



Memorandum of Information
Selection of Consultant to Undertake
Urban Planning, Infrastructure and
Architectural Design Services

KINYINYA HILL, REPUBLIC OF RWANDA





FOREWORD

“Rwanda is a forward-looking country which seeks to increase the prosperity of its people while safeguarding its natural environment. The project to develop Green City Kigali forms part of a broader strategy for achieving sustainable green growth, which includes the development of a national spatial masterplan together with an updated masterplan for the capital city.

Our ambition for Green City Kigali is for it to become a transformative project which will support systemic and sustainable change that will have a significant impact on the pattern of urban development throughout the country. It will contribute to delivery of the UN 2030 Sustainable Development Goals together with the country’s climate change commitments.

The following are among our objectives for this important project:

- **Provides adequate and affordable housing and improved living conditions for all:** As part of the government’s strategy to help raise the living standards of its citizens, Green City Kigali will provide a range of housing types and will be accompanied by a number of regulatory and financial measures aimed at delivering affordable housing for all.
- **Resilient and climate change ready:** The design of Green City Kigali will create a settlement which is both resilient and climate change ready.
- **Adopts a twin-track approach to urban growth:** Green City Kigali will avoid the issue of urban sprawl so frequently encountered in rapidly growing cities, by creating a planned city extension which increases the supply of affordable housing while promoting the principle of neighbourhood upgrading to improve the living conditions of its existing residents.
- **Promotes social cohesion, equality and inclusion:** Green City Kigali will create an accessible mixed-use community and will be provided with all necessary public services including public open space to help promote social cohesion, equality and inclusion. The settlement will target a diverse mixture of income groups including lower income households.
- **Promotes sustained and inclusive economic growth:** Green City Kigali will seek to create opportunities for training and employment enabling people to live healthy, productive, prosperous and fulfilling lives.
- **Promotes environmentally sustainable urban development:** Green City Kigali will work within the capacity of the site using natural systems wherever possible, while maximising the use of non-motorised transport such as walking and cycling.

Ultimately, Green City Kigali will play an important role in demonstrating how well-designed cities can help to deliver social and economic development together with environmental sustainability to meet the needs of present and future generations.”

Hubert Ruzibiza
Chief Executive Officer
Fonerwa, National Environment Fund

LIST OF ABBREVIATIONS

‘Mol’	Memorandum of Information which refers to this document. This provides background to the project and procurement process to select an Urban and Architectural Design Consultant (UADC) to undertake Urban, Infrastructure and Architectural Design Services relating to the proposed Green City Kigali project, Rwanda.
‘Applicant’	An entity or an association of entities (Joint Venture) wishing to be considered for the Design Competition and Tender phase and subsequent Contract opportunity.
‘Application’ ‘PQD return’	The document that must be submitted by Applicants wishing to be considered for the Contract opportunity in response to the requirements of the Prequalification document.
‘BMZ’	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung - the Federal Ministry of Economic Cooperation and Development, Germany.
‘FONERWA’	Rwanda’s Green Fund.
‘GCF’	The BMZ Green Climate Fund Readiness Programme
‘GCK’	The proposed Green City Kigali project, Rwanda
‘GoR’	Government of Rwanda
‘ICB’	International Competitive Bidding as outlined in KfW19 Procurement Guidelines
‘Information provided’	All information disclosed to Applicants by the PEA [FONERWA], its Joint Venture Partners, or its Advisers in order for them to formulate and prepare their Pre qualification Application
‘JV’	Joint Venture - an association with or without a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Employer for the performance of the Contract.
‘KfW’ ‘KfW19’	Kreditanstalt für Wiederaufbau - the German state-owned development bank January 2019 Guidelines specifying KfW Development Bank’s requirements for the Procurement of Consulting Services, Works, Plant, Goods and Non-Consulting Services in Financial Cooperation with Partner Countries www.kfw-entwicklungsbank.de/PDF/Download-Center/PDF-Dokumente-Richtlinien/Vergaberichtlinien-2019-Englisch-Internet_2.pdf
‘PEA’	Project Executing Agency - the entity in charge of implementing a project, which directly or indirectly receives funds made available under the KfW Funding Agreement. FONERWA are the PEA for the Green City Kigali project, Rwanda.
RfP	Request for Proposal to be issued to Bidders selected to participate in the Design Competition and Tender phase.
‘RIBA Competitions’	The Competitions team at the Royal Institute of British Architects, as appointed to assist SWECO in the management of an international design competition to select a Lead Consultant to undertake Urban, Infrastructure and Architectural Design Services relating to the proposed Green City Kigali project, Rwanda.
‘PQD’	Prequalification document outlining the requirements that prospective Applicants must follow to be considered for the Tender phase and subsequent contract opportunity. The PQD must be read in conjunction with this Mol document.
‘SWECO’	SWECO Group - the consortium appointed to oversee preparation of the Feasibility Study and Implementation Framework for the proposed Green City Kigali project, Rwanda.

