Institutional Research, Analytical and Drafting Services for Health Systems Resilience and Sustainable Financing

Request for Proposals (RFP)

Bid Reference

WHO-SHQ-RFP-26-1043

Country/Unit Name
WHO Headquarters, Switzerland / Performance, Financing and Delivery Department

Closing Date:

[18 November 2026 at 17:00 Geneva time]

The World Health Organization (WHO) is seeking offers for qualified institutions to provide institutional research, analytical and drafting services supporting WHO's work on resilient, integrated and sustainably financed health systems, including analysis of multilateral development bank financing, innovative financing structures and country financing landscapes.
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 and produce defined, quality-assured research, datasets, analytical briefs, technical notes, financing profiles an drafting products across the two complementary workstreams described in Annex 1 .
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 global health, health systems, health policy, health financing or development financing with proven expertise in institutional research, quantitative analysis and senior policy drafting.

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

- At least five years of institutional experience in global health, health systems or health policy, demonstrated through published or delivered work.
- Demonstrated experience in health financing or development financing analysis, including work using multilateral development bank or innovative financing data.
- Demonstrated capacity to manage a services contract and remain accountable for all deliverables, supported by documented quality-assurance, data-protection and conflict-of-interest arrangements.
- A multidisciplinary team covering health policy and health-system resilience; economics, finance and quantitative data analysis; and senior drafting and quality assurance.
- Excellent written English and the ability to provide all deliverables in editable formats.

Desirable experience:

- Experience working with WHO, another United Nations entity, a multilateral development bank or a comparable international organization.
- Experience producing country financing profiles, structured financing datasets and decision-ready materials for senior technical or policy audiences.
- Capacity in one or more additional WHO official languages

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 technical solution – a clear response to each output in Annex 1, including deliverable formats and how the two workstreams will be integrated without duplication.
- Proposed Approach/Methodology - Research methods, data sources, analytical methods, validation approach, quality assurance, risk controls, data protection and management of conflicts of interest.
- Team and management - Named key personnel, roles, level of effort, availability and arrangements for continuity or replacement.
- Workplan and proposed time line - milestone-based plan aligned with Annex 1, showing interdependencies, review periods and delivery risks.
- Financial proposal – All-inclusive fixed prices by milestone and output, quoted in United States dollars (USD)

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 11 November 2026:

Email for submissions of all queries: chalkidouk@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 **18 November at 17:00 hours Geneva, Switzerland time** ("the closing date"), by email at the following email address:

chalkidouk@who.int; omukubie@who.int

Reference: WHO-SHQ-RFP-26-1043**.**

(use Bid reference in subject line)

To be complete, a proposal shall include:

- A technical proposal, as described under part 2 above;
- A financial proposal, as described under part 2 above;
- 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: WHO-SHQ-RFP-26-1043 .

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:

Understanding of requirements and proposed technical solution	25
Approach, methodology and quality assurance	25

Institutional experience in comparable assignments	20
Qualifications, competence and availability of proposed personnel	20
Workplan, timeline and project management	10
TOTAL	**100**

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 [**70 points out of 100**] 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:

a) 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,
Kalipso Chalkidou
Director
Performance, Financing and Delivery

Annexes

1. Detailed Terms of Reference
2. Confidentiality Undertaking
3. Vendor Information Form
4. Contractual provisions

Annex 1: Detailed Terms of Reference

This Agreement for Performance of Work (APW) is requested by:

Initiator:	Performance, Financing and Delivery Department (PFD), Director's Office	Reg.#:	WHO-SHQ-RFP-26-1043
Unit:	Performance, Financing and Delivery Department (PFD), Director's Office	Cluster / Dpt.:	HSD/PFD

1. Purpose of the APW

The purpose of this Agreement for Performance of Work (APW) is to obtain defined institutional research, analytical and drafting services that support WHO's work on resilient, integrated and sustainably financed health systems. The provider will deliver two complementary workstreams:

- Workstream A: research, analytical and technical products supporting WHO's work on health systems resilience, universal health coverage, primary health care, health security, sustainable health financing, strategic partnerships and country-led approaches.
- Workstream B: analytical products on multilateral development bank financing, innovative financing structures and country financing landscapes, to inform WHO's assessment of financing options for health systems and development.

The APW will contribute evidence and decision-ready materials to WHO's broader technical, analytical and partnership work. The provider's outputs will inform, but will not themselves determine, WHO institutional positions, external representation or institutional decisions.

2. Background

WHO is advancing an agenda centred on strong, integrated, equitable and sustainably financed health systems that can maintain essential services and adapt to shocks. To support it, the Performance, Financing and Delivery Department (PFD) needs evidence syntheses, analytical briefs and technical notes grounded in WHO guidance, technical priorities and country needs.

In parallel, PFD is assessing which sources of development financing could be mobilised for health systems, including through innovative financial structures. This requires structured data on Multilateral Development Banks (MDBs), financing instruments and selected country financing landscapes, with concise analysis. The services will be contracted to an institution, which will manage and be accountable for delivery of all outputs.

3. Planned timelines (subject to confirmation)

Start date: **27/11/2026** End date: **26/05/2027**

Total duration: **6 months**

4. Requirements - Work to be performed

Objective 1. Research and analytical products on health systems resilience and sustainable financing

By the end of the six-month contract period, WHO will have received and accepted the five outputs specified below, comprising quality-assured research, analytical and technical products on integrated, resilient and sustainably financed health systems, suitable for WHO technical review and internal use.

