

**Request for expression of interest  
for Partnership in Constructing,  
upgrading and Managing Health  
Posts under Public Private  
partnership (PPP model)**

September 2021

**List of Acronyms**

CBHI: Community Based Health Insurance

CHW: Community health Workers

DH: District Hospitals

DHU: District Health Unit

DOT: Direct Observation Treatment

EOI: Expression of interest

FGHP: First Generation Health Post

GoR: Government of Rwanda

HC: Health centers

HP: Health Post

IMCI: Integrated Management of Children Illnesses

MoH: Ministry of Health

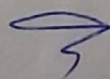
PPCP: Public Private Community Partnership

SDGs: Sustainable Development Goal (SDGs)

SGHP: Second Generation Health Posts

UHC: Universal Healthcare Coverage

EOI: Expression of interest



## 1. General information:

Contracting Authority:	Ministry of Health
Prepared by:	Ministry of Health
Submittal date:	21/09/2021

### **Assignment: Improvement of Health Posts Management; build, expand, upgrade, operate and scale health posts in Rwanda**

In order to provide proper and adequate health care as close to the population/community as possible, the Government of Rwanda is aiming at establishing a primary health care facility in every cell across the country and the Ministry of Health (MOH) initiated a national program to expand health posts at cell level through partnership with the private sector and the community. Well-implemented health posts in Rwanda have the potential to address local and simple medical needs within a reasonable walking distance of a patient's home, thus improving patient outcomes and quality of life while reducing the work burden at higher levels of care.

With support from administrative districts, the community and partners, a total of 1,160 Health Hosts (HPs) as of June 2021 have been established in underserved communities in Rwanda, comprising of 21 Second Generation Health Posts (SGHPs) that provide upgraded health care package including maternity, laboratory, dental, ophthalmology and circumcision and 1,139 first generation HPs that provide basic care. With more than half of these operating through a Public Private and Community Partnership model (PPCP), HPs serve as a link between community health workers and health centers and have greatly contributed to reduced travel distance for Rwanda's population thus easing access to essential healthcare services. Since the financial year 2019/2020, the GoR is emphasizing on development of infrastructures and other accessible services like health, education, agriculture and ensuring availability and affordability of essential commodities, water, electricity and transport infrastructures among others along the Northern borderline.

Despite efforts, in expanding geographical coverage, challenges persist in the effective operationalization of health posts characterized by not operational, limited supervision, delayed insurance reimbursements and subsequent closure which affects the sustainability of HPs and consequently affects the country's efforts to achieving UHC. Furthermore, HPs there is a need to establish a harmonized operationalization approach i.e. some are managed by Health centers while others are managed by private nurses though Public Private Partnership (PPP).

These limitations compromise the quality of healthcare services offered at community level. The COVID-19 pandemic is further throwing UHC progress off track as interventions are being disrupted and triggers an alarm for preparedness in terms of health facilities, equipment, and staffing.

## 2. Objectives

The objective of this assignment is to Streamline Functionality and sustainability and strengthen the management of health posts especially at Border districts.

## 3. Scope of the Assignment

This project is planned to:

- ❖ **Streamline Functionality and sustainability:** MOH shall hand over existing HPs to the successful bidder, to finance, operate and manage, and transfer back to Government after a specified period agreed by both parties if no renewal of agreement. **(The Minimum number of Health Posts: 173 health Posts)**
- ❖ **Upgrading First Generation Health Posts:** Successful Bidder shall upgrade First Generation Health Posts (FGHP) to Second Generation Health Posts (SGHPs), providing standardized primary healthcare services to the communities; and transfer back to Government after a specified period agreed by both parties if no renewal of agreement. **(The Minimum of Health posts to be upgraded: 154).**
- ❖ **Construct new health posts:** Bidder shall construct, operate, and manage new Second Generation health Posts (SGHPs), providing standardized primary healthcare services to the communities and transfer back to Government after a specified period agreed by both parties if no renewal of agreement. **(The Minimum of New Health posts to be constructed: 20).**