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1. INTRODUCTION

The 'Green City Kigali' project (GCK) is an initiative, backed by the Government of Rwanda, to develop a model community in the 600ha Kinyinya Hill area of the Capital City, Kigali, to serve as a showcase and establish new standards for sustainable urban development, which can be replicated elsewhere in Rwanda and beyond.

This Memorandum of Information (MoI) should be read in conjunction with the accompanying Prequalification document (PQD) which describes the full procurement requirements relating to the selection of an Urban and Architectural Design Consultant (UADC) to undertake urban planning, infrastructure and architectural design services relating to the GCK project.

In case of any ambiguities between this MoI and the PQD stipulations as written in the PQD prevail.

November 2019

2. OVERVIEW OF THE PROCUREMENT PROCEDURE

Through German Development Cooperation, Rwanda's Green Fund (FONERWA), secured funding via the KfW Development Bank to prepare a feasibility study and conduct an international design competition and tender process to select a consultant organisation to undertake urban planning, infrastructure and architectural design services associated with the GCK project.

In its role as the Project Executing Agency (PEA), FONERWA appointed SWECO GmbH to undertake this work. RIBA Competitions was subsequently appointed to support SWECO with the management of the procurement process to select the lead consultant for the GCK project. The procurement process is organised in two phases:

Phase 1: Prequalification

At the Prequalification phase, Applications are sought from prospective applicants in accordance with the requirements outlined in this Memorandum of Information and accompanying Prequalification document. The Applications will be used to select a **short-list of up to 5 suitable Applicants** to proceed to the Invitation to Bid phase.

Phase 2: Invitation to Bid

Shortlisted Applicants (Bid teams) will be invited to develop masterplan proposals in response to the requirements of the Request for Proposal (RfP) document together with an accompanying Tender return. A site visit and briefing session for Short-listed Bid teams will be held in Kigali at the beginning of the design phase. The competition will require shortlisted Bid teams to:

- Prepare **illustrative masterplan** proposals for development of the 600ha Kinyinya Hill site including land use strategies associated with pedestrian/vehicular movement, public open space, sustainability etc.
- Prepare **visualisations and associated drawings** to illustrate four character-areas within the development.
- Prepare a **concept masterplan** (to include housing typologies) for an 18ha parcel of land, the boundaries of which will be identified in the competition brief.
- Prepare a **design report** to expand upon the material presented above.

In addition to the above, short listed bid teams will be invited to submit an accompanying **Tender return** for delivery of the post-competition Contract, which will include the development of a **Concept Masterplan** for the 600ha site together with the development of a **Detailed Masterplan** and associated **Construction Stage Information** for a demonstrator project of approximately 18ha. The Short-listed Bid teams will be invited to present their design proposals to the Adjudication Panel at a final interview to be held in Kigali in April 2020.

3. PROJECT BACKGROUND

Rwanda has seen significant economic development in recent years. Long-term vision, good governance and economic growth have made it increasingly attractive to foreign investors and eco-tourism is flourishing.

However, Rwanda's future socio-economic development is uncertain as its population grows and the climate changes, causing pressure on land, water, food and energy resources. Rwanda has the highest population density in Africa, and the population is growing at 2.8% per year. It is predicted that the population will more than double from 11 million today to 26 million by 2050, with a population density of 987 people per square kilometre. Urbanisation is increasing, at 4.4% per year, with over 1 million people living in the capital city, Kigali. As pressure on the land increases, urbanisation will increase, and urban centres will expand. If this urbanisation is properly managed and coupled with industry and services, it can be an instrument for wealth creation. Alternatively, there is a risk of urban slums developing and creating associated health and social problems. Job creation, education, health care and social protection are all needed to address population growth, while urban areas must be high density and resource efficient to support a growing skilled workforce.

According to the National Strategy on Climate Change and Low Carbon Development¹ (Green Growth and Climate Resilience) published in October 2011, there are a few 'big wins' that if implemented, will make a significant impact on adaptation, mitigation and economic development and are likely to produce the greatest return on investment for Rwanda as they impact the whole economy in the long term. High density walkable cities have been identified as one of the three big wins, as the growing population and increasing urbanisation will result in an increase in urban area in Rwanda. If this is not achieved in a high-density manner, Rwanda will face unprecedented levels of urban sprawl, partly due to hilly terrain. This forces people to travel greater distances than necessary, with motorised transport resulting in greenhouse gas emissions and air pollution.

Environmentally sustainable, climate resilient and green economic growth is an established development priority of the Government of Rwanda. Since 2005, Rwanda has worked to operationalise a sustainable financing mechanism in order to achieve these objectives, known as the Environment and Climate Change Investment Fund; FONERWA². As a national basket fund, FONERWA is both an instrument to facilitate direct access to international environment and climate finance, as well as to streamline and rationalise external aid and domestic finance. The fund invests in the best public and private projects that have the potential for transformative change and that align with Rwanda's commitment to building a strong green economy.

The National Urbanisation Policy³, published in 2015, advocates for an integrated urban planning and management in order to achieve resource efficient and compact growth. It further underlines the efficient use of land and strategic investment phasing based on green economic development principles. The Economic Development and Poverty Reduction strategy⁴, published in 2013, includes a priority on green urbanization involving six secondary cities. The strategy also promotes a "green economy" approach to economic transformation which favours the development of sustainable cities and villages. Key innovations include piloting a green city and attracting investors in green construction, and the Government of Rwanda intends to enhance these innovations by reinforcing partnerships that are crucial to implementing the Green City Kigali project.

