



USAID Ireme Activity Implemented by Management Sciences for Health (MSH)

**REQUEST FOR PROPOSALS RFP No. RFP-IREMERW-2023-01
November 2023**

Issuance Date:	22 November 2023
Closing/Submission Date:	4 January 2024, 5:00 PM Kigali time
Submission Location:	Management Sciences for Health 8 KG 48 Avenue. Kacyiru. Gasabo Kigali, Rwanda
Electronic submission email:	rwhssbids@msh.org

TABLE OF CONTENTS

1. REQUEST FOR PROPOSALS (RFP) OVERVIEW 3

2. DESCRIPTION OF SERVICES 4

3. PROPOSAL AND AWARD PROCESS 7

A. WHO CAN SUBMIT PROPOSALS? 7

B. HOW TO SUBMIT A PROPOSAL 7

C. WHAT SHOULD WE DO IF WE HAVE QUESTIONS OR NEED ASSISTANCE TO PREPARE A PROPOSAL? 7

D. AMENDMENTS TO THE RFP 7

E. HOW DO I REGISTER IN ORDER TO RECEIVE NOTIFICATIONS OR AMENDMENTS TO THE RFP? 7

F. WHERE CAN I FIND REFERENCE MATERIAL FOR THE RFP? 7

G. WHAT IS THE ESTIMATED TIMELINE FOR SUBMISSION, NOTIFICATION, AWARD, AND IMPLEMENTATION? 7

H. WHAT TYPE OF AWARD WILL BE MADE? 8

I. WHAT WILL BE PROVIDED TO THE SUBCONTRACTOR? 8

J. HOW WILL PROPOSALS BE EVALUATED? 8

K. WHAT ARE THE MINIMUM ELIGIBILITY REQUIREMENTS FOR A PROPOSAL? 8

L. WHAT WILL BE REQUIRED FOR ISSUANCE OF AN AWARD? 8

M. WHAT WILL BE REQUIRED AFTER AN AWARD IS MADE? 8

4. EVALUATION CRITERIA 9

A. TECHNICAL EVALUATION 9

B. COST EVALUATION 9

5. PROPOSAL OUTLINE AND GUIDANCE 10

A. OVERVIEW 10

B. TECHNICAL PROPOSAL OUTLINE 11

C. COST PROPOSAL OUTLINE 12

ATTACHMENT A: TECHNICAL PROPOSAL TEMPLATE 15

ATTACHMENT B: COST PROPOSAL TEMPLATE 16

ATTACHMENT C: ACCREDITATION SURVEY CLUSTERS 17

ATTACHMENT D: LIST OF BACKGROUND DOCUMENTS 18

ATTACHMENT E: LIST OF CERTIFIED ACCREDITATION SURVEYORS 19

1. REQUEST FOR PROPOSALS (RFP) OVERVIEW

RFP N°: RFP-IREMERW-2023-01

RFP Title: Conducting Accreditation Survey at Designated Hospitals

RFP Issued By: USAID Ireme Activity Implemented by Management Sciences for Health (MSH) and funded by the United States Agency for International Development (USAID)

Issuance Date: 22 November 2023

Registration for Information:

To ensure you receive any modifications to this RFP, kindly send an email with the RFP number in the subject area to rwssbids@msh.org requesting that your organization be put on the distribution list for this RFP.

Submission of Questions regarding the RFP:

Questions regarding this RFP should be submitted by email to rwssbids@msh.org no later than **7 December 2023**. MSH will endeavor to respond to all questions within one week and will email our responses to all organizations on the distribution list for this RFP and/or that submitted questions and provided a return email address.

Closing/Submission Date and Time: 4 January 2024, 5:00 PM Kigali time

Language of Proposals: The technical and cost proposals must be in English.

Instructions for Submission of Proposals: See Section 5 for proposal submission instructions.

Estimated Period of Performance: The maximum period of performance is 2 months (expected period to cover: February-April 2024 but may be adjusted), however this period of performance may be extended by MSH through an amendment to the award if deemed desirable by MSH. Such an amendment might occur to conduct future accreditation surveys with a similar SOW but only with prior approval from USAID.

