

**ADDENDUM N°1 TO THE TENDER DOCUMENT  
“CONSULTANCY FOR COST BENEFIT ANALYSIS (CBA)  
AND COACHING - RWA23003-10012”**

Dear Madam, Sir,

With reference to the Tender Documents shared on **24 November 2025**, and following the **clarification requests** received from potential bidders (*see Annex 1 – Q/A*), the Tender Documents are hereby amended as follows:

➤ **Clause 3.2:**

The procurement contract and its amendment are published on the Enabel website ([www.enabel.be](http://www.enabel.be)) **up to Tuesday, 16 December 2025** [...].

➤ **Clause 3.4.4:**

[...] The tender must be received before **Tuesday, 16 December 2025 at 04:00 PM Kigali time**.

Please note that all other terms, conditions and clauses of the initial Tender Document which are not modified by this addendum remain unchanged and fully valid.

We appreciate your understanding and continued cooperation.

Best regards,



Gaston HATEGEKIMANA (Dec 10, 2025 11:53:01 GMT+2)

**Gaston HATEGEKIMANA**  
**Contract Officer - Enabel Rwanda**

## Annex 1: Questions/Clarifications and Answers (Q&A)

**Tender reference:** RWA23003-10012 - Consultancy for cost benefit analysis (CBA) and coaching

No.	QUESTION/CLARIFICATION	ANSWER/CLARIFICATION
1	<i>Page 26: To develop and customize CBA training material aligned with the country's needs based on the acceptance criteria.</i>	<p>We fully agree that a solid understanding of the broader context of health economics and program evaluation is essential for participants to confidently apply Cost-Benefit Analysis (CBA) in practice.</p> <p>As indicated in the tender documents (pp. 25-26), the participants in the CBA hands-on training will include policymakers and implementers from MoH, RBC, RSSB, MINECOFIN, Rwanda FDA, RMS, and UR who have prior knowledge and experience in CBA and/or who have previously attended two short courses: (i) costing and evaluation of health interventions, (ii) Health financing, and benefit package design completed in the second semester of 2025, to ensure continuity in capacity building. As a refresher, the training should touch on the major aspects including:</p> <ol style="list-style-type: none"> <li>1. Principles of program costing and evaluation, including outcome measurement and its link to benefits.</li> <li>2. Basic concepts of health programming and health systems, and how health outcomes are measured from a program implementation perspective.</li> <li>3. Overview of the four types of health economic evaluation approaches: Cost-Effectiveness Analysis, Cost-Utility Analysis, Cost-Minimization Analysis, and Cost-Benefit Analysis. With guidance on when to use each.</li> </ol> <p>The consultant is advised to ensure the integration of these elements without extending the proposed duration of the training, while maintaining clarity and relevance.</p>
2	<i>Page 27: Facilitate hands-on training sessions for 30 participants who will carry out the assessment of the financial sustainability of 50 public hospitals.</i>	<p>Effective teaching and facilitating 30 participants will indeed require a structured approach and adequate support. However, this tender aims at recruiting one qualified and experienced Senior Consultant who will lead hands-on training, data processing, and reporting. Against this background, the successful bidder is encouraged to present an effective and efficient methodology which will be used to ensure high-quality training delivery and promote sustainability.</p>

		<p>For cost and outcome data gaps, the Ministry/Rwanda Biomedical centre (RBC) team will facilitate access to the available local data and, where necessary, use validated assumptions, proxies, international benchmarks, and literature reviews, ensuring transparency. While these adjustments may require additional effort, the consultant should prioritize practical application within the planned schedule and indicative timeline. This approach will ensure that participants gain hands-on experience in financial sustainability assessment and Cost-Benefit Analysis (CBA) while maintaining technical rigor and overall feasibility.</p>
3	<p><i>Page 27: Supervise data collection, data cleaning, data analysis and report development</i></p>	<p>Supervising data collection, data cleaning, data analysis, and CBA report development are within the scope of the training and consultant responsibilities (pp. 26-29 of the tender documents). The senior consultant will lead the entire process and support participants, from preparing and cleaning data to conducting analyses and developing CBA reports (both interim and final) that include interpretation of results and policy recommendations. The senior consultant will ensure skills transfer and hands-on sessions for applying Cost-Benefit Analysis (CBA) and will ensure participants generate credible analysis outputs, summary findings and reports. While this is an intensive process, it is designed to ensure participants gain comprehensive, hands-on experience and produce complete outputs by the end of the engagement. The consultant is required to structure the training materials and sessions to balance theory and practical exercises and allocate sufficient time for report development within the timeline proposed in the tender documents.</p>
4	<p><i>Page 29: Develop a remote post-training mentorship and follow-up roadmap [...] “Organize a six-months remote support which shall include three follow-up meetings (one every two months)”</i></p>	<p>The six-month remote support is intended to provide structured mentorship and follow-up to ensure participants can effectively apply the skills learned during the training and produce CBA outputs, reports, and actionable recommendations. As mentioned in the deliverables section, the Senior Consultant is required to develop a remote post-training mentorship and follow-up roadmap aimed at accompanying and providing technical support to participants who wish to develop abstracts, policy briefs, or other dissemination materials. Practical strategy may include three scheduled group follow-up meetings (one every two months) to review progress, address challenges, and share best practices. The consultant is required to propose a roadmap detailing how post-training mentorship and activities will be spread over six months. The goal is not to provide continuous daily support, but rather structured, periodic mentorship combined with on-demand assistance, ensuring sustainability without excessive resource strain or additional dedicated days.</p>