COPCOM

REQUEST FOR PROPOSALS (RFP)

TENDER DOCUMENT FOR THE SELECTION OF A SERVICE PROVIDER TO MANAGE AND OPERATE COPCOM'S PARKING FACILITY

Contents

INVITATION TO TENDER 3

Management and Operation of the COPCOM Parking Facility 3

PART I: INTRODUCTION AND GENERAL INFORMATION 4

1. Background and Introduction 4

1.1. Background of COPCOM 4

1.2. Purpose of the Request for Proposals 4

1.3. Objectives of the Assignment 4

1.4. Scope of the Assignment 5

1.5. Duration of the Contract .....

1.6. Eligibility to Participate .....

COOPERATIVE POUR LA PROMOTION DES COMMERCANTS DE MATERIELS DE CONSTRUCTION
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1.7. Language of the Proposal 5

1.8. Cost of Preparing a Proposal.....5

PART II: INSTRUCTIONS TO BIDDERS 6

2.1. General Instructions.....6

2.2. Contents of the Proposal 6

2.2.1. Administrative and Eligibility Documents 6

2.2.2. Technical Proposal.....6

2.2.3. Financial Proposal.....7

2.3. Submission of Proposals 7

2.4. Deadline for Submission 8

2.5. Clarification of the RFP 8

2.6. Site Visit and Inspection of the Parking Facility 8

2.7. Validity of Proposals 9

2.8. Modification or Withdrawal of Proposals 9

2.9. Opening of Proposals 9

2.10. Confidentiality and Conflict of Interest 9

2.11. Clarification during Evaluation 9

2.12. Reservation of Rights 10

PART III: TERMS OF REFERENCE AND SCOPE OF SERVICES 10

3.1. Assignment Title 10

3.2. Purpose of the Assignment 10

3.3. General Responsibilities of the Service Provider 10

3.4. Detailed Scope of Services 11

3.4.1. Management of Daily Parking Operations 11

3.4.2. Revenue Collection and Financial Accountability 11

3.4.3. Staffing and Supervision 12

3.4.4. Security and Safety 12

3.4.5. Cleanliness and Maintenance..... 13

COOPERATIVE POUR LA PROMOTION DES COMMERCANTS DE MATERIELS DE CONSTRUCTION
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3.4.6. Customer Service and Complaint Handling 13

3.5. Equipment, Tools, and Technology 13

3.6. Reporting and Recordkeeping 14

3.7. Performance Monitoring 15

3.8. Deliverables..... 15

3.9. Responsibilities of COPCOM 16

3.10. Mobilization and Commencement of Services 16

PART IV: BID EVALUATION AND SELECTION 16

4.1. General Evaluation Principles 16

4.2. Evaluation Stages 17

4.3. Preliminary Examination 17

4.4. Technical Evaluation 17

4.4.1. Relevant Experience (20 Points) 18

4.4.2. Operational Methodology (25 Points) 18

4.4.3. Staffing and Supervision (15 Points) 18

4.4.4. Revenue Management and Accountability (15 Points) 18

4.4.5. Security and Safety (10 Points) 18

4.4.6. Equipment and Technology (10 Points) 19

4.4.7. Customer Service and Performance Monitoring (5 Points) 19

4.5. Financial Evaluation 19

4.6. Verification and Due Diligence 19

4.8. Recommendation for Award 19

4.9. Notification of Results 19

PART V: RESPONSIBILITIES 19

5.4. Responsibilities of the Service Provider..... 19

5.5. Responsibilities of COPCOM 20

5.6. Personnel and Employment Obligations 20

5.7. Equipment and Property 20

COOPERATIVE POUR LA PROMOTION DES COMMERCANTS DE MATERIELS DE CONSTRUCTION
COPCOM
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5.8. Monitoring, Inspection, and Audit 21

5.9. Confidentiality and Data Protection 21

PART VI: TENDER PARTICULARS AND SUBMISSION DETAILS 21

6.1. Tender Particulars 21

6.2. Required Proposal Packaging 22

INVITATION TO TENDER

Management and Operation of the COPCOM Parking Facility

The Coopérative pour la Promotion des Commerçants de Matériels de Construction (COPCOM) invites eligible and qualified individuals, companies, and other legally recognized service providers to submit proposals for the management and operation of its parking facility located at [insert location].

The purpose of this procurement is to select a competent, reliable, and accountable service provider capable of ensuring the efficient daily operation of the parking facility, proper management of parking activities, effective control of revenues where applicable, maintenance of cleanliness and order, and provision of quality services to parking users.

Interested bidders are encouraged to visit and inspect the parking facility on more than one occasion, where necessary, before submitting their proposals. Visits shall be arranged in accordance with the site visit provisions set out in this tender document.

PART I: INTRODUCTION AND GENERAL INFORMATION

1. Background and Introduction

1.1. Background of COPCOM

The Coopérative pour la Promotion des Commerçants de Matériels de Construction (COPCOM) is a cooperative established to promote the interests and activities of traders dealing in construction materials and related commercial activities.

