



SOCIETY FOR FAMILY HEALTH (SFH) RWANDA

P.O BOX: 3040, Kigali –Rwanda; Located in Kicukiro District- Gahanga Sector, Nunga Cell, Road Opposite Gahanga market towards Gakinjiro site on KK15RD - KK 52 AVE.

REQUEST FOR PROPOSALS (RFP) IN AN OPEN NATIONAL COMPETITIVE BIDDING FOR A CONSULTANCY FIRM TO SUPPORT IMPLEMENTATION OF A CAPACITY BUILDING PROJECT FOR COMMUNITY HEALTH PROGRAM, project entitled “Empowering Community Health Workers, improving gender equity, and enhancing access to care in Rwanda through an AI-powered, digitalized system for high quality Universal Health Coverage”.

RFP Ref. N^o: 009/ EMPOWERING CHWs CONSULTANCY /SFH/2026

The **Society for Family Health (SFH Rwanda)** is seeking to contract a qualified consultancy firms or local NGOs with proven experienced team members in offering consultancy services. Eligible and interested local firms are invited to submit proposals for supporting the Empowering of Community Health Workers, improving gender equity, and enhancing access to care in Rwanda through an AI-powered, digitalized system for high quality Universal Health Coverage.

A complete set of bidding tender package documents is available to interested Bidders at *SFH Rwanda reception at the above address in Gahanga* or can be requested by email on procurement@sfhrwanda.org.

Bids must be delivered to the above address before the submission deadline of **29th June 2026, at 11:00am local time and public opening** of sealed bids on the same date of **29th June 2026, at 11:30am local time in SFH Rwanda Conference Room at Gahanga – Nunga Cell**, Road Opposite Gahanga market towards Gakinjiro site on KK15RD - KK 52 AVE, approximately 1.3km from the Main Bugesera Road in Gahanga center.

Late Bids will be rejected, and Bids will be opened in a public session in the presence of the Bidders designated representatives. Tender packages are down loadable from SFH Rwanda official website ; www.sfhrwanda.org/rw/tendernotices

Done at Kigali, **29th May 2026**

Janepher TURATSINZE
Chief Operating Officer

TERMS OF REFERENCES FOR A CONSULTANCY FIRM that will provide technical scientific expertise under a framework service contract for a duration of 24 months to SFH Rwanda under the guidance of the Project Lead based at Rwanda Biomedical Centre for Empowering Community Health Workers, improving gender equity, and enhancing access to care in Rwanda through an AI-powered, digitalized system for high quality Universal Health Coverage.

1. Background

Society for Family Health (SFH), in collaboration with Rwanda Biomedical Centre (RBC) and partners, is supporting the implementation of the project entitled Empowering Community Health Workers, improving gender equity, and enhancing access to care in Rwanda through an AI-powered, digitalized system for high quality Universal Health Coverage

SFH Rwanda Physical Address, Kicukiro District- Gahanga Sector, Nunga Cell Road Opposite Gahanga market towards Gakinjiro site on KK15RD - KK 52 AVE, approximately 1.3km from the Main Bugesera Road in Gahanga center.

- I. **Scope of the work:** Provide scientific and technical support for the development, optimization, piloting, and scale-up and comprehensive evaluation of an e-learning platform for Community Health Workers (CHWs), including the design and implementation of a rigorous impact evaluation.

- II. **Project Background:** Community Health Program is the cornerstone of primary healthcare in Rwanda. The ‘Empower Community Health Workers’ project aims to enhance the capacity, reach, and effectiveness of CHWs by transitioning from a classic in-person training model to a dynamic, scalable, and CHW-centric virtual AI-supported learning ecosystem. To achieve this, we seek a highly qualified and innovative consultancy agency to support the scientific and technical development, contents assurance, and rigorous evaluation of this transformative initiative.

2. Objective

- I. **Objective of the consultancy:** the primary objective of this consultancy is to establish an impactful partnership that will support the design, development, pilot, and rollout of a highly effective, engaging, and cost-effective AI-supported e-learning platform for CHWs. More importantly, this partner will lead the robust evaluation, systematic documentation and dissemination of the major findings as well as impact assessment to build a proof of concept that will help in upscaling this project and expanding its reach to our countries in need. This includes ensuring the platform and its contents are perfectly aligned with CHWs preferences and operational realities and providing an evidence-based analysis of the impact and financial implications of shifting from in-person to virtual/hybrid continuous learning models.

- II.** The consultant should ensure the effective development, optimization, and scale-up of an evidence-based e-learning platform for CHWs, supported by rigorous scientific guidance and a comprehensive impact evaluation.

