



BUGAKIYANZI FACILITY

**REQUEST FOR PROPOSALS FOR A PRIVATE FIRM TO MANAGE THE
KIYANZI FACILITY IN KIREHE DISTRICT**

Title of the tender	Lease, operate and develop Kiyanzi Facility
Date of issue	16th October 2023

1. BACKGROUND

At the outbreak of the COVID 19 pandemic, it became apparent that cross border operations with imports and exports of goods and services could contribute significantly to the uncontrolled spread of the COVID 19 pandemic into communities in Rwanda. In an effort to contain the spread, while ensuring the continued trade of goods and services, the Government of Rwanda established a temporary inland cargo terminal facility in Kiyanzi Sector, Kirehe District to consolidate and manage all incoming and outgoing cargo. The Kiyanzi facility offered various services, from warehousing to customs clearance and cargo handling as all incoming dry and unperishable cargo was offloaded from containers, transhipped to domestic trucks and drivers, and delivered across the country. Outgoing cargo was also facilitated with consolidation and transport services from domestic trucking companies. From March to October 2020, the facility progressively improved on the services offered and the infrastructure in place, facilitated by the existing logistics operators in Rwanda. These operators provided critical equipment, personnel and operations to accommodate the new facility. Ultimately, the Government of Rwanda made a decision to transform the Kiyanzi facility into a permanent logistics infrastructure that could build on the benefits of an inland container depot close to the Rusumo border.

The Kiyanzi facility is located on 17 hectares of land in Kirehe district, Kiyanzi Sector, roughly 10 kilometers from the Rusumo Border. The Ministry of Infrastructure and affiliated agencies, Rwanda Housing Authority and Rwanda Transport Development Agency have developed the land with requisite infrastructure, including a 3,000 square meter warehouse, subdivided into three 1,000sqm units. Additional infrastructure such as office space, waiting area, sanitary facilities, as well as a marshalling yard are included within a fenced area of roughly 5 hectares. The remaining 10 hectares of land located across the warehouses and separated by the paved main road is open parking space for cargo trucks.

Please note that *The open tender for Kiyanzi shall include a request for investment into future expansions of the facility in order to meet emerging customs standards. The concession agreement shall include a provision for complying with applicable custom standards as requested by RRA.*

2. SUBMISSION OF BIDS

2.1 Bids may be submitted via hard copies or via email.



2.2 For Bids submitted in hard copies, each Bid shall contain three sealed envelopes prepared under the following categories:

- Eligibility Requirements Document envelope with two copies (one original and one copy). The envelope should be clearly marked “**Eligibility Requirements Documents**”.
- Technical Proposal envelope with two copies (one original and one copy). The envelope should be clearly marked “**Technical Proposal**”.
- Financial Proposal envelope with two copies (one original and one copy). The envelope should be clearly marked “**Financial Proposal**”.

2.3 The Proposals shall be marked “Original” and “Copy” as appropriate.

2.4 The Bid Comprising Eligibility Requirements Documents envelope, the Technical Proposal envelope, and the Financial Proposal envelope shall be provided in a single sealed outer envelope or package on which the following should appear: the name, address, and contact information of the Bidder and the following title clearly indicated: “**Tender for the management, operation, and development of Kiyanzi Facility**”.

2.5 For Bids submitted via email, each Bid shall contain the following documents:

- Eligibility Requirements Documents with an original copy The document should be clearly marked “**Eligibility Requirements Documents**”.
- Technical Proposal with an original copy. The document should be clearly marked “**Technical Proposal**”.
- Financial Proposal with an original copy. The documents should be clearly marked “**Financial Proposal**”.

2.6 The documents shall be marked “Original” and “Copy” as appropriate

2.7 The required format for all documents submitted via email is **PDF** format.

2.8 The Bid Comprising Eligibility Requirements Documents, the Technical Proposal, and the Financial Proposal shall be sent in an email on which the email text appears the name, address, and contact information of the Bidder and the following title of the email clearly indicated as “**Tender for the management and operation of Kiyanzi facility**”.

