analysis to JETP's already ongoing captive power plant analysis. Given the limited time required to implement the JETP itself, this work will involve a project case study of the updated CIPP and provide recommendations to accelerate its implementation. The selection of case studies will be based on an analysis conducted using appropriate and relevant academic methodologies. The output of this work will be the basis for IESR advocacy to relevant stakeholders. One of the main beneficiaries is captive power asset owners. Other beneficiaries include the government, namely the Ministry of Industry and the Ministry of Energy and Mineral Resources (MEMR), especially in the developed database and the policy recommendations.

In order to obtain more insights from the private sector regarding decarbonization of captive power plants, IESR had conducted a 1-on-1 interview with them. Based on the interviews, several obstacles were faced by some business area holders to meet their consumers' need to access clean energy to achieve their net-zero emission target. Therefore, a deep-dive analysis related to the legal in the business area to support captive power decarbonization should be conducted to provide a comprehensive understanding of intervention options in the business area, specifically outside the PLN's business area.

2. SCOPE OF WORK AND DELIVERABLES

2.1 Detailed Project Description:
IESR is looking for partners with extensive experience and portfolios, capable of carrying out a study on “Deep-Dive Analysis in the Business Area to Support Decarbonization Pathway for Captive Power Plants”

Objectives:

- Identifying and landscaping the condition, development, and operation in the business area outside PLN's business area in Indonesia.
- Analyzing several regulations and policies for both issued by the government, such as MEMR Regulations 11/2021, or by the internal business area that is regulated on expansion, permitting, procurement, power purchase, and transmission lease.
- Preparing a comprehensive recommendation based on the analysis results to support decarbonization pathway for captive power plants.

2.2 Specific Services/Products Required:
The consultant should conduct the study within the following scope of work:

1. Identifying the condition, development, and operation of business areas outside of PLN.
2. Identifying decarbonization plan that is developed by the business area outside of PLN
3. Identifying several policies and regulations regarding business schemes within the business area outside of PLN.
4. Identifying the possibility of developing a new business area or expanding the existing business area, the procedures, the requirements, and legal reasoning that could be utilized for such expansion.
5. Analyzing several intervention options to be implemented by business area holders outside of PLN, such as renewable power wheeling, IPP procurement scheme, etc., in supporting the industry's decarbonization plan by considering the existing regulatory framework (Law, Government Regulation, Ministry Regulation, and internal regulation within business area holders).
6. Conducting a gap analysis in the regulation and policy aspects that are hindering the implementation of intervention options and providing recommendations to address the gap.
7. Conducting task 5 and 6 above for at the very least two different cases
8. The consultant should prepare a weekly report and biweekly coordination meeting with IESR.
9. Preparing a comprehensive report to conclude the results of the study

2.3 Deliverables and Milestones:

Expected duration of work: 30 days within November – December 2025 with details can be seen below.

No.	Deliverable	Timeline	Payment terms
1	Deadline for the proposal submission	23 October 2025	-
2	Proposal evaluation, (the process includes clarification meeting, if needed.	27-30 October 2025	-
3	Bid winner announcement	31 October 2025	-
4	Contracting finalization and project kick-off	3-7 November 2025	Mutually agreed schedule; 20% of total project cost as down payment
5	Deliverable-1: First draft of comprehensive report	22 November 2025	40% of the total project cost
6	Deliverable-2: A comprehensive report on the deep-dive analysis in the business area	4 December 2025	40% of the total project cost

The **final report** should be prepared in **English**, including an **executive summary** in **English and Bahasa Indonesia**.

2.4 Performance Standards and Service Level Agreements (SLAs) (if applicable):

Category	Metric/Standard
Timeliness	All deliverables submitted within agreed deadlines
Technical quality (on-site)	The study must be carried out based on appropriate scientific principles, be transparent, and use accountable data. The approach or methodology used in completing the study must be clear, including the stages of collecting primary data and using secondary data.
Third parties involvement	If the consultant plans to involve third parties, including subcontractors, in completing this study, all plans and information related to third-party involvement must be consulted with and approved by the IESR.
Reporting, Data & Compliance	The report must be prepared comprehensively using the principles and rules of scientific writing.

2.5 Roles and Responsibilities:

Procuring Entity (IESR) Responsibilities:

- Receive and review the deliverables prepared by the consultant, including providing feedback if the deliverables do not meet the procuring entity's expectations.
- Work with the consultant to ensure that the timeline is implemented effectively and on time, including providing assistance in administration matters (such as cover letter, etc.) to conduct 1-on-1 interviews or focus group discussions with the relevant stakeholders who are the

targets of this study.
- Provide compensation as agreed (in the consulting agreement) based on the deliverables and invoices submitted before the effective contract period ends.
- The procuring entity may reject or cancel a payment request made by the consultant if the deliverables and invoices are submitted after the effective contract period.