Award: A fixed price contract

Disclaimer: Issuance of this request for proposals does not constitute an award commitment on the part of MSH nor does it commit MSH to pay for costs incurred in the submission of a proposal.

2. DESCRIPTION OF SERVICES

As part of its comprehensive approach to ensure provision of high quality and safe health care services to the people of Rwanda, the Ministry of Health (MOH) has adopted healthcare facility accreditation as a priority strategy to create a sustainable process for implementing and measuring achievements in continuous improvement of healthcare services throughout the country. At the national level, a Unit of Health Services and Quality Assurance has been created at the MOH while at the facility level, hospitals structures were revised to include quality improvement officer positions and hospitals established Quality Improvement Advisory Committees to oversee continuous quality improvement. The accreditation process includes referral, provincial, and district hospitals and currently there are over 100 certified accreditation surveyors located at the MOH, public hospitals, learning institutions and among development partners (see ATTACHMENT E for a list of certified surveyors).

It is against this backdrop that the MOH, with support from USAID Ireme Activity implemented by MSH, intends to use local organizations to conduct independent accreditation surveys in 2024. MSH, on behalf of the MOH, invites eligible local entities to submit their proposal to conduct accreditation surveys at selected hospitals (see ATTACHMENT C: ACCREDITATION SURVEY CLUSTERS) according to the stated terms of reference below. **Offerors should submit a separate full proposal for each cluster they intend to bid for.** Interested entities should submit technical and cost proposals, according to instructions provided in Section 5 of the RFP, demonstrating that they have the required experience and capacity to provide the requested services.

Terms of Reference:

On behalf of the MOH, the USAID Ireme Activity, led by MSH, intends to procure, and engage local organizations to conduct the 2024 hospital accreditation survey to measure compliance towards quality standards in designated public sector provincial and district hospitals using the Rwanda Hospital Accreditation Standards¹ and the Rwanda Hospital Accreditation Standards Performance Assessment Toolkit² (SEE ATTACHMENT D).

Over the period of performance, defined in Section 1, the selected local organizations will be responsible for carrying out and completing the following tasks:

1. Participate in an inception meeting to review the accreditation survey instrument, standards, and tool kit as well as the terms of the contract with MSH.
2. Based on point 1, submit a survey implementation plan for validation that includes details such as (but not limited to) a list and organization of activities, calendar, a list of selected surveyor team leaders, and composition of surveyor's teams.
3. Implement the hospital accreditation survey to measure the level of standards compliance at each of the designated hospitals as per the approved detailed plan and using MOH approved hospital accreditation standards and hospital performance assessment toolkit, and meeting assessment quality requirements.
4. For each of the surveys to be conducted, the following sequence of activities is to be carried out:
 - a. Pre-survey preparation, coordination, and communication
 - b. Survey at health facility including:
 - i. Introductory meeting with hospital leadership team

¹ Rwanda Hospital Accreditation Standards, 3rd Edition, August 2022, Ministry of Health

² Rwanda Hospital Accreditation Standards Performance Assessment toolkit, 3rd Edition, August 2022, Ministry of Health

- ii. Assessment activities (documents and records review, facility tour and inspection, interviews)
 - iii. Data and information recording
 - iv. Exit meeting (outbrief) with hospital leadership team and key stakeholders.
 - c. Analysis of findings and final scoring of standard compliance performance for each facility conducted.
 - d. Submit a survey summary report in a format and structure to be determined by MSH, for the facilities surveyed, presenting the findings, recommendation, and score for each of the standards.
5. Quality assurance of the survey process and its outcomes:
 - a. Supervise surveyors and surveyor's teams' work
 - b. Verify reported data and information for quality assurance and consistency among surveyors and across different hospital surveys
 - c. Verify and validate individual hospitals survey reports
 - d. Verify and validate the overall summary accreditation surveys report.
6. Reporting:
 - a. Submit hospital accreditation reports for each hospital surveyed; obtain MSH technical sign-off for each and all of the individual hospitals survey reports. To receive technical sign-off, a hospital accreditation report must meet quality requirements, including having an inter-reliability rate of or above 95%.
 - b. Submit one (1) overall summary accreditation survey (two hard copies and an electronic copy) report for the designated hospitals; obtain MSH technical sign-off for the overall summary accreditation surveys report.
7. Participate in a presentation of the overall survey results to the MOH General Directorate for Clinical and Public Health Services and other members of the Health Quality and Standards Technical Working Group.

