



KEMENTERIAN KEUANGAN REPUBLIK INDONESIA
DIREKTORAT JENDERAL PAJAK
TIM PENGADAAN JASA KONSULTANSI
OWNER'S AGENT-CHANGE MANAGEMENT
PEMBARUAN SISTEM INTI ADMINISTRASI PERPAJAKAN

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REQUEST FOR EXPRESSION OF INTEREST DOCUMENT

Number: DPPM-01/TIM-PCM-PSIAP/2020

Date: May 20, 2020

For Procurement of: *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*

Procurement Team: *Tim Pengadaan untuk Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement Team for Procurement of the Owner's Agent Consultancy Services – Change Management)*

2020

SECTION I

ANNOUNCEMENT

Number: PENG-01/TIM-PCM-PSIAP/2020

The Procurement Team having its official address at Kantor Pusat Direktorat Jenderal Pajak, Jl. Jenderal Gatot Subroto Kav.40-42, Sekretariat Tim Pengadaan Lt.22, Jakarta 12190, announced the qualification of Owner's Agent - Change Management Consultancy Services in accordance with the General Procurement Plan (RUP) Number RUP-2/MK.03/2019 dated March 12, 2019 for the Procurement of Consultancy Services in Owner's Agent - Change Management.

The Qualification Announcement is also published in the following websites:

1. Republic of Indonesia Ministry of Finance: <https://www.kemenkeu.go.id/publikasi/pengumuman/>
2. The Directorate General of Taxes: <https://www.pajak.go.id/pengumuman-page/>
3. Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah (LKPP): <http://lkpp.go.id/>
4. dgMarket Tenders Worldwide: <https://www.dgmarket.com/>

Based on Presidential Regulation of the Republic of Indonesia Number 40 of 2018 on Modernization of the Tax Administration System, the Directorate General of Taxes (DGT) initiated implementation of a new core tax administration system named the Modernization of Core Tax Administration System (CTAS) project. The DGT embarked on the development of the CTAS using Commercial Off-the-Shelf (COTS) solutions due to the aging and incompatibility of the current legacy system to support the growing needs of the tax administration. Thus, the success of the CTAS project is very important to the DGT.

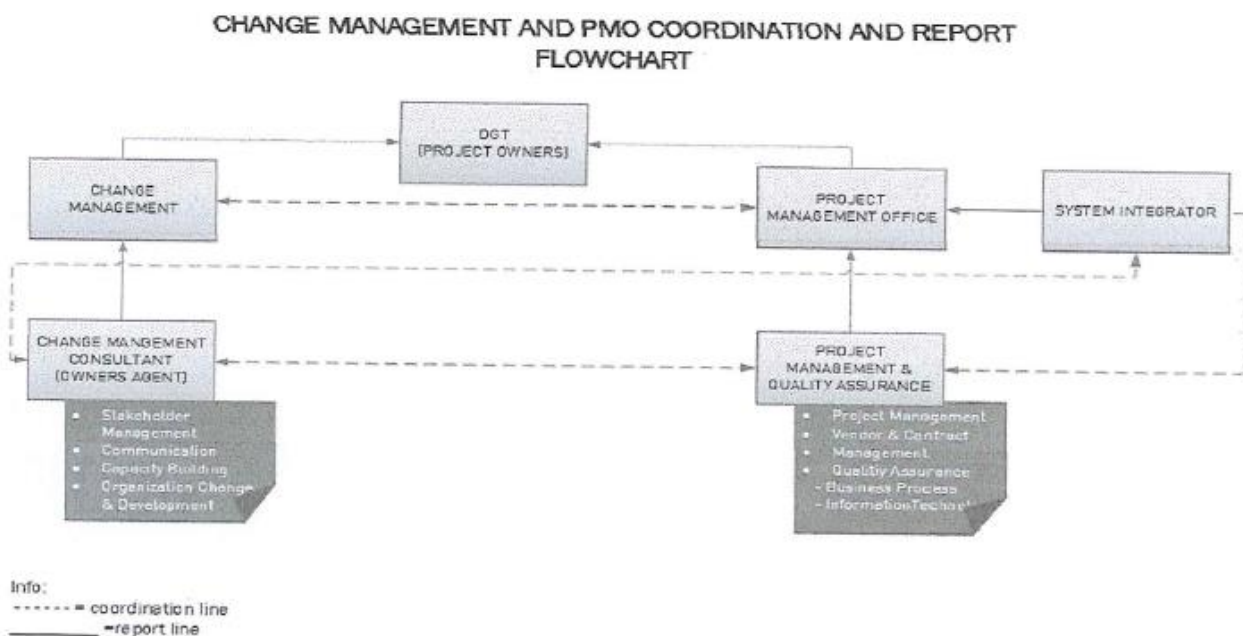
The CTAS project is a complex, multiyear, international scale, and multivendor undertaking. It is a wide-scale IT project since the new system will replace the entire legacy system of the DGT's current tax administration system, which requires supporting functions in the form of change management functions that are able to effectively manage large-scale changes.

It is deemed necessary to provide the consulting services of Owner's Agent - Change Management (OA-CM) in order to carry out the change management that is structured, comprehensive, and effective in the framework of the successful implementation of the Core Tax Administration System (CTAS). OA-CM Consultancy Services are expected to provide support to the Change Management Team through:

- 1) preparation of a change plan based on a generally accepted and internationally accepted change management framework, which contains steps and sequences of activities that must be carried out to ensure that the changes run smoothly;
- 2) support the implementation of the change plan, including training, supervision and evaluation; and
- 3) capacity building to improve the capability of the Change Management Team.

OA-CM Consultancy Services will support the Change Management Team from the development phase until the implementation of the CTAS, with the scope of at least including but not limited to: capacity building of the Change Management Team, change management strategy and plan, change impact analysis, stakeholder management and leadership engagement, internal and external communication, change network and readiness, organizational alignment, training strategy and management, monitoring and evaluation.

In providing services to support DGT through the Change Management Unit, the Consultant, under the coordination of the PMO, will work very closely with the CTAS Contractor and PMQA Consultant. Upon request, these Consultants and Contractors must exchange information and share reports, deliverables, and any other outputs related the development and deployment of the core tax administration system to ensure proper coordination and successful completion of the Project. The diagram shows coordination and communication flows among parties during the Project.



The estimated service value is IDR 23,414,952,000.00 which is funded by *DIPA Satuan Kerja Kantor Pusat Direktorat Jendral Pajak*, Budget Years 2020 – 2023. This procurement was announced in procurement general plan (*RUP*) for Owner's Agent

Consultancy Services – Change Management (*Pengumuman Rencana Umum Pengadaan Jasa Konsultansi Owner's Agent – Change Management*) Number PENG-137/PJ.01/2019 dated April 2, 2019.

The procurement of the Owner's Agent Consultancy Services – Change Management will be implemented under the following legal framework:

1. Presidential Regulation Number 40 of 2018 regarding the Modernization of the Core Tax Administration System;
2. Minister of Finance Decree Number 109/PMK.03/2018 regarding the Procurement of Goods and/or Services for the Modernization of the Core Tax Administration System; and
3. Minister of Finance Decree Number 121/PMK.03/2019 regarding the Procurement of Consultancy Service for the Modernization of the Core Tax Administration System; and
4. Minister of Finance Decree Number 497/KM.3/2019 regarding the Procurement and Contract Documents Standard regarding the Procurement of Consultancy Service for the Modernization of the Core Tax Administration System.

The procurement to select the Owner Agent will include a Qualification process, followed by a selection process. The winner will be selected through a competitive selection process from a pool of applicants that meet the criteria set forth in this Request for Expression of Interest Document (REOID) number DPPM-01/TIM-PCM-PSIAP/2020.

Through this Qualification, Ministry of Finance invites interested parties to submit an Expression of Interest and Qualification Document in accordance with the Qualification Criteria set forth in the REOID. The Qualification Criteria are comprised of eligibility, history of contract execution, financial ability, and experience aspects. These Qualification Criteria are designed to enable the Ministry of Finance to select qualified Participants who can demonstrate a proven track record and have the ability to perform the Change Management functions regarding the Modernization of the CTAS project. Only Participants who pass the qualification will be invited to participate in the Selection process.

Since the implementation of OA-CM Consultant work is closely related to the Core Tax Administration Integrator System contractor, in the event that the tender for the procurement of the Integrator System contractor fails and/or delays, the Procurement Team can cancel and/or postpone the Selection process according to the Integrator System contractor procurement tender schedule.

All interested parties are required to register to join the Qualification process by sending an email to the following email address: pengadaan.oacm@pajak.go.id. The email should consist of the following required information: Company Name, Company Address, Contact Person Name, Email Address, and Contact Number.

Once the Procurement Team receives your registration request with the required information, they will send an acknowledgment email of your registration the following working day by email. With the submission and acknowledgment of your registration, any clarifications and amendments regarding the Qualification process will be sent to registered contact person and email address as well. Any correspondences between the Procurement Team and the Qualification Participants should only be sent to the above mentioned email address.

Date: May 20, 2020

Tim Pengadaan untuk Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement Team for Procurement of the Owner's Agent Consultancy Services – Change Management)

SECTION II

INSTRUCTIONS TO QUALIFICATION PARTICIPANTS (ITQP)

A. General Provisions

This Instruction to Qualification Participants (ITQP) is formulated based on the Presidential Regulation Number 40 of 2018 on the Modernization of Tax Administration System and its implementation regulations, consisting of instructions and/or information that are required by Qualification Participants to prepare the Expression of Interest and Qualification Document.

1. Definitions

- 1.1. The Instruction to Qualification Participants, hereinafter is shortened as ITQP is the instruction to the Qualification Participant Candidates containing all information required to prepare the Expression of Interest and Qualification Document.
- 1.2. Qualification Data Sheet, hereinafter is shortened as QDS, is an inseparable part of ITQP used to supplement the explanation on the process of expression of interest and qualification document submission, without replacing the stipulation in ITQP.
- 1.3. Tax Administration System is a system which assists the execution of procedures and governance of tax administration in accordance with the rules and regulations.
- 1.4. Consultancy Service Agency is a professional service provider in the form of a legal entity requiring certain skills in various sciences involving reasoning.
- 1.5. Procurement of Consultancy Service Agency for the Modernization of Tax Administration System, hereinafter is called Procurement of Consultancy Service Agency, is a procurement activity of Consultancy Service Agency related to the Modernization of Tax Administration System by Directorate General of Taxes whose process started from the identification of needs up to the handover of work results.
- 1.6. The Business Entity is an entity legally established and resided inside or outside the territory of the Republic of Indonesia.
- 1.7. Budget User (*Pengguna Anggaran*), hereinafter is called PA, is the officer with the authority of using a budget.
- 1.8. Proxy of Budget User (*Kuasa Pengguna Anggaran*), hereinafter is called KPA, is an officer receiving an authority from PA to carry out part of the authority and responsibility of using a budget.

- 1.9. Commitment Making Officer (Pejabat Pembuat Komitmen), hereinafter is called PPK is an officer receiving authority from PA/KPA to make decisions and/or perform actions which can result in the utilization of budget expenditures.
- 1.10. Procurement Team is Procurement Team or Procurement Agent formulated/appointed by the Minister as the PA to conduct the process of selecting goods and/or service provider which falls into the scope of the Presidential Regulation Number No. 40 of 2018 on Modernization of Tax Administration System.
- 1.11. Procurement Team is a team appointed by the Minister as the PA to conduct the selection of goods and/or services Provider falling under the scope of the Presidential Regulation No. 40 of 2018 on Modernization of Tax Administration System.
- 1.12. Procurement Agent means an entity appointed by the Minister as the PA to conduct the selection of goods and/or services Provider falling under the scope of the Presidential Regulation No. 40 of 2018 on Modernization of Tax Administration System.
- 1.13. Qualification Participant Candidates are private companies, state-owned enterprises, or joint ventures or joint operations of aforementioned entities registering for expression of interest and qualification document submissions.
- 1.14. Qualification Participants are Business Entities submitting expression of interest and Qualification Document.
- 1.15. Authorized Representative means the representative of a Qualification Participant who has the authority to sign documents on behalf of the Qualification Participant proven by the company's deed or other similar documents or a written power of attorney.
- 1.16. *Joint Venture*, hereinafter is called JV, is two or more Business Entities which are together through an agreement conducts several commercial businesses by establishing a new company.
- 1.17. *Joint Operation*, hereinafter is called JO, means two or more Business Entities performing an operational cooperation to finish a project.
- 1.18. Provider is a Business Entity conducting business, either alone or in together, through an agreement providing a contract-based Consultancy Service Agency's services.

- 1.19. Sub-consultant is an entity receiving sub-contract from the Provider subcontracting parts of the Service which are not the main Service, without releasing the Provider from responsibility of executing the Contract.
- 1.20. Affiliate(s) means individual or entity who directly or indirectly controls, is controlled, or has joint control with the Qualification Participant.
- 1.21. Service means services provided by the Provider based on the Contract.
- 1.22. A Contract is a legally-binding written agreement between PA/KPA/PPK and a Provider.
- 1.23. Service's Technical Specification/Terms of Reference, hereinafter is called Technical Specification/TOR, is a document which at least contains the main activity descriptions to be performed, duration of goods and/or service delivery, technical specifications of goods and/or services, estimation of work cost including payable taxes.
- 1.24. Provider Selection Document is a document assigned by the Procurement Team containing information and stipulations applicable to the parties in the selection of Provider, prepared in accordance with Standard Procurement Document.
- 1.25. Request of Expression of Interest Document., hereinafter is called REOID, is a document established by the Procurement Team based on the Standard Procurement Document, used at announcement to evaluation stages of Qualification Document and determination of Shortlist.
- 1.26. Qualification Document is a document submitted by a Qualification Participant to the Procurement Team based on REOID to satisfy the qualification requirement in determination of Shortlist within the quality based selection method or document submitted by Selected Potential Provider to the Procurement Team to satisfy the qualification requirement in the single source selection method.
- 1.27. Selection Document is a document prepared by the Procurement Team based on Standard Procurement Document, used in the invitation and submission stages of Selection Document up to award announcement.
- 1.28. Day is the calendar day except stated otherwise.
- 1.29. Government is the Government of the Republic of Indonesia.
- 1.30. Applicable Regulation is the Presidential Regulation No. 40 of 2018 on Modernization of Tax Administration System and its implementation regulations.
- 1.31. Applicable Law is the law of the Republic of Indonesia.

- 1.32. Shortlist is a list of Qualification Participants ranked 1 to 8 declared to have passed expression of interest and qualification document submission stages.

2. Scope of Expression of Interest and Qualification Document Submission

- 2.1. In relation with the announcement Number PENG-01/TIM-PCM-PSIAP/2020 dated May 20, 2020, the interested parties should submit the Qualification Document in accordance with the REOID.
- 2.2. Name of the procurement package as stated in **QDS**.
- 2.3. A brief description on the Services as stated in **QDS**.
- 2.4. Name and address of Procurement Team as stated in **QDS**.

3. Funding Source

- 3.1. The procurement is funded by a funding source as stated on **QDS**.

4. Corruption, Collusion, and Nepotism Practices

- 4.1. DGT requires compliance with the Government's Applicable Law in regard of corruption, collusion and nepotism practices as set forth in Section VII.
- 4.2. In further pursuant of this policy, the Qualification Participant (or the Provider in case awarded the Contract):
 - a. shall permit DGT, and other parties DGT provides authority to, to inspect all accounts, records, and other documents related to the submission of the Qualification Document; and
 - b. requires their agents, Sub-consultant, service provider, or supplier to permit DGT or other parties DGT provides authority to, to inspect all accounts, records, and other documents related with the submission of the Qualification Document.

5. Qualification Participant Satisfying the Eligibility Requirements

- 5.1. Qualification Participant shall satisfy the eligibility criteria as stated on Clause 6.1 of ITQP.
- 5.2. Qualification Participant can be private company/business entity or state-owned enterprises as stipulated by Clause 5.15 of ITQP, or combination of those entities in the form of JV/JO formed based an applicable agreement. In the case of a Qualification Participant is a JV/JO, all members should have joint responsibility on the execution of the entire Contract in accordance with the stipulations of the Contract. JV/JO shall appoint an

authorized representative with an authority to conduct all business activities for and on behalf of all members of the JV/JO in the qualification process, selection process (whence passing the stage of expression of interest and qualification document submission), and during the execution of the Contract (when awarded as a Provider). Except, when it is stated on the **QDS**, there is no limitation on the number of members in a JV/JO.

- 5.3. A JV/JO joining the process as a Qualification Participant shall not be permitted to change the JV/JO Agreement since the expression of interest and Qualification Document submission to Contract signing stages.
- 5.4. Qualification Participants in the form of JV/JO shall not be allowed to change its JV/JO membership composition until Contract ends when awarded the Contract.
- 5.5. Provider in the form of JV/JO shall be allowed to change its right distribution, obligation, and responsibility in the JV/JO agreement after Contract has been signed with, first of all, getting a written approval from PPK and joint agreement from the members of JV/JO.
- 5.6. Qualification Participants declared to have passed the expression of interest and qualification document submission stage shall only be allowed to enter 1 (one) proposal for 1 (one) procurement package.
- 5.7. A company/business entity and its affiliation(s), directly or indirectly under its control, controlled by, or under the same control of the company/business entity) could join the expression of interest and qualification document submission process individually, as a JV/JO, or as a Sub-consultant in its affiliation(s) for the same Contract.
- 5.8. In the case of the company/enterprise and its affiliation(s) is declared to have passed expression of interest and qualification document submission, only one among the companies/business entity and their affiliations shall be allowed to submit proposal. All submitted documents which violate the procedure shall be rejected, dropped from the process of expression of interest and qualification document submission, or cancelled from its status of passing the expression of interest and qualification document submission.
- 5.9. The Qualification Participant can come from any country, in accordance with the limitation set by Clause 6.1 of ITQP. Qualification Participant can be considered to have come from a certain country when it is:
 - a. established;
 - b. formed; or

c. registered, and operated

based on legal stipulations in such country and it is proven with the deed of association (or equivalent document with the company/business entity's deed of association or the articles of association of the company/enterprise) as well as its registration documents. The criteria are also applicable for agent, Sub-consultant, service provider, and/or their employees proposed to be parts in the Service Contract.

5.10. Qualification Participant shall not have any conflict of interest. Qualification Participant is considered to have a conflict of interest when a company/business entity and/or its affiliation(s) participate as consultant(s) in the preparation, design, and/or formulation of technical specification, or to have been employed or proposed to be employed as Provider in relation with Contract to implement the Modernization of Tax Administration System.

5.11. Qualification Participant shall be considered to have conflict of interest when they have family relationship or it has business relationship with any staff of DGT and the Ministry of Finance (including the Civil Servants (ASN) and non-Civil Servant (non-ASN)) who are directly or indirectly involved in any part of:

- a. preparation of the Technical Specification/Terms of Reference for the Service;
- b. selection process; or
- c. supervision of Contract.

The Qualification Participant having or considered to have conflict of interest shall be forbidden from being awarded a Contract for this Service.

5.12. What is meant as family relationship is biological or in-laws within a straight hereditary line and/or one degree to the side.

5.13. Company/business entity listed on a blacklist and/or sanctioned by the Government shall be forbidden to participate in the expression of interest and qualification document submission process.

5.14. A list containing names of companies/business entities entered into a blacklist could be viewed electronically at the website listed on **QDS**.

5.15. Commercially State-owned Enterprises shall be eligible to join the expression of interest and Qualification Document submission process.

5.16. When requested by the Procurement Team, the Qualification Participant shall provide documents proofing their eligibility.

6. Eligibility

- 6.1. A company/business entity of a country could be considered to be ineligible when they are listed on Section IV and/or based on applicable rules and regulations, the Government sanctions trade relationships with such countries.

B. Contents of REOID

7. Sections in REOID

- 7.1. REOID consists of 7 (seven) sections such as:
- a. Section I – Announcement
 - b. Section II – Instructions to the Qualification Participants (ITQP)
 - c. Section III – Qualification Data Sheet (QDS)
 - d. Section IV – Criteria and Requirements
 - e. Section V – Expression of Interest Letter and Qualification Form
 - f. Section VI – Countries Eligible to Participate
 - g. Section VII – Practices of Corruption, Collusion, and Nepotism (KKN)
- 7.2. Unless received directly from the Procurement Team, the Procurement Team shall not be held responsible for the completeness of the document, responses to clarification requests, official report of clarification meetings for expression of interest and qualification document submission (if any) in accordance with Clause 8 of ITQP, or addendum on REOID in accordance with Clause 9 of ITQP. When differences are found, the applicable document shall be one directly provided by the Procurement Team.
- 7.3. The Qualification Participant shall be required to review all parts of REOID and its addendum (if any) and submit Qualification Document which has been attached with the entire documents or information requested as stipulated in the REOID and its addendum (if any). Negligence from the Qualification Participant causing the Qualification Document to not be able to satisfy the requirements set in the REOID shall in its entirety be the risk of the Qualification Participant.

8. REOID Clarification and Explanation

- 8.1. Qualification Participant Candidate requiring clarification for REOID could contact the Procurement Team in writing through the address of the Procurement Team as stated in the **QDS**. The Procurement Team shall

respond in writing all requests of clarification with the condition that the request is received not more than the number of days stated on the **QDS**.

- 8.2. The Procurement Team informs their response to all Qualification Participant Candidates within the time frame state on the **QDS**. In the case that the Procurement Team considers REOID requires revisions due to clarification, the Procurement Team shall perform revision to REOID following the procedures stated on Clauses 9 and 18.4 of ITQP.
- 8.3. Qualification Participant Candidate shall be invited to attend clarification meeting with their own costs as stated on the **QDS**. During the event, the Qualification Participant Candidate could request clarification on the qualification requirements, qualification criteria, or other aspects related with REOID.
- 8.4. Qualification Participant Candidate's inability to attend qualification clarification meeting shall not cause dismissal for the Qualification Participant Candidate.
- 8.5. Clarification official report complete with lists of questions and responses (without identifying the sources) are available for all Qualification Participant Candidates within 7 (seven) Days before the submission deadline of Qualification Document.
- 8.6. In the case that clarification meeting contains new matters/stipulations or revisions which require deliberation, the Procurement Team writes them down in the addendum of ITQP before the submission deadline of the Qualification Document in accordance with Clause 9 of ITQP.
- 8.7. In the case that new stipulations or their revisions have not been included in the addendum of REOID, the new stipulations or revisions shall be considered to not have existed and the applicable stipulations are those in the original REOID.

9. Changes of REOID

- 9.1. The Procurement Team could create addendum of REOID at any time before the submission deadline of the Qualification Document.
- 9.2. Any addendum released shall become a part of the REOID.
- 9.3. The Procurement Team shall inform the REOID addendum to all Qualification Participant Candidates within 3 (three) Days before the submission deadline of Qualification Document. In the case that the Procurement Team shall inform REOID addendum within less than 3 (three) Days before the submission deadline of Qualification Document, the

Procurement Team shall be obligated to extend the submission deadline of the Qualification Document to at least 3 (three) Days counted from the original submission deadline of the Qualification Document.

- 9.4. In the case that REOID addendum causes the requirement to add more Qualification Document preparation time, the Procurement Team shall extend the submission deadline of the Qualification Document as stipulated on Clause 18.4 of ITQP.

C. Preparation of Qualification Document

10. Cost

- 10.1. Qualification Participant shall bear all costs related with the preparation and submission of Qualification Document.
- 10.2. Procurement Team shall not be held responsible for any loss sustained by the Qualification Participant.

11. Language used

- 11.1. The Qualification Document and all correspondences between the Qualification Participants and the Procurement Team use Bahasa or English accompanied by a version in Bahasa.
- 11.2. In the case of discrepancy in information between the English and Bahasa Qualification Document and/or correspondence, the information in the English Qualification Document and/or correspondence shall prevail.
- 11.3. Supporting document related with the Qualification Document shall be allowed to be submitted in other language, with the following requirements:
- a. accurate translation shall be provided in English or Bahasa used to submit the Qualification Document;
 - b. for the purpose of interpretation of such document, parts of the translation used as references; and
 - c. in the case of supporting document is not accompanied with translation as stated in point a above, the supporting document shall not be considered to have been submitted.

12. Document Becoming Part of the Qualification Document

- 12.1. Submitted Qualification Document shall consist of:
- a. Expression of Interest Letter, as stated on Clause 13 of ITQP;
 - b. Qualification Document, consisting of:

- i. eligibility document as a proof proving the Qualification Participant's eligibility as stated on Clause 14 of ITQP;
 - ii. qualification form which is the proof of document indicating the qualification of the Qualification Participant as stated on Clause 15 of ITQP; and
 - iii. other documents required as stated on **QDS**.
- 12.2. The Qualification Participant shall provide information on commission, gratification, and/or costs paid to or will be paid to agents or other parties related to the submission of expression of interest and qualification document.

13. Expression of Interest Letter

- 13.1. Qualification Participant submits an Expression of Interest Letter in the format determined in Section V.
- 13.2. Qualification Participant shall only be allowed to submit one Expression of Interest Letter (one Expression of Interest Letter in their own name or as a JV/JO). When a Qualification Participant including members of JV/JO submits more than one Expression of Interest Letter (in their own name or as a member of JV/JO), the Qualification Participant shall be disqualified. However, the case above shall not prevent a Sub-consultant or employee of a Qualification Participant to join as Personnel in more than one Expression of Interest Letter if allowed in **QDS**.
- 13.3. In the case that the Qualification Participant is a JV/JO, the Expression of Interest Letter shall be signed by Authorized Representatives of the JV/JO which shall sign on behalf of the JV/JO and legally bind all members of the JV/JO proven through a letter of attorney signed by the members of JV/JO.

14. Qualification Document - Eligibility Document

- 14.1. To show eligibility as a Qualification Participant as regulated in Clause 5 of ITQP, the Qualification Participant shall be required to fill in eligibility declaration in an Expression of Interest Letter, ELI 1.1 form, and 1.2 form, as stated on Section V.

15. Qualification Document – Qualification Form

- 15.1. To show that a Qualification Participant is capable of executing the Contract in accordance with Section V, the Qualification Participant shall provide requested information as stated on Section V.
- 15.2. In the case that Section V requires the Qualification Participant to declare the cash nominal, the Qualification Participant shall state the value equivalent to IDR as regulated in **QDS**. The Procurement Team shall be able to revise mistakes in exchange rate in the submitted document.

16. Document Signing and Number of Duplicates

- 16.1. The Qualification Document shall be submitted in accordance with **QDS**.

D. Submission of Qualification Document

17. Envelope and Information of Qualification Document

- 17.1. The Qualification Participant shall place the Qualification Document in accordance with the rules and procedures in **QDS**.
- 17.2. The Procurement Team shall not be responsible for and shall not process envelope which does not abide by the Clause 17.1 of ITQP.
- 17.3. In the case that the Qualification Participant possesses options to submit Qualification Document electronically, the submission shall follow the regulation on Clause 18.1 of ITQP.

18. Submission Deadline of Qualification Document

- 18.1. The Qualification Participant shall submit the Qualification Document to the Procurement Team at the determined address directly, with registered post, expedition agent, or through courier service attaching proof of sending. The Qualification Document shall reach the Procurement Team before the deadline set on the **QDS**. If stated on the **QDS**, the Qualification Participant shall have options to submit the Qualification Document electronically.
- 18.2. Any Qualification Document submitted after the deadline as stated on Clause 18.1 of ITQP shall be rejected.
- 18.3. For direct submission of Qualification Document, the Procurement Team shall produce receipt.
- 18.4. In the case that there are revisions for REOID as stated on Clause 9.4 of ITQP, the Procurement Team shall extend the submission deadline of

Qualification Document. Rights and obligations of the Procurement Team and Qualification Participant follow the extended deadline.

- 18.5. In the case that there is no Qualification Participants or there is only 1 (one) Qualification Participant submitting Qualification Document until the expiration of the deadline to submit Qualification Document as stated on Clause 18.1 of ITQP, the Procurement Team shall extend the submission deadline of Qualification Document.
- 18.6. In the case of an event that after an extension for the submission of Qualification Document as stated on Clause 18.5 of ITQP there is only 1 (one) Qualification Participant submitting Qualification Document, the Procurement Team continues to the evaluation of Qualification Document stage.

E. Qualification Document Evaluation Procedure

19. Opening of Qualification Document

- 19.1. The Qualification Document shall open all Qualification Document on the date, time, and place stated on the **QDS**.
- 19.2. Qualification Document submitted electronically (if allowed in accordance with ITQP 18.1) shall be opened with the procedure stated on **QDS**.
- 19.3. Interest and Qualification Document submission shall not be considered as a competitive event so that missing data is still allowed to be added as stated on Clause 22 of ITQP.

20. Confidentiality

- 20.1. Evaluation of Qualification Document is confidential up to the time for announcing the evaluation result of Qualification Document as stated on Clause 27 of ITQP.

21. Clarification

- 21.1. The Procurement Team shall require Qualification Participant to provide clarification in writing on the Qualification Document with a deadline set by the Procurement Team for such clarification.
- 21.2. In the event that Qualification Participant fails to provide answers to clarification questions until the deadline set by Clause 21.1 of ITQP, Procurement Team shall conduct evaluation on the Qualification Document based on available information.

22. Request for Data Completeness

- 22.1. The Procurement Team shall reserve the right to request required data completeness from the Qualification Participant in writing.
- 22.2. Qualification Participant shall complete the data within, at most, 7 (seven) calendar days after the Procurement Team submits a request for data completeness.
- 22.3. In the event that a Qualification Participant fails to submit requested data completeness, the Procurement Team shall perform evaluation of Qualification Document based on available data.

23. Sub-consultant(s)

- 23.1. Qualification Participant declared to have passed the interest and Qualification Document submission shall not be allowed to engage in sub-contracting activities for the entire Service.

24. Evaluation of Qualification Document

- 24.1. The Procurement Team shall perform evaluation including qualification substantiation on Qualification Document submitted by Qualification Participants after the expiration of submission of Qualification Document.
- 24.2. The Procurement Team utilizes criteria and requirements set in Section IV to perform evaluation on the Qualification Document.
- 24.3. Evaluation of Qualification Document shall be performed using a weighing system with threshold stated on REOID.

25. Rights of Procurement Team

- 25.1. The Procurement Team reserves the right to accept or deny any Qualification Document, stop the process of interest and Qualification Document submission, declare an interest and Qualification to be fail, and reject the entire Qualification Document, as well as inviting Qualification Participants declared to have passed the stage of interest and Qualification Document submission stage to deliver a proposal, without incurring any obligations on the Qualification Participants.

26. Determination of Shortlist

- 26.1. The Procurement Team includes at least 1 (one) participants and at most 8 (eight) participants passing the evaluation of Qualification Document into a

Shortlist based on the scoring of the evaluation results of Qualification Documents.

- 26.2. Qualification Documents which are unable to satisfy the requirements as stated on Section IV shall not be evaluated further and shall not be provided with invitations to delivery Bidding Proposals.
- 26.3. In the event that all Qualification Participants fail the evaluation of Qualification Document, the Procurement Team shall declare the selection to have failed.

27. Announcement Evaluation Results of Qualification Documents

- 27.1. The results of Qualification Document evaluations shall be announced and informed to each Qualification Participant.
- 27.2. The evaluation results of the Qualification Documents as stated on Clause 27.1 of ITQP shall at least contain:
 - a. name of procurement package;
 - b. names and addresses of Qualification Participants declared to have passed and their rankings;
 - c. names and addresses of Qualification Participants declared to have failed and the reasons; and
 - d. names of Qualification Participants included in the Shortlist.

28. Objection Period

- 28.1. Qualification Participants submitting Qualification Documents shall be allowed to submit objections in writing on the results of evaluation of Qualification Documents within 10 (ten) Days after the results of evaluation of Qualification Document has been announcement.
- 28.2. Objections as stated on Clause 28.1 of ITQP could be submitted independently or together with other Qualification Participants, regarding:
 - a. deviations from stipulations and procedures stated on REOID;
 - b. certain manipulations hindering the realization of healthy business competition;
 - c. abuse of power by the Procurement Team; and/or
 - d. errors in performing evaluation.
- 28.3. Objections as stated on Clause 28.1 of ITQP shall be submitted to the Procurement Team attached with supporting evidences with carbon copies to PA/KPA and PPK.

- 28.4. The Procurement Team shall provide written answers on all objections, with carbon copies to PA/KPA and PPK within 7 (seven) Days after the deadline of objection submission.
- 28.5. In the event of the objections as stated on Clause 28.2 of ITQP letters a, b, and/or d are accepted, the Procurement Team shall declare the selection to have failed.
- 28.6. In the event of the objections as stated on Clause 28.2 of ITQP letter b involving the Procurement Team are accepted, PA shall declare the selection to have failed.
- 28.7. In the event of the objections as stated on Clause 28.2 of ITQP letter c is accepted, PA shall declare the selection to have failed.
- 28.8. In the event of the objections as stated on Clause 28.2 of ITQP letters a, b, and/or c. are accepted, re-selection shall be started.
- 28.9. The commencement of re-selection as stated on Clause 28.8 of ITSP shall apply the following stipulations:
 - a. performed by the same Procurement Team in the event that objections as stated on Clause 28.2 of ITQP letter a are accepted;
 - b. performed by the same Procurement Team in the case of:
 - 1. the objections as stated on Clause 28.2 of ITQP letter b are without involvement of the Procurement Team and letter a is accepted; or
 - 2. only objections as stated on Clause 28.2 of ITQP letter b without involvement of the Procurement Team are accepted;
 - c. performed by a new Procurement Team in the event that at least the objections as stated on Clause 28.2 of ITQP letter b involving the Procurement Team are accepted; or
 - d. performed by a new Procurement Team in the event that at least the objections as stated on Clause 28.2 of ITQP letter c are accepted.
- 28.10. In the event that only objections as stated on Clause 28.2 of ITQP letter d are accepted, the same Procurement Team performs re-evaluation of Proposal.
- 28.11. In the event of objections, as stated on Clause 28.1 of ITQP are not accepted, the Procurement Team continues the selection process.

29. Selection Process

- 29.1. Procurement Team shall deliver invitation for proposal attached with Selection Document and contract design to the Qualification Participants included in the Selection Document after the expiration of objection period.

30. Changes in Qualification Participants

- 30.1. Any changes in the arrangement or formation of Qualification Participants after any Qualification Participants have been included in the Shortlist as stated on Clause 29 of ITQP shall not be allowed.

SECTION III
QUALIFICATION DATA SHEET (QDS)

| ITQP Clausal References | Item |
|------------------------------|---|
| A. General Provisions | |
| 2.2 | Name of procurement package: <i>Pengadaan Jasa Konsultansi Owner's Agent – Change Management</i> (Procurement of the Owner's Agent Consultancy Services – Change Management) |
| 2.3 | Brief description on Services: The OA-CM consultant will provide support for the Change Management Team through: <ul style="list-style-type: none"> a. preparation of a change plan based on a generally accepted and internationally accepted change management framework, which contains steps and sequences of activities that must be carried out to ensure that the changes run smoothly; b. support the implementation of the change plan, including training, supervision and evaluation; and c. capacity building to improve the capability of the Change Management Team. |
| 2.4 | Name and address of Procurement Team: Name: <i>Tim Pengadaan untuk Pengadaan Jasa Konsultansi Owner's Agent – Change Management</i> (Procurement Team for Procurement of the Owner's Agent Consultancy Services – Change Management) Address: Kantor Pusat Direktorat Jenderal Pajak, Jl. Jenderal Gatot Subroto Kav.40-42, Sekretariat Tim Pengadaan Lt.22, Jakarta 12190, Telepon: (021) 5251609 / 52970764 ext:52243, 52244, Faksimile: (021) 52970765, Email: pengadaan.oacm@pajak.go.id |
| 3.1 | The Procurement is funded from: DIPA/DPA <u>Satuan Kerja Kantor Pusat Direktorat Jenderal Pajak</u> Budget Year <u>2020 - 2023</u> |
| 5.2 | Maximum numbers of members in a JV/JO: unlimited |
| 5.14 | List of blacklisted companies are listed on the following pages: http://inaproc.id/daftar-hitam ; and www.worldbank.org/debarr |
| B. Contents of IERD | |
| 8.1 | For the purpose of clarification , the address of the Procurement Team: For the Attention of: |

| | |
|---|--|
| | <p>Name: <i>Tim Pengadaan untuk Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement Team for Procurement of the Owner's Agent Consultancy Services – Change Management)</i></p> <p>Address: Kantor Pusat Direktorat Jenderal Pajak, Jl. Jenderal Gatot Subroto Kav.40-42, Sekretariat Tim Pengadaan Lt.22, Jakarta 12190, Telepon: (021) 5251609 / 52970764 ext:52243, 52244, Faksimile: (021) 52970765,</p> <p>Email: pengadaan.oacm@pajak.go.id</p> <p>Given the emerging COVID-19 pandemic and Government of Indonesia's guidance on social distancing, we will only receive and response the clarification request through the email address stated above.</p> <p>Clarification request is accepted at the latest 15 days before the submission deadline of Qualification Document.</p> |
| 8.2 | Responses to clarification requests shall be submitted at the latest 7 days since request of clarification has been accepted. |
| 8.3 | <p>The qualification explanation meeting will be held online with the following details:</p> <p>Date : May 29, 2020</p> <p>Time : 09.00 - 12.00 (GMT+7)</p> <p>Given the emerging COVID-19 pandemic and the Government of Indonesia's guidance on social distancing, we will be holding an online explanation meeting. The link to attend the online explanation meeting will be shared together with the acknowledgment email of your registration request.</p> |
| C. Preparation of Qualification Document | |
| 12.1. b. iii | <p>Together with the submitted Qualification Document, the Qualification Participant shall also provide additional documents such as:</p> <ul style="list-style-type: none">a. Copies of Deed of association (or other documents related and/or equivalent to the deed of association or articles of association), and/or the registration document of the legal entity stated above, in accordance with Clause 5.9 of ITQP; |

| | |
|-------------|---|
| | <p>b. In the case of intended of JV/JO, copy of letter of intent to establish JV/JO, in accordance with Clause 5.2 of ITQP;</p> <p>c. In the case of Qualification Participant is a state-owned enterprise in accordance with Clause 5.15 of ITQP, copies of the document indicating that it operates and abides by the applicable commercial rules and regulations;</p> <p>d. The organizational structure diagram, list the members of the board of directors, and the beneficial ownership requirements</p> <p>e. Copies of financial statements of the Qualification Participant, or all member if the Qualification Participant is a JV/JO, since 1 January 2015</p> <p>f. And other documents indicated in section IV, V, VI, VII</p> |
| 13.2 | Participation of Sub-consultant(s) or employees of the Qualification Participant to join as personnel in more than one bidding is not allowed. |
| 15.2 | <p>The source to determine the currency exchange value is:</p> <p>Bank of Indonesia Foreign Exchange Rate (https://www.bi.go.id/en/moneter/informasi-kurs/transaksi-bi/Default.aspx) with the following stipulations:</p> <p>a. <i>for earnings or annual financial data, the applicable exchange rate is the exchange rate at the last date of the related calendar year; and</i></p> <p>b. <i>for a single contract value, the applicable exchange rate is the exchange rate at the contract date.</i></p> |
| 16.1 | <p>The Qualification Document is submitted in the form of:</p> <p>a. One (1) original hardcopy;</p> <p>b. One (1) hardcopy duplicate; and</p> <p>c. One (1) scanned original document (will be submitted electronically).</p> <p>Please refer to Part III Qualification Data Sheet (QDS), in section 18.1 regarding the submission procedure and the deadline for submission.</p> <p>1. In the event that discrepancy is found:</p> <p>a. among the original hardcopy, the hardcopy duplicate, and the scanned original document, the original hardcopy document shall prevail.</p> <p>b. The scanned original document is expected to be submitted at once. In the event that the scanned</p> |

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| | <p>document will be sent many times, the latest version of submission (that will be received before the deadline) shall prevail.</p> <p>2. The Qualification Document shall be signed by a person(s) with signing authorities on behalf of the Qualification Participant and marked as “ASLI” (ORIGINAL), while duplicates are to be marked as “SALINAN” (DUPLICATE).</p> |
| D. Submission of Qualification Document | |
| 17.1 | <p>Delivery of Qualification Document</p> <p>The Qualification Participant shall submit the Qualification Document to the Procurement Team at the determined address directly via registered post, expedition agent, or through a courier service attaching proof of sending. The Qualification Document shall reach the Procurement Team in accordance with the defined deadline as stated in the following point. The Procurement Team shall not be responsible for and shall not process envelopes which do not abide by this.</p> |
| 18.1 | <p>Considering the emerging COVID-19 pandemic and the Indonesian Government's guidelines on social distancing, the deadline for submitting documents is as follows:</p> <p>Submission Deadline of the Scanned Original Document:</p> <p>Date : June 22, 2020</p> <p>Time : 12.00 WIB (GMT+7)</p> <p>Address : https://esubmission.oacm.pajak.go.id/</p> <p>Whereas the original hardcopy and the hardcopy duplicate documents must be received by the Procurement Team no later than June 29, 2020 with the address of Kantor Pusat Direktorat Jenderal Pajak Gedung Mari’e Muhammad lantai 22 Jalan Jenderal Gatot Subroto Kav. 40-42, Jakarta 12190.</p> <p>Consider to the COVID-19 pandemic, evaluation will be conducted by the Procurement Team on the scanned original document.</p> <p>The procedure for submission of the scanned original documents electronically is as follows:</p> |

A. Registration

1. Qualification Participant shall register to the Procurement Team's e-submission application on the specified website (<https://esubmission.oacm.pajak.go.id/>).
2. The registered contact person of the Qualification Participant must register to request access to the esubmission application.
3. Each Qualification Participant can only register for one company email address for this e-submission purpose.
4. The Procurement Team will then approve on the Qualification Participant's access request.
5. Once approved, the Qualification Participant will receive notification through the Qualification Participant's registered email address for validation purposes.

