



Terms of Reference for a Short-Term Expert Providing Capacity Building in Digital Connectivity Infrastructure for the Ministry of Communication and Digital Affairs of Indonesia (Komdigi)

Organisation : HAUS Finnish Institute of Public Management Ltd
Project : Finnish Digital and Green Transition (FDGT)
Host Organisation : Ministry of Communication and Digital Affairs of Indonesia (Komdigi)

1. Purpose of the Document

This Terms of Reference defines the requirements for procuring a Short-Term Expert (STE), or a team of up to two complementary STEs, to support the Ministry of Communication and Digital Affairs of Indonesia (Komdigi) in strengthening the resilience and diversification of its subsea cable and international connectivity infrastructure.

The assignment is implemented under the Finnish Digital and Green Transition (FDGT) project, which deploys Finnish expertise through targeted secondments to support human-centred digital transformation in partner countries.

The focus of this assignment is the co-development and delivery of a practical, operational connectivity resilience assessment, a structured technical capacity-building programme, and a Finland-Indonesia partnership-scoping process, all of which Komdigi can directly use in finalising its subsea cable and data center roadmap.

The Client (HAUS Finnish Institute of Public Management Ltd) reserves all rights to amend, modify, edit, update and withdraw this document and the information contained herein.

2. Background

Finnish Digital and Green Transition Project (FDGT)

The goal of the FDGT project (2025-2027) is to promote human-centred digital development in Africa, Asia and Latin America in partnership with Finland. The FDGT project focuses on:

- Offering short-term secondments whereby experts from Finland are sent to work in public organisations in Africa, Asia and Latin America for up to 6 months. Secondment is a means to support Digital and Green Transition in these regions by offering technical assistance based on Finnish good practices in digitalisation, while having a unique chance to forge partnerships with local stakeholders.
- Supporting the introduction of Finnish expertise and digital concepts to various international initiatives, including Team Europe Initiatives under the EU Global Gateway strategy to respond to the needs in Africa, Asia, Latin America and the Caribbean.



- Providing high-quality and timely expert services for the coordination of the EU and its Member States' work in promoting human-centred digital development in the Digital for Development (D4D) Hub in Brussels.

FDGT is a development cooperation project funded by the Finnish Ministry of Foreign Affairs and implemented by HAUS.

This assignment is also designed to complement, without duplicating, Finland's separate INDIGI programme (2026-2029, also implemented by HAUS), whose Outcome 3 covers national data centre consolidation, cybersecurity governance and green infrastructure with Komdigi, BSSN and Danantara. This secondment assignment is scoped specifically to subsea cable and international connectivity, which INDIGI's Outcome 3 does not address.

3. Context and Host Organisation

The STE(s) will be procured and seconded to the following organisation:

Ministry of Communication and Digital Affairs of Indonesia (Komdigi), Directorate General of Digital Infrastructure

Context

Identified Need: Komdigi is formulating a national digital infrastructure strategy covering subsea cable and data center roadmaps, intended to position Indonesia as a regional digital hub. Indonesia's current international connectivity depends heavily on the Singapore-Batam route due to landing-site restrictions, creating a single-point-of-failure risk and constraining resilience. Domestically, underdeveloped, frontier and outermost (3T) regions continue to face weak and costly connectivity despite the completed Palapa Ring backbone. This need is independently corroborated by the World Bank's "Digital Foundations for Growth: Indonesia Economic Prospects" (December 2025), which identifies this same landing-site restriction and Palapa Ring pricing and interconnection weakness as national priorities. The Palapa Ring Tengah cable disruption of August 2026 illustrated the practical cost of insufficient resilience in the network this assignment addresses.

External support is timely because Komdigi's subsea cable and data center roadmap is still under formulation, creating a window to bring in Finnish and Baltic Sea experience on subsea cable planning, resilience, and partnership models before the roadmap is finalised.

To address this need, the secondment will focus on:



- A diagnostic assessment of bottlenecks and resilience risks in Indonesia's east-west and international subsea connectivity, and a high-level options note on landing-site diversification
- A more detailed feasibility profile for one prioritised diversification option, covering indicative technical, regulatory and cost considerations
- Structured technical capacity building for Komdigi staff on subsea cable planning, resilience, and partnership/procurement models
- Facilitation of Finland-Indonesia stakeholder dialogue and identification of concrete pathways for continued collaboration, including potential Finnish business partnerships

Host Organisation

A. Organisational Overview

Komdigi is Indonesia's lead ministry for digital infrastructure development. Within its Digital Infrastructure Development (Connectivity) pillar, it is responsible for extending broadband (4G/5G) access to underdeveloped, frontier and outermost (3T) regions, and for managing strategic projects such as the Palapa Ring fibre-optic network, Base Transceiver Station deployment, and the SATRIA-1 satellite. This assignment concerns this connectivity pillar specifically.