Additional parameters:

- a) The selected organization will mobilize surveyors from among the current group of certified Hospital Accreditation Surveyors to lead and conduct the surveys (see ATTACHMENT E).
- b) The selected organization will mobilize the staff needed to manage the awarded survey work, supervise the field work, organize the survey logistics, and complete data management and reporting tasks.

Expected deliverables for the assignment:

- An inception report (Task 2) with methodological approach and timelines within 1 week of the orientation meeting (Task 1).
- An MSH-approved accreditation survey report for each individual facility surveyed among the list of designated hospitals.
- Data for all accreditation survey reports, for each individual facility surveyed, entered into the Accreditation Data Management Platform within 2 weeks of completion of each survey.
- A feedback presentation (templated will be provided by MSH) shared with each hospital surveyed.
- An overall accreditation survey summary report.
- An overall accreditation survey summary report power point presentation slides (template provided by MSH).

Eligibility criteria:

Organization:

- Organization with legal status registered in Rwanda as a private or non-governmental organization

- Rwanda Revenue Authority Tax clearance certificate not older than 6 months
- Social Security clearance certificate not older than 6 months
- Organization that demonstrates a good understanding of conducting surveys
- The organization must show evidence of its capacity to mobilize in an effectively and timely fashion the personnel, logistics and survey management resources necessary to do hospital surveys in a given province. This must be supported by a brief description of similar assignments and contact information for references from past clients (see section 5).
- The organization must show evidence of its capacity for data entry and analysis and ensure that survey supervisors and surveyors have the appropriate tools (smartphones/tablets and/or laptops) to complete the data management tasks in a timely and efficient manner.

Personnel:

The offer must include a list of key personnel proposed for the assignment and their 1-page CVs (see Section 5).

- **Project Management/Technical Staff:** Personnel proposed to oversee the project must have experience conducting qualitative and quantitative surveys, preferably in the health sector.
- **Surveyors:** Letters of commitment must be included from certified Rwandan Accreditation Surveyors who have agreed to support the surveys (see ATTACHMENT E for a list of certified surveyors).

3. PROPOSAL AND AWARD PROCESS

A. WHO CAN SUBMIT PROPOSALS?

- Non-profit entities (e.g. NGOs)
- For-profit entities (e.g. companies, LLCs)

B. HOW TO SUBMIT A PROPOSAL

See Section 5 of the RFP for full instructions on the delivery method and contents of the proposals. Incomplete proposals might not be considered.

C. WHAT SHOULD WE DO IF WE HAVE QUESTIONS OR NEED ASSISTANCE TO PREPARE A PROPOSAL?

Questions regarding the RFP should be submitted in writing to rwssbids@msh.org no later than **December 7, 2023**. MSH will send answers to questions to all registered parties. Questions by telephone will not be accepted.

D. AMENDMENTS TO THE RFP

Amendments to the RFP will be issued in writing to all parties who have registered their interest with MSH at rwssbids@msh.org.

E. HOW DO I REGISTER IN ORDER TO RECEIVE NOTIFICATIONS OR AMENDMENTS TO THE RFP?

See Section 1. Any organizations who have contacted MSH via email, with the RFP number in the subject area, at rwssbids@msh.org to register their interest in this RFP will receive a copy of any amendments and notifications.

F. WHERE CAN I FIND REFERENCE MATERIAL FOR THE RFP?

The reference material for the RFP can be found in the zip folder located here: <https://msh.org/resources/request-for-proposals-for-conducting-accreditation-survey-at-designated-hospitals/>.

G. WHAT IS THE ESTIMATED TIMELINE FOR SUBMISSION, NOTIFICATION, AWARD, AND IMPLEMENTATION?

Proposals must be submitted by the due date indicated on the cover page of the RFP.