In carrying out its operations, COPCOM manages facilities and infrastructure intended to support its members, customers, visitors, and other users. The effective management of these facilities is important for ensuring orderly operations, appropriate use of available space, accountability, safety, and the provision of reliable services.

COPCOM intends to select a competent service provider to manage and operate its parking facility in a professional, transparent, and efficient manner.

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1.2. Purpose of the Request for Proposals

The purpose of this Request for Proposals (RFP) is to invite eligible bidders to submit technical and financial proposals for the management and operation of COPCOM's parking facility.

The RFP establishes the requirements, responsibilities, evaluation criteria, and contractual conditions that will guide the selection of the successful bidder and the subsequent delivery of the services.

1.3. Objectives of the Assignment

The main objective is to ensure the efficient, secure, accountable, and sustainable management of COPCOM's parking facility. The specific objectives are to:

1. Ensure the orderly and efficient use of available parking spaces.
2. Establish effective systems for managing parking operations and controlling access.
3. Promote transparency and accountability in parking revenue collection and reporting, where applicable.
4. Improve the safety and security of the parking facility, its users, and their property.
5. Maintain cleanliness, order, and appropriate use of the facility.
6. Provide courteous, timely, and professional services to parking users.
7. Establish reliable monitoring, recordkeeping, and reporting arrangements.
8. Protect COPCOM's assets and ensure compliance with applicable laws, regulations, and contractual requirements.

1.4. Scope of the Assignment

The selected service provider shall be responsible for the day-to-day management and operation of the parking facility in accordance with the approved contractual arrangements.

The assignment shall include parking operations, deployment and supervision of personnel, revenue management where applicable, maintenance of cleanliness and order, safety and security coordination, customer service, recordkeeping, reporting, and other related activities necessary for effective operation.

The detailed scope of services is provided in Part III of this document.

1.5. Duration of the Contract

The proposed contract shall have an initial duration of **one (1) year**, commencing on the date of commencement formally to be communicated by COPCOM.

Any extension or renewal shall be subject to satisfactory performance, mutual agreement where applicable, COPCOM's authorization, availability of the necessary approvals, and compliance with applicable procurement requirements.

Renewal shall not be automatic unless expressly provided for in the signed contract.

1.6. Eligibility to Participate

The RFP is open to eligible individuals, companies, and other legally recognized service providers that possess the capacity, experience, personnel, and resources necessary to perform the assignment.

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Bidders must demonstrate that they are legally eligible to undertake the proposed activities and are capable of fulfilling the contractual obligations.

COPCOM may exclude a bidder that submits materially false information, fails to meet mandatory eligibility requirements, or is otherwise ineligible under the applicable laws and procurement requirements.

1.7. Language of the Proposal

All proposals and supporting documents shall be submitted in English or another language expressly authorized by COPCOM in writing.

Where supporting documents are issued in another language, COPCOM may require an appropriate translation.

1.8. Cost of Preparing a Proposal

All costs incurred in preparing, submitting, clarifying, or presenting a proposal shall be borne by the bidder.

COPCOM shall not be responsible for reimbursing any such costs, regardless of the outcome of the procurement process.

PART II: INSTRUCTIONS TO BIDDERS

2.1. General Instructions

Bidders shall carefully read this RFP and ensure that their proposals respond to all applicable requirements. Each bidder is responsible for understanding the nature of the assignment, assessing the resources required, and submitting a complete and realistic proposal.

Failure to provide required information may result in a request for clarification or the rejection of the proposal, subject to the applicable procurement rules and the nature of the omission.

2.2. Contents of the Proposal

Each bidder shall submit a proposal containing the following components.

2.2.1. Administrative and Eligibility Documents

The bidder shall provide:

1. A valid certificate of registration or incorporation.
2. A valid tax clearance.
3. A signed declaration confirming the accuracy of the information submitted and the bidder's willingness to comply with the tender requirements.
4. Any additional eligibility documents expressly required in Part VI.

COPCOM may request additional documents where they are relevant, lawful, and specified or permitted under the applicable procurement rules.

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2.2.2. Technical Proposal

The technical proposal shall describe how the bidder intends to manage and operate the parking facility.

It shall include:

1. **Understanding of the assignment:** The bidder's understanding of COPCOM's requirements and the intended results.
2. **Operational methodology:** Proposed procedures for managing parking spaces, controlling entry and exit, organizing parking activities, and addressing operational challenges.
3. **Staffing and supervision:** Proposed staffing structure, duties, work schedules, supervision arrangements, and relevant qualifications or experience.
4. **Revenue management and accountability:** Proposed procedures for collecting, recording, reconciling, safeguarding, and reporting parking revenue, where applicable.
5. **Security and safety:** Measures for protecting users, vehicles, personnel, equipment, and the parking facility.
6. **Cleanliness and maintenance:** Arrangements for keeping the facility clean, orderly, and operational.
7. **Customer service:** Procedures for handling inquiries, complaints, disputes, and other concerns raised by parking users.
8. **Equipment and technology:** Equipment, tools, communication systems, and technology proposed for effective operations.
9. **Monitoring and reporting:** Proposed records, reports, performance indicators, and reporting frequency.
10. **Relevant experience:** Evidence of previous experience in parking management, facility management, revenue collection, or comparable assignments.
11. **Implementation plan:** Proposed schedule for mobilization and commencement of services.

