

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

**REQUEST FOR PROPOSALS RFP No. RFP-MSHRW-2025-01
January 2025**

Issuance Date: 7th January 2025

Closing/Submission Date: 28th January 2025, 5:00 PM Kigali time

Electronic submission email: rw-bids@msh.org

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1. REQUEST FOR PROPOSALS (RFP) OVERVIEW

RFP N°: RFP-MSH-RW-2025-01

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: 7th January 2025

Registration for Information:

To ensure you receive modifications to the RFP, kindly send an email with the RFP number in the subject area to rwprocurement@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 rwprocurement@msh.org no later than **20th January 2025**. 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: 28th January 2025, 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: March to April 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 is anticipated.

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 Management Sciences for Health (MSH), intends to use local organizations to conduct independent accreditation surveys in 2025. Therefore, MSH, on behalf of the Ministry of Health, 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 the instructions provided in **section 5** of this RFP, demonstrating that they have the required experience and capacity to provide the required services.

3. TERMS OF REFERENCE:

On behalf of the MOH, USAID Ireme Activity, led by MSH, intends to procure and engage local organizations to conduct the 2025 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 Toolkit.²

- **Lot 1.**

Over the period of performance defined in section 1, the selected local organizations are to carry out and complete the following tasks:

1. Participate in an inception meeting to review accreditation survey instrument, standards, and tool kit as well as the terms of the contract with MSH.
2. Based on task 1, submit for validation a survey implementation plan that includes details such as (but not limited to) list and organization of activities, calendar, 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 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 survey to conduct, the following sequence of activities to be carried out:
 - a. Pre-Survey preparation, coordination, and communication.

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

- b. Conduct survey at health facility.
 - i. Introductory meeting with hospital leadership team.
 - 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 standards compliance performance for each facility.
 - d. Produce a Survey Summary Report, in a format and structure to be determined by MSH, for the facilities surveyed, presenting the findings, recommendations and score for each of the standards.
5. Quality assurance of the survey process and its outcomes:
 - a. Supervise surveyors and surveyors' 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 sight-off, a hospital accreditation report must meet quality requirements, including having inter-reliability rate of or above 95%.
 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 (s) will mobilize surveyors from among the current group of certified Hospital Accreditation Surveyors to lead and conduct the surveys (see ATTACHMENT E).
- b) In addition, the selected organization will mobilize the staff needed to manage the awarded survey work, supervise the fieldwork, organize the survey logistics, and complete data management and reporting tasks.

3.1 Expected Deliverables for the assignment:

- An inception report (task 2) with methodological approach and timelines within 1 weeks of the orientation meeting (task 1).
- An MSH-approved accreditation survey report for each individual facility surveyed among the list of designated hospitals for the contract.
- Date 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 power point presentation slides (template provided by MSH).

- **Lot 2**

The 2024-2025 hospital accreditation survey data analysis and executive report development include:

- Quality control to ensure consistency of survey findings and accreditation scores.
- Highlight standards with low performance across all hospitals per Risk Area.
- Identify high performing standards across all hospital per Risk Areas
- Propose clear and specific recommendations and the way forward for improvement.
- Develop an overall summary accreditation survey report that includes key sections to be agreed upon with the MoH.
- Prepare and present the overall summary report for 51 hospitals to the MOH General Directorate for Clinical and Public Health Services and the Quality Improvement Technical Working Group.

3.2 Expected Deliverables for the assignment:

- An overall accreditation survey summary report (in both MS Word and PDF).
- An overall accreditation survey summary report power point presentation slides (template provided by MSH).

4. ELIGIBILITY CRITERIA: ADMINISTRATIVE REQUIREMENTS

Organization:

- Organization with legal status registered in Rwanda as a private or non-governmental organization.
- Registration certificate issued by Rwanda Development Board (RDB) or Rwanda Governance Board (RGB) where applicable.
- Tax clearance certificate issued by RRA not older than 6 months.
- Proof of issuance of an EBM invoice
- Social Security clearance certificate not older than 6 months.
- Evaluation or research track records evidenced by the number of assessments or related health related activities Proofs of completion of at least two (2) health related or similar assessments.
- The organization must show evidence of its capacity for data entry and analysis and ensure that survey supervisors and surveyors have the appropriate tools 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 at least 3 years' 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).

5. 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 rwprocurement@msh.org no later than January 20th 2025 . 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 rwprocurement@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 rwprocurement@msh.org to register their interest in this RFP will receive a copy of and amendments and notifications.

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

Reference documents can be obtained at MSH Country Office and will be emailed to all organizations registering their interest at rwprocurement@msh.org

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 offerors deadline and Offerors can expect to be notified of decisions on or about **February 31, 2025**. Awards will be contingent on obtaining USAID approval, if required. Subcontract activities are expected to begin in March 2025, 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 type of 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:

- MSH and MOH staff will organize inception, orientation, coordination and a final results meeting.
- 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 in order 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 the 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.

6. EVALUATION CRITERIA

A technical/cost/past performance trade-off analysis will be performed by MSH in order 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	
<ul style="list-style-type: none"> Organizational experience and past performance with at least 2 health related assessments or evaluations including evidence of completion. 	20
<ul style="list-style-type: none"> Key personnel experience in surveys and availability of certified accreditation surveyors. <p>(i)Project Management/Technical Staff: at least 3 years' experience conducting qualitative and quantitative surveys, preferably in the health sector. (ii)Surveyors: Letters of commitment must be included from certified Rwandan Accreditation Surveyors who have agreed to support the surveys.</p>	25
B. Proposed Approach Maximum Possible Points: 35	
<ul style="list-style-type: none"> Understanding assignment (background, description of the assignment), proposed implementation approach (pre-survey preparation, on-site survey, data collection/analysis) and timeline. 	25
<ul style="list-style-type: none"> Management approach of the assignment (Management team and reporting mechanism during the exercise) 	10
Maximum Technical Score:	80
C. COST PROPOSAL:	20
Total score	100

B. COST EVALUATION

MSH will only select an Offeror for award on the basis of 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 take into account, 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.

7. PROPOSAL OUTLINE AND GUIDANCE

A. OVERVIEW

To be eligible for consideration, Offerors must follow the Proposal Outlines provided in the subsections 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: 28 January 2025, 5:00 PM Kigali time

How to submit: A soft copy of the administrative documents, Technical Proposal and Cost Proposal must be submitted via email to rw-bids@msh.org by the submission deadline date and time, Clearly indicate in the subject area : RFP-MSH-RW-2025-01. Offerors should submit a separate full proposal for each cluster they intend to bid for (see ATTACHMENT C).

Note to pay close attention

- The email address to use while requesting clarifications is: rwprocurement@msh.org
- Email address for submitting of offers/proposal: rw-bids@msh.org

The interested bidders must pay close attention to the submission method via email rw-bids@msh.org

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 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 1 page
Section 1: Cover Page	Limit of 1 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 1 page
Section 1: Cover Page	Limit of 1 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 in 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 communication 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.
- **Read the budget template instructions worksheet before using the template.**

- 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 units are appropriate to the line item; edit them if necessary.
- Please complete the budget in LOCAL CURRENCY.

- **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 (e.g. 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.

II. Travel and Per Diem

- Explain why travel is budgeted.
- 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.

IV. Indirect Cost

Explain the offerors 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
REMERA- 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

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
3. 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 Dec 2024".