The selection process will take place over a period of 2 to 3 weeks immediately after the Offeror's deadline. Offerors can expect to be notified of decisions around February 1, 2024. Awards will be contingent on obtaining USAID approval. Subcontract activities are expected to begin in February 2024, pending successful completion of negotiations, the results of the pre-award survey, and the checking of references. The estimated period of performance is two months.

H. WHAT TYPE OF AWARD WILL BE MADE?

A fixed price subcontract will be made; payments will be based upon completion of specific deliverables and made in accordance with an agreed payment schedule.

I. WHAT WILL BE PROVIDED TO THE SUBCONTRACTOR?

The Offeror should **not** budget the following in its cost proposal, as MSH will provide these items to the Subcontractor:

- Costs to organize meetings for inception, orientation, coordination, and final results (MSH and MOH staff will organize these)
- Software for data collection and analysis
- Electronic copies of surveys questionnaire
- Costs associated with labor and travel of MSH and MOH staff to oversee the survey process

J. HOW WILL PROPOSALS BE EVALUATED?

Proposals will be evaluated by a selection committee of experts from MSH, MOH and its partners. The selection committee will use the evaluation criteria in Section 4 of the RFP to make a selection.

K. WHAT ARE THE MINIMUM ELIGIBILITY REQUIREMENTS FOR A PROPOSAL?

The following requirements need to be met for a proposal to be reviewed:

1. The proposal must be submitted by the due date and time.
2. The proposal must be complete and in English.
3. The proposal must cover all the services required under this RFP.
4. The proposal must be submitted by an entity legally registered in Rwanda.

L. WHAT WILL BE REQUIRED FOR ISSUANCE OF AN AWARD?

MSH may request additional information to clarify or substantiate information provided in the proposal or may request revisions to the proposed approach or personnel.

After selection, MSH will negotiate the award cost with the selected Offeror. A subcontract will be awarded after the selected Offeror undergoes a pre-award survey to assess the selected Offeror's management capacity and financial capability and after past references have been checked.

M. What will be required after an award is made?

Section 2 describes the services that will be required of the Subcontractor. Periodic meetings with MSH technical advisors will be required.

4. EVALUATION CRITERIA

A technical/cost/past performance trade-off analysis will be performed by MSH to determine the Best Value to MSH. **Issuance of this request for proposals does not constitute an award commitment on the part of MSH.**

A. TECHNICAL EVALUATION

Proposals will be evaluated in accordance with the criteria set forth below. To facilitate the review of proposals, Offerors must organize the sections of their proposals in the same order provided in Section 5 of this RFP.

Criteria	Maximum Possible Points
A. Experience and Past Performance	
Maximum Possible Points: 45	
• Organizational experience and past performance	20
• Key personnel experience in surveys and availability of certified accreditation surveyors.	25
B. Proposed Approach	
Maximum Possible Points: 35	
• Understanding of assignment, proposed implementation approach and timeline.	25
• Management approach	10
Maximum Technical Score:	80
C. COST PROPOSAL:	20
Total score	100

B. COST EVALUATION

MSH will only select an Offeror for award based on a superior technical proposal if cost has also been considered. Please see Section 5C (below) for guidance on the Cost Proposal.

Cost evaluation will be based upon the submitted cost proposal that must include estimates for a typical survey in an average single hospital as well as any costs for elements that are essential but not directly related to survey implementation at any given facility such as overall program management, logistics management, contract management, data analysis, financial and program reporting, etc. For overall budgeting purposes, the Offeror shall use the total number of hospitals to be surveyed in the cluster for which they are bidding.

As the Offeror develops its budget, it is imperative to keep in mind cost factors that could affect the current and/or future sustainability of the accreditation system. Cost evaluation will consider, among other relevant factors, the extent to which the cost elements proposed and/or their rates have the potential to affect negatively or positively the accreditation system sustainability.

5. PROPOSAL OUTLINE AND GUIDANCE

A. OVERVIEW

To be eligible for consideration, Offerors must follow the Proposal Outlines provided in the sub-sections B and C below and must use **Attachment A: Technical Proposal Template and Attachment B: Cost Proposal Template**. The sections of the templates have been designed to correspond to the evaluation criteria. Offerors must also follow the guidance provided as to the required content of the technical and cost proposal.

Offerors should submit a separate full proposal for each cluster they intend to bid for (see ATTACHMENT C).

Submission deadline date and time: 4 January 2024, 5:00 PM Kigali time

Submission location: The completed Technical and Cost Proposals must be delivered to the submission location on or before the submission deadline date and time. The proposals should be delivered to the following address:

Management Sciences for Health
8 KG 48 Avenue. Kacyiru. Gasabo
Kigali, Rwanda

How to submit: Three hard copies of the Technical Proposal must be submitted in a sealed envelope clearly marked "Technical Proposal – **RFP-IREMERW-2023-01**" on the outside. Three hard copies of the Cost Proposal must be submitted in a separate sealed envelope clearly marked "Cost Proposal – **RFP-IREMERW-2023-01**". The outer envelopes must state which organization is submitting the proposal. A soft copy of the Technical Proposal and Cost Proposal **must also** be submitted via email to rwhassbids@msh.org by the submission deadline date and time. **Offerors should submit a separate full proposal for each cluster they intend to bid for (see ATTACHMENT C).**

Page limits: The Technical Proposal must not exceed twelve pages (plus the checklist to total 13) using no smaller than 11-point font and the page limit guidance listed in section B (below). Attachments to the Technical Proposal are NOT included in the page limit. The Cost Proposal has no page limit. Each page of both the Technical and the Cost Proposal should be numbered.

Other information: Offerors are reminded that presentation and legibility are important factors. Please do not reduce the size of tables or charts to the point that they are not legible. We suggest that you do not submit proposals in color or using high-resolution graphics.

Proposal costs: MSH is not responsible for any costs incurred by the Offeror for preparing, submitting, or revising the proposal.

B. TECHNICAL PROPOSAL OUTLINE

This technical proposal outline (below) corresponds to and provides guidance on the required **Attachment A: Technical Proposal Template**. The technical proposals must use **Attachment A** and adhere to its outline, page limits set for each section, and required attachments.

Area	Page limit
Technical Proposal Checklist	Limit of one page
Section 1: Cover Page	Limit of one page
Section 2: Experience	Three pages
Section 3: Proposed Approach	Eight pages
Attachment: 1-page CVs for Key Personnel	No page limit
Attachment: Letters of commitment from at least five certified accreditation surveyors.	No page limit

Technical Proposal Checklist (one page)

Technical Proposal Template begins with a required checklist to ensure the Offeror's proposal is compliant with the requirements of this RFP. Please check all that apply on the checklist and include it with the technical proposal.

Section 1: Cover Page (one page)

Offerors must complete each section in Technical Proposal Template cover page. Be sure to provide at least two email addresses (can be for the primary contact person and an alternate contact) to ensure any communications sent by MSH regarding this RFP are received by the Offeror. The coversheet must be signed by an authorized signatory of the organization.

Section 2: Experience (not to exceed three pages)

This section should include information on similar services provided by your organization in the last three years, past performance references, as well as proposed Key Personnel. Please provide a one-page CV with qualifications and work experience for each Key Personnel as an attachment to your proposal.

Section 3: Proposed Approach (not to exceed eight pages)

Describe your technical and managerial approach for providing the services described in this RFP, including how the Offeror will conduct the hospital survey to ensure that the findings are objective, undisputed, and accepted by the respective hospital. Provides description of the proposed management arrangements, anticipated implementation challenges/risks and how they will be addressed, and how you will monitor the performance and the quality of services provided under the sub-agreement. Please include a timeline for implementation of the services and indicate which individual will be leading each activity. Also describe your plan to monitor for fraud and malfeasance.

Required Attachments to the Technical Proposal (no page limit)

One page CV for each Key Personnel that includes a summary of their education, work history and any other relevant information.

