



**World Health  
Organization**

## **Comprehensive Project Management Capacity Building for Ministry of Health's Management Level**

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**Request for Proposals (RFP)**

**Bid Reference**

**RFP 018-2026.**

**Country/Unit Name**

**WHO Indonesia - HSS**

**Closing Date:**

[Wednesday, 06 May 2026 at 12:00 Jakarta Time]



The World Health Organization (WHO) is seeking offers for carry out the following work: **Strengthening Project Management Capacity for Ministry of Health's Management Level.**

Your  Company  Institution is invited to submit a proposal for the services in response to this Request for Proposals (RFP).

WHO is a public international organization, consisting of 194 Member States, and a Specialized Agency of the United Nations with the mandate to act as the directing and coordinating authority on international health work. As such, WHO is dependent on the budgetary and extra-budgetary contributions it receives for the implementation of its activities. Bidders are, therefore, requested to propose the best and most cost-effective solution to meet WHO requirements, while ensuring a high level of service.

### 1. Requirements

**WHO requires the successful bidder, to carry out training and capacity building session of the Comprehensive Project Management aligning with Ministry of Health's priority program and in the context of the health system building blocks. .**

*See detailed Terms of Reference in Annex 1 for complete information.*

The successful bidder shall be a  for profit /  not for profit institution operating in the field of Project Management with proven expertise in Project Management training/workshop/capacity building..

**The successful bidder is expected to demonstrate experience and list relevant projects as follows:**

Mandatory experience:

- **Project Management Training:** Institution/company with a proven experience in providing project management training.
- **Public Health Expertise:** Inclusion of public health experts knowledgeable in the health system, as evidenced by their CVs, with a deep understanding of health issues in Indonesia within the framework of health system blocks, particularly those related to the Ministry of Health's (MoH) priority programs.
- **Qualified 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.

Desirable experience:

- **Extended Experience:** More than 5 years of experience in providing project management training.
- **PMP® Certification:** Holding a PMP® Certification from the Project Management Institute, USA, or an equivalent certification
- **Experience in Providing Training to Government Institution/Level:** Previous experience in providing training or knowledge management to management-level personnel within any ministry or an equivalent organization.

The bidder is expected to follow the instructions set forth below in the submission of their proposal to WHO.

### 2. Proposal

The proposal and all correspondence and documents relating thereto shall be prepared and submitted in the English language.

The proposal shall be concisely presented and structured to include the following information:

- Confidentiality Undertaking (*please complete Annex 2*)
- Presentation of your Company / Institution (*please complete Annex 3*)



- Proposed solution
- Proposed Approach/Methodology
- Proposed time line
- Financial proposal - Currency.

Information which the bidder considers confidential, if any, should be clearly marked as such.

### 3. Instructions to Bidders

The bidder must follow the instructions set forth in this RFP in the submission of their proposal to WHO.

A prospective bidder requiring clarification on technical, contractual or commercial matters may notify WHO via email at the following address no later than **04 May 2026**:

**Email for submissions of all queries: [wpinobids@who.int](mailto:wpinobids@who.int)**

*(use Bid reference in subject line )*

A consolidated document of WHO's responses to all questions (including an explanation of the query but without identifying the source of enquiry) will be sent to all prospective bidders who have received the RFP.

From the date of issue of this RFP to the final selection, contact with WHO officials concerning the RFP process shall not be permitted, other than through the submission of queries and/or through a possible presentation or meeting called for by WHO, in accordance with the terms of this RFP.

The bidder shall submit, in writing, the complete proposal to WHO, no later than **06 May 2026 at 12:00 hours Jakarta time** ("the closing date"), by email at the following email address:

**[wpinobids@who.int](mailto:wpinobids@who.int).**

*(use Bid reference in subject line )*

To be complete, a proposal shall include:

- All information and documentation related to the technical proposal (including the attached Annex 2: "Information about Bidders" shall be submitted to [wpinobids@who.int](mailto:wpinobids@who.int) stating in the email subject "**Technical Proposal – RFP 018-2026**")
- All information and documentation related to the financial proposal shall be submitted to [wpinobids@who.int](mailto:wpinobids@who.int) stating in the email subject "**Financial Proposal - RFP 018-2026**";
- The technical and financial proposal should be submitted separately in 2 emails stating in the subject the following reference number: RFP 018-2026
- Submission of proposal can only be done electronically by email to: [wpinobids@who.int](mailto:wpinobids@who.int) (including any other email address in the submission will automatically disqualify the bid);
- Annexes 2 & 3, duly completed and signed by a person or persons duly authorized to represent the bidder, to submit a proposal and to bind the bidder to the terms of this RFP.