Output 1.1: Inception note and workplan (both workstreams). One note of no more than 10 pages, delivered within 2 weeks of the start date. It sets out the analytical questions, methods, principal WHO source materials and quality-assurance arrangements. For Workstream B, it also lists the data sources, indicators, reference periods, MDBs and countries to be covered. It confirms the topics of Outputs 1.3 and 1.4 and includes a delivery risk matrix.

Output 1.2: Health resilience evidence package. One evidence synthesis on integrated and resilient health systems; one analytical brief linking resilience with UHC, primary health care, health security and sustainable financing; one page of evidence-based key messages; and an annotated source list.

Output 1.3: Technical briefing notes of no more than 5 pages each, on topics confirmed in the inception note. Each note covers the technical context, a summary of the evidence, key messages and issues for WHO's consideration.

Output 1.4: Technical paper: One paper of no more than 8,000 words on a topic confirmed in the inception note, within health systems resilience, UHC or sustainable health financing. It is delivered as a first draft and as a final draft after one round of WHO comments. Any publication or external dissemination of outputs is subject to prior WHO review and clearance.

Output 1.5: Final report. One report summarising the work completed, products delivered, remaining evidence gaps and recommended follow-up for WHO.

Objective 2. Structured evidence on development and innovative financing for health systems

By the end of the six-month contract period, WHO will have received and accepted the three outputs specified below, comprising quality-assured datasets, accompanying analyses, country financing profiles and consultation synthesis to support WHO's assessment of financing options for health systems.

Output 2.1: MDB financing dataset and analytical note. One cleaned dataset covering [8–10] MDBs over [2015–2025], with a data dictionary and source log.

Output 2.2: Innovative financing structures database and analyses. One database of at least 40 innovative financing structures implemented in [2010–2025], categorised by instrument and sector. In-depth analyses of 8 structures (2–3 pages each) describe cash flows, risk allocation, repayment arrangements, main conditions and limitations.

Output 2.3: Consultation research and synthesis. Background research, one interview guide and structured records for consultations led and authorised by WHO staff, and one synthesis of findings. If fewer consultations have taken place by the Milestone 4 due date, the synthesis covers those held and is supplemented by desk research.

5. Requirements - Planning

Milestone	Outputs	Format	Indicative due date	Payment
1. Inception	1.1	Inception note and workplan	Week 2	10%
2. First technical package	1.2, 2.1	Evidence package, analytical note	Month 2	25%
3. Second technical package	1.3, 2.2	Analytical note; database; product analyses	Month 3.5	25%
4. Applied products	1.4, 2.3	Draft technical paper; consultation synthesis	Month 5	25%
5. Final package	Final 1.4, 1.5; all source files	Final paper and final report; all editable source files	Month 6	15%

-Payment will be made following WHO's written acceptance of the complete milestone package. The payment percentages will be applied to the total fixed contract value. The provider must include all personnel, management, quality-assurance, software, overhead and other costs in the proposed milestone prices.

-Deliverables must meet the agreed scope, format, technical quality and schedule. WHO will provide consolidated comments, and the provider must address those comments within the agreed review period. Acceptance of deliverables rests with the designated WHO Technical Officer or an authorized delegate.

6. Inputs

WHO will:

- Provide relevant WHO strategies, guidance and background materials, and confirm at inception the topics, countries, institutions and instruments to be covered.

- Designate technical focal points, provide consolidated comments within the review periods in Section 5, and accept deliverables for payment.
- Lead and authorise all external consultations, and decide how accepted outputs are used, published or disseminated.

The provider will:

- Provide the personnel, management, systems, software and quality assurance needed to deliver the outputs, and remain responsible for its personnel.
- Maintain continuity of delivery and obtain WHO's prior written agreement to any replacement of key personnel named in its proposal.
- Disclose actual or potential conflicts of interest promptly and implement appropriate safeguards.
- Obtain WHO's written authorization before contacting external stakeholders in connection with the assignment.
- Maintain secure records and provide editable source files, underlying datasets, data dictionaries, source logs and supporting documentation for all accepted deliverables.

7. Characteristics of the Provider

- A legally registered institution able to enter into and manage a services contract and remain accountable for all deliverables. The institution must have documented internal arrangements for quality assurance, data protection and management of actual or potential conflicts of interest. At a minimum, these arrangements should provide for quality review of deliverables before submission to WHO; appropriate controls for the secure storage, access, transfer and retention of information and working files used for the assignment; and procedures for identifying, disclosing and managing actual or potential conflicts of interest.
- At least 5 years of institutional experience in global health, health systems or health policy, shown by published or delivered work.
- Demonstrated experience in health financing or development financing analysis, including work with MDB or innovative financing data.
- A team combining health policy and health-system resilience expertise; economics, finance and quantitative data skills (such as advanced Excel, R, Stata or Python); and senior policy drafting capability.
- Excellent written English. Capacity in other WHO official languages is desirable.

8. Place of assignment

The services will be performed primarily off-site using the provider's own premises and systems. Virtual technical meetings may be required. No duty travel is anticipated and bidders should therefore not include travel costs in their financial proposals. If travel subsequently becomes necessary, it must be agreed and authorized by WHO in writing in advance, including the applicable travel arrangements and costs, in accordance with the resulting contract and applicable WHO requirements.

Annex 2: Confidentiality Undertaking

1. The World Health Organization (WHO), acting through its Department of Performance, Financing and Delivery (PFD), has access to certain information relating to health systems resilience, sustainable health financing, multilateral development bank financing, innovative financing structures and country financing landscapes, 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 "Institutional Research, Analytical and Drafting Services for Health Systems Resilience and Sustainable Financing" ("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:

Entity Name:	……
Mailing Address:	…… …… ……
Name and Title of duly authorized representative:	……
Signature:	……
Date:	……

Annex 3: Vendor Information Form

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

* 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.