Letters of commitment from at least five certified accreditation surveyors who will participate in the surveys (see RFP ATTACHMENT E: List of Certified Surveyors). This signed letter should include the surveyor’s name, qualifications, and commitment to be available to participate in the survey.

C. COST PROPOSAL OUTLINE

This cost proposal outline corresponds to and provides guidance on the required **Attachment B1: Cost Proposal Template**. The cost proposals must use **Attachment B** and adhere to its outline, page limits set for each section, and required attachments.

Area	Page limit
Cost Proposal Checklist	Limit of one page
Section 1: Cover Page	Limit of one page
Section 2: Budget	No page limit
Section 3: Budget Narrative	No page limit

Cost Proposal Checklist (one page)

Cost Proposal Template begins with a required checklist to ensure the Offeror’s proposal is compliant with the requirements of this RFP. Please check all that apply on the checklist and include it with the Cost Proposal. **Offerors should submit a separate full proposal for each cluster they intend to bid for (see ATTACHMENT C).**

Section 1: Cost Proposal Cover Page

Offerors must complete each section on the Cost Proposal Template cover page. Be sure to provide at least two email addresses (can be for the primary contact person and an alternate contact) to ensure any communications sent by MSH regarding this RFP are received by the Offeror. The coversheet must be signed by an authorized signatory of the organization.

Section 2: Budget Template Guidance

a. General

- A budget template has been provided as **Attachment B2** to this RFP and should be used by the Offeror. The purpose of this budget is to allow MSH to assess whether the cost proposed is realistic, allowable, and comparable to other Offerors.
- It is expected that all budgeted costs adhere to the specific details of the SOW, Terms of Reference and Additional Parameters as outlined in Section 2: Program Description.
- The summary budget will automatically populate based on the detail tab. There is no need to update any lines on the summary tab
- In the detail tab, cells that are highlighted in green should be filled in by your organization. Cells not highlighted should auto-calculate based on your inputs.
- Please ensure that the unit are appropriate to the line item; edit them if necessary.

- Please complete the budget in LOCAL CURRENCY.
- **Read the budget template instructions worksheet before using the template.**
 - **Direct Labor**
- For all organizational employee positions please indicate the position title, the name of the person (if known), their daily rate (annualized salary divided by 260 working days), and the number of days they will support the activity.
- If you will be engaging any consultants (eg Surveyors), please include them here. Please also provide justification for their inclusion and daily fee rate in the budget narrative.
- List all positions on separate lines on the budget. Add rows as necessary but ensure that the formula remains correct.

c. Travel & Per Diem

- MSH recognizes there may be travel required of support staff that remain in your organization's office. Please include those travel costs here.
- Include travel (e.g. taxi hire) that the individuals involved in the program will be taking to support the program as part of their routine activities such as surveying and monitoring.
- Describe who will be traveling, number of trips, and amount for each trip.
- Please indicate if any per diem (daily or overnight) will be provided according to organization policy, amount, and number of units. Please provide a breakdown description in the budget narrative.

d. Other Direct Costs

- Lines have been provided for typical other direct costs such as communications. All costs should be itemized with clear unit prices and quantities and be justified in the Budget Narrative. Do not use lump sum amounts.
- All costs for project activities must be budgeted, including office rent, office supplies, telephone, internet access, and office guard services. These costs should be a share of total monthly office costs (considering other projects your organization is implementing).
- Procurement of equipment for this activity is not expected but could be considered on an exceptional basis. Were there to be a need to purchase material or equipment, provide a detailed explanation for any material and/or equipment itemized in the Budget Narrative. Material or Equipment over a unit cost equivalent to US\$ 500 will not be accepted or authorized.

Section 3: Budget Narrative

Provide a budget narrative as Section 3 of the cost proposal. Describe the major assumptions.

I. Direct Labor:

- For full-time organizational staff, especially at the head office level, state the percentage of time that will be dedicated to the project.
- For consultants, indicate their daily rate. During the 2023 accreditation survey, each hospital surveyed required three surveyors (paid US \$100 per day), plus a team lead surveyor (paid \$100 + a premium for serving as team lead) for a total period of four days. Each surveyor was issued a 4-day consulting contract to survey a single hospital. If a surveyor surveyed multiple hospitals, they signed multiple contracts

(one per hospital). An advance payment was made to each surveyor and final payment was made after acceptance of the final survey report.

