



Prequalification of Contractors: Nyakabanda Library/ Nursery School

Urban Fabric Initiative (UFI) Kigali Under the KISUP

08 April, 2026

The UFI Operator:



1. The Kigali Urban Fabric Initiative (UFI)

1.1. About the UFI Project

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 co-produced by residents and urban stakeholders, implemented in close collaboration with local authorities, community representatives, and the City of Kigali.

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.

City of Kigali, as a major stakeholder in the UFI, plays a central role in project oversight and implementation. The City of Kigali monitors the execution of works in its capacity as:

- The local authority responsible for safeguarding community interests and ensuring compliance with applicable standards and regulations; and
- A direct beneficiary of UFI funds.

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 nature-based 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:

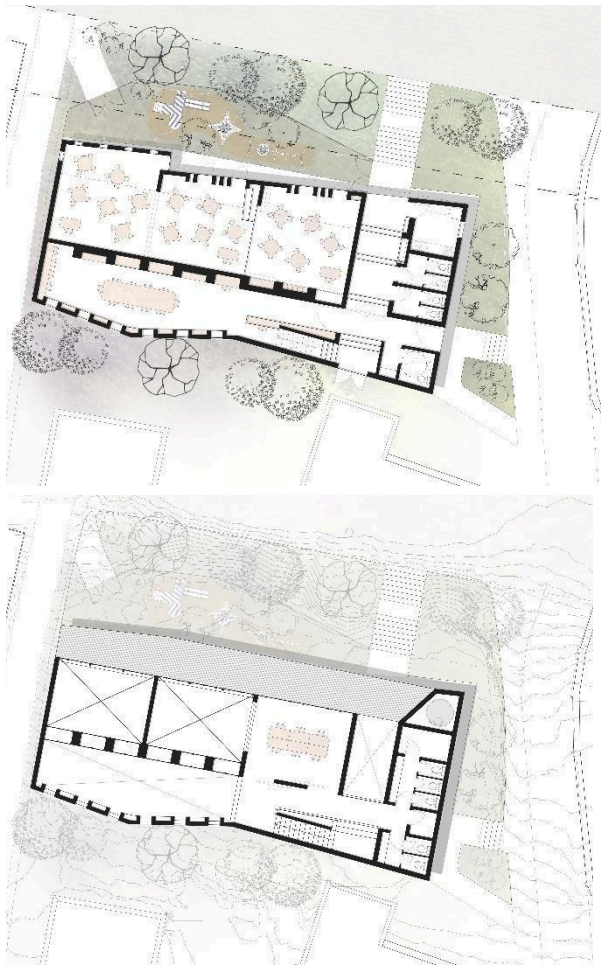
Project Data	
Item	Description
Location	Gapfupfu village, Nyakabanda I cell, Nyakabanda sector, Nyarugenge District, City of Kigali
Plot size	541 m ²
Plot owner	Government of Rwanda
Contracting entity	Rwanda Women's Network (note: RWN, as part of the UFI Operator, has an MoU with the City of Kigali to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

Project Data	
<i>Item</i>	<i>Description</i>
Schedule of accommodation (subject to change)	Classrooms (3) Storage areas (3) 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 elements (subject to change)	Stepped foundation Brick bearing wall structure 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 groundbreaking	June 2026
Anticipated duration of construction	6 months unless amended as per contractual terms & conditions
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.



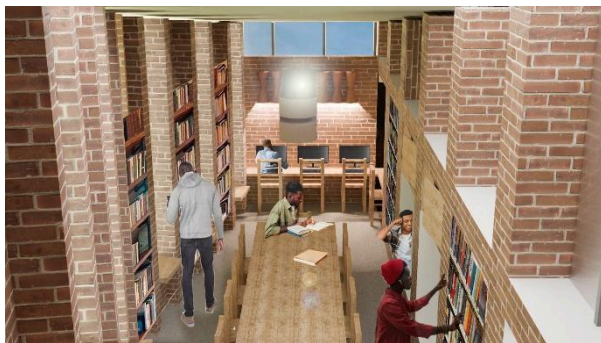
Front view



Left: ground floor plan; right: upper floor plan. Not to scale.



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 **separate files** in **pdf format**, including:
 - A copy of the **RDB business registration certificate**.

- A signed declaration from the bidder demonstrating commitment to Environmental and Social (E&S) standards, as well as Occupational Health and Safety (OHS) requirements.
 - A bank statement or equivalent financial document demonstrating the bidder's financial capacity or access to funds of a minimum of 35,000,000 Rwandan Francs.
 - **Form A: Bidder Information & Project Experience Details** (see Form A below and download at the link below).
 - **Form B: Bidder's Commitment to Monitoring, Evaluation, and Data Provision** (see Form B 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 rwawnet@rwanda1.rw with kigali@bantustudio.co.za in copy, not later than **27th April, 2026, 12:00**.
 - 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 with kigali@bantustudio.co.za in copy.

2. Qualification & Bidding Process

2.1. Process Overview

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

1. **Prequalification:** applicants will be screened in a prequalification process. Applicants deemed underqualified to perform the work will be eliminated. Evaluation is intended to be completed in late April 2026.
2. **Invitation to Bid:** Only shortlisted applicants will be invited to submit full proposals (RFP). 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 proposed methodology and work plan, lead personnel (CVs and qualifications), and a financial proposal. Bid evaluation is intended to be completed in May 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 who does not meet the minimum requirements will be immediately disqualified. Remaining candidates will be evaluated based on the criteria and breakdown described below.