2.9 All Bids shall be prepared in English, and must be submitted via hard copies or via email, to the address below:

Ministry of Trade and Industry
Address P.O Box 73
Email info@minicom.gov.rw

Bidders may also contact the above address for any further information: **Email info@minicom.gov.rw**

The closing date & time for the submission of all Bids is set **November 15th 2023 at 5PM local time**. Any Bids received after the closing date & time will not be accepted.

2.10 For Bids submitted via email, all Bidders are advised to request for reply of confirmation of receipt via email, to ensure that their Bids have been successfully delivered and received.

3. PURPOSE AND SCOPE OF THE TENDER

3.1. Purposes of the project

The general purpose of the assignment is to efficiently operate, manage, maintain and develop the Kiyanzi Facility.

- **Maximizing space utilization:** The facility should be designed and operated efficiently to maximize storage and operational space. This can include implementing proper layout and storage systems to maximize capacity and minimize handling costs.
- **Ensuring smooth operations:** The facility should be managed in such a way that it fosters smooth and uninterrupted movement of goods. This can include the use of optimal material handling equipment, effective inventory management, and efficient transportation processes.
- **Cost optimization:** One of the primary objectives is to minimize costs and maximize profitability. This can be achieved through efficient utilization of resources, implementing cost-effective technology and solutions, and optimizing energy usage.
- **Providing excellent customer service:** The facility should be designed and operated to provide excellent customer service. This can include implementing processes to ensure quick and accurate order fulfillment, implementing quality control measures, and providing timely and accurate information to customers.
- **Flexibility and scalability:** The facility should be designed and operated in a way that allows for flexibility and scalability. This enables the facility to adapt to changing business needs and handle increased volume or changing product lines.
- **Ensuring compliance with regulations:** The facility should adhere to all relevant regulations (Customs regulations) and standards to ensure legal and ethical operations. This may include meeting safety regulations, maintaining proper documentation, and implementing appropriate security measures.

3.2. SCOPE OF THE PROJECT

Under lease, operate and develop (LOD) model, the project will be implemented in two phases; the first phase shall be the leasing, operating and maintenance of the existing facilities. The second phase shall be developing an operational plan and its implementation for the facility as well as the expansion in the future. The following key aspects are included in the scope of the project:

Equipment and technology procurement: The project will include identifying the necessary equipment, such as material handling systems, warehouse management systems, and other technology solutions that will optimize operations.

Operational planning: This aspect involves determining the operational processes and workflows for the facility, considering factors like inventory management, order fulfillment, inbound and outbound logistics, and maintenance schedules.

Legal and regulatory compliance: The scope includes ensuring that the facility meets all legal and regulatory requirements (Customs requirements/RRA), such as permits, health and safety regulations, environmental standards, and labor laws.

Financial planning: The project will require developing a detailed financial plan that includes budgeting for construction or renovation costs, equipment procurement, operational expenses, and potential revenue streams.

Under the supervision of MINICOM, the eligible Investor/operator shall execute the project in order to ensure proper completion of the activities outlined in the concession agreement/lease agreement.

4. ELIGIBILITY REQUIREMENT DOCUMENTS

4.1. The Eligibility Requirement Documents shall comprise the items and documents indicated below:

- a) A letter of application drafted in accordance with the model in Exhibit 1;
- b) Bidder Information Form – complete the form in Exhibit 2;
- c) General information on the company profile including main business, country(ies) of establishment and operation and company's business activities;
- d) Audited financial statements of the years 2020, 2021, 2022.
- e) A bid security of **19,000,000 Rwf** or equivalent from a local/international bank or other financial institutions;
- f) Copy of company registration certificate of the bidding company;
- g) Site visit certificate
- h) Power of attorney designating the person/(s) able to act in the name and on behalf of the bidding company in the scope of this tender, including making any undertakings in the name and on behalf of the bidding company;
- i) A declaration from the legal representative of the bidding company indicating the name and address of each shareholder of the bidding company, the number of shares of the bidding company's share capital which are subscribed and paid up by each of the shareholders and the voting rights which each shareholder enjoys;
- j) A signed statement by a duly authorized representative of the bidding company attesting the company is in good financial order, is not bankrupt, is not facing any current or imminent legal proceedings or actions; is not having their affairs managed by a court, has not entered into an arrangement with its creditors, or has not suspended its business, or similar or related situations;

4.2. Bidders may also include additional information deemed relevant that they wish to communicate to the evaluation committee.

