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The UFI Operator:









1. The Kigali Urban Fabric Initiative (UFI)

1.1. About the UFI Project

The project is sponsored by Agence Française de Développement (AFD) And European Union (EU). Urban Fabric Initiative (UFI) is a participatory project to develop public spaces and social facilities in a collaborative manner, bringing together all stakeholders involved in the production of the city.

The Kigali Urban Fabric Initiative (UFI) is an **informal settlement upgrading** project implemented in conjunction with the City of Kigali under the Kigali Informal Settlement Upgrading Project (KISUP). The aim is to fund small-scale public space upgrading and community infrastructure projects co-designed and coproduced by residents and urban stakeholders, implemented in close collaboration with local authorities (community representatives and the City of Kigali).

Three partnering organisations have been appointed as a consortium to be the Kigali UFI Operator: Rwanda Women's Network (RWN; based in Kigali), Bantu Studio Design & Research (Bantu; based in Johannesburg, South Africa, and Espelia (based in France). RWN is a local non-profit organisation responsible for stakeholder and community engagement and project administration. Bantu is responsible for the co-design and co-construction of selected social facilities within the project, as well as quality control advising to the City of Kigali. Espelia is a French consulting firm with expertise in the design and implementation of economic, financial, institutional, and organizational aspects of public policies and projects in emerging and developing countries and is responsible for the development of operation & maintenance (O&M) strategies and a monitoring and evaluation (M&E) framework for the project.

Collectively, the RWN-Bantu-Espelia consortium (the **UFI Operator**) has been engaged by AFD for a three-year contract to implement the Kigali UFI within three informal settlements of Kigali. The UFI Operator sees this project as an opportunity to not only build positive interventions but also to establish real, measurable, and lasting socio-economic benefits to the surrounding communities. The UFI Operator, together with Sectors' elected Community Upgrading Committees (CUCs), developed the 'Impact Strategy' that focuses on the positive change brought by the construction of the interventions. It has six goals, each of which considers the overall welfare of the communities and the ways small projects can make a larger impact:

- **Keep project expenses in the community:** The project aims to boost the local economy by prioritizing spending within the sectors where facilities are built. Community members will be actively involved in construction, with a focus on local contracting, and job creation.
- Develop tradecraft: The project aims to enhance the skills and experience of construction crew
 members, enabling them to take on more complex projects in the future. Workmanship quality will be
 assessed, with skill-building workshops provided as needed.
- Support underrepresented and vulnerable groups: Economic benefits of the project expenditures should be equitably distributed amongst participants regardless of gender, age, religion, etc. Unemployed or under-employed individuals should be prioritised for work they are capable of performing. The participation of women disabled and/or other vulnerable groups shall make up at least 30% of the construction workforce. For Unskilled labour, the contractor shall prioritise the selection of individuals on the "List of Interest", which is a regularly maintained registry of unemployed/under-employed individuals who have expressed interest in applying for Unskilled Labour positions within the project. This list will be created and maintained by the Construction Committee, determining its prioritisation criteria and rotational employment strategy, and keeping contact details and employment status up to date over time.
- Mainstreaming of environmental sustainability: The project will prioritize sustainable materials and
 practices in construction and maintenance while educating workers on sustainability considerations
 for future projects. This includes using low-carbon and locally sourced materials, integrating naturebased solutions, recycling, and planning for material maintenance and end-of-life treatment.



- Create a fair, transparent structure for implementation; A transparent and fair selection process will
 be established for contractors and workers, incorporating input from all relevant stakeholders,
 including the UFI and Sectors' elected Community Upgrading Committees (CUCs). Clear
 communication protocols will ensure broad access to opportunities, while defined roles and
 requirements will guide participation. A fair recruitment policy will be implemented, with flexibility for
 amendments as needed.
- **Prepare a way of working for longer-term projects:** The five outlined goals will be integrated into the public tendering process for the next phase of UFI, ensuring alignment with Rwandan public procurement regulations.