Each proposal shall be marked Ref: RFP 018-2026. .

WHO may, at its own discretion, extend the closing date for the submission of proposals by notifying all bidders thereof in writing before the above closing date and time.

Any proposal received by WHO after the closing date for submission of proposals may be rejected. Bidders are therefore advised to ensure that they have taken all steps to submit their proposals in advance of the above closing date and time.

The offer outlined in the proposal must be valid for a minimum period of 90 calendar days after the closing date. A proposal valid for a shorter period may be rejected by WHO. In exceptional circumstances, WHO may solicit the bidder's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. Any bidder granting such an extension will not, however, be permitted to otherwise modify its proposal.

The bidder may withdraw its proposal any time after the proposal's submission and before the above mentioned closing date, provided that written notice of the withdrawal is received by WHO at the email address indicated above, before the closing date for submission of proposals.

No proposal may be modified after its submission, unless WHO has issued an amendment to the RFP allowing such modifications.

No proposal may be withdrawn in the interval between the closing date and the expiration of the period of proposal validity specified by the bidder in the proposal (subject always to the minimum period of validity referred to above).

WHO may, at any time before the closing date, for any reason, whether on its own initiative or in response to a clarification requested by a (prospective) bidder, modify the RFP by written amendment. Amendments could, *inter alia*, include modification of the project scope or requirements, the project timeline expectations and/or extension of the closing date for submission.

All prospective bidders that have received the RFP will be notified in writing of all amendments to the RFP and will, where applicable, be invited to amend their proposal accordingly.

All bidders must adhere to the UN Supplier Code of Conduct, which is available on the WHO procurement website at <http://www.who.int/about/finances-accountability/procurement/en/>.

#### 4. Evaluation

Before conducting the technical and financial evaluation of the proposals received, WHO will perform a preliminary examination of these proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the proposals are generally in order. Proposals which are not in order as aforesaid may be rejected.

The evaluation panel will evaluate the technical merits of all the proposals which have passed the preliminary examination of proposals based on the following weighting:

Technical Weighting:	70 % of total evaluation
Financial Weighting:	30 % of total evaluation

The technical evaluation of the proposals will include:

<b>I. Organizational Capacity</b>	<b>35</b>
<ul style="list-style-type: none"> <li>• Extensive Experience in Project Management Training</li> <li>• Over 5 Years of Expertise</li> <li>• IAMPI Certification or equivalent certification</li> </ul>	

<ul style="list-style-type: none"> <li>Experience in Training for Government (Ministry-Level) Personnel</li> </ul>	
<b>II. Quality of the Technical Proposal</b>	<b>30</b>
<ul style="list-style-type: none"> <li>Project Management Training Components</li> <li>Proposal Component</li> </ul>	
<b>III. Key Personnel</b>	<b>35</b>
<ul style="list-style-type: none"> <li>Project Team</li> <li>Project Management Training Expert</li> <li>PMP® Certification</li> <li>Health System/Public Health Competent Team Member</li> </ul>	
<b>TOTAL</b>	<b>100</b>

The scoring scale per criteria was defined as follows:

Criteria evaluated as:	Based on the following supporting evidence:	Corresponds to the score of:
Excellent	Excellent evidence of ability to exceed requirements	100%
Good	Good evidence of ability to exceed requirements	90%
Satisfactory	Satisfactory evidence of ability to support requirements	70%
Poor	Marginally acceptable or weak evidence of ability to support requirements	40%
Very Poor	Lack of evidence to demonstrate ability to comply with requirements	10%
No submission	Information has not been submitted or is unacceptable	0%

The number of points which can be obtained for each evaluation criterion is specified above and indicates the relative significance or weight of the item in the overall evaluation process.

A minimum of **[60]** points is required to pass the technical evaluation.

The final evaluation will combine the weighted scores of both technical and financial proposals to come up with a cumulative total score.

Please note that WHO is not bound to select any bidder and may reject all proposals. Furthermore, since a contract would be awarded in respect of the proposal which is considered most responsive to the needs of the project concerned, due consideration being given to WHO's general principles, including the principle of best value for money, WHO does not bind itself in any way to select the bidder offering the lowest price.

WHO may, at its discretion, ask any bidder for clarification of any part of its proposal. The request for clarification and the response shall be in writing. No change in price or substance of the proposal shall be sought, offered or permitted during this exchange.

NOTE: Individual contact between WHO and bidders is expressly prohibited both before and after the closing date for submission of proposals.