5. TECHNICAL PROPOSAL

5.1. The objective of the tender, under the Technical Proposal is:

- a) to The bidder must operate and maintain the facility in accordance with the scope of the assignment;
- b) The bidder must have the ability to run the business in accordance with intended Government perspective/objectives; and
- c) In order to ensure achievement of the intended objective, the Technical Proposal should comprise the items listed below:
 - Bidder should clearly indicate the strategies and the actions to be undertaken to run Kiyanzi Facility;
 - Provide a detailed business plan to run Kiyanzi facility, the proposed capital investment and projections on jobs to be created;
 - Provide detailed designs on the proposed expansion of the facility in the adjacent area of a size equivalent to no less than 3,000 square meters.

- Provide details of key organizational strengths of the Bidder in property management;
 - Provide a highlight of the corporate governance practices of the Bidder;
 - Provide a robust operational plan adapted to Kiyanzi facility operations. This should include but not limited to business objectives, goals, strategies, forecasts and activities to be carried out for the successful operation of the business.
 - Provide the company details or policies of the Bidder with regard to asset management, repairs and maintenance that shall be applicable to Kiyanzi Facility
 - The Bidder's Human Resources Management practices and policies e.g., training programs, methods and the training plans that complement the overall business strategy should be provided.
 - Include a summary of historical successes in property management.
 - Provide the details of the quality control practices by the Bidder that shall be applicable to Kiyanzi Facility.
- 5.2. Bidders may also include additional information deemed relevant that they wish to communicate to the evaluation committee.

6. FINANCIAL PROPOSAL

- The Financial Proposal shall be drafted in accordance with the model letter in Exhibit 3 below.
- It shall specify the total amount offered as leasing fee in Rwandan Francs or Equivalent.
- It shall also indicate the capital investment expected to be outlaid in the development of the expansion of Kiyanzi.
- Show income and expenditures statement or profit and loss account indicating the profitability of the business as indicated in form 3.

7. VISITING Kiyanzi Facility.

- 7.1. Potential Bidders shall organise visits to Kiyanzi facility to inspect the facility and collect all pertinent information for their due diligence and the preparation of their Bids.
- 7.2. Such visits should be arranged with the help of MINICOM and Kirehe District who shall arrange for facilitation of the visits.
- 7.3. All direct and indirect costs pertaining to these visits will be the sole responsibility of the potential Bidders.
- 7.4. The visit is compulsory and will be held on **31st October 2023**

8. LANGUAGE

The Eligibility Requirements Documents, Technical Proposal and the Financial Proposal must be drafted in English.

9. COST OF BIDDING

The Bidder shall bear all costs associated with the preparation and submission of its Bid, and MINICOM and Kirehe District shall not be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

10. DATE FOR SUBMISSION OF BIDS

- 10.1. The deadline for submission of bids is **November 15th 2023 at 5PM local time.**
- 10.2. All documents prepared in English should be addressed and delivered to:

- 10.3. Only the Bids submitted by the deadline to the specified address will be considered. Bids received after the deadline shall not be accepted and shall be returned to the Bidder.
- 10.4. Bids shall be submitted by a Bidder or his representative. A receipt indicating the date and time of submission shall be issued to him/her. For Bids submitted via email, all Bidders are advised to request for reply of confirmation of receipt via email, to ensure that their Bids have been successfully delivered and received.
- 10.5. A Bid submitted to MINICOM is final and may no longer be retrieved by the Bidder or its shareholders or any other representative even if submitted before the deadline.

