



Global Health
Partnerships
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Request for Proposals (RFP) – Track 3: Institutional Capacity Building – Anaesthesia (UFUQ Programme)

Publication Reference: [GHP/UFUQ/Track2/RFP/2025]

Contracting Authority: Global Health Partnerships (GHP) – formerly THET

Programme: UFUQ – “Upgrading and Future-proofing human resources for health for Universal health coverage and better-Quality care” (EU-funded programme)

Contract Title: Institutional Capacity Building (Track 3)

Contract Type: Service Contract (Global Price, deliverables-based)

Location: Syria (Damascus and other governorates; with some activities online)

Tender Procedure: Open Competitive Tender (International and Local) – **Two-Envelope Submission** (separate Technical and Financial proposals)

Background

Global Health Partnerships (GHP) invites qualified service providers to submit proposals for **Track 3: Institutional Capacity Building** under the EU-funded **UFUQ Programme**.

The UFUQ Programme aims to strengthen Syria’s health system by improving postgraduate medical education in four specialities: Obstetrics and Gynaecology, Anaesthesia, Emergency Medicine, and Psychiatry. However, **this RFP covers only – Anaesthesia –** and focuses exclusively on the **institutional capacity building**.

This RFP is issued to identify a competent **Service Provider (organisation or consortium)** capable of designing and implementing institutional capacity building activities in alignment with the programme’s objectives and the Terms of Reference (Annex I). The resulting service contract will be financed by the **European Union** and managed by GHP, in accordance with **EU procurement rules and PRAG guidelines**. All tenderers must adhere strictly to these instructions and the requirements outlined in this RFP and its annexes. Failure to **submit a complete proposal** with all required information by the deadline may lead to rejection of the tender.

1. Services Required (Scope of Work)

The services required by GHP are **fully described in the Terms of Reference (ToR) – Track 3: Institutional Capacity Building** (Annex 1 to this RFP). The ToR provides the detailed scope of work, objectives, deliverables, expected results, and other requirements for the assignment. **Tenderers should carefully review the ToR** for complete information on the tasks and outcomes expected. *(Note: The full ToR is provided as Annex 1 and is an integral part of this RFP. It is not reproduced in this document.)*

Contract Duration: The intended contract duration is approximately 30 months, as specified in the ToR. The service contract will be deliverable based (global price), with specific milestones and outputs defined in Annex 1. GHP reserves the right to adjust the duration or scope as necessary during contract negotiations within the limits of the procurement rules.

2. Tentative Timetable

All interested tenderers must adhere to the following tentative schedule for this procurement.

Event	Date	Time (UK time)
Deadline for requesting clarifications	2 Sep 2025	17h00
Information webinar, including clarifications, please register here: https://us02web.zoom.us/meeting/register/f30d9sHbRP6w8jMIGccamw#/registration	04 Sep 2025	12h00
Deadline for submission of proposals	22 Sep 2025	17h00
Shortlisting/notification of interviews or presentation (if relevant)	17 Oct 2025	-
Contract signature (estimated)	17 Nov 2025	-

*All dates/times are subject to change. Times are **in UK time**). Dates marked as provisional will be confirmed by GHP. A “standstill” period may be observed between notification of award and contract signing, in line with EU procedures.*

Clarifications: Prospective tenderers may request clarifications or further information in writing up until the specified deadline for clarifications. Any requests for clarification must be sent via email to procurement@globalhealthpartnerships.org (Procurement Unit) and should clearly reference the RFP title and publication reference. **No individual responses will be given to inquiries after the clarification deadline.** All clarifications and answers will be compiled and communicated in writing simultaneously to all potential bidders (e.g. via email or website) to ensure equal treatment. It is the tenderer’s responsibility to check for any updates or clarifications issued. GHP is not obliged to reply to requests received after the deadline.

