

# South Asia Regional Infrastructure Connectivity (SARIC)

Renewable Energy (Solar, Wind, Battery)

Request for Tender

20<sup>th</sup> July 2024

## Renewable Energy (solar, wind, battery)

### Request for Tender

As Managing Contractor for SARIC Training and Networking Services (hereinafter referred to as “SARIC” or “The Project”), Palladium (hereinafter referred to as “Palladium” or “The Company”) invites you to tender for training and activities related to “*Renewable Energy (solar, wind, battery)*”. This is a Department of Foreign Affairs and Trade (DFAT) funded Program and all Tenderers are required to follow Commonwealth Procurement Guidelines, details of which can be accessed via the website:

<https://www.finance.gov.au/government/procurement/commonwealth-procurement-rules>

SARIC trainings are delivered through short courses/site visits/study tours/masterclasses focused on infrastructure- transport and energy. The delivery will be carried out by the following eligible organisations:

- An Australian higher education provider (see Table A, B, C of the Higher Education Support Act 2003)<sup>1</sup>;
- Higher educational institutions that are officially accredited or recognised higher education institutions (HEIs) as per International Association of Universities<sup>2</sup>
- Approved regional/South Asian higher education institute; or Universities with global accreditations- accredited by Association to Advance Collegiate Schools of Business (AACSB)<sup>3</sup>;
- Vocational educational and training institutes/organisations/consulting firms registered under the respective countries land laws or government mandate

The current RFT is separated into four parts:

Part 1 - Activity Specific Tender Conditions

Part 2 - Standard Tender Conditions

Part 3 - Scope of Services

Part 4 - Annexures

If your organisation chooses to lodge a Tender, it must be submitted on the terms of this document and the attached Parts (together referred to as the **Request for Tender** or **RFT**). Applications close at 11:59 pm (AEST) **14<sup>th</sup> August 2024**.

Organisations submitting Tenders are encouraged to fully inform themselves of the Tender conditions (both Activity and Standard) when preparing their Tenders. Please direct any enquiries to [procurement.saric@thepalladiumgroup.com](mailto:procurement.saric@thepalladiumgroup.com) no later than 11:59 pm (AEST) **26<sup>th</sup> July 2024**. Tenders that do not include both the technical and financial proposals will be assessed as non-compliant and will not be provided to the Technical Assessment Panel (TAP) for evaluation.

Kindly let us know if you are interested to tender by sending an email to [procurement.saric@thepalladiumgroup.com](mailto:procurement.saric@thepalladiumgroup.com). This will allow us to keep you informed about the information related to this tender.

We look forward to receiving your Tender.

Yours sincerely

Shivani Manaktala

Team Leader

South Asia Regional Infrastructure Connectivity (SARIC) – Training & Networking Services

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<sup>1</sup> [http://classic.austlii.edu.au/au/legis/cth/consol\\_act/hesa2003271/index.html](http://classic.austlii.edu.au/au/legis/cth/consol_act/hesa2003271/index.html)

<sup>2</sup> <https://www.iau-aiu.net/>

<sup>3</sup> <https://www.aacsb.edu/members>

## List of Acronyms and Abbreviations

<b>ABN/CAN</b>	Australian Business Number/Australian Company Number
<b>AP</b>	Additional Participants
<b>AUD</b>	Australian Dollar(s)
<b>CV</b>	Curriculum Vitae
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>ESG</b>	Environmental, Social, and Governance
<b>GEDSI</b>	Gender Equality, Disability & Social Inclusion
<b>GST</b>	Goods and Services Tax
<b>MC</b>	Managing Contractor
<b>PAN</b>	Permanent Account Number
<b>PPP</b>	Public-Private Partnership
<b>RFT</b>	Request for Tender
<b>RTO</b>	Registered Training Organisation
<b>SARIC</b>	South Asia Regional Infrastructure Connectivity
<b>SiW</b>	SARIC in Workplace
<b>SoS</b>	Scope of Service
<b>TAP</b>	Technical Assessment Panel
<b>VET</b>	Vocational Education or Training

## Activity Specific Tender Conditions

1. **Endorsement:** SARIC Training- 2024 - Renewable Energy (solar, wind, battery)
2. **Query submission date:** 11:59 pm AEST / 7:29 pm IST, 26<sup>th</sup> July 2024
3. **Closing Time:** 11:59 pm AEST / 7:29 pm IST, 14<sup>th</sup> August 2024
4. **Tender Submission:** [procurement.saric@thepalladiumgroup.com](mailto:procurement.saric@thepalladiumgroup.com)
5. **Contact:** [procurement.saric@thepalladiumgroup.com](mailto:procurement.saric@thepalladiumgroup.com)
6. **Page Limits:** **Technical proposal**, including:
  - a) Detailed training plan up to **Seventeen (17)** A4 pages (*Includes technical criteria, organisational capability, public diplomacy, and value for money*)**Annexures:**
  - b) Curriculum Vitae (CV) for proposed team members of no more than **three (03)** A4 pages per CV template shared in this RfT
  - c) Letters of Association for pastoral care services and other details of other proposed subcontractors of **one (01)** A4 page each
  - d) Pastoral Care & Logistics Plan up to a maximum of **three (03)** A4 pages
  - e) Risk Management plan of **one (01)** A4 page.
7. **Tender Validity Period:** 180 days
8. **Information:** Information about South Asia Regional Infrastructure Connectivity (SARIC) Training and Networking Services is available on the SARIC TNS website - <https://www.sarictns.org/>

### Eligibility to Submit a Technical Proposal

SARIC trainings are delivered through short courses/ site visits/ study tours/masterclasses focused on infrastructure- transport and energy. The delivery will be carried out by:

- an Australian higher education provider (see Table A, B, C of the Higher Education Support Act 2003)<sup>4</sup>
- approved regional/South Asian higher education institute; or Universities with global accreditations- accredited by Association to Advance Collegiate Schools of Business (AACSB)<sup>5</sup>
- higher educational institutions that are officially accredited or recognised higher education institutions (HEIs) as per International Association of Universities<sup>6</sup>
- Vocational educational and training institutes/organisations/consulting firms registered under the respective countries land laws or government mandate

### A. RFT evaluation

- i. Tenderers will be assessed based on evaluation criteria set in this RFT. The proposal will be evaluated to ensure that it can provide the services in a manner that achieves best value for money.

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<sup>4</sup> [http://classic.austlii.edu.au/au/legis/cth/consol\\_act/hesa2003271/index.html](http://classic.austlii.edu.au/au/legis/cth/consol_act/hesa2003271/index.html)

<sup>5</sup> <https://www.aacsb.edu/members>

<sup>6</sup> <https://www.iau-aiu.net/>

Mandatory submission of pastoral care plan

Tenderers must submit Annex related to Pastoral Care Plan & Logistics Support to be eligible for technical evaluation. If required, Tenderers may partner with suitable entities for implementing the pastoral plan for which details of the suitable entity along with Letter of Association (LOA) for pastoral care services needs to be submitted. The Tenderer however will continue to bear the full responsibility of delivery of pastoral services under the agreement with Palladium if selected.

**Technical Proposal**

Technical submissions will be assessed according to the quality of the responses and the weightings indicated against each of the criteria. Each submission will be awarded a score out of 100. Technical submissions will require a marking of **60 or more** to be eligible for financial bid evaluations.

The assessment of the technical proposal will account for 80% of overall score.

**Financial Proposal**

The financial score will represent 20% of the overall score.

Relative scoring method will be used to assess the financials submitted by the Tenderer. The score will be based on the total of following items (Management Fees, Personnel Costs, and networking events costs).

Financial score = (Lowest bid\*100/respective Tenderers bid) will account for 20% of overall score

**Final score calculation for selection**

Final Weighted Score = Technical Score \* 80% + Financial Score \*20%

This will take into consideration the total cost proposed by the service provider.

The score will be based on the total of Personnel Costs, Networking events costs and Out of Pocket expenses.

*Reimbursable cost will not be taken into consideration for the financial proposal.*

Tenderer with Highest Summary Weighted Score will be selected and is hereinafter referred to as “Selected Tenderer” or “Contractor”.

**1.1. Technical Proposal (Tender Schedule A)**

Technical Proposal Evaluation Criteria	Weighting	Submission / Evidence Required
<p><b>1.1.1 Technical capacity and response to Scope of Services (Not more than 10 pages)</b></p> <p>Tenderer must demonstrate how it will:</p> <ul style="list-style-type: none"> <li>(a) Design the activity to enable the achievement of the expected learning outcomes.</li> <li>(b) Facilitate participant learning through the proposed training and networking plan.</li> <li>(c) Incorporate relevant experts for delivery of training</li> <li>(d) Ensure site visits is relevant to the learning outcomes.</li> <li>(e) Monitor and evaluate progress towards, and achievement of, individual participant learning outcomes, as well as the overall progress and success of the activity against its outcomes and objectives</li> <li>(f) Successfully incorporate the SARIC in Workplace plan in the overall training plan.</li> <li>(g) Address key risks and/or challenges identified in the design and delivery of the activity.</li> </ul>	40%	<p><i>Completed template provided at Part 4- annex 1 of this RFT – Maximum 10 pages.</i></p>

SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

<p><b>1.1.2 Public diplomacy and communication</b> (Not more than 2 pages)</p> <p>Describe how your organisation will contribute to the recognition of DFAT and Australia as an active partner in South Asia’s development. Consider how the capacity built, and networks formed because of SARIC, positive media coverage or contributions to SARIC publicity, or formal diplomacy events could contribute to this recognition</p>	<p>10%</p>	<p>Two page document</p>
<p><b>1.1.3 Prior performance and experience</b> (Not more than 3 pages)</p> <p>(a) Prior experience in delivering similar programs/DFAT funded program/ South Asia training programs/ networking events/ industry interactions</p> <p>(b) Describe the qualities and capabilities your organisation has that will enable them to meet the requirements of the activity and contribute to best practice. Include examples of past achievements.</p> <p>c) Demonstrate flexibility through the ability to respond to and accommodate changes in client requirements, because of change in political or economic circumstances</p> <p>(d) Ability to support assessments / monitoring and evaluation of outcomes</p> <p>(e) Financial system in place for ensuring cost consciousness through actively managing costs and creating efficiencies.</p>	<p>20%</p>	<p>Three page document.</p>
<p><b>1.1.4 Core Personnel</b> (Not more than 3 pages for each CV).</p> <p>The Tenderer must propose a team structure which provides the capacity to deliver the activity. A minimum of three team members (maximum of five) must be nominated to deliver the activity. Detail their relevant experience.</p>	<p>20%</p>	<p>Curricula Vitae are to be attached as an annexure as per the template in Annex 2</p>
<p><b>1.1.5 Value for Money</b> (Not more than 2 pages)</p> <p>The Tenderer must demonstrate how its Technical Proposal represents value for money, through cost effective delivery (i.e., factors such as existing delivery models, partnerships, industry connections, resources and materials that will contribute to effective activity delivery) and co-contributions from the Tenderer (either monetary or in-kind)</p>	<p>10%</p>	<p>Two page document</p>
<p><b>Minimum Technical Qualification Marks to be eligible for Financial Bid Evaluation.</b></p>	<p><b>60%</b></p>	

**Technical Proposal (Tender Schedule A) must be submitted as a separate document in PDF format and must be clearly identified with the Tenderer’s name and course title: “TENDERER’S NAME – Technical Proposal SARIC - 2024 Renewable Energy (solar, wind, battery)”.**

## 1.2. Financial Proposal (Tender Schedule B)

Tender Schedule B must be based on the outputs / inputs as specified in Tender Schedule A, including:

- i. Management Fee (Table 1)
- ii. Personnel Costs (Table 2)
- iii. Networking Cost (Table 3)
- iv. Reimbursable Costs including Pastoral Care Costs (Table 4)
- v. Total Tender Price (Table 5)

The Financial Schedule must contain the information required and adhere to the format detailed in this Clause.

The Financial Schedule will have three (3) purposes:

1. To provide information that will enable Palladium to assess the value for money of the Tender
2. To provide information that will enable provision to be made in the Subcontractor Agreement with the successful Tenderer for variation to the Agreement if the Project inputs are subsequently varied by DFAT either within the term of the Agreement or to facilitate possible extension to the Agreement term and
3. To provide information that will facilitate subsequent negotiation of the progressive flow of payments to the Subcontractor over the life of the Agreement.

Tenderers will outline their costs in the format requested below. All five tables must be completed for tenders to be assessed.

### 1.2.1 General Requirements for Pricing

1. The Financial Proposal must be consistent with the requirements of this RFT.
2. Tenderers must complete the Price Tables as detailed below.
3. Any qualifications or assumptions relating to prices and escalators must be specifically stated.

### 1.2.2 Management Fees

1. Tenderers must provide details of all Management Fees related to provision of the Goods and/or Services by completing **Table 1 (Total Management Fees)**.
2. This Management Fee is to manage and deliver the short course and program services, including out-of-pocket expenses, award Implementation Costs, operational costs, etc. as required in this RFT.
3. Tenderers must also provide a breakdown of proposed costs in the following cost item areas of Management Fee. The reason for these costs should be explained in the response to selection criteria, and the breakdowns should be provided in separate table form in the financial proposal, providing rates and inputs if needed, to explain proposed costs:
  - i. profits, including commercial margins and mark-up for personnel and project management
  - ii. financial management costs, including the cost of an independent annual audit of the Project and financing costs, if any;
  - iii. costs of any Contractor administrative and head office staff if approach identifies any needed, including the proposed cost of a Contractor Representative, if any;
  - iv. insurance costs as required by this Contract, but exclusive of the costs of medical insurance for Advisers.
  - v. any allowance for risks and contingencies; and
  - vi. all other costs not specifically identified (Tenderer to specify).

### 1.2.3 Personnel Costs

1. Tenderers should note any positions identified and proposed must be remunerated as appropriate local labour market rates/standards.
2. Tenderers should use a daily rate to capture the personnel costs appropriately

### 1.2.4 Reimbursable Costs

Reimbursable costs specified in **Table 3 (Reimbursable Costs)** shall be subject to the following conditions:

#### ***For participants***

- **Participant accommodation with meals:** for accommodation in single rooms appropriate to participant profile, that includes 24-hour internet access.

SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

- **Participant stipend:** Per diem (of not more than 100 AUD per day) will be provided to participants for daily expense in the country of training during training apart from accommodation. Per diem is expected to cover meals not provided by the Selected Tenderer, incidentals, phone calls, personal travel, etc. No additional allowances will be provided. Per diems are paid in advance weekly by the Selected Tenderer. This would depend on whether some meals are already provided (e.g., breakfast by the accommodation provider or lunch at the training venue). When meals are provided as a part of the course an adjustment from the standard rate will be made, according to the following:
  - a) Breakfast: Deduct 21% from the allowance
  - b) Lunch: Deduct 23% from the allowance
  - c) Dinner: Deduct 39% from the allowance
- **Participant medical insurance in the country of training:** The selected Tenderer shall provide health insurance coverage to participants, if requested. Standard rate of health insurance to be considered.
- **Visa costs:** directly relating to the course, including in-South Asia and Australian/other country visas. Costs for the visa and biometric fee will be reimbursed to the participants along with their per diem payments. All receipts from participants will be collected by Palladium and shared with the Selected Tenderer in advance of participants arrival in Australia.

**Items not required to be included in the Reimbursable Table 3:**

- **Participant travel costs:** all airfares to and from the Participants country and the Selected Tenderer location will be booked in economy class and will be booked and paid for directly by Palladium.
- **Travel insurance** for participants will be reimbursed/arranged by Palladium

**1.2.5 Tender Price**

Tenderers must provide a total Tender price comprising the sum of Tables [1 – 4] by completing Table 5 (Tender Price) below.

Table 1: Management Fee (AUD excluding GST)

Management Fees	Amount (AUD)
<b>Total Management Fee</b>	

*Note- Breakdown of management fee may include the profits, overheads, financial and all management costs, administrative costs, security costs, taxation, risks and contingencies, tendering and sub-contracting costs if any, compliance cost if any, insurance cost and any cost not covered in reimbursable and other heads.*

**Total of Table 1 = 'A'**

Table 2: Personnel Costs

The Tenderer is to nominate the positions and personnel required to design, deliver, and support the training. There is no limit to the number of positions that a Tenderer may propose. Tenderers must nominate the number of input days required by the proposed personnel for the delivery of the masterclass and overall management of the training. Positions may be either part-time or full-time and may be filled by more than one person.

The positions listed below are indicative. The Tenderer should propose and cost the positions in line with the Tender response.

Table 2: Personnel Costs at Local labour rate (AUD excluding GST)

Position (indicative)	Personnel Name	Maximum Number of Input Days	Fee rate per day	Maximum Amount Payable (AUD)
Course Director/Manager				
Lead Facilitator				



SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

Position (indicative)	Personnel Name	Maximum Number of Input Days	Fee rate per day	Maximum Amount Payable (AUD)
Assistant Facilitator				
<b>Total (AUD)</b>				

**Total of Table 2 = 'B'**

Table 3: Networking Event Cost (AUD excluding GST)

Particulars	Total Cost (AUD)
Event fee	
Any other costs (please specify in order below)	

**Total of Table 3= 'C'**

Table 4: Reimbursable Costs (AUD excluding GST)

Reimbursable Costs will be paid based on actual costs incurred. The table below should specify the maximum estimated costs that will be incurred in the delivery of SARIC training, for **up to 15 participants**.

Tenders should note items to be included in Reimbursable Costs are not included in the Management Fee structure.

#	Item	Amount (AUD)
1	Site visits	
2	Guest lecturers/external faculty	
3	Extra-curricular costs	
4	Extension support costs (e.g., material cost/internet / library etc.)	
5	Participant stipend (per diem)	
6	Participant accommodation	
7	Participant transfers and transport (airport to venue and back, and local travel)	
8	Translation services (if necessary)	
9	Additional Participant Cost (up to five)	
10	Any other reimbursable costs (Example Merchandise, Short Video cost, etc.)	
11	Contingency cost	
	<b>Total Reimbursable Costs</b>	

**Total of Table 4 = 'D'**

Table 5: Summary Information for Financial Assessment (AUD excluding GST)

The calculations from the table will be used to compare the relative costs of the financial submission against other tenders.

<b>Management Fees</b>	<b>A</b>
<b>Personnel Costs</b>	<b>B</b>
<b>Networking Costs</b>	<b>C</b>

SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

<b>Tender Price</b>	<b>A+B+C</b> (To be taken into consideration for financial evaluation)
<b>Reimbursable Costs</b>	<b>D</b>
<b>Total Tender Price</b>	<b>A+B+C+D</b> (To be considered for final Contract)

**\*Note:**

- 1. Course should be flexible enough to allow for up to five additional participants (if required); costs of these additional participants will be part of reimbursable expenses which will be paid as per actuals*
- 2. In case of any additional participant, the cost per participant shall be in line with the financial proposal submitted by the Selected Tenderer*
- 3. In case the course is repeated within 12 months of signing the contract, the contracted per participant rate will be considered for the repeat training*

### 1.3 Payment Milestone

Payment	Required deliverables (Payment: upon receipt of an approved invoice and satisfactory completion of identified outputs)	in percentage	Amount in numbers (AUD)	Anticipated dates
<b>Payment Milestone 1</b>	Signed contract	25 % of fixed cost		On signing estimated date is 12 <sup>th</sup> September 2024
<b>Payment Milestone 2</b>	Completion of online induction of participants and finalisation of detailed course session plan	25 % of fixed cost		
<b>Payment Milestone 3</b>	Completion of training, site visits and networking event in Australia	25% of fixed cost		
<b>Payment Milestone 4</b>	Submission of Course Completion Report.	25% of fixed cost		

Note- Payment of reimbursable costs will be agreed at the time of signing of the contract.

Tender Schedule B must be submitted as a separate document in PDF format and must be clearly identified with the Tenderer's name and course title: "**TENDERER's NAME** - Financial Proposal SARIC Training 2024 - Renewable Energy (solar, wind, battery)".

## 2. Tender Cover Sheet

DETAILS OF ADVERTISED ACTIVITY	
<b>Request for Tender</b> <b>SARIC Training 2024 - Renewable Energy (solar, wind, battery)</b>	
DETAILS OF TENDERER	
NAME OF ORGANISATION: <b>{Kindly insert}</b>	
TITLE OF COURSE: <i>Renewable Energy (solar, wind, battery)</i>	
Address for correspondence:	Contact phone numbers: (including country code)
Email address:	Home:
	Work:
	Mobile:
Details of two professional referees:	
Name:	Name:
Position:	Position:
Phone number:	Phone number:
Email address:	Email address:
COMPETITIVE NEUTRALITY DECLARATION	
<p>The Tenderer has complied with the principles of competitive neutrality in preparing its bid (<b>publicly owned Tenderers only</b>).</p> <p>And I make this solemn declaration by virtue of the <i>Statutory Declarations Act 1959</i>, and subject to the penalties provided by that Act for the making of false statements in statutory declarations, conscientiously believing the statements contained in this declaration to be true in every particular.</p> <p><i>(Signature of person making declaration)</i></p> <p>Declared at (    ) on the (    ) day of (2024)</p> <p>Before me, <i>(Title of person before whom the declaration is made)</i></p>	
DECLARATION	
<p>I, _____ declare that the information contained in this application is true and correct, and understand that giving false or misleading information is a serious offence. I declare that if selected for this activity, <i>(insert name of organisation)</i> will be available to commence work in August 2024 for the duration of the assignment as stated in the Subcontractor Agreement and its Scope of Services / Terms of Reference.</p> <p>I, _____ understand that the financial submission of this Tender is an unconditional offer and fixed for the duration of the Subcontractor Agreement. Any potential Subcontractor Agreement extension will be negotiated using the rates nominated in the financial submission of this Tender.</p> <p><i>(Signature of person making declaration)</i> Declared at (    ) on the (    ) day of ( 2024)</p>	

### 3. Part 2- Standard Tender Conditions

1. If the Tenderer finds any discrepancy, error, or omission in this RFT or wishes to make any enquiry concerning this RFT, it is to notify Palladium in writing at least seven days prior to the RFT closing date. Where appropriate, answers to any such notices or questions will be given by Palladium in the form of Addenda and will be issued to all Tenderers prior to the RFT closing date.
2. Palladium may amend the RFT at any time prior to the closing date and time, including (without limitation) the Contract Conditions. The Tenderer may rely on no explanation or interpretation of the RFT unless given in the form of Addenda. Such addenda will become part of the Invitation.
3. The information contained in this RFT is not guaranteed with respect to accuracy and completeness and Palladium accepts no responsibility for interpretations placed on the information by Tenderers. Tenderers should submit their proposals based on their own investigations and determinations.
4. The Tenderer is responsible for examining the RFT and any other information relevant to the risk, contingencies and other circumstances having an effect on its Tender which it is responsible to obtain.
5. Palladium reserves the right before closing date and time to extend the deadline for submission of Tenders. If Palladium extends the deadline for submission, it will do so in the form of written Addenda.
6. Palladium may, in its absolute discretion, terminate or abandon the RFT process, or reject Tenders by giving notice in writing to the Tenderers. If Palladium does terminate or abandon the process, it will not be liable for any costs, losses, expenses, or damage incurred by the Tenderer as a result of such termination or abandonment.
7. The Tenderer is responsible for all costs incidental to the preparation and delivery of the Tender, or any subsequent stage(s) of the procurement process, including answering any queries and providing any further information sought by Palladium
8. Palladium reserves the right to:
  - a. seek Tenders from any organisation
  - b. request clarification in relation to the Tender, or request for additional information, to enable it to make an assessment as to the Tenderer's technical capacity to undertake the Activity. If the Tenderer fails to submit any information required by Palladium by the date and time stipulated, the Tender may be treated as invalid
  - c. publish the name of any short-listed Tenderer based on the documentation received
  - d. seek information or negotiate with any organisation that has not been invited to submit a Tender.
9. No legal obligations or agreement whatsoever is intended to be or is created between Palladium and the Tenderer by virtue of this RFT (including but not limited to statements contained in this RFT or its Addenda) unless and until contract negotiations are completed and a formal written agreement acceptable to Palladium is entered into and executed by an authorised officer of the successful Tenderers.
10. The Tenderer acknowledges and agrees that Palladium, its employees, agents, and advisers are not, and will not be responsible, or liable for the accuracy or completeness of any information contained in the RFT or any Addenda.
11. The Tenderer must warrant that it has not engaged in collusive or anti-competitive practices with any other tenderers in the preparation of the Tender.
12. The Tenderer's proposal will be valid for the Tender Validity Period specified on page 4 of this RFT.

#### 3.1. Eligibility Criteria

3.1.1 SARIC trainings are delivered through short courses/site visits/study tours/masterclasses focused on infrastructure- transport and energy. The delivery will be carried out by:

- an Australian higher education provider (see Table A, B, C of the Higher Education Support Act 2003)<sup>7</sup>

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<sup>7</sup> [http://classic.austlii.edu.au/au/legis/cth/consol\\_act/hesa2003271/index.html](http://classic.austlii.edu.au/au/legis/cth/consol_act/hesa2003271/index.html)

## SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

- higher educational institutions that are officially accredited or recognised higher education institutions (HEIs) as per International Association of Universities<sup>8</sup> ;
- approved regional/South Asian higher education institute; or Universities with global accreditations- accredited by Association to Advance Collegiate Schools of Business (AACSB)<sup>9</sup>;
- Vocational educational and training institutes/organisations/consulting firms registered under the respective countries land laws or government mandate

### 3.2. Lodgement Of Tenders

- 3.2.1 It is the responsibility of the Tenderer to ensure that the documentation via email is received at Palladium by the closing date and time prescribed in this RFT. A Tender lodged after the closing date and time is a late submission.
- 3.2.2 A late submission will normally not be considered unless it can be demonstrated by the Tenderer that without force majeure, the documentation would have arrived at the tender point by the required date and time as prescribed in this RFT. Palladium may allow a late Tender to be assessed at its absolute discretion.
- 3.2.3 Palladium will not consider or entertain any queries about a decision to assess or reject a late Tender.
- 3.2.4 Tenders are to be in English.