11. BID SECURITY

- 11.1. The Bidder shall furnish as part of its bid, a Bid security of **19,000,000 RwF** or equivalent from a local or international bank/ financial institution.
- 11.2. The Bid security should be substantially in accordance with Model Exhibit 4 below and should be submitted in its original form; copies will not be accepted.
- 11.3. The Bid security shall be payable upon written demand by MINICOM in the event the condition in clause 11.6 below is invoked.
- 11.4. The Bid security should remain valid for a period of 3 months beyond the validity period of the Bids.
- 11.5. The Bid security of unsuccessful Bidders shall be returned as promptly as possible upon the successful Bidder signing of the asset lease, operate and develop agreement (and any other ancillary agreements thereto).
- 11.6. The Bid security of the successful Bidder shall be forfeited if the successful Bidder withdraws or fails to sign the asset lease, operate and develop agreement (and any other ancillary agreements thereto).

12. OPENING OF THE BIDS

- 12.1. The Bidder or its authorised representative may attend the opening of the Bid envelopes. The meeting for such opening shall take place on **same date (November 15th 2023 @ 5:30 PM at MINICOM** offices, or any other date and time that may be officially communicated by MINICOM.
- 12.2. Each Bid shall be opened in and must be checked that it comprises three sealed envelopes or documents: Eligibility Requirements Documents, Technical Proposal, and Financial Proposal.
- 12.3. The envelopes or document containing the Eligibility Requirements Documents and the Technical Proposals shall then be opened and an inventory of each envelope or document shall be taken.
- 12.4. The envelopes or document containing Financial Proposals shall remain sealed and securely stored. This will be opened, after examination and evaluation of the Eligibility Requirements and Technical Proposals at a date to be set subsequently.

12.5. The operations effected during the opening of the envelopes shall be noted in minutes describing notably the procedure followed, the bids opened, and the content of the Eligibility Requirement documents and each Technical Proposal.

13. PROCESSING AND EVALUATION OF TECHNICAL PROPOSAL

13.1. The examination and evaluation of bids will be conducted by the Bid evaluation committee.

13.2. The purpose of the processing shall be to verify that the applications submitted contain the documents required by this document and the Bidder meets the conditions referred to in Section 4, Section 5, and Section 6 above.

13.3. The Bid evaluation committee may, but is not bound to, request for any complementary information from a Bidder concerning its Eligibility Requirement Documents and Technical Proposal. The committee may also require any of the Bidders to make an oral presentation of its application.

13.4. MINICOM may conduct due diligence including site visits in a view to establish the financial, technical and organisational capabilities/credibility of the qualified Bidders.

13.5. The qualified Bidders shall facilitate MINICOM to carry out this due diligence exercise.

13.6. Bidders shall be scored taking into consideration the following general criteria and guidelines:

Nº	Criteria and guidelines for scoring	Points
1.	Bidder's General Capability and Experience in the sector	/10
	1) Bidder's general capability/company profile; - A firm must have handled Projects with similar nature in management development, operationalization and maintenance of Bonded warehouses or in the logistic sector - The firm should present a group of competent staff with good track record composed of project designers, appraisal, finance, construction and marketing	5
	2) Experience in related sectors - The firm should demonstrate with certificates of completion of at least three (3) similar assignments/projects	5
2.	Technical Proposal	/70
	1) Assessment of existing facility and needs	3
	2) Business overview, mission, objectives	2
	3) Products/Services Details	5
	4) Business Description	5
	5) SWOT Analysis	5
	6) Market Plans and analysis	5
	7) Strategy and implementation	5
	8) Production summary	5
	9) Management summary	5

No	Criteria and guidelines for scoring	Points
	10) Financial plans	10
	11) Proposed Kiyanzi expansion plans	20
3.	Other activities which increase the productivity, competitiveness and economic returns	/15
	a) Value addition in socio and economic improvements	5
	b) Corporate social responsibilities	5
	c) Strength of audited financial statements	5
4.	Addressing Kiyanzi facility environment issues	5
	TOTAL	/100

N.B: These criteria will be considered to the bidder who will fulfil the required documents in article 4 above.

13.7. Only the technical Bids that will have scored **at least [70 %]** will be qualified for consideration of the financial proposals.

