

TERM OF REFERENCE (TOR)

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Work Unit	Center for Learning and Development
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TERM OF REFERENCE (TOR)

**ENHANCEMENT OF MANAGERIAL SKILLS FOR HEALTH
PROFESSIONAL AT THE MANAGEMENT LEVEL OF THE MINISTRY
OF HEALTH**

CORPORATE UNIVERSITY

**CENTER FOR LEARNING AND DEVELOPMENT
SECRETARIAT GENERAL
MINISTRY OF HEALTH**

TERM OF REFERENCE (TOR)

ENHANCEMENT OF MANAGERIAL SKILLS FOR HEALTH PROFESSIONAL AT THE MANAGEMENT LEVEL OF THE MINISTRY OF HEALTH

CORPORATE UNIVERSITY

A. BACKGROUND

1. Legal Basis

- Law Number 20 of 2023 on Civil Servants;
- Government Regulation Number 17 of 2020 on Amendments to Government Regulation Number 11 of 2017 on Civil Servant Management;
- Presidential Regulation Number 18 of 2021 on the Ministry of Health;
- State Administration Agency Regulation Number 10 of 2018 on Competency Development for Civil Servants;
- Minister of Health Regulation Number 5 of 2022 on the Organization and Work Procedures of the Ministry of Health;
- Minister of Health Decree Number 21 Of 2024 Concerning The Organization And Work Procedure Of The Ministry Of Health

2. Duties and Functions of Center for Learning and Development at the Ministry of Health

Center for Learning and Development at the Ministry of Health shall perform the following functions:

- a. formulation of technical policies in the fields of competency assessment, mapping, implementation of apparatus competency development, and management of work culture within the Ministry;
- b. implementation of technical policies in the fields of competency assessment, mapping, implementation of apparatus competency development, and management of work culture within the Ministry;
- c. monitoring, analysis, evaluation, and reporting; and
- d. execution of the center's administrative affairs.

3. Overview

Health transformation must be supported by internal transformation within the Ministry of Health (MoH) to ensure that human resources (HR), most of whom are civil servants (ASN), have high-quality skills and competencies. To support this internal transformation and work mechanism, the MoH forms Working Teams to execute organizational duties and functions (a group of individuals with diverse capabilities) and a Project Management Officer (PMO) Team as enablers for the working teams, positioned at Echelon I Unit and Ministry levels (ex-officio Passkas).

Both positions are non-structural but play a strategic role in achieving organizational goals such as Activity Performance Indicators (IKK) and the MoH Strategic Plan, thus requiring continuous and comprehensive competency development to support their tasks.

The MoH has six pillars of health system transformation as priority programs, consisting of primary health care transformation, referral care transformation, health resilience system transformation, health financing system transformation, health Human Resource transformation, and health technology transformation. These priority programs need to be well managed to ensure maximum achievement and optimal benefits for the community. The roles of the Working Team Leader and PMO are crucial in managing these programs from planning, implementation, monitoring, to evaluation stages.

Enhancing the managerial skills of the Working Team Leaders and PMO is an area that needs specific attention. Therefore, it was decided to conduct comprehensive project management training. This training will be held by Center for Learning and Development (P2KA), the work unit responsible for developing civil servant competencies at the MoH, with financial support from WHO.

Through this training, the Working Team Leaders and PMO will be provided with comprehensive materials related to project management tailored to the needs of the MoH. This training material will link project management theory with case examples in handling MoH's priority programs. Thus, the training participants will not only understand the material theoretically but also apply it directly according to existing situations. One principle emphasized in this project management material is the application of project management theory in the context of Indonesia's health system.

After participating in this training, the participants will have the knowledge and skills to manage MoH's priority projects according to their respective fields and directorates. They will also be able to consider and integrate comprehensive health system aspects (health system building blocks) such as leadership and governance, service provision, health financing, health workforce, medical products, vaccines, and health technology in planning, implementing, monitoring, and evaluating MoH's priority programs.

This comprehensive project management training is a crucial step in strengthening the managerial capacity of the Working Team Leaders and PMO in managing MoH's priority programs. By acquiring the appropriated knowledge and skills, it is expected that they will be able to perform their duties effectively and efficiently and face complex challenges in health system transformation. Through this investment in Human Resource development, it is hoped that the MoH will be more prepared and able to respond to community needs in achieving sustainable and inclusive health goals.