1.2. The Construction Committee

The UFI Operator, together with elected community representatives, formed sectors' construction committees that will oversee labour selection and construction management.

The Construction Committees will oversee recruitment, project management, and compliance to ensure fair and inclusive employment practices. It will document meetings, and update stakeholders. The committees will manage the List of Interest (registry of individuals who have expressed interest in applying for Unskilled Labour positions), prioritizing and rotating employment opportunities while maintaining applicant records. The committees will evaluate contractor bids, and organize training sessions on skills, inclusivity, and sustainability where needed. Additionally, it will enforce safety standards on construction site and ensure contractor compliance with recruitment policies.

1.3. Scope of work

The UFI Operator is seeking a general contractor, inclusive of all relevant subcontracts as necessary, to execute the construction of a Community Library and Nursery School in Nyakabanda sector, Kigali.

This is a prequalification based on contractor's qualifications. Detailed drawings, specifications and a bill of quantities (BoQ) will be made available only to shortlisted bidders following the first stage of evaluation.

Basic information on the scope of work is given below:

Project Data				
Item	Description			
Location	Gapfupfu village, Nyakabanda I cell, Nyakabanda sector, Nyarugenge District, City of Kigali			
Plot size	541 m ²			
Plot owner	Government of Rwanda			
Contracting entity	Rwanda Women's Network (note: RWN, as part of the UFI Operator, has an MoU with the City of Kigali to implement the works).			
Building size	375 m² (estimated; 255 m² ground floor + 120 m² first floor)			



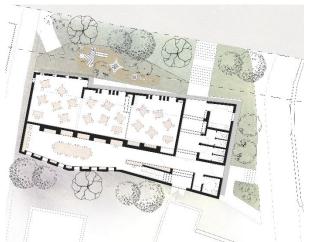
Project Data	
Item	Description
Schedule of	Classrooms (3)
accommodation	Storage areas (3)
(subject to change)	Kitchen (1)
	Children's toilets (1 male, 1 female)
	Sleeping room (1)
	Staff office (1)
	Accessible toilet (1)
	Library (1)
	Adult toilets (1 male, 1 female)
Main site & building	Stepped foundation
elements	Brick bearing wall structure
(subject to change)	Concrete ground floor slab
	Rib & block upper floor slab
	Steel roof structure
	IBR roof sheeting
	Fiberglass clerestory window
	Custom doors & windows
	Custom interior carpentry
	Standard plumbing & septic tank
	Electrical fixtures
	Backup water tank
	Small exterior playground
	Small landscaping work
Anticipated	February/ March 2026
groundbreaking	
Anticipated duration	6 months unless amended as per contractual terms & conditions
of construction	
Form of contract	Standard form of contract to be released to shortlisted candidates

Preliminary schematic drawings and renderings are included below to enable the bidding entities to understand the proposed size and characteristics of the project. These are preliminary only and will not be used for construction. A full construction documentation drawing set, specifications, and bill of quantities will be listed to shortlisted candidates.

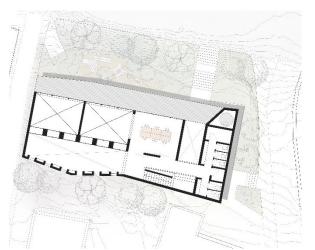




Front view











Side view



Left: interior view of library; right: interior view of classrooms & flexible event space.

1.4. Application for Prequalification

1.4.1 Submission Format & Deadline

All must meet the requirements set out in section 2 below according to the following provisions:

- Documentation shall be submitted in **X separate files** in .pdf format, including:
 - o A copy of the RDB business registration certificate.
 - o An RRA tax clearance certificate.
 - o If applicable, a VAT registration certificate.
 - o An **EBM certificate**.
 - o Proof of relevant **professional liability insurance**.
 - Form A: Bidder Information & Project Experience Details (see Form A below and download at the link below).
 - Form B: List of Projects Completed in the Last 5 Years by Proposed Key Skilled Staff, inclusive of a complete CV for each staff member (see Form B below and download at the link below).