Ultimately, the Green City Kigali project is expected to serve as an urban development model that links affordable housing with climate change adaptation and mitigation measures and sets standards for similar sustainable urban developments in Rwanda.

1 <https://cdkn.org/wp-content/uploads/2010/12/Rwanda-Green-Growth-Strategy-FINAL1.pdf>

2 <http://www.fonerwa.org/>

3 http://www.mininfra.gov.rw/fileadmin/user_upload/Rwanda_National_Urbanization_Policy_2015.pdf

4 http://www.minecofin.gov.rw/fileadmin/templates/documents/NDPR/EDPRS_2.pdf

4. PROJECT PRINCIPLES

The vision for the Green City Kigali project is to deliver a compact mixed-use development which meets the objectives of Sustainable Development Goal 11⁵ and is inclusive, safe, resilient and sustainable. The masterplan will reflect the following principles:

1. Provide affordable housing for all: Housing options will be provided for all income groups that will begin to address the shortage of affordable housing in Kigali, combining innovative purchase options together with low construction costs. Existing settlements will be upgraded, and densities increased.

2. Help to build a strong sense of community: The city will comprise a series of neighbourhoods and districts each with its own distinctive character together with a high-quality public realm that will encourage social interaction.

3. Support the development of a vibrant local economy: Green City Kigali will feature a mix of uses and facilities enabling residents to live and work within the city, maximising the opportunities for start-ups and small to medium sized enterprises.

4. Be well-connected and pedestrian friendly: The city will connect with the local transport network, while reducing the need for and impact of motorised vehicles. Compact, mixed-use planning will help create walkable neighbourhoods while pedestrians and cyclists will enjoy a network of shaded routes throughout the city.

5. Utilise local labour, skills and materials: The construction of Green City Kigali will be used as an opportunity to train a skilled workforce, utilising local labour and local materials wherever possible thereby maximising the benefit to the local economy while minimising environmental impact.

6. Adopt passive design strategies together with the use of natural systems: The design of the city will maximise the use of passive design strategies and create a pathway to a net-zero future, working within the sites natural capacity while maximising the use of natural systems such as sustainable urban drainage, rainwater harvesting, sewerage treatment, waste recycling, energy production etc.

7. Work with nature in all its forms: The layout of the city will work with the natural topography of the site, safeguarding its natural water resources while protecting and enhancing its ecosystem and biodiversity.

8. Be resilient and climate ready: Green City Kigali will adopt a range of strategies to mitigate climate change effects such as increased temperatures and water scarcity.

9. Adopt a SMART city concept: The city will make use of ICT and SMART City technology to enhance the convenience and safety of residents while supporting the development of a knowledge-based economy.

10. Complete at every stage: At each stage in its development, Green City Kigali should be complete within itself and should not be reliant on future phases.

11. Provide a catalyst for change in Kigali and beyond: Green City Kigali will create an exemplar which will set new standards in urban design and in the design of its buildings.

⁵ <https://www.un.org/sustainabledevelopment/cities/>

5. PROJECT SITE

The site for the Green City Kigali project is situated in an area known as 'Kinyinya Hill', located approximately 6.5km to the north-east of Kigali's central business district.



Figure 1, Location plan showing proximity to Kigali CBD, (red circle = 5 km radius)

The GCK site is defined by the topography of a typical hillcrest together with its surrounding wetlands, with a total area of approximately 600ha. The wetlands at the foot of the hill lie at 1,390m above sea level, rising to 1,495m at its highest point. Slopes at the base of Kinyinya Hill of 20-30% are common (and in some areas exceed 40%), with slopes of 10-20% along the flanks, which flatten out to 10% or less around the hilltop.

The site comprises areas of vacant developable land, a sizeable government-owned forested parcel, agricultural land together with existing housing communities and neighbourhood centres.

Approximately one-third of the total site area is in the ownership of either the Rwanda Social Security Board (RSSB), or in the case of the ecologically significant 70ha former Deutsche Welle Radio compound, the Government of Rwanda. The latter occupies the relatively flat crest to Kinyinya Hill, comprising a high number of mature trees and is home to more than 50 species of birds and other animals rarely seen in proximity to the capital.

The RSSB site to the west of the Deutsche Welle compound is an inclined area of 130ha on the southern slope of the hill, which will be the location of the 18ha demonstrator project.

To the south of the Deutsche Welle compound lies the moderately sloping 13ha proposed plot for the CACTUS development, which is to be built by HORIZON (one of the largest construction contractors in Rwanda). An existing social housing scheme, occupying approximately 11ha, lies on the northern slopes of the hill, and in common with much of the current housing on Kinyinya Hill comprises single-storey buildings.

The remaining areas of the GCK project site are characterised by rural housing settlements which are in urban transformation and informal settlements situated north of the RSSB site. Agriculture is still generally common and mining of clay with associated brick production occurs on the northern foot of Kinyinya Hill adjacent to the wetland.