However, this training has always been conducted in Jakarta, which means it can only be attended by PMO staff and team leader located at the central level. To expand

the coverage of Ministry of Health human resources who can benefit from this training, it is necessary to implement additional training sessions, supported by the availability of standardized facilitators. Therefore, this program is designed not only to train participants but also to prepare facilitators through a Training of Facilitators (ToF) program.

B. DURATION AND LOCATION OF ACTIVITIES

The Comprehensive Project Management (CPM) training will be conducted in 6 batches (Batch 1 - 6). Each batch will include 15 - 20 participants, with the activities spanning 3 days. Batch 1–5 will be designated for PMO and team leaders, while batch 6 will be allocated for the Training of Facilitators (ToF). The training is planned to be held in Jakarta according to the following schedule:

No	Activities	June				July				Aug				Sept				Oct			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	
	PREPARATION																				
1	Development of training materials	■	■																		
2	Review of training materials by P2KA and WHO				■																
3	Revision of materials based on feedback from P2KASN and WHO				■																
	TRAINING IMPLEMENTATION																				
1	Batch 1					■															
2	Batch 2							■													
3	Batch 3									■											
4	Batch 4											■									
5	Batch 5													■							
6	Batch 6																			■	
	REPORT PREPARATION AND DISSEMINATION																				
1	Preparation of training report																				■
2	Dissemination																				■

C. BUDGET REQUIREMENTS

The budget for this training is [REDACTED] including taxes in accordance with applicable regulations.

D. PURPOSE AND OBJECTIVES

1. Purpose

This activity aims to design and implement effective training, including the preparation of materials, provision of trainers, training implementation, and evaluation of training results. This training is intended to:

- a. enhance the knowledge, skills, and managerial abilities of the Working Team Leaders and PMO at the Ministry of Health in managing the MoH's priority projects by considering comprehensive health system components.
- b. Preparing prospective facilitators to deliver CPM training materials

2. Objectives

The objectives of this activity are:

Comprehensive Training Materials:

To produce training materials that cover project management competencies, including templates, tools, and techniques following international standards applicable to the health situation in Indonesia. The materials should be prepared with an interactive implementation method and include tasks to develop example priority health projects by applying the available materials and tools. Comprehensive health system components must be the primary foundation in completing these tasks.

Qualified Trainers

To ensure the availability of trainers who master comprehensive project management materials and the application of health system blocks to the MoH's priority programs.

Training Implementation

To conduct training for the Working Team Leaders and PMO as participants, with the goal that the training participants understand, comprehend, and are able to use tools and techniques in project management to carry out the MoH's priority projects according to comprehensive health system blocks.

Training Evaluation

To objectively evaluate the training results and disseminate the training outcomes to P2KASN and WHO.

Final Report

To refine the training materials based on the evaluation results for use in future project management training for the MoH's priority programs.

E. SCOPE

The Terms of Reference (TOR) for the procurement of other services serves as a guide for service providers, containing inputs, criteria, processes, and outputs that must be met and considered, as well as interpreted in the execution of the work.

F. CONSULTANT CRITERIA

The Criteria For The Consultant/Vendor For This Implementation Are Expected To Be:

1. Experience: The Consultant/Vendor Should Be An Institution/Company With A Minimum Of 5 Years Of Experience In Providing Project Management Training.
2. Public Health Expertise: The Consultant Should Have Public Health Experts Knowledgeable In The Health System, Evidenced By The Cvs Of These Experts, And Understand Health Issues In Indonesia, Especially Those Related To The MoH's Priority Programs.
3. Qualified Trainers: The Consultant Should Have Trainers Capable Of Delivering Training Related To Project Management Theories, Tools, And Techniques And Able To Assign Practical Applications Of These Theories, Tools, And Techniques In Implementing The MoH's Priority Programs, Considering Health System Block Aspects.
4. Certified Facilitators: The Facilitators/Trainers with LAMPI Certification From The Indonesian Project Management Experts Association Or Equivalent, or Pmp® Certification From The Project Management Institute, USA, Will Be Considered An Advantage.

G. DELIVERABLES

To account for this work, the service provider is required to deliver the results of the Comprehensive Project Management Training, which include:

1. **Training Materials:** The service provider must prepare comprehensive training materials covering all aspects of project management as outlined in the training scope. This includes presentations, handouts, exercises, case studies, and other relevant resources.

