
RFP 013-2026

**Development of Standardized Guidelines and
Information System for Health Workforce
Migration Management**

who.int/RFP-013-2026

Pre-bidding Meeting

20 April 2026

Before we begin *Sebelum kita mulai*

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Code of Conduct



Tata Perilaku



Agenda

1. Background
 2. Purpose of RFP
 3. Timeline, Scope of Work, and Deliverables
 4. Characteristic of Provider
 5. The proposal and Evaluation Criteria
 6. The Suggestive Budget Detail Template
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Background

What is the current situation and mandate?

- MoH through Directorate of HW Migration has a mandate to manage **health workforce global mobility**.
- Responsible for ensuring that the **recruitment, licensing, and deployment** of foreign medical and Indonesian health workers are conducted in accordance with national regulations and contribute to health system development.
- **Increasing importance** due to global health workforce mobility

What is the gap?

- **Fragmented implementation** across institutions and systems
- **Limited standardized guidelines** (licensing, competencies, ethical recruitment, monitoring, coordination)
- **Fragmented data** on diaspora across ministries and networks
- **Weak capacity** for monitoring, policymaking, and diaspora engagement
- **Need for integrated**, interoperable system (SATUSEHAT SDM)

Background *(continued)*

What is the solution?

Strengthen governance through:

- **Standardized guidelines** for deployment (Indonesian & foreign health workers)
- **Integrated digital management systems** linked to SATUSEHAT
- **Improved data** governance and interoperability
- **Stronger institutional** coordination

What are the expected benefits?

- Strengthening health workforce migration governance through **standardized guidelines, integrated digital systems**, and improved **institutional coordination** .

Purpose of the RFP

WHO Indonesia seeks to engage a vendor to support the Directorate of Health Workforce Deployment, MoH, in strengthening the **governance of health workforce migration management**, including the overseas deployment of Indonesian health workers and the utilization of foreign medical and health workers, as part of the **SATUSEHAT SDM ecosystem**.

The key objectives include:

- **Develop standardized policy guidelines for:**
 - The overseas deployment of Indonesian
 - The utilization of foreign medical and health workers in Indonesia
- **Develop integrated information systems for:**
 - The management of Indonesian health workers overseas
 - Foreign medical and health workers in Indonesia

Deliverables

- Standardized guidelines for **overseas deployment of Indonesian health workers**
- Standardized guidelines for **foreign medical and health workers in Indonesia**
- Integrated information system for Indonesian **health workforce diaspora**
- Integrated information system for **foreign medical and health workers**

Important Note

This assignment focuses on strengthening governance and digital integration of health workforce migration management, including integration within the national health information ecosystem – SATUSEHAT SDM, rather than standalone system development.

Scope of Work and Deliverables

Estimated Start Date: May 2026

End Date: April 2027

Duration: 12 months

1. Develop Guidelines for the Overseas Deployment of Indonesia Health Workers

Develop **standardized technical guidelines** for the overseas deployment of Indonesian health workers by translating existing regulations into **clear operational procedures and coordination mechanisms**. This will strengthen protection, improve implementation, and support monitoring and reintegration, including preparation of a Draft Ministerial Decree.

Activities include:

- **Document and literature review** covering Indonesian regulations and policies and comparator country(es) implementation practices
- **Focus group discussions** with national and international stakeholders to validate findings, map modality-specific operational workflows, and identify gaps and priority provisions (including data flows).
- **Expert consultation sessions** to capture international norms, good practices, protection, ethical recruitment, risk management arrangements, and practical implementation options
- **Drafting and iterative refinement** through workshops, technical review, stakeholder consultation, and iterative revision to ensure the guideline provides clear accountabilities
- **Dissemination and implementation orientation** through publication of the guideline with practical annexes



Deliverables:

- Guidelines for the Overseas Deployment of Indonesian Health Workers

Scope of Work and Deliverables (continued)

2. Develop and integrated management tools Indonesian health workforce diaspora linked to the SATUSEHAT SDMK platform

Activities include:

- Document review and business process assessment
- Stakeholder consultations and focus group discussions
- Functional and technical design of the integrated digital management system
- System development and integration to build the digital platform,
- Pilot testing and validation in selected deployment pathways, countries, or institutions,
- Capacity building and user training for administrators, operators, and institutional users
- Server migration and deployment to the Ministry of Health data centre environment (Pusdatin)



