Foundation for the Green Hydrogen Organisation,
Maison de la Paix,
Chemin Eugène-Rigot 2C,
1202 Genève Switzerland

REQUEST FOR PROPOSAL
INDONESIA GREEN HYDROGEN EXPORT PATHWAYS STUDY

SUMMARY

The Green Hydrogen Organisation (GH2) invites qualified individuals, firms and consortia to submit technical and financial proposals to deliver the Indonesia Green Hydrogen Export Pathways study by 24 November 2026, 18:00 WIB.

Item	Detail
RFP reference	GH2/IDN/RFP/2026/001
Assignment	Indonesia Export Pathways: Replicable Project Development and Export Playbook for Green Hydrogen and Its Derivatives
Issuing organisation	Foundation for the Green Hydrogen Organisation (GH2), Maison de la Paix, Chemin Eugène-Rigot 2C, 1202 Geneva, Switzerland; Indonesia office, Jakarta
Type of contract	Fixed-price, deliverable-based consultancy contract
Duty station	Jakarta, Indonesia, with remote work permitted
Issue date	09 November 2026
Deadline for questions	18 November 2026, 18:00 WIB
Proposal submission deadline	24 November 2026, 18:00 WIB
Language	English
Focal point	Rifan Bachtiar, Indonesia and APAC Manager, GH2 Email: rifan.bachtiar@gh2.org Phone:+6287874043451

1. ABOUT GH2 AND THE PROJECT

GH2 is a Swiss non-profit foundation that works to bring renewable energy to industries that cannot be electrified using green hydrogen. GH2 works in Indonesia under a Memorandum of Understanding signed with the Ministry of Energy and Mineral Resources (MEMR).

With support from Viriya ENB, GH2 is implementing the project *Leveraging Global Demand to Catalyse Indonesia's Green Hydrogen Transition* from October 2026 to September 2027. This initiative aims to move 3–5 early-mover green hydrogen and derivative projects closer to final investment decision (FID) by connecting them with international buyers and identifying viable export pathways. The initiative will catalyse the first wave of green hydrogen investments and create a replicable model for future projects.

GH2 now invites qualified expert, consulting firms, research institutions and consortia to submit a technical and financial proposal to co-deliver the project's flagship study as described in the Terms of Reference (Section 4).

2. KEY DATES

The selected consultant starts on 7 December 2026. All times are Western Indonesia Time (WIB, UTC+7).

Step	Date
RFP issued	10 November 2026
Deadline for questions	18 November 2026, 18:00
GH2 publishes answers to all questions	19 November 2026
Proposal submission deadline	24 November 2026, 18:00
Technical evaluation	24-25 November 2026
Interviews with shortlisted proposers (online)	26–30 November 2026
Notification of award	4 December 2026
Project kick-off with the consultant	18 December 2026

GH2 may change these dates. Any change will be communicated in writing to all proposers.

3. INSTRUCTIONS TO PROPOSERS

3.1 Eligibility and clarifications

- Individual consultants, consulting firms, research institutions, or universities may apply alone or as a consortium.
- A consortium must name one lead entity which signs the contract and is responsible for the whole assignment.
- Partnerships between international and Indonesian entities are encouraged.
- Send questions by email to the focal point by 18 November 2026, 18:00 WIB, with the subject line “GH2 Indonesia – Your Name – Questions and Clarifications Asking a question will not affect the evaluation of your proposal in any way.
- GH2 will share all questions and answers without naming who asked by 19 November 2026. No verbal answer given by any GH2 staff member is binding.

3.2 Proposal content

The technical proposal (maximum 15 pages, excluding CVs and annexes) must follow the outline in Annex B. Attach the completed submission form (Annex A), the CVs of key experts (Annex D) and the signed declaration (Annex E).

The **financial proposal** must use the template in Annex C. It must state a single all-inclusive fixed price, broken down by professional fees, travel and other costs.

3.3 Submission

- Submit to **rifan.bachtiar@gh2.org** with the subject line "GH2/IDN/RFP/2026/001 – Proposer name".
- Send the technical and financial proposals as **two separate files** in the same email.
- Total attachment size must not exceed 20 MB.

3.4 Currency, taxes and conflict of interest

- Prices must be quoted in Indonesian Rupiah (IDR).
- Prices must include all applicable taxes in Indonesia, including VAT (PPN) where relevant.
- Proposals must remain valid for 90 days from the submission deadline.
- The maximum budget available for this assignment is **1.000.000.000 (one billion rupiah)**, inclusive of all taxes and costs. Proposals above this ceiling may be rejected.
- Proposers must disclose any current or recent work for the project developers listed in Annex F, or for their competitors, within the last three years.
- Disclosed relationships do not automatically disqualify a proposer. GH2 will assess whether they can be managed.
- Proposers who fail to disclose a conflict of interest will be disqualified.

3.5 GH2's rights

GH2 may, without giving reasons:

- accept or reject any proposal;
- cancel this RFP at any stage;
- negotiate scope and price with the highest-ranked proposer;
- award all or part of the assignment.

GH2 will not pay any cost incurred in preparing a proposal.

4. TERMS OF REFERENCE

GH2and the consultant will produce one flagship report, *Indonesia Green Hydrogen Export Pathways: Replicable Project Development and Export Playbook*. GH2 owns the report and all other deliverables (see Section 4.10). The consultant is the technical lead and will be credited accordingly. In this RFP, "the consultant" means the selected proposer and "GH2 and its partners" means GH2 and the funders of this project.

4.1 Background

Indonesia is uniquely positioned to become a leading supplier of green hydrogen and its derivatives — particularly green ammonia, green methanol and electro sustainable aviation fuels (eSAF) — to rapidly growing international markets across Asia and beyond.

There are also considerable opportunities to leverage low-cost renewable electricity and green hydrogen in value-added products such as iron, steel, fertiliser, cement and chemicals. With abundant renewable energy resources, proximity to key demand centres (Japan, Republic of Korea, Singapore) and a strong industrial base, Indonesia can play a central role in the emerging global market for green molecules and products. Indonesia's National Hydrogen Strategy recognises this opportunity and anticipates growing international demand for green hydrogen and its derivatives.

Yet despite rising interest from government and industry, very few projects have advanced toward final investment decisions (FID). Key barriers include:

- Lack of bankable demand and long-term offtake agreements
- High production costs relative to fossil alternatives
- Uncertainty around infrastructure and export logistics
- Fragmented policy and certification frameworks
- Limited coordination between producers and international buyers

GH2's project tackles these barriers through four analytical workstreams, a series of four structured producer–buyer engagements and three stakeholder roundtables. This RFP covers the analytical workstreams and the flagship report.

4.2 Objective of the assignment

The assignment will give developers, buyers, financiers and the Government of Indonesia a practical, evidence-based pathway to move 3–5 early-mover projects towards FID.

Project objective	**Consultant's contribution**
1. A first wave of bankable projects	Technical assessment of candidate projects; drafting of FID-pathway notes
2. Global demand converted into Indonesian investment	Commercial and contractual analysis and draft templates for GH2's standardised commercial frameworks, including a pre-offtake term sheet/heads of terms model
3. A credible cost-competitiveness pathway	Cost benchmarking and cost-reduction roadmap
4. De-risked, replicable project development	De-risking and blended-finance structures; project-development playbook
5. Enabling policy, certification and infrastructure	Export corridors and infrastructure roadmap; analytical inputs to GH2's recommendations to MEMR

4.3 Division of responsibilities

- **GH2 leads international engagement:** buyers and off-takers in Japan, Korea, Singapore and the EU, international DFIs and investors, buyer-country governments and certification bodies, and GH2's international partners.
- **The consultant leads domestic engagement:** Indonesian project developers, state-owned enterprises such as PLN and Pupuk Indonesia, port and infrastructure operators, domestic financiers, industry associations, and technical-level consultations with ministries.

Formal engagement with MEMR under the GH2–MEMR MoU remains with GH2.

Task	GH2	Consultant
1. Inception	Sets strategic direction; shares existing material	Drafts the inception report
2. Project identification and assessment	Identifies projects with MEMR; engages developers; decides the shortlist	Applies a technical and bankability assessment to at least 5 projects
3. Cost competitiveness	Reviews assumptions; provides data and contacts	Builds the cost model, benchmark and roadmap
4. Offtake and commercial frameworks	Designs the frameworks, drawing on GH2 India, Middle East practice and buyer engagements	Provides commercial and contractual analysis; drafts framework templates
5. Export corridors and infrastructure	Provides access to PLN, port operators and other stakeholders	Leads the analysis and roadmap
6. De-risking and blended finance	Leads engagement with DFIs and investors	Designs the structures; prepares materials for DFI meetings
7. FID pathways	Validates each pathway with its developer	Drafts the FID-pathway notes
8. Policy, financing and certification recommendations	Drafts the recommendations; applies the Green Hydrogen Standard; leads engagement with MEMR under the MoU	Provides robust justification and analysis of cost, finance and infrastructure implications
9. Convenings	Organises, chairs and hosts	Prepare materials; Presents findings; drafts summaries
10. Flagship report and playbook	Approves the report outline, Finalise structure, integrates chapters, handles design, translation and launch	Drafts the technical chapters and annexes; supports integration

Task 1: Inception. Hold a kick-off meeting with GH2, review existing material, and refine the methodology, data sources, interview list and work plan.

Task 2: Project identification and assessment. Apply a technical and bankability assessment to at least 5 candidate projects identified by GH2 with MEMR, starting from Annex F . Recommends 3–5 projects for GH2's shortlist, using criteria agreed at inception. GH2 decides the final shortlist.

Task 3: Cost competitiveness. Benchmark Indonesia's levelised cost of green hydrogen and its derivatives against the main competing suppliers to Japan, Korea, and Singapore including at least Australia, India, China and selected MENA countries. Identify the top 3–5 cost drivers and policy

incentives to address them. Produce an Indonesia-specific cost-reduction roadmap with quantified levers.

Task 4: Offtake and commercial frameworks. Provide commercial and contractual analysis to inform at least 2 standardised offtake or commercial frameworks that GH2 designs for priority buyers in Japan, Korea, Singapore or the EU, including price-formation options and buyer-country support schemes such as contracts for difference and import auctions. Drafts the framework templates.

Task 5: Export corridors and infrastructure. Identify and prioritise 2–3 export corridors. Produce a phased infrastructure roadmap for selected export hubs or special economic zones. Assess risks and options for shared infrastructure.

Task 6: De-risking and blended finance. Diagnose the financing barriers. Design at least 2 de-risking or blended-finance structures, such as guarantees, aggregation platforms or double-auction mechanisms. Prepare materials for GH2's engagement with at least 3 development finance institutions or investors and join those meetings.

Task 7: FID pathways. For each shortlisted project, draft a short FID-pathway note setting out the sequence of actions, counterparties and milestones required to reach an investment decision. GH2 validates each note with the developer.

Task 8: Policy, financing and certification recommendations. Provide the analysis and robust justification for GH2's recommendations to MEMR and relevant government bodies, including their cost, finance and infrastructure implications. GH2 drafts the recommendations and leads engagement with MEMR.**Task 9: Convening.** Support the three national roundtables in Jakarta. The third roundtable is held with the report launch in September 2027 (deliverable T9C). When GH2 requests, present findings at virtual buyer–offtaker sessions. The consultant is not required to attend producer–buyer engagements held outside Jakarta.

Task 10: Flagship report and playbook. With GH2's guidance, prepare a publication-ready report based on findings from previous tasks and support the report launch and dissemination.

4.5 Analytical standards

- **Certification frameworks.** Analysis of export eligibility must reflect the current requirements of priority markets.
- **Justice.** The analysis must consider social, economic, environmental, regional, gender and intergenerational impacts.
- **Evidence.** All data, assumptions and sources must be documented. Cost models must be shared with GH2 in editable Excel format.
- **Commercial sensitivity.** Project-specific information must be handled under the confidentiality terms in Section 6. Publishable material must be cleared with the relevant developer.

4.6 Deliverables and timeline

Task	Deliverable	Draft due	Final due
T1	Inception report: refined methodology, work plan, interview list, assessment criteria and proposed report outline	19 December 2026	8 January 2027

Task	Deliverable	Draft due	Final due
T2	Technical assessment of at least 5 projects with a recommended shortlist of 3–5	3 March 2027	7 March 2027
T3	Cost-competitiveness benchmarking study and cost-reduction roadmap with Excel model	3 March 2027	7 March 2027
T9A	Roundtable 1 Materials	11 March 2027	
T4, T5	Commercial inputs and templates for at least 2 offtake frameworks; corridor prioritisation and phased infrastructure roadmap	23 June 2027	30 June 2027
T6	At least 2 de-risking/blended-finance structures, with DFI engagement materials	23 June 2027	30 June 2027
T9B	Roundtable 2 Materials	14 July 2027	
T7	FID-pathway notes for each shortlisted project	15 August 2027	20 August 2027
T8	Analytical inputs to recommendations for MEMR and relevant government body	15 August 2027	20 August 2027
T10	Publication-ready chapters for the flagship report	20 August 2027	26 August 2027
T9C	Report Launch and Roundtable 3 Materials		12 September 2027
	Dissemination Materials (part of Task 10)		29 September 2027

4.7 Team and qualifications

We are looking for a compact, senior team. Three key experts are required; one person may not fill more than one key role. Additional team members may be proposed where needed.

Key expert	Qualification
Team leader and hydrogen market expert	10+ years in energy transition, energy markets or industrial decarbonisation; has led comparable studies; excellent written English
Financing expert	7+ years in techno-economic modelling of energy markets, including experience with hydrogen or its derivatives, and in project or blended finance.
Standard, energy trade and export expert	7+ years in the international trade, export or marketing of energy commodities (such as LNG, coal, ammonia, methanol or fertiliser), including offtake contracting, shipping logistics and market access

Desirable within the wider team: Indonesian energy policy and regulation; certification of low-carbon fuels; port, shipping or grid infrastructure; experience with buyers in Japan, Korea or the EU.

4.8 Management and reporting

- The consultant joins a 30-minute progress call with GH2 every two weeks.
- The consultant submits a one-page monthly progress update.
- The consultant will join a dedicated messaging group (WhatsApp, Signal or similar) for day-to-day coordination and quick updates.

4.9 Location and travel

The assignment is based in Jakarta, with remote work permitted. The consultant should budget for in-person attendance at the three roundtables and the report launch in Jakarta. All travel must be included in the fixed price.

4.10 Intellectual property

All deliverables, data and models produced under the contract are the property of GH2. The consultant may not publish or reuse project material without GH2's written consent. GH2 may share deliverables with its partners.

4.11 Competition-law safeguards

The consultant must follow GH2's competition-law protocol at all roundtables, meetings and other convenings. Frameworks, templates and analysis must not exchange, disclose or align commercially sensitive information between competitors, such as prices, volumes, costs, capacities or bidding strategies. Any price-related analysis must use public, aggregated or anonymised data.

5. EVALUATION CRITERIA AND METHOD

5.1 Compliance check

Proposals that are late, incomplete, or missing the signed declaration (Annex E) will be rejected without further evaluation.

5.2 Selection Criteria

GH2 will score proposals out of 100, invite the strongest to a short online interview and select a partner by 30 November 2026.

Criterion	Weight
Understanding of the assignment and quality of the approach	20
Expertise of the key experts	30
Indonesian networks and plan for domestic stakeholder engagement	20
Track record on similar work	10

Criterion	Weight
Value for money	20

6. CONTRACT AND PAYMENT TERMS

6.1 Payment schedule

Instalment	Task accepted	Share of contract price
1	T1	10%
2	T2, T3 and T9A	20%
3	T4 and T5	15%
4	T6 and T9B	15%
5	T7 and T8	20%
6	T10 and T9C (including dissemination materials)	20%
	Total	**100%**

GH2 will pay after receiving a valid invoice for an accepted deliverable. No advance payment will be made.

6.2 Other terms

- **Confidentiality.** The consultant must keep all non-public information confidential, including project-specific commercial data, during and after the contract.
- **Personnel.** Key personnel named in the proposal may only be replaced with GH2's written approval, by someone of equal or better qualifications.
- **Delays.** The consultant must inform GH2 in writing of any expected delay as soon as it is known. Repeated unjustified delays may lead to termination.
- **Termination.** Either party may end the contract with 30 days' written notice. GH2 will pay for deliverables accepted up to the termination date.
- **Funder requirements.** The consultant must cooperate with any monitoring, audit or reporting requests from GH2 and its partner.
- **Governing law.** The contract will be governed by Swiss law. Disputes will first be settled through good-faith negotiation. If necessary, arbitration will take place in Geneva.

Annexes

Proposers must complete Annexes A, C, D and E. Annex B sets out the required structure of the technical proposal, and Annex F lists the indicative project pipeline.

Annex A: Proposal submission form

To: Foundation for the Green Hydrogen Organisation (GH2) Re: GH2/IDN/RFP/2026/001 – Indonesia Export Pathways study

We, the undersigned, offer to provide the services described in the Terms of Reference, in accordance with this RFP. Our proposal comprises a technical proposal and a separate financial proposal. We confirm that our proposal remains valid for 90 days from the submission deadline.

Field	Response
Name of proposer (lead entity)	
Consortium members, if any	
Country of registration	
Contact person and title	
Email and telephone	
Total fixed price (currency in IDR and amount)	
Name, title and signature of authorised representative	
Date	

Annex B: Technical proposal outline

1. Executive summary (1 page)
2. Understanding of the assignment and context
3. Methodology to complete the tasks in Section 4.4, including how the team will work with GH2
4. Work plan and Gantt chart, aligned with deliverables in Section 4.6
5. Team, roles and level of effort (person-days per expert per task)
6. Organisational experience and references
7. Statement addressing any actual or potential conflicts of interest
8. Quality assurance and risk management

Annex C: Financial proposal template

Cost item	Unit	Number of units	Unit rate (IDR)	Total (IDR)
Professional fees				
Team leader and hydrogen market expert	person-day			
Financing expert	person-day			
Standard, energy trade and export expert	person-day			
Other staff (specify)	person-day			
	person-day			

Cost item	Unit	Number of units	Unit rate (IDR)	Total (IDR)
Travel and subsistence				
Flights	trip			
Accommodation and daily allowance	day			
Local transport	lump sum			
Other costs				
Data, software or licences (specify)	lump sum			
Other (specify)	lump sum			
Subtotal				
Taxes (specify)				
Total fixed price (IDR)				

Annex D: CV template (maximum 3 pages per expert)

Minimum information:

- Name and proposed role
- Nationality and languages (with level)
- Education and certifications
- Summary of relevant experience
- Relevant assignments in the last 5 years: client, country, dates, role and description
- Signed confirmation of availability for the contract period

Annex E: Declaration

We declare that:

1. the information in our proposal is true and accurate;
2. we have disclosed all actual or potential conflicts of interest;
3. we are not subject to bankruptcy, sanctions or debarment by any government or international organisation;
4. we have not engaged in fraud, corruption, collusion or coercion in preparing this proposal; and
5. we accept the terms of this RFP.

Name, title, signature and date of authorised representative:

Annex F: Indicative project pipeline

The projects below are the starting point for Task 2. The list is indicative and will be refined with GH2 and MEMR.

No	Project	Key partners
1	Green hydrogen for maritime ecosystem pilots	HDF Energy, ASDP Ferry, PLN
2	Green ammonia and fertiliser feasibility study in Aceh, Gresik and Karawang	Pupuk Indonesia, Itochu, Toyo Engineering
3	Joint feasibility study on hydrogen transport between Sumatra, Riau Islands and Singapore	PLN, TGI, Sembcorp Utilities
4	Pre-feasibility study of H2-DRI and EAF production pathways	Krakatau Steel group
5	FEED tender for 600 MW electrolysis, Batam	Aslan Energy, HEMU
6	Batam–Singapore solar, battery storage and hydrogen	Equator Renewables Asia, KPN, TPC
7	Geothermal-based hydrogen pilot	Pertamina Geothermal, TEPCO, JERA, NEDO
8	Joint development agreement for integrated green ammonia and hydrogen in Java	ACWA Power, Pupuk Indonesia, PLN
9	Green hydrogen hub connection to PLN's large grid	PLN, BRIN
10	AEM electrolyser pilot and demonstration	MBR, PLN
11	Pre-feasibility study of renewable and waste-based hydrogen	GGGI, Hyundai, Samsung
12	R&D on green hydrogen and energy storage	Envision, SUN Terra, Sinar Mas