B. Strategic Framework

Komdigi is formulating a digital infrastructure strategy covering subsea cable and data center roadmaps, aiming to integrate future subsea cable landing points with data center development to minimise latency and position Indonesia as a regional digital hub. This strategy is understood to be aligned with Komdigi's Renstra 2025-2029 and Indonesia's RPJMN 2025-2029 such as:

- 1) mobile broadband (4G and beyond) population coverage to reach 98% by 2029, currently achieved 98.86%;
- 2) mobile broadband speed and fixed broadband speed to reach 100 Mbps by 2029, currently achieved 83.05 Mbps in mobile broadband and 68.56 Mbps in fixed broadband;
- 3) increase of data centers capacity to 6.87 Watt/capita by 2029, currently achieved 2.21 Watt/capita;
- 4) connecting at least 90% of districts (kecamatan) by 2029, currently achieved 73.01%;
- 5) connectivity to reach 1 Gbps in 38 cities/regencies (kabupaten/kota) as Gigabit Cities by 2029.

Komdigi is devising the concept of Special Economic Zone (SEZ) for future data center locations which integrates:

- 1) international subsea cable landing station;



- 2) in-land optic backbone;
- 3) data center land plots;
- 4) electricity transmission;
- 5) data center liquid cooling waste water treatment and recycle;
- 6) future possible quantum computing facility.

The concept is being promulgated in collaboration with more than 20 other ministries and is aimed to be finalised as President Regulation as mandated by RPJMN 2025-2029. The concept emphasizes distributed SEZ across the nation from eastern to the western region, empowered by trunk domestic subsea cable between SEZs. The final goal is to transform Indonesia not only as a new digital hub but also digital powerhouse in the ASEAN region.

The SEZ concept provides strategic context for the assignment; assessment of the wider SEZ or data centre development is outside the scope of the STE assignment.

C. Stakeholder Landscape

Implementation will require coordination at least with:

- 1) Bappenas (National Development Planning Agency) — Indonesia's medium-term development planning authority, also the lead counterpart of Finland's separate INDIGI programme;
- 2) The Ministry of Finance
- 3) Danantara Investment Fund Management Agency — also acts as the investment-readiness partner under INDIGI's Outcome 3; this assignment's connectivity options note and feasibility profile are positioned as potential input to that pipeline
- 4) Regional government
- 5) Coordinating Ministry for Food Affairs (also as The National Team on Subsea Cable and Pipe)
- 6) Coordinating Ministry for Economic Affairs
- 7) Coordinating Ministry for Infrastructure and Regional Development
- 8) Ministry of Industry
- 9) Ministry of Energy and Mineral Resources;
- 10) BAKTI (Badan Aksesibilitas Telekomunikasi dan Informasi) — Komdigi's implementing agency for the Palapa Ring backbone and universal-service connectivity programmes in 3T regions, and the body directly managing the network this assignment assesses

D. Daily Work of the Seconded Expert(s)

The STE(s) will be embedded within the Directorate General of Digital Infrastructure, including with BAKTI as part of Directorate General of Digital Infrastructure.



The work will focus on applied diagnostic assessment, structured capacity building, and facilitated partnership dialogue. The STE(s) will:

- 1) Conduct a diagnostic assessment of subsea and international connectivity bottlenecks and resilience risks
- 2) Facilitate a stakeholder validation workshop on the resulting options note, and develop a feasibility profile for one prioritised diversification option
- 3) Design and deliver a multi-stage applied training programme for Komdigi technical staff, including a simulation or tabletop exercise on cable-fault response
- 4) Facilitate at least two rounds of Finland-Indonesia stakeholder dialogue and document concrete pathways for continued collaboration, including potential engagement of Finnish connectivity and subsea cable solution providers
- 5) Ensure that all outputs are operationally applicable within Komdigi, aligned with international good practice, and coordinated with the separate INDIGI programme where relevant, particularly its Danantara investment-readiness pipeline and UN Global Pulse ecosystem-engagement mechanism