The top 6 ranked candidates will be invited to submit a full proposal in the second stage.

Prequalification Criteria

Criteria	Satisfactory	
Minimum requirements		
Proof of being a registered professional, company, cooperative, or other registered legal entity.		Y/N
A bank statement or equivalent financial document demonstrating the bidder's financial capacity or access to funds of a minimum of 35,000,000 Rwandan Francs.		Y/N
Ability to communicate fluently in Kinyarwanda and English, as evidenced by the prequalification application.		Y/N
Proof of relevant professional liability insurance for 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.		Y/N
Signed declaration from the bidder demonstrating commitment to Environmental and Social (E&S) standards, as well as Occupational Health and Safety (OHS) requirements. (See Form C below).		Y/N
Submission of the requested bid forms (Form A, Form B, and Form C given below)		Y/N

Criteria	Satisfactory	
Signed statement indicating willingness to participate in the monitoring and evaluation (tracking studies) of the UFI where needed and supply necessary data for that purpose as required. (See Form B below).	✓	Y/N
Other requirements		
Proof of being from/operating business from the relevant sector for the lot being bid on, or demonstrating a good past working relationship with the sector.	✓	Y/N
Proof of the bidding entity's successful completion of at least 5 construction projects of similar or larger size by completing the project reference form A (attached). All submitted references are subject to verification.	✓	Y/N
Experience executing projects with rowlock brick system, and high-quality custom detailing, including carpentry or local craft work. Such work is not limited to projects of similar type; the UFI is looking for the capacity to implement precise and well-executed trade work according to non-standard detailing. A description and photos of the work must be presented.	✓	Y/N
Indication of the contractor's willingness to include representation of workers from past projects' neighbourhoods (as indicated in Form A).	✓	Y/N
Demonstration of gender diversity on past projects (as indicated in Form A).	✓	Y/N

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

Bidders successfully prequalified will be invited to submit a full proposal with additional bid criteria.

3. Sample Forms

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

https://drive.google.com/drive/folders/1sPqwFsTr_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 the last 5 years	
Average proportion of workers recruited from the site neighborhoods across all projects executed in the last 5 years	
Average proportion of female workers across all projects executed in the last 5 years	

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						
Type of Work	New Construction (tick box if yes)			Renovation (tick box if yes)		
	<input type="checkbox"/>			<input type="checkbox"/>		
Location						
Budget						
Size	Site area (sqm)			Built-up area (sqm)		
Client Name						
Client Email						
Client Phone						
Staff						
Date	Start date (Month/Year)			Completion date (Month/Year)		
Major Building Items in this Project (tick the relevant boxes)	Structural	Masonry	Welding	Carpentry	Landscaping	Electrical & plumbing
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	If masonry work was done, did it include rowlock brick or other structurally reinforced brick? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable					
	If other major works were performed not listed above, list them here:					
Short Project Description	Describe the type of project and work executed in 1-3 paragraphs:					
Photos (Attach at least 3)						

Bidder's Name

Authorized Representative: Designation:

Signature: Date:

FORM B:

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: _____

Signature: _____ Date: _____

FORM C:

BIDDER'S DECLARATION ON ENVIRONMENTAL, SOCIAL, HEALTH AND SAFETY (ESHS), OCCUPATIONAL HEALTH AND SAFETY (OHS), AND LABOR COMPLIANCE

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

1. Declaration

I, the undersigned, representing [Bidder's Name in case of company, cooperative, or legal entity], hereby confirm our commitment to comply with all applicable Environmental, Social, Health and Safety (ESHS) requirements in the execution of the Nyakabanda Library/Nursery School under the Kigali Urban Fabric Initiative (UFI) Project.

We confirm that our company shall implement all works in accordance with applicable laws and regulations of the Republic of Rwanda, including:

- Labor Law and related regulations
- Occupational Health and Safety (OHS) requirements
- Environmental protection and management regulations

2. Environmental and Social Commitments

We commit to:

- Minimize environmental impacts through proper waste management, pollution control, and resource efficiency
- Prevent soil erosion, and damage to surrounding ecosystems
- Respect the rights, dignity, and safety of local communities, including vulnerable groups
- Avoid any form of child labor, forced labor, or discrimination
- Ensure fair treatment and working conditions for all workers
- Ensure that project activities are conducted in a socially responsible and inclusive manner

3. Occupational Health and Safety (OHS)

We commit to:

- Provide a safe and healthy working environment for all workers
- Supply and enforce the use of appropriate Personal Protective Equipment (PPE)
- Implement site safety procedures, including risk assessments and method statements
- Ensure workers are trained and supervised on safety practices
- Establish procedures for incident reporting and emergency response

4. Community Health and Safety

We commit to:

- Ensure that construction activities do not pose risks to the surrounding community
- Secure the site and manage access to prevent accidents
- Control dust, noise, and traffic impacts
- Prevent and address any risks of gender-based violence (GBV), sexual exploitation and abuse (SEA), and harassment
- Maintain clear communication with local authorities and community representatives

5. Implementation and Accountability

We confirm that:

- We will designate a responsible person for ESHS and OHS compliance on site
- We will comply with all monitoring and reporting requirements set by the Client
- We understand that non-compliance may result in sanctions.

We hereby certify that we fully commit to complying with the stated requirements throughout the duration of the project.

Bidder's Name _____

Authorized Representative: _____ Designation: _____

Signature: _____ Date: _____