

REQUEST FOR PROPOSALS (RFP)
FOR THE ENGAGEMENT OF A CONSULTANCY FIRM
REGARDING MEDICAL WASTE MANAGEMENT

Reference Number: TIN 001/ Jhpiego-RW/FY27

Introduction

About Jhpiego

Jhpiego is an international, non-profit health organization affiliated with Johns Hopkins University. In Rwanda, Jhpiego works in partnership with the Ministry of Health and the Rwanda Biomedical Centre (RBC) to strengthen health systems and improve the quality of healthcare across the country. By translating evidence-based innovations into sustainable, practical solutions, Jhpiego works to improve health outcomes and save lives, while addressing critical global health priorities, including maternal and child health, malaria, infectious disease prevention and control, cervical cancer prevention, and Global Health Security.

Background

The Rwanda health sector has significantly expanded access to advanced diagnostic, laboratory, maternal-neonatal, anesthesia, and imaging services through the construction of new hospitals and the expansion of existing ones. This expansion has significantly increased medical waste generation in all districts of the country.

Over the past few years, the Medical Technology Division (MTD) has observed a persistent and systemic challenge with medical waste management at health facilities across the country. The issue is most acute at district hospitals, though it extends to health centers and other facilities at all levels of the health system. A significant number of incinerator units are currently non-functional, and a number of facilities have had their incinerators shut down by the Rwanda Environment Management Authority (REMA) for non-compliance with environmental regulations, particularly those located in densely populated areas.

Given the scale and persistence of these challenges, and their implications for infection prevention and control (IPC), environmental compliance, and operational efficiency, the Rwanda Biomedical Centre (RBC), through the Medical Technology Division (MTD), and with the financial and technical support of Jhpiego, is seeking to engage a qualified consultancy firm to conduct an in-depth assessment and develop a costed, actionable proposal for a sustainable healthcare waste management system in Rwanda.

Objectives

The main objective of this consultancy is to develop an in-depth assessment of the current situation in waste management at all levels of health facilities in the country, identify strengths and weaknesses, and develop a costed, actionable proposal for a sustainable healthcare waste management system in Rwanda.

Specific Objectives

- Establish a clear picture of current waste management capacity, practices, and gaps across all levels of the health system;
- Determine whether a decentralized or centralized model (or a hybrid) is most appropriate for Rwanda, supported by a comparative business case;
- Recommend specific, compliant technologies for both solid waste incineration and liquid waste treatment;
- Develop guidelines and standard operating procedures (SOPs) to be followed in the management of medical waste at all levels of health facilities;
- Produce a complete technical and financial package that can be carried out directly into implementation or used to mobilize funding.

Scope of Work

4.1. Situational Assessment

- Review current solid and liquid waste management practices and capacity across health centers, district hospitals, and referral/teaching hospitals;
- Compare waste management capacity against actual waste volumes generated, disaggregated by facility type and level;
- Conduct an inventory of all incinerators and alternative treatment units currently installed, noting functional status, age, and capacity;
- Identify operational, financial, regulatory, and technical challenges, and their downstream effects on hospital operations and costs;
- Review the applicable regulatory framework, including REMA standards on medical waste treatment.

4.2. Comparative Analysis

- Assess whether facility-level waste management remains appropriate, or whether centralized treatment hubs (provincial or otherwise) would be more efficient and compliant;
- Build a business case comparing both models on: transportation logistics, distance, capital investment requirements, operational and recurrent costs, proposed source of funds to cover

costs, staffing and workforce needs, and environmental/regulatory compliance, among other factors.

4.3. Technical Recommendations

- Propose technologies and specifications compliant with REMA regulations, suited to facility location, waste volume, and operating context, including a comparison of available models;
- Propose wastewater treatment plant (WWTP) technologies, including design, technical specifications, treatment methodology, and implementation approach;
- Propose guidelines and SOPs to be used in the management of medical waste.

Methodology

The consultancy firm is expected to propose a detailed methodology in its technical proposal, which should, at minimum, include:

- Document and policy review (existing waste management guidelines, REMA standards, etc.);
- Site visits to a representative sample of facilities across all levels, covering at least ten (10) districts in three (3) different provinces;
- Stakeholder interviews and consultations (MOH, RBC, REMA, Health Facilities, local government, and all other relevant regulatory bodies);
- Data collection on waste volumes, equipment inventory, and costs;
- Financial and technical modelling to support the business case and recommendations.

Duration of the Consultancy

The consultancy shall be conducted over a period of forty-five (45) days from the date of contract signature.

Deliverables

1. Inception report with a detailed work plan and methodology, within the first 10 days;
2. Situational assessment report (current capacity, gaps, regulatory review);
3. Comparative business case (decentralized vs. centralized model);
4. Draft technical proposal (technologies, WWTP design, Bill of Quantities, cost estimates);
5. Draft national guidelines and SOPs on medical waste management;
6. Final report and complete proposal package, incorporating stakeholder feedback.

All deliverables shall be submitted in both hard copy and electronic format, including PDF, Word, Excel, and AutoCAD, as applicable.

Qualifications and Experience of the Team

Required Qualifications and Experience

- Advanced degree (Master's or above) in Public Health, Environmental Health, Environmental Science, Health Systems Management, Mechanical Engineering, Electrical Engineering, or a related field;
- Minimum five (5) years of relevant professional experience in healthcare waste management;
- Demonstrated experience conducting health system assessments, preferably in countries with contexts similar to Rwanda;
- Prior experience with healthcare waste management programs or environmental compliance in the health sector;
- Familiarity with Rwanda's health system structure and key institutions (MOH, RBC, REMA) is a strong advantage;
- Experience developing business cases or costed proposals for health infrastructure or services;
- Prior work on similar projects is an asset.

Technical Skills

- Strong analytical and financial modelling skills, with the ability to build and present a credible business case;
- Knowledge of medical waste treatment technologies (incineration, autoclaving, wastewater treatment plants, alternative systems);
- Familiarity with WHO and REMA guidelines on healthcare waste management;
- Ability to conduct stakeholder interviews and synthesize findings across system levels.

Soft Skills / Other

- Strong written and verbal communication in English; Kinyarwanda or French is an advantage;
- Ability to work independently and manage a multi-phase assignment;
- Experience producing reports for government or development partner audiences.

Team Composition

The consultancy firm shall provide a multidisciplinary team comprising, at a minimum, the following key experts:

1. Team Leader / Healthcare Waste Management Specialist (1);
2. Electro-Mechanical Engineer (1);

3. Financial Analyst (1).

A firm that includes an Environmental Specialist on its team will be considered an added advantage.

Submission and Evaluation

Bidders should submit the following:

1. A technical proposal outlining the approach and methodology;
2. A financial proposal;
3. CVs highlighting the team's relevant skills and experience;
4. Examples of similar work previously undertaken;
5. Other relevant documentation demonstrates experience against the requirements listed above.

Evaluation Methodology and Scoring Criteria

The evaluation of proposals shall be conducted in two stages.

Stage 1: Administrative and Eligibility Compliance (Pass/Fail)

Bidders will first be assessed against the mandatory administrative and eligibility requirements set out in Section 9 of this RFP. Only bidders who submit all required documents will proceed to Stage 2. This stage is assessed on a pass/fail basis and does not carry a numerical score.

Stage 2: Technical and Financial Evaluation (100 points)

Bidders who pass Stage 1 will be evaluated based on the combined technical and financial merit of their proposals, weighted as follows:

Criterion	Points
Proposed methodology and approach	25
Team qualifications and experience (CVs against required profiles)	15
Firm's relevant experience / similar past assignments	20
Understanding of the assignment, as reflected in the technical proposal	10
Technical Subtotal	70
Financial proposal	30
Total	100

Financial scores shall be calculated using the following formula:

$$\text{Financial Score} = (\text{Lowest Compliant Bid Price} \div \text{Bid Price Being Evaluated}) \times 30$$

Only bidders who obtain a minimum technical score of 49 out of 70 points shall have their financial proposals evaluated. The financial proposals of bidders who do not meet this threshold shall not be opened.

The bidder with the highest combined technical and financial score shall be recommended for contract award, subject to successful negotiation and compliance verification.

Bidder Eligibility Requirements

In addition to the technical qualifications set out above, bidders must submit the following mandatory administrative documents:

- RDB Registration Certificate (with a main activity relevant to the subject of this tender);
- Valid RRA Tax Clearance Certificate;
- Valid RSSB Certificate;
- Valid company insurance certificate;
- Signed and stamped record of similar assignments successfully completed.

Budget and Logistics

The consultancy firm will be provided with access to relevant MTD resources, including available documentation, institutional information, access to health facilities, installation base, and relevant user data as necessary to facilitate the successful implementation of this assignment.

The budget shall cover consultancy fees, travel expenses, and other necessary costs associated with the assignment.

Submission Details

Proposals should be submitted electronically in two separate parts: Technical and Financial Proposal

Submission Address (Electronic Submission Only):

- Attention: Senior Finance and Operations Manager
- Organization: Jhpiego Rwanda Country Office
- Location: Gasabo District, Kacyiru, KG 5 St Road, House No. 48
- P.O. Box: 6952, Kigali, Rwanda

- Email Address for Submission and Inquiries: Rwanda.Procurement2026@jhpiego.org
- Telephone: (+250) 788 381 188

Terms and Conditions

- Prices must be quoted in local currency (RWF), inclusive of all applicable taxes;
- All inquiries must be submitted at least two (2) business days before the submission deadline.
Rwanda.Procurement@jhpiego.org
- Jhpiego reserves the right to accept or reject any proposal, to annul the bidding process, and to reject all proposals at any time prior to contract award, without thereby incurring any liability to the affected bidder(s) or any obligation to inform the affected bidder(s) of the grounds for Jhpiego's action.

Submission Deadline

Bidders must submit their signed and stamped documents electronically, no later than 12th August 2026, at 4:00 PM, Kigali time.

Done on 29th July 2026

Valens Ndonkeye,
Sr. Finance and Operations Manager
Jhpiego

Valens Ndonkeye



Document Details

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