## 5. Award

WHO reserves the right to:

- Award the contract to a bidder of its choice, even if its bid is not the lowest;



- b) Award separate contracts for parts of the work, components or items, to one or more bidders of its choice, even if their bids are not the lowest;
- c) Accept or reject any proposal, and to annul the solicitation process and reject all proposals at any time prior to award of contract, without thereby incurring any liability to the affected bidder or bidders and without any obligation to inform the affected bidder or bidders of the grounds for WHO's action;
- d) Award the contract on the basis of the Organization's particular objectives to a bidder whose proposal is considered to be the most responsive to the needs of the Organization and the activity concerned;
- e) Not award any contract at all.

WHO has the right to eliminate bids for technical or other reasons throughout the evaluation/selection process. WHO shall not in any way be obliged to reveal, or discuss with any bidder, how a proposal was assessed, or to provide any other information relating to the evaluation/selection process or to state the reasons for elimination to any bidder.

**NOTE: WHO is acting in good faith by issuing this RFP. However, this document does not oblige WHO to contract for the performance of any work, nor for the supply of any products or services.**

At any time during the evaluation/selection process, WHO reserves the right to modify the scope of the work, services and/or goods called for under this RFP. WHO shall notify the change to only those bidders who have not been officially eliminated due to technical reasons at that point in time.

WHO reserves the right at the time of award of contract to extend, reduce or otherwise revise the scope of the work, services and/or goods called for under this RFP without any change in the base price or other terms and conditions offered by the selected bidder.

WHO also reserves the right to enter into negotiations with one or more bidders of its choice, including but not limited to negotiation of the terms of the proposal(s), the price quoted in such proposal(s) and/or the deletion of certain parts of the work, components or items called for under this RFP.

Within 30 days of receipt of the contract between WHO and the successful bidder (the "Contract"), the successful bidder shall sign and date the Contract and return it to WHO according to the instructions provided at that time. If the bidder does not accept the Contract terms without changes, then WHO has the right not to proceed with the selected bidder and instead contract with another bidder of its choice. The Contract will include, without limitation, the provisions set forth in Annex 3.

Any and all of the contractor's (general and/or special) conditions of contract are hereby explicitly excluded from the Contract, i.e., regardless of whether such conditions are included in the Contractor's offer, or printed or referred to on the Contractor's letterhead, invoices and/or other material, documentation or communications.

We look forward to receiving your response to this RFP.

Yours sincerely,

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**Annexes**

1. Detailed Terms of Reference
2. Confidentiality Undertaking
3. Vendor Information Form
4. Contractual provisions
5. Budget Template RFP 018-2026
6. Standard Government Rate
7. Evaluation Criteria RFP 018-2026
8. CV. Template

## **Annex 1: Detailed Terms of Reference**

### **1. Purpose of the APW**

The purpose of this Agreement for Performance of Work (APW) is to enhance the managerial skills of health professionals at the management level within the Ministry of Health through the Corporate University Pilot Project. This initiative is crucial for supporting the internal transformation within the Ministry, enabling civil servants to develop the competencies necessary to manage and lead health system transformation programs effectively.

This APW aims to, particularly:

Equip the Working Team Leaders and Project Management Office (PMO) teams with comprehensive project management skills tailored to the Ministry of Health's needs, thereby strengthening their ability to execute priority programs—such as health system transformation—efficiently and effectively.

Provide targeted training that integrates project management theory with practical applications relevant to the Ministry of Health's strategic priorities, ensuring participants are able to directly apply learned concepts to real-world challenges within Indonesia's health system.

Strengthen sustainability of capacity building efforts by incorporating a **Training of Facilitators (ToF) approach**, enabling selected participants to become internal facilitators who can replicate and scale project management training within the Ministry of Health. This includes equipping them with facilitation skills, training toolkits, and ongoing support mechanisms to ensure continuous knowledge transfer and institutionalization.

Contribute to the broader goal of health system transformation in Indonesia by developing the competencies of key personnel responsible for managing and implementing critical health programs, in alignment with the Ministry of Health's six pillars of transformation, while ensuring long-term capacity through embedded training systems.

### **2. 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 the Directorate of the Civil Servant Competency Development Center (P2KASN), 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.