Core tasks: the consultancy will be responsible for achieving the following three core tasks:

a) Support the optimization and user-centric evaluation of the e-Learning platform

- i. Provide expert technical support and oversight to the software development team (internal or external) throughout the entire software development lifecycle.
- ii. Ensure the platform is user friendly regardless of their level of education and satisfy the specific needs of CHWs.
- iii. Establish and manage a rigorous content review and quality assurance protocol for all learning materials developed by project partners.
- iv. Review all e-learning content (modules, job aids, videos, assessments) to ensure they are:
 - o scientifically accurate and evidence-based.
 - o pedagogically sound and aligned with adult learning principles.
 - o culturally appropriate and contextually relevant.
 - o clear, comprehensible, and accurately translated into Kinyarwanda.
 - o interactive and engaging, making effective use of multimedia.
 - o inclusive and reflective of gender and equity consideration.
- v. Establish a robust, continuous feedback mechanism for CHWs to inform iterative platform improvements.

b) Support the piloting, rollout, and impact evaluation under an ethically approved Protocol

- i. Develop a detailed, robust piloting and rollout strategy with clear phases, milestones, and risk mitigation plans.
- ii. Draft a comprehensive evaluation framework and study protocol to assess cost-effectiveness and program impact. This protocol must be submitted for and secure approval from the Rwanda National Ethics Committee before commencement.
- iii. Lead the implementation of the pilot, including the deployment of the platform, training of CHWs and facilitators, and data collection.
- iv. Design and execute a mixed-methods evaluation to compare the new e-learning model against the classic in-person model. Key research questions must include:
 - o What is the comparative cost per trained CHW and cost per competency gained?
 - o What is the impact on CHW knowledge retention, skill application, and job performance?
 - o What is the effect on CHW motivation, satisfaction, and completion rates?
 - o Under what conditions is a hybrid learning approach necessary and most effective, particularly for new content or newly recruited CHWs?

- c) **Lead establishing evidence-based proof of concept about the feasibility, cost-effectiveness, efficiency, and user uptake of digitalized CHW program.**
 - i. Asses the challenges and gaps for digitalizing the CHWs program.
 - ii. Evaluate the cost-effectiveness and efficiency of digitalized the CHWs program in LMIC settings.
 - iii. Determine the enablers and barriers for user uptake of digitalized CHW program.
 - iv. Organize, facilitate, and cover all costs related to stakeholder dissemination and validation workshops for presenting research findings, evaluation results, and recommendations to project partners and relevant stakeholders.

Scope of Work and Key deliverables

The consultant/firm will be held accountable for delivering the following concrete outputs in Inception Phase

Phase 1: Inception (within 3 weeks of contract signing)

Inception report must contain the detailed work plan, methodology, timelines, team composition, and stakeholder engagement strategy.

Phase 2: Optimization (Months 1-4):

- i. CHW needs and preferences assessment report: Synthesizing findings from human-centered design activities with clear, actionable recommendations.
- ii. Platform Technical and Functional Specifications Document: A detailed blueprint for developers.
- iii. Content Review and Quality Assurance Framework: A standardized checklist/protocol for reviewing all partner-developed content.
- iv. Interim Progress Reports (Bi-Monthly): Highlighting progress, challenges, and adjustments to the plan.

Phase 3: Piloting & Evaluation (Months 4-18)

- i. RNEC-approved evaluation study protocol: full methodology, data collection tools, and informed consent forms.
- ii. Piloting and rollout strategy document: including training manuals for users and administrators.
- iii. Deployed and fully functional e-Learning platform (MVP - Minimum Viable Product) for the and comprehensive contents for pilot and rollout phases respectively.

Phase 4: Final reporting & handover (Month 18-24)

- i. Draft final report: for review by project stakeholders.

- ii. Comprehensive final evaluation report: presenting all data, analysis, and definitive findings on cost-effectiveness, impact, and the recommended role of a hybrid model. This must include clear, data-backed recommendations for national scale-up.
- iii. A complete 'Scale-Up Toolkit': including finalized platform specifications, refined contents, training materials, and M&E frameworks for future replication.
- iv. Finalized and submitted scientific manuscript that documents the feasibility, cost-effectiveness and impact of the AI-powered e-Learning CHWs platform.

3. Consultant profile and qualifications

The ideal consultancy firm's proposed team members must demonstrate proven expertise in:

- Extensive experience in developing and optimizing digital health platforms, specifically for low resource settings. Experience in the global health sector, specifically with CHWs, is a non-negotiable advantage.
- A strong portfolio showcasing expertise in human-centered design methodologies for diverse user groups.
- In-house capacity with public health and instructional design experts who can ensure the scientific and pedagogical quality of health-related content.
- Proven ability to design and implement rigorous mixed-methods evaluations, including cost-effectiveness analysis. A track record of securing IRB approval is essential.
- Exceptional project management skills, with the ability to deliver high-quality outputs on time and within budget.
- Superior facilitation and communication skills to work effectively with government partners, international partners, and CHWs.
- A well-established experience in scientific, implementation, and operational research.
- Track-record of data analysis and scientific writing.
- Full understanding of the CHWs program in Rwanda.
- Familiarity with Rwanda health system, socioeconomic and demographic structure.