3. Eligibility and Participation

Eligibility: Participation in this tender is **open to all legal entities** (institutions, organisations, Professional associations) from any country, **without geographic restriction** (international and/or local) in accordance

with EU external action procurement rules. Tenderers may be non-governmental organisations, educational or training institutions, consulting firms, or other qualified service providers legally registered in their country of establishment. Joint ventures or consortia are permitted; in such case, all members of the consortium (and any subcontractors) must be identified, and the consortium must nominate one lead entity to act on behalf of all members. Each tenderer (single or consortium) may submit only one proposal.

Exclusion Criteria: Tenderers **must not be in any exclusion situations** per EU PRAG rules. By submitting a proposal, each tenderer declares on honour that it, its directors and key staff are **not** in a state of bankruptcy or insolvency, have **never been convicted** of fraudulent or corrupt practices, are **not** subject to EU sanctions, and **meet the ethical and legal eligibility criteria** of EU-funded contracts. The tenderer shall sign the standard **Declaration of Honour** (included in the submission forms) attesting to their eligibility and compliance with these conditions. GHP reserves the right to request further documentation (such as certificates of legal registration, tax compliance, and proof of financial solvency) from the successful tenderer before contract award, and to reject any tenderer found to misrepresent or not meet the criteria.

Professional Capacity: The tenderer must have the professional and technical capability to implement the required services. This includes having an adequate organisational capacity, relevant experience in similar assignments, and qualified experts. Qualification requirements (International Partnerships, Institutional Capacity Building in medical education, postgraduate medical education governance and curriculum updates, international accreditation standards) are outlined in the ToR (Annex 1) and/or the evaluation criteria.

Statement of Availability and Commitment: Key experts proposed in the tender must be available and committed for the duration of the project. In circumstances beyond the control of service providers, they will need to propose candidates with equivalent or stronger qualifications and experience and approved by GHP.

Key experts proposed in the tender must be available and committed for the duration of the project. Subcontracting is not allowed. In the consortium, the majority of services (and overall responsibility) must be carried by the tenderer or lead consortium member.

Note: GHP and the European Union's policies on avoiding conflicts of interest apply. Any firm or expert involved in preparing this RFP or the UFUQ Programme that could give rise to a conflict of interest is ineligible to participate.

4. Preparation of Proposals (Two-Envelope Format)

Tenderers must prepare their proposals in **two separate parts**: (A) Technical Proposal and (B) Financial Proposal. These must be **submitted as separate files** (see Section 5) to ensure a fair, “two-envelope” evaluation process. No financial information should appear in the Technical Proposal, and the Financial Proposal must be password-protected (see instructions below). All proposals must be in the **English language**.

The tenderer's proposal should concisely address the requirements as defined in this RFP and the ToR (Annex 1), and include all information and documentation required to evaluate the offer.

4.1 Technical Proposal (Envelope A)

The Technical Proposal should present the tenderer's understanding of the assignment and how they intend to deliver the required services. It must be structured in line with the **Technical Proposal Template** provided (Annex 2) and contain:

- **Tender Submission Form:** A completed Tenderer's Submission Form, duly signed by an authorised representative of the tenderer. This form (see Annex 2) includes the tenderer's declaration of honour on eligibility and compliance, and a summary of the offer. By signing, the tenderer confirms acceptance of the RFP terms, including the terms of reference.
- **Proposed methodology & Work Plan:** A detailed description of the approach and methodology proposed for delivering the services in the ToR. This should demonstrate the tenderer's understanding of the objectives, show how each task will be conducted, and highlight any innovative or value-adding methods. The work plan should outline the timeline, major activities, milestones, and deliverables. It should be presented in a clear schedule (e.g. Gantt chart) with phases of implementation.
- **Human Resources Capacity:** An explanation of the human resources to be dedicated to this project. Identify the **Key Experts** (as defined in the ToR) and other staff who will perform the services. Provide **CVs** for all Key Experts, highlighting relevant qualifications and experience (each CV should be signed by the expert). Include the signed Statements of Availability and commitment for each Key Expert. Describe the role of each team member and how the team structure will ensure effective implementation.
- **Institutional Capacity:** A summary of the tenderer's organisation's mandate, structure, and international recognition and relevant experience in carrying out similar projects. Highlight projects that are comparable in scope and complexity (international partnerships for institutional capacity building in PGME). For each reference project, include the client, duration, budget, location, and a brief description of services provided, demonstrating capability to implement the Track 3 assignment.
- **Technical Expertise:** a summary of technical expertise regarding curriculum development, CME planning, accreditation process, clinical guidelines, institutional governance, donors communication, GESI mainstreaming and use of technologies.
- **Commitment to Sustainability:** Explain your approach to ensuring local institutional ownership of reforms and provide examples of sustainable institutional changes from past projects.

Important – No Financial Information: The technical proposal **must not** contain any price or financial details. **Any mention of the price or budget in the technical proposal will lead to disqualification** of the tender. Ensure that all financial aspects are left for the separate Financial Proposal only.

All pages of the Technical Proposal should be numbered and include the tenderer's name. An electronic copy of the technical proposal (PDF format) should be prepared for submission.

4.2 Financial Proposal (Envelope B)

The Financial Proposal should detail the pricing for carrying out the Track 3 services as per the ToR. It must be presented as a **separate document** (using the provided Financial Proposal Template in Annex 3) and **protected with a password** (see Section 5 on submission). The Financial Proposal must include:

- **Financial Offer** : A summary page stating the **total price** (global fixed price) for execution of the services. This total price should be a **firm, fixed amount** and **inclusive of all costs** required to implement the project (professional fees, travel, workshops, materials, overheads, any applicable taxes, etc.). **The price must be in [EUR].**
- **Detailed Budget Breakdown**: A detailed cost breakdown supporting the total price. Tenderers should follow the structure given in Annex 3 – for example, breaking down costs by category such as personnel (with daily rates and days or monthly rates), travel and per diems, training/workshop costs, materials, administrative costs, etc., as applicable. The level of detail should allow the evaluators to understand how the total price was calculated and to assess its reasonableness. If a specific budget template is provided in Annex 3, tenderers must use it.
- **Payment schedule**: Payments will occur in distinct phases. The first phase of payment (25 % of the contract value) will be issued on completion of the contracting process. Payments thereafter will be made on a biannual basis. conditional to the satisfactory achievement of agreed targets and reporting expectations.
- **Notes on Taxes and Currency**: Prices must be quoted in **EUR** and should be **inclusive of all applicable taxes, customs duties, and charges** relevant under Syrian law. While EU-funded actions may be tax-exempt under EU rules, **service providers are responsible for verifying and paying all applicable taxes and duties within Syria** in accordance with local regulations. The currency of the proposal must remain fixed throughout the duration of the contract; **no adjustments for currency fluctuation** will be permitted. Any currency exchange risks shall be **borne by the tenderer**.
- **Password Protection**: The Financial Proposal must be **password-protected** so that it cannot be opened until the official financial opening. **Do not include the password** in the email or with the submitted files. GHP will request the password at the appropriate time after the technical evaluation, **only from those tenderers who pass the technical score threshold**. This ensures that price information remains confidential until the technical evaluation is completed. Tenderers failing to secure their financial file or who inadvertently disclose financial details in the technical part will be disqualified.

The Financial Proposal should be signed by the authorised representative, (a signed PDF copy should also be prepared/submitted with an Excel budget, per Annex 3.

5. Submission Instructions

Submission Method: Proposals must be submitted electronically via email to:

procurement@globalhealthpartnerships.org no later than the **Deadline for submission** indicated in Section 2. As noted, the proposal should consist of two files: one for the Technical Proposal and one for the Financial Proposal.

Tenderers should **attach both files** to a single email, or send them in separate emails if file size is an issue, but both must be received by the deadline. Late submissions will be rejected without evaluation.