**This assignment will be implemented into phases:**

The duration of the assignment shall be for a period of 15 years and will be implemented into three phases:

**1. Phase 1: Year 1 -5**

In Phase 1, The successful bidder shall undertake the following:

- a) Streamline functionality and sustainability of existing 64 HPs.
- b) Construct 20 new SGHPs, in accordance with the below:

	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Number of new SGHPs to be constructed</u>	4	4	4	4	4

- c) Upgrade 10 FGHPs to SGHPs, in accordance with the below:

	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Number of SGHPs to be upgraded each year</u>	2	2	2	2	2

**2. Phase 2: Year 6 -10**

In Phase 2, The successful bidder shall undertake the following:

- a) Upgrade 144 FGHPs to SGHPs, in accordance with the below:

	Year 6	Year 7	Year 8	Year 9	Year 10
<u>Number of SGHPs to be upgraded each year</u>	30	30	30	30	24

- b) Streamline functionality and sustainability of existing 193 HPs.

**3. Phase 3: Year 11 -15**

In Phase 3, The successful bidder shall undertake the following:

- a) Sustain functionality of 193 HPs
- b) Transition of management and operationalization of HPs to the Government of Rwanda

**Geographical coverage**

The project will focus its implementation in 15 border districts namely Gicumbi and Burera in Northern Province, Kirehe, Ngoma Nyagatare and Bugesera districts in Eastern Province; Rusizi, Nyamasheke, Karongi, Rutsiro and Rubavu Districs in Western Province; Nyamagabe, Nyaruguru, Gisagara, and Nyanza Districts in Southern Province.

**4. Duration of Assignment**

As a result of the current EOI, Ministry of Health will issue Request for Proposal (RfP) for selecting the NGO or a company. The selected NGO or a company will be awarded to sign a

Long-Term Agreement (LTA) for the agreed duration which can be implemented in phases, subject to successful contract finalization.

#### 5. Request for Expression of Interest

The Ministry of Health now invites interested **Non-Governmental Organizations or Private Companies** to indicate their interest in providing the services by submitting detailed:

- Description of the NGOs or Private company including their experience in management of health facilities (Attach provision of proof of similar activities concluded);
- Investment history;
- Current Financial Capacity
- Expression of interest of number of health posts to be transferred by Government (Minimum are 173 Health posts);
- Expression of interest of number of health posts to be upgraded (154);
- Expression of interest of number of new health posts to be constructed (Minimum are 20);
- Investment commitment and sources of funding, including preliminary cost plan;
- Key risks, mitigation and management in a risk allocation matrix;
- Technical viability, including key technologies and their viability, and key challenges to be overcome;
- Action plan to bring the project to successful completion, including construction schedule and timeline;
- Regulatory assessment;
- Project preparedness in terms of capacity assessment and skill assessment of NGO or private company and its staff for project development, implementation and monitoring
- The Non-Governmental organization or a company shall submit a certificate of registration from Rwanda Governance Board, and The Rwanda Development Board respectively;
- They should present also Rwanda Revenue Authority Tax Clearance certificate
- They should Submit also Criminal Record of members of Board and its senior Management

## 6. Qualifications of Non-Governmental Organization or Private Company

The **Non-Governmental Organization or Private Company** shall have at least 3 years' experience in management and/or support of health facilities and partnering with Health facilities operators. They shall consist of people with extensive professional experience in health system strengthening and/or management of health facilities (not limited to health posts).

## 7. Selection of Non-Governmental Organization or Private Company

The Non-Governmental Organization or Private Company will be selected through request for proposal, which will be issued after the EOI process.

All Expressions of interest clearly marked "**Request for expression of interest for Partnership in Constructing and Managing Health Posts.**" And shall be mandatorily submitted to Ministry of Health email: [info@moh.gov.rw](mailto:info@moh.gov.rw) in PDF format not later than **17:00 hours local time** on **7 October, 2021**. All enquiries regarding this tender may be addressed to [info@moh.gov.rw](mailto:info@moh.gov.rw).



**Dr. NGAMIJE M. Daniel**

**Minister of Health**