

## REQUEST FOR PROPOSAL (RFP)

### Identification and Leasing of Sector-Level Aggregated Distribution Stores

**RFQ Number: 005/TCPA/2026**

**Date: May 14, 2026**

From	To
<b>The Commons Project Foundation – Africa (TCP - Africa)</b>	<b>Prospective Offerors</b>

Special Instructions	The RFP contains the following sections:
<ul style="list-style-type: none"> <li>● All proposals must be submitted on company letterhead, must include Offeror’s legal address and must be stamped.</li> <li>● Proposal validity must be at least 60 calendar days.</li> <li>● This RFP is strictly for Registered Firms.</li> </ul>	<ul style="list-style-type: none"> <li>● About TCP Africa and KoraLink program</li> <li>● Purpose and Objectives</li> <li>● Geographic Coverage and Lot Structure</li> <li>● Scope of Work</li> <li>● Minimum Technical Specifications for Premises</li> <li>● Required Deliverables</li> <li>● Evaluation Criteria</li> </ul>

Proposals Submission Date:	Questions/clarifications deadline:	Submit Proposals to:
No later than May 31, 2026, at 5pm.	May 20, 2026, at 01pm.	<p style="text-align: center;">TCP-AFRICA Kacyiru Golden Plaza Building 4<sup>th</sup> floor</p> <p>Email: <a href="mailto:procurement@thecommonsproject.org">procurement@thecommonsproject.org</a></p>

## SECTION 1 — ABOUT TCP AFRICA AND THE KORALINK PROGRAM

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### 1.1 The Commons Project Foundation Africa (TCP Africa)

The Commons Project Foundation, Africa (TCP Africa) is driving a person-centred health revolution across the continent. TCP Africa was established to build and operate digital platforms that enhance healthcare accessibility and empower individuals with secure, verifiable access to their health data. Founded in 2022, TCP Africa develops and promotes interoperable digital health tools and open standards that enable individuals to access, manage, and share their health records seamlessly. In partnership with governments, foundations, and other stakeholders, TCP Africa is working to digitise healthcare delivery, build a skilled digital health workforce, and strengthen personal ownership of health data. TCP Africa is headquartered in Kigali, Rwanda, is committed to diversity and inclusion, and welcomes qualified engagement from all backgrounds.

### 1.2 The KoraLink Program

TCP Africa is implementing KoraLink, a bold and innovative program that aims to create 14,640 digital health and entrepreneurship jobs for youth, predominantly women (80–90%) in Rwanda over a period of four years. KoraLink is a youth-led last-mile distribution program whose mission is to extend the reach of essential goods and services to underserved communities through a network of trained youth agents, known as KoraLink agents, positioned at sector and village level. By combining mobile-enabled commerce with structured agent networks, KoraLink creates sustainable employment pathways for young people while improving the availability and affordability of key products in rural and peri-urban areas.

## SECTION 2 — PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

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### 2.1 Purpose

The purpose of this assignment is to engage a qualified service provider to identify, assess, recommend, facilitate rental arrangements for, and support the operational readiness of suitable sector-level premises for use as aggregated collection and distribution stores in 229 sectors across 30 districts of Rwanda, in accordance with the technical, safety, accessibility, documentation, and operational requirements set out in this RFP.

### 2.2 Specific Objectives

The following objectives define the scope and expected results of the engagement:

- To identify suitable sector-level premises in all target sectors and districts that meet, or can be brought to meet, TCP Africa's minimum technical and operational standards.

- To facilitate cost-effective and compliant rental arrangements using standardised lease or memorandum of understanding (MoU) formats and approved rent ceilings by district and sector.
- To support the physical readiness of each approved premises for use as a secure aggregated collection point, agent pickup hub, local coordination centre, and local selling point.
- To establish a documented and verifiable process for site due diligence, inspection, compliance verification, handover, and ongoing issue resolution during the establishment period.
- To enable province-by-province coverage with appropriate district-level responsiveness, quality assurance, and clear accountability for both directly delivered and subcontracted services.

## SECTION 3 — GEOGRAPHIC COVERAGE AND LOT STRUCTURE

### 3.1 National Coverage

The assignment covers 229 sectors across 30 districts in all four provinces of Rwanda and the City of Kigali. The geographic scope is national, encompassing urban, peri-urban, and rural settings in every district.

### 3.2 Lot Structure — Bidding by Province

To enable participation by service providers with strong regional capacity and to allow TCP Africa to make award decisions that optimise coverage, quality, and value for money, this RFP is structured into five (5) lots, each corresponding to one of Rwanda's four provinces and the City of Kigali. The lots are defined as follows:

Lot	Province / Area	Districts Covered
Lot 1	Northern Province	Burera, Gakenke, Gicumbi, Musanze, Rulindo
Lot 2	Southern Province	Gisagara, Huye, Kamonyi, Muhanga, Nyamagabe, Nyanza, Nyaruguru, Ruhango
Lot 3	Eastern Province	Bugesera, Gatsibo, Kayonza, Kirehe, Ngoma, Nyagatare, Rwamagana
Lot 4	Western Province	Karongi, Ngororero, Nyabihu, Nyamasheke, Rubavu, Rutsiro, Rusizi
Lot 5	City of Kigali	Gasabo, Kicukiro, Nyarugenge

### 3.3 Bidding Rules

The following rules govern how bidders may structure their proposals in relation to the lot framework:

- Bidders may submit a proposal for one or more lots. There is no requirement to bid for all five lots.
- Each lot must be proposed as a fully self-contained package. Bidders must demonstrate the capacity to deliver all services within each lot they bid for.
- A bidder may be awarded one lot, multiple lots, or all five lots. TCP Africa reserves the right to award each lot to a different service provider based on comparative evaluation of the proposals received for that lot.
- TCP Africa also reserves the right to award all lots to a single service provider where one bidder demonstrates superior capability and value for money across all lots.
- Financial proposals must present pricing per lot. All prices must be inclusive of VAT and in Rwandan Francs.

### 3.4 Provincial Mobilisation Plan

For each lot bid, bidders shall submit a provincial coverage plan demonstrating how they will mobilise and manage field operations across all districts within the lot, including any district-level, supervision mechanisms, response time commitments, and quality assurance controls. Bidders may propose phased mobilisation; however, the proposal must clearly demonstrate how full sector coverage will be achieved within the required implementation period.

## SECTION 4 — SCOPE OF WORK

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The selected service provider(s) shall perform, at minimum, the following services for all target sectors within the lot(s) awarded. All activities described in this section are mandatory unless expressly stated otherwise.

### 4.1 Site Identification and Market Scanning

- Undertake district-by-district and sector-by-sector market scanning to identify candidate premises in all 229 target sectors within the lot(s) awarded.
- Apply a documented methodology for site identification, screening, and prioritisation, including accessibility, location suitability, rental affordability, safety, building condition, and readiness potential.

### 4.2 Site Assessment, Due Diligence, and Recommendation

- Conduct site inspections using standardised inspection tools and checklists.
- Verify ownership or lawful control of each premises by the lessor or landlord and identify any tenure, access, or operating restrictions.
- Assess compliance against the minimum technical, physical, security, hygiene, ventilation, and operational requirements set out in Section 5 of this RFP.

- Document site photographs, measurements, access conditions, surrounding risks, utility availability where relevant, and any required remedial actions.
- Submit site recommendation packages to TCP Africa for review and approval, with clear classification of each site as compliant, conditionally compliant, or non-compliant.

#### 4.3 Rental Negotiation and Contracting Support

- Negotiate and/or facilitate rental arrangements in line with approved rent ceilings, standard lease terms, and value-for-money principles.
- Support use of standardised lease agreement or MoU templates as approved by TCP Africa. Any deviation from the approved template must be flagged and approved by TCP Africa in writing before execution.
- Clearly document rent, deposit, service charges, maintenance obligations, utility assumptions, notice periods, permitted use, restrictions, and landlord responsibilities in each agreement.
- Ensure no lease commitment is entered into without TCP Africa's prior written approval.

#### 4.4 Premises Standardisation and Readiness Support

- Support each approved premises to meet the minimum standards set out in Section 5, including lockability, signage, palletisation, ventilation adequacy, safe stacking potential, accessibility, hygiene, and basic safety equipment.
- Prepare or support a simple internal layout plan for each store, showing the storage zone, staging area, controlled pickup and access zone, and space for brief agent meetings where practical.
- Coordinate installation or placement of approved signage, safety notices, operating instructions, and contact information.
- Identify and document any residual gaps requiring TCP Africa's decision, exception approval, or future refinement.

#### 4.5 Coordination and Stakeholder Engagement

- Coordinate with TCP Africa, district coordinators, sector supervisors, local authorities, landlords, and other relevant actors as required for site confirmation and operating alignment.
- Notify and align with local authorities regarding store locations and operating hours, where required by law, government guidance, or local administrative practice.

#### 4.6 Documentation, Reporting, Handover, and Defects Rectification

- Maintain complete site files for each premises, including inspection forms, photographs, measurements, compliance status, lease or MoU documentation, readiness checklist, and handover records.

- Submit regular progress reports and a final handover dossier for each approved store.
- Participate in joint inspection and acceptance processes prior to operational commencement at each store.
- Rectify, or coordinate rectification of, any defects or compliance gaps identified during pre-handover inspection within timelines agreed with TCP Africa.
- Provide a post-handover support window of at least sixty (60) calendar days after handover for resolution of initial occupancy or operational readiness issues, unless a different period is confirmed in the contract.

## SECTION 5 — MINIMUM TECHNICAL SPECIFICATIONS FOR PREMISES

### 5.1 Overview and Mandatory Status

The specifications in this section define the minimum standards that every proposed premises must meet before handover and must maintain throughout the contract period. Specifications marked as Mandatory are pass/fail criteria. Any premises that does not satisfy all mandatory requirements will not be accepted by TCP Africa and must be replaced by the service provider at no additional cost.

Specifications marked as Desirable represent TCP Africa's preferred standard. Bidders should aim to meet desirable standards wherever feasible and must clearly indicate in their site dossiers where a desirable requirement has not been achieved and explain why.

### 5.2 Recommended Floor Area Sizing

For procurement planning purposes, bidders shall apply the following recommended minimum enclosed usable storage areas per store of minimum 20m<sup>2</sup> to maximum of 30m<sup>2</sup>. Final thresholds will be confirmed by TCP Africa after contract award.

### 5.3 Specification Table

The following table sets out all twelve specification areas.

#	Specification Area	Status	Minimum Requirement	Notes / Clarification
1	Space and Layout	<b>Mandatory</b>	Premises shall provide adequate enclosed usable space for orderly storage, pallet placement, safe movement, temporary staging, and agent collection (minimum 20m <sup>2</sup> to maximum of 30m <sup>2</sup> ). Controlled entry and separation between stock and agent access areas is required where feasible.	Final thresholds confirmed by TCP Africa after award.

#	Specificati on Area	Status	Minimum Requirement	Notes / Clarification
2	<b>Building Structure and Condition</b>	<b>Mandat ory</b>	Premises shall have a sound roof, walls, floor, doors, and windows; be dry, clean, weather-protected, and structurally stable; and present no evidence of leakage, flooding, infestation, contamination, or chronic dampness risk. Floor shall be suitable for storage, load-bearing, