

**Appendix 1**  
**Terms of Reference (ToR)**  
**Development of the SATUSEHAT Logistics Roadmap 2026-2029**

**1. Purpose**

The purpose of this activity is to support the Center of Data and Information Technology (referred to as Pusdatin) and the Directorate General of Pharmaceuticals and Medical Devices (Ditjen Farmalkes), Ministry of Health (MoH) of Indonesia, in developing the **SATUSEHAT Logistics Roadmap 2026–2029**.

The roadmap is intended to provide a clear and realistic strategic direction for strengthening SATUSEHAT Logistics as part of Indonesia’s health digital transformation, and to guide coordinated planning and phased implementation across relevant units, primarily within the Ministry of Health (MOH) and the public health service network, while considering interoperability with relevant external stakeholders involved in the health commodity supply chain. The roadmap will identify priorities for the short, medium, and long term, and serve as a practical reference for relevant units in planning subsequent actions.

In addition to producing the roadmap document, this activity also aims **to** support a shared understanding among stakeholders on supply chain management and the use of logistics information systems through consultations and knowledge-sharing discussions, so that the roadmap can be effectively understood and used after endorsement.

The key objectives include:

- a. assess the current situation of SATUSEHAT Logistics and identify key gaps and opportunities related to the use of logistics information system.
- b. strengthen stakeholders’ understanding of supply chain management concepts and the use of logistics data for planning, monitoring, and decision-making.
- c. draw lessons from relevant national and international good practices through benchmarking and assess their relevance to the Indonesian context.
- d. define clear short-, medium-, and long-term priorities for the development of SATUSEHAT Logistics, informed by situation analysis and benchmarking.
- e. develop an integrated, realistic, and sustainable SATUSEHAT Logistics Roadmap for the period 2026–2029, including a phased implementation approach and monitoring indicators, aligned with national health digital transformation priorities.

**2. Background**

As part of Pillar 6 of Indonesia’s Health System Transformation agenda (Health Technology Transformation), MoH has developed and launched the Indonesia Health Services (IHS) Platform, known as SATUSEHAT, to enable data exchange and interoperability across health information systems in Indonesia. One of the key priorities under this transformation is the strengthening of SATUSEHAT Logistics. Effective logistics management is essential to ensure the availability, quality, and appropriate use of health commodities across the health system.

While various logistics information systems have been developed and implemented across different units and health facilities, several challenges remain. These include limited understanding among personnel, suboptimal use of logistics data for decision-making, and fragmentation across systems and organizational units.

In the context of rapid digital and technological developments, supply chain management has become a critical function for ensuring efficiency, effectiveness, and system resilience. Strengthening SATUSEHAT Logistics is therefore essential to support integrated logistics management, enhance transparency, and enable evidence-based planning and monitoring.

To ensure that these efforts are coherent and sustainable, a clear roadmap aligned with the Ministry of Health's vision, mission, and digital health strategy is required. The development of the **SATUSEHAT Logistics Roadmap 2026–2029** will be complemented by benchmarking and structured knowledge sharing activities, serving both as inputs to roadmap development and helping stakeholders better understand the use of logistics information systems. Beyond the roadmap document itself, the development process is also expected to strengthen shared understanding among stakeholders regarding logistics information systems and the use of logistics data.

### 3. Planned timelines

Estimated Start Date: Apr/May 2026

End Date: Oct/Nov 2026

The total timeline for project is 6 months

### 4. Requirement - Scope of Work and Deliverables

The scope of work focuses on analysis, consultation, and development of the SATUSEHAT Logistics Roadmap, and does not include detailed system design, software development, or procurement activities.

The activity will be implemented through the following components.

#### 4.1. Preparatory Coordination and Activity Planning

This component focuses on initial coordination and planning with key stakeholders to ensure a shared understanding of objectives, scope, and expected outputs.

Activities include:

- An initial coordination (kick-off) meeting with Pusdatin, the Directorate General of Pharmaceuticals and Medical Devices (Farmalkes), MoH, and other relevant stakeholders to discuss activity preparation (including clarification of the scope of work, sequencing of activities, and coordination arrangements) and the current status of SATUSEHAT Logistics implementation.
- A follow-up coordination meeting to review and confirm the agreed scope of work, sequencing of activities, and coordination arrangements.

Deliverables:

- An agreed detailed activity plan, including timeline and coordination arrangements.

*Note:*

*The preparatory coordination and activity planning will be supported by 2 separate hybrid meetings at the Pusdatin office, with a maximum of 35 participants per meeting.*

#### 4.2. Situation Analysis and Initial Assessment

This component focuses on developing a clear and shared understanding of the current status of SATUSEHAT Logistics as a foundation for subsequent roadmap refinement and stakeholder consultation.

Activities include:

- Conducting a desk review of relevant policies, strategies, guidelines, and existing documentation related to logistics information systems and SATUSEHAT Logistics, to establish an initial understanding of the current landscape.
- Assessment of the current implementation of logistics information systems across relevant units and levels, including key challenges, gaps, and opportunities.
- Conducting hybrid technical meetings with relevant units to validate and clarify findings from the analysis.
- Organizing in-person workshop with stakeholders to discuss preliminary findings and cross-cutting issues before drafting the roadmap, and to support a shared understanding of the proposed directions.

Deliverables:

- A situation analysis summary describing the current state of SATUSEHAT Logistics, including key gaps and opportunities.
- An initial outline of strategic issues to be addressed in the roadmap.
- Documentation of the foundational knowledge-sharing activities conducted under this component.

*Note:*

*Activities under this component will be supported by 3 technical hybrid meetings at Pusdatin office with maximum 35 participants per meeting and 1 day in-person workshop held in government-owned meeting room in Jakarta with maximum 65 participants.*

#### 4.3. Stakeholder Consultation, Benchmarking, and Development of Roadmap

This component focuses on developing and consolidating the SATUSEHAT Logistics Roadmap through structured stakeholder consultation, applied benchmarking, and practical discussions on how selected good practices could be applied in Indonesia.

Activities include:

- Conducting focused group discussions (FGDs), interviews, and meetings with key stakeholders to gather inputs and refine the draft SATUSEHAT Logistics Roadmap, including discussion of proposed directions and actions
- Reviewing relevant national and international good practices related to digital logistics and supply chain information systems as part of benchmarking activities
- Facilitating practical discussions with stakeholders on how selected good practices and strategic options could be adapted and applied in the Indonesian context.

Deliverables under this component include:

- A draft SATUSEHAT Logistics Roadmap that incorporates inputs from stakeholder consultations and benchmarking activities.
- Documentation of stakeholder consultation, benchmarking, and discussion activities.

*Note:*

*Stakeholder consultation and benchmarking activities under this component will be supported by 1 technical hybrid meeting at Pusdatin office with maximum 35 participants and 1 day in-person workshop held in government-owned meeting room in Jakarta with maximum 65 participants.*

#### 4.4. Finalization of the SATUSEHAT Logistics Roadmap

This component focuses on finalizing the SATUSEHAT Logistics Roadmap based on inputs from stakeholder consultations and benchmarking activities, and preparing the document for formal endorsement.

Activities include:

- Finalizing the SATUSEHAT Logistics Roadmap 2026–2029 by consolidating inputs from stakeholder consultations, benchmarking activities, and internal reviews.
- Reviewing and confirming the proposed strategic directions, priorities, and sequencing of actions to ensure clarity, consistency, and feasibility.
- Refining the phased implementation approach and indicative monitoring indicators to support follow-up implementation by relevant units.
- Conducting final review meetings and a validation workshop to confirm the finalized roadmap prior to submission for internal MoH endorsement.

Deliverables:

- A finalized SATUSEHAT Logistics Roadmap 2026–2029, prepared for internal endorsement within the MoH.

*Note:*

*Finalization activities under this component will be supported by 3 hybrid finalization meetings at Pusdatin office with maximum 35 participants and 1 day in-person validation workshop held in government-owned meeting room in Jakarta with maximum 65 participants.*

#### 4.5. Dissemination of the SATUSEHAT Logistics Roadmap

This component focuses on disseminating the SATUSEHAT Logistics Roadmap prepared for submission to the MoH for internal endorsement to relevant stakeholders.

Activities include:

- Organizing a dissemination workshop to present the SATUSEHAT Logistics Roadmap prepared for internal MoH endorsement to relevant stakeholders.
- Presenting the key directions, priorities, and implementation phases outlined in the roadmap, and facilitating discussion to support understanding and uptake.
- Preparing dissemination materials, including presentation slides and summarized materials derived from the roadmap.
- Organizing an online public dissemination session (webinar) to reach a wider range of stakeholders.

Deliverables:

- Dissemination of SATUSEHAT Logistics Roadmap prepared for internal MoH endorsement in both printed and electronic (PDF) formats.

- Documentation of the dissemination activities (workshop and web, including participant list and key discussion points).

*Note:*

*Dissemination under this component will be supported by 1 in-person workshop held in government-owned meeting room in Jakarta with approximately 65 participants and 1 webinar session with max 54 offline participants.*

After technical review, the outputs and deliverables will be handed over to Ministry of Health Indonesia and WHO Country Office Indonesia. Any activities outside the scope of the contract which will be proposed by the consultant should comply with WHO guidelines.

## **5. Requirements – Planning and the Evaluation Criteria**

To undertake the above-mentioned key tasks listed under #4, the consultant should have a good understanding of health logistics and logistics information system, within the broader context of Indonesia's health system, including digital health and health supply chain management.

The consultant should demonstrate:

- experience in health supply chain management, pharmaceutical and medical device logistics, or related health system functions
- familiarity with logistics information systems and the use of logistics data for planning, monitoring, and decision-making
- understanding of data standards, interoperability, governance, and regulatory aspects relevant to SATUSEHAT and health logistics information systems
- experience facilitating multi-stakeholder consultations, technical discussions, or policy-oriented workshops

The proposal should address the criteria in this #5 Requirement – Planning and the Evaluation Criteria and the Annex 1 Evaluation Criteria.

To ensure quality and timeliness of work, the project will require continuous interaction and consultation with Pusdatin, MoH and involvement of the WHO technical unit/experts.

## **6. Characteristics of Provider**

The activity shall be undertaken by a legally registered company or institution in Indonesia with demonstrated capacity and experience relevant to the scope of work described in this ToR.

The Provider must demonstrate:

*Mandatory*

- Proven experience in roadmap development, strategic planning, or system strengthening related to health logistics, pharmaceutical and medical supply chains, or other health information systems.
- Demonstrated experience in logistics information systems or health supply chain management, including the use of data for planning, monitoring, and decision-making.
- Good understanding of standards, interoperability, governance, and regulatory aspects relevant to health logistics and logistics information systems, including familiarity with the SATUSEHAT ecosystem or comparable national digital health platforms and the Indonesian health system context.

### *Desirable*

- Prior experience working with government institutions, experience working with WHO or other international organizations is an advantage
- Familiarity with national and international good practices in logistics information systems or health supply chain strengthening.
- Experience facilitating stakeholder consultations, FGDs, or workshops related to system planning, roadmap development, or policy-oriented discussions.

The provider is expected to work closely with the Ministry of Health, particularly Pusdatin and Farmalkes, and to engage with relevant other institution and WHO throughout the activity. The Provider is expected to assign a multidisciplinary team with adequate technical and operational capacity to deliver the activity, **including expertise from both academic/research and field implementation experience in health logistics or supply chain management.** At least one team member should demonstrate academic or research-based experience, and at least one team member should demonstrate hands-on implementation experience. Clear differentiation of roles within the team is required to ensure effective integration of technical inputs and timely delivery of outputs.

#### 1. Team leader (1 person)

The Team Leader will be responsible for overall coordination, technical leadership, and quality assurance of the activity, including ensuring coherence and consistency of the SATUSEHAT Logistics Roadmap.

Minimum qualifications include:

- At least a Master's degree (S2) in public health, health informatics, health policy, pharmacy, supply chain management, information systems, or a related field.
- Minimum 5 years of relevant professional experience in health information systems, health logistics, supply chain management, digital health, or related areas.
- Demonstrated experience leading roadmap development, strategic planning, or system strengthening assignments or similar projects with government institutions.
- Good understanding of standards, interoperability, governance, and regulatory aspects related to health logistics and digital health in Indonesia.
- Strong facilitation and analytical skills, including the ability to synthesize technical discussions into policy-relevant outputs.
- Ability to integrate academic inputs with practical implementation considerations into clear policy and implementation recommendations
- Prior experience working with UN agencies or international organizations is an advantage

#### 2. Technical team member – Pharmaceutical Logistics (1 person)

This team member will provide domain-specific technical inputs related to pharmaceutical logistics and the use of logistics data to support analysis and roadmap development.

Minimum qualifications include:

- Bachelor's degree (S1) in pharmacy, public health, health informatics, or a related field. A Master's degree is an advantage.
- Minimum 3 years of relevant professional experience in pharmaceutical supply chain management, logistics information systems, or health logistics data.

- Familiarity with national regulations and operational processes related to pharmaceutical logistics in Indonesia.
  - Experience supporting technical discussions, workshops, or consultations related to health logistics or pharmaceutical systems.
  - Ability to document and synthesize technical inputs clearly and accurately.
3. Technical Team Member – Logistics and Medical Devices (1 person)  
This team member will provide domain-specific technical inputs related logistics processes and information systems for medical devices and other health commodities.  
Minimum qualifications include:
- Bachelor's degree (S1) in public health, engineering, supply chain management, health informatics, or a related field. A Master's degree is an advantage.
  - Minimum 3 years of relevant professional experience in health logistics, medical device supply chains, or related information systems.
  - Familiarity with logistics workflows, data reporting, and across different levels of the health system, including national and subnational contexts.
  - Experience supporting stakeholder consultations or technical meetings related to logistics or health systems.
4. Technical Team Member – System Architecture and Interoperability (1 person)  
This team member will provide technical inputs related to system architecture, interoperability, and data integration relevant to SATUSEHAT Logistics  
  
Minimum qualifications include:
- Bachelor's (S1) in information systems, computer science, health informatics, or a related field.
  - Minimum 3 years of relevant professional experience in health information systems, system architecture, interoperability, or data integration.
  - Good understanding of data standards, interoperability frameworks, and system integration, particularly in digital health or logistics information systems
  - Ability to translate technical architecture considerations into practical and implementable inputs for roadmap development
5. Administration and finance staff for handling the administration and finance issue, including organizing the meeting (1 person)  
Minimum qualifications include:
- Academic background in business, administration, or related subject
  - At least 2 years experiences of administrative support (including arrange the meeting – e.g., invitation, travel, and meeting venue; logistics, document management, financial reporting) for government, UN, or NGO activity

CVs and relevant experience to the above characteristics should be submitted with the proposal.

Information about the roles/responsibilities and the proportionate time that will be dedicated to the project should also be included in the submission and in the financial proposal.