For training materials, three main components must be met:

First Component: The materials should include international standard theories, tools, and techniques for project management, which are suitable and applicable to the health system in Indonesia. The following topics guide the comprehensive project management:

1. *Introduction to Project Management*
2. *Project Charter*
 - a. *Identify Stakeholders*
 - b. *Stakeholder Management Plan*
 - c. *Communication Plan*

- d. *Develop Work Breakdown Structure*
- e. *Responsibility Assignment Matrix*
- f. *Predictive Scheduling*
- g. *Cost Management*
- h. *Project Management Tools*
- 3. *Project Quality Management*
 - a. *Project Procurement Management*
 - b. *Managing Risk*
 - c. *Execution*
 - d. *Monitoring and Controlling*
 - e. *Project Dashboard*

Second Component: Prepare materials related to the health system block.

Third Component: Prepare example projects related to the MoH's priority programs for group assignments, where each theory, tool, and technique will be applied.

2. **Qualified Trainers:** The service provider must ensure they have qualified trainers who are knowledgeable and experienced in project management and the health system.
3. **Certification:** The service provider must issue certificates to participants upon successful completion of the training.
4. **Pre and Post-Training Assessments:** The service provider must develop pre-training assessments to measure participants' knowledge and skills in project management and its application to MoH's priority programs. Similarly, post-training assessments must be designed to measure the training's effectiveness in enhancing participants' competencies.
5. **Training Evaluation Forms:** The service provider must create evaluation forms to collect feedback from participants on various aspects of the training, such as content, delivery, trainer effectiveness, and overall satisfaction. This feedback will help assess the training's impact and identify areas for improvement in future sessions.
6. **Engagement Activities:** The service provider must incorporate interactive and engaging activities throughout the training sessions to enhance participants' learning experiences. These activities may include group discussions, case studies, simulations, and hands-on exercises relevant to MoH's priority programs and the health system.
7. **Activity Report:** The service provider must provide an activity report to the Ministry of Health detailing the training implementation, including attendance records, topics covered, feedback received, and any challenges encountered. These reports will help ensure transparency and accountability in the training process.
8. **Final Training Materials:** Based on the input received during the training and evaluation results, the consultant will revise the training materials and submit the final version of the training materials.

Jakarta, 24th February, 2026

Director Center for Learning and
Development, Ministry of Health



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APPENDIX 1

Activity Agenda

Day 1

The first day's activities cover the following topics:

Project Management Material

- Why Project Management (and its relation to Strategic Management)
- Project Circumstances (Doing the right project right, types, samples, etc), Project, Program and Portfolio, Project Management Constraints
- Introduction to PMBOK® Guide's Project Management 12 Principles and Project Management domain.
- Tailoring: Choosing the right organization for a project, Choosing the appropriate Development Life Cycles (Predictive and Adaptive)
- Project Charter
- Identify Stakeholders, Stakeholder Management Plan, Communication Plan
- Develop Work Breakdown Structure
- Responsibility Assignment Matrix

Health System Block and Kemenkes priority program

- What are health system blocks?
- Why is it important to understand health system blocks comprehensively and apply them to project management?
- Discussion: what's the common issues in the Indonesia health system?
- An overview of the Kemenkes priority program

Assignment

- Assignment to implement the project management material from day 1 training on a case study of the MoH priority program, considering the health system blocks.

Day 2

The second day's activities cover the following topics:

Project Management Material

- Predictive Scheduling
- Define Activities, Logical Relationship, Type of Dependency, Lead and Lag, Critical
- Path (Network Diagram, Forward and Backward Pass Calculation)
- Adaptive Scheduling: Agile Board
- Cost Management (Earned Value Management, Cost Estimation and Budgeting)
- Doing the Scheduling with PM Tools (Predictive Using Gantt Chart)
- Project Quality Management
- Project Procurement Management: Plan Procurement, Selection Criteria

Assignment

- Assignment to implement the project management material from day 2 training on a case study of the MoH priority program, considering the health system blocks.

Day 3

The third day's activities cover the following topics:

Project Management Material

- Predictive Scheduling
- Managing Risk by identifying treat and opportunity and developing response plan
- Develop Team, Manage Conflict, Leadership Style
- Monitoring Predictive Project (Control Scope, Schedule, Cost, Quality, Risk)
- Progress Milestone and Gantt Chart
- Monitoring adaptive project: Burn up & Burn down Chart, Forecast & VelocityChart, Time & Budget Chart
- Project Dashboard, Perform Integrated Change Control

Assignment

- Assignment to implement the project management material from day 3 training on a case study of the MoH priority program, considering the health system blocks.

Note: Sub-topics can be adjusted according to needs and agreements.