13.8. Qualified Bidders shall be officially informed. Such communication will indicate the date, time and place set for the opening of the Financial Proposals of the qualified Bidders.

13.9. The Financial Proposals of Bidders which have not qualified technically shall be returned to the Bidders concerned without being opened.

14. EVALUATION OF THE FINANCIAL PROPOSALS

14.1. The opening of the Financial Proposals shall be conducted by the bid evaluation committee: The weights given to the technical and Financial Proposals are:

$$T = \text{_____} 0.7], \text{ and}$$

$$F = \text{_____} 0.3$$

14.2. The facility shall be leased to the Bidder whose bid has been deemed the most competitive and has met all tender conditions, **subject to meeting MINICOM reserve price.**

14.3. MINICOM reserves the right to negotiate with qualified Bidders to improve their financial proposals.

14.4. The operations effected during the session shall be noted in minutes describing notably the procedure followed, the number of Financial Proposals opened, and the financial consideration amount offered.

15. OVERALL ASSESSMENT AND AWARD OF KIYANZI FACILITY

15.1. The overall assessment will combine the technical proposal score and financial proposal.

15.2. The Bidder who successfully passes the Technical Proposal Assessment (at least [70 %]) and has the highest Financial Proposal will be successful Bidder, subject to meeting MINICOM reserve price.

15.3. MINICOM reserves the right to reject all Bids if no Bid is satisfactory or if no Bids meets the reserve price.

16. NOTIFICATION OF AWARD

Following the selection of the preferred Bidder, the preferred Bidder will be notified of the official decision to be awarded the right to operate Kiyanzi facility.

17. EXECUTION OF TRANSACTION DOCUMENTS

- 17.1. Following notification of award to the successful Bidder, MINICOM, and the successful Bidder shall negotiate and enter into the Management agreement, and any other required agreement concerning the PPP arrangement for the lease, management and development of the Kiyanzi facility.
- 17.2. If the Successful Bidder fails to enter into the relevant agreements referred to above, this failure shall constitute sufficient grounds for annulment of the award and forfeiture of the Bid Security. MINICOM may, in its discretion, award the management rights of KIYANZI FACILITY to the second ranked Bidder.

18. AMENDMENT OF THE BIDDING DOCUMENTS

- 18.1. The Bid evaluation committee may, at any time, amend the conditions and rules set forth in the bidding documents. Such amendments may be affected not less than ten (10) working days prior to the deadline for submission of the Bids.
- 18.2. In order to give potential Bidders, the time necessary to take into consideration any amendments or clarifications, MINICOM may postpone the deadline.

19. CONFIDENTIALITY

- 19.1. The information provided in the Bidding documents as well as all the documents of the Bidding documents are confidential. The potential investors and their representatives shall not broadcast them or reveal their contents to third parties, whether or not they actually submit a Bid.
- 19.2. The potential investors guarantee that any possible partners they may contact shall comply with this obligation.

20. RIGHTS RESERVED

- 20.1. MINICOM reserves the right not to select any of the companies that have submitted a Bid and not to provide any reason(s) thereof.
- 20.2. The Bidder is responsible for appraising the information provided and gathered in the context of this tender for bids, and is solely responsible for any conclusions it may draw therefrom.

EXHIBIT 1: MODEL LETTER OF APPLICATION

Date: _____

[Bidder's Head-Note]

Re: Tender for private manager to operate Kiyanzi Facility.

To: Permanent Secretary

Dear PS,

Having carefully examined the Request for Proposals, including the Annexes, the receipt of which is hereby acknowledged, we, the undersigned, hereby tender in our Bid to manage and operate Kiyanzi, in accordance with the Request for Proposals.

We agree to abide by this Bid, which consists of the Eligibility Requirements Documents, the Technical Proposal and the Financial Proposal (each as defined in the Request for Proposals), which will remain valid during the entire Bid validity period as set forth in the Request for Proposals, and it shall remain binding upon us and may be accepted by you at any time before the expiration of that period.

If our Bid is accepted, we undertake to finalize in good faith and execute the management agreement and any ancillary agreements thereto without any reservation or limitation, in conformity with the Request for Proposals, as soon as possible after the notification of award.