- o **Form C: Bidder's Commitment to Monitoring, Evaluation, and Data Provision** (see Form C below and download at the link below).
- The relevant forms (A, B, C) may be downloaded as Word files from **this link**. Samples of them are included in this .pdf as a reference.
- All documentation must be submitted by email to <u>rwawnet@rwanda1.rw</u> not later than 31st
 December, 2025, 12:00h.
- Please note that because photos of work are requested, file sizes may be large and may need to be sent separately.

1.4.2 Additional information

Questions, requests for clarity, or requests for additional information may be addressed to:

rwawnet@rwanda1.rw



2. Qualification & Bidding Process

2.1. Process Overview

Procurement will be done based on a 2-stage submission method:

- Prequalification: applicants will be screened and scored in a prequalification process. Applicants
 deemed underqualified to perform the work will be eliminated. Remaining applicants will be invited
 to submit a complete request for proposals (RFP). Evaluation is intended to be completed in early
 January 2026.
- 2. **Invitation to Bid**: Only shortlisted applicants will be invited to submit proposals. At this stage, the complete set of construction documents, BoQ, and standard form of contract will be released to the shortlisted candidates. This submission will include both a bid workplan and financial quotation. Evaluation of bids is intended to be completed in late February 2026.

Following the evaluations, any proposed changes to personnel indicated in the application must be approved by the UFI.

2.2. Stage 1: Pre-qualification

All entities meeting the minimum requirements outlined below are invited to submit applications to the prequalification stage.

The UFI Construction Committee in Nyakabanda will evaluate the applications. Minimum requirements must be met to remain eligible. Any candidate not meeting the minimum requirements will be immediately disqualified. Remaining candidates will be evaluated based on the criteria and breakdown described below, with a point score being applied.

A total of **50 points is possible** in the prequalifying evaluation. All candidates scoring **45 points or greater** on the evaluation will be shortlisted and invited to submit a full proposal in the second stage.

If fewer than 3 candidates score 40 points or greater, the contracting entity may either:

- Invite 3 or more of the highest-scoring candidates to submit an RFP, as the UFI Operator sees fit, or
- Cancel the tender and readvertise.

Criteria	Max Score	Breakdown
Minimum requirements		
Proof of being a registered professional, company,	\triangle	Y/N
cooperative, or other registered legal entity.		
Proof of being a registered taxpayer in good	\square	Y/N
standing with the Rwanda Revenue Authority, and		
be able to invoice via electronic billing machine		
(EBM).		
Ability to communicate fluently in Kinyarwanda and	\square	Y/N
English, as evidenced by the prequalification		
application.		
Proof of relevant professional liability insurance for	\triangle	Y/N
construction works, or, if not currently active, a		
written statement from the applicant verifying the		
means and capacity to obtain such insurance if		
awarded the contract.		