### 3. Planned timelines (subject to confirmation)

Start date: 1/June/2026

End date: 14/October/2026

Total duration: 4.5 / months

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																		■	■

#### 4. Requirements - Work to be performed

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.
9. **Training of Facilitators (ToF) for Sustainability:** The service provider must design and implement a Training of Facilitators (ToF) component aimed at ensuring the sustainability and scalability of project management capacity within the Ministry of Health. This includes:
  - o Identifying and training selected participants to become internal facilitators;
  - o Providing facilitation skills, adult learning methodologies, and practical training delivery techniques;
  - o Developing facilitator toolkits, including training guides, modules, and templates;
  - o Incorporating practice sessions such as micro-teaching, simulations, and feedback mechanisms;
  - o Establishing a cascade training approach to enable replication of the training across units; and
  - o Proposing post-training support mechanisms (e.g., mentoring, refresher sessions, or community of practice) to ensure continuous knowledge transfer and institutionalization.

## 5. Requirements - Planning



The Requesting Unit list the different Outputs, their format and the date at which they are expected. At the stage of the ToRs, the exact list and timelines may not be finalized yet: they should then be marked as “indicative”.

Refer to section 3. Planned timelines (subject to confirmation)

## 6. Inputs

The Technical / Medical Officer indicate the contribution that the beneficiary will make to produce the Outputs.

## 7. Activity Coordination & Reporting

<b>Technical Officer:</b>	<b>Inraini Syah, National Professional Officer UHC/PHC, Health System Strengthening Unit, WHO Indonesia</b>	<b>Email:</b>	<b>syahi@who.int</b>
For the purpose of:	Technical supervision and instructions - Reporting		
<b>Administrative Officer:</b>	<b>Name, Title, Department, Unit</b>	<b>Email:</b>	<b>xxxxxxxxxx@who.int</b>
For the purpose of:	Contractual and financial management of the contract		

## 8. Characteristics of the Provider

### I. Organizational Capacity

Extensive Experience in Project Management Training

The consulting institution must have extensive experience in delivering comprehensive project management training, with a strong track record in this area.

Over 5 Years of Expertise

The institution is preferably to have more than 5 years of experience in providing comprehensive project management training.

IAMPI Certification

The provider preferably hold the IAMPI Certification from the Indonesian Project Management Experts Association. Equivalent certifications will also be considered.

Experience in Training for Ministry-Level Personnel

It is preferably that the consulting institution has prior experience in providing project management training to management-level personnel within a ministry or an equivalent organization.

### II. Key Personnel

Project Team

The selected institution must provide a dedicated project team consisting of a team leader, members, and supporting staff.

Project Management Training Expert

At least one expert staff member involved in the project should have a solid background (minimum S2) and experience in delivering project management training.

**PMP® Certification**

Preferably, the project team include an expert staff member holding a PMP® Certification from the Project Management Institute, USA. Equivalent certifications will also be considered.

**Health System/Public Health Competent Team Member**

The project team must include at least one team member who is knowledgeable in public health, with a strong understanding of health system blocks and health issues in Indonesia, especially those related to the Ministry of Health's priority programs.

**9. Place of assignment**

All the activities both coordination and implementation will take place in Jakarta



## **Annex 2: Confidentiality Undertaking**

1. The World Health Organization (WHO), acting through its Department of NAME OF DEPARTMENT, has access to certain information relating to TOPIC which it considers to be proprietary to itself or to entities collaborating with it (hereinafter referred to as "the Information").
2. WHO is willing to provide the Information to the Undersigned for the purpose of allowing the Undersigned to prepare a response to the Request for Proposal (RFP) for "NAME OF PROJECT" ("the Purpose"), provided that the Undersigned undertakes to treat the Information as confidential and proprietary, to use the Information only for the aforesaid Purpose and to disclose it only to persons who have a need to know for the Purpose and are bound by like obligations of confidentiality and non-use as are contained in this Undertaking.
3. The Undersigned undertakes to regard the Information as confidential and proprietary to WHO or parties collaborating with WHO, and agrees to take all reasonable measures to ensure that the Information is not used, disclosed or copied, in whole or in part, other than as provided in paragraph 2 above, except that the Undersigned shall not be bound by any such obligations if the Undersigned is clearly able to demonstrate that the Information:
  - a) was known to the Undersigned prior to any disclosure by WHO to the Undersigned (as evidenced by written records or other competent proof);
  - b) was in the public domain at the time of disclosure by or for WHO to the Undersigned;
  - c) becomes part of the public domain through no fault of the Undersigned; or
  - d) becomes available to the Undersigned from a third party not in breach of any legal obligations of confidentiality (as evidenced by written records or other competent proof).
4. The Undersigned further undertakes not to use the Information for any benefit, gain or advantage, including but not limited to trading or having others trading in securities on the Undersigned's behalf, giving trading advice or providing Information to third parties for trade in securities.
5. At WHO's request, the Undersigned shall promptly return any and all copies of the Information to WHO.
6. The obligations of the Undersigned shall be of indefinite duration and shall not cease on termination of the above mentioned RFP process.
7. Any dispute arising from or relating to this Undertaking, including its validity, interpretation, or application shall, unless amicably settled, be subject to conciliation. In the event of the dispute is not resolved by conciliation within thirty (30) days, the dispute shall be settled by arbitration. The arbitration shall be conducted in accordance with the modalities to be agreed upon by the Undersigned and WHO or, in the absence of agreement within thirty (30) days of written communication of the intent to commence arbitration, with the rules of arbitration of the International Chamber of Commerce. The Undersigned and WHO shall accept the arbitral award as final.
8. Nothing in this Undertaking, and no disclosure of Information to the Undersigned pursuant to its terms, shall constitute, or be deemed to constitute, a waiver of any of the privileges and immunities enjoyed by WHO under national or international law, or as submitting WHO to any national court jurisdiction.