- The subject line of the submission email should be: **“RFP – Track 3 Institutional Capacity Building – [Tenderer Name]”**.
- The Technical Proposal file should be named **“Envelope A – Technical Proposal – [Tenderer Name]”**.
- The Financial Proposal file should be named **“Envelope B – Financial Proposal – [Tenderer Name]”** and must be password-protected as described above.

Upon receipt, GHP will confirm by email reply that your submission was received (please ensure a valid reply email). It is the tenderer’s responsibility to ensure that the email (and any separate parts) is delivered on time. GHP is not responsible for technical issues that result in late delivery; therefore, tenderers are encouraged to submit well ahead of the deadline.

Modification or Withdrawal: A tenderer may modify or withdraw its proposal by sending a written notice (via email, signed by the authorised representative) **before the submission deadline**. Any modifications should clearly indicate the changes and must be submitted as an amended proposal, following the same two-envelope format (marking the files as “Amendment”). Withdrawal notices must be explicit. **No proposal can be modified or withdrawn after the submission deadline.**

Proposal Validity: Tenders must remain **valid for a minimum of 90 days** after the submission deadline. During this period, the tenderer is expected to keep available the personnel proposed and maintain the proposal’s terms. GHP may request an extension of the validity period (for a stated number of additional days, not exceeding 40 days) if needed; tenderers can refuse an extension request, which would result in their proposal being deemed non-responsive. The selected tenderer must maintain its proposal (including price) for an additional 60 days from the date of notification of award, to allow sufficient time for contract finalisation.

Costs of Tendering: All costs incurred by the tenderer in preparing and submitting the proposal are the sole responsibility of the tenderer. **No costs will be reimbursed** by GHP, regardless of the outcome of the tender. This includes any expenses for preparing the proposal, attending any interviews or meetings, or providing additional information during evaluation.

6. Evaluation and Award Process

The evaluation of proposals will be carried out by an Evaluation Committee appointed by GHP in accordance with EU procurement rules. The evaluation will be conducted in **two stages**: first the

Technical Proposals will be opened and evaluated, then the Financial Proposals of those tenders that qualify will be opened and evaluated.

The contract will be awarded to the eligible tenderer whose proposal is determined to offer the **best value for money**, i.e. **the highest quality (technical score) for a reasonable cost**, according to the criteria and formula set out below.

6.1 Technical Evaluation

In the first stage, the committee will **open and evaluate only the Technical Proposals** (Envelope A). The Technical Proposals are evaluated **independently of price**. Each eligible proposal will be assessed against the technical criteria and sub-criteria defined in the evaluation grid. The maximum total technical score is **100 points**. The criteria and their respective weightings are:

- **Understanding of the Services and Proposed Methodology – 40 pts.** This criterion assesses the tenderer's understanding of the assignment's objectives and challenges, and the adequacy of the proposed approach and methodology. It evaluates how well the tenderer addresses the ToR requirements, the creativity and effectiveness of the proposed training and mentorship approach, and the clarity and feasibility of the work plan.
- **Key Experts' Qualifications and Experience – 15 pts.** This criterion evaluates the proposed Key Experts (and other personnel) in terms of their qualifications, professional experience, and relevance to their roles. It includes an assessment of education, technical expertise in the subject matter (Anaesthesia PGME governance, leadership, and accreditation), years of experience, and specific experience in similar assignments or contexts. Each Key Expert may be scored individually and aggregated for this criterion. (For example, the Team Leader/Project Manager, Training Experts for each speciality, etc., will be considered.)
- **Institutional Capacity of Tenderer – 15 pts.** This looks at the organisation's mandate, structure, and international recognition and relevant experience in carrying out similar projects. It considers the evidence of past performance in international partnerships for institutional capacity building in PGME, or related assignments, including scale and complexity, especially in contexts similar to Syria or conflict-affected settings. References and past project descriptions provided in the proposal will be scored here.
- **Technical Expertise 20:** This looks into the providers' technical expertise with regard to curriculum development, CME planning, accreditation process, clinical guidelines, institutional governance, donors communication, GESI mainstreaming and use of technologies.
- **Commitment to Sustainability 10** this looks into the providers' approach to ensuring local institutional ownership of reforms, examples of sustainable institutional changes from past projects and examples of the providers' role in assisting medical education institutions in achieving accreditation.

Total maximum score: 100 points.

For a tender to be considered **technically qualified**, it **must obtain at least 50% of the points** for each of the above criteria, **and at least 70% (70 points) overall**. Any proposal that fails to meet these minimum technical thresholds will be eliminated from further consideration. The Evaluation Committee will produce a written evaluation report with comments justifying the scores awarded for each criterion. If interviews or presentations are organised (as indicated in Section 2, if applicable), the results may be factored into the technical scoring (details will be provided if interviews are to occur). GHP reserves the right to seek clarifications from tenderers on their technical proposals if necessary for evaluation, provided such clarification does not change the substance of the offer. However, **no changes to the proposal** (technical or personnel) can be made after the submission deadline.

6.2 Financial Evaluation

After the technical evaluation is finalised, only those proposals that have achieved the minimum technical score (70 points) and are not eliminated will proceed to the financial evaluation stage. GHP will notify those tenderers and may request the password to open the Financial Proposal PDF at the designated time. The Financial Proposals (Envelope B) will then be opened **in accordance with the two-envelope system**. The financial opening can be done privately by the evaluation committee or in a public session (tenderers will be informed if a public opening is to be held).

The Financial Proposals will be examined for any arithmetic errors and completeness. The **evaluated price** will be considered (in case of errors in calculation, the unit prices and provided methodology will be corrected and the total adjusted accordingly; tenderers will be notified of any corrections and may be asked to confirm acceptance). If a proposal appears to be abnormally low and raises concerns of feasibility, GHP may inquire and request clarifications or justifications for the pricing.

Financial scoring: For evaluation purposes, a **score out of 100** will be assigned to the total price of each qualifying financial offer. The lowest-priced proposal receives 100 points (for the financial score). Other proposals receive a financial score inversely proportional to their price, calculated as: **Financial Score = (Lowest Tender Price / Tenderer's Price) × 100**. (For example, a bid that is 25% higher than the lowest will get 75 points.)

To determine the **best value for money**, the technical and financial scores will then be **weighted 80/20** respectively and combined. This means the technical score carries an 80% weight and the financial score a 20% weight in the final ranking. The formula for the **Final Combined Score** of each proposal will be:

Final Score = (Technical Score × 0.80) + (Financial Score × 0.20).

The Evaluation Committee will then rank proposals based on these final scores (highest to lowest). The tenderer with the **highest combined score** will be considered the **preferred bidder** for award of the contract, **provided** that:

- The tenderer is confirmed to meet the eligibility, exclusion, and selection criteria (Section 3) upon verification of supporting documents; and
- The offered price is within the project's available budget and is considered reasonable.

If two proposals are tied in final score, the one with the higher technical score will be given preference. In case of a further tie, GHP may consider other factors or even invite the tied tenderers for further negotiations (at its discretion, in line with PRAG rules).

6.3 Award of Contract

Once the evaluation is completed, GHP will notify all tenderers in writing of the outcome. The winning tenderer (highest ranked) will receive a **Notification of Award** with instructions on next steps, while other tenderers will be informed that their proposals were not selected. GHP may provide, upon request, a brief statement of reasons to unsuccessful tenderers (the scores of the winner and the requester's own scores, for transparency). A **standstill period** of [10] calendar days may be observed between the notification of award and the signing of the contract, during which unsuccessful tenderers can seek further information or contest the decision if they believe there has been a procedural irregularity.