Criteria	Max Score	Breakdown
Signed statement indicating willingness to	\Box	Y/N
participate in the monitoring and evaluation	V	
(tracking studies) of the UFI where needed and		
supply necessary data for that purpose as required.		
(See Form C below).		
Scored items		
Proof of being from/operating business from the	2 points	2 points if yes
relevant sector for the lot being bid on, or		1 point if partial
demonstrating a good past working relationship		o points if no
with the sector.		·
Proof of the bidding entity's successful completion	12 points	10-12 points if 5 projects
of at least 5 construction projects of similar or		7-9 points if 4 projects
larger size by completing the project reference		4-6 points if 3 projects
form (attached). Point ranges will be assessed		2-3 points if 2 projects
according to the quality and professionality of the		1 point if 1 project
documentation provided. Well-documented		o points if none
projects will receive the upper range of points;		·
poorly documented projects will receive the lower		
range of points. All projects are subject to		
verification via references.		
Experience executing projects with high-quality	3 points	3 points if 3 or more projects
custom detailing, including carpentry or local craft		2 points if 2 projects
work. Such work is not limited to projects of similar		1 point if 1 project
type; the UFI is looking for the capacity to		o points if none
implement precise and well-executed trade work		
according to non-standard detailing. To qualify, a		
description and photos of the work must be		
presented.		
Education/ training and experience qualifications of	5 points	Education/ training:
a construction manager / site supervisor:		2 points for relevant education/
Bachelor's degree or vocational certificate in		training certificate;
construction management or similar relevant		1 point for a lesser certificate if
discipline.		accompanied by at least 15
Minimum experience leading a construction		years of experience.
team on at least 3, preferably 5, similar projects.		Experience:
		3 points for experience leading
Note: the candidate listed is expected to be the		& completing more than 5
person actually executing/ managing the work on		similar projects
site. The UFI will not consider a candidate who is		2 points for experience leading
not regularly on site. This position is not for an		& completing 3-4 similar
office-based executive, but for an on-site manager.		projects
		1 point for experience leading &
		completing 1-2 similar projects.



Criteria	Max Score	Breakdown
Education/ training and experience qualifications of	5 points	Education/ training:
 a lead mason: Vocational certificate in masonry or equivalent construction trade. Minimum experience leading a masonry team on at least 3, preferably 5, similar projects. Note: the candidate's CV should clearly list projects in which the candidate led a team of masons or a team of subtractors for the work. The list of projects should include project size, type, estimated budget, and a brief description of the work completed by the candidate. 	J pointe	 2 points for relevant education/training certificate; 1 point for a lesser certificate if accompanied by at least 15 years of experience. Experience: 3 points for experience leading & completing more than 5 similar projects 2 points for experience leading & completing 3-4 similar projects 1 point for experience leading & completing 1-2 similar projects.
 Education/ training and experience qualifications of a lead welder: Vocational certificate in welding or equivalent construction trade. Minimum experience leading a team of welders on at least 3, preferably 5, similar projects. Note: the candidate's CV should clearly list projects in which the candidate led a team or a team of subtractors for the work. The list of projects should include project size, type, estimated budget, and a brief description of the work completed by the candidate. 	5 points	 Education/ training: 2 points for relevant education/ training certificate; 1 point for a lesser certificate if accompanied by at least 15 years of experience. Experience: 3 points for experience leading & completing more than 5 similar projects 2 points for experience leading & completing 3-4 similar projects 1 point for experience leading & completing 1-2 similar projects.
 Education/ training and experience qualifications of a lead carpenter: Vocational certificate in carpentry or equivalent construction trade. Minimum experience leading a team of carpenters on at least 3, preferably 5, similar projects. Note: the candidate's CV should clearly list projects in which the candidate led a team or a team of subtractors for the work. The list of projects should include project size, type, estimated budget, and a brief description of the work completed by the candidate. 	5 points	Education/ training: 2 points for relevant education/ training certificate; 1 point for a lesser certificate if accompanied by at least 15 years of experience. Experience: 3 points for experience leading & completing more than 5 similar projects 2 points for experience leading & completing 3-4 similar projects 1 point for experience leading & completing 1-2 similar projects.