- 4. Duration & Timeline

III. The assignment will be completed within the timeline, tentatively:

The total duration of the assignment will be 24 months.

5. Reporting

The consultancy will report directly to the Project Director based at RBC via the Technical Focal Point at the Society for Family Health within. Regular progress updates will be required.

6. EVALUATION OF THE CONSULTANCY: Proposals will be evaluated based on:

A. ADMINISTRATIVE CRITERIA: The bidders must provide the following administrative documents:

- Copy of Business Registration certificate or certificate of domestic company registration from RDB or certificate of domestic registration of the NGO from RGB.
- Valid tax clearance certificate (attestation de non-creance) from Rwanda Revenue Authority or statement of arrears from RRA or equivalent document for none taxpayers
- Valid RSSB Contribution Clearance certificate- Icyemezo Cyo Kutabamo Umwenda W'imisanzu
- Proof of payment of a non-refundable fee of fifty thousand Rwandan francs (**50,000 RWF**) paid into: Bank Name: **Access Bank (Rwanda) Ltd**
Account Name: **SOCIETY FOR FAMILY HEALTH RWANDA**
Account Number: **1002190101953001**

The Company or NGO that will not have filled any of aforesaid conditions will be eliminated and their bids will not be considered for the next evaluation stage.

B. TECHNICAL CRITERIA: (total marks 75%)

Evaluation Criteria for Interested consultants/firms should submit (**Technical Response not more than 15 pages**):

- 1. A cover letter expressing your Consultancy's interest in the proposal**
- 2. Expertise & Technical Capability** in the company profile with Relevant team members' experience and technical competence based on past case studies showing the innovativeness of approach and ability to propose effective solutions **SCORED AT 10 MARKS**
- 3. Understanding of Requirements** with demonstrated grasp of the problem or objectives showing the ability to translate needs into a clear methodology/work plan showing Quality and practicality of the proposed approach by identification of risks and mitigation strategies **SCORED AT 20 MARKS**
- 4. Bidder's Profile and CVs/Profiles of key team members Team Qualifications, experience and expertise of key personnel** with proof of Availability and commitment of the proposed team with Balance between senior consultants and support staff that show evidence of strong project management capabilities **SCORED AT 15 MARKS**
- 5. Methodology & Work Plan showing the Clarity and structure of the methodology, Feasibility of timelines and deliverables and the use of data-driven or evidence-based tools in Customization and flexibility to adapt during the project SCORED AT 30 MARKS**

C. FINANCIAL OFFER (Total marks 25%)

Financial proposals will only be considered for organizations that successfully meet the minimum technical qualification threshold. Among technically qualified bidders, preference will be given to the most cost-effective proposal.

Financial assessment criteria will include:

- i) cost-effectiveness (detailed and itemized budget breakdown, including all applicable taxes and fees) and
- ii) value for money (transparent pricing structure demonstrating reasonableness of proposed costs relative to current market rates. The overall selection will be based on the combined technical and financial scores for organizations that have successfully passed the administrative pre-qualification stage.

Evaluation Sequence:

1. Administrative pre-qualification review
2. Technical criteria assessment (pass/fail threshold)
3. Financial evaluation (for technically qualified bidders only)
4. Combined scoring and final selection

TECHNICAL EXPERT TEAM

Role / Grade	UNIT MEASUREMENT	8hrs per day (RWF/8 HRs)	Role Description/ Expertise
Partner / Director	ONE PERSON	RWF	Strategic oversight, senior client engagement
Senior Consultant	ONE PERSON	RWF	Project leadership, expert analysis, QA
Consultant	ONE PERSON	RWF	Core delivery, stakeholder engagement
M& E staff	ONE PERSON	RWF	Monitoring and Evaluation
Analyst / Researcher	ONE PERSON	RWF	Data analysis, research, documentation
Project Support	ONE PERSON	RWF	Admin, logistics, Accountant, coordination

FINANCIA COST IN BUSINESS DAYS CALCULATION BREAK DOWN SCORED AT 25%

TECHNICAL REQUIREMENTS BASED ON IN FINANCIAL COST CALCULATIONS BASED ON BUSINESS DAYS OF A MONTH	FREQUENCY	Cost per MONTH (20 DAYS) 18% VAT EXCLUSVE IN RWF	TOTAL COST PER MONTH (20 DAYS) 18% VAT EXCLUSVE IN RWF
Administrative Costs/ Indirect costs/ Project Management & Coordination	ONCE (1) AVERAGE MONTHLY COST		
Operation (M& E, Other Direct Costs and Operations / Stake holders Engagement, Technology and Cloud Services, Data Management & Reporting	ONCE (1) AVERAGE MONTHLY COST		
PROFESSIONAL FEE/ PERSONNEL COSTS / EXPERTS	6 STAFF		
Travel COSTS WITH IN RWANDA	5 DAYS		
GRAND TOTAL FOR THE WHOLE PROJECT, VALID FOR 24 MONTHS AND ALL RATES ARE EXCLUSIVE OF 18% VAT IN RWF			

NOTE that this is not a full time assignment, the work will be based on LOE as per the Local Purchase Order that will be assigned to the company on a monthly basis.