### **Acknowledged and Agreed:**

<b>Entity Name:</b>	.....
<b>Mailing Address:</b>	..... ..... .....
<b>Name and Title of duly authorized representative:</b>	.....
<b>Signature:</b>	.....
<b>Date:</b>	.....



### **Annex 3: Vendor Information Form**

#### **Company Information to be provided by the Vendor submitting the proposal**

<b>UNGM Vendor ID Number:</b> <i>If available – Refer to WHO website for registration process*</i>			
<b>Legal Company Name:</b> <i>(Not trade name or DBA name)</i>			
<b>Company Contact:</b>			
<b>Address:</b>			
<b>City:</b>		<b>State:</b>	
<b>Country:</b>		<b>Zip:</b>	
<b>Telephone Number:</b>		<b>Fax Number:</b>	
<b>Email Address:</b>		<b>Company Website:</b>	
<b><u>Corporate information:</u></b>			
<b>Company mission statement</b>			
<b>Service commitment to customers and measurements used</b> <i>(if available)</i>			
<b>Organization structure</b> (include description of those parts of your organization that would be involved in the performance of the work)			
<b>Relevant experience</b> (how could your expertise contribute to WHO's needs for the purpose of this RFP) – <i>Please attach reference and contact details</i>			
<b>Staffing information</b>			

\* <http://www.who.int/about/finances-accountability/procurement/en/>

#### **Annex 4: Contractual Provisions**

Within 30 days of receipt of the contract between WHO and the successful bidder (the “Contract”), the successful bidder shall sign and date the Contract and return it to WHO according to the instructions provided at that time. If the bidder does not accept the Contract terms without changes, then WHO has the right not to proceed with the selected bidder and instead contract with another bidder of its choice. The Contract will include, without limitation, the provisions set forth below (with the successful bidder referred to below as the “Contractor”):

1. **Compliance with WHO Codes and Policies.** By entering into the Contract, the Contractor acknowledges that it has read, and hereby accepts and agrees to comply with, the WHO Policies (as defined below). In connection with the foregoing, the Contractor shall take appropriate measures to prevent and respond to any violations of the standards of conduct, as described in the WHO Policies, by its employees and any other natural or legal persons engaged or otherwise utilized to perform any services under the Contract.

Without limiting the foregoing, the Contractor shall promptly report to WHO, in accordance with the terms of the applicable WHO Policies, any actual or suspected violations of any WHO Policies of which the Contractor becomes aware.

For purposes of the Contract, the term “WHO Policies” means collectively: (i) the WHO Code of Ethics and Professional Conduct; (ii) the WHO Policy Directive on Protection from sexual exploitation and sexual abuse (SEA); (iii) the WHO Policy on Preventing and Addressing Abusive Conduct; (iv) the WHO Code of Conduct for responsible Research; (v) the WHO Policy on Whistleblowing and Protection Against Retaliation; (vi) the WHO Policy on Prevention, Detection and Response to Fraud and Corruption, and (vii) the UN Supplier Code of Conduct, in each case, as amended from time to time and which are publicly available on the WHO website at the following links: <http://www.who.int/about/finances-accountability/procurement/en/> for the UN Supplier Code of Conduct and at <http://www.who.int/about/ethics/en/> for the other WHO Policies.

2. **Zero tolerance for sexual exploitation and abuse, sexual harassment and other types of abusive conduct.** WHO has zero tolerance towards sexual exploitation and abuse, sexual harassment and other types of abusive conduct. In this regard, and without limiting any other provisions contained herein:

(i) each legal entity Contractor warrants that it will: (i) take all reasonable and appropriate measures to prevent sexual exploitation or abuse as described in the WHO Policy Directive on Protection from sexual exploitation and sexual abuse (SEA), and/or sexual harassment and other types of abusive conduct as described in the WHO Policy on Preventing and Addressing Abusive Conduct by any of its employees and any other natural or legal persons engaged or otherwise utilized to perform the work under the Contract; and (ii) promptly report to WHO and respond to, in accordance with the terms of the respective Policies, any actual or suspected violations of either Policy of which the Contractor becomes aware; and

(ii) each individual Contractor warrants that he/she will (i) not engage in any conduct that would constitute sexual exploitation or abuse as described in the WHO Policy Directive on Protection from sexual exploitation and sexual abuse (SEA), and/or sexual harassment and other types of abusive conduct as described in the WHO Policy on Preventing and Addressing Abusive Conduct. Without limiting the foregoing, the individual Contractor shall promptly report to WHO, in accordance with the terms of the respective Policies, any actual or suspected violations of either Policy of which the individual Contractor becomes aware.

3. **Tobacco/Arms Related Disclosure Statement.** The Contractor may be required to disclose relationships it may have with the tobacco and/or arms industry through completion of the WHO Tobacco/Arms Disclosure Statement. In the event WHO requires completion of this Statement, the Contractor undertakes not



to permit work on the Contract to commence, until WHO has assessed the disclosed information and confirmed to the Contractor in writing that the work can commence.

4. **Anti-Terrorism and UN Sanctions; Fraud and Corruption.** The Contractor warrants for the entire duration of the Contract that:

i. it is not and shall not be involved in, or associated with, any person or entity associated with terrorism, as designated by any UN Security Council sanctions regime, that it shall not make any payment or provide any other support to any such person or entity and that it shall not enter into any employment or other contractual relationship with any such person or entity;

ii. it shall not engage in any fraudulent or corrupt practices, as defined in the WHO Policy on Prevention, Detection and Response to Fraud and Corruption, in connection with the execution of the Contract;

iii. it shall take all necessary measures to prevent the financing of terrorism and/or any fraudulent or corrupt practices as referred to above in connection with the execution of the Contract; and

iv. it shall promptly report to WHO, through the WHO Integrity Hotline or directly to the WHO Office of Internal Oversight Services (IOS), any credible allegations of actual or suspected fraudulent or corrupt practices, as defined in the WHO Policy on Prevention, Detection and Response to Fraud and Corruption of which the Contractor becomes aware and respond to such allegations in an appropriate and timely manner in accordance with its respective rules, regulations, policies and procedures. Furthermore, the Contractor agrees to cooperate with WHO and/or parties authorized by WHO in relation to the response. Relevant information on the nature of any credible allegations of such actual or suspected violations, as well as the details of the intended response and the outcome of any such response, should be communicated and coordinated with WHO, with the understanding that, subject to the terms of the WHO Policy on Prevention, Detection and Response to Fraud and Corruption, confidentiality and the due process rights of those involved will be respected.

In the event that any resources, assets and/or funds provided to or acquired by the Contractor under the Contract are found to have been used by the Contractor, its employees or any other natural or legal persons engaged or otherwise utilized to perform any work under the Contract, to finance, support or conduct any terrorist activity or any fraudulent or corrupt practices, the Contractor shall promptly reimburse and indemnify WHO for such resources, assets and/or funds (including any liability arising from such use).

5. **Breach of essential terms.** The Contractor acknowledges and agrees that each of the provisions of paragraphs 1, 2, 3 and 4 above constitutes an essential term of the Contract, and that in case of breach of any of these provisions, WHO may, in its sole discretion, decide to:

i. terminate the Contract, and/or any other contract concluded by WHO with the Contractor, immediately upon written notice to the Contractor, without any liability for termination charges or any other liability of any kind; and/or

ii. exclude the Contractor from participating in any ongoing or future tenders and/or entering into any future contractual or collaborative relationships with WHO.

WHO shall be entitled to report any violation of such provisions to WHO's governing bodies, other UN agencies, and/or donors.

6. **Use of WHO Name and Emblem.** Without WHO's prior written approval, the Contractor shall not, in any statement or material of an advertising or promotional nature, refer to the Contract or the Contractor's relationship with WHO, or otherwise use the name (or any abbreviation thereof) and/or emblem of the World Health Organization.

7. **Assurances regarding procurement.** If the option for payment of a maximum amount applies, to the extent the Contractor is required to purchase any goods and/or services in connection with its performance of the Contract, the Contractor shall ensure that such goods and/or services shall be procured in accordance with the principle of best value for money. "Best value for money" means the responsive offer that is the best combination of technical specifications, quality and price.

8. **Audit and Investigations.** WHO may request a financial and operational review or audit of the work performed under the Contract, to be conducted by WHO and/or parties authorized by WHO, and the Contractor undertakes to facilitate such review or audit. This review or audit may be carried out at any time during the implementation of the work performed under the Contract, or within five years of completion of the work. In order to facilitate such financial and operational review or audit, the Contractor shall keep accurate and systematic accounts and records in respect of the work performed under the Contract. Similarly, WHO may initiate an investigation into credible allegations of fraud and corruption and other forms of misconduct based on information received in accordance with its respective policies, procedures and rules.

In this context, the Contractor shall make available, without restriction, to WHO and/or parties authorized by WHO:

- i. the Contractor's books, records and systems (including all relevant financial and operational information) relating to the Contract; and
- ii. reasonable access to the Contractor's premises and personnel.

The Contractor shall provide satisfactory explanations to all queries arising in connection with the aforementioned audit and access rights.

WHO may request the Contractor to provide complementary information about the work performed under the Contract that is reasonably available, including the findings and results of an audit (internal or external) conducted by the Contractor and related to the work performed under the Contract.

9. **Publication of Contract.** Subject to considerations of confidentiality, WHO may acknowledge the existence of the Contract to the public and publish and/or otherwise publicly disclose the Contractor's name and country of incorporation, general information with respect to the work described herein and the Contract value. Such disclosure will be made in accordance with WHO's Information Disclosure Policy and shall be consistent with the terms of the Contract.

Annex 5 Budget Template

KODE	DETAIL												VOL	UNIT COST (Revised)	TOTAL
<b>524114</b>	<b>Meeting Package in town - Diklat</b>														
	>Batch 1														-
	- Meals at BBPK Jakarta Kampus Cilandak	22	Or	x	3	Hr	x	1	KI	=			66	OH	-
	- Local transportation *)	17	Or	x	3	Hr	x	1	KI	=			51	OT	-
	>Batch 2														-
	- Meals at BBPK Jakarta Kampus Cilandak	22	Or	x	3	Hr	x	1	KI	=			66	OH	-
	- Local transportation *)	17	Or	x	3	Tr	x	1	KI	=			51	OT	-
	>Batch 3														-
	- Meals at BBPK Jakarta Kampus Cilandak	22	Or	x	3	Hr	x	1	KI	=			66	OH	-
	- Local transportation *)	17	Or	x	3	Tr	x	1	KI	=			51	OT	-
	>Batch 4														-
	- Meals at BBPK Jakarta Kampus Cilandak	22	Or	x	3	Hr	x	1	KI	=			66	OH	-
	- Local transportation *)	17	Or	x	3	Tr	x	1	KI	=			51	OT	-
	>Batch 5														-
	- Meals at BBPK Jakarta Kampus Cilandak	22	Or	x	3	Hr	x	1	KI	=			66	OH	-
	- Local transportation *)	17	Or	x	3	Tr	x	1	KI	=			51	OT	-
	>Batch 6														-
	- Meals at BBPK Jakarta Kampus Cilandak	22	Or	x	3	Hr	x	1	KI	=			66	OH	-
	- Local transportation *)	17	Or	x	3	Tr	x	1	KI	=			51	OT	-
<b>524111</b>	<b>Local transportation</b>														-
	Supervision of training activities														-
	- Local Transportation *)	3	Or	x	3	Hr	x	6	KI	=			54	OT	-
<b>522191</b>	<b>Miscellaneous</b>														-
	- Professional Fee	102	Or	x	1	Pk							102	OK	-
	<b>Total</b>														-
	- Institutional fee : 5%														-
	<b>GRAND TOTAL</b>														-

\*) Participants are PMOs and selected head of working team from the main units.

\*\*) The organization costs include speakers, facilitators, and modules (per person package price).

\*\*\*) The pocket money received by participants is the training pocket money provided by the Jakarta Health Training Center of the Ministry of Health; the training will be conducted full day

**Annex 6: Standard Government Rate (attached)**

## EVALUATION CRITERIA – METADATA

CATEGORY	MAX. POINTS	MIN. PASS POINTS
<b>1. ORGANIZATIONAL CAPACITY</b>	<b>35</b>	
<p><b>Extensive Experience in Project Management Training</b></p> <p>The consulting institution has significant experience in delivering comprehensive project management training, with a proven track record of major work in this area.</p> <p><u>Please highlight this experience clearly in the organization CV.</u></p>	15	
<p><b>Over 5 Years of Expertise</b></p> <p>The consulting institution has more than 5 years of experience in providing comprehensive project management training.</p> <p>If applicable, <u>please highlight this experience clearly in the organization CV.</u></p>	5	
<p><b>IAMPI Certification*)</b></p> <p>Holding of IAMPI Certification from the Indonesian Project Management Experts Association or <u>an equivalent certification.</u></p> <p>*) IAMPI Certification is a professional certification provided by the Indonesian Project Management Experts Association (<a href="https://iampi.id/sertifikasi/">https://iampi.id/sertifikasi/</a>)</p> <p><u>If applicable, please include the picture of the certification in the organization CV.</u></p>	5	
<p><b>Experience in Training for Ministry-Level Personnel</b></p> <p>Previous experience in providing project management training to management-level personnel within any ministry or an equivalent organization.</p> <p>If applicable, <u>please highlight this experience clearly in the organization CV.</u></p>	10	
<b>2. QUALITY OF THE TECHNICAL PROPOSAL</b>	<b>30</b>	
<i>The proposal should address and reflect the quality of following item:</i>		
<p><b>Project Management Training Components</b></p> <p>The consultation institution possesses the capability to deliver training on project management theories, tools, and techniques as expected by the Ministry of Health (MoH) and WHO. This includes but is not limited to, the following key areas:</p>	15	

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.

Additional Component: Prepare the concept and modification of materials to cover the Training for Facilitators (ToF) needs in batch 7.

These approaches should be clearly articulated and emphasized in the proposal.

**The Proposal components**

- 1. Training Materials  
Clarity, relevance, and alignment of materials with international standards and MoH context.
- 2. Training Methods  
Use of appropriate adult learning approaches (interactive, case-based, practical application).
- 3. Training for Facilitators (ToF) Concept and Method (**ensure this component is elaborated properly**)  
To ensure sustainability and scalability of project management capacity. Including: selection criteria for facilitators, methodology, facilitator toolkit development, cascade training strategy, evaluation, and post-training support.
- 4. Training Assessment Methods

15

<p>5. Final Report Structure and Components</p> <p>6. Proposed Activity Timeline</p> <p>(please refer to appendix 1 for detail expected training material).</p>		
<b>3. RESOURCES AND KEY PERSONNEL</b>	<b>35</b>	
<p><b>Project Team</b></p> <p>The selected institution is able to provide a dedicated team consisting of a team leader, members, and supporting staff for this project</p> <p>The information on key personnel is supported by the CV of each key person.</p>	10	
<p><b>Project Management Training Expert</b></p> <p>At least one expert staff member involved in the project has a solid background and experience in providing project management training.</p> <p>The solid background and experience should be clearly stated in the expert's CV.</p>	10	
<p><b>PMP® Certification</b></p> <p>There is preferable expert staff member holding a PMP® Certification from the Project Management Institute, USA, or <u>an equivalent certification</u></p> <p>If applicable, please include the picture of the certification in the expert's CV.</p>	5	
<p><b>Health System/Public Health Competent Team Member</b></p> <p>Inclusion of at least one public health competent team member who is knowledgeable in the health system, understanding of health issues in Indonesia within the framework of health system blocks, particularly those related to the Ministry of Health's (MoH) priority programs.</p> <p>The solid background and experience should be clearly stated in the team member's CV.</p>	10	
<b>TECHNICAL PROPOSAL</b>	<b>100</b>	<b>60</b>

**TOTAL MINIMUM PASS POINTS FOR TECHNICAL PROPOSAL IS 60 OUT OF 100**

## Annex 8

### CV Format

In addition to the required information stated in Annex 7 Evaluation Criteria, please refer to below format in preparing CVs of proposed personnel.

Name of Personnel	[Insert]
Position for this assignment	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Year of Experience Related to this RFP	[Insert]
Project Experience / Portfolio Related to this RFP	<i>[Describe the position in the project, the time of project assignments, tech stack and the scope of project work]</i>
Tech Stack/Technical Skills	[Insert]
Education/ Qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualificationsobtained.]</i>
	[Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of services]</i>
	Name of institution: [Insert]
	Date of certification: [Insert]
Employment Record/ Experience	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of positionheld and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent forthis assignment.]</i>
	[Insert]

References	<i>[Provide names, addresses, phone and email contact information for two (2 )references]</i>
	Reference 1:[Insert]
	Reference 2:[Insert]
	List of Relevant Publication 1:[Insert] 2:[Insert]

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I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.