Criteria	Max Score	Breakdown
 Education/ training and experience qualifications of a lead electrician: Vocational certificate in electrical services or equivalent construction trade. Minimum experience leading a team of electricians on at least 3, preferably 5, similar projects. Note: the candidate's CV should clearly list projects in which the candidate led a team or a team of subtractors for the work. The list of projects should include project size, type, estimated budget, and a brief description of the work completed by the candidate. 	3 points	 Education/ training: 1 point for relevant education/ training certificate; Experience: 2 points for experience leading & completing more than 5 similar projects 1 point for experience leading & completing 3-4 similar projects
 Education/ training and experience qualifications of a lead plumber: Vocational certificate in plumbing or equivalent construction trade. Minimum experience leading a team of plumbers on at least 3, preferably 5, similar projects. Note: the candidate's CV should clearly list projects in which the candidate led a team or a team of subtractors for the work. The list of projects should include project size, type, estimated budget, and a brief description of the work completed by the candidate. 	3 points	 Education/ training: 1 point for relevant education/ training certificate; Experience: 2 points for experience leading & completing more than 5 similar projects 1 point for experience leading & completing 3-4 similar projects completing 1-2 similar projects.
Indication of how the contractor will achieve a high proportion of workers from Rwezamenyo or Nyakabanda Sector into the staff, including vulnerable groups such as unemployed individuals who are below the poverty level, people with disabilities, etc. Note: this is a narrative description to be prepared by the applicant. The description should indicated strategies as well as risk and risk mitigation measures likely to be used.	2 points	 2 points if a viable and detailed plan is presented, 1 point if a plan is presented but without high levels of clarity. 0 points if none or if not clear.
Demonstration of gender diversity within the skilled and unskilled staff Total possible points for pred	5 points	 5 points if /≥50% female 4 points if 55/45 male/female 3 points if 60/40 male/female 2 points if 65/35 male/female 1 point if 70/30 male/female 0 points if <30% female

Non-compliance with the minimum requirements will result in disqualification. All other bidders will be evaluated and scored as indicated above.



2.3. Stage 2: Invitation to Bid

Only shortlisted applicants will be invited to bid.

The invitation to bid will be evaluated and scored on a 100-point scale, consisting of:

- 1. **Qualifications**: These will have already been evaluated in the stage 1 prequalification, worth **50** points.
- 2. **Bid Workplan:** A bid workplan will be requested. This workplan will include bidder responses to specific questions by the UFI Operator. The workplan and response to question is worth an additional **10 points** in the evaluation. Details will be sent to the shortlisted bidders at the relevant time.
- 3. **Financial Quotation**: A financial quotation will be requested. Shortlisted applicants will be issued complete construction drawing documentation, specifications, and a BoQ for which to complete their quotations. Financial quotations will be evaluated not only against the lowest cost, but also against a reference price (from the UFI Operator's internal BoQ estimate), which represents an expected cost of the project. Doing so reduces the scores of bids priced abnormally high or abnormally low, which may be unrealistic against expectations. Such bids may be due to overpricing (in the case of high bids) or omission of important works (in the case of low bids). Therefore, a bidder's difference from the reference price and their difference from the minimum bid price will be considered.

Bid prices that are more than 15% higher than the UFI Operator's internal BoQ estimate may be rejected outright and disqualified from consideration.

For those that remain, the quotation is worth **40 points** in the overall evaluation; therefore a maximum of 40 points will be available, with scores assigned to the bidders as follows:

$$\left| \frac{40(Dc_min)}{(Dr+Db)} \right|$$

Where:

- (Dr) = absolute value of the difference of the bid price to the reference price
- (Db) = absolute value of the difference of the bid price to the minimum bid price.
- (Dc) = the combined total of differences between reference and minimum bid prices: (Dr) + (Db)
- (Dc_min) = the minimum value across all bids (Dc)

The final evaluation is the sum of:

50 points (Prequalification) + 10 points (Bid Workplan) + 40 points (Financial Quotation) = 100 points.

Following the evaluation, the highest scoring bidder will undergo a final vetting process, in which the UFI may verify references, ask for additional documentation, or perform other due diligence. If no objection is raised following this due diligence, the UFI Operator will invite the highest-scoring bidder will be invited for contract negotiations.

If the highest scoring bidders' financial quotation is more than 5% beyond the amount by the UFI Operator, the negotiations will proceed with the aim of reducing the bid price to an acceptable amount. If such negotiations are unsuccessful, the UFI may reject the highest scoring bidder and move to the next highest-scoring bidder, and so on until a qualified candidate is selected for a feasible cost.



