



ENERGY  
TRANSITION  
PARTNERSHIP



## INCEPTION REPORT

# Twinning Arrangements for Decarbonization for Southeast Asia (Regional) Project

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for Economic Affairs  
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## 1. Introduction and Project Background

The Southeast Asia Energy Transition Partnership ETP and Powering Past Coal Alliance (PPCA) have taken on the **Twinning Arrangements for Decarbonization for Southeast Asia (Regional) Project (“the Project”)**. This Inception Report outlines our strategic approach to delivering activities required under the **Consultancy Services for the Project**, including associated knowledge products and stakeholder engagement processes. It incorporates guidance from the project TOR, our winning proposal, and our detailed client consultations on 18 June 2025 and 7 July 2025, during which ETP emphasized the need for clarity of purpose, pragmatism, and a results-oriented approach.

The Project aims to accelerate decarbonization in Vietnam, Indonesia, and the Philippines through incubating strategic partnerships between industrial enterprises, the technology and advisory organizations that support them in decarbonization, and local government units (LGUs) with an emphasis on regions developing industrial parks and supporting green industrial growth. By forming strategic groupings between such entities and actively facilitating their collaboration with each other, the Project aims to contribute to the wider adoption of decarbonization strategies and technologies to accelerate energy transition in the three countries.

## 2. Scope of Services

The Decarbonization Twinning project comprises six clustered deliverables:

Deliverable 1: Inception Report (this report)

Deliverable 2: Stakeholder Mapping and Engagement Strategy

Deliverable 3: Establishing the Twinning Participants

- A Compendium of Clean Technology Suppliers and Service Providers
- Decarbonization Match-Making Forum, and Site Visit
- A Post-forum and Site Visit Report

Deliverable 4: Creating a basis for the Twinning Participants collaboration

- 7 Decarbonization Strategy Frameworks
- A Twinning Exchange Summary Report

Deliverable 5: Towards Tangible Impacts Information dissemination and investment

- 7 Decarbonization Twinning Case Studies
- Decarbonization Investment Dialogue, and Post-event Report

Deliverable 6: Final Report

### 3. Methodology and Workplan

#### 3.1. Overall Approach

The proposed approach to the Project applies a structured, locally grounded, practically minded, and gender-responsive methodology to accelerate decarbonization across Vietnam, Indonesia, and the Philippines. The approach integrates and emphasizes peer-to-peer learning, regional collaboration, and strategic matchmaking to foster institutional partnerships and catalyze clean energy transitions.

The potential landscape of counterparties to engage through this work is vast. The universe of participants includes a wide range of public, private, and not-for-profit stakeholders across three countries, all industrial sectors, all technology needs, all regional profiles, and all business sizes. This makes it challenging to encapsulate all potential applications of the project within 7 twins or clusters. With this in mind, and while remaining based in empirical research, ACE Partners will work towards a pragmatic narrowing down of the task towards achievement of ETP's Project objectives, including through applying:

- *Focus on organizational diversity:* for maximum applicability and relevance to a wide range of stakeholders, the twins will represent a wide cross-section of organizational types.
- *Focus on wide sector representation:* the activity will aim to cover a wide range of sector perspectives across those industries important to the target countries, where identified barriers are restricting greater take-up of decarbonization practices. This will include avoidance of traditional energy-intensive and hard-to-abate sectors (e.g., cement, steel, pulp and paper, chemicals), based on the level of resources and in-house capacity directed at those industries, to ensure improved additionality.
- *Focus on specific technologies:* the Project will not encompass all potential technologies or deployment solutions, focusing instead on those solutions which have broad application, highest potential impact for the twins in question, and high potential for replication within their sectors.
- *Focus on investment readiness:* for the greatest chances of success and overall project impact within the timeframes, ACE Partners will prefer organizations that are already engaged and active in decarbonization, to spur further action.

These approaches are outlined further in Section 3.3 on Selection of Twinning Participants below.

ACE Partners will deploy a multidisciplinary team to deliver the six key Project stages, beginning with a stakeholder mapping using a diagnostic framework that focuses on organizational readiness and clear implementation pathways. A Decarbonization Matchmaking Forum and site visit will initiate the twinning engagements, supported by a curated compendium of clean technology providers. These engagements will lead to the development of seven tailored decarbonization strategy frameworks for each of the established partnerships and culminate in an investment dialogue that will aim to seed the mobilization of finance and further project development and deployment.

Throughout, ACE Partners will apply agile project management tools, rigorous quality assurance, and inclusive engagement strategies to ensure high-impact, context-specific, and scalable outcomes aligned with national and regional net-zero goals.

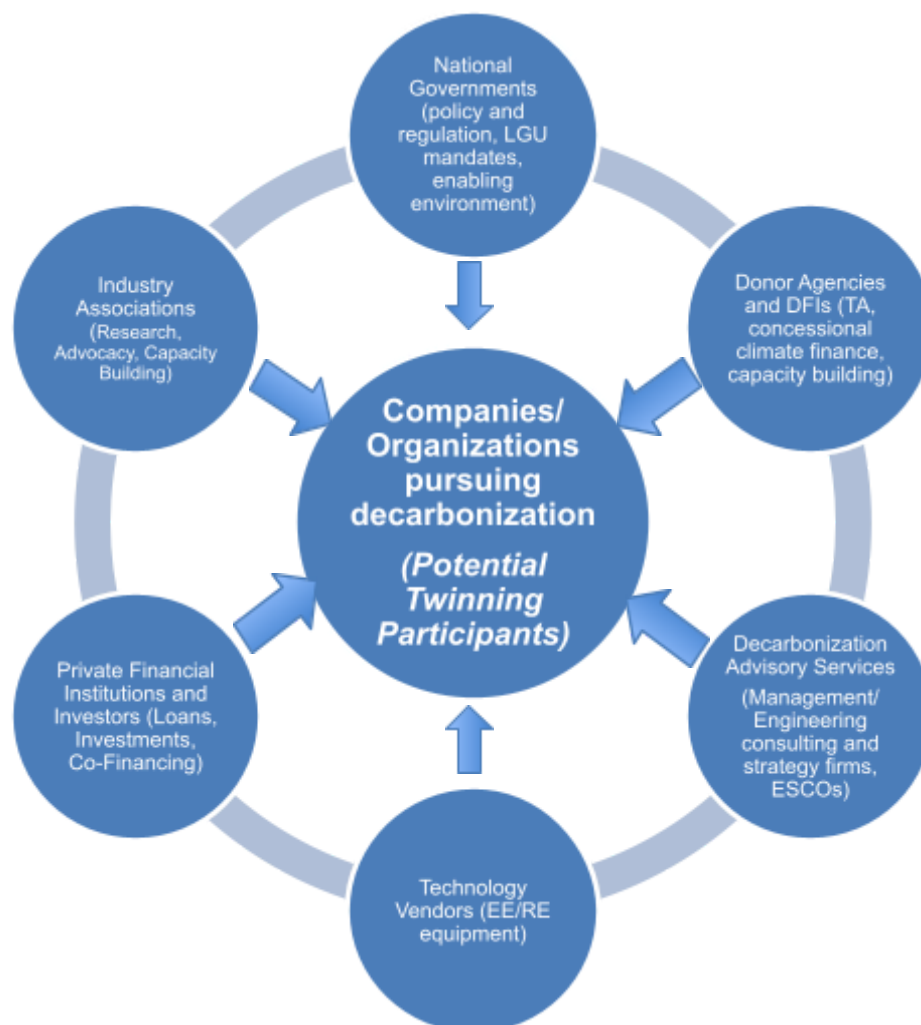
### 3.2. Targeting our Research

Including this Inception Report, the Project's deliverables include 21 documents in the form of reports, analyses, case studies, and strategy documents. This section briefly outlines a proposed approach to the development of each of these documents.