The award of the contract will be subject to the successful tenderer accepting any final refinements and furnishing any documents required by GHP. **Before signing the contract**, the preferred tenderer will be required to **confirm the availability** of the proposed key experts and possibly present original documentation (e.g. diplomas, proof of experience, registrations) for verification. GHP may also request the provision of copies of audited financial accounts or other supporting documents to reconfirm the tenderer's capacity as stated in the tender. If the successful tenderer fails to provide the required documents or if a proposed key expert is unavailable (for legitimate reasons such as illness), GHP reserves the right to withdraw the award and consider the next-ranked tenderer. In such a case, the validity of the next-best tenderer's offer will be extended as per PRAG guidelines.

After all conditions are satisfied, a **formal contract** will be signed between GHP and the winning tenderer. The draft contract will be based on the standard EU service contract format, including **General Conditions and Special Conditions**, the agreed Terms of Reference (Annex 1), the successful tenderer's Technical Proposal (often incorporated as Annex II or III to the contract), the Financial Proposal (Annex IV), and other pertinent annexes.

The contract will detail the payment schedule (linked to deliverables/milestones), reporting requirements, and all legal terms and conditions. Tenderers are expected to accept the general contract provisions; any proposed deviations should be clearly noted in the tender (though substantial modifications may lead to rejection as non-compliant).

Cancellation: GHP reserves the right to cancel the tender process at any time prior to contract signature, without thereby incurring any liability. Cancellation may occur, for example, if **no qualitatively or financially worthwhile tender** is received, if the project funding is withdrawn, or if the circumstances of the call have changed significantly. If cancellation occurs, GHP will notify all participants, and no compensation will be payable for any costs incurred by tenderers.

7. Additional Information

- **Conflict of Interest:** Tenderers must disclose any situation that may constitute a conflict of interest or undue influence between the tenderer (including its staff, consortium partners, or

subcontractors) and GHP or any stakeholders of the UFUQ Programme. Any misrepresentation or failure to disclose such information may lead to disqualification.

- **Ethics Clauses:** The tenderer must comply with high standards of integrity and ethics. No offer, gift, payment, or benefit of any kind, which could be construed as an illegal or corrupt practice, shall be made — neither directly nor indirectly — as an inducement or reward in relation to this procurement. If such activity is discovered, the tender will be rejected and, if after award, the contract may be terminated with further sanctions.
- **Data Protection:** Tenderers' submissions will be handled confidentially by GHP and used solely for the purpose of evaluation. Personal data included in the proposals (e.g. CVs) shall be processed in accordance with applicable data protection laws.
- **Clarification during Evaluation:** During examination and evaluation of proposals, GHP **may request clarifications** from tenderers regarding their proposals. All such requests will be made in writing (email) and will not ask for nor allow any changes in the substance or prices of the proposals – only clarification of ambiguities or submission of missing documents (if such documents do not change the proposal). Responses must be given strictly within the timeframe specified by GHP or the proposal may be eliminated.
- **Language:** All communications for this tender procedure shall be in English. The contract language will be English. Key experts are expected to have working proficiency in English (and Arabic as relevant, per the ToR requirements).
- **Publication:** This RFP is published on GHP's website and on ReliefWeb as an open call. The results of the award (name of winning contractor, contract value, and purpose) may also be published as per donor transparency requirements. By submitting a proposal, tenderers consent to such publication of award information if they win.

Annexes (Integral Parts of this RFP)

- **Annex 1: [Terms of Reference – Track 3](#):** Institutional Capacity Building (full Scope of Work, deliverables, etc.).
- **Annex 2: [Technical Proposal Template](#)** – including Tender Submission Form, Declaration of Honour, Key Experts' forms (CV format and Statements), and any other required technical submission forms. Tenderers should use or follow the structure of this template in preparing the Technical Proposal.
- **Annex 3: [Financial Proposal Template](#)** – including the format for the Financial Offer and detailed cost breakdown (budget). Tenderers must fill out this template with their pricing.

The above annexes are provided with this RFP. Tenderers are expected to complete and return the necessary forms in their proposals. The Terms of Reference (Annex 1) is provided for reference and must be read carefully before proposal preparation.

End of RFP

Thank you for your interest in this opportunity. GHP looks forward to receiving your proposal.