II. Travel and Per Diem

- Explain why travel is being budgeted. Each hospital survey team should be provided with a rental car for the four (4) days required to survey each hospital.
- Each hospital surveyor should be provided a hotel room for three (3) nights during each hospital survey.
- Explain the details of the travel costs incurred.
- Describe per diem (daily or overnight) policy and the related amounts and breakdown.

III. Other Direct Costs

- Explain how estimations and/or calculations were made for each sub-line item under ODCs.
- Surveyor Team Leads are allowed 5,000 RWF per hospital assessment as a communication allowance.

IV. Indirect Cost

Explain the Offeror's selection of indirect cost options as provided in the budget template instructions.

ATTACHMENT A: TECHNICAL PROPOSAL TEMPLATE

See the enclosed document titled "Attachment A: Technical Proposal Template".

ATTACHMENT B: COST PROPOSAL TEMPLATE

See the enclosed MS Word document titled “ATTACHMENT B1: COST PROPOSAL TEMPLATE”.

See the enclosed Excel document titled “ATTACHMENT B2: BUDGET TEMPLATE”.

ATTACHMENT C: ACCREDITATION SURVEY CLUSTERS

ATTACHMENT C: ACCREDITATION SURVEY CLUSTERS				
Cluster 01. Kigali & Nearby Hospitals				
KACYIRU District Hospital	KIBAGABAGA District Hospital	NDERA Referral Hospital	NYARUGENGE District Hospital	MUHIMA District Hospital
RUTONGO District Hospital	MASAKA District Hospital	RILIMA Orthopedics Hospital	INKURUNZIZA Specialized Hosp	NYAMATA District Hospital
REMERERA- RUKOMA District Hospital				
Cluster 02. Eastern Province				
KIBUNGO Teaching Hospital	RWAMAGANA Provincial Hospital	KIREHE District Hospital	GATUNDA District Hospital	GAHINI District Hospital
NGARAMA District Hospital	NYAGATARE District Hospital	KIZIGURO District Hospital	RWINKWAVU District Hospital	KABGAYI District Hospital
Cluster 03. Northern Province				
RUHENGIRI Referral Hospital	GATONDE District Hospital	SHYIRA District Hospital	RULI District Hospital	MUHORORO District Hospital
BYUMBA District Hospital	KINIHIRA Provincial Hospital	BUTARO District Hospital	NEMBA District Hospital	KIGEME District Hospital
Cluster 04. Western Province				
MURUNDA District Hospital	GIHUNDWE District Hospital	GISENYI District Hospital	MIBILIZI District Hospital	KIBOGORA District Hospital
BUSHENGE Provincial Hospital	KIRINDA District Hospital	KABAYA District Hospital	KIBUYE Regional Hospital	MUGONERO District Hospital
Cluster 05. Southern Province				
Nyabikenke District Hospital	GITWE District Hospital	KABUTARE District Hospital	KIBIRIZI District Hospital	GAKOMA District Hospital
Gatagara District Hospital	KADUHA District Hospital	MUNINI District Hospital	RUHANGO District Hospital	NYANZA District Hospital

ATTACHMENT D: LIST OF BACKGROUND DOCUMENTS

See the enclosed documents titled:

- ATTACHMENT D1_Rwanda Hospital Accreditation Standards, 3rd Edition, August 2022, Ministry of Health
- ATTACHMENT D2_Rwanda Hospital Accreditation Standards Performance Assessment toolkit, 3rd Edition, August 2022, Ministry of Health
- ATTACHMENT D3_Executive summary report for hospital accreditation performance progress surveys FY 2022/2023

ATTACHMENT E: LIST OF CERTIFIED ACCREDITATION SURVEYORS

See the enclosed Excel document titled “ATTACHMENT E: LIST OF ACTIVE SURVEYORS, Nov 2023”.