3. Sample Forms

Please refer to the sample forms on the following pages. These are available as Word documents at this following link:

https://drive.google.com/drive/folders/1sPgwFsTr_1ISNB-_4LjSCsAibEwBUUjf?usp=sharing



FORM A:

BIDDER INFORMATION & PROJECT EXPERIENCE DETAILS

One single .pdf file to be submitted with all relevant projects in the same file. The file should be named **Bidder_UFI_Form_A.pdf**, where "Bidder is replaced with the company name.

Name of Bidding Company	
Business Registration Number	
VAT Certificate (Yes/No)	
EBM Capable (Yes/No)	
Number of Years in Business	
Number of Employees	
Names of Directors	
Names of Owners	
Approximate Total Value of	
Contracts Executed in 2024	
and 2025	

On the following pages, complete 1 form per relevant project. The table may be copied as many times as is needed to present all relevant projects.



Name of						
Project	Now Construction (tiple box if yes)			Domestics Wields with		
Type of Work	New Construction (tick box if yes)			Renovation (tick box if yes)		
WUIK						
Location						
Size	Site area (sqm	1)		Built-up area	(sqm)	
Client Name						
Client Name						
Client						
Phone						
Date	Start date (Mo	nth/Year)		Completion da	ate (Month/Yea	r)
	_					
Major	Structural	Masonry	Welding	Carpentry	Landscaping	Electrical &
Building	Stractarat	i i i asorii y	wetanig	carpentry	Lanascaping	plumbing
Items in this		_				
Project (tick					Ш	
the relevant	If other major	works were per	formed not liste	d above, list the	m here:	
boxes)						
Short	Describe the t	ype of project a	nd work execute	ed in 1-3 paragra	aphs.	
Project						
Description						
Photos						
(Attach at						
least 3)						
Bidder's Name:						
Authorized Rep	resentative:					
Designation:						
Date:						
Signature:						





FORM B:

LIST OF PROJECTS COMPLETED IN THE LAST 5 YEARS BY PROPOSED KEY SKILLED STAFF (one form per key staff member)

[1 file for each staff member to be submitted as a .pdf file with the file name Bidder_UFI_position.pdf, where "Bidder is replaced with the company name and "position" is replaced with the position of the individual candidates (e.g. manager, mason, welder, electrician, plumber, etc.)

Sumn	nary of qualifications				
Prop	osed key staff position				
Prop	osed key staff member (name)				
Edu	cation/ training qualifications				
Year	rs of construction experience				
Comp	nary of Relevant Projects blete the requested information of re bllowing pages.	elevant projects in	the table below, a	nd attach a co i	mplete CV on
No.	Project Title	Loc	ation	Size (sqm)	Year
1.					completed
1.					
2.					
3.					
4.					
5.					
		•		•	•
Staff's	s Name:				
Place	of residence:				
Date:					
Signa	ture:				

Attach a complete CV on the following pages



FORM C:

BIDDER'S COMMITMENT TO MONITORING, EVALUATION, AND DATA PROVISION

(to be submitted as a .pdf file with the file name Bidder_UFI_agreement.pdf, where "Bidder is replaced with the company name)

I, the undersigned, representing [Bidder's Name in case of company, cooperative, or legal entity], hereby confirm our willingness to participate in the monitoring and evaluation activities (tracking studies) of the Kigali Urban Fabric Initiative (UFI) Project, as required.

We acknowledge the importance of ongoing assessment and commit to:

- Providing necessary data and information relevant to project evaluation;
- Conducting an honest self-assessment of our knowledge and experience in sustainability practices;
- Responding to questions related to sustainability before, during, and after the project implementation;
- Cooperating with designated project evaluators and stakeholders to ensure transparent and effective monitoring.

We understand that this commitment is essential for the continuous improvement of the UFI Kigali project and agree to comply with requests for information and participation in evaluation processes.

Bidder's Name:
Authorized Representative:
Designation:
Date:
Signature: