



07 August 2025

Request for quotation (RFQ) – UK PACT Expert Deployment

RFQ title	Strengthening Institutional Governance for Climate Action in Indonesia
RFQ issue date	07 August 2025
Project title	Strengthening Institutional Governance for Climate Action in Indonesia
Close date and time	21/08/2025 09:00 BST
Details for submission	Expertdeployments@ukpact.co.uk

Palladium as the delivery partner for the Foreign, Commonwealth and Development Office (FCDO) funded UK Partnering for Accelerate Climate Transitions (UK PACT) programme invites you to submit a quotation for the services detailed in this RFQ.

Please forward your quote in accordance with the Details for Submission above by the Close Date and Time. This RFQ includes the following materials:

Schedule 1 – Terms of Reference

Schedule 2 – Instructions for submission

Schedule 3 – Terms and Conditions

Annex I – RFQ Response Form

Annex II – Budget and workplan template

We look forward to your response. If you have any questions, please do not hesitate to expertdeployments@ukpact.co.uk

Schedule 1 - Terms of Reference

1.1. Overview of requirements	
Name of project	Strengthening Institutional Governance for Climate Action in Indonesia
Country/region	Indonesia
Proposed start date	08/09/2025
Proposed end date	31/03/2026

1.2 Context and scope of work

Project Background

The UK PACT programme, in its second phase (PACT II), aims to catalyse Indonesia's transition towards a sustainable, low-carbon economy by strengthening climate governance as a cross-cutting enabler across key sectors. Building on the successes of sectoral initiatives in Low-Carbon Transport (LCT), Energy Efficiency (EE), and Carbon Pricing (CP), this Climate Governance (CG) initiative focuses on integrating governance frameworks to enhance policy alignment, transparency, and accountability.

Effective coordination of climate action across ministries and stakeholders is essential to accelerate the implementation of Indonesia's Nationally Determined Contributions (NDCs). The CG initiative focuses on strengthening institutional frameworks and supporting cross-sectoral policy alignment, including a review of NDC governance arrangements and advisory support to ensure UK PACT results contribute effectively to national climate targets, MRV systems, and reporting processes.

This initiative will explore a potential opportunity to develop a peer-to-peer knowledge exchange with the UK Climate Change Committee (UK CCC), ensuring cross-cutting advisory inputs and learning between UK and Indonesian institutions, where possible. The project is expected to integrate this collaboration within relevant workstreams through co-developed knowledge products, advisory contributions, and peer-learning activities. It will also provide an opportunity to strengthen mutual understanding of the Indonesia's climate commitments and support the advancement of climate diplomacy in Indonesia.

The intervention will also incorporate Gender, Equality, Disability, and Social Inclusion (GEDSI) considerations to support more inclusive climate governance. This includes recognising the role and needs of vulnerable and underrepresented communities in NDC processes and encouraging institutions to adopt gender-responsive and inclusive approaches across planning, implementation, and monitoring.

Problem Statement

Indonesia's climate commitments under the Paris Agreement include ambitious 2030 targets (31.89% unconditional, 43.20% with international support). However, current governance arrangements undermine effective NDC implementation. For example, climate policy has long been dominated by the forestry sector. Indonesia's FOLU Net Sink 2030 strategy centers on making forests a net carbon sink by 2030, while energy, industry and transport sectors have had limited ownership of mitigation targets. Coordination across ministries can be challenging, and some NDC planning processes would benefit from greater transparency and broader stakeholder participation. These factors can make it harder to fully integrate energy-efficiency and low-carbon initiatives into national planning, potentially affecting progress toward Indonesia's NDC targets.

Objectives

- Strengthen NDC governance: Clarify and, where needed, reform the policy and legal framework for NDC design, modelling, and implementation across all sectors, aligning mandates and procedures with Presidential Regulation (PR) No. 98/2021 and Ministerial Regulation (MR) of Environment and Forestry (LHK) No.12/2024.
- Enhance institutional coordination for NDC implementation: Assess coordination and engagement needs across Ministry of Environment (MoE), Ministry of Energy and Mineral Resources (MEMR), and Ministry of Transport (MoT) to support NDC delivery. Based on findings, facilitate high-level policy discussions to strengthen cross-sector collaboration, guided by a stakeholder engagement strategy that promotes inclusive consultation and integrates GEDSI considerations such as gender-climate linkages and intersectionality.
- Align UK PACT initiatives with national climate processes: This includes efforts in EE, CP and LCT to align with Indonesia's NDC planning and implementation frameworks. Project objectives will be integrated into sectoral roadmaps and strategies, guided by Presidential Regulation 98/2021 and Ministerial Regulation LHK 12/2024. The work will also cover the alignment of Measurement, Reporting, and Verification (MRV) systems to ensure UK PACT contributions are accurately reflected in national climate monitoring and reporting.
- Promote stakeholder engagement: Ensure transparent, inclusive processes for NDC planning and review by engaging civil society, private sector, and subnational governments through consultations, public reporting and participatory forums.
- Promote GEDSI-responsive climate action: Integrate GEDSI considerations into NDC policy, planning, and implementation processes by promoting inclusive stakeholder engagement, gender-responsive capacity building, and inclusive analysis of policy frameworks.

Outline of intervention

The project will implement interventions through two interlinked workstreams:

Workstream 1 – NDC governance and policy reform

This workstream will provide policy advisory and technical support to improve institutional arrangements for climate governance. Activities will include a comprehensive review of current governance frameworks to identify institutional gaps and recommend practical reforms to improve cross-sector coordination and embed NDC targets into development planning. The policy review will also include an analysis of GEDSI dimensions within existing NDC frameworks and institutional roles.

Ongoing advisory support will be provided to selected UK PACT projects—particularly in EE, LCT, and CP—to help align project objectives with national policy frameworks. This support may also include facilitation of select policy dialogues or high-level engagements to help advance agreed climate governance priorities. In parallel, the experts will assist in aligning protocols and tools to strengthen Indonesia's MRV systems and improve the integration of results into national GHG inventories and NDC reporting.

Workstream 2 – Policy and stakeholder engagement strategy

This workstream focuses on strengthening institutional engagement and inclusive stakeholder participation to support NDC implementation. It will begin with an assessment of institutional coordination needs across MoE, MEMR, and MoT, followed by the development of a targeted strategy for stakeholder engagement and inter-agency collaboration. The output will also incorporate GEDSI-

related dimensions where relevant, including inclusive participation, climate-gender linkages, and intersectionality.

Based on the assessment findings, the project will convene at least two policy-level discussions (e.g. roundtables, high-level dialogues, or cross-sector workshops) to support stronger collaboration across ministries. In parallel, two to three national and/or regional forums will be organised to bring together stakeholders from government, civil society, and the private sector to discuss progress on NDC implementation, share information on climate finance, and identify areas for joint action. These events will aim for balanced participation, including GEDSI-relevant institutions and underrepresented voices.

1.3 Outputs and timelines

An indicative timeline for key deliverables is set out below with the intention to build in flexibility to align with changes within counterpart priority activities, as well as with the wider UK PACT support in Indonesia.

Workstream 1. NDC governance and policy reform

Output	Description	Deliverable due	Acceptance criteria/sign-off
Review report on NDC governance, implementation, monitoring, and recommended actions	A comprehensive report analysing existing institutional arrangements, identifying gaps (e.g. MOE's dominant mandate), and recommending specific policy reforms to clarify responsibilities across ministries and embed NDC targets in all sectors (aligned with PR 98/2021 and MR LHK 12/2024). The policy review will also include an analysis of GEDSI dimensions within current NDC frameworks and institutional arrangements.	March 2026	A final report that consolidates the analysis on NDC governance, key insights, and recommendation points based on engagements and progress achieved throughout the implementation period.
Advisory support delivered to sectoral projects	<p>Provision of ongoing advisory support to EE, LCT, and CP projects to ensure governance integration and alignment with national climate policies. This includes support in identifying and mainstreaming select policy priorities potentially initiated. This may also include the initiation of a partnership with the UK CCC to support climate policy development.</p> <p>The advisory support should also cover alignment of standardised protocols and digital tools to ensure that emissions reductions and UKPACT project results are accurately captured in the national GHG inventory and NDC</p>	Continuous (monthly updates)	Monthly progress reports and documented integration of governance inputs.

	progress reports, in order to enhance MRV framework.		
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Workstream 2. Policy and stakeholder engagement strategy

Output	Description	Deliverable due	Acceptance criteria/sign-off
Institutional engagement and stakeholder strategy report developed	Conduct an assessment of institutional coordination and engagement needs to support NDC implementation across MoE, MEMR, and MoT. Based on the findings, facilitate high-level policy discussions (e.g. workshops, roundtables, strategic dialogues) to strengthen cross-sector collaboration. This will be supported by a stakeholder engagement strategy that outlines practical approaches to inclusive consultation, participation, and communications, particularly around climate policy processes and climate finance priorities. The output will also incorporate GEDSI-related content such as climate-gender linkages, intersectionality, and inclusive practices where relevant.	March 2026	Assessment report completed and presented to key stakeholders (including MoE); At least two high-level or cross-sector policy discussions convened with relevant ministries; Summary of discussions and agreed follow-up steps documented.
Multi-stakeholder workshops convened	At least two national and/or regional forums convening a mix of representatives, such as from government, private sector, civil society, and local government, to review NDC targets, share information on climate funding, and align sectoral actions with UK PACT goals. The workshops will consider representation from GEDSI-related institutions and underrepresented groups to foster inclusive dialogue.	At the latest by December 2025, January 2026	Minimum of two (2) national and/or regional workshops conducted (estimate of 20 participants for each), with documentation of agendas, presentations, and participant lists.

Review point

Following the inception report, there will be an opportunity for the implementing organisation, the Delivery Partner & counterparts to assess progress before moving forward to advisory support. This is because the subsequent tasks may be contingent on the progress achieved during the inception and the potential evolving needs of the project.

This provides the option to redefine the contract if project milestones or objectives indicate that a reassessment is required. Subject to successful engagement with MoE and formal acceptance from

the UK Post, Palladium may approve the continuation of advisory support activities to proceed consecutively or concurrently with prior deliverables, ensuring flexibility to advance the project as desired.

1.4 Required expert qualifications and experience

Applying organisations are expected to propose their own composition of technical experts and project management. The team should cover at the minimum the following expertise:

- **Principal Climate Governance Advisor** – Expert in national climate policy reform, regulatory frameworks (Presidential Regulation No. 98/2021, Ministerial Regulation No. 12/2024), with notable track record on climate diplomacy and cross-sectoral institutional alignment. Specific experience and knowledge in the sectors of transportation, energy efficiency, and carbon pricing will be an advantage.
- **MRV and Data Systems Expert** – Skilled in GHG inventory, MRV protocols, emissions tracking, and digital systems design for NDC monitoring.
- **Stakeholder Engagement & Participation Specialist** – Skilled in facilitating inclusive consultations and multi-stakeholder forums involving national government, CSOs, private sector, and subnational actors.

Project Manager – Experienced in managing technical assistance projects, coordinating multi-disciplinary teams, and ensuring milestone-based delivery.

1.5 Reporting

Alongside the project specific reporting outlined in the output section and below, the supplier will also be required to align with the UK PACT monitoring and reporting governance framework which includes:

No	Report	Description	Period/due date
1	Inception report and refined workplan	<ul style="list-style-type: none"> • This report will serve as the first monthly report and will focus on validating the scope of support outlined in this Terms of Reference, as well as refining the workplan and output timeline. • The scope of work to be socialised with MoE and relevant ministries, no-objection or initial positive feedback may serve as signals for alignment • Inception report submitted to and approved by UK PACT 	October 2025
2	Monthly reports	The team to submit monthly reports, each consisting of: <ul style="list-style-type: none"> • Short narrative report • Financial report for invoicing 	November 2025 – March 2026

		<ul style="list-style-type: none"> Annexes of all relevant deliverables and outputs during the month 	
3	Project completion report	This will form part of the final monthly report, which includes evidence of active engagement with MoE and contribution to advancing NDC-related policy discussions	21 April 2026

To report against standard UK PACT indicators, the supplier will also need to collect and report disaggregated data on the organisations and individuals participating in workshops and trainings. Disaggregation should cover gender as a minimum and include age and disability where feasible.

1.5 Budget and contracting

The maximum budget is GBP 300,000 which must include personnel and expenses, and be inclusive of all local taxes. This maximum budget is exclusive of UK VAT, which if chargeable by a UK-based supplier should not be included in supplier budgets.

The supplier must provide a breakdown of budgeted personnel and expenses using Annex II.

Expenses should cover workshop and conference logistics, venue, any interpretation & translation services, travel & accommodations of delivery team, as well as participants.

Please note that the selected supplier will also be responsible for arranging and organising the travel and accommodation, venues and packages for all workshops and stakeholder engagement sessions. Managing these logistical aspects is a component of the service expected.

The successful supplier having passed the requisite due diligence checks will enter into a subcontractor agreement with Palladium for the delivery of these services on a time and materials basis. The agreement will include a milestone payment structure with 30% of personnel fees withheld against agreed deliverables. The exact milestone structure will be agreed between both parties during contract mobilisation.

The supplier will submit a monthly invoice, forecast and progress update.

Schedule 2 – Instructions for submission

2.1 Submission process

Timeline

Stage	Date
1. Terms of Reference (ToR) and application process launched	07/08/2025
2. Date for confirmation of intention to bid	14/08/2025
3. Deadline for receipt of clarification questions	14/08/2025
4. Deadline for submission of applications	21/08/2025
5. Applicants notified of project selection	25/08/2025
6. Due diligence complete	05/09/2025
7. Agreement signature	08/09/2025

Applicant guidance

Interested suppliers should complete and submit the below documents to expertdeployments@ukpact.co.uk with the subject line: **RFQ Submission – [Supplier name]**
Indonesia Institutional Governance for Climate Action

- **RFQ Response form**
- **Budget and Workplan Template**
- **CVs of key experts or personnel** (max two pages per CV)

Please note the following key dates:

- **Deadline for Queries:** 14/08/2025 (23:59 BST)
- **Submission Deadline:** 21/08/2025 (09:00 BST)

2.2 Evaluation criteria

Criteria	Category	Weighting
Technical	Approach and methodology	30%
	Personnel	50%
Commercial	Competitiveness of the supplier's personnel cost	20%
Total		100%

2.2.1 Technical evaluation

The technical criteria will be evaluated by the procurement panel using the scale detailed below:

Score	Description
5 (Excellent)	Demonstrates an expert understanding of the project and proposes excellent and accurate solutions which address all requirements, and which are innovative where appropriate. Responses are excellently tailored to the context in all aspects. The level of detail and quality of information provides the highest degree of confidence in the ability to deliver.
4 (Very Good)	Demonstrates a very good understanding of the topic relating to delivery of the project. Responses are relevantly tailored to the context in the majority of aspects. There is sufficient detail and quality of information to give a strong level of confidence that they will deliver.
3 (Good)	Demonstrates a good understanding of the topic relating to the delivery of the project. Responses are reasonably tailored to the context for many of the aspects. There is a good level of detail and quality to give a good level of confidence that they will deliver.
2 (Satisfactory)	Demonstrates a satisfactory understanding of the topic relating to delivery of the project. Some appetite to tailor to context where required. Provides a limited level of detail and the quality of information provided gives only some level of confidence that they will be able to deliver satisfactorily.
1 (Unsatisfactory)	Demonstrates a poor understanding of the topic relating to delivery of the project. Poor tailoring to the context where this is required. Generally, an unsatisfactory and a low level of quality information and detail, leading to a low level of confidence that they will deliver.
0 (Fail)	Failure to address the material requirements of the project. No tailoring of responses to meet the context. No quality responses providing no confidence that they will deliver.

2.2.2 Commercial evaluation

The commercial evaluation will be conducted using the total personnel cost quoted in the Schedule III - Budget and Workplan (Cell W15 of “Budget Summary” sheet).

Supplier scores will be calculated relative to the lowest price supplier using the formula below:

$$((\text{Personnel cost of lowest price supplier} / \text{personnel cost of supplier}) * \text{price weighting } 20\%)$$

Where required, a Best and Final Offer process may be used to differentiate between suppliers of equal scoring.



Terms and Conditions

- 1. Quote conditions**

By submitting a quote, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in GBP.
- 2. Quote Lodgement**

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFQ unless the Company determines to do so otherwise at its sole discretion.
- 3. Evaluation**

The Company may review all quotes to confirm compliance with this RFQ and to determine the best quote in the circumstances.
- 4. Alterations**

The Company may decline to consider a quote in which there are alterations, erasures, illegibility, ambiguity or incomplete details.
- 5. The Company's Rights**

The Company may, at its discretion, discontinue the RFQ; decline to accept any quote; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a Quote; satisfy its requirement separately from the RFQ process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate quotes as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers
- 6. Amendments and Queries**

The Company may amend, or clarify any aspect of the RFQ prior to the RFQ Closing Time by issuing an amendment to the RFQ in the same manner as the original RFQ was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties. Any queries regarding this RFQ should be directed to the Contact Person identified on the cover page of this RFQ.
- 7. Clarification**

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their quotes. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their quote.
- 8. Confidentiality**

In their quote, potential suppliers must identify any aspects of their quote that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their quote. The potential supplier acknowledges that in the course of this RFQ, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFQ and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFQ and after the completion of the process
- 9. Alternatives**

Potential suppliers may submit quotes for alternative methods of addressing the Company's requirement described in the RFQ where the option to do so was stated in the RFQ or agreed in writing with the Company prior to the RFQ Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.
- 10. Reference Material**

If the RFQ references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their quote. And provide it to the Company upon request.
- 11. Price Basis**

Prices quoted must be provided as a fixed maximum price and show the tax exclusive price, the tax component and the tax inclusive price. The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for Services.
- 12. Financial Information**

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Services over the term of any agreement. If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.
- 13. Referees**

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.
- 14. Conflict of interest**

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).
- 15. Inconsistencies**

If there is inconsistency between any of the parts of the RFQ the following order of precedence shall apply:

 - (a) these Terms and Conditions;
 - (b) the first page of this RFQ; and
 - (c) the Schedule so that the provision in the higher ranked document will prevail to the extent of the inconsistency.
- 16. Collusion and Unlawful Inducements**

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their quote or the RFQ process. Potential suppliers must disclose where quotes have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their quote from consideration. Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFQ) which could give rise to a perception of bribery or corruption in relation to the RFQ or any other dealings between the parties.
- 17. Jurisdiction**

This Agreement shall be subject to the laws of the Jurisdiction. The Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this Agreement or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this Agreement or the breach, termination, or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules in effect on the date of this Agreement. The appointing authority shall be the Secretary-General of the Permanent Court of Arbitration. The Parties will be bound by any arbitration award rendered as a result of such



arbitration as the final adjudication of any such dispute. The place of arbitration shall be the headquarters location of Company at the time the claim is filed and the language of the arbitration will be English. The relevant laws shall be the laws of the Jurisdiction.

If your quote is successful, you will be required to enter into the Company's standard contract for the types of services being provided. In the provision of the Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant Project Manual. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any quotes pursuant to this RFQ. If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.