



15 July 2025

Request for quotation (RFQ) – UK PACT Expert Deployment

RFQ title	Energy Connect – Grids, Storage & Interconnectors Capacity Building
RFQ issue date	15 July 2025
Terms of reference	The services to be delivered are detailed in the attached Schedule.
Project title	UK PACT ASEAN Energy Connect – Grids, Storage & Interconnectors Capacity Building
Close date and time	20 August 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

1.1. Overview of requirements

Name of project	Energy Connect – Grids, Storage & Interconnectors Capacity Building
Country/region	Regional – Association of Southeast Asian Nations (ASEAN)
Proposed start date	22/09/2025
Proposed end date	27/02/2026

1.2 Context and scope of work

Background information

Southeast Asia is racing to integrate a rapidly rising share of variable renewable energy while keeping electricity affordable and reliable. For the region to go through an energy transition, it requires urgent grid modernisation to integrate variable renewable energy, energy storage, and cross-border interconnectors. In recognising the potential advantages to be gained from the establishment of integrated systems, ASEAN established the electricity interconnecting arrangements within the region through the ASEAN Power Grid. HAPUA (Heads of ASEAN Power Utilities/Authorities) is tasked to ensure regional energy security by promoting the efficient utilisation and sharing of resources. Supporting ASEAN Power Grid is in line with an attempt to meet the expected impact ASEAN-UK Green Transition Fund is trying to bring to the region: an accelerated transition to a clean and climate-resilient economy across ASEAN by reducing emissions in key sectors, contributing to poverty reduction and resilient economic development.

Rigid purchasing power allocations, fragmented grid codes and limited experience with blended finance continue to delay storage and interconnector investments in ASEAN. ASEAN Power Grid and individual national energy plans all point to the same bottleneck: regulators and utilities lack the practical skills to design market rules that value flexibility, to model and procure grid-support technologies such as battery storage, and to structure cross-border interconnector projects. How the situations impact the energy landscape in the region can be observed through concrete examples: Vietnam, Indonesia, and the Philippines already curtail solar and wind output on weak networks; the flagship Lao-Thai-Malaysia-Singapore power-exchange corridor has progressed more slowly than financiers expected because commercial and regulatory questions remain unresolved.

Without digital learning resources, interactive simulations or sustained mentoring, the practical skills have not taken root. Unless regulators and utilities acquire the capability to design flexible commercial frameworks, run grid-resilience models and negotiate cross-border cost-sharing, the ASEAN Power Grid timeline will slip, and renewable ambitions will be curtailed.

Alignment with existing initiatives

The United Kingdom, through, for example, UK PACT and the Green Grids Initiative, has amassed a portfolio of e-learning assets, peer-to-peer skill-share models and deep technical know-how in National Grid ESO, Ofgem and leading consultancies. Meanwhile, HAPUA has demonstrated that ASEAN utilities respond well to short, highly interactive workshops, yet follow-up mentoring and modern digital learning design have been missing. By blending these strengths, this project aims to give Southeast-Asian utilities and regulators the tools and confidence to advance at least three interconnector or large-scale storage projects to feasibility within 11-12 months since the training is finished.

The intervention is closely aligned with the UK's foreign policy and economic objectives. It seeks to leverage previous training offers with digital learning resources, interactive simulations and mentoring. It underpins the UK commitment to the ASEAN Power Grid, supports Indonesia and Vietnam in delivering their JET-Ps, and gives practical substance to the UK-Singapore Strategic Infrastructure and Investment Partnership. It also helps Malaysia and Singapore (currently the only Southeast-Asian signatories to the COP 29 Grids & Storage Pledge) demonstrate early progress on regulatory and investment readiness.

Objectives

The main objective of this project is to see senior and mid-career level career participants from utility and energy regulator institutions in ASEAN – nominated by the national focal points of HAPUA - acquire the following:

- Technical capacity to design and deliver - through policies, practices, tools, and technologies - inclusive, resilient climate solutions in support of ASEAN Power Grid as part of a clean and just transition.
- Knowledge, evidence and learning through exchanges across stakeholders in ASEAN in support of improved climate action in power sector planning and implementation.

The technical capacities expected to be transferred will cover at least one UK-derived toolkit— whether a flexibility-ready purchasing power allocation template, a storage-procurement checklist, or a wheeling-tariff model.

By the end of the assignment (February 2026), the ASEAN-UK Green Transition Fund (GTF) team will evaluate whether the capacity-building activities have led to concrete outputs, and/or follow-up interventions from the participating utilities. These concrete outputs are connected to how the intermediate outcomes of the ASEAN-UK GTF on the availability of evidence-informed models to implement inclusive and resilient climate solutions across ASEAN are being achieved. This parameter is required to be considered during the design of learning materials and exchanges and reported in the MEL report.

The learning outputs will also be monitored through pre- and post-training competency assessments, analysis of digital certificate of completion, and a final 11-month tracer study (beyond assignment, December 2026), which will be designed by the selected supplier and carried out by the ASEAN-UK GTF team.

Scope of Work

The five-month project blends online learning, experiential workshops, mentoring and evaluation. Each activity is built sequentially so that participants acquire knowledge, practise it in a safe environment, and then apply it to real projects.

- **September – October 2025** – Inception and needs scan – A rapid scoping mission will map stakeholders, collect baseline competency data, and confirm each country's priority projects. Tasks include:
 - i. interviews with regulators and utility planning teams to compile a technical and institutional strengthening scorecard,
 - ii. a self-assessment survey on commercial, technical and regulatory capabilities,
 - iii. agreement on learning objectives and success indicators,
 - iv. GEDSI action plan to encourage women participants, and
 - v. a communications plan to keep senior leadership engaged.
 - **October – November 2025** – Microlearning – Participants need to be invited and receive an official delegation from the national focal points of HAPUA. The participants will enrol in a curated set of training modules anchored around the idea of utilities as developers, supporting them develop and integrate new assets (batteries, VRE and
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interconnectors) into their base. The training should also be in line with the next stage the grid “Hackathon”. The total expected participants are at a minimum of 33 (3 participants from each ASEAN Member States and Timor-Leste) with at least 20% being women. In addition to that, weekly live clinics with proposed experts (preferably international / UK experts) will deepen understanding, quizzes will reinforce key concepts and discussion boards will foster peer exchange. Minimum attendance will need to be met for the participants to be fully supported to go to the next stages of the Grid “hackathon” and the UK in-person study tour.

- **Mid-November 2025 – Grid “hackathon” (in person in Jakarta or another ASEAN Member State’s city) – Two days**, mixed country teams will follow a programme designed by the supplier to connect the microlearning to a more concrete step. Following the bridging session, participants shall be encouraged to bring forward one or two concept-level projects to get tailored support to shape them into pre-feasibility outputs, business models, or stakeholder plans. Learning deliverables (created by the participants) can include, for example:
 - i. a rapid feasibility model,
 - ii. a draft inclusive business case, and
 - iii. an inclusive stakeholder engagement plan, all reviewed by a panel of UK mentors, engineers and regional financiers.

In addition, the supplier can create a role play or simulations session, such as asking them to negotiate a cross-border interconnector, community engagement FGD or a hybrid PPA with an IPP, the topic can be refined based on the inception and needs scan.

The scope of the hackathon needs to be designed and proposed by the supplier to build on and refresh the microlearning phase, while moving closer to the expected output of this intervention.

- **December 2025 (Week 1) – UK in person study tour – A five day programme** will expose participants to worldclass practice: a system operator shadowing day at National Grid ESO’s Warwick control room; a site visit to the Viking Link HVDC converter station; sessions with Ofgem on cost reflective tariffs; a briefing from UK Export Finance on blended finance and UK International Climate Finance Framework; and a networking reception that links the cohort with the UK Public Sector ED programme. The consultant should also explore to seek an exposure of other UK initiative in Southeast Asia. Expected participants will be two representatives from each ASEAN Member States and Timor-Leste.
- **January – February 2026 – Project completion report and closure – Activities of the closure** should include:
 - i. an endline competency survey,
 - ii. badge completion analytics,
 - iii. final project report that presents:
 - what was done and achieved during the project (summary on baseline and endline competency)
 - template of learning tracer
 - a clear recommendation for a follow-up phase (assessment of the opportunity to do another follow-up training on transaction support – expected format is a concept note)
 - iv. final training materials in an interactive format for future use in ASEAN

Output	Description	Deliverable due	Acceptance criteria/sign-off
1. Inception report	Inception & needs analysis report (stakeholder map, GEDSI and intersectionality analysis and GEDSI action plan, baseline survey, agreed KPIs)	07 Oct 2025	Approved by HAPUA; learning objectives and communications plan annexed, GEDSI analysis and action plan in line with ASEAN-UK Green Transition Fund standard and requirements.
2. Learning materials and activities <i>The learning journey begins online, moves to an in-person hackathon, and culminates in a UK study tour that showcases British best practice. At the end of the assignment, the team should finalise the complete set of learning materials in an interactive format.</i>	2.1 E-learning Modules E-learning modules that can be operationalised across various learning management systems e.g. using SCORM (Sharable Content Object Reference Model) These are the e-learning modules that will be used during the microlearning activity.	13 Oct 2025	Quality control pass both from ASEAN stakeholders and ASEAN-UK Green Transition Fund team.
	2.2. Hackathon Event Hackathon summary report, including lessons learned brief	30 Nov 2025	Initial identification of the learning deliverables; lessons learnt brief submitted to ACE/HAPUA
	2.3. UK study tour UK study tour dossier (agenda, risk plan, logistics and flight booking) and participant learning log	5 Dec 2025	Final itinerary, risk register and reflection log signed off by ASEAN-UK Green Transition Fund
3. Final project report, MEL, and closure activities	3.1. Final project report The final project report should also include the MEL aspect of the programme, especially the endline survey analysis	31 Jan 2026	The report should answer: How the GEDSI action plan is conducted Endline survey analysis (summary on baseline and endline competency) Recommendation on the Phase II training on transaction support.
	3.2. Finalisation of learning materials for future use in ASEAN Final learning materials and their interactive features are ready to be adopted for future use in ASEAN	13 Feb 2026	Signed off by ASEAN Centre for Energy and/or ASEAN-UK Green Transition Fund team. Some features that will be assessed are as follows: <ul style="list-style-type: none"> • SCORM packages,

			<ul style="list-style-type: none"> • Badges are tested and functional, • Existing interactive features • Courses are accessible and inclusive for women, small-scale businesses, multi-languages (or have the ability to be translated into local languages), • Courses include some local contexts as concrete examples • Module interface is easy to navigate • Include modules on basic understanding of GEDSI and how to assess intersectionality in the energy sector, case studies, and best practices.
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1.4 Required expert qualifications and experience

A team of technical experts and project management support should be suggested in proposals, with CVs provided (max two-pages per CV). It is estimated that 9-10 personnel will be required to deliver the scope of work from heavy technical details, project management, to event management and logistics.

- **Grid Finance Team Lead** who will steer the assignment and bring deep expertise in hybrid PPAs and blended finance structuring;
- **Regulatory Specialist** who will be responsible for cost-reflective tariff design and cross-border code alignment;
- **Utility Operations Expert** who will run dispatch modelling and advise on storage procurement;
- **Capacity Building and Learning Design Lead** who will be in charge of instructional design and gamification of learning materials;

- **GEDSI Adviser** who will ensure inclusive facilitation and safeguarding to attract women and other disadvantaged groups;
- **MEL Specialist** who will craft surveys, analyse tracer data, prepare final MEL report and template to be followed up 11-month after the training;
- **E-learning Developer** who will package modules in SCORM format and manage the learning management system.
- **Project manager and assistants** to tailor all of the expert inputs, bring forward the learning programme to the targeted participants and support with travel, accommodations and logistics.

Bidders are welcome to propose alternate structures, but the proposed team should cover at a minimum the following criteria:

- Proven familiarity with current discussions on energy policy and infrastructure in the ASEAN context.
- Experience in delivering end-to-end training programmes for public officials in Southeast Asia on climate-related topics, including both online and in-person formats.
- Proven professional experience working with ASEAN is preferred.
- Strong connection with relevant stakeholders on relevant topics explained above, both in Southeast Asia and the UK, to source and collaborate with additional resource persons.
- The team is expected to demonstrate a commitment to mainstreaming GEDSI.

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:

- Monthly progress reporting on outputs, including individuals and organisations reached.
- A full project completion report, summarising project achievements, any lessons learned through delivery, and any recommendations for future action.
- Participation in fund-wide communities of practice for results and lessons sharing, including provision of input for possible case studies.

In line with the UK PACT's GEDSI strategy, all projects are expected to complete a GEDSI training and develop a GEDSI Action Plan with the support of the Fund's GEDSI expert. Progress reports should include updates on progress towards the GEDSI Action Plan.

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 training. Disaggregation should cover gender as a minimum and include age, disability, geography, and other social characteristics where feasible. As applicable, the supplier may also be asked to accomplish indicator-specific baseline and reporting tools, such as for assessing institutional capacity.

1.6 Budget and contracting

The maximum budget is GBP 401,000 which must include personnel and expenses and be inclusive of all applicable taxes.

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. Please refer to the scope of work above to understand the number and type of workshop that are 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 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	15 July 2025
2. Date for confirmation of intention to bid	31 July 2025
3. Deadline for receipt of clarification questions	31 July 2025
4. Deadline for submission of applications	20 August 2025
5. Applicants notified of project selection	30 August 2025
6. Due diligence complete	15 September 2025
7. Agreement signature	22 September 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] UK PACT ASEAN Energy Connect – Grids, Storage & Interconnectors Capacity Building**

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

Please note the following key dates:

- Please email us by 31 July 2025 confirming if you intend to submit a proposal

- **Deadline for Queries:** 31 July 2025 (23:59 BST)
- **Submission Deadline:** 20 August 2025 (09:00 BST)

2.2 Evaluation criteria

Criteria	Category	Weighting
Technical	Approach and methodology	30%
	Personnel	50%
Commercial	Competitiveness of the supplier's 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 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:

$$\left(\frac{\text{Cost of lowest price supplier}}{\text{Cost of supplier}} \right) * \text{price weighting } 20\%$$

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.

Table 1: Example of UK capacity building initiatives on grid and electricity transition.

Programme	Format & Audience	Focus	Early results/takeaways
Green Grids Initiative (GGI) – Electricity Transition Playbook	10-hr MOOC, planners & regulators	Nine modules on policy, network planning, and finance	First 2024 cohort drew 300+ officials; 88 % reported improved roadmap skills greengridsinitiative.net/open.edu
GGI – Principles for Interconnectors	Downloadable guide	Engineering, permitting, environmental standards	Used by National Grid ESO in mentoring sessions with Asian TSOs greengridsinitiative.net
G-PST / National Grid ESO webinar series	Monthly webinars	Operating systems toward near-zero carbon	Recordings heavily used by EVN and NGCP training centres esig.energy
IEA-EMA regional course (Singapore)	2-day residential	Pathways for cross-border power trade	60 ASEAN officials; 72 % applied a tool within six months iea.org

Table 2: Examples of HAPUA trainings/workshops

Year	Topic & Format	Participation & Outputs	Lessons we carry forward
2017 Bali	Public relations skills lab	55 PR staff; joint comms checklist	Peer storytelling keeps engagement high but lacked formal follow-up hapua.org
2017 Jakarta	ASEAN Electricity Exchange workshop with UNESCAP	45 delegates; action list for feasibility study	Chatham-House rules enabled candour; clear action plans boost uptake asean-aemi.org
2016 KL	HAPUA-JEPIC symposium on interconnection	36 engineers + 8 Japanese experts; papers published	Bilateral utility partnerships work; bring in UK counterparts jepic.or.jp
2016 Bandung	Communication workshop	Repeat demand the next year	Sequenced learning (basic then advanced) is popular hapua.org
2019 KL	WG5 AMI smart-meter workshop	23 delegates; resolution for annual exchange	Hands-on cost-benefit exercises rated highly hapua.org
2019 Penang	Power-system operators VRE workshop	60 operators; SOP checklist	Simulator-based drills are valued but unavailable in-house