#### Stakeholder Mapping and Engagement Strategy (1)

ACE Partners will conduct a structured landscape analysis of institutional actors across Southeast Asia, examining their roles, mandates, and levels of engagement in energy transition and decarbonization. The analysis will be disaggregated by country and sector, identifying both established and emerging players across government, industry associations, donor agencies and funders, technology and solution providers, and private financiers (Figure 1).

**Figure 1. A representative ecosystem of corporate decarbonization stakeholders**



We will generate a validated list of stakeholders relevant to the twinning initiative using structured typologies based on institutional function, influence, and readiness to participate. This list will also draw on and be informed by ETP's existing connections and engagements for the initiative, including through the Powering Past Coal Alliance (PPCA).

This outreach list will prioritize stakeholders with potential for meaningful engagement, peer learning, and alignment with ETP's goals for a just and inclusive energy transition. ACE Partners will design and implement tailored outreach strategies to secure participation from diverse stakeholders, including those often excluded from mainstream dialogues, such as women-led enterprises, subnational actors, and early-stage innovators.

All findings will be synthesized into a well-structured Stakeholder Mapping and Engagement Strategy report. The report will include visuals such as ecosystem maps, stakeholder matrices, and outreach prioritization frameworks to ensure clarity and usability. This mapping will directly inform our selection of twinning participants and help to outline the process by which they will be contacted and invited to participate in the Matchmaking Event.

The Stakeholder Mapping and Engagement Strategy report is meant to be a public-facing report, including the outreach prioritization framework to reinforce transparency in how twinning clusters/groupings are determined.

ACE Partners has a strong track record of producing actionable, high-quality, and equity-based deliverables tailored for regional energy and climate programs, which translate complex stakeholder dynamics into practical and fair guidance for implementation.

Our team will develop a set of transparent criteria to map and shortlist twinning clusters. These criteria will assign weightage to aspects like contribution to GDP, employment share, national GHG emissions, importance in meeting NDC targets, and barriers to decarbonization at the stage of researching and shortlisting potential twinning participants. Similarly, the strategy to engage shortlisted participants will include sectoral events and interest-based interaction.

These criteria, along with other elements of the Stakeholder Mapping and Engagement Strategy report will be available for all to see when the report is made available as a public-facing document to showcase progress and promote replication.

#### Compendium of Clean Technology Suppliers and Service Providers (1)

The advisory services landscape for decarbonization in Southeast Asia is broad, rapidly evolving, and increasingly sophisticated, reflecting the region's growing commitment to climate action and net-zero ambitions. It comprises a diverse ecosystem of actors, including global consultancies, regional technical experts, engineering firms, ESG and sustainability specialists, financial advisory services, and niche players focused on specific sectors or technologies and solutions. These service providers offer end-to-end solutions spanning emissions and energy related services, baseline assessments, strategy development, implementation planning, stakeholder engagement, carbon accounting, and climate finance. Notably, there is a strong presence of firms supporting corporates with environmental, social and governance (ESG) compliance, Science-Based Targets initiative (SBTi) alignment, and international disclosure frameworks such as the Carbon Disclosure Project (CDP) and the Task Force for Climate-Related Financial Disclosures (TCFD).

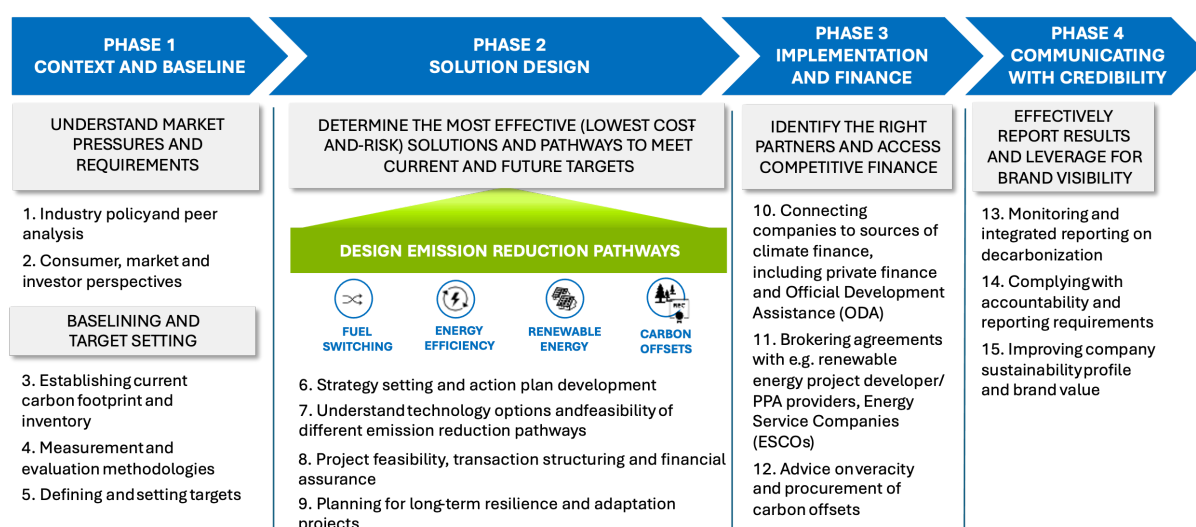
This dynamic ecosystem is essential to helping companies in Southeast Asia navigate the complexity of decarbonization while unlocking access to green financing and investment opportunities. ACE Partners has developed a rubric by which to consider corporate decarbonization advisory services across the spectrum of potential needs that may be expressed by twinning participants, and a sense of key market players across these areas (see Figure 2). To develop the Compendium, ACE Partners will consult with ETP on areas of specific interest and present names of specific firms and organizations to align directly with the needs of the project. As noted under Section 3.3, this may focus on adoption of renewable energy solutions, energy efficiency and green buildings aspects of twinning requirements, to contain and focus twinning discussions. Further, as noted under the section Stakeholder Mapping and Engagement Strategy, our team will develop a set of transparent criteria to map and shortlist twinning clusters at the stage of researching and identifying potential twinning participants. Similarly, the strategy to engage shortlisted participants will include sectoral events and interest-based interaction. Following such a transparent, criteria-based selection process will ensure there are no conflicts of interest.

### Strategy Frameworks (7)

ACE Partners understands that the Strategy Framework documents are intended as brief (i.e., approximately 10 pages) resource documents for the twinning participants, to help inform them on their further internal thoughts, and frame the issues to be resolved for progressing investment discussions. These documents will therefore be driven by the needs of the twinning participants themselves, and establishing the requirements of each Framework document will be a key outcome of the Matchmaking event.

At this stage, ACE Partners intends to frame its guidance to twinning participants in terms of its overall rubric for corporate decarbonization journeys (Figure 2), tailored to the interests and needs of the twinning participants.

**Figure 2. A suggested mapping of decarbonization strategy components common to the transition journeys of private companies in Southeast Asia**



### Twinning Exchanges Summary (1)



The Twinning Exchanges Summary Report will present a brief recap of the process by which the Strategy Frameworks were developed for each twin, and provide a summary of progress and findings for each of the twins in terms of their operational effectiveness, challenges faced, and provide additional reflection and focus on the observations and practical experience from the conduct of the twinning program and the relationships formed. The report will be a public document, serving as a tool for ETP's internal learning, as well as an external resource for peers, partners, policy makers and decarbonization practitioners to help replicate the twinning concept in future.

### Case Studies (7)

ACE Partners will develop a curated series of seven case studies (one for each twinning partnership), showcasing relevant, diverse, and high-impact examples of decarbonization initiatives and twinning-style collaborations across Southeast Asia and comparable global contexts. These case studies will be based on the twinning exchanges that are ultimately selected, in close consultation with ETP, with the objective of providing practical, actionable insights derived from real-world collaboration to illustrate successful approaches for overcoming common barriers in the clean energy transition.

Each case study will include a clear narrative that documents the background context, key actors involved, intervention strategies, enabling factors, financing mechanisms, and achieved or anticipated outcomes. Where available, quantitative data and indicators will be included to demonstrate impact and replicability. ACE Partners will draw on its extensive regional network to secure relevant interviews and primary insights from participating institutions, firms, and policymakers.

The case studies will reflect geographic, sectoral, and stakeholder diversity, emphasizing inclusive development, transition principles, and innovation in both technology and governance. Special attention will be given to cases that highlight the role of women and marginalized groups or feature locally led solutions. Wherever relevant, the case studies will feature details of both the twinning experience and decarbonization strategy.

All case studies will be professionally designed and formatted for easy use by twinning participants, policymakers, and broader ETP stakeholders, both internal and external. They will serve both as standalone learning tools and as integrated resources within the broader capacity-building and matchmaking elements of the initiative.

### Event Reports (2)

ACE Partners will produce two concise and professionally structured event reports capturing the core activities, discussions, and outcomes of the project's key convenings and/or workshops. Namely, these are reports for the Decarbonization Matchmaking event and Site Visit planned to take place in December 2025, and the Investment Dialogue(s), which will be summarized in a single report to summarize envisaged national and/or regional dialogues (refer Section 3.4), which are planned to take place in Vietnam, Indonesia, and the Philippines in June 2026. These reports will document participant engagement, learning outcomes, commitments, and next steps that emerge from each event, providing a transparent and accountable record for stakeholders and funders.

The Event Reports will include summaries of presentations, discussions, and breakout sessions, as well as documentation of key themes, insights, and recommendations that arise through participant dialogue. Where appropriate, quotes and perspectives from attendees will be included to highlight the diversity of views and experiences shared.

Each report will incorporate clear visuals such as session agendas, participant quotes, and images (subject to consent), and thematic synthesis graphics to enhance clarity and usability. ACE Partners will also include a short annex capturing informal or bilateral matchmaking discussions that contributed to the overall objectives of the events.

These deliverables will not only serve as official documentation but also inform the final Synthesis Report, ensuring that participant experiences and collective learnings are systematically captured and reflected in the broader outcomes of the initiative.

### Final Synthesis Report (1)

The Final Synthesis Report will serve as the capstone output of the initiative, integrating insights, findings, and outcomes from across all project components into a cohesive and actionable document. ACE Partners will synthesize material from the Stakeholder Mapping, Compendium, Strategy Frameworks, Case Studies, Twinning Exchanges Summary, and the various Event Reports to deliver a comprehensive analysis of the decarbonization twinning initiative's objective, implementation approach, lessons learned, strategic implications, and expected outcomes.

The report will begin with an executive summary outlining key achievements, challenges, and strategic recommendations. It will then detail the journey of the twinning process, including stakeholder engagement, advisory support, capacity building, and matchmaking outcomes. Particular focus will be given to documenting what worked well, challenges encountered, and how similar initiatives could be replicated or scaled up in the future.

Where applicable, the Synthesis Report will include visual elements such as engagement maps, progress indicators, and twinning pathway diagrams to enhance accessibility and strategic value. It will also highlight participant feedback, stories of impact, forward-looking considerations, and recommendations on how the decarbonization twinning can continue beyond the Project to drive sustained impact for ETP and other regional actors, both public and private, involved in decarbonization and clean energy transitions.

Designed for use by policy, donor, and industry audiences, the report will be a key reference for understanding the value and replicability of the twinning model as a tool for accelerating decarbonization and enabling just and inclusive energy transitions in Southeast Asia.

### **3.3. Selection of Twinning Participants**

Based on the analysis presented in the Stakeholder Mapping and Engagement Strategy, and after aligning with ETP inputs, ACE Partners will commence outreach with a view to securing the project participants and twinned organizations.

To recap Sections 3.1 and 3.2 above, ACE Partners intends to take a pragmatic approach to participant selection from the different stakeholder organizations listed in Figure 1, to make

sure that the project has maximum traction with wider stakeholders through pre- and post-event communications, and beyond its conclusion.

With the criteria outlined in 3.1 in mind, and the need for pragmatism in ensuring an appropriate blend of representation and depth of relevance through only 7 collaborations, we anticipate that twinning participants will be in the form of organizational ‘clusters’ centered on two like-minded organizations (the ‘twins’) from two of the targeted countries. These twins will preferably share demographic similarities in terms of size, sector, emissions profile, technology needs, level of investment readiness, and internal capacity to act.

For each group of twins, a subset of all decarbonization issues and technologies will also be selected for broad relevance. Across both different industry sectors and LGUs, the potential for investment in *green buildings and energy efficiency* will be a likely focus alongside distributed renewable energy. This is informed by:

- Its commonality of application to all industrial sectors, rather than looking at highly tailored industrial processes or techniques for decarbonization in specific sectors. Specifically, energy efficiency for HVAC (heating, ventilation, and cooling), with an emphasis on cooling, may be targeted as a technology grouping given the prevalence of space cooling as a corporate need, but also the extension of cooling into industrial processes (e.g., cold chain for food and beverage industries).
- Its high relevance and replication potential for engagement of LGUs (both in terms of policy influence through localized building codes and planning, as well as LGUs’ own energy use in buildings and streetlighting).
- A resultant ability to consolidate outreach and engagement with a more specific set of common stakeholders, e.g., the ESCO Sector, cooling technology experts, or specific financiers, for event participation. This can build on the strong connections of the project team with the sector and ETP’s prior work in this area through other projects.

This is not to say that technology focus cannot be broadened to include other renewable technologies or decarbonization techniques, because of finalization of the twins: this will be determined through the Stakeholder Mapping and Engagement Strategy and its recommendations.

An indicative formulation for the 7 twins and their participants, to be given specificity and confirmed through the forthcoming analysis, is as follows in Figure 3. This is a preliminary picture only and is subject to alignment and ground-truthing with ETP’s overall project objectives.

**Figure 3: Indicative composition of Project twins and their clusters**

Twin	Possible sectors of focus	Potential technology needs
<b>1. LGUs – rural</b>	Fisheries, industrial parks	Cold-chain, rooftop/on-site solar PV, electric mobility
<b>2. LGUs – urban</b>	Public facilities	HVAC, rooftop/on-site solar PV, efficient streetlighting, electric mobility

<b>3. Corporate – large/mid-size</b>	Real Estate (Tourism)	HVAC, lighting, rooftop/on-site solar PV, industrial parks
<b>4. Corporate – large/mid-size</b>	Food and beverage	Cold-chain, Electrical Systems (motors, transformers etc.), HVAC, lighting, boilers, waste-to-energy
<b>5. Corporate – large/mid-size</b>	Consumer goods	Electrical Systems (motors, transformers etc.), boilers, HVAC, lighting
<b>6. Corporate – SME</b>	Textile, clothing, and footwear supply chain	Electrical Systems (motors, transformers etc.), boilers, dyeing, HVAC, lighting
<b>7. Trade Associations</b>	Sectors common to all countries that deal with smallholder/GEDSI issues (e.g., rice farming)	Pumping/ Electrical Systems (motors, transformers etc.), improved agricultural practices, agri-PV interventions such as for post-harvest processing

### 3.4. Generalized Approach to Event Curation and Planning

#### The CDx convening model

The **Southeast Asia Corporate Decarbonization Exchange (CDx)**, powered by Asia Clean Energy Partners, delivers workshops and events through a distinctive, action-oriented methodology designed to accelerate corporate climate action. CDx operates as a year-round, membership-based platform that fosters peer learning, solution-oriented dialogue, and strategic matchmaking among businesses, financiers, and technical experts across Southeast Asia.



At the core of the CDx approach is a four-part learning framework that guides companies through their decarbonization journey: (1) understanding their emissions landscape, (2) designing credible strategies, (3) financing and implementing solutions, and (4) sharing impact through transparent communication. These themes are embedded into every CDx event.

Workshops and dialogues are curated using the “Fishbowl” format – an interactive model that moves away from static panels and instead creates dynamic discussions among experts, practitioners, and participants.

In the Fishbowl method, four initial contributors; namely, a Subject Matter Expert, a Case Study Provider, an Enabler, and a Protagonist, will each speak for five minutes from their distinct perspectives. Moderators will then facilitate broader participation from other attendees. Sessions will be held in a circular layout with core speakers at the centre, and importantly, no presentations will be used, though learning materials and aid may be shared in advance. Each session begins with short insights from multiple stakeholder perspectives, including technical, policy, finance, and corporate practice, and then opens to moderated,



audience-driven engagement. Learn more about Fishbowl, the CDx approach to learning and knowledge transfer [here](#).

CDx events are not just informational – they are designed to be catalytic. Every convening is tied to tangible business needs, whether it's accessing climate finance, developing ESG-aligned roadmaps, or scaling decarbonization technologies. Strategic partnerships and curated expert panels ensure that participants leave with not only insight, but also connections and tools to advance implementation.

Backed by ACE Partners' proven experience organizing regional events like the Asia Clean Energy Forum (ACEF), CDx integrates meticulous event design, inclusive facilitation, targeted communications, and rigorous follow-up. This ensures that every workshop delivers value, builds community, and moves the needle on corporate net-zero action across Southeast Asia.

For the Project, CDx will generate feedback from the internal team at ETP on possible event locations that are relevant for the Twinning exchanges event. We endeavor to host the event at venues that observe sustainability practices in their operations, to stay true and aligned with the nature of the conversation and the wider program objectives to advance decarbonization.

We are deeply connected to the supplier network in the three countries of target and the local event production partners in those locations that will deliver technical production requirements such as LED wall, sound, and a full production crew.

We have ready connections for sourcing supplier quotes and eventually shortlist and engage suppliers that can ensure the delivery of high quality and cost-effective dialogue(s) as per the Project requirements.

We propose to deploy the events under this Project using a co-branded CDx formulation. The co-branding will be presented as "organized by CDx" in all external and internal material. The CDx team will work closely with the ETP communications officer and follow their advice on logo usage, other visual markers, and boilerplates for press/social media.

This will serve ETP's project purpose in multiple ways, including:

- Providing a platform for project sustainability, as an ongoing and permanent repository of twinning exchange lessons, and opportunities for engagement and exposure with wider industry audiences.
- Aligning the twinning project with other efforts at promoting corporate decarbonization, which will be beneficial for building momentum and linkage for ETP's work and future market positioning in this area, including for any second phase of the Project.
- Providing a marketing vehicle for involvement with the Project: CDx is dedicated to convening stakeholder engagement to accelerate the rate of corporate decarbonization in the Southeast Asia region. For the Twinning exchanges event, CDx will activate its dedicated communications team to curate social media and targeted newsletters that will amplify the event and call for participation and interest to join and contribute to the discussions. The monthly CDx newsletter, with more than 1,200 subscribers, and the LinkedIn page, with more than 1,800 followers, will both provide a readymade audience invested in decarbonization conversations.

### **a) Concept and Agenda Development**

The Project Team will kick off the planning of each event by developing a strong, focused concept and agenda. We'll design sessions that spotlight issues in decarbonization and transition strategies, according to the CDx curriculum. Early in the process, we'll engage key stakeholders to validate the concept and shape a session structure that's relevant, outcome-oriented, and tailored to the local or regional context, with a view to the more specific needs.

### **b) Decision on Event Locations**

In parallel with the development of the Concept Note, the Project Team will engage with ETP and key stakeholders to finalize the event locations for the events. Location selection will be informed by:

- Ongoing and planned activities of the Twinning Participants within priority countries and the wider region.
- Opportunities for co-branding and programmatic synergies.
- Expressions of interest from ETP counterparts and potential local partners in hosting the events.
- Ease of transport and logistics connections.

### ***Proposed Locations for Initial Discussion***

#### **Event 1: Matchmaking – Indonesia (Jakarta)**

Jakarta is proposed as the location for the Matchmaking event, based on a few key considerations:

- It will be important for engagement and the overall profile of the project that the Matchmaking event takes place within the target countries.
- ACE Partners believes that engagement in Indonesia might be more difficult to secure than in Vietnam and Philippines, based on stronger existing connections with potential participants and team presence in those two countries. Organizing the event in Indonesia can catalyze on-ground engagement from the stakeholders present there.
- ETP considers that hosting the event in Vietnam may be challenging due to the required government approvals and clearance processes.
- Travel logistics for Jakarta are relatively strong and cost-effective.
- ACE Partners has strong industry connections, including potential venues in mind for Jakarta that would serve the project well.

#### **Event 2: Investment Dialogue – National-level**

- Further discussion is required with ETP, based on the progression of the Project, to determine the approach to the Investment Dialogue event in order to achieve ETP's intended outcomes.
- We acknowledge that effective dialogue for investment based on the Project for progression under the established twins will need to be at the counterparty level rather than the 'twin' level and will progress relating to individual participants.
- We also acknowledge that investment discussions will not necessarily be advanced regionally, but based on national-level investment proposals, necessitating national-level investment dialogues.
- In this regard, we understand that it is preferable to hold these national-level investment dialogues or investor roundtables in one of the ETP focus countries
- ACE Partners proposes to resolve an approach to staging the investment dialogue in discussion with ETP, once the matchmaking event is complete (during Q1 2026).

### **c) Stakeholder Engagement and Communications Plans**

The Team, in consultation with ETP, will identify and prioritize critical stakeholders, including government agencies, industry associations, investors, and technical partners who would be helpful contributors to the discussion for both events. The Project Team will create tailored engagement materials and a communications plan to support outreach and build buy-in. Our engagement will start early and remain consistent, with a focus on building ownership and alignment among all key actors.

### **d) Expert and Speaker Management**

We will secure high-impact speakers and contributors from each of the three target countries (Vietnam, Indonesia, and the Philippines) across industrial decarbonization topics. The Project Team will reach out to both public and private sector leaders, ensuring diversity, seniority, and relevance in speaker selection. We'll conduct individual briefings and group prep calls to align expectations, encourage interactive formats, and prepare speakers to deliver high-value, action-oriented inputs.

### **e) Venue, Logistics, and Technical Setup**

The Project Team will manage venue and logistics arrangements to support in-person participation. For the matchmaking dialogue, we will not include hybrid participation (i.e., virtual participants), except for pre-recorded speeches from influential thought leaders. Our event team will ensure smooth interpretation, reliable connectivity, and an inclusive setup for all participants. We will also coordinate travel arrangements and accommodations for sponsored speakers and VIPs where needed and work closely with local partners to address logistical constraints in advance.

### **f) Participant Coordination and Risk Mitigation**

We will manage a streamlined registration and confirmation process for all participants, with extra care given to priority guests and high-level attendees. This will be managed via the CDx platform, with all selected twinning participants and attendees being offered ongoing CDx platform membership. The Project Team will develop contingency plans to address common risks, such as speaker cancellations or connectivity issues, so we are ready to adapt quickly and keep the event on track.

#### **g) Pre-Event Rehearsal and Technical Dry-Run**

Before the event, we will organize full rehearsals and technical checks with all moderators, speakers, and tech teams. These dry runs will ensure alignment of content, flow, and timing. We'll also use the opportunity to reinforce session objectives, in line with Project TOR, and finalize all logistical and technical elements.

#### **h) Event Execution and Live Troubleshooting**

During the event, the Project Team will coordinate real-time facilitation, manage audience engagement, and oversee technical operations. As noted above, we will deploy the unique 'Fishbowl' methodology, to facilitate participation and interactions. Our staff will be on hand to troubleshoot any onsite or online issues that arise, ensuring smooth delivery from start to finish.

#### **i) Post-Event Deliverables and Documentation**

We will assess the impact of each event through structured feedback and outcome metrics, including attendance, engagement, and follow-up interest.

The Project Team will then prepare a final set of deliverables – including the Synthesis Report, event summaries, and any required documentation for ETP or other partners – and deliver these in a timely and professional manner.

### **3.5. Deliverables Timeline**

Below is the high-level timing of deliverables. Please see the GANTT chart below for more details.

- **July 2025:** Inception Report submitted
- **September 2025:** Stakeholder mapping, concept note development
- **December 2025:** Decarbonization Matchmaking Event, supported by the development of a Compendium of Clean Technology Suppliers and Service Providers
- **March 2026:** Delivery of Strategy Frameworks
- **June 2026:** Investment Dialogue, supported by Case Studies
- **June-July 2026:** Final Synthesis Report delivered

## **4. Gender Mainstreaming and Ethics Plan**

The ACE Partners team will apply a **practical, intentional, and proactive gender equality and social inclusion (GESI) strategy** throughout the planning and delivery of the Project. We recognize that accelerating a just energy transition in Southeast Asia requires diverse



perspectives and equitable participation, particularly from women, youth, Indigenous groups, and other underrepresented voices.

To that end, we will implement the following measures:

1. **Gender diversity for presenters:** All event sessions—plenary and breakout—will be curated to include diverse voices. We will work actively to identify qualified women/trans/non-binary experts from government, finance, academia, and civil society, ensuring that gender diversity is reflected in speaker lineups and facilitation teams to ensure panels are never all-male panels or “manels.”
2. **Inclusive language and facilitation:** Our moderators and facilitators will use inclusive language and create space for all participants to engage confidently. We will brief facilitators to be mindful of gender dynamics in discussions and to encourage contributions from quieter voices or those who may feel marginalized in more hierarchical settings.
3. **Gender-informed stakeholder selection:** In our stakeholder mapping process, we will flag and prioritize nominations of women experts, community leaders, and policy professionals in twinning partnerships, as well as businesses that target and foster more inclusive practice. We will aim for a minimum target of **40% women participants** as speakers, expert contributors, and attendees at events.
4. **Diverse case examples:** Through the twinning case studies and events, we will feature examples and experiences from a wide range of actors, including women-led initiatives, subnational governments, and local communities. This ensures that discussions are not limited to national-level or urban-centric experiences, and that the project supports inclusive policy learning.

Alongside our GEDSI strategy, we are committed to upholding high ethical standards in all of our engagements. Our approach includes:

1. **Informed consent for interviews:** For any stakeholder interviews conducted as part of the assignment or post-event follow-ups, we will obtain explicit consent and clearly explain how the information will be used. Participants and contributors will have the option to remain anonymous in any public-facing materials.
2. **Commitment to accuracy, neutrality, and transparency:** All project documentation, including reports, event briefs, strategy frameworks, and the final synthesis report, will be fact-checked, neutrally framed, and clearly sourced. We aim to reflect participants’ views fairly and avoid misrepresentation or selective emphasis.
3. **Human-centered design:** All communication strategy and materials developed for the event(s) will follow a human-centered design approach, which will make the users, their needs, and requirements the primary focus during planning, development, and implementation stages.
4. **Commitment to Zero Harm:** In alignment with United Nations values and principles, our project approach will be grounded in a strong commitment to ethical conduct, and a Zero Harm approach. All our activities will adhere to the highest standards of

integrity, ensuring that interventions bring no harm to the people, communities, or the environment. This includes full respect for human rights, gender equality, and the protection of vulnerable populations. Risks will be proactively identified and mitigated through inclusive engagement, conflict sensitivity, and environmental and social safeguards. The project team will ensure accountability and continuous learning through participatory monitoring, open communication channels, and grievance redressal mechanisms. In upholding these standards, the project aims not only to achieve its objectives but also to contribute meaningfully to sustainable development, human dignity, and long-term resilience in all target geographies.

## 5. Timeline of Activities

					R	A	C	I	Month 1		Month 2		Month 3		Month 4		Month 5		Month 6		Month 7		Month 8		Month 9		Month 10		Month 11		Month 12		Month 13															
ID	DEVELOPABLE / TASK TITLE	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4											
1	Inception Report																																															
11	Drafting the Inception Report (Methodology, Stakeholder Risks, Gender Framework)	Hark	Png	Nancy	All																																											
12	Drafting the Communication Plan (Target Audience, Timeline, Messaging)	Abn	Png+Hark	Snal+ Nancy	Batal																																											
13	Review the Inception Report (Internal Review, Alignment, Feasibility Check)	ETP	Hark	Png	All																																											
14	Address Feedback from ETP (Incorporate Comments, Revise Submission for Approval)	Hark	Abn	Png	All																																											
15	Facilitating Meetings & Coordination (Kickoff Team Coordination, Next-phase Planning)	Png	Hark	All	All																																											
2	Stakeholder Mapping and Engagement Strategy																																															
21	Landscape analysis by country and sector	Hark + Batal	Png	Abn+Hark	Snal																																											
22	Establish Stakeholder lists and targets for outreach	Png	Hark+Batal	Abn+Hark	Snal																																											
23	Establish targeted outreach strategies	Abn	Png	Hark+Nancy	Batal+Snal																																											
24	Writing and presentation of findings	Hark+Batal	Abn+Png	Nancy	Snal																																											
3	Demobilization Meeting Making Event																																															
31	Concept & Agenda Development (Event structure, session flow, objectives)	Png	Hark+Abnl	Batal	Nancy+Snal																																											
32	Stakeholder Engagement & Communication Plan (Key participants, outreach strategy, messaging)	Abn	Png+Hark	Snal+Hark	Batal																																											
33	Expert & Speaker Management (Identification, Invitations, briefing materials)	Png	Snal+Hark	Batal+Nancy	Abn																																											
34	Venue Logistics & Technical Setup (Location, catering, interpretation)	Snal	Png	Hark+Batal	Abn+Hark																																											
35	Site Visit Logistics	Snal	Png	Hark+Batal	Abn+Hark																																											
36	Participant Coordination & Risk Mitigation (Registration, travel, pre-event preparation, contingency plans)	Snal	Png	Hark+Batal	Abn+Hark																																											
37	Contingency Development & Review (Drafting, expert input, iteration with stakeholders)	Png+Abnl	Hark + Batal	Nancy	Snal																																											
38	Communications and promotions	Abn	Snal+Png	Hark+Batal	Nancy																																											
39	Pre-Event Rehearsal: Final Briefing (Organize speaker, participant day-run)	Hark+Snal	Batal+Png	Abn+Hark	Nancy																																											
310	Event Execution & Live Troubleshooting (Facilitation, moderation, session monitoring, note-taking, engagement tracking)	Snal+Png	Hark + Batal	Abn+Hark	Nancy																																											
311	Post-Event Debriefables & Reporting (Feedback collection, impact assessment, submission to ETP)	Hark	Batal+Png	Snal+Hark	Nancy																																											
4	Demobilization Strategy Review and Training Briefings																																															
41	Participate in and foster all exchanges with the two clusters	Png	Hark+Batal	Png+Nancy	Snal																																											
42	Input to 7 strategy frameworks (Research, analysis, framing, facilitation)	Batal	Hark	Png+Nancy	Snal																																											
43	Training: Briefing Summary Report (Feedback collection, impact assessment, submission to ETP)	Batal	Hark+Abnl	Png+Nancy	Snal																																											
5	Demobilization Investment Dialogue																																															
51	Concept & Agenda Development (Event structure, session flow, objectives)	Png+Batal	Hark+Abnl	Snal	Nancy																																											
52	Develop 7 case studies of training experiences	Batal	Hark+Abnl	Png+Nancy	Snal																																											
53	Stakeholder Engagement & Communication Plan (Key participants, outreach strategy, messaging)	Abn	Png+Hark	Snal+Hark	Batal																																											
54	Expert & Speaker Management (Identification, Invitations, briefing materials)	Png	Snal+Hark	Batal+Nancy	Abn																																											
55	Venue Logistics & Technical Setup (Location, catering, interpretation)	Snal	Png	Hark+Batal	Abn+Hark																																											
56	Participant Coordination & Risk Mitigation (Registration, travel, pre-event preparation, contingency plans)	Snal	Png	Hark+Batal	Abn+Hark																																											
57	Communications and promotions	Abn	Snal+Png	Hark+Batal	Nancy																																											
59	Pre-Event Rehearsal: Final Briefing (Organize speaker, participant day-run)	Hark+Snal	Batal+Png	Abn+Hark	Nancy																																											
510	Event Execution & Live Troubleshooting (Facilitation, moderation, session monitoring, note-taking, engagement tracking)	Snal+Png	Hark + Batal	Abn+Hark	Nancy																																											
510	Post-Event Debriefables & Reporting (Feedback collection, impact assessment, submission to ETP)	Hark	Batal+Png	Snal+Hark	Nancy																																											
6	Synthesis Report																																															
61	Post-Event Analysis & Data Collection (Insights from both events, participant feedback, key messages)	Hark	Batal+Png	Abn+Hark	Snal																																											
62	Drafting the Thematic Structuring (Organize findings, extract summary, key takeaways)	Hark+Batal	Png+Nancy	Abn	Snal																																											
63	Policy Recommendations & Next Steps (Expert inputs, credible recommendations, independent opinions)	Hark+Batal	Png+Nancy	Abn	Snal																																											
64	Stakeholder Review & Validation (Draft review, feedback incorporation, content refinement)	ETP	Hark	Batal+Png+Abnl	Snal+Hark																																											
65	Finalization & Design (Formatting, visuals, gender inclusion, report clarity)	Abn	Hark	Batal+Png	Snal																																											
66	Submission & Dissemination (Final report submission, stakeholder distribution, outreach alignment)	Hark+Abnl	Png	Batal+Nancy	Snal																																											

## 6. Stakeholder Coordination Approach

The ACE Partners Team, working in close coordination with ETP and drawing on introductions facilitated by ETP, will lead a targeted, proactive stakeholder outreach and coordination effort. This outreach will focus on engaging a diverse and influential set of actors, including:

- **Private sector stakeholders**, including project developers, technology vendors, and advisory service providers/ESCOs
- **Government agencies** in Indonesia, Vietnam, and the Philippines, building on ETP's existing networks and relationships, with an emphasis on relation to the LGU twinning participants
- **Regional financial institutions**, investors, utilities, and state-owned enterprises (SOEs)
- **Business and Trade Organizations** in respective countries like the relevant chamber of commerce, industry associations etc.
- **Development partners** with an interest in corporate decarbonization, such as ADB, GIZ, UNESCAP, UK PACT, and the World Bank Group

This outreach will not only promote awareness and participation, but it will also be foundational to designing high-impact dialogue events. Early engagement through informal consultations, bilateral interviews, and targeted group discussions will serve as the core input to shape the agenda. These discussions will help the Project Team identify priority challenges, uncover critical bottlenecks in policy or finance, and spotlight new opportunities for collaboration or investment in the event's thematic focus area.

## 7. Project Management Structure

The stakeholder engagement process will start in July, with ACE Partners responsible for proposing and refining the list of key stakeholders for potential involvement and participation in decarbonization twinning. We will work closely with ETP to ensure the stakeholder mapping includes a strong mix of actors across sectors, regions, and levels of influence. By grounding the engagement process in stakeholder perspectives from the outset, we will ensure that each cluster or twin is poised for practical success.

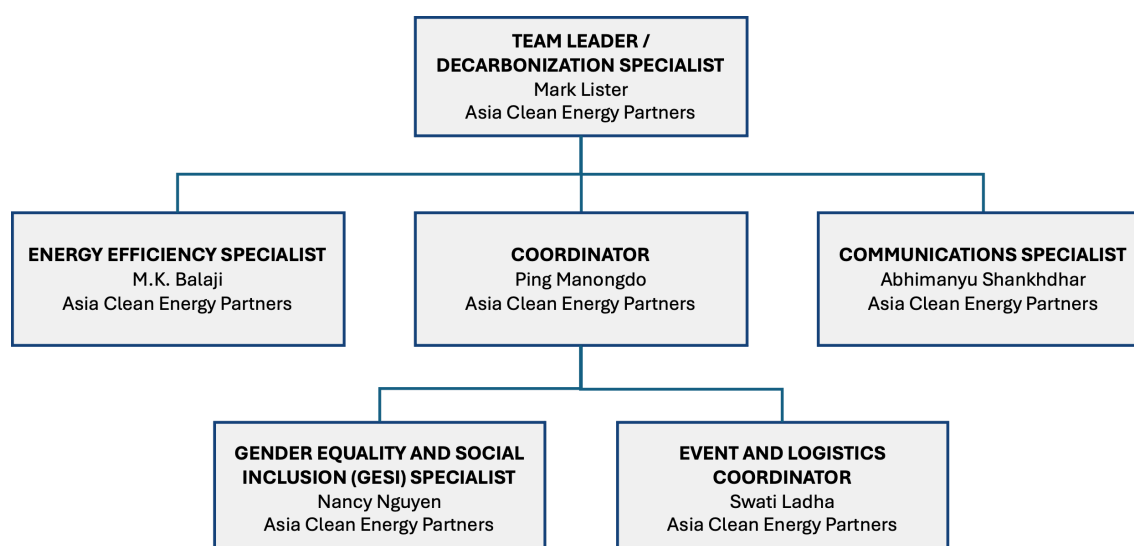
While the Team Leader will act as a principal point of liaison for overall project delivery, Communications Manager Abhimanyu Shankhdhar will act as internal operational manager to the team, ensuring that agreed procedures are followed and timelines are met.

ACE Partners brings a high-performing, regionally rooted team with decades of experience:

- **Team Leader/Decarbonization Specialist: Mark Lister** (Overall technical leadership, relationship management, engagement) – Australia
- **Energy Efficiency Expert: MK Balaji** (strategy frameworks, stakeholder engagement) – Thailand



- **Communications Manager: Abhimanyu Shankdhar** (content, briefs, branding, outreach, document development) – India
- **Coordinator: Ping Manongdo** (relationship development, twin coordination) – Philippines
- **Event & Logistics Manager: Swati Ladha** (venue, logistics, agenda development, participant management) – Thailand
- **GESI Advisor: Nancy Nguyen** (inputs to knowledge product and event development) – Japan



We note that ETP has also retained a project lead for the Philippines on this project, **Joey D. Ocon**, who will be deployed to coordinate selected Philippines aspects of the required tasks.

## 8. Risks, Mitigations, and Assumptions

This section outlines key risks to successful project implementation and proposed strategies for managing them. Assumptions include continued engagement and timely guidance from ETP, as well as access to relevant stakeholders and information required to design and deliver the Project events effectively.

Risk	Mitigation Strategy
Senior officials and representatives unavailable	Early outreach, flexible scheduling, co-design
Poor diversity in discussions	GESI compliance, targeted invitations
Failure to secure adequate interest/representation from attendees	Use of the CDx promotion and distribution platform, avoid overlapping with regional calendar, integrate participation incentives, aggregation approaches through various organizations

Logistical hurdles	Early planning, tested vendors, hybrid options
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- Risk 1: Senior officials and representatives unavailable.** The participation of senior representatives is crucial to the success of the Project events. However, these individuals often face last-minute conflicts and demanding travel schedules, particularly in the fourth quarter of the year.
  - Mitigation:** To address this, we will initiate outreach early, offering multiple scheduling options and working with ETP to leverage existing relationships. Where appropriate, we will involve senior officials in shaping the agenda, increasing their ownership and likelihood of participation.
- Risk 2: Poor diversity in discussions.** There is a risk that Project events may not adequately reflect gender and regional diversity, which could undermine the credibility and inclusiveness of the dialogue.
  - Mitigation:** We will apply a clear GESI (Gender Equality and Social Inclusion) lens throughout the design process. This includes setting minimum diversity thresholds, identifying and inviting women leaders and underrepresented voices, and avoiding all-male panels through targeted outreach and vetting of proposed speakers.
- Risk 3: Failure to secure adequate interest/representation from attendees.** Given the number of energy-related conferences and events in Southeast Asia, ideal stakeholders may face overlapping commitments that affect attendance and engagement.
  - Mitigation:** We will coordinate closely with ETP to avoid known high-traffic dates and will time the Project events strategically in the calendar. We will use the CDx platform to contextualize the events and provide streamlined promotion and communication of engagements. We have dedicated resources to the effort required in framing benefits for the participants and encouraging their involvement. In addition, we will explore aggregation approaches through organizations that have such power including trade and business associations, technology and solution providers, financial institutions, and similar donor funded programs.
- Risk 4: Logistical hurdles.** Challenges such as venue availability, vendor reliability, or travel disruptions could affect the smooth execution of in-person events.
  - Mitigation:** We will confirm venues and service providers well in advance and maintain a roster of backup vendors. If needed, hybrid or fully virtual participation options will be designed to ensure continuity and accessibility for key participants, especially investment dialogue(s).

## 9. ETP Results-Based Monitoring Framework (RBMF)

The Results-Based Monitoring Framework (RBMF) is central to how ETP tracks performance, learns from implementation, and demonstrates value to stakeholders. It gives

us a clear and systematic way to measure progress and ensure that the Project is delivering meaningful results, both in what we produce and the impact we create.

The ACE Partners team will use the RBMF not just as a reporting tool, but as a core management guide to keep the project on track and focused on outcomes. We'll align our planning and execution to contribute to ETP's broader goals for regional knowledge sharing, policy innovation, and stakeholder coordination.

We will report on both **outputs** and **outcomes**:

- **Outputs:** We'll track the number of events held, policy briefs produced, participants engaged (with gender-disaggregated data), and other tangible deliverables.
- **Outcomes:** We'll look for and document early signs of learning, collaboration, and policy influence, such as activities of the new twinning partnerships formed, follow-up actions by governments or donors, or uptake of ideas by key institutions.

We will co-develop a tailored **indicator matrix** with ETP by September 2025 to ensure that we're aligned on what success looks like and how we measure it. This will tie directly into ETP's program-level indicators around capacity, financing, and policy change.

The ACE team will report regularly through **bi-monthly coordination calls**, sharing real-time updates on progress and emerging outcomes. We'll also respond promptly to any **ad hoc data or reporting needs** from ETP or its partners. Our job is to make sure ETP has what it needs to communicate success, troubleshoot challenges, and show results to funders and stakeholders.

## 10. Communications Plan

The communications strategy will support matchmaking and investment dialogues through structured, targeted, and stakeholder-specific engagement. It will focus on enabling informed participation, consistent messaging, and clear documentation of key insights. The communication plan outlined broadly below will follow a milestone – product – audience – channel – timeline driven approach, usually in that order. This will ensure clear accountability at ACE Partners' end and ease of monitoring and review at ETP's end.

### 10.1. Key Audiences

The communications approach will engage four core groups:

- **Primary Participants:** Industry stakeholders and associations, decarbonization advocacy groups, government representatives, regulatory agencies, technical services providers, private financial institutions, donor agencies, and think-tanks from Indonesia, Vietnam, and the Philippines
- **Technical and Financial Partners:** ADB, IFC, ASEAN Center for Energy, JICA, GIZ, UK PACT, Rockefeller Foundation, UNDP, IRENA, ICLEI, local energy think-tanks
- **Internal Stakeholders:** ETP communications team, program managers, and advisors
- **Secondary Stakeholders (Post-event):** Broader energy policy community engaged through curated, non-attributed insights

## 10.2. Communication Approach and Principles

The strategy will:

- Focus on clear, curated, and customized messaging suited to the stakeholders
- Prioritize participant engagement, matchmaking, and collaboration
- Limit public-facing outputs to the events, case studies, and the final synthesis report.
- Align all materials with ETP's visual identity and GEDSI commitments, and will be co-branded with CDx where feasible

## 10.3. Outreach and Communications Activities

Project Milestone	Communications Item	Audience	Format/ Channel	Quantity	Timeline
Inception report	Inception report (this report)	ETP internal team	PDF/E-mail	1	Jul 2025
Stakeholder mapping and engagement strategy	Stakeholder engagement strategy and approach document	ETP Internal team	PDF/E-mail	1	Sep 2025
Stakeholder invites	Introductory mailers to targeted stakeholders with decarbonization twinning information to capture their intent to participate (Yes or No). Followed by a detailed invitation to those who choose 'Yes' including concept note, agenda, RSVP button and consent forms)	Targeted stakeholders	HTML mailer/E-mail	1+ 1	Nov 2025
Matchmaking event (pre-event)	Event signage and banners	ETP internal team	Print ready PDFs/E-mail and print	1 x specified dimensions	Nov 2025
Matchmaking event (pre-event)	Speaker invites	Selected speakers/moderators	HTML mailer/E-mail	1	Nov 2025
Matchmaking event (post-event)	Social media post (min 100 words and two event	ETP's social media audience	PNGs and text/social	1x specified	Dec 2025



Project Milestone	Communications Item	Audience	Format/ Channel	Quantity	Timeline
	photos) for Facebook, Twitter, and LinkedIn		media channels	dimension s	
Matchmaking event (post-event)	Press release (English) min 500 with 2-3 photos	Media and general public interested in decarbonization in the VIP countries	Word doc/ETP website	1	Dec 2025
Matchmaking event (post-event)	Compendium report	ETP's internal team	PDF/E-mail	1	Dec 2025
Matchmaking event (post-event)	Image bank (20-25 high quality images from the event)	ETP's internal team	PNGs/Secure database link	1	Dec 2025
Strategy frameworks and twinning exchanges	Twinning exchange strategy frameworks (5-7 pages)	ETP's internal team + Twins	PDFs/E-mail	7	Mar 2026
Strategy frameworks and twinning exchanges	Website article (750 words with min 3 photos)	ETP's website users	Word doc/ETP website	1	Mar 2026
Case studies	Decarbonization twinning exchange case studies	ETP's internal team/website users	PDFs/E-mail/ ETP website	7	June 2026
Investment dialogue(s)	Participant invites	Twinning exchange participants	HTML mailers/E-mail	1	Jun 2026
Investment dialogue(s)	Event branding material	ETP internal team	Print ready PDFs/E-mail and print	1	Jun 2026
Investment dialogue(s)	Social media posts (min 100 words and two event photos) for Facebook, Twitter, and LinkedIn	ETP's social media audience	PNGs and text/social media platforms	3	Jun 2026
Investment dialogue(s)	Press release (English) min 500 words with 2-3 photos	Media and public interested in decarbonization in the VIP countries	Word doc/ETP website	1	Jun 2026
Investment dialogue(s)	Image bank	ETP's internal team	PNGs/secure database link	1	Jun 2026

Project Milestone	Communications Item	Audience	Format/ Channel	Quantity	Timeline
Project summary article	Website article (750 words with min 3 photos)	ETP's website users	Word doc/ETP website	1	Jul 2026
Project wrap up presentation	15-20 min recorded presentation with slide deck summarizing the project	ETP's website users	Video and slides/ETP website	1	Jul 2026
Synthesis report	25–30-page final project report capturing summary, highlights, key takeaways and expected outcomes	ETP internal team	PDF/E-mail	1	Jul 2026

All outputs will be submitted for ETP's internal review before any external circulation or publication.