2.2.3. Financial Proposal

The bidder shall submit a separate financial proposal strictly in accordance with the financial model and concession requirements specified in Part VI.

Under this concession model, the Service Provider shall collect authorized parking fees directly from users and retain operational revenues to cover its operating costs and profit. In return for the right to operate and manage COPCOM's parking facility, the bidder shall quote the proposed monthly concession fee (payable to COPCOM) and/or proposed revenue-sharing percentage.

The Financial Proposal shall:

1. State the proposed payment amount in Rwandan Francs (RWF).
2. Explicitly confirm whether the offered amount is inclusive or exclusive of applicable statutory taxes (e.g., VAT).
3. Provide a clear breakdown explaining the commercial basis and revenue projections supporting the financial offer.
4. Confirm that all operating costs, staff salaries, equipment, ticketing systems, uniforms, and administrative expenses are fully borne by the Service Provider and shall not be charged to COPCOM.

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Note that COPCOM shall not pay any management fee, operational subsidy, or reimbursement to the Service Provider.

2.3. Submission of Proposals

Proposals shall be submitted using the method and to the address specified in Part VI. The proposal shall be submitted before the stated deadline. Proposals received after the deadline may be rejected in accordance with the applicable procurement requirements.

Where separate technical and financial proposals are required, bidders shall submit them separately in accordance with the instructions in Part VI.

2.4. Deadline for Submission

The deadline for submission shall be the date and time stated in Part VI. Bidders are responsible for ensuring that their proposals are received through the prescribed channel before the deadline.

COPCOM may extend the deadline by issuing an official notice or addendum to all prospective bidders. Where an extension is issued, the revised deadline shall apply to all bidders.

2.5. Clarification of the RFP

A bidder requiring clarification of any provision of this RFP shall submit a written request to COPCOM using the contact details specified in Part VI.

Requests for clarification shall be submitted no later than the clarification deadline indicated in Part VI. COPCOM may communicate responses to relevant questions to all prospective bidders without identifying the bidder that raised the question, where appropriate.

Any formal amendment to this RFP shall be made through an official addendum or other authorized written communication. Bidders shall not rely on informal verbal statements as amendments to the tender requirements.

2.6. Site Visit and Inspection of the Parking Facility

Interested bidders are encouraged to visit and inspect COPCOM's parking facility on more than one occasion, where necessary, before submitting their proposals.

The purpose of these visits is to enable bidders to familiarize themselves with the location, layout, access routes, available parking spaces, physical condition, existing parking arrangements, and other operational circumstances that may affect the delivery of the services. Bidders may arrange visits during COPCOM's normal working hours, subject to prior notification to COPCOM and compliance with the applicable access, safety, and security requirements.

Bidders who require repeated visits may arrange additional visits before the submission deadline. All visits shall be coordinated with the designated COPCOM representative to ensure that the facility's normal operations are not disrupted.

During the visit, bidders may observe the parking arrangements and identify relevant operational considerations. Any questions requiring official clarification shall be submitted through the clarification procedure established in this RFP.

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Bidders shall ensure that their visits do not disrupt COPCOM's activities, interfere with parking users, obstruct traffic, or compromise safety and security. Visitors shall comply with all reasonable instructions communicated by COPCOM.

Each bidder shall be responsible for assessing the facility and taking account of relevant operational conditions when preparing its technical and financial proposals. A site visit shall not relieve the successful bidder of its contractual obligations.

The number of visits made by a bidder shall not, by itself, affect the evaluation score. All proposals shall be evaluated against the same published criteria.

2.7. Validity of Proposals

Each proposal shall remain valid for the period specified in Part VI, calculated from the submission deadline. During this period, the bidder shall maintain the validity of its technical and financial offer unless otherwise permitted by the applicable procurement requirements. Any request for an extension of proposal validity and the bidder's response shall be handled in accordance with the applicable rules.

2.8. Modification or Withdrawal of Proposals

A bidder may modify or withdraw its proposal before the submission deadline by submitting a written notice through the same authorized channel used for the original submission.

No modification or withdrawal shall be accepted after the deadline, except where permitted under the applicable procurement requirements.

2.9. Opening of Proposals

Proposals shall be opened on the date, time, and at the location or through the procedure specified in Part VI. The opening process shall follow the applicable procurement requirements and any instructions expressly provided in this RFP.