Deliverables:

- Pilot-ready integrated digital management system package, linked to SATUSEHAT SDMK
- Final production-ready integrated digital management system package, deployed within the Ministry of Health server environment (Pusdatin)

Note:

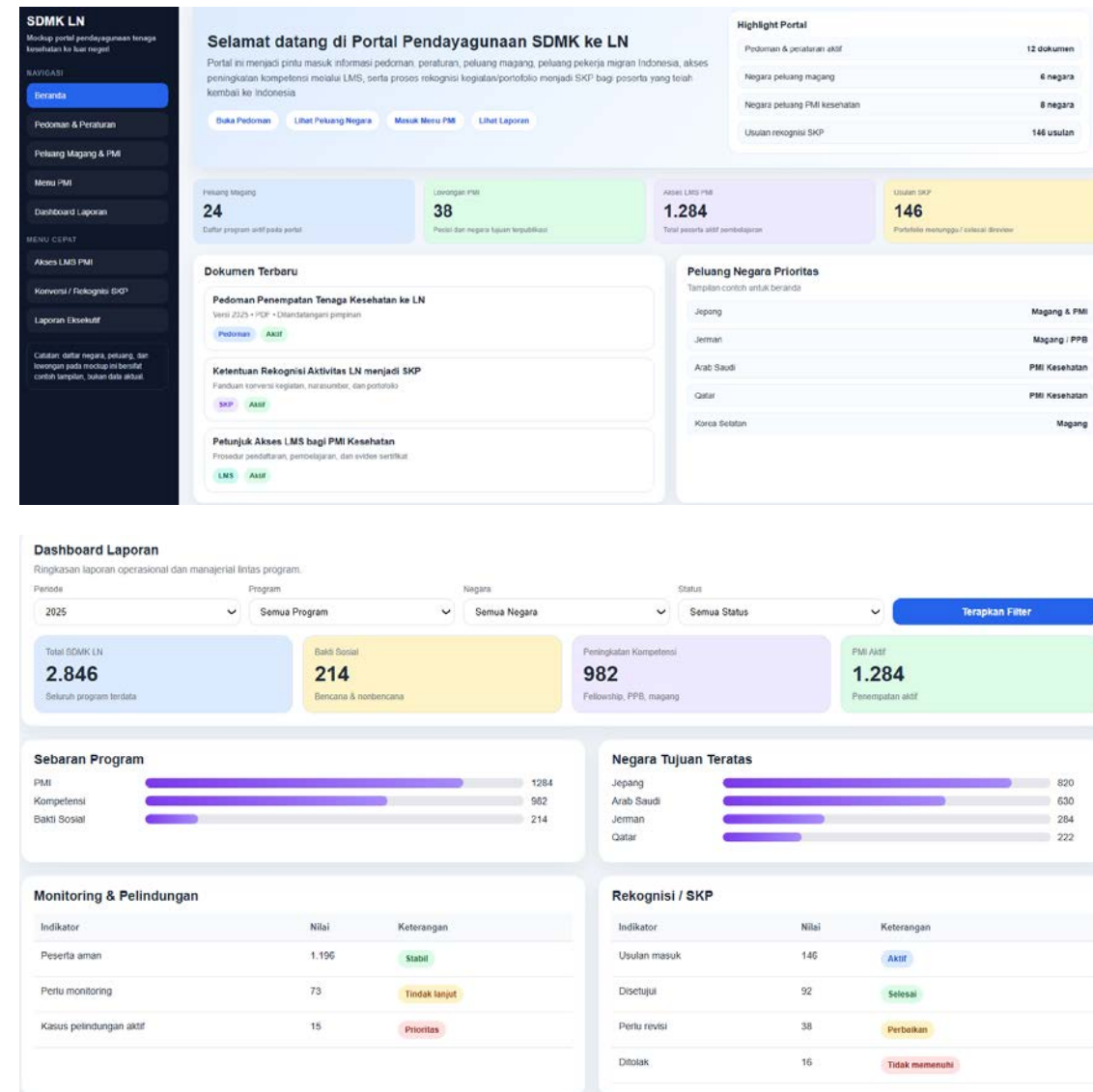
Activities under components 1 and 2 will be supported up to 3 meetings at Directorate of Health Workforce Deployment office or BBPK Jakarta with a maximum of 25 participants per meeting