The 2013 Kigali City Masterplan is currently being revised and the 2019 Masterplan is due for publication by the end of the year. A public exhibition of the emerging proposals has already taken place⁶. The Green City Kigali project is recognised within the new masterplan as a priority area for future development and a Framework Plan is currently being prepared which will be made available to shortlisted bidders upon commencement of Phase 2.



Figure 2, Demarcation of Green City Kigali project boundary



Figure 3, Demarcation of 10m contours and wetlands

⁶ https://drive.google.com/file/d/1Y12GS9dQC6KlqjLs5Q_malw4gFd4giF/view?fbclid=IwAR2KYR233mPBM-HszqojHqBG4jiViTTbL_ONPoKo34Qlr8mAySifvAfAYrkg

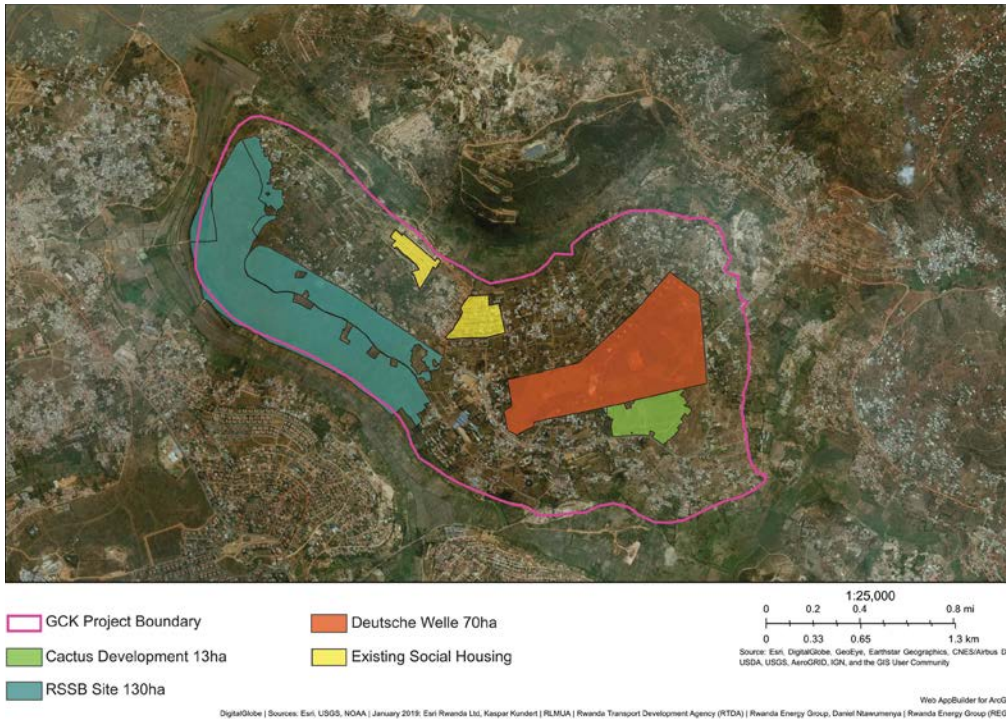


Figure 4, Demarcation of notable sites

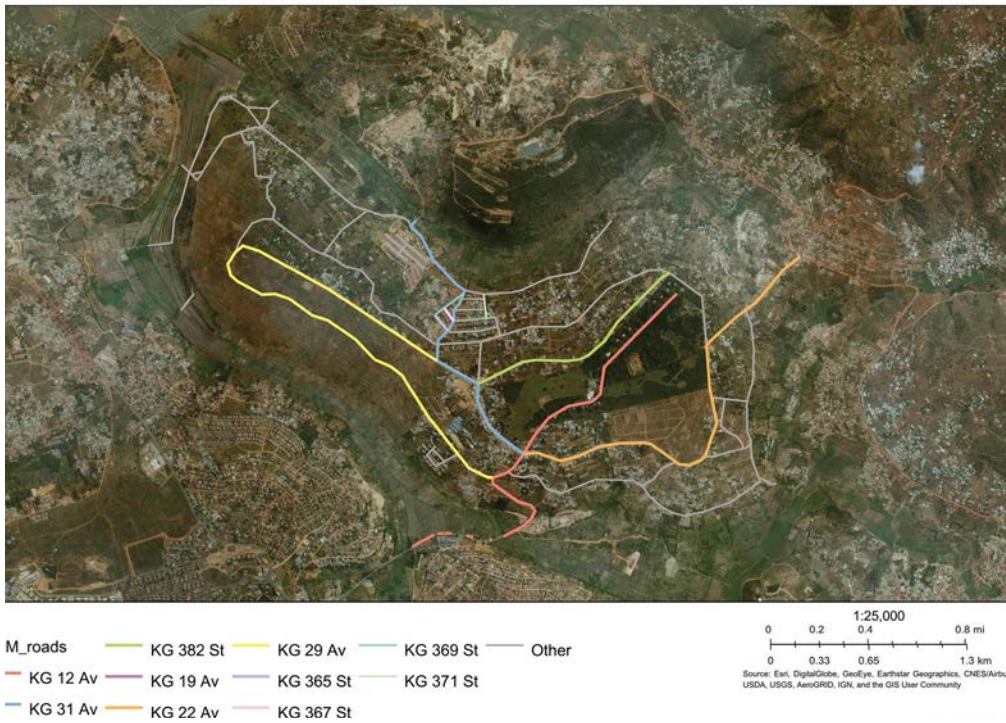


Figure 5, Local road network ('K' classified)