E. Work Location: Jakarta

F. Focal Points:

- 1) (Mr.) Denny Setiawan
Role: Director of Digital Infrastructure Strategy and Policy
Email: denn005@komdigi.go.id
- 2) (Mr.) Benny Elian
Role: Deputy Director for Digital Infrastructure Roadmap
Email: benny.elian@komdigi.go.id

4. Objectives of the Secondment

Main Purpose

The secondment strengthens the resilience and diversification of Indonesia's subsea and international connectivity infrastructure, building Komdigi's technical capacity while identifying concrete pathways for continued Finland-Indonesia cooperation.

Specific Objectives

Specifically, the secondment aims to:



- Diagnose bottlenecks and resilience risks in Indonesia's east-west and international subsea connectivity, and produce a high-level options note on landing-site diversification
- Develop a more detailed feasibility profile for one prioritised diversification option, covering indicative technical, regulatory and cost considerations, as an options and feasibility-screening exercise rather than a routing or investment decision
- Build Komdigi technical staff capacity on subsea cable planning, resilience, and partnership and procurement models through a structured, applied training programme
- Design and deliver at least one simulation or tabletop exercise on cable-fault response, informed by lessons from the August 2026 Palapa Ring Tengah disruption
- Facilitate at least two rounds of Finland-Indonesia stakeholder dialogue and produce a Cooperation and Partnership Opportunities Note outlining pathways for continued collaboration, including Finnish company engagement
- Position both the connectivity options note and the partnership note as potential input to Danantara's investment-readiness pipeline under the separate INDIGI programme, and coordinate the partnership-facilitation work with INDIGI's UN Global Pulse ecosystem-engagement mechanism where appropriate

5. Methodology and Approach

This section outlines the proposed methodology; it may be revised pending final scope discussions with the appointed STE(s). The assignment will combine desk-based technical analysis, structured stakeholder engagement, and applied capacity building. The STE(s) will conduct desk-based analysis of existing connectivity data and strategy documents, and structured interviews with Komdigi's Directorate General of Digital Infrastructure, BAKTI, and other relevant stakeholders, to produce the connectivity bottleneck and options note.

The options note will be validated through a stakeholder workshop with Komdigi and relevant agencies, after which the STE(s) will develop a feasibility profile for one prioritised diversification option, covering indicative technical, regulatory and cost considerations. This work is explicitly scoped as options and feasibility screening; full engineering design, marine surveys, procurement, or investment decisions are outside the scope of this assignment.

Capacity building will be delivered through a structured, multi-stage applied training programme combining foundational and advanced sessions and at least one simulation or tabletop exercise, rather than one-off theoretical training, so that Komdigi staff can apply the material directly to their own network.



Finland-Indonesia partnership facilitation will be delivered through at least two structured stakeholder dialogue sessions, coordinated through HAUS and, where relevant, INDIGI's existing UN Global Pulse ecosystem-engagement mechanism, to avoid duplicating outreach that programme has already begun.

All outputs will be developed jointly with Komdigi counterparts to ensure ownership and relevance, and will be explicitly framed for potential onward use, particularly as input to Danantara's investment-readiness pipeline under the separate INDIGI programme.

6. Expected Deliverables

The assignment will produce practical, operational outputs that directly support Komdigi's connectivity resilience planning. Each deliverable supports the objectives in Section 4 and the impact described in the Concept Note.

Core Deliverables

- **Subsea Connectivity Bottleneck and Options Assessment Note:** Diagnostic assessment of east-west and international subsea connectivity bottlenecks and resilience risks, and a high-level options note on landing-site diversification
- **Feasibility Profile for a Prioritised Diversification Option:** Indicative technical, regulatory and cost considerations for one option selected in the stakeholder validation workshop
- **Applied Training Curriculum, Materials and Exercise Records:** Curriculum and materials for a multi-stage training programme, and records of at least two training or exercise rounds delivered, including a simulation/tabletop exercise on cable-fault response
- **Cooperation and Partnership Opportunities Note:** Outcomes of at least two Finland-Indonesia stakeholder dialogue sessions, and identification of potential areas for continued technical collaboration and engagement of Finnish expertise and solutions, referencing Finnpartnership, Finnfund, the Public Investment Facility, and the Institutional Cooperation Instrument as possible follow-on channels
- **Final Presentation:** A presentation of the key findings and achievements of the secondment to Komdigi, HAUS, the Ministry for Foreign Affairs of Finland, and the Embassy of Finland
- **Final Report for HAUS:** Summary of activities carried out, their contribution to the objectives above, an evaluation of the potential for continued cooperation between Finnish stakeholders and Komdigi, and lessons learned, including recommendations for possible future secondments

7. Duration and Timeline



Planned Timing:

The assignment is expected to commence in **December 2026**. The exact start date shall be confirmed in coordination with the STE(s) and the host organisation.

Duration:

The secondment shall have a maximum duration of **130 person-days**, corresponding to approximately six (6) months (26 weeks) of chargeable working time. The assignment may be delivered through a combination of on-site and remote work; however, no more than 30% of the total input may be provided remotely, given the fieldwork and stakeholder-validation nature of this assignment.

Tentative Timeline:

Period	Activities
Month 1	Inception, stakeholder mapping, coordination check-in with the INDIGI project team, and data collection
Month 2	Subsea connectivity bottleneck diagnostic; drafting of the options note
Month 3	Stakeholder validation workshop on the options note; site and stakeholder visits; feasibility profile for the prioritised diversification option
Month 4	Training programme design and delivery of foundational training sessions
Month 5	Advanced training sessions and simulation/tabletop exercise; first round of Finland-Indonesia partnership dialogue
Month 6	Second partnership dialogue round; finalisation of the Cooperation and Partnership Opportunities Note; consolidation of outputs, final presentation and final report

Note: The subsea cable and data center roadmap is expected to be finalised by the end of Q1 2027. Relevant analytical outputs of the STE assignment should therefore be provided in time to inform Komdigi's roadmap finalisation process, while capacity-building and partnership activities may continue over the full six-month assignment period.

Evaluation note:

When evaluating tenders, proposals that allocate a greater number of person-days (up to the maximum of 130) will be viewed favourably, as this indicates stronger capacity to deliver the full scope and outputs of the assignment. The score for person-days will be calculated proportionally using the following formula: Person-days score = (Proposed person-days / 130) x maximum score. Proposals offering 130 person-days will receive the full score, while lower allocations will receive proportionally fewer points.



Certain tasks may be conducted remotely where this is duly justified, **up to a maximum of 30% of the total input**. Remote work may be particularly suitable for analytical and drafting tasks.

However, given the nature of the assignment, a strong on-site presence is considered to add value throughout the secondment by enabling closer collaboration with Komdigi and other stakeholders, facilitating access to relevant information, strengthening knowledge transfer, and allowing the experts to respond flexibly to emerging assessment needs. Stakeholder engagement, technical assessment, validation and capacity-building activities are therefore expected to be delivered primarily on-site.

Accordingly, proposals with a higher proportion of on-site work will receive a higher score for delivery modality. The score will be calculated proportionally as follows:

On-site score = (On-site person-days / total person-days) × maximum score

A proposal with 100% on-site input will receive the maximum score for this criterion.

8. Budget and Payment

In the Budget Form (Appendix A), the tender shall include the proposed daily remuneration rate (item 1 below). The same rate shall apply to all proposed input, including all input and organisational backstopping. All other costs listed below (items 2-5) are covered by HAUS and shall not be included in the Budget Form:

1. **Daily remuneration (to be proposed by the tenderer)**
2. International per diem allowance
3. Travel expenses to and from the assignment location
4. Accommodation expenses
5. Operational budget for local expenditure such as visa, phone contract, internet, workshops, translation and interpretation, and field visit logistics (to be determined on a case-by-case basis)

The terms of compensation follow the Finnish Government's travel expense reimbursement guidelines, and the conditions set out in the Contract. Payment will be made monthly, based on actual workdays completed and receipts for the reimbursable expenses listed above.

9. Expert Resourcing and Qualifications

The assignment is expected to be delivered primarily by a single Lead Expert, supported where needed by institutional backstopping. For the purposes of this



assignment, institutional backstopping means limited, remotely provided specialist input from the tendering organisation to complement the expertise of the proposed expert(s).

Tenderers may alternatively propose two complementary experts, provided that their respective roles and responsibilities are clearly defined. Where two experts are proposed, one shall act as Lead Expert/Coordinator with responsibility for overall coherence, stakeholder engagement and delivery oversight. The complementary expert shall provide complementary thematic or technical expertise. The proposed allocation of responsibilities and person-days between the two experts shall reflect their respective roles and the expertise they are expected to contribute to the assignment.

Institutional backstopping may be used to provide specialised technical expertise, including subsea/submarine cable expertise. Facilitation, training delivery and stakeholder-facing work shall remain the responsibility of the Lead/Sole Expert or, where two experts are proposed, the proposed expert team.

Backstopping must be clearly described in the Technical Form (Appendix C), including the individual(s), their organisation and their specific contribution. A maximum of two backstopping experts may be proposed. Backstopping is limited to a maximum of 20 person-days within the overall ceiling of 130 person-days and shall be delivered remotely.

CVs (maximum 3 pages each) of all proposed experts, including backstopping experts, must be included in the tender documentation.

Qualifications

The criteria are deliberately built around a **broad telecommunications and connectivity advisory profile** as the core requirement, reflecting the range of competencies needed for the Lead/Sole Expert to deliver across all three objectives: **diagnostic work, capacity building, and partnership facilitation**. Specific expertise in subsea/submarine cable infrastructure is considered a distinguishing strength under Criterion 1 rather than a mandatory requirement. Where additional specialised expertise is needed, this may be provided through the expert resourcing and backstopping arrangements described in Section 9.

- **Telecommunications and Connectivity Infrastructure Experience (Max 25 points)** : Broad professional experience in telecommunications or digital connectivity infrastructure: network planning, connectivity policy or regulatory advisory, resilience and redundancy planning, or cross-border/international connectivity frameworks. Direct subsea or submarine cable project experience is considered a particular strength under this criterion. Relevant subsea/submarine cable expertise may be



provided by the Lead/Sole Expert, a complementary expert, or through institutional backstopping as described above.

- **Public-Sector and Institutional Advisory Experience (Max 15 points) :** Experience advising or embedded within government ministries, regulators, or public infrastructure bodies, including institutional coordination across multiple stakeholder agencies.
- **Options Assessment and Feasibility Screening Capability (Max 15 points) :** Demonstrated experience designing and delivering options assessments, feasibility studies, or diagnostic reviews for digital or telecom infrastructure, translating technical and regulatory considerations into practical, adoptable recommendations rather than purely academic analysis.
- **Facilitation and Applied Capacity-Building Delivery (Max 15 points) :** Demonstrated, hands-on experience designing and delivering training, workshops, simulation or tabletop exercises, and structured knowledge transfer, with strong stakeholder engagement skills across technical teams, senior management, and external counterparts. This is treated as a core competency of the Lead/Sole Expert rather than a backstoppable area, since it is delivered in person.
- **Partnership and Stakeholder/Business Development Experience (Max 7 points) :** Experience identifying, scoping, or facilitating institutional or commercial partnerships, particularly in an advisory capacity that does not represent a single commercial party's interests.
- **Emerging Market Experience (Max 5 points) :** Proven experience working in emerging market contexts, preferably Southeast Asia or archipelagic/geographically dispersed settings.
- **Education (Max 3 points) :** University degree in Telecommunications Engineering, Electrical Engineering, Information Systems, Public Policy, or a closely related field.
- **Language (Max 5 points) :** Full professional fluency in English (written and spoken).

10. Evaluation Criteria



The selection of the seconded expert(s) will be based on a combined **quality and price assessment**. The quality assessment will have the predominant weight to ensure the selection of a highly qualified expert(s).

	QUALITY 80%
Basic Information	The quality assessment is based on: • the Expert Form (Appendix B), • the Technical Form (Appendix C, note max 10 pages), and • Expert CV(s) (supporting document; maximum 3 pages per CV).
Interviews	The Contracting Authority reserves the right to conduct structured interviews with the two (2) to four (4) highest-ranked tenderers following the preliminary written evaluation. The purpose of the interview is to: • Verify information provided in the tender • Assess spoken English proficiency and communication skills • Clarify specific aspects of the expert's experience or methodology where necessary The interview will relate only to evaluation criteria already defined in this ToR. Not all criteria must be revisited during the interview. Based on the interview, provisional quality scores may be confirmed or adjusted where justified. The number of tenderers invited to interview will be determined based on the distribution of preliminary quality scores.
Expert Form (Appendix B)	Each qualification criterion in Section 9 will be scored up to its stated maximum based on the relevance, depth and evidence of the expert's experience in the Expert Form and supporting CV(s). (Total score: 90 points) The CV(s) should be concise, up-to-date supporting document(s) (maximum 3 pages each), highlighting relevant experience that complement the Expert Form.
Two-expert proposals	Tenders are expected to propose a single Lead/Sole Expert with optional institutional backstopping (Section 9), but may instead propose two complementary experts (+optional institutional backstopping). For two-expert tenders, the team score for each criterion will normally be based on the higher of the two individual expert scores ("best-of-two" principle). An expert's experience may be taken into account for a



	criterion only where the expert has a substantive role and sufficient input in the relevant activities or deliverables. Tenderers shall clearly specify each expert's responsibilities, deliverables and number of person-days in the Technical Form.
Backstopping	Backstopping experts are not scored as separate experts. Where the ToR permits specialised backstopping expertise to complement the proposed expert(s), it may be considered in assessing coverage of the relevant criterion. Its contribution and person-days must be demonstrated in the Technical Form.
Technical Form (Appendix C)	The Technical Form (max 10 pages) covers key qualitative and quantitative aspects of the tender and each of them will be scored up to the maximum points allocated to that criterion. The form covers: Understanding and scope justification (5 points), Proposed approach and methods (5 points), Number of person-days (2,5 points) and on-site/remote allocation (2,5 points), and Delivery modality (including the single-expert-plus-backstopping model or, if proposed, a two-expert model, and any backstopping arrangements) (5 points). (Total score: 20 points).
Minimum quality requirements	To be considered for contract award, tenders must achieve a minimum of 60% of the total quality score. Tenders failing to meet this threshold will not be considered for contract award.
Total quality score	Expert Form (Appendix B) 90 points + Technical Form (Appendix C) 20 points = 110 points Converted into a weighted value of 80% Weighted Quality Score = (Tender Quality Score / Maximum Quality Score) × 80

Indicative scale for qualitative evaluation criteria

The quality scores will be assigned based on the following indicative scale. The scale shall be applied to each qualitative evaluation criterion in light of the specific requirements of that criterion and the evidence requested in the relevant tender document. Evaluators shall consider, as applicable, the relevance, depth, specificity, credibility and completeness of the evidence provided, as well as its linkage to the assignment, required tasks and expected outputs.

Score range	Description
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0–20% of max points	Very weak: The criterion is not addressed, or the information provided is largely irrelevant or unsupported. Required elements are missing or there is insufficient evidence to establish the tenderer's capability or suitability in relation to the criterion.
21–40%	Weak: The criterion is addressed only partially. Some relevant evidence is provided, but important elements are missing, insufficiently developed, weakly substantiated or only indirectly relevant to the assignment. Significant weaknesses or delivery risks remain.
41–60%	Satisfactory: The criterion is addressed to an acceptable level and the proposal demonstrates generally relevant capability, experience or approach. However, the evidence lacks depth, specificity, direct comparability or sufficient linkage to the assignment, tasks and expected outputs.
61–80%	Good: The criterion is addressed clearly and comprehensively. The proposal provides relevant and credible evidence, demonstrates a good understanding of the assignment and/or strong relevant capability, and establishes clear links to the required tasks and outputs. Any weaknesses are minor and do not materially affect confidence in delivery.
81–100%	Excellent: The criterion is addressed fully and convincingly, with highly relevant, specific and well-substantiated evidence. The proposal demonstrates substantial depth, strong understanding and/or proven capability directly applicable to the assignment, with clear responsibilities, results and links to the required outputs. No significant weaknesses are identified.

	PRICE 20%
Basic information	The tenderer shall indicate the proposed daily remuneration rate in the Budget Form (Appendix A). For the price assessment, only the daily remuneration rate will be compared across tenders, not the total price. The lowest rate receives the highest score (20 points). Other tenders will receive proportionally lower scores according to the ratio of their proposed rate to the lowest rate. The same daily rate shall apply for all services. Price Score = (Lowest Tender Price / Tender Price Being Evaluated) × 20

11. Eligibility Criteria



Eligibility criteria ensure that only qualified tenderers are considered, while the evaluation criteria assess the quality and suitability of tenders. To proceed to the evaluation stage, tenders must meet the following eligibility criteria:

- **The Lead/Sole Expert** must demonstrate at least **7 years of relevant professional experience** in telecommunications, connectivity, or digital infrastructure, or in related regulatory/policy advisory, including some experience in an international or public-sector advisory capacity. In a **two-expert proposal**, the **Lead Expert must meet this requirement in full**; the **complementary expert must demonstrate at least 4 years of relevant professional experience** in the above fields.
- **The Lead/Sole Expert** must demonstrate experience **designing and delivering training, workshops, or structured capacity-building activities** in a professional or institutional setting, since this cannot practically be covered through remote backstopping.
- The tender must include relevant **subsea/submarine cable expertise**, provided by the Lead/Sole Expert, a complementary expert, or through institutional backstopping as described in Section 9.
- The service provider is required to be a **Finnish legal entity** or other entity which has a **Finnish Business ID**.
- This requirement reflects the mandate of the FDGT project to mobilise Finnish expertise and support cooperation between partner institutions and the Finnish digital ecosystem.
- The expert must be **fluent in English** (speaking and writing), with excellent drafting, analytical, and communication skills.
- **The tender includes all required documents**: Budget Form (Appendix A), Expert Form (Appendix B), CVs, and Technical Form (Appendix C).
- **Full compliance with relevant data protection regulations**, including GDPR, and adherence to the Principles of Conduct Clause outlined in this ToR.

12. Tender Submission Details

All proposals must be submitted electronically through the tender portal. The tender must demonstrate that the service provider meets the eligibility criteria; only eligible candidates will be considered.

Requested documents:

- Budget Form (Appendix A)
- Expert Form (Appendix B)
- CV highlighting relevant experience (max 3 pages)
- Technical Form (Appendix C, max 10 pages)

The minimum font size is 11 points. All documentation must be in English.



Tenders will be opened collectively after the submission deadline and evaluated in accordance with the published criteria. Contracting will proceed following the completion of the evaluation process and the expiry of the appeal period.

Personal data contained in submitted documents will be processed solely for the purposes of this procurement procedure, shared only with the selection panel, and retained only as long as necessary before secure deletion in accordance with applicable data protection requirements.

13. Questions during the Procurement

During the procurement process, interested parties are encouraged to submit questions or clarifications via the online system. All questions received will be addressed as soon as possible; inquiries must be submitted within the timeframe indicated in the tender portal. Only communication through the Supplier Portal will be considered; the Contracting Authority is unable to respond to queries made by telephone, mail or e-mail.

14. Reporting

The STE(s) will report to the FDGT Project Manager and will maintain regular communication with the FDGT team throughout the secondment. The STE(s) will deliver a timesheet on actual workdays and hours at the end of each month to the FDGT team.

15. Anti-Corruption

FDGT is committed to preventing and not tolerating any act of corruption and other malpractices and expects that all bidders will adhere to the same ethical principles.

16. Principles of Conduct Clause

Service Providers seeking to work with the Client (HAUS) shall adhere to the following principles:

- **Confidentiality:** Service Provider must only use information solely for the purpose of performing their duties with the Client.
- **Business Ethics:** Service Provider is expected to uphold the highest standards of business ethics when collaborating with the Client.
- **Transparency of Information Provision:** Service Provider must refrain from engaging in any fraudulent activities or misrepresenting information to influence the selection and contract awarding process in their favour.
- **Fair Competition:** Service Provider should abstain from participating in corrupt, collusive, or coercive practices.
- **Officials Not to Benefit:** The Service Provider guarantees that no official associated with the Client has received or will receive any direct or indirect benefit from the



Bidder, the Service Contract or its award. Any violation of this provision will be deemed a breach of a fundamental term of the Service Contract.

- **Data Protection:** Service Provider must comply with all relevant data protection laws and regulations, ensuring the confidentiality and security of any personal or sensitive data provided during the collaboration.

17. Rights Reserved

This RFP does not obligate FDGT to complete the tendering/RFP process. FDGT reserves the right to amend any segment of the tendering/RFP prior to the announcement of the selected STE(s). FDGT reserves the right to remove one or more of the services from consideration for this contract should the evaluation show that it is in FDGT's best interest to do so. FDGT may, at its discretion, issue a separate contract for any service or groups of services included in this tendering/RFP. FDGT may negotiate a compensation package and additional provisions to the contract awarded under this tendering/RFP. FDGT reserves the right to debrief tenderers after the completion of the process due to the possible high volume of tenders and to avoid compromising the process.