Modules and Mockup Design

At a minimum, the system should include the following modules:

- **Registry and profiling module**, for establishing and maintaining a unique digital profile of each Indonesian health worker deployed overseas.
- **Deployment management module**, for recording deployment modality, destination country, destination institution, status of approvals, and deployment period.
- **Pre-departure readiness module**, for tracking fulfilment of administrative, professional, and protection-related requirements prior to departure.
- **Monitoring and update module**, for periodic updating during placement, including placement status, activity profile, and relevant welfare or risk information.
- **Return and reintegration module**, for recording return to Indonesia, overseas experience, competency-related outputs, and potential re-utilization.
- **Diaspora engagement module**, for mapping expertise and facilitating strategic networking, mentoring, outreach, and contribution by Indonesian health professionals abroad.
- **Dashboard and reporting module**, for generating operational and policy reports by profession, modality, destination country, institutional affiliation, deployment status, and return status.
- **Interoperability layer**, including API-based integration with SATUSEHAT SDKM and alignment with other system architecture, standards, and governance.
- **Administration, privacy, and security module**, including role-based access control, audit trails, and data protection safeguards consistent with national requirements.

Mockup Design



Scope of Work and Deliverables (continued)

3. Develop Guidelines for the Deployment of the Foreign Health Workforce

Develop standardized technical guidelines for the recruitment and deployment of foreign health workers by translating existing regulations into clear workflows, roles, and coordination mechanisms. This will strengthen quality assurance, improve consistency, and enable effective monitoring and compliance. The component also supports an academic policy paper to inform future regulation, particularly for deployment in underserved areas (DTPK).

Activities include:

- Document and literature review of Indonesian regulations and international practices on foreign health workforce deployment.
- Focus group discussions with national and international stakeholders to validate regulatory mapping and identify operational gaps.
- Expert consultations to capture international norms, good practices, and risk management approaches.
- Drafting of the technical guideline and Draft Ministerial Decree, followed by stakeholder review and refinement.
- Preparation of an academic policy paper (naskah akademik) to support the development of a future Presidential Regulation, with emphasis on financing mechanisms for deployment in DTPK areas.



Deliverables:

Guidelines for the Deployment of Foreign Medical and Health Workers in Indonesia

Scope of Work and Deliverables (continued)

4. Develop and integrate management tools for foreign medical and health workers linked to the SATUSEHAT SDM platform

Activities include:

- Document review and business process assessment
- Stakeholder consultations and focus group discussions
- Functional and technical design of the integrated digital management system
- System development and integration to build the digital platform,
- Pilot testing and validation in selected deployment pathways, countries, or institutions,
- Capacity building and user training for administrators, operators, and institutional users
- Server migration and deployment to the Ministry of Health data centre environment (Pusdatin)



Deliverables:

- Integrated Digital Management Tools for Foreign Medical and Health Workers

Note:

Activities under components 3 and 4 will be supported up to 3 meetings at Directorate of Health Workforce Deployment office or BBPK Jakarta with a maximum of 25 participants per meeting.

Scope of Work and Deliverables (continued)

5. Policy Dialogue for Health Human Resource Migration / Health Labour Market Analysis

Activities include:

- Preparation of policy dialogue background materials based on HLMA findings, including summary briefs and presentation materials.
- Organization and facilitation of a policy dialogue workshop with relevant stakeholders.
- Presentation and discussion of HLMA evidence and priority health workforce policy issues.
- Documentation of stakeholder feedback, policy options, and key discussion outcomes.
- Preparation of a policy dialogue report summarizing the outcomes and recommended follow-up actions.



Deliverables:

- Policy dialogue on health workforce development conducted.
- Policy dialogue report summarizing key discussion outcomes and recommended policy directions.

Note:

- Activities under this component will be supported by 1 policy dialogue meeting at Directorate General of Health Workforce office or BBPK Jakarta with a maximum of 100 participants.

Characteristic of Provider

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

Mandatory:

- **Proven experience in health workforce migration management** or cross-border health workforce mobility, including familiarity WHO Global Code on the International Recruitment of Health Personnel policy and program support related to overseas deployment of health workers or management of foreign health workers.
- **Demonstrated experience in policy and regulatory analysis and guideline development**, including comparative review of national and international frameworks related to health workforce governance.
- **Experience in the design or development of digital information systems or digital management tools**, particularly those related to health workforce information, registries, or comparable health data platforms.
- **Demonstrated experience in digital system interoperability, data governance, and integration** with national or large-scale digital health platforms, including systems utilizing APIs and standardized data models.
- **Experience in facilitating stakeholder consultations and technical discussions** with government institutions, including workshops, focus group discussions, and validation processes.
- **Familiarity with the Indonesian health system and regulatory environment**, including national digital health initiatives such as the SATUSEHAT SDMK ecosystem

Desirable:

- **Experience in projects related to international health workforce mobility**, including diaspora engagement or ethical recruitment frameworks.
- **Previous collaboration with WHO, UN agencies, development partners, or other international organizations** in health workforce, digital health, or health system strengthening initiatives.

Characteristic of Provider

To achieve the maximum results, the team should consist of possess a team leader and members who have expertise and/or experience in:

1. Team Leader (1 person)

The Team Leader will be responsible for overall coordination, technical leadership, and quality assurance of the assignment.

Minimum qualifications include:

- At least a Master's degree (S2) in public health, nursing, medicine, health information, health policy, or a related field, advance university degree/PhD is desirable.
- Have academic publication in health workforce migration.
- Minimum 5 years of relevant professional experience in health workforce migration management, health policy, or related areas.
- Demonstrated experience leading technical-policy assignments or similar projects with government institutions.
- Strong facilitation and analytical skills, including the ability to synthesize technical discussions into policy-relevant outputs.
- Prior experience working with UN agencies or international organizations is an advantage

Characteristic of Provider

Overseas Deployment of Indonesia Health Workers

2. Team Member – Expert on HRH Migration for Indonesian Health Workers (1 person)

Minimum qualifications include:

- Bachelor's or Master's degree (S1/S2) in public health, nursing, medicine, health information, health policy, or a related field.
- Minimum 5 years of relevant professional experience in health workforce migration management, health policy, or related areas.
- Demonstrated experience on technical-policy assignments or similar projects with government institutions.
- Strong facilitation and analytical skills, including the ability to synthesize technical discussions into policy-relevant outputs.
- Prior experience working with UN agencies or international organizations is an advantage

3. Developer on HRH Migration Information System (1 person)

Minimum qualifications include:

- Diploma, Bachelor's, or Master's degree (D3/S1/S2) 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 information systems

3. Administration and finance staff for handling the administration and finance issue, including organizing the meeting, financial report, project mid-term, and final report (1 person)

Minimum qualifications include:

- 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

Characteristic of Provider

Deployment of the Foreign Health Workforce

5. Team Member – Expert on HRH Migration for Foreign Health Workforce (1 person)

Minimum qualifications include:

- At least a Master's degree (S2) in public health, nursing, medicine, health information, health policy, or a related field.
- Minimum 5 years of relevant professional experience in health workforce migration management, health policy, or related areas.
- Demonstrated experience on technical-policy assignments or similar projects with government institutions.
- Strong facilitation and analytical skills, including the ability to synthesize technical discussions into policy-relevant outputs.
- Prior experience working with UN agencies or international organizations is an advantage

6. Developer on HRH Migration Information System (1 person)

Minimum qualifications include:

- Diploma, Bachelor's, or Master's degree (D3/S1/S2) 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 information systems

7. Administration and finance staff for handling the administration and finance issue, including organizing the meeting, financial report, project mid-term, and final report (1 person)

Minimum qualifications include:

- 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

The Proposal

Refer to Invitation **RFP 013-2026** for the **structure of proposal (section 4.12)** and the detailed of **evaluation criteria (section 5.3 and Appendix 4)**.

Technical Evaluation Criteria

- **Institutional profile** indicating relevant experience related to health workforce migration, health information systems, WHO global code on the International Recruitment of Health Personnel, or similar technical or policy-related work with government institutions in Indonesia, including a list of relevant previous assignments.
- **Previous experience** working with UN agency or other international organizations is preferable.
- **Clarity of the institution's rationale** for rationale for undertaking this assignment and alignment of its background with the objectives of developing the Fellowship Information System.