Until a formal management agreement is prepared and executed between us, our Bid, together with your written acceptance thereof and your notification of award, shall constitute a binding contract between us.

We understand that you are not bound to accept any Bid you may receive.

We acknowledge and agree that MINICOM will not be responsible for any errors or omissions on our part in preparing this Bid, and we hereby irrevocably undertake to indemnify MINICOM fully in connection therewith.

We are responsible for any and all costs, expenses and losses incurred in the preparation and submission of our Bid. MINICOM shall not compensate us for any such costs, expenses or losses regardless of the outcome of the bidding process.

[signature]

In the capacity of _____ *[position]*

Authorized to sign this Bid Application for _____ *[name of Bidder]*

EXHIBIT 2

BIDDER INFORMATION FORM

[The Bidder shall fill in this Form in accordance with the instructions indicated below. No alterations to its format shall be permitted and no substitutions shall be accepted.]

Date: *[insert date(as day, month and year) of Bid*

Submission]

tender notice]

Tender No.: *[insert number of*

1. Bidder's Legal Name <i>[insert Bidder's legal name]</i>
2. Bidder's Country of Registration: <i>[insert actual country of registration]</i>
3. Bidder's Year of Registration: <i>[insert Bidder's year of registration]</i>
4. Bidder's Legal Address in Country of Registration: <i>[insert Bidder's legal address in country of registration]</i>
5. Bidder's Authorized Representative Information Name: <i>[Insert Authorized Representative's name]</i> Address: <i>[Insert Authorized Representative's Address]</i> Telephone/Fax numbers: <i>[Insert Authorized Representative's telephone/fax numbers]</i> Email Address: <i>[Insert Authorized Representative's email address]</i>
6. Please attached Bidder's company certificate of incorporation and full information memorandum, including list of all shareholders and company directors.

2. BIDDERS

2.1. Form of Bidder

2.1.1. Bidders may not change their composition from the time of their submission of their Bid to MINICOM, without the prior written consent of MINICOM. In application of the foregoing:

- (a) a single legal entity Bidder may not transform itself into a Consortium;
- (b) a Consortium may not add or subtract members; and
- (c) a Consortium may not change its Lead Member,

without the prior written consent of MINICOM

2.1.2. MINICOM shall be entitled to withhold its consent if it considers that the proposed change would constitute a material deviation

Consortium Agreement

2.1.3.A Bidder in the form of a Consortium shall submit its Consortium agreement, signed by the legal representatives of all its members. The Consortium agreement shall contain at least the following information:

- (i) each member's binding commitment to the Consortium;
- (ii) identification of the member that will assume the role of Lead Member on behalf of the other members;

irrevocable power for the Lead Member to represent the Consortium and bind all its members in connection with the Bidding Process

EXHIBIT

3

MODEL FINANCIAL PROPOSAL LETTER

NB: This letter is the sole document constituting the Financial Offer. It must be completed by all Bidders in conformity with the model below.

[Bidder's Head-Note]

Re: Tender for Leasing Kiyanzi facility – Financial Offer
To: Ministry of Trade and Industry (Full address)

Dear,

In the scope of the tender documents issued by MINICOM dated....., for the lease of **Kiyanzi facility**

Having carefully examined the Request for Proposals, including the Annexes, the receipt of which is hereby acknowledged, we, the undersigned, hereby offer [(.....*Insert Amount in Words.....*) (RWF.....*Insert Amount in Figures.....*)] as financial consideration for the leasing of **Kiyanzi facility**. In addition to that, income and expenditures statement or profit and loss account indicating the profitability of the business is annexed to this form.

We undertake to pay this sum in Rwanda Franc within [(*Insert time period for payment*)] following notification of award and signature of the asset lease, manage, and develop agreement.

We acknowledge and agree that the Government of the Republic of Rwanda will not be responsible for any errors or omissions on our part in preparing this bid, and we shall indemnify the Government of the Republic of Rwanda fully in connection therewith

Yours faithfully,

[signature]

In the capacity of _____ [position]