### 3.3. Conforming Tender

- 3.3.1 The Tenderer must submit as part of the RFT process a Technical Proposal and Financial Proposal that meets the criteria as outlined in Part 1A.
- 3.3.2 The Tender is to be endorsed in the form of a Tender Form as outlined in Part 1B, with confirmation that the Tenderer has allowed in its Tender for the requirements contained in all Addenda issued to Tenderers. Each Addendum to be identified by its number and date of issue in the Tender Form.
- 3.3.3 If the Tenderer is a firm, it is to provide:
  - a. the name and address of the Authorised Executive Representative
  - b. the name of the company or corporation, the address of the registered office and the ABN /CIN/ PAN/ GST/Equivalent.

### 3.4. Assessment

- 3.4.1 Tenders must comply with the requirements in this RFT. Failure to include all required information may result in rejection of the Tender by Palladium, based on non-compliance.
- 3.4.2 The Technical Proposal must:
  - c. indicate the Tenderer's nominated contact person on the front page
  - d. be in a type font of no less than 12 points
  - e. be in a single column format and be 10 A4 pages or less in length plus Annexures
- 3.4.3 Palladium's selection process is conducted in accordance with Commonwealth Government and DFAT Procurement Guidelines. It will assess through a Technical Assessment Panel 'TAP' the merit of the Technical Proposal submitted to ensure that it meets its requirements as set out in this RFT. The TAP will also assess the Tender having regards to the Selection Criteria as contained in Part 1A.
- 3.4.4 It is Palladium SARIC TNS policy not to reveal the names of TAP members in view of confidentiality of the TAP's proceedings and TAP members participate on that basis. TAP members are required not to contact or to discuss deliberations of the TAP with third parties.
- 3.4.5 Palladium shall not be bound by any oral advice given or information furnished but shall be bound only by written advice or information.
- 3.4.6 Palladium reserves the right, in its sole and absolute discretion, to:

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<sup>8</sup> <https://www.iau-aiu.net/>

<sup>9</sup> <https://www.aacsb.edu/members>

## SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

- i. require any proposed members of personnel to be available to be interviewed by the TAP or Palladium authorised personnel to assess their capability, commitment and understanding of the activity
- ii. reject any proposed team members in any Tender
- iii. require the Tenderer to propose another team member of appropriate experience and expertise in the team member's place if any proposed team members are rejected
- iv. consider in assessing Tenders, past performance of the Tenderer and proposed personnel members:
  - a) as a contractor, consultant, or subcontractor on previous projects
  - b) as an associate of a contractor, consultant, or subcontractor or as a joint venture partner on previous projects, and
- v. seek reference from third parties in respect of the Tenderer's previous projects or contracts and to take these references into account in the Tender assessment.

### 3.5. Acceptance

- 3.5.1 The Successful Tenderer will be notified in writing of the acceptance of its Tender which will include the formal instrument of agreement and the contract documents.
- 3.5.2 The Successful Tenderer must execute and return to Palladium the format instrument of agreement and the contract documents within seven (7) days of its receipt from Palladium.
- 3.5.3 Tenderers may be required to provide certification to Palladium that it has satisfactory financial management and control systems with the capability to administer any claim for payment, reimbursement, or expenditure acquittal.
- 3.5.4 Palladium may reject a Tenderer and consider others, in circumstances where, upon accepting a Tender and during the contract negotiation / finalisation period:
  - i. key members of the proposed team are withdrawn or substituted or
  - ii. the preferred Tenderer and Palladium fail to agree on modifications or later alterations to the scope of the Tender to meet Palladium specific requirements.
- 3.5.5 Palladium is not bound or required to accept any Tender.

### 3.6. Further Requirements

- 3.6.1 If intending to lodge a Tender based on a joint venture, the Tenderer must include detailed information on the proposed joint venture and the manner in which it will meet the selection criteria.

### 3.7. Competitive Neutrality

- 3.7.1 Competitive neutrality requires that government business activities do not have net competitive advantages over their private sector competitors simply as a result of their public ownership. Publicly owned Tenderers are required to formally declare that their bid complies with competitive neutrality principles. These principles include:
  - i. the activity's full costs like depreciation and costs of capital
  - ii. any in-house activity does not enjoy regulatory advantages
  - iii. actual, or equivalent, taxation arrangements are put in place, and
  - iv. there is an appropriate rate of return.

More information on the application of competitive neutrality can be found at the following internet web site at <http://www.dofa.gov.au> and <http://treasury.gov.au>.

### 3.8. Enquiries

All enquiries must be directed to the following email address in writing:  
[procurement.saric@thepalladiumgroup.com](mailto:procurement.saric@thepalladiumgroup.com)

Thank you for your interest in this Tender. We look forward to a rewarding and successful working relationship with you.

## 4. Part 3 - The Services

### 4.1. Services

#### 1.1 Executive summary

This RFT is for the SARIC training services and specifies the strategy and framework for the SARIC training cohort, expected to be delivered in Australia in October 2024. The training will focus on solar and wind renewable energy generation and the battery storage and transmission required to deliver a reliable and stable grid. The program will provide a broad overview of the technology options, and a deeper dive into the policy mechanisms available to governments progressing net zero ambitions and an opportunity for participants to workshop and share ideas. The two-week program is designed to align with the All Energy Conference in Melbourne in October 2024. The conference is one of the largest renewable energy gatherings bringing together a global network of renewable energy providers, industry and government. Networking opportunities will be coordinated by Invest Victoria, Austrade and other industry groups participating in the conference including the Clean Energy Council.

#### 1.2 Context

South Asian nations face the dual challenges of meeting growing energy demand while transitioning to cleaner and more sustainable low-cost energy sources. Unless clean technologies are deployed, energy-related GHG emissions from Bangladesh, Bhutan, the Maldives, Nepal, and Sri Lanka will rise from about 58 million tons of carbon dioxide equivalent in 2005 to about 245 million in 2030, largely due to rising energy consumption by industry and transport.<sup>10</sup> Many countries citizens do not have access to reliable sources of electricity. As they are integrated into the energy market, demand for electricity will grow. Renewable solar and wind backed up with batteries will provide energy security, power storage and generation, and support sustainable economic and social development.

The development of the renewable energy economy will depend on how the variable energy output is incorporated into the countries existing grid. Utilising grid stabilising technology, virtual power grids, behind the meter industry connections, community batteries and other energy management systems vital to the success of wind and solar. AI is also playing an increasing role in regulating grid stability and battery optimisation.

Government support to provide a conducive regulatory environment, enabling strategic planning, providing transmission infrastructure, and developing a skilled workforce is vital to industry development.

The scale and number of renewable energy developments across South Asia is rapidly increasing. India's renewable energy mix 2022 includes 49% solar, 36% wind, 9.7% biomass, 4.41% small hydro power,<sup>11</sup> overall renewables make up 22% of the energy mix (2021)<sup>12</sup> with coal at 45%. India's goal is to reach 50% renewables by 2030 backed up with US\$455.2 million investment over the coming 3 years, to support the development of 4000 megawatt hours of battery capacity. Bangladesh energy demand is set to reach 50,000 MW by 2041, it is heavily reliant on expensive imported fuel and is in the early stages of renewable energy development. Increasing energy security is a priority and the government is considering establishing a dedicated fund to drive the renewable energy sector<sup>13</sup>.

Government's ability to attract global investment in renewable energy will be pivotal to achieving net zero goals. In Bhutan the European Investment Bank plans €150 million investment in 310MW solar to complement existing hydro power in the dry months<sup>14</sup>. Sri Lanka is in the process of reforming the energy sector to attract international investment. The short course will provide valuable opportunity to share learnings from the Australian and international experience. Understanding the levers available to government to attract

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<sup>10</sup> Asian Development Bank

<sup>11</sup> [Chapter-2\\_07022024.pdf \(mospi.gov.in\)](#)

<sup>12</sup> [India - Countries & Regions - IEA](#)

<sup>13</sup> IEEFA report <https://ieefa.org/resources/budgetary-push-clean-energy-and-energy-security-bangladesh>

<sup>14</sup> Ministry Finance Press Release <https://www.mof.gov.bt/wp-content/uploads/2024/04/PRESS-RELEASE19042024.pdf>



SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

investment and assist industry in developing a vibrant and reliable renewable energy sector.

### 1.3 Purpose

This training (for the participants who are selected for the cohort of SARIC training) aims to:

- Enhance knowledge and address skill gaps reported by projects of the World Bank and IFC leading to holistic capacity building of the participants relating to renewable energy (solar and wind) production and use, particularly in relation to technology integration, securing grid capacity, regulation, financing and development of industry ecosystem.
- Identify and develop an appropriate curriculum of training that aims to secure senior executive understanding and support from across all SARIC priority countries, both government and private sector, in renewable energy production and battery storage.
- Provide individuals with increased knowledge and exposure to a wider set of relationships, including with Australian industry and government.
- Encourage participants from the region to absorb knowledge and good practice and to work together across borders.
- Influence the knowledge, attitudes and behaviours of staff engaged on large regional infrastructure projects as well as key ecosystem stakeholders through a series of SARIC training and networking opportunities.
- Ensure best use of Australian expertise to contribute to the development of individuals and institutions concerned with regional connectivity by leveraging Australian universities or Training Institutions expertise for training.
- Build on program offered by the All Energy Conference and leverage networking opportunities to benefit delegation access to industry and government.
- Introduce, influence and promote adoption of relevant best practices of GEDSI among the program participants in transport and the energy sector project design and operations towards transformative outcomes on Gender equality, Inclusion of vulnerable sections, Disability and Safeguards.
- Develop relationships/networks between participants (or similar)

### 1.4 Participant profile

Up to 15 participants will be selected for this cohort of SARIC training primarily from SARIC countries – Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka and Maldives.

It is anticipated that the participants will be in middle and senior ranking positions within their organisations working on renewable energy projects or policy, mainly solar, wind and battery storage. Gender equity aimed at minimum 30% women participation, will be adhered to in the selection process. People from diverse ethnic backgrounds and people with disabilities who are working in the relevant area will be strongly encouraged to apply. Good working knowledge of English will be required.

### 1.5 Expected learning outcomes

The training aims to develop participants' appreciation of and confidence in options for developing a renewable energy (solar, wind battery) industry in their country of origin. Through a combination of lectures, workshops, site visits, conference participation, meetings and other interactions participants will benefit from:

- Increased awareness of the international experience in developing solar, wind and battery projects including understanding of integrating renewable energy into existing grid, planning and procurement risks, identifying opportunities for distributive community based projects, and technology solutions.
- Skill and knowledge enhancement on issues critical to planning, developing, integrating, regulating and financing solar, wind and battery developments.

## SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

- Understanding of enabling policies and regulations designed to support renewable energy projects.
- Identifying social implications and considering mitigation strategies that promote inclusion.
- Relationships and networking that fosters coalitions and a greater willingness within government to explore new ways of working.

### 1.6 Course content and approach

The two-week program will build participants knowledge and understanding through a series of lectures interspersed with interactive discussions, industry engagement, field trips, the All Energy Conference and finishing with a community engagement and social license to operate workshop. The program aims to balance technical learning with practical application, including open facilitated discussions to ground learning in the participants country of origin. A **sample** two-week program identifying the key areas for lecture style participation, recommended topics for open discussion and facilitators, options for field trips to be determined (TBD) by the training provider has been prepared.

#### **Monday 14 October, Day 1: Policy**

##### Morning

- Welcome, program overview and orientation
- Introduction to solar, wind and battery technology and key learnings from Australian developments
- Review of enabling policies, procurement and market/supply chain risks, planning approval, etc.

##### Afternoon

- Economic analysis of renewable energy projects – identifying key macro and micro economic parameters and developing models of project assessment
- Discussion on supply chain risks, onshoring, and upskilling workforce – delegate participation

#### **Day 2: Solar**

##### Morning

- Overview solar technology - rooftop, large scale, grid connected and behind the meter
- Solar system design – load estimation battery sizing and selection of charge controllers and inverters

##### Afternoon

- Enabling policies and case studies - Australian planning system, environmental management, renewable energy zones, and co location of assets.
- Interactive discussion planning processes in delegates countries what is working

#### **Day 3: Grid**

##### Morning

- Optimising grid to accommodate variable renewable energy
- Technology and AI developments
- Utilising virtual power plants to distribute and tap redundancy of intermittent renewable energy generation.

##### Afternoon

- Transmission infrastructure and the community - case studies highlighting social risk management
- Meeting with Smart Energy Council and learn about their skills and training programs and the role of the private sector in developing renewable energy projects.

#### **Day 4: Batteries**

##### Morning

- Introduction to batteries, optimal use case and associated risks – solid state, lithium ion, vanadium etc.
- Guide to understanding software optimisation
- Onshoring battery manufacturing, and supply chain risk factors

## SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

Afternoon

- Microgrids, remote community energy developments, urban and rural community batteries
- Battery storage, ancillary services to the grid, and capacity payments for grid-connected batteries
- Planning, regulations and incumbent sector barriers discussion - what is working in country?

### **Day 5: Field trip and networking event - TBD**

Weekend

### **Day 6 Monday 21 October: Wind onshore and offshore**

Morning - Onshore

- Overview of windfarm technology – capacity, total cost of operation, site selection, supply chain risks, planning, policy, safety and skills development
- Moving large components safely through the transport network

Afternoon – Offshore

- Overview offshore developments – total cost operation, site selection, supply chain risks, community engagement, safety and skills gaps
- Port infrastructure upgrades, facilitating construction, risks and site criteria

### **Day 7: Tuesday 22 October: Financing renewable energy developments**

Morning

- Clean energy financing models, policies that attract international investment, public private partnerships, etc.
- What attributes make a project bankable? – Commercial arrangements that support predictable revenue for capital investment.

Afternoon

- Financing workshop facilitated by Octopus Investments and ARENA

### **Day 8: All Energy Conference - Melbourne Convention Centre**

### **Day 9: All Energy Conference - Melbourne Convention Centre**

### **Day 10: Friday 225 October: Workshop community benefits, amenity and social license to operate**

- Who is responsible for engaging with the community? Government? Industry? Combination? Does government have a coordinating role?
- Identifying and mitigating environmental risks,
- Community perception of the project risks
- Case studies illustrating common issues, community impact, project risks and mitigations.
- Closure

### **All Energy Conference**

The All-Energy Conference is one of the largest and most well established renewable energy conferences in Australia. It comprises both an extensive trade expo with international displays and presentations plus a full technical industry conference program. The conference is well attended by industry seeking to complete their professional development training (CPD points) and conduct business, government and the general public. Participation is free with delegates

required to provide their own food and refreshments. There are many opportunities to network, the training provider and Palladium will collaborate with Invest Victoria and Austrade to ensure the delegation is offered these opportunities to network with the conference key participants.

A training provider will be procured to deliver this training. The itinerary will be structured to deliver an effective training that makes efficient use of the time and budget allocated and generates a sustainable impact. Participants will benefit from a meaningful engagement with suitably senior officials from Australian government departments, research community, and the private sector. The program provides additional time

SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

for participants to learn from each other, network and form meaningful connections.

Learning objectives include:

- understanding current research, development and deployment in Australia,
- government policy and how this can enable renewable energy investment and development,
- end to end supply chain challenges and procurement risks
- skills and training necessary to deploy large scale renewable energy projects
- Financing and economic considerations
- Understanding industry perspective,
- Providing opportunity to build an ecosystem and network of international industry professionals.

The program will be tailored to deliver a rounded experience enabling participants to take these learnings and apply to developing practical policy when back in country.

## 1.7 Additional requirements

### SARIC in Workplace (SiW) plan

The SARIC in workplace plan refers to the return-to-work plan that aims to apply the knowledge and skills gained through the training after the participant has returned to their work. The SiW plan will describe how participants will apply their newly acquired skills and knowledge to a specific project or set of activities. Participants will be encouraged to develop their initial thinking and approach to individual country-specific SiWs through consultations with the Provider during the Preliminary Activities and Training Phase.

A full day online session would be planned post training where all the participants would be expected to share their own SiW plans. The Training Partner would need to assist the participants during and after the training for any support that they may require to develop such SiW plans. The Training Partner would need to allocate mentors to assist the participants (if the participants so require).

Once the session is completed, the Training Partner would need to include the details of the session (key outcomes, best practices, etc.) as part of the Project Completion Report.

### Welfare Services

Apart from developing course designs and delivering training, Universities/training institutes will be required to provide the welfare services listed below to ensure a smooth learning experience for the participants:

- a. Logistical arrangements for site visits and meetings.
- b. Provision of accommodation during the training phase
- c. Advice on customs and quarantine regulations if any
- d. Support in familiarising the participants with the local travel, food, shopping outlets etc.
- e. Availability of transport services for visits, airport transfers/pick ups
- f. A health and welfare officer or provider to take care of health services and health cover
- g. Translation and interpretation services
- h. Safety and security facilities for participants
- i. Disability-friendly training classroom, travel and accommodation

As part of SARIC trainings' intention to facilitate the inclusion of diverse groups of people in the training program, especially persons with disability, the training partners must have the capacity to create an environment to enable such persons to participate in SARIC training and networking activities. The capacity to provide welfare support services involves the appreciation and practical provision of requisite facilities, in line with Australia's commitments on disability inclusion, and potential training partners will be assessed on such criteria too.

SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

For welfare services training providers may choose to partner with a third party in case the same is not available in-house, however the responsibility of delivery will sit with the training provider.

## Communications & Publicity

The Training Provider would share social media posts regarding the training both during and after the completion of the training. The content would need to be agreed and approved by Palladium communications team.

The Training Provider would also come up with suggestions for SARIC branded merchandise (bags, t-shirts, jackets, caps, etc.) which would be agreed at the time of contract signing and the associated cost would be part of the reimbursable cost.

The Training Provider would also create a professional photo repository along with a 30 second to 1.5 minutes short video summarising the training programme. This would also need to be agreed and finalised in consultation with the Palladium communication team. Any associated cost would be part of the reimbursable cost that would be agreed at the time of contract signing.

*In addition to above, other requirements (that may arise later) will be agreed with the selected Training Partner at the time of contract signing.*

### 1.8 Public diplomacy and communications

The training partner will be expected to support the development of a communication plan for both internal and external communication. Guidelines will be shared with the training partner to develop a communication plan along with a promotions pack containing templates to help support the development of a communications plan. The Monitoring Evaluation and Learning (MEL) requirement for SARIC TNS will be shared with training partners for data and information sharing on the training courses as per the MEL plan time period.

The Plan must take into consideration the Australian Government's Public Diplomacy Objectives and the SARIC objectives. The Australian Government's contribution will be recognised through promotions, enabling participants to identify that they are recipients of these training course aimed at enhancing their capacity in relevant areas.

It is to be ensured that the branding for training component is not developed without prior permission from Palladium on the mention and usage of logos of DFAT, Palladium, SARIC.

## 1.9 Tentative Training Plan

Topics	Learning objectives
<p><b>Policy</b> Lecture style theory sessions, case studies and practical application</p>	<p>Opportunity to learn from the Australian solar, wind and battery experience, identifying common development themes and risks. Establishing economic models to assess potential renewable energy developments and determine viability.</p>
<p><b>Solar / wind / batteries / grid</b> Lecture style theory sessions, case studies and practical application</p>	<p>Participants will engage with technical experts over the full study program to gain insights into end-to-end supply chain considerations. Understanding full life cycle of project development, new research and market barriers. Provide participants with proficient understanding of the technology options, pros and cons, and optimal deployment. Enable participants to assess projects proposals and understand the technology constraints. Provide opportunity for discussion and understanding of different country constraints and opportunities.</p>
<p><b>Investment</b> Lecture style theory sessions, case studies and practical application</p>	<p>Provide participants with an understanding of investment models and policies that attract global investment. Discussion facilitated by leading venture capital company and Australian Government financiers.</p>
<p><b>Field Trip and networking event</b> TBD</p>	<p>Opportunity to gain hands on experience and connect with the delegates and industry</p>
<p><b>Workshop Social license</b> Interactive workshop designed to build collaboration and allow participants to work through ideas and learn from the Australian experience. Commissioner and Monash Fellow to facilitate the workshop. Highly experienced in managing community backlash.</p>	<p>Community acceptance and engagement in project development is paramount to the project's success. Participant will learn from Australian experience and share their experiences. This will help build regional relationships and understanding of cultural differences and constraints.</p>
<p><b>Conference</b> All Energy Conference Networking events</p>	<p>Presentation from Australian and international experts on a wide range of renewable energy issues. All Energy offers an opportunity to network with key government and industry participants. Expo in connection with the conference provides opportunity to meet international industry and consider product offerings.</p>

### 4.2.1 Pastoral care

Apart from developing course designs and delivering training, the Selected Tenderer will be required to provide the pastoral care services listed below to ensure a smooth learning experience for the participants:

- Accommodation

For this short training, Selected Tenderer will arrange accommodation in comfortable apartments/rooms/flats. The accommodation may be shared by participants of the same gender and contain all the amenities required for making their own meals. Each participant will have their own separate bedrooms if it is a shared

## SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

accommodation. The accommodation should be located within short walking distance to shopping centres, coffee shops and takeaway outlets. All the information required to identify bus stop, bus routes and how to pay for public transport will be provided by Selected Tenderer in the pre -departure / arrival briefing. On the first day of the training, the Welfare Officer or the Course Coordinator will travel with the participants from the place of accommodation to the delivery location to show the process. When public transport is unavailable or inefficient, taxis will be arranged by the Selected Tenderer for the participants.

- Airport (Travel to/from course location)

Arrival information will be provided to the participants during the pre-engagement activities. One of the reasons for holding synchronous online activities as part of pre-engagement is to make introductions between the Selected Tenderer and the participants and provide the arrival information. The Course coordinator and/ or Welfare Officer will be present at the airport to welcome the participants and take them to the place of accommodation via pre-arranged coaches. Private bus or van will be arranged for travel to the airport at the end of the training period.

- Course related travel

For all the site visits, recreational activities and any other location that is part of the training, the participants will be provided transport and accompanied by the Selected Tenderer team. If inter-state travel occurs, the flight bookings are carried out by Selected Tenderer, and the participants will be informed of departure and arrival times in advance. The Course Coordinator will travel to these locations with the participants.

- Catering

- Participants may buy their own lunch from the outlets within the campus or bring their own cooked lunch.
- If there is any special event or networking session held around lunch time, lunch will be catered by Selected Tenderer.
- Arranging catering will consider the following factors. These requirements will be collected via needs assessment during pre-engagement activities.
  - religious and cultural requirements: for instance, Halal food, no beef or pork
  - allergies

- Welfare Officer

The Selected Tenderer will provide a dedicated welfare officer/team available for the duration of the participants' entire course engagement. A welfare officer is available 24/7 for any emergencies and should preferably reside at the same location of the participants.

### 4.2.2 Public diplomacy

The Selected Tenderer, during the delivery of the course, will focus on strengthening Australia's influence, reputation, and relationships internationally. Selected Tenderer is expected to take into consideration the Short Course objectives, to strengthen existing partnerships and create new connections between the participants organisations and Australian education or training provider for our mutual interests. All communications shall be targeted to present the inspiring vision of Australia's international policy agenda that reflects the national interests and improves domestic understanding of the Department of Foreign Affairs and Trade role. The events and activities inter-alia, will provide opportunities to communicate the objectives as follows:

- social media and other regional media coverage of participant activities
- indigenous cultural activities for participants to enjoy while in Australia if possible
- if the visit to Australia coincides with any Australian festivals or holidays, Selected Tenderer may organise events for the participants to celebrate.

### Media Coverage of the course

The Selected Tenderer may highlight their approach to social media, media releases, PowerPoint briefing for recipients, photography, and videos. Any media/external communication will require an approval from Palladium prior to release.

## 4.2. Responsibilities of the Subcontractor

### 4.2.1 Implementation Responsibilities: The Selected Tenderer will undertake the following services

- 4.2.1.1 Design and deliver a flexible program of teaching, learning and site visits in accordance with the approved Course Plan, recipient profiles and ongoing discussions with Palladium. The course could be conducted in a blended model as a combination of sessions held online, classroom sessions in Australia and site visits
- 4.2.1.2 Ensure that participants who successfully complete the training are provided with certificates after the completion criteria set by Selected Tenderer
- 4.2.1.3 Submit the course budget as prepared during the RFT stage to Palladium for records
- 4.2.1.4 Pre-course participant assessments (learning needs assessment and other participant profile related data) will be undertaken. The content and timing of pre-course assessments will be discussed with Palladium
- 4.2.1.5 Develop a detailed course session plan in English
- 4.2.1.6 Develop a communications plan and social media plan and submit to Palladium for approval
- 4.2.1.7 Prepare necessary course documents as required
- 4.2.1.8 Employ and manage key personnel required to perform contract services as outlined in the response to RFT shared by the Selected Tenderer. This includes the Course Leader, Facilitators, Coordinator and the welfare team
- 4.2.1.9 Identify and sub-contract suitable experts, guest lecturers, site visit organisations, etc. to ensure a varied and contextualised learning experience. The list of these shall be shared with Palladium well in advance of the start of the program
- 4.2.1.10 Provide support for the participation of DFAT personnel if requested
- 4.2.1.11 Conduct the training course for up to 15 recipients selected through a transparent process managed by Palladium and approved by the DFAT
- 4.2.1.12 Manage delivery of the agreed teaching and learning program, including supervision of support and academic staff, maintaining flexibility of arrangements, and adjusting content as new needs and issues emerge. Within the allowable budget, arrange for the translation of key documents if required
- 4.2.1.13 The Subcontractor is responsible for providing advice to recipients on administrative, logistical, health and welfare matters affecting them during their stay in Australia and working with the recipients and any other relevant agencies to resolve issues and problems as they arise. Where necessary, this may also include arranging professional counselling. The Subcontractor is required to use its best judgement in response to any situation. The Subcontractor will be fully responsible for any action taken
- 4.2.1.14 Advise Palladium immediately in any eventuality where the Subcontractor becomes aware that a recipient ceases to attend training sessions, leaves the group, expresses an intention to not return home, or shows signs of intending to not return home
- 4.2.1.15 Provide adequate administrative and logistical support to recipients including accommodation and catering during course hours. This includes making reasonable adjustments and accommodations to allow recipients with a disability to participate in the short course, as may be specified during the implementation of the programme. Advice may be sought from the Subcontractors' Disability Advisor if deemed necessary
- 4.2.1.16 Provide information and render assistance and support as appropriate in the event of any adverse events, illness or death during the course.
- 4.2.1.17 Administer and pay recipient allowances in Australia. Make any other relevant payments as directed by Palladium in the amount specified.
- 4.2.1.18 Make all arrangements for training venues, travel and accommodation in Australia within the approved budget amounts. Make all arrangements and payments for the training venue, welcome and farewell functions, and networking event as applicable.
- 4.2.1.19 Arrange for suitable social and recreational activities and excursions for the recipients in Australia, within the approved budget amounts. One social activity in Australia may include Aboriginal content from appropriately authorised people.



## SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

- 4.2.1.20 The SARIC brand must take precedence over subcontractor branding for all communications.
- 4.2.1.21 Not issue or release any media statements, photographs, articles, newsletter items or website content without the express written permission of Palladium. This includes not assisting any media representative to interview any of the recipients or to publish an account relating to the course or any of the recipients. All photographs taken by the subcontractor during the course will be subject to consent policies and review by Palladium.
- 4.2.1.22 Strategically manage components of the course through effective coordination, consultation and liaison with Palladium and as directed, DFAT or other relevant stakeholders.
- 4.2.1.23 Comply with the provisions and rates as submitted in the proposal.
- 4.2.1.24 Not contact DFAT Post, DFAT Canberra government officials for any matter related to this short course without first requesting the approval of the Palladium team. The SARIC team leader/Palladium representative must be present in key meetings related to this short course and Selected Tenderer staff and sub-contractors.
- 4.2.1.25 Develop materials suitable for facilitating online delivery, led by the course leader. Materials will be supplemented by a course manual and a selection of pre course readings. The course manual may be translated depending on results from the pre-course learning needs analysis.
- 4.2.1.26 Revise the SARIC in Workplace (SiW) plan, if necessary, and engage with recipients to provide support with the initial development of individual SARIC in Workplace.
- 4.2.1.27 The cohort may be encouraged to participate in 'SARIC in Workplace' workshop. This online workshop will be a short refresher, will understand the institutionalisation of SARIC course learnings and tool for collecting feedback from course participants. This online 1-day event will be managed jointly by the Selected Tenderer.
- 4.2.1.28 Develop complete and detailed course content and course materials.
- 4.2.1.29 Develop pre-departure materials and briefing content for induction.
- 4.2.1.30 A welcome to country should be conducted for recipients at the beginning of the classroom component. The welcome to country could be delivered by appropriately authorised Aboriginal people.
- 4.2.1.31 Ensure recipients are adequately prepared for the combined training and workshop activity and that they have all the required information on venue and arrival arrangements. Develop and conduct an orientation program for recipients on arrival in Australia.
- 4.2.1.32 Cooperate fully with Palladium staff involved in the review, monitoring and evaluation of the activity, including allocating reasonable time within the program to provide access to recipients for monitoring and review purposes.
- Monitoring and Evaluation (M&E) - At the end of classroom component, administer an online survey of recipients which assesses their experience, learnings and feedback from the course in line with the SARIC TNS MEL Plan. For this purpose, Palladium will supply a questionnaire that aligns with our M&E requirements. The Selected Tenderer will deploy the questionnaire (and follow up with participants, as necessary) and submit clean/compiled dataset that contains the survey responses. SARIC team may or may not conduct a survey independently to the subcontractor. A summary of responses as well as the full dataset of survey responses should be incorporated into the Course Completion Report and individual participant surveys are to be submitted to Palladium. Surveys will be administered and reported on in accordance with the guidelines specified in the Australian Nationally registered Vocational Education and Training material.
  - At the conclusion of the program, prepare a course completion report (including coverage of site visits) of no more than fifteen (15) pages in length (plus annexures). The report is to be submitted within four weeks of course completion and provided in electronic format. The completion report is to be accompanied by electronic copies of all SARIC in Workplace plans of participants. Media releases and associated social media posts are to be compiled as part of an Annex. All course materials (including translated versions) are to be presented within appropriately labelled sub-directories, include a compilation of photographs, and be submitted electronically with the report

SARIC - Request for Tender: Renewable Energy (solar, wind, battery)

- 4.2.1.33 Will prepare invitation letters for the participants for VISA application. Refund Visa fee to participants before the completion of the training programme.
- 4.2.1.34 Subcontractor will implement the training as per the timelines proposed in the RFT
- 4.2.1.35 Subcontractor will arrange health insurance coverage for all participants during their stay in Australia

**4.3. Subcontractor Deliverables**

The subcontractor is required to adhere to required deliverables set out in the milestone:

Required deliverables
Visa related support to the participants (including issuing the Visa letter, refund of Visa fee, etc.)
Online orientation of participants
Detailed course session plan
Training and networking event in Australia
One day online post completion session- SARIC in Workplace (SiW)

**Course Completion Report template**

The following guidelines provide the minimum details required to comply with the milestone reporting requirements of the SARIC training. Reports should incorporate sufficient information to allow DFAT and Palladium to monitor and assess the outcomes of the Award activities. The reports should demonstrate an understanding of flexibility in developing responses to identified issues as they arise, and ways of engaging productively with stakeholders. Reports may be reasonably revised by Palladium from time to time. **In addition to below, monitoring / impact assessment templates may be provided by the Palladium team, which will be discussed and shared closer to the start of the training program.**

**Course Completion Report (CCR) to include the following:**

*(To be submitted no later than after 1 month of the training completion, not more than 15 pages)*

- **Course Outputs**
  - Detail the number of Course participants and the submission status of SiW
  - Details of participants who did not satisfy assessment requirements or complete the course and the reasons for this
  - Details of the recognition awarded (or to be awarded) if relevant
  - Details of any critical incidents
- **Summarise course delivery, and briefly evaluate this by summarising better than expected, unsuccessful or unexpected outcomes arising from:**
  - Course methodology and content
  - Logistics
- **Guest lecturers** *(please provide a summary of guest lecturers in the following table. Pen portraits of guest lecturers, if provided, should be annexed):*

Country	Lecturer Name	Organisation	Lecture topic/focus

- **Summary of key findings from the survey deployed** (to be provided by Palladium). This is in addition to the submission of clean dataset containing all individual survey responses. [Refer Clause 4.2.1.32]
- **Public Diplomacy and media leverage** *(please reflect on specific events/opportunities in the following table):*

Event/ Media Opportunity	Notable delegates in attendance	Summary of discussions and intended outcomes	Where was the story reported (if applicable)?


- **Innovations applied** (*please reflect on those aspects of delivery that are innovative, have not been previously applied, and describe the improvement that has resulted from it. Ideas for future innovation may also be discussed*)
- **Lessons learned** (*Please use the following categories to detail lessons learnt and describe how these lessons will be used to improve the course delivery in future*). Lessons learnt can pertain to following areas
  - Course delivery methodology (including content)
  - Logistics
  - Field trips
  - Guest lecturers
  - SiW Plans
  - Public Diplomacy and media leverage
  - Others
- **As a result of networking engagement (if any), where possible provide examples of:** Immediate outcomes of the networking on the participant's professional life, and their workplaces. Cite specific examples of change (*please provide a reflective summary*)
- **Narrative summary:** This section should capture the crux of the report and should include the key outcomes, challenges and learnings from the program.
- **Photos** (*May be provided as an annexure*)- Where possible, photos from course activities or participant networking activities should be forwarded to Palladium. Original files (vector or JPEG) are preferable. Due to files sizes, photos can be posted on CDs or USBs, or send via Dropbox to staff in New Delhi office. Photos should be labelled in a manner to allow for identification of the occasion.
- **Financial Reporting.** The report should include financial reporting in terms of actual expenses incurred against the original proposed financial proposal. The section should highlight deviations (if any) with justification of need and approvals taken, etc. [Link to all the reimbursable vouchers/ receipts should be shared.]

## 4.8 Penalty

- 4.8.1 In case the tenderer changes the agreed timeline (without approval and notice to Palladium), Palladium will have the right to recover the costs incurred on logistics for mobilising the participants for training.
- 4.8.2 In addition to the above clause, Palladium also holds the right to seek a refund of the payment released during milestone 1 and milestone 2 if the tenderer fails to execute the program as per the agreed timelines.
- 4.8.3 In case of any failure to deliver the reporting requirements as per the agreed timelines, Palladium has the right to withhold the release of milestone-based payments.
- 4.8.4 If it is found that the delivery was not satisfactory and did not meet the agreed deliverables, Palladium has the right to hold a joint review with Selected Tenderer to decide on the financial and non-financial implications. Subcontractor will be expected to support the review meeting with fact sheets, documents and survey responses as required by Palladium.
- 4.8.5 The above clauses will not be applicable in case of force majeure (for example, natural disaster, act of war or terrorism, riot, labor condition, governmental action, and global disturbances)

## 4.9 Responsibilities of the Company (Palladium)

- 4.9.1 Palladium will provide the list of participants
- 4.9.2 Palladium will book participants' flight tickets to and from Australia and provide their flight details
- 4.9.3 Palladium shall support the tenderer with templates for monitoring and evaluation component

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- 4.9.4 Palladium shall provide communication guidelines to the tenderer for branding and external communication purposes
- 4.9.5 Palladium will ensure that any communication from DFAT that affects the tenderer or, or the implementation of this training is timely communicated to the tenderer
- 4.9.6 Travel insurance cost will be reimbursed to participants by Palladium. Selected Tenderer will arrange health insurance coverage for all participants during their stay in Australia.

## 4 Part 4- Annexures

### Annex 1: Detailed Course Outline

(a) Design the activity to enable the achievement of the expected learning outcomes. Consideration should be given to proposed topics to be covered during the course, and how the Tenderer intends to facilitate participant learning through classroom and site visit-based sessions with well-informed presenters, interactive exercises, discussions, smaller group sessions, use of case studies and application of adult learning principles. Below pointers could be highlighted in response:

- **Pre- Course Engagement Mechanisms**  
Methods used to engage participants to determine their batch profile, set expectations to deliver the course successfully
- **Course contents**  
Brief description on what the course is going to cover, Teaching pedagogy and How will the course address the learning outcomes
- **Networking event**  
Format and impact of the networking event organised by the Tenderer
- **Course duration**  
Up to a maximum of 2 weeks as per the point 4.2.1 under 'Part 3- The Services'.
- **Course participants**  
Up to 15 participants (with a provision for accommodating additional five participants if required).
- **South Asian context**  
Describe the nature of any new or existing partnerships with South Asia institutions and/or experience of conducting similar trainings in the South Asian region.
- **GEDSI and ESG**  
Describe how ESG and GEDSI will be made a core component during the training delivering and in the course content
- **Topic wise plan**  
Please outline topics and learning objectives planned to be covered. Tenderers are encouraged to share an indicative day wise plan.

Topics covered	Learning objectives covered

- **Site visits**  
Include a list of proposed site visits and rationale

(b) Incorporate national and/or international guest speakers of relevance into the activity

- Indicative guest speakers if any for delivery of specialised technical topics - please provide a pen profile of proposed speakers invited for specific sessions

(c) Monitor and evaluate progress towards, and achievement of, individual participant learning outcomes, as well as the overall progress and success of the activity against its outcomes and objectives

- **Course assessment**  
Details on assessment and qualification expectations  
Initial and final knowledge test to assess learning for evaluation purposes  
Any recognition, digital badges, accreditations, or pathways that will be offered as a result of the course

(d) Identify key risks and/or challenges in the design and delivery of the activity and how those will be managed

### Annex 2: Curricula Vitae for at least three members (maximum up to five)

CVs for at least three proposed team members, up to a maximum of five CVs of **no more than three A4 pages** per CV. CVs must be submitted as per the below template:

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<b>Nominated Position Title</b>	Insert Position Title
<b>Name</b>	Insert Name Surname
<b>Current Country of Residence</b>	Insert Country
<b>Relevant Employment History</b>	Position Title Organisation Name Period of Employment
<b>Academic Qualifications</b>	Academic qualification Educational Institution Year obtained
<b>Languages known</b>	Insert language
<b>Relevant Professional Qualifications</b>	Insert as required
<b>Applicant Name and Date</b>	_____ Applicant Name and Date

- CVs must be signed and dated by the proposed team member and must include the following certification:
  - “I, **[insert name]**, declare that:
    - (a) The information provided in this CV is accurate and hereby authorise Palladium to make whatsoever inquiries it may consider reasonable and necessary to undertake during the Tender assessment in relation to the information I have provided in this CV or any other matter which may relate to my suitability for the position for which I have been nominated; and
    - (b) I am available to participate in The Project in the role in which I have been nominated in the tender for the period or periods indicated in the Tender”.
- Tenderers are reminded of their duty to ensure that all personnel nominated are available to commence duties as required in the Tender documents.
- Tenderers must nominate at least two referees (for each CV) who can provide an objective assessment of the quality of relevant and recent work performed by the proposed team /team member.
- Tenderers must ensure that nominated referees do not have an actual or potential conflict of interest when acting as a referee. Tenderers must ensure that referees:
  - (a) are not an employee of, or the holder of a current executive office (or similar position) within the organisation of, or do not have a business in association with, the Tenderer or a subsidiary organisation of the Tenderer
  - (b) are not included in the Tender as proposed team members, and
  - (c) are not Palladium or DFAT employees currently involved in the delivery of the SARIC training program.
- Tenderers must ensure that nominated referees:
  - (a) are available to be contacted during the evaluation period and
  - (b) are able to provide comments in English.
- Palladium reserves the right to check with nominated referees and with other persons as Palladium chooses, the accuracy of the information and quality of work performed.

In making its final assessment, the TAP or Palladium may have regard to other factors relevant to the suitability, capacity and qualifications of a Tenderer including but not limited to:

- (a) the Tenderer's ability to comply with the Contract Conditions
- (b) the Tenderer's past performance on any non-DFAT project or activity

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- (c) the past performance of the Personnel nominated by the Tenderer on any previous DFAT or non-DFAT project or activity
- (d) information obtained from any source which is relevant to the capacity of the Tenderer to perform the Contract and achieve the Project goals and objectives. Such information may be the result of inquiries made by Palladium, and
- (e) the Tenderer's demonstrated understanding of the cultural environment of The Project. Factors relevant to the final assessment are not allocated any specific weighting.

### Annex 3: Letters of Association and other details of proposed subcontractors for pastoral care services

The Tenderer is required to provide details of the organisations who will be subcontracted by the Tenderer for pastoral care services, if any, where these are reasonably known at the time of Tender and who have made known their willingness to be involved with the activity, limited to a **single A4 page per organisation**.

### Annex 4: Pastoral Care Plan Template

Pastoral Care Plan up to a maximum of **three A4 pages** which conforms to the format provided below:

#### Institutional Welfare Contacts

Contact Details	
Name and contact details of institutional contact: Name and contact details for 24/7 contact: Arrangements in place to deal with out-of-hours emergency calls: Mechanisms by which participants will be advised of these contact details:	

#### Accommodation

For course duration, where will the participants stay?

- Single room
- Self-catering or communal kitchens
- Distance from course delivery location

#### Airport (Travel to/from course location)

- Distance of training facilities from the closest airport
- Visa documentation from the Tenderer

#### Course related travel

- How will participants travel from accommodation to course delivery location?
- Elements of the course that may require other transport i.e., long journey

#### Catering

Clear explanation of which meals are and are not provided

#### Translation service

The provision of English translation to local language if required by the participants in some cases.

**Annex 5:** Maximum of **one A4 page** on risk management (including experience in past projects) for each of the below points:

- a) Accommodation and meal services during a short-term training program targeting professionals
- b) Short term training program with a focus on GEDSI and equitable participation of people from diverse background and people with disabilities; and
- c) Institutional protocol that was followed for managing a range of critical incidents, including covid exigencies, absenteeism, and potential dropouts from training