7 AMENDMENTS

If at any time prior to award SFH Rwanda deems there to be a need for a significant modification to the terms and conditions of this Tender Package, SFH Rwanda will issue such a modification as a written Tender Package amendment to all competing bidders using an addendum posted through all the channels used in sending out the tender package. No oral statement of any person shall in any manner be deemed to modify or otherwise affect any Tender Package term or condition, and no bidder shall rely on any such statement.

8 PRICE VERIFICATION

If adequate competition is not achieved in the tendering process, the right is reserved for any otherwise compliant bid to be referred to SFH Rwanda who may, at their discretion, authorize a price verification exercise to be undertaken on their behalf by an organization or delegated SFH Staff. In such an eventuality, the bidder will be required to give details of the services tendered for, together with details of any costing used or undertaken in preparing the bid.

9. EXTENSION OF BID VALIDITY DATES

When necessary and appropriate under the circumstances, SFH Rwanda may request bidders, in writing, to extend the validity period of their bids and Bid Securities (if any). A bidder may refuse to extend its bid; however, its bid will be disqualified. A bidder agreeing to extend will not generally be permitted or required to modify their bid in any manner other than to extend it.

10. REJECTION OF TENDERS

(a) SFH Rwanda is not bound to accept the lowest bid and reserves the right to reject any tender in whole or in part and to reject any or all tenders without assigning any reason. Circumstances in which rejection of all bids may occur include, without limitation, the following:

- (1) none of the bids is adequately responsive to the specifications,
- (2) there is evidence of insufficient competition,
- (3) the lowest bid exceeds the estimated value or funds available and cannot be reduced by negotiation,
- (4) the quality of the tender is deemed insufficient
- (5) the technical or financial bases of procurement have changed materially prior to the award, or
- (6) The prices of the bid are obviously and clearly high.

11. TERMS OF AWARDS

(a) All awards are subject to the availability of adequate funds from SFH Rwanda and the receipt of all required approval from SFH Rwanda and the donors.

(b) Upon receipt of SFH Rwanda and/or the indenter's approval of the recommended award, to the extent required, SFH Rwanda will send a Notice of Award to the winning bidder and will inform unsuccessful bidders that they have not been selected.

12. Notification of Tender Award

The bidder whose proposal attains the highest score, in accordance with the evaluation criteria in the present request for proposals shall be selected for award, subject to satisfactory conclusion of negotiations if deemed necessary.

The procuring entity shall notify the successful bidder of its selection results and at the same time inform other unsuccessful bidders of the decision. In the absence of a challenge by any other bidders within seven (7) days of the notice, the contract shall be signed by both parties.

13. PAYMENT TERMS

SFH Rwanda undertakes to offer different Local Purchase Service Orders with Task orders specifying the service needed during the Framework consultancy period of 24 months;

However, the payment percentages will be agreed at the contract negotiation stage to determine level of %age for every advance request of the Contract Value; **Phase 1: Inception report is presented and accepted by the project lead supported with** an EBM invoice as advance; **subsequent instalment** shall be paid upon presentation of a draft report and a EBM invoice of the total contract value and approval of Final report that is approved by both teams of SFH Rwanda and RBC.

HOW TO APPLY: Submission and Contact Information

Interested organizations should submit their expressions of interest in **TWO HARD COPIES** (ONE Original and ONE Copy) in one envelope composed of both technical and financial proposals (in English), submitted at SFH Rwanda reception located at **located at Gahanga – Nunga Cell**; no later than the submission deadline of **29th June 2026, at 11:00am and public opening** of sealed bids on the same date of **29th June 2026, at 11:30am local time in SFH Rwanda Conference Room at Gahanga – Nunga Cell**, Road Opposite Gahanga market towards Gakinjoro site on KK15RD - KK 52 AVE.

Any Inquiry regarding this tender can be through only the contact email procurement@sfrwanda.org **OR**
by Tel: 0788305685 for directions regarding sites clarifications

SFH Rwanda welcomes your bid in this competitive process,

Approved by: **Janepher TURATSINZE**
Chief Operating Officer