Where technical and financial proposals are opened in separate stages, financial proposals shall be handled in accordance with the prescribed evaluation procedure.

2.10. Confidentiality and Conflict of Interest

Bidders shall disclose any actual or potential conflict of interest that could affect their ability to perform the assignment impartially and professionally. Information submitted by bidders shall be handled in accordance with applicable confidentiality and procurement requirements.

Bidders shall not engage in collusion, bribery, fraud, coercion, misrepresentation, or any other prohibited conduct. Any bidder found to have engaged in prohibited conduct may be disqualified, and further action may be taken as permitted by applicable law.

2.11. Clarification during Evaluation

COPCOM may request written clarification of information contained in a proposal where permitted under the applicable procurement requirements. A clarification shall not be used to permit an improper material change to the proposal or to give one bidder an unfair advantage over another.

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Bidders shall respond within the deadline stated in the clarification request.

2.12. Reservation of Rights

Subject to applicable law and procurement requirements, COPCOM reserves the right to:

1. Accept or reject any proposal.
2. Request clarification of a proposal.
3. Reject proposals that fail to meet mandatory requirements.
4. Cancel or terminate the procurement process where justified.
5. Amend the RFP through an official addendum.
6. Conduct due diligence on bidders and their references.
7. Negotiate or finalize contractual arrangements where permitted by the applicable procurement procedure.

COPCOM shall exercise these rights in accordance with the applicable legal and procurement framework.

PART III: TERMS OF REFERENCE AND SCOPE OF SERVICES

3.1. Assignment Title

Management and Operation of COPCOM's Parking Facility.

3.2. Purpose of the Assignment

The selected service provider shall manage and operate the parking facility in a manner that promotes efficient use of parking spaces, accountability, safety, cleanliness, customer satisfaction, and protection of COPCOM's assets.

The provider shall carry out the assignment in accordance with the contract, approved operating procedures, applicable laws and regulations, and reasonable instructions issued by COPCOM.

3.3. General Responsibilities of the Service Provider

The service provider shall be responsible for organizing and managing the daily activities of the parking facility.

The provider shall deploy adequate personnel, establish suitable operating procedures, maintain accurate records, supervise staff, and ensure that parking operations are carried out professionally and efficiently.

The provider shall coordinate with COPCOM on operational matters and promptly report incidents, complaints, financial irregularities, damage, safety concerns, and other issues that may affect the facility.

3.4. Detailed Scope of Services

3.4.1. Management of Daily Parking Operations

The service provider shall:

1. Organize and supervise daily parking activities.

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2. Manage the entry, exit, movement, and parking of vehicles.
3. Ensure the orderly use of available parking spaces.
4. Prevent unauthorized occupation, obstruction, or misuse of parking areas.
5. Apply approved parking rules, tariffs, operating hours, and procedures.
6. Assist in managing congestion and resolving routine operational difficulties.
7. Maintain appropriate records of parking activities, where required.
8. Promptly report any operational problems to COPCOM.

The provider shall not introduce new tariffs, unauthorized charges, or material changes to operating rules without COPCOM's prior written approval.

3.4.2. Revenue Collection and Financial Accountability

Under this concession model, the Service Provider shall collect parking fees directly from users at COPCOM's authorized tariffs and retain operational revenues to cover its operating expenses and profit. In exchange for the right to manage and operate the facility, the Service Provider shall pay COPCOM the agreed fixed monthly concession fee specified in the Contract.

The Service Provider shall establish and maintain strict controls over collection, recording, reconciliation, and reporting. Specifically, the Service Provider shall: The provider shall:

1. Collect only authorized parking tariffs and fees approved in writing by COPCOM.
2. Issue valid electronic receipts or POS tickets for every payment received from parking users.
3. Maintain complete, accurate, and tamper-proof daily collection and entry/exit log records.
4. Reconcile daily collections against automated system logs, ticketing records, and POS transaction reports.
5. Remit the agreed monthly concession fee/payment directly to COPCOM's designated bank account on or before the agreed date regardless of actual revenue collected.
6. Submit detailed weekly and monthly operational and revenue summary reports to COPCOM for verification and audit purposes.
7. Maintain supporting documentation for all parking transactions and system records for a minimum of 5 years
8. Fully cooperate with COPCOM or its authorized auditors during financial reviews, system inspections, spot checks, and audits.
9. Immediately report in writing any suspected fraud, illegal collections, ticket manipulation, system tampering, or security breaches.
10. Ensure that revenue collection operations comply strictly with applicable Rwandan tax and financial laws.

Tariff setting remains the sole right and authority of COPCOM. The Service Provider shall not alter tariffs, introduce surcharge fees, or impose unauthorized penalties without COPCOM's express written approval.

3.4.3. Staffing and Supervision

The service provider shall deploy sufficient, competent, and reliable personnel to perform the required services.