Successful Bidder Responsibilities
- Develop a detailed work plan to complete all deliverables within the agreed timelines.
- Conduct all deliverables in accordance with the scope of work, in a well-organized, dedicated, and responsible manner, adhering to established scientific principles and rules.
- Prepare a weekly report and a bi-weekly coordination meeting with IESR.
- Consultant is allowed to make adjustments to the approach and methodology in
- Prepare and submit the final report, including all data and information collected to complete this work, to IESR within the agreed timelines.
- The consultant may request payment from IESR, in accordance with the consultant agreement, after the deliverable is received in good order by IESR before the effective date of the contract termination.

Section 3: Proposal Requirements and Submission Instructions

3.1 General Instructions:

Item	Requirement
Language	English (all sections, including annexes and supporting documents)
Font	Arial or Calibri, size 11
Line Spacing	1.15 spacing, single-sided
Margins	2.5 cm (1 inch) on all sides
Page Limit	Maximum 15 pages for the main proposal (excluding annexes and CVs)
File Format	PDF (for official submission); Excel for budget details
Number of Copies	1 electronic copy (via email or secure link); hard copy optional upon request
Submission Label	Email subject or file name should read: "RFP Response – Deep-Dive Analysis [Organization Name]"
Proposal Validity Period	Proposals shall remain valid for 60 days from the deadline for the submission of proposal

3.2 Proposal Content Outline:

Follow this outline for the proposal:
- Executive Summary: A high-level overview of bidder’s proposed solution.
- Company Profile: Background, experience, additional information on legal structure, financial stability.
- Understanding of the Project: How bidder interprets the RFP's requirements.
- Proposed Solution: Detailed approach, methodology, and proposed technology/tools.

- Project Plan/Timeline: Detailed work breakdown structure, key phases, and milestones.
- Team and Resources: Key personnel, their qualifications, and assigned roles.
- Experience and References: Relevant past projects, client testimonials, and contact information for references.
- Pricing Proposal: Detailed breakdown of costs (see 3.3).
- Assumptions and Dependencies: Any assumptions made.
- Risk Management Plan: How bidder plans to mitigate potential risks.
- Appendices: Supporting documents (resumes, certifications, etc.).

3.2.1 Qualification

- A company or organization with experience in conducting research related to renewable energy, power market, regulatory framework, decarbonization in power sector, legal aspect, environmental issues, or energy transition issues in Indonesia—including desk research and stakeholder engagement activities.
- Experience in collaborating with international and national stakeholders and institutes is highly desirable.
- A company or organization eligible to participate in this bidding must have a business permit in Indonesia, issued by the Indonesian government. If the company consists of experts from outside Indonesia (foreign nationals), the experts registered for this bidding process must have a work permit in Indonesia issued by the Indonesian government.
- Have a team composition that meets the requirements, but is not limited to, the following:
    1. Team leader (1 personnel):
        - Minimum Master's degree required in science, environment, engineering, legal, or other relevant disciplines.
        - Minimum 8 years of experience in research or work related to energy transition, renewable energy, or decarbonization in the power sector.
        - Strong and comprehensive knowledge and experience in power system policy is preferred.
        - Experience in writing reports, white papers, or recommendations for national stakeholders.
        - Strong leadership, organizational, and communication skills.
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    2. Research Specialist (3 personnel):
        - Minimum Bachelor's degree required in science, environment, engineering, legal, or other relevant disciplines.
        - Minimum 5 years of experience in research or work related to energy transition, renewable energy, or decarbonization in the power sector.
        - Having knowledge and experience in power system policy is preferred.
        - Experience in writing reports, white papers, or recommendations for national stakeholders.
        - Ability to work collaboratively in a team environment and have good communication skills.

3.3 Pricing Proposal Requirements:
Please submit a detailed and transparent budget. This should include:
- A breakdown of costs by work package or deliverable
- Estimated personnel work (e.g., by role or seniority level).
- Other costs, such as 1-on-1 interviews, focus group discussion, etc., if applicable. Please note that other costs will be paid as an ad cost.
- A proposed payment schedule tied to milestone delivery.

Estimated total contract value is IDR 250.000.000 including tax.

3.4 Submission Method:
All proposals must be submitted electronically to the following email address:

- deon@iesr.or.id with cc to dwicahya@iesr.or.id and ninette@iesr.or.id

Kindly ensure that all required documents are complete and submitted as a single email or download link (e.g., Google Drive or Dropbox, with open access settings).

No hard copies are required unless specifically requested by IESR.

Submission deadline: October 24th 2025 11.59 PM Western Indonesia Time (GMT+07)

3.5 Late Submissions:
Late submissions will not be considered. Please confirm receipt by email after submission.

Section 4: Evaluation Criteria and Selection Process

4.1 Evaluation Committee:
All submitted proposals will be reviewed and evaluated by a selection committee appointed by IESR. The committee will assess proposals based on technical quality, relevance, team qualifications, methodology, and cost-effectiveness. Only shortlisted candidates may be contacted for further clarification or interviews.

4.2 Evaluation Criteria:
IESR employs multicriteria assessment to evaluate the proposal as follows:

- Administration completion (10%)
- Organization profiling (20%), including capacity, experience, and past performance with IESR (if any)
- Technical proposal (40%), including understanding of required services, methodology used, transparent work allocation, and additional value offered
- Reasonable proposed value with competency and offer (30%), including team members experience level and contract value offered

4.3 Evaluation Process:

Step	Stage	Description
1	Initial screening	Check for completeness, eligibility, and compliance with formatting and submission requirements.
2	Detailed technical review	Evaluate methodology, technical approach, team qualifications, past experience, and relevance.
3	Shortlisting	Identify top candidates based on technical and strategic fit.
4	Interviews	Invite shortlisted bidders to present proposals and answer questions (if applicable).
5	Final selection	Select the most suitable bidder based on cumulative evaluation scores and notify officially.

4.4 Award Decision:
The contract will be awarded to the most qualified bidder whose submission is deemed to be in the best interest of IESR. The selection will be based on the stated evaluation criteria, considering technical merit, relevance, team capacity, and overall value. The evaluation is **NOT solely** based on the lowest price offered.

Section 5: Terms and Conditions

5.1 Standard Contract Terms:
The selected contractor will enter into a formal agreement with IESR based on standard terms and conditions. The contract will cover the scope of work as outlined in the proposal and agreed upon deliverables. The contract period will run from the commencement date specified in the agreement and continue until project completion, unless terminated earlier by either party with prior written notice.

The contractor will receive payment according to a predefined schedule tied to milestone delivery, as detailed in the payment annex. All outputs and deliverables developed under the contract will be the property of the procuring entity, unless otherwise agreed in writing. Both parties are expected to maintain the confidentiality of sensitive information shared during the engagement.

The contract will be governed by the laws of the Republic of Indonesia, and any disputes will be resolved through amicable negotiation or appropriate legal channels.

5.2 Confidentiality and Proprietary Information:
All proprietary or confidential information submitted by bidders will be treated with strict confidentiality and used solely for the purposes of evaluating the proposal. Such information should be clearly marked as “Confidential” or “Proprietary” in the relevant sections of the proposal.

The procuring entity (IESR) will not disclose any marked proprietary content to third parties without the bidder’s prior written consent, except as required by law or internal audit. Unmarked information may be treated as non-confidential.

5.3 Right to Reject/Modify:
IESR reserves the right to reject any or all proposals, to waive any informalities or minor irregularities in the submission process, and to enter into negotiations with one or more selected bidders as deemed necessary.

5.4 Disclaimers:
This RFP does not commit IESR to award a contract or pay any costs incurred in the preparation or submission of proposals.

5.5 Governing Law:
This Request for Proposal (RFP) and any resulting contract shall be governed by and construed in accordance with the laws of the Republic of Indonesia. Any disputes arising in connection with this RFP or the subsequent contract shall be subject to the exclusive jurisdiction of the courts of the Republic of Indonesia. This RFP is strictly open only to entities that possess a valid work permit in Indonesia.

Section 6: Inquiries and Communications

6.1 Questions and Clarifications:
Prospective bidders may submit questions or requests for clarification regarding this Request for Proposal (RFP) to ensure a clear understanding of the scope, requirements, and expectations. All inquiries must be submitted in writing via email to deon@iesr.or.id with cc to dwicahya@iesr.or.id and ninette@iesr.or.id with the subject line: “RFP Question – Deep-Dive Analysis – [Your Organization Name]”.

To allow sufficient time for review and response, all questions must be received no later than 20 October 2025, 11.59 PM Western Indonesia Time (GMT+0700).

Responses to all inquiries will be compiled and distributed to all parties who have expressed interest in the RFP, maintaining fairness and transparency in the process. Please note that verbal inquiries or questions submitted after the deadline will not be addressed.

6.2 Q&A Session/Conference (if applicable):
N/A.

6.3 Addenda/Amendments:
Any changes, updates, or clarifications to this Request for Proposal (RFP) will be issued as formal addenda. These addenda will be distributed via email to all bidders who have registered their interest or submitted questions and will form an official part of the RFP documentation.

It is the responsibility of all prospective bidders to ensure they have received and acknowledged any such addenda. Failure to do so may result in disqualification due to non-compliance with updated requirements.

Section 7: Appendix

Forms and Certifications:

Bidders are required to sign all necessary documents listed in this link: [Consultant Documents]

8. **Acknowledgement**

Reviewed by:	**Approved by:**
Signed by: 31AFD421-80CA-4550-9306-F3B3576E6E22 **Deon Arinaldo** Program Manager Energy System Transformation	Signed by: 77ACB4D9-78F2-4431-8689-2FB1FC2C57C3 **Kharina Dhewayani** Operational Manager