Figure 6, View from the RSSB site, looking south



Figure 7, View looking eastwards along the hillcrest



Figure 8, View looking west along hillcrest road



Figure 9, Northern boundary of Deutsche Welle site



Figure 10, Existing bus terminus and informal bike-taxis



Figure 11, View of existing neighbourhood centre



Figure 12, Local housing (I)



Figure 13, Local housing (II)



Figure 14, Local housing (III)



Figure 15, Local housing (IV)

6. PROCUREMENT TIMETABLE

The Timetable (which may be subject to alteration) for the procurement is as follows:

ACTIVITY	DATE (ESTIMATED)
Prequalification Phase	
Deadline for receipt of Prequalification Applications	Fri. 18 December 2019 14.00hrs (GMT)
Short-listed Bid teams notified	w/c 27 January 2020
Notifications to unsuccessful Applicants	w/c 03 February 2020
Tender / Competition Phase	
Issue of RfP document & Outline Design Brief to Short-listed Participants	w/c 27 January 2020
Site visit & open briefing session for Short-listed Bid Teams	w/c 17 February 2020
Deadline for submission of Final Tenders (with design concepts)	Fri. 27 March 2020
Clarification interview presentations (to be held in Kigali) leading to identification of preferred Bid Team	w/c 20 April 2020
Issue of Intention to Award Contract notifications	w/c 11 May 2020
Confirmation of Contract Award	Date Tbc
Public announcement of result	Date Tbc

The above Timetable is indicative only and the PEA reserves the right to amend the Timetable or extend any period at its discretion. Applicants will be notified of any changes made to the Timetable. Appointment of the preferred team will be subject to approval by FONERWA and the issue of a No-Objection Notice by KfW.

The PEA reserves the right not to proceed beyond the competition stage in the event that no one scheme meets the requirements and aspirations in respect of the GCK project. All honorarium payments will however be paid as indicated.

7. PHASE 1, PREQUALIFICATION

7.1. Prequalification Document & Obtaining Unique Reference Number

In order to be considered for the Green City Kigali project, Applications must be submitted in response to the full requirements of the accompanying Prequalification document (PQD) to which Applicants need to refer. The remainder of this Memorandum of Information comprises a summary of the main provisions contained within the Prequalification document.

Prospective Applicants should obtain editable versions of the Application Forms that must be completed as part of the return, together with a Unique Reference Number (URN). These are obtainable by completing the on-line request form at:

<https://ribacompetitions.wufoo.com/forms/green-city-kigali-project-kinyinya-hill-rwanda/>

Please note that all future correspondence and notifications in respect of the procurement will be issued to the e-mail address entered into the on-line request form. RIBA Competitions will issue a URN [GCK#] to prospective Applicants within two working days of submitting the on-line request form. Applicants should refer to the Submission Requirements stated in the PQD.

Applicants will be selected for Pre-Qualification based solely on the relevance of the project experience and expertise available to them, access to suitable staff and their financial capacity as an organisation (and their partner organisations in a Joint Venture Application).

7.2. Information available to Applicants at the Prequalification phase

The following documents will be made available to Applicants on submission of the on-line request form and checking of the relevant box confirming that the Applicant agrees to treat the supplied information in the strictest confidence:

- Unique Reference Number [GCK#]
- PDF version of the Memorandum of Information (this document)
- PDF version of the Prequalification document
- Editable (Word version) of the Application forms

7.3. Eligibility and Requested Services

The procurement process is seeking to appoint an experienced and suitably qualified Urban and Architectural Design Consultant (UADC) which will be capable of assembling a multi-disciplinary team to prepare a Concept Masterplan for the 600ha Kinyinya Hill area of Kigali, together with a Detailed Masterplan and associated Construction Stage information for the first phase of the new development on an 18ha plot to be used as a demonstrator project.

The competition is expected to lead to the commissioning of the winning design firm in partnership with a Rwandan firm to carry out all urban, infrastructure and architectural design works required for the 18-ha parcel, to tender stage referred to as Phase C of the project.

Activities to be undertaken shall be based on the information provided in the design brief, and full scope of services and contract terms shall be provided to the winning competition entrant at the end of the competition stage. The PEA reserves the right to alter the scope of services here indicated.

Scope of services shall include the following assets:

- i. Masterplan engineering – Concept
- ii. Masterplan engineering – Detailed masterplan

- iii. Continuation of Concept from design competition, Schematic Design, Detailed Design stage and completion of Construction level documents for Architecture, Engineering and Infrastructure.
- iv. Issue for Tender documentation Architecture and Engineering services.

The outcome of the project Phase C will be the construction documentation up to Issue for Tender (IFT) packages and shall comprise for each, as a minimum, the following:

- All Architectural, Engineering and Infrastructure requirements from each discipline including
 - o Master Planning
 - o Architecture
 - o Engineering (all aspects of engineering including civil, structural, mechanical and electrical, façade, fire, etc.)
 - o Project Management – management, cost, schedule and reporting
 - o Project Controls
 - o Document Control
 - o Quality Control
 - o Health and Safety
 - o Land Surveying
 - o Geotechnical Advice
- Coordination between all disciplines
- Phasing plan and Interface strategy
- Sustainability accreditation
- Development control guidelines
- Authorities Approvals
- Program schedule
- Value engineering and improvements
- Risk Register
- Health and Safety
- Quality control
- Technical Specifications
- Bill of Quantities
- Cost estimates
- Procurement plan
- Instructions, deviations, exclusions, adaptations, consents
- Packaging strategy
- Warranties, bonds and insurances
- Studies, surveys and investigations

The Detailed Designs shall reach the standard equivalent to the Technical Design (Stage 4 according to RIBA Design Stages or LP5 according to the German HOAI System).

The UADC can be a single entity organisation, or an association of entities that would be jointly and severally liable to the PEA for the performance of the Contract. The UADC are explicitly encouraged to team up with smaller specialised companies even if these are not able to take over joint and several liability under this contract. In this case these specialised companies shall be considered as Sub-Consultants. References and expert staff as provided by these specialised sub-consultants will be considered in the evaluation of the PQ documents under the conditions of the PQD.

It is expected that the construction value will be at around 57 M EUR. The expected delivery period for the detailed design and tender documents will be approximately 12 months from the UADC's appointment and commencement of work on the GCK project. Potentially the UADC will also have to manage the tender period after delivering of the tender documents in cooperation with FONERWA until award of the works contract.

As per the Prequalification document, Applicants will be required to outline the relevance of their overall experience in the form of reference project case studies, together with identifying the expertise (personnel) available to them as an organisation (or, in the case of a Joint Venture consortium, their constituent members) across the following subject areas:

- Design Directors with experience of managing and leading multi-disciplinary teams for masterplanning projects on a similar scale to the proposed Green City Kigali project
- Individuals with specialist masterplanning experience and record of involvement in projects of relevance to the Green City Kigali project

- Individuals with specialist urban design experience and record of involvement in projects of relevance to the Green City Kigali project
- Senior architects with record of involvement in projects of relevance to the Green City Kigali project
- Architects with record of involvement in projects of relevance to the Green City Kigali project

Record of involvement in projects of relevance to the Green City Kigali project means:

- Experience in working in developing countries and preferably in Rwanda or the East Africa region
- Expertise in sustainable urban planning and building technologies
- Expertise in affordable housing
- Expertise in integrated and green engineering solutions

For details of how to evidence company experience and access to sufficient staff capacities interested Applicants shall consult the PQD.

At the Tender phase, Short-listed Bid teams will be required to assemble a suitably resourced multi-disciplinary design team as would be necessary to fully service the Contract to cover all aspects of the anticipated masterplan design work - including satisfaction of KfW's Environmental, Social, Health and Safety (ESHS) requirements.

It is anticipated that as a minimum, the core design team will need to encompass architectural (to include masterplanning and urban design); landscape; mechanical, electrical and public health; civil and structural engineering; infrastructure; ESHS consultancy and cost management services. Where the Applicant's principal area of operation is remote from Rwanda, there will be an expectation for collaboration with a local partner at the Invitation to Bid (Tender) phase and with whom the UADC organisation would work to deliver the project if successful.

Any organisation that is seeking to be appointed as the Urban and Architectural Design Consultant (or is part of a Joint Venture consortium) may only participate in that Application and may not act as sub-consultants to any other short-listed Applicant organisation. Sub-consultant firms are only to be proposed if their qualifications and/or staff shall be evaluated at the Prequalification phase. In this case a statement will be required that this cooperation between Sub-Consultant and UADC will be on an exclusive basis for this project.

Other sub-consultancy will not be needed to be nominated at this stage.

Full requirements for the Tender phase will be issued to the Short-listed Applicants in the RfP.

No members of the Evaluation Commission, Evaluation Committee (Adjudication Panel), employees of FONERWA, KfW, SWECO, their advisers, or any third party connected to the procurement (including any partners, close associates or employees of them) shall be eligible to compete or assist a participating Applicant.

7.4. Disclaimer

Applicants are responsible for obtaining the information which they consider necessary in connection with the procurement and must form their own judgement on its validity and suitability. Each Applicant must make its own independent assessment after making such investigations. The subject matter of this Memorandum of Information and/or the PQD return shall only have a contractual effect when it is incorporated into the express terms of an executed contract.

Applicants are encouraged to thoroughly read the PQD which provides all relevant instructions and guidance for participating in the Prequalification. In case of any ambiguities in information given in this Mol compared to the PQD, information given in the PQD shall prevail.

The PEA (including its employees, agents, consultants, advisers and representatives) does not make any representations or warranties (express or implied) or accept any liability or responsibility (other than in respect of fraudulent misrepresentation) in relation to the adequacy, accuracy, reasonableness or completeness of the information in the PQD, this Mol or any part the PQD or Mol (including but not limited to, any loss or damage arising as a result of reliance by the Applicant on the information or any part of it).

7.5. Submission Instructions for Applications

Interested Applicants are instructed to follow the General and Special Provisions of the Prequalification as given in the PQD.

7.6. Deadline for receipt of Applications

The deadline for receipt of Applications - which are to be submitted in electronic format - is **14.00hrs (GMT) on 18 December 2019.**

8. APPROACH TO EVALUATION OF PREQUALIFICATION APPLICATIONS

8.1. Evaluation Summary

The Applications submitted in response to the Prequalification document will be used to evaluate and determine Applicants' qualification for inclusion to proceed to the next stage of the procurement process. Applications will be evaluated as outlined in the General Provisions of the PQD (summarised below).

As per General Provision 4.2.1 of the Prequalification document, Applications will be rejected that are deemed not to represent a substantive response to the outlined requirements. Where an Application fails to demonstrate that the Applicant satisfies the financial capability requirements stipulated in PQD Special Provision 4.2.1 or lacks the documents listed below, it shall not be considered to constitute a substantive response:

- Power(s) of Attorney (where required) authorising the representative of the Applicant
- Declaration of Undertaking (PQD, Application Form 1)
- Declaration on Conflict of Interest and on Submitting an Application (Form 2)
- If the Applicant is a Joint Venture, either proof of the existing Association Agreement or a Declaration of Association (Form 3) from each member of the JV confirming the identity of the Lead Consultant
- Financial Capability Statements and required supporting documentation (Form 4)

8.2. Financial Capability

Only those Applicant's which satisfy the PEA's minimum requirements in respect of Financial Capability as per PQD Special Provision 4.2.1 will be eligible to be considered to proceed to the Design Competition and Tender phase.

8.3. Evaluation of Applicants' Experience and Capabilities

Reference should be made respectively to General and Special Provision 4.2.3 and of the Prequalification document for the scoring guide and qualification criteria to be used in the evaluation of Experience and Capabilities.

The Invitation to Bid phase will require Short-listed Bid teams to outline their approach to design and working with the PEA.

9. PHASE 2, INVITATION TO BID

9.1. Supporting Information

It is anticipated that the following information will be issued with the RfP document to Short-listed Bid teams to help them develop their concept Masterplan proposals:

- Baseline information for the site
- Extracts from Green City Kigali Project Feasibility Study
- Extracts from Green City Kigali Project Urban Design Project Handbook
- Scope of Services and Terms of Appointment

9.2. Site visit and briefing session

At the beginning of the Design Competition and Tender phase, Short-listed Bid teams will be invited to attend a briefing session in Kigali, providing an opportunity to visit the Kinyinya Hill site for the Green City Kigali project and to meet key representatives from the PEA and their appointed advisers. The cost of attending the site visit is included in the honorarium.

9.3. Bid Deliverables

It is anticipated that Bid teams will be required to submit the material outlined below as part of the Design Competition and Tender submission.

9.3.1. Design Submission:

The design component of the Tender return will outline the Bid team's approach including its understanding of the PEA's requirements and how it would work with portfolio holders to ensure the successful future delivery of the Green City Kigali project.

A1 Design Sheets:

- Presentation of Illustrative Masterplan proposals for the green, climate-resilient urban development of the 600ha Kinyinya Hill project site
- Prepare visualisations and associated drawings to illustrate four character-areas within the development
- Presentation of Concept Masterplan proposals (to include housing typologies) for the 18ha parcel of land identified as a demonstrator project.

In developing their Masterplan proposals, it is anticipated that Bid teams will need to give due consideration (but not limited) to the following themes:

- The Overarching Vision for the Green City Kigali project
- Site analysis
- Site Utilisation, Land-Use & Density
- Pedestrian & Vehicular Movement
- Place-Making
- Massing & Built Form Typologies
- Landscape & Biodiversity
- Sustainability
- Delivery, Phasing & Futureproofing

Design Report

- Description of the design approach and how the concept masterplan addresses the aspirations for the Green City Kigali project
- Expanding on the narrative themes and material presented on the A1 sheets, with explanatory notes, drawings and sketches
- An outline of proposed team structure, respective roles and responsibilities and key personnel that would be involved in developing the concept masterplan, together with method of proposed working and engagement with the PEA and other stakeholders.

9.3.2. Financial Proposal for Post-Competition Masterplanning Services

Bid teams will be required to submit a Financial Proposal to undertake Urban, Infrastructure and Architectural Design Services relating to the proposed Green City Kigali project, Rwanda. It is anticipated that this will take the form of:

- A lump sum fee (including all expenses and disbursements) to cover the cost of developing the proposals for the 600ha site up to Concept Masterplan detail;
- A lump sum fee (including all expenses and disbursements) to cover the cost of producing a Detailed Masterplan for the 18ha demonstrator project;
- A lump sum fee (including all expenses and disbursements) to cover the cost of producing detailed designs (construction stage information) for the 18ha demonstrator project and their subsequent delivery;
- A resource schedule and breakdown of hourly rates for members of the required Core Design Team.

10. CLARIFICATION INTERVIEWS

Bid teams will be invited to present their proposals to the Adjudication Panel at a clarification interview to be held in Kigali in April 2020. The purpose of the interviews will be to provide Bid teams with an opportunity to explain their proposals as tendered, and to enable Panel members to seek clarification on any issues that are un-clear from their initial appraisal of the submission return.

11. AWARD CRITERIA

The aim of this procurement is for the PEA to select a preferred multi-disciplinary design team on the basis of the Most Economically Advantageous Tender in respect of design, value and potential deliverability. Further details of the Award Criteria will be included in the RfP document issued to Short-listed Bidders, but it is expected that the respective split will be Quality (80%) and Financial Proposal (20%).

The financial component of the Tender return will be evaluated separately by representatives from the PEA, SWECO and/or a Cost Consultant retained by them. The Quality and Financial Proposal scores for each tendering Bid team will then be aggregated to determine the preferred Bidder.

12. EVALUATION COMMITTEE (ADJUDICATION PANEL)

The Adjudication Panel (subject to change) that will evaluate the Design Competition submissions is expected to comprise:

PANEL MEMBER	AFFILIATION
Mr. Martin Rein-Cano	Founder, Topotek1, Germany
Dr Manilo Michieletto	Dean, School of Architecture and Built Environment, University of Rwanda
Mr Harouna Nshimiyimana	Rwanda Housing Authority
Mr Peter Oborn	Peter Oborn Associates, United Kingdom, acting as the RIBA Architect Adviser
Ms Anett-Maud Joppien	Technical University of Darmstadt, Germany; Chair of Architectural Design / Energy- and technology concepts
Mr. Paul Finch, OBE	Commission of the Built Environment, World Architectural Festival
Panel Member #7	TBC
Panel Member #8	TBC

An updated list of panel members shall be communicated to applicants.

Members of the Adjudication Panel must not be solicited for information as doing so would be a cause for disqualification from the Prequalification process.

A representative from RIBA Competitions will not score but will attend the clarification interview meetings to document the selection process and provide procedural support.

The Adjudication Panel will be provided with advisory assistance from PEA representatives, SWECO and/or other consultants employed by the PEA. In the event of a Panel member being unable to continue to act through illness or any other cause, the PEA, in consultation with RIBA Competitions, reserves the right to appoint an alternative Panel member.

13. HONORARIUM

Each Short-listed Bid team that makes a design submission and complies with the Tender requirements will each receive an honorarium payment of €50,000 as a contribution towards the cost of preparing and submitting the concept masterplan proposals, of attending the site visit briefing session and the clarification interview presentations.

Honorarium payments will be paid direct to the Consultant firm leading each Bid team by the PEA in Euros. The PEA will undertake to make the honorarium payments within 30 calendar days of the date of the presentation interviews. No payments will be made in respect of the Prequalification phase.

14. POST-PROCUREMENT COMMITMENT & APPOINTMENT

The Urban and Architectural Design Consultant will need to form their own independent view of the resourcing requirements to provide the Urban Planning, Infrastructure and Architectural Design Services relating to the Green City Kigali project, and team-up with consultants from other required design disciplines as appropriate. There will be a single appointment between the PEA (FONERWA) and the UADC organisation rather than multiple appointments. The UADC organisation will be responsible for the performance of all other sub-consultants from other design disciplines. On appointment, and if not already in place, the Lead-Consultant firm will be required to have in place Professional Indemnity Insurance cover of €5.0M (as a minimum) in respect of the Green City Kigali project to cover all aspects of the masterplan design work.

The PEA's intention is to appoint the winning Consultant firm to develop their design proposals until complete tender documents for the tender of a Design and Built Contract of the 18ha pilot project based on the Detailed Designs to be prepared by the winning UADC organisation.

The PEA will, however, reserve the right not to proceed with the procurement in the event that no one scheme meets the requirements and aspirations set for the Green City Kigali project, but all honorarium payments as indicated will be awarded.

15. PUBLICITY

Applicants and participating bid teams will be required to maintain confidentiality throughout the procurement process and not identify themselves; the names of Short-listed Bid teams; or the names of successful or unsuccessful Bidders; or release any design proposal images etc. to any third parties or media outlets until after an official announcement has been made, and/or any related embargoes/mandatory standstill periods have elapsed. Once any anonymity restrictions or embargoes have been lifted, authors of all proposals will be duly credited and recognised in all associated media publicity.

16. ENQUIRIES

Applicants should refer to General Provision 2.5.1 and Special Provision 2.5.1 of the PQD for the means and latest date to submit requests for clarifications relating to the Prequalification Application.



“Green City Kigali will set new standards for sustainable urban development in Rwanda. It will serve as a catalyst for change in Kigali and beyond.”

Hubert Ruzibiza,
Chief Executive Officer, Fonerwa
Rwanda’s National Environment Fund