Organizational Capacity



- **Understanding of the objectives, scope, and expected outputs of the assignment**, including the purpose of developing the Migration Management System and its role in supporting national health digital transformation priorities.
- **Approach and methodology** for implementing the assignment across all components
- **Approach for engaging relevant stakeholders**, including government units and other key actors, through meetings, FGDs, and workshops, and for ensuring meaningful inputs into the information system development process.
- **Implementation timeline**, including alignment with the indicative sequencing outlined in this ToR, key task and specific allocation of human resources for each phase. Consider the feasibility and practicality of the proposed timeline and activities
- Project **risks and mitigation measures and quality assurance**

Quality of the Technical Proposal



- **Full Cvs** of proposed team members' qualifications and experience directly relevant to this assignment, including the team organogram and delegation tasks/responsibilities according to timeline as described at Gantt chart
- Institutional existing resources that can be utilized for this project

Resources and Key Personnel



The Suggestive Budget Detail Template

Refer to Invitation **RFP-013-2026 Appendix 2**

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The World Health Organization (WHO) Indonesia would like to invite you to submit a proposal for **Development of Standardized Guidelines and Information System for Health Workforce Migration Management** reference **RFP 013-2026**. Kindly, refer to the attached bidding documentation for further details of the necessary requirements. The corresponding tender notice for this RFP is also published at [WHO Procurement Notice](#)

If you wish to participate in this RFP, please do submit your technical and financial proposals as separate files to the following email address: wpinobids@who.int indicating the RFP reference number in the Subject Line. Additionally, kindly indicate in the subject line whether it is technical or financial proposal. Carefully read and follow the **Instructions to Bidder** in the attached RFP document to guide you in the submission procedure.

All documents must be submitted in English and in PDF format.

Should you have any requests for clarifications on this RFP or on the submission procedure, please send your queries to wpinobids@who.int

Deadline of Submission is Tuesday 28 April 2026, at 16:00 Jakarta Time.

For all submission and requests for clarifications please always include in the subject line the RFP reference number RFP 013-2026.

Documents to download:

- [Tender Document RFP 013-2026](#)
- [Appendix 2. Budget Template_RFP 013-2026](#)



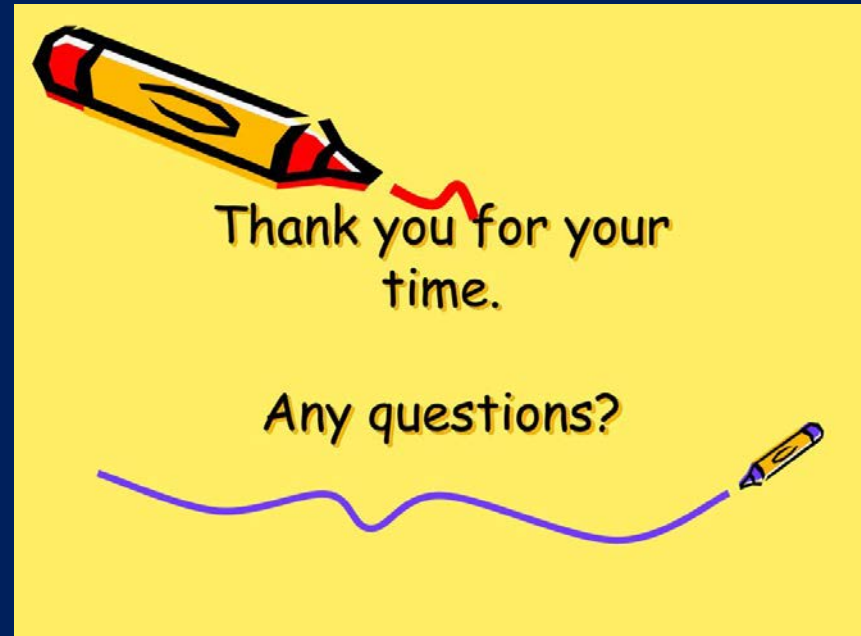
Note:

Scoring – Technical proposal : Budget proposal is **70:30**

With minimum passing points for technical proposal is **50**

Budget Note:

See budget template



Thank you for your
time.

Any questions?