B. Submission

1. Once the validation process is complete, the Qualification Participant can submit the Qualification Document. The uploaded document's timestamp shall use the application's date/timestamp.
2. The Qualification document should be uploaded in a single file in .zip format.
3. The Qualification Document should be submitted in a sufficiently secure non-editable format, i.e. a PDF file, except for Expression of Interest Letter and Qualification Forms (in Section V of Qualification Document), which shall be submitted in PDF accompanied with its editable MS Word version (.doc or .docx) as reference. The non-editable PDF version will prevail in case of any discrepancy between both documents. The maximum Qualification Document file size is 300Mb in .zip format.
4. The Qualification Document name should follow the file naming convention below:
Qual_Doc_OACM_[Company Name]
5. Please allocate sufficient time to ensure the Qualification Document be uploaded before the closing date and time

| | |
|---|--|
| | required. Guidance on electronic submission is available to be downloaded from the electronic submission homepage. |
| E. Qualification Document Evaluation Procedure | |
| 19.1 | <p>The opening of electronic Qualification Documents shall be conducted with the following details:</p> <p>Date : June 22, 2020</p> <p>Time : 13.30 WIB (GMT+7)</p> <p>Address : https://esubmission.oacm.pajak.go.id/</p> |
| 19.2 | <p>Procedure to open electronic Qualification Documents is as follows:</p> <ol style="list-style-type: none">1. The Procurement Team shall download and open the Qualification Documents submitted by the Qualification Participants in accordance with the stipulated document opening time2. If the Procurement Team is not able to open the Qualification Document, the Procurement Team will send a request by email pengadaan.oacm@pajak.go.id to the registered contact person in the application to resubmit again the Qualification Document by uploading it to https://esubmission.oacm.pajak.go.id/. The Qualification Participant is required to resubmit the Qualification Document within two hours after the notification email is sent with the following file naming convention: Qual_Doc_OACM_[Company Name]_Resubmit <p>Given the COVID-19 pandemic, for the purposes of evaluating Qualification Documents, the Procurement Team will evaluate the scanned original document received (the latest version submitted before the deadline).</p> |

SECTION IV
QUALIFICATION CRITERIA AND REQUIREMENTS

This section contains all methods, criteria, and requirements to be used by Procurement Team to evaluate submitted Qualification Documents. Information provided related with each requirement and definition or related terms is entered on each Form.

Table 1 – Qualification Criteria and Requirements

1. Eligibility

| Criteria | | | Single Entity Requirements | JV/JO Requirements | | | Document |
|----------|-----------------------------|---|----------------------------|----------------------------|---------------------------|---------------|---|
| No. | Subject | Requirement | | Combination of All Members | Individual Member | Single Member | Requirements for Document Submission |
| 1.1 | Citizenship | Qualification participants can come from any countries, in accordance with the restrictions set out in Clause 6.1 ITQP The Qualification Participant can be considered to have come from a certain country where it is: a) established; b) formed; or c) registered, and operated based on legal stipulations in such country and it is proven with the deed of association (or other documents related and/or equivalent to the deed of association or articles of association), and/or the registration document of the legal entity. The criteria are also applicable for agents, Sub-consultant, service provider, and/or their employees proposed to be parts in the Service Contract. | Must satisfy requirements | Must satisfy requirements | Must satisfy requirements | [N/A] | ELI – 1.1 and 1.2 Form Sheets, with attachments |
| 1.2 | Conflict of Interest | 1) The Qualification Participant shall not have any conflict of interest. The Qualification Participant is considered to have a conflict of interest when a company/business entity and/or its affiliation(s) participate as consultant(s) in the preparation, design, and/or formulation of technical | Must satisfy requirements | Must satisfy requirements | Must satisfy requirements | [N/A] | Interest Letter |

| | | | | | | | |
|-----|----------------------------------|---|---------------------------|---------------------------|---------------------------|-------|-----------------|
| | | <p>specification, or to have been employed or proposed to be employed as Provider in relation with Contract implementation to the Modernization of the Tax Administration System.</p> <p>2) The Qualification Participant shall be considered to have conflict of interest when they have a family relationship or a business relationship with any staff of DGT and the Ministry of Finance (including the Civil Servants (ASN) and non-Civil Servant (non-ASN)) who are directly or indirectly involved in any part of the:</p> <ul style="list-style-type: none"> a) preparation of the Technical Specification/Terms of Reference for the Service; b) selection process; or c) supervision of the Contract. <p>The Qualification Participant having or considered to have conflict of interest shall be forbidden from being awarded the Contract for this Service.</p> <p>A family relationship is biological relations or in-laws within a straight hereditary line and/or one degree of separation.</p> <p>3) Qualification Participants declare fulfillment of the requirements as listed in numbers 1 and 2, in the Interest Letter</p> | | | | | |
| 1.3 | Eligibility from Government-side | <p>1) Qualification Participants are not listed in the blacklist and/or have been subject to sanctions by the Government.</p> <p>2) Qualification Participants declare fulfillment of the requirements as listed in numbers 1 and 2, in the Interest Letter.</p> | Must satisfy requirements | Must satisfy requirements | Must satisfy requirements | [N/A] | Interest Letter |

| | | | | | | | |
|------------|--------------------|--|---------------------------|---------------------------|---------------------------|-------|---|
| | | 3) List that contains the name of the company / business entity which is blacklisted as listed in the QDS number 5.14. | | | | | |
| 1.4 | Eligibility | <p>1) Qualification Participants from countries listed in Section VI are deemed unfit;</p> <p>2) Qualification Participants from countries that are based on applicable rules and regulations, the Government of the Republic of Indonesia provides sanctions for trade relations with such countries, deemed inappropriate.</p> <p>3) The Qualification Participant can be considered to have come from a certain country where it is:</p> <ul style="list-style-type: none"> a) established; b) formed; or c) registered, and operated <p>based on legal stipulations in such country and it is proven with the deed of association (or other documents related and/or equivalent to the deed of association or articles of association), and/or the registration document of the legal entity. The criteria are also applicable for agents, Sub-consultant, service provider, and/or their employees proposed to be parts in the Service Contract.</p> | Must satisfy requirements | Must satisfy requirements | Must satisfy requirements | [N/A] | ELI – 1.1 and 1.2 Form Sheets, with attachments |

2. History of Contract Execution Failure

| Criteria | | | Single Entity Requirements | JV/JO Requirements | | | Document |
|----------|---------------------------------------|---|----------------------------|----------------------------|---------------------------|---------------|--------------------------------------|
| No. | Subject | Requirement | | Combination of All Members | Individual Member | Single Member | Requirements for Document Submission |
| 2.1 | History of Contract Execution Failure | No failure in contract execution from 1 January 2015 until the deadline for submitting the Qualification Documents. | Must satisfy requirements | Must satisfy requirements | Must satisfy requirements | [N/A] | CON-2 Form |
| 2.2 | Undergoing Litigations | Financial position and long-term vulnerability possibility of the Qualification Participants to remain in good health in accordance with the criteria stated on point 3.1 below and with an assumption that the Qualification Participant is declared to lose in all current litigations. | Must satisfy requirements | [N/A] | Must satisfy requirements | [N/A] | CON-2 Form |
| 2.3 | History of Litigations | No history on court/arbitration decrees which determine the Qualification Participant as the losing side from 1 January 2015 until the deadline for submitting the Qualification Documents. | Must satisfy requirements | Must satisfy requirements | Must satisfy requirements | [N/A] | CON-2 Form |

3. Financial Performance and Situation

| Criteria | | | Single Entity Requirements | JV/JO Requirements | | | Document |
|----------|-------------------|--|----------------------------|----------------------------|---------------------------|---------------|--------------------------------------|
| No. | Subject | Requirement | | Combination of All Members | Individual Member | Single Member | Requirements for Document Submission |
| 3.1 | Financial Ability | 1) Qualification Participants should demonstrate that the Qualification Applicants have access to or have liquid assets, immovable assets that are not used as collateral, credit facilities, and other financial facilities (which are independent or independent from advance payments from any contract) that are sufficient to meet the cash flow requirements for the execution of the contract in net/net of other commitments on the part of the Qualification Participant. | Must satisfy requirements | Must satisfy requirements | [N/A] | [N/A] | FIN – 3.1 Form with attachment |
| | | 2) The Qualification Participants should also demonstrate that they has sufficient financial resources to meet the cash flow requirements for the current contract and for future contract commitments. | Must satisfy requirements | Must satisfy requirements | [N/A] | [N/A] | |
| | | 3) Audited balance statement, when not required by applicable law in the country where the Qualification Participant resides in, other financial reports admissible by the Procurement Team, in the past five (5) years , shall be required to be submitted and Qualification Participants shall be required to show their current health of the financial position as well as showing long-term vulnerability possibility. | Must satisfy requirements | [N/A] | Must satisfy requirements | [N/A] | |

| Criteria | | | Single Entity Requirements | JV/JO Requirements | | | Document |
|----------|-------------------------|---|----------------------------|----------------------------|---------------------------|---------------|--------------------------------------|
| No. | Subject | Requirement | | Combination of All Members | Individual Member | Single Member | Requirements for Document Submission |
| 3.2 | Average annual earnings | <p>Average minimum annual earnings in the sum of IDR 8.000.000.000,00 (eight billion Rupiah), for the last 5 (five) years.</p> <p>For a JV/JO, the IDR 8.000.000.000,00 (eight billion Rupiah), shall be the total annual earnings amount of all the JV/JO members' annual earnings amount.</p> | Must satisfy requirements | Must satisfy requirements | Must satisfy requirements | [N/A] | FIN – 3.2 Form |

4. Experience

| Criteria | | | Single Entity Requirements | JV/JO Requirements | | | Document |
|----------|--------------------|--|----------------------------|----------------------------|-------------------|---------------|--------------------------------------|
| No. | Subject | Requirement | | Combination of All Members | Individual Member | Single Member | Requirements for Document Submission |
| 4.1 | General experience | The Qualification Participant shall have experiences ¹ in project management or implementation support or consultancy service as main contractor, member of JV/JO, Sub-contractor, or management contractor with minimum value of IDR 8.000.000.000,00 (eight billion Rupiah)/contract for at least the past 5 years, from 1 January 2015 until the deadline for submitting the Qualification Documents. | Must satisfy requirements | Must satisfy requirements | [N/A] | [N/A] | FIN – 4.1 Form |
| 4.2 | Special experience | <p>1) Qualification Participants must have experiences (contracts) with similar² types of work a minimum of 1 (one) contract that has been satisfactorily completed as the main contractor, JV / JO³ member, management contractor, or Sub-contractor in the last 5 (five) years from 1 January 2015 until the deadline for submission of Qualification Documents.</p> <p>2) The similar types of work means the work of consulting services and/or project management support in implementing large-scale system integration and Information Technology (IT) solutions in a large institution</p> | Must satisfy requirements | Must satisfy requirements | [N/A] | [N/A] | EXP 4.2 Form |

¹ Proven by a copy of the contract / letter of assignment/ other relevant as documents that arto contracts

² The sum of small contracts (whose values are less that the value set by the requirement) to satisfy the entire requirements shall not be accepted

³ For contract where the Qualification Participant also joins as a member of a joint venture or sub-contractor, only the roles and responsibilities of the Qualification Participant shall be considered to satisfy these requirements

Table 2- Assessed Criteria and Requirements

Only pre-qualification participants satisfying criteria and requirements of the qualification on Table 1 shall be assessed

1. Past Performance

| | Score | | Weight (%) | Final Score | Document |
|--|-----------|--|------------|-------------|--------------------------------------|
| Requirement | In Number | Description | | In Number | Requirements for Document Submission |
| <p>1) Qualification Participants must have experiences (contracts) with similar types of work a minimum of 1 (one) contract that has been satisfactorily completed as the main contractor, JV / JO member, management contractor, or Sub-contractor in the last 5 (five) years from 1 January 2015 until the deadline for submission of Qualification Documents.</p> <p>The similar types of work means the work of consulting services and/or project management support in implementing large-scale system integration and IT solutions in a large institution</p> <p>Scoring Methodology:</p> | 100 | In the case of JV/JO, all members will be evaluated as a group | 30% | 30 | EXP – 4.2 Form |

| | | | | | | | |
|---|-------|-----|-----|--|-----|----|----------------|
| <p>Number of similar service contracts successfully completed</p> | Score | | | | | | |
| | 1 | 50 | | | | | |
| | 2 | 80 | | | | | |
| | ≥3 | 100 | | | | | |
| <p>2) The Qualification Participant shall have experiences*) in project management or implementation support or consultancy service as main contractor, member of JV/JO, Sub-contractor, or management contractor with minimum value of IDR 8.000.000.000,00 (eight billion Rupiah)/contract for at least the past 5 years, from 1 January 2015 until the deadline for submitting the Qualification Documents.</p> <p>The similar types of work means the work of consulting services and/or project management support in implementing large-scale system integration and IT solutions in a large institution.</p> <p>Scoring Methodology:</p> | | | 100 | In the case of JV/JO, all members will be evaluated as a group | 30% | 30 | EXP – 4.2 Form |

| | | | | | | | | | | | | | |
|--|---|-------|---|----|---|----|----|-----|-----|--|-----|----|----------------|
| <table><tr><td>Number of similar service contracts successfully completed</td><td>Score</td></tr><tr><td>1</td><td>50</td></tr><tr><td>2</td><td>80</td></tr><tr><td>≥3</td><td>100</td></tr></table> | Number of similar service contracts successfully completed | Score | 1 | 50 | 2 | 80 | ≥3 | 100 | | | | | |
| Number of similar service contracts successfully completed | Score | | | | | | | | | | | | |
| 1 | 50 | | | | | | | | | | | | |
| 2 | 80 | | | | | | | | | | | | |
| ≥3 | 100 | | | | | | | | | | | | |
| <p>3) The experience of managing change management in tax administration institutions and / or institutions that have more than 10,000 employees.</p> <p>Scoring Methodology:</p> <table><tr><td>Number of change management work contracts successfully completed</td><td>Score</td></tr><tr><td>1</td><td>40</td></tr><tr><td>2</td><td>80</td></tr><tr><td>≥3</td><td>100</td></tr></table> | Number of change management work contracts successfully completed | Score | 1 | 40 | 2 | 80 | ≥3 | 100 | 100 | In the case of JV/JO, all members will be evaluated as a group | 10% | 10 | EXP – 4.2 Form |
| Number of change management work contracts successfully completed | Score | | | | | | | | | | | | |
| 1 | 40 | | | | | | | | | | | | |
| 2 | 80 | | | | | | | | | | | | |
| ≥3 | 100 | | | | | | | | | | | | |

| <p>4) Number of similar contracts in developing countries that have been successfully completed in the last 5 years, from 1 January 2015 until the deadline for submitting the Qualification Documents.</p> <p>The developing countries are countries classified as developing economies by the United Nations according to the 2020 World Economic Situation and Prospects document (https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/WESP2020_Annex.pdf).</p> <p>Scoring Methodology:</p> <table><tr><th>Number of similar service contracts successfully completed</th><th>Score</th></tr><tr><td>1</td><td>40</td></tr><tr><td>2</td><td>80</td></tr><tr><td>≥3</td><td>100</td></tr></table> | Number of similar service contracts successfully completed | Score | 1 | 40 | 2 | 80 | ≥3 | 100 | 100 | In the case of JV/JO, all members will be evaluated as a group | 10% | 10 | EXP – 4.2 Form |
|---|--|-------|---|----|---|----|----|-----|-----|--|-----|----|----------------|
| Number of similar service contracts successfully completed | Score | | | | | | | | | | | | |
| 1 | 40 | | | | | | | | | | | | |
| 2 | 80 | | | | | | | | | | | | |
| ≥3 | 100 | | | | | | | | | | | | |

2. Management Ability

| | Score | | Weight (%) | Final Score | Document |
|---|-----------|---|------------|-------------|--------------------------------------|
| Requirement | In Number | Description | | In Number | Requirements for Document Submission |
| <p>Management ability of Qualification Participants by showing their international standard accreditation / certification status, including but not limited to the following fields:</p> <ol style="list-style-type: none">1. Institutional management structure2. Management facility (policy, system, practice)3. Financial management (policy, system, practice)4. Risk management – identification, mitigation, and management (policy and practice)5. Health and safety management (policy, system, and practice)6. Professional development and staff training (policy and practice)7. Innovation (policy and practice)8. Business activity/sustainable business (policy, system, and practice). <p>Scoring methodology:</p> | 100 | In the case of JV/JO, the ability of the lead firm / chairman to be evaluated | 20 % | 20 | Tabel -MC |

| | Number of international accreditations / certifications held | Score | | | | | | |
|--|---|-------|--|--|--|--|--|--|
| | 1 | 20 | | | | | | |
| | 2 | 40 | | | | | | |
| | 3 | 60 | | | | | | |
| | 4 | 80 | | | | | | |
| | ≥5 | 100 | | | | | | |

Weighting total for all criteria is **100%**

The Total Final Score is **100**

Minimum threshold total score required to pass is: **60**

If the qualifying participants have the same score, then the shortlist order is determined based on the highest contract value of 1 (one) similar work owned.

SECTION V
EXPRESSION OF INTEREST LETTER AND QUALIFICATION FORM

Interest Letter

Number : *[insert the number of Interest Letter]*
Date : *[insert date, month, and year]*
Name of Service Package : *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*
IERD Number : DPPM-01/TIM-PCM-PSIAP/2020
IERD Date : May 20, 2020

To:

Tim Pengadaan untuk Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement Team for Procurement of the Owner's Agent Consultancy Services – Change Management)

We, the undersigned, submit the Qualification Document for the purpose of joining the interest and Qualification Document submission and hereby declare that:

- a. **there is no objections**, we have checked and express no objections on IERD, including its addendum, released in accordance with Clause 9 of ITQP: *[insert number and date of each existing addendum]*;
- b. **there is no conflict of interest**, we possess no conflict of interest as regulated by Clauses 5.9, 5.10, and 5.11 of ITQP;
- c. **eligibility**, we *[and our Sub-consultant(s) (if any)]* satisfy the eligibility requirements as stated on Clauses 5.12, 5.13, and 6.1 of ITQP;
- d. **sanctions from Government and blacklist**, we, together with our agents, Sub-consultant(s), service provider, and/or employees for any parts of this

contract, shall not abide by nor shall we be controlled by any entity or individual receiving sanctions from Government and we are not included in any blacklist. We do not belong to any parties declared ineligible for tender in accordance with stipulations in the IERD;

- e. **state-owned enterprises:** *[select suitable option and erase other unsuitable options] [We are not state-owned enterprise]/ [We are a state-owned enterprise but satisfying requirements of Clause 5.14 of ITQP];*
- f. **Commission, service charge, additional costs,** we declare that the followings commissions, service charges, or additional costs have been paid or will be paid in the relation of interest and Qualification Document submission process, selection process, or Contract execution:

| Name of Recipient | Address | Reason | Amount |
|--|---|------------------------|---|
| <i>[insert full name for each service]</i> | <i>[insert street name/number/city/country]</i> | <i>[insert reason]</i> | <i>[insert currency, value, exchange rate, and value equivalent in IDR]</i> |
| etc. | | | |

[In the case that there is no payment to be made or promised, add the following statement: "No commission or service charge have been or shall be payable to use by any agents or third parties in relation with this Interest Letter]

- g. **no binding to accept,** we understand that the Procurement Team reserves the right to accept or reject any Qualification Documents, cancel the process of interest and Qualification Document submission, and reject the entire Qualification Document, as well as inviting Qualification Document declared

to have been included in the Shortlist to submit proposal, without incurring any obligation on the Qualification Documents in accordance with Clause 25.1 of ITQP; and

- h. **correct and accurate**, the entire information, statement, and description listed on the Qualification Document are correct, accurate, and complete in all their parts.