The provider shall:

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1. Appoint a responsible supervisor or manager.
2. Assign personnel to appropriate duties and shifts.
3. Ensure that staff report to work on time and remain available during agreed operating hours.
4. Provide staff with appropriate identification, uniforms, and basic work equipment where required.
5. Train personnel on customer service, parking procedures, safety, recordkeeping, and financial accountability where applicable.
6. Supervise staff and monitor their performance.
7. Maintain attendance and duty rosters.
8. Replace personnel who are absent, unsuitable, or unable to perform their duties.
9. Ensure professional conduct and prohibit unauthorized fees, harassment, negligence, and misuse of authority.
10. Ensure compliance with applicable employment, occupational safety, and other relevant legal requirements.

The service provider shall remain responsible for its employees and any authorized subcontractors, subject to the terms of the contract.

3.4.4. Security and Safety

The service provider shall implement reasonable measures to maintain a safe and orderly parking environment.

The provider shall:

1. Monitor parking activities and promptly identify unsafe conditions.
2. Ensure that access routes and designated emergency areas remain unobstructed.
3. Report suspicious activities, accidents, damage, theft, and security incidents.
4. Apply approved procedures for responding to emergencies.
5. Maintain orderly vehicle movement and minimize avoidable congestion.
6. Protect parking equipment, signs, barriers, and other facilities under its operational control.
7. Cooperate with COPCOM, security personnel, emergency services, and other relevant authorities where necessary.
8. Maintain an incident register and submit reports to COPCOM.
9. Comply with applicable health, safety, fire prevention, and environmental requirements.
10. Avoid making unsupported guarantees concerning the security of vehicles or property and clearly follow the liability arrangements specified in the contract.

The service provider shall immediately inform COPCOM of any serious incident that could affect people, property, operations, or the reputation of COPCOM.

3.4.5. Cleanliness and Maintenance

The service provider shall maintain the parking facility in a clean, orderly, and usable condition within the scope of services assigned under the contract.

The provider shall:

1. Keep parking areas and operational spaces clean and free from avoidable obstructions.
2. Ensure that waste is collected and disposed of through approved arrangements.

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3. Identify and report damaged surfaces, signs, lighting, barriers, drainage systems, and other infrastructure.
4. Promptly report maintenance needs and conditions requiring specialized intervention.
5. Undertake minor routine cleaning or maintenance tasks where expressly included in the contract.
6. Prevent unauthorized use of parking spaces and facilities.
7. Avoid undertaking structural repairs or significant works without COPCOM's prior written authorization.

Responsibility for major repairs, capital improvements, and costs relating to the physical infrastructure shall be specified in the contract.

3.4.6. Customer Service and Complaint Handling

The service provider shall promote professional and respectful treatment of parking users.

The provider shall:

1. Provide clear information about parking arrangements and authorized charges.
2. Assist users in locating available parking spaces.
3. Handle routine questions and complaints courteously. 4. Maintain a register of complaints and their resolution.
5. Escalate unresolved or serious complaints to COPCOM.
6. Prevent abusive, discriminatory, or inappropriate conduct by personnel.
7. Ensure that staff do not impose unauthorized charges or penalties.
8. Provide reasonable assistance to persons who require support in accessing or using the parking facility, where practicable and consistent with the facility's arrangements.

3.5. Equipment, Tools, and Technology

The bidder shall identify the equipment, tools, systems, and technology necessary for effective operation of the parking facility.

Depending on the agreed scope, these may include:

- Parking signs and information boards.
- Barriers or access-control equipment.
- Ticketing, receipt, or payment systems.
- Communication devices.
- Staff identification and uniforms.
- Recordkeeping and reporting tools.
- Safety and cleaning equipment.
- Other tools required for the proposed operating model.

The technical proposal shall distinguish between equipment already available at the facility, equipment to be provided by COPCOM, and equipment to be provided by the service provider.

The ownership, maintenance, replacement, and cost responsibility for equipment shall be stated in the contract. No equipment owned by COPCOM may be removed, transferred, or materially altered without prior written authorization.

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3.6. Reporting and Recordkeeping

The service provider shall maintain accurate, complete, and accessible records relating to the assignment.

The minimum reporting requirements shall include:

Daily records

- Parking activities and operational issues.
- Revenue collected, where applicable.
- Staff attendance and duty allocation.
- Incidents, complaints, and other material occurrences.

Weekly reports

- Summary of parking operations.
- Operational challenges and actions taken.
- Outstanding complaints and maintenance issues.
- Financial reconciliation information, where applicable.

Monthly reports

- Summary of operational and financial performance.
- Revenue collection and reconciliation, where applicable.
- Staff performance and attendance.
- Incident and complaint analysis.
- Equipment and maintenance requirements.
- Recommendations for improving operations.

COPCOM may specify additional reporting requirements in the contract, provided that they are consistent with the agreed scope.

All records relating to COPCOM's facility and the services shall be made available to COPCOM or its authorized representatives upon reasonable request and in accordance with the contract.

3.7. Performance Monitoring

COPCOM shall monitor the provider's performance throughout the contract period. The monitoring process may include inspections, review of records, verification of revenue reports, staff performance checks, customer feedback, and assessment of compliance with agreed operating procedures.

Performance shall be assessed against the following indicators, as applicable:

1. Compliance with agreed operating hours.
2. Orderly use of parking spaces.
3. Accuracy and completeness of operational records.
4. Timeliness and accuracy of financial reporting.
5. Compliance with authorized tariffs and collection procedures.
6. Cleanliness and condition of the facility.
7. Responsiveness to complaints and incidents.

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8. Availability and conduct of staff.
9. Timeliness of reporting and corrective action.
10. Compliance with contractual obligations.

Where deficiencies are identified, COPCOM may require the service provider to submit and implement a corrective action plan within a reasonable period. Repeated or serious failures may result in contractual remedies, including termination, in accordance with the contract.

3.8. Deliverables

The service provider shall provide the following deliverables, as applicable to the approved operating model:

No.	Deliverable	Timing
1	Mobilization and implementation plan	Before commencement of operations
2	Staffing structure and duty roster	Before commencement and whenever revised
3	Operational procedures for managing the parking facility	Before commencement
4	Revenue collection and reconciliation procedures, where applicable	Before commencement
5	Daily operational records	Daily
6	Weekly operational reports	Weekly
7	Monthly performance and financial reports, where applicable	Monthly
8	Incident and complaint reports	As incidents occur and in periodic summaries
9	Maintenance and equipment issue reports	As required
10	Corrective action plans	When requested by COPCOM
11	Handover report and return of COPCOM property	At contract expiry or termination

COPCOM may agree with the successful bidder on practical reporting formats and templates before commencement of operations.

3.9. Responsibilities of COPCOM

COPCOM shall, as applicable under the contract:

1. Provide the service provider with authorized access to the parking facility.
2. Communicate the approved parking rules, tariffs, operating hours, and relevant procedures.
3. Identify a representative responsible for contract coordination and performance monitoring.
4. Provide information and documentation reasonably necessary for performance of the assignment.
5. Clarify which equipment and facilities are provided by COPCOM and which must be provided by the service provider.
6. Review submitted reports and communicate material concerns to the provider.
7. Facilitate coordination on issues requiring COPCOM's decisions or authorization.
8. Fulfil any payment, approval, or other obligations assigned to COPCOM under the signed contract.

These responsibilities shall not transfer the service provider's operational obligations to COPCOM.

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3.10. Mobilization and Commencement of Services

The successful bidder shall mobilize its personnel, equipment, and operating systems within the period agreed with COPCOM.

Before commencing operations, the provider shall:

1. Meet with COPCOM's designated representative.
2. Confirm the scope of services and operational arrangements.
3. Submit the implementation plan and staffing arrangements.
4. Confirm the approved tariffs, reporting templates, and revenue procedures, where applicable.
5. Inspect the facility jointly with COPCOM where required.
6. Document the condition of any equipment or property handed over.
7. Resolve any outstanding mobilization requirements identified by COPCOM.

The provider shall not commence activities involving revenue collection or changes to existing operations until the relevant arrangements have been formally authorized.

PART IV: BID EVALUATION AND SELECTION

4.1. General Evaluation Principles

COPCOM shall evaluate proposals in accordance with the criteria and procedures stated in this RFP and the applicable procurement requirements.

The evaluation shall seek to identify a bidder that meets the eligibility requirements and offers a technically sound, operationally practical, and financially appropriate proposal. The same evaluation criteria shall apply to all bidders. Site visits are intended to help bidders prepare informed proposals; the number of visits made shall not, by itself, earn additional evaluation points.

4.2. Evaluation Stages

The proposed evaluation process shall consist of the following stages:

1. Preliminary examination of administrative and eligibility requirements.
2. Technical evaluation of proposals that satisfy the applicable preliminary requirements.
3. Financial evaluation in accordance with the financial method specified in Part VI.
4. Due diligence and verification of relevant information, where appropriate.
5. Recommendation for award and completion of the contractual arrangements.

The evaluation committee shall document its assessment in accordance with the applicable requirements.

4.3. Preliminary Examination

COPCOM shall examine whether each proposal has been submitted on time and includes the mandatory administrative and eligibility documents specified in Part II and Part VI.

The preliminary examination may consider:

- Timely submission.

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- Signed proposal and required declarations. • RDB Certificate
- Tax Clearance.
- Authorization of the person signing the proposal.
- Compliance with mandatory submission instructions.
- Any other mandatory eligibility requirements specified in the tender particulars.

A proposal that fails a mandatory requirement may be rejected, subject to the applicable procurement rules and any permissible clarification or correction procedures.

4.4. Technical Evaluation

Proposals that pass the preliminary examination shall be evaluated using the following proposed technical criteria.

No.	Technical evaluation criterion	Maximum score
1	Relevant experience in parking management, facility management, or comparable assignments	20
2	Understanding of the assignment and proposed operational methodology	25
3	Staffing, supervision, and personnel management arrangements	15
4	Revenue management, internal controls, and financial accountability, where applicable	15
5	Security, safety, incident management, and risk mitigation	10
6	Equipment, tools, and technology proposed for the assignment	10
7	Customer service, performance monitoring, and reporting arrangements	5
	Total	**100**

Minimum technical score: 70 out of 100, subject to COPCOM's confirmation before publication.

Only bidders meeting the confirmed minimum technical score shall proceed to financial evaluation, where the selected procurement method requires a minimum technical threshold.

4.4.1. Relevant Experience (20 Points)

The evaluation shall consider the bidder's demonstrated experience in parking management, revenue collection, facility operations, or similar assignments.

Relevant experience should be supported by contracts, completion certificates, reference letters, or other credible documentation where available.

4.4.2. Operational Methodology (25 Points)

The evaluation shall consider the clarity, practicality, completeness, and suitability of the proposed approach to managing daily parking operations.

The proposal should demonstrate an understanding of the facility's requirements and explain how the bidder will organize activities, control access, address operational challenges, and maintain efficient service delivery.

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4.4.3. Staffing and Supervision (15 Points)

The evaluation shall consider the adequacy of the proposed staffing structure, the experience and suitability of the personnel, duty allocation, supervision, training, and arrangements for staff replacement.

4.4.4. Revenue Management and Accountability (15 Points)

Where revenue collection is part of the assignment, the evaluation shall consider the adequacy of collection procedures, receipts, records, reconciliations, fund transfers, reporting, and controls against unauthorized collections or financial irregularities.

Where the operating model does not assign revenue collection to the service provider, COPCOM shall apply this criterion to the relevant operational and reporting controls or adjust the evaluation criteria before publication.

4.4.5. Security and Safety (10 Points)

The evaluation shall consider proposed measures for maintaining safe operations, protecting users and property, preventing obstruction, responding to incidents, and complying with relevant safety requirements.

4.4.6. Equipment and Technology (10 Points)

The evaluation shall consider the suitability and availability of the proposed equipment, tools, recordkeeping systems, communication devices, and technology.

4.4.7. Customer Service and Performance Monitoring (5 Points)

The evaluation shall consider the bidder's complaint-handling procedures, customer-service approach, performance indicators, reporting arrangements, and mechanisms for continuous improvement.

4.5. Financial Evaluation

Financial proposals shall be evaluated using the financial model and method stated in Part VI.

All proposals shall be compared on a consistent basis, taking account of applicable taxes, payment terms, costs, and other material financial conditions. COPCOM shall not compare bids using different financial assumptions unless the tender document expressly provides a common method for doing so.

4.6. Verification and Due Diligence

COPCOM may verify information provided by bidders, including registration details, references, relevant experience, staffing information, and financial information. A bidder may be requested to provide further evidence where permitted under the procurement rules.

Material misrepresentation or the submission of forged documents may result in disqualification and any further action permitted by applicable law.

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4.8. Recommendation for Award

Following completion of the evaluation, the evaluation committee shall prepare a report setting out the evaluation process, scores, findings, and recommendation for award. The award shall be subject to the required approvals and any applicable notification or standstill procedures.

No bidder shall be entitled to commence operations before the contract has been duly approved and signed and the commencement requirements have been fulfilled.

4.9. Notification of Results

COPCOM shall communicate the outcome of the procurement process to bidders in accordance with applicable procurement requirements. The successful bidder shall be required to complete the contractual and mobilization arrangements within the period communicated by COPCOM.

PART V: RESPONSIBILITIES

5.4. Responsibilities of the Service Provider

The service provider shall:

1. Deliver the services professionally and in accordance with the contract.
2. Provide the agreed personnel, supervision, tools, and equipment.
3. Maintain appropriate operational and financial records.
4. Comply with applicable laws, regulations, and COPCOM's authorized procedures.
5. Protect COPCOM's assets and property under its control.
6. Maintain confidentiality where required.
7. Report incidents, irregularities, and material operational issues promptly.
8. Cooperate with inspections, performance reviews, and authorized audits.
9. Correct deficiencies identified by COPCOM within the agreed period.
10. Avoid unauthorized subcontracting or transfer of contractual responsibilities.
11. Maintain appropriate insurance and other protections where required by law or the contract.
12. Complete handover obligations at the end of the contract. **5.5. Responsibilities of**

COPCOM COPCOM shall:

1. Provide the access and information agreed in the contract.
2. Communicate the authorized operating procedures and tariffs.
3. Designate a representative to supervise the contractual relationship.
4. Review reports and provide feedback within a reasonable period.
5. Carry out inspections and verification where necessary.
6. Fulfil its payment and other contractual obligations, where applicable.
7. Communicate material decisions affecting the assignment.
8. Cooperate with the service provider in addressing issues requiring COPCOM's authorization.

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5.6. Personnel and Employment Obligations

The service provider shall be responsible for the recruitment, supervision, remuneration, conduct, and management of its personnel. The provider shall comply with applicable employment, social security, tax, occupational safety, and other statutory requirements.

Unless expressly provided in the contract, the service provider's personnel shall not be considered employees or agents of COPCOM.

5.7. Equipment and Property

The contract shall identify equipment and property provided by COPCOM and equipment to be provided by the service provider. The service provider shall take reasonable care of COPCOM's property under its control and report loss, damage, or malfunction promptly.

Any transfer, replacement, disposal, or modification of COPCOM-owned equipment shall require the applicable authorization.

5.8. Monitoring, Inspection, and Audit

COPCOM or its authorized representatives may inspect the facility, review operational records, verify compliance with agreed procedures, and examine relevant financial records in accordance with the contract.

The service provider shall provide reasonable access to relevant records, reports, personnel, and areas of operation. Where discrepancies or deficiencies are identified, COPCOM may require explanations, corrective measures, or additional documentation.

5.9. Confidentiality and Data Protection

The service provider shall protect confidential information obtained during the assignment and use it only for authorized purposes. Personal information, payment records, vehicle-related information, and other data collected during operations shall be handled in accordance with applicable data protection and privacy requirements.

The provider shall not disclose or transfer confidential information to unauthorized persons without the necessary legal basis or written authorization. These obligations shall continue after expiry or termination of the contract to the extent required by law or the contract.

PART VI: TENDER PARTICULARS AND SUBMISSION DETAILS

6.1. Tender Particulars

No.	Item	Details
1	Procuring entity	Coopérative pour la Promotion des Commerçants de Matériels de Construction (COPCOM)
2	Tender title	Management and Operation of COPCOM's Parking Facility
3	RFP reference number	COPCOM001/10/26
4	Location of the parking facility	Gisozi/ Kigali/ Rwanda
5	Date of issue	21/10/2026

6	Deadline for clarification requests	24/10/2026
7	Proposal submission deadline	28/10/2026
8	Submission method	Online on the company's email
9	Submission address or email	copcom2050@gmail.com
10	Proposal validity period	90 days
11	Site visit contact person	UFITEYEZU Marie Rose
12	Site visit contact details	(+250) 788 849 163
13	Proposal opening date and time	06/11/2026 at 10;00 am
14	Proposal opening location	COPCOM's Gisozi office
15	Contract duration	One (1) year, subject to the signed contract
16	Minimum technical score	70/100, subject to confirmation before publication
17	Financial evaluation and award method	Highest Concession Fee Model
18	Contact person for general inquiries	UFITEYEZU Marie Rose
19	General inquiry contact details	(+250) 788 849 163

6.2. Required Proposal Packaging

All proposals shall be submitted electronically to the official COPCOM email address specified in this tender document. Physical submissions shall not be accepted.

Bidders shall submit their proposals as two separate PDF files attached to the same email, as follows:

Technical Proposal: The PDF file shall be clearly named "Technical Proposal – [Tender Title] – [Bidder's Name]" and shall contain all administrative documents, eligibility documents, technical information, and supporting documents required under this tender document.

Financial Proposal: The PDF file shall be clearly named "Financial Proposal – [Tender Title] – [Bidder's Name]". **The financial proposal PDF shall be protected with a password to prevent access to its contents during the technical evaluation stage.**

The subject line of the email shall clearly state: "[Tender Title] – [Tender Reference Number] – [Bidder's Name]".

Bidders shall ensure that both PDF files are properly prepared, clearly labelled, complete, readable, and submitted before the specified deadline. **The password for the financial proposal shall not be included in the submission email or otherwise disclosed during the technical evaluation stage.**

After completion of the technical evaluation, only bidders who meet the minimum technical requirements and qualify for financial evaluation shall be contacted by COPCOM and requested to provide the password for their financial proposals. The passwords shall be requested through an official communication from COPCOM, and the financial proposals shall be opened and evaluated in accordance with the evaluation procedures set out in this tender document.

Financial proposals submitted by bidders who do not qualify at the technical evaluation stage shall remain unopened and shall not be considered for financial evaluation.

18	Contact person for general inquiries	UFITEYEZU Marie Rose
19	General inquiry contact details	(+250) 788 849 163

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Financial proposals submitted by bidders who do not qualify at the technical evaluation stage shall remain unopened and shall not be considered for financial evaluation.

Bidders are responsible for ensuring that the financial proposal password is correct and that the submitted file can be opened using that password. Failure to provide a valid password when officially requested may result in the financial proposal being treated in accordance with the applicable procurement requirements.

COPCOM shall maintain the confidentiality and integrity of the financial proposals until the appropriate stage of the evaluation process.

Approved by the COPCOM CHAIRPERSON

MUHOZA Celestin