Thus submitted, for the cooperation, we express our gratitude.

name of participant : *[insert full name of the Qualification Participant or name of JV/JO]*

signature : *[insert signature of official representative/holder of power of attorney from the Qualification Participant]*

name : *[insert full name of the signee]*
[insert the capacity of the signee]

[For JV/JO, signee(s) are all the members or any of the valid representative/holder of power of attorney and in such event, the power of attorney shall be attached to allow for the individual to sign on behalf of all other members]

ELI -1.1 Form
Participant Information Sheet

Date : *[insert date, month, and year]*

Name of Service Package : *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*

IERD Number : *DPPM-01/TIM-PCM-PSIAP/2020*

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| |
|---|
| Name of Qualification Participant: <i>[insert full name]</i> |
| In the case of JV/JO, name each member: <i>[insert the full names of each member of the JV/JO]</i> |
| Actual country name where the Qualification Participant is or shall be registered in: <i>[state name of country as place of registration]</i> |
| Actual establishment year in which the Qualification Participant is or shall be established: <i>[insert year of establishment]</i> |
| Official address of the Qualification Participant (in a country where Qualification Participant is registered): <i>[insert address of Qualification Participant]</i> |
| Information on official representative/holder of power of attorney: Name: <i>[insert full name]</i> Address: <i>[insert full address]</i> |

Phone/fax number: *[insert phone/fax number, including country and area codes]*

Email address: *[insert email address]*

1. The following attachments are duplicates of original documents:

- ☐ Deed of association (or other documents related and equivalent to deed of association or articles of association), and/or registration document of the legal entity stated above, in accordance with Clause 5.8 of ITQP.
- ☐ In the case of JV/JO, agreement to establish JV/JO, in accordance with Clause 5.2 of ITQP.
- ☐ In the case of Qualification Participant is a state-owned enterprise in accordance with Clause 5.14 of ITQP, the document indicating that it operates and abides by the applicable commercial rules and regulations.

2. Please also attach organizational structural diagram, list of board of directors, and stakeholders (*beneficial ownership*).

ELI -1.2 Form

JV/JO Members Information Sheet

[The following form is an additional form to ELI – 1.1. Form, and it must be completed with related information of each member of JV/JO (if Qualification Participant is in the form of JV/JO) and Sub-consultant proposed by the Qualification Participant for any parts of the Contract which takes place as a part of this expression of interest and Qualification Document submission]

Date : *[insert date, month, and year]*

Name of Service Package : *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*

IERD Number : *DPPM-01/TIM-PCM-PSIAP/2020*

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Page : *[insert page number] of [insert total page number] pages*

| |
|---|
| Name of Qualification Participant: <i>[insert full name]</i> |
| Name <i>[insert with “members of JV/JO of Qualification Participant” or “proposed Sub-consultant(s)”]</i> : <i>[insert full names of JV/JO members of Qualification Participant or proposed Sub-consultant(s)]</i> |
| Country as place of registration <i>[insert with “members of JV/JO of Qualification Participant” or “proposed Sub-consultant(s)”]</i> : <i>[state name of country as place of registration]</i> |
| Establishment year <i>[insert with “members of JV/JO of Qualification Participant” or “proposed Sub-consultant(s)”]</i> : <i>[insert year of establishment]</i> |

Official address *[insert with “members of JV/ JO of Qualification Participant” or “proposed Sub-consultant(s)”]* in the country where it was established:
[insert full address]

Information of official representative/holder of power of attorney *[insert with “members of JV/ JO of Qualification Participant” or “proposed Sub-consultant(s)”]*:

Name: *[insert full name]*

Address: *[insert full address]*

Phone/fax number: *[insert phone/fax number, including country and area code]*

Email address: *[insert email address]*

1. The following attachments are duplicates of original documents:

- ☐ Deed of Association (or other documents related and equivalent to deed of association or articles of association), and/or registration document of the legal entity stated above, in accordance with Clause 5.8 of ITQP.
- ☐ In the case of Qualification Participant is a state-owned enterprise in accordance with Clause 5.14 of ITQP, the document indicating that it operates and abides by the applicable commercial rules and regulations.

2. Please also attach organizational structural diagram, list of board of directors, and stakeholders (*beneficial ownership*).

CON – 2 Form
History of Contract Execution Failure, and Past and Current Litigation
Processes

[The following table must be completed with information of the Qualification Participant and each member of the JV/JO]

Date : *[insert date, month, and year]*
Name of Qualification Participant : *[insert full name]*
Names of JV/JO Members : *[insert full name]*
Name of Service Package : *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*
IERD Number : *DPPM-01/TIM-PCM-PSIAP/2020*
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Failure to execute Contract as stated on Section V, Table 1 – Qualification Criteria and Requirements:

- ☐ no failure of contract execution since 1 January *[insert year]* as regulated in Section IV,– Table 1 Qualification Criteria and Requirements Sub-Factor 2.1.
- ☐ failure in contract execution exists since 1 January *[insert year]* as regulated in Section IV,– Table 1 Qualification Criteria and Requirements, Sub-Factor 2.1.

| Year | Unfulfilled parts of contract | Contract Identification | Total Contract Value (current value, currency, exchange rate, and equivalent value in IDR) |
|---|--|--|--|
| <i>[insert year]</i> | <i>[insert contract value and percentage of unfulfilled contract delivery]</i> | Contract Identification: <i>[insert full contract name/ number and other identifications]</i> Buyer's name: <i>[insert full name]</i> Buyer's address: <i>[insert full address]</i> Reasons for not fulfilling contract: <i>[insert one or several reasons]</i> | <i>[insert value]</i> |
| Current litigations, as stated on Section V, Table 1 – Qualification Criteria and Requirements: | | | |
| <input type="checkbox"/> no current litigations as regulated on Section IV, Table 1 Qualification Criteria and Requirements, Sub-Factor 2.2. <input type="checkbox"/> with current litigations as regulated on Section V, Table 1 – Qualification Criteria and Requirements, Sub-Factor 2.2 as listed below. | | | |
| | | | |

| Disputed year | Disputed value | Contract Identification | Total Contract Value (currency), value equivalent to IDR (exchange rate) |
|--|--------------------------------|---|---|
| <i>[insert year]</i> | <i>[insert disputed value]</i> | Contract Identification: <i>[insert contract name and number, and other complete identification]</i> Buyer's name: <i>[insert full name]</i> Buyer's address: <i>[insert full address]</i> Disputed subjects: <i>[insert main topic of dispute]</i> Party initiating dispute: <i>[insert "buyer" or "contractor"]</i> Dispute status: <i>[insert whether currently dispute is being handled by adjudicator, arbitration, or legal justice institution]</i> | <i>[insert value]</i> |
| Litigation history in accordance with Section IV, Table 1 Qualification Criteria and Requirements: | | | |
| <input type="checkbox"/> no litigation history in accordance with Section IV, Table 1 Qualification Criteria and Requirements, Sub-Factor 2.3. | | | |
| <input type="checkbox"/> there is litigation history in accordance with Section IV, Table 1 Qualification Criteria and Requirements, Sub-Factor 2.3 as stated below. | | | |

| Year contract acquired | Final results declared in percentage of Net Worth | Contract Identification | Total Contract Value (currency), value equivalent to IDR (exchange rate) |
|---------------------------------------|--|--|---|
| <i>[insert year]</i> | <i>[insert percentage]</i> | Contract identification: <i>[insert contract name and number, and other complete identification]</i> Buyer's name: <i>[insert full name]</i> Buyer's address: <i>[insert full address]</i> Disputed subjects: <i>[insert main topic of dispute]</i> Party initiating dispute: <i>[insert "buyer" or "contractor"]</i> Reasons for litigations and verdicts given <i>[insert one or several main reasons]</i> | <i>[insert value]</i> |

FIN – 3.1 Form

Financial Situation and Performance

[The following table must be completed with information of the Qualification Participant and each member of the JV/JO]

Date : *[insert date, month, and year]*

Name of Qualification Participant : *[insert full name]*

Names of JV/JO Members : *[insert full name]*

Name of Service Package : *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*

IERD Number : *DPPM-01/TIM-PCM-PSIAP/2020*

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Page : *[insert page number] of [insert total page number] pages*

1. Financial data

| Types of financial information in <i>[insert currency]</i> | Information history in the past _ [insert number] year(s), <i>[insert in letters]</i> (amount, currency, exchange rate*, amount equivalent in IDR) | | | | |
|--|--|--------|--------|--------|--------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Report of Financial Position (Balance Information) | | | | | |
| Total Assets (TA) | | | | | |
| Total Liabilities (TL) | | | | | |
| Total Equity/Net Worth | | | | | |

| | | | | | |
|-------------------------------------|--|--|--|--|--|
| Current Assets (CA) | | | | | |
| Current Liabilities (CL) | | | | | |
| Working Capital (WC) | | | | | |
| Information from Income Statement | | | | | |
| Total Revenue (TR) | | | | | |
| Profits Before Taxes (PBT) | | | | | |
| Cash Flow Information | | | | | |
| Cash Flow from Operating Activities | | | | | |

* Please refer to Clause 15 of ITQP for information on exchange rate

2. Financial Source

[The following table contains information on Qualification Participant and all combined party in the case that Qualification Participant is a JV/JO]

State available funding source to satisfy cash flow requirement for the current contract and for future contract commitment.

| No. | Funding source | Amount (equivalent in IDR) |
|------|----------------|----------------------------|
| 1 | | |
| etc. | | |

3. Financial document

Qualification Participant shall provide copies of financial report for *[insert number]* years as stated on Section IV, Table 1 –Qualification Criteria and Requirements Sub-factor 3.1. Financial report shall:

- mirror the financial situation of a Qualification Participant or the members in the case of the Qualification Participant is a JV/JO, and not the financial situation of affiliated entities (e.g. holding company or group members);

- b. be audited and certified independently in accordance with applicable regulations;
 - c. be complete, inclusive all notes on the financial report; and
 - d. have relationship/correspondence with past and audited accounting periods.
- ☐ Attach copies of financial statement¹ for *[insert number]* year(s) as required above, and also abide by applicable regulations.

¹ When the current financial statement is for a period of less than 12 months from the date of submission, acceptable reason(s) shall be required to be provided.

FIN- 3.2 Form
Average Annual Earnings

[The following table must be completed with information of the Qualification Participant and each member of the JV/JO]

Date : *[insert date, month, and year]*

Name of Qualification Participant : *[insert full name]*

Names of JV/JO Members : *[insert full name]*

Name of Service Package : *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*

IERD Number : *DPPM-01/TIM-PCM-PSIAP/2020*

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| Annual Earnings Data | | | |
|-------------------------------|--|----------------------------|--------------------------|
| Year | Amount of Currency | Exchange rate* | Amount equivalent in IDR |
| <i>[insert calendar year]</i> | <i>[insert amount and currency used]</i> | | |
| etc. | | | |
| | | Average Annual Earnings ** | |

* Please refer to Clause 15 of ITQP for information on date and exchange rate source.

** Total amount equivalent with IDR for the entire year divided by the number of total years. Refer to Section IV, Table 1 Qualification Criteria and Requirements, 3.2.

EXP - 4.1 Form
General Experience

[The following table must be completed with information of the Qualification Participant and in the case of Qualification Participant is a JV/ JO, with information of each member of the JV/ JO]

Date : *[insert date, month, and year]*
Name of Qualification Participant : *[insert full name]*
Names of JV/ JO Members : *[insert full name]*
Name of Service Package : *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*
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[As regulated on Section IV, Table 1 Qualification Criteria and Requirements, Sub-Factor 4.1. insert all contracts chronologically, including contract starting dates.]

| Starting Year | Ending Year | Contract Identification | Role Participants |
|----------------------|----------------------|--|---|
| <i>[insert year]</i> | <i>[insert year]</i> | Contract name: <i>[insert full name]</i> Brief description of contract performed by Qualification Participant: <i>[insert brief description of contract(s)]</i> Contract value: <i>[insert value with currency, state currency used, exchange rate, and equivalent amount in IDR *]</i> Buyer's Name: <i>[insert full name]</i> Address: <i>[insert full address]</i> | <i>[insert "Main Contractor" or "Member of JV/ JO" or "Sub-contractor", or "Management Contractor"]</i> |
| etc. | | | |

* Please refer to Clause 15 of ITQP for information on date and exchange rate source.

EXP - 4.2 Form
Special Experience

(Table 1, 4.2 and Table 2)

[The following table shall be completed with information on contracts performed by Qualification Participant, each member of a JV/JO, and Sub-consultant(s)]

Date : *[insert date, month, and year]*

Name of Qualification Participant : *[insert full name]*

Names of JV/JO Members : *[insert full name]*

Name of Service Package : *Pengadaan Jasa Konsultansi Owner's Agent – Change Management (Procurement of the Owner's Agent Consultancy Services – Change Management)*

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| Relevant Contract <i>[insert number] of [insert number of similar contracts as requirement]</i> | Information |
|---|--|
| Contract identification | <i>[insert contract name and number, if any]</i> |
| Contract starting date | <i>[insert date, month, year, e.g.: 13 May 2020]</i> |
| Contract ending date | <i>[insert date, month, year, e.g.: 1 May 2022]</i> |
| Duration as stated in the contract | <i>[insert completion duration]</i> |

| | | | | |
|---|--|--|---|--|
| If it is delayed, state the delay due to contractor's inability as reason for the delay | Force Majeure | Justified time extension | Contractor's failure | Others |
| Duration of time related with the delay (months) | | | | |
| Role in contract <i>[check appropriate boxes]</i> | Main Contractor <input type="checkbox"/> | Member of JV/JO | Management Contractor <input type="checkbox"/> | Sub-contractor <input type="checkbox"/> |
| Total contract value | <i>[insert total contract value in local currency]</i> | | IDR <i>[insert exchange rate and total contract value in equivalent amount in IDR]*</i> | |
| If as member of JV/JO or Sub-consultant, state the portion of the total contract value as well as role and responsibility taken | <i>[insert percentage]</i> | <i>[insert total contract value in local currency]</i> | <i>[insert exchange rate and total contract value in equivalent amount in IDR]*</i> | |
| | <i>[insert role and responsibility]</i> | | | |
| Describe contract similarity with Section IV Table 1, 4.2 | | | | |
| Complexity level | <i>[insert complexity description]</i> | | | |
| Method/Technology | <i>[insert specific aspects of the method/technology used in the contract]</i> | | | |
| Other characteristics | <i>[insert other characteristics indicating similarities with the Service characteristics]</i> | | | |
| Buyer's Name | <i>[insert full name]</i> | | | |
| Address | <i>[insert full address]</i> | | | |
| Phone/fax number | <i>[insert phone/fax number, including country and area code]</i> | | | |
| Email | <i>[insert email address, if any]</i> | | | |

* Please refer to Clause 15 of ITQP for information on date and exchange rate source.

Table 2-MC
Management Ability

Qualification Participant shall display their ability in terms of management in accordance with Table 2-2

[The following table must be filled in with the Qualification Participant information and if the Qualification Participant is a JV / JO, filled in with the information of the lead firm / chairman of the JV / JO]

Date : *[insert date, month, year]*
Name of Qualification Participant : *[insert full name]*
Names of JV/JO Members : *[insert full name]*
Name of Service Package : *[insert name of Service package]*
IERD Number : *[insert IERD Number]*
IERD Date : *[insert date, month, year of IERD]*
Page : *[insert page number] of [insert total page number]*
pages

| No | Fields | Name and Number of Accreditation / International Certification | Document Attachment |
|----|--------|--|---------------------|
| | | | |
| | | | |
| | | | |

SAMPLE OF JV/JO AGREEMENT

[Agreement of Joint Venture/Joint Operation

In relation with the announcement of interest and Service Qualification Document submission of _____ we:

_____ *[name of company 1]*
_____ *[name of company 2]*
_____ *[name of company 3]*
_____ *[etc.]*

express our intention to join the interest and Qualification Document submission and contract execution collectively as a JV/JO.*

We agree and decide to:

1. Collectively:

- a. Establish a JV/JO* and the name of the JV/JO* is _____*
- b. Appoint _____ [name of company of this JV/JO member*] as the lead firm for the JV/JO* and represent, act for, and act on behalf of the JV/JO*.*
- c. Agree, when awarded the contract, to be responsible for, either collectively or individually on all obligations in accordance with contract document.*

2. The capital share of each company in the JV/JO is as follows:*

_____ *[name of company 1] is _____% (_____ percent)*
_____ *[name of company 2] is _____% (_____ percent)*
_____ *[name of company 3] is _____% (_____ percent)*
_____ *[etc.] is _____% (_____. percent)*

3. Each member of JV/JO shall take part in accordance with their share as on point 2, in terms of expenditure, profit, and loss of the JV/JO*.*

4. Sharing distribution in the JV/JO shall remain the same during bidding period and during contract period except approved in writing by the Contract (PPK) and receive joint approval from each member of the JV/JO*.*

5. Regardless of the sharing stated about, each JV/JO member shall conduct full supervision on all aspects of the agreement, including the right to check financial issues, purchase orders, receipts, equipment and manpower list, sub-contract agreement, correspondences, etc.*

6. Authority to sign offer for and on behalf of JV/JO* is provided to _____
[name of person from the lead firm of JV/JO*] in their position as the
managing director/executive director of _____ [name of the company of
the lead firm of JV/JO*] based on this agreement.
7. The agreement is valid on the signing date.
8. This agreement shall duly be annulled and void when JV/JO* is not
awarded with the contract.
9. This agreement is created in ____ (_____) duplicates and each possesses
equal legal power.

BY THIS AGREEMENT, all members of JV/JO* provide their signatures in
_____ on _____ date _____ month _____ year

[Participant 1]

[Participant 2]

[Participant 3]

(_____)

(_____)

(_____) [etc.]

Notes:

* erase as necessary

When related JV/JO* is awarded the contract, the JV/JO* agreement shall be
certified by a notary.]

SECTION VI

COUNTRIES ELIGIBLE TO PARTICIPATE

Companies originating from any country are declared eligible to participate in the selection, unless they are included in the list below::

- List of unrecognized countries defined by United Nation (UN)
- List of debarred companies and individuals by World Bank
- List of blacklisted goods and service companies by LKPP

SECTION VII

PRACTICES OF CORRUPTION, COLLUSION, AND NEPOTISM (KKN)

[Text on this Section VII shall not be modified]

That the Qualification Participants are required, at all time, to abide by Applicable Rules and Regulations on KKN. To follow up this policy, definitions use the following definitions of terms:

- (a) “practice of corruption” is a criminal violation as stipulated in the laws on corruption criminal violation;
- (b) “practice of collusion” is an agreement or cooperation against the Law between state’s officers or between state officers and other parties harmful to the public, communities, or the state;
- (c) “practice of nepotism” is every illegal action of state officers which provides benefits to their family or cronies above the interests of the public, the nation, and the country;
- (d) “fraudulent practice” is an action or negligence, including providing incorrect information, which is spread openly or discreetly misleading or an attempt to mislead, a party to acquire financial benefit or other s or to avoid an obligation;
- (e) “practice of coercion” is a practice that damages, disadvantages, or threatens to damage or disadvantage, directly or indirectly, certain party(s) or property of the party through illegal attempt to influence the action of a party;
- (f) “practice of obstructing investigation” is:
 - i. a deliberate action to destroy, falsify, change, or hide a material evidence of an investigation or create a false statement in an investigation with the objective of obstructing an investigation on an allegation of corrupt, fraud, collusion, nepotism, or coercion practices; and/or threaten, abuse, or intimidate other party to obstruct the party

to disclose the party's knowledge in relevant issues in an investigation,
or

- ii. actions aimed at obstructing the execution of DGT's rights or other party's on the approval of DGT in conducting inspection or audit.

Besides that, Qualification Participant:

- (a) shall not pass the interest and Qualification Document submission stage when the Qualification Participant, the agent, Sub-consultant, service provider, and/or their employees, direct or indirect, are involved in corruption, collusion, nepotism, fraud, coercion, or obstructing investigation in order to acquire the Contract; and
- (b) shall be provided with punitive sanction in accordance with Applicable Law, including open announcement that the company or individual is not eligible, either permanently or temporarily:
 - i. to be contracted by the government; and
 - ii. to be nominated as agents, service provide Sub-contractor, and supplier by the company that is supposed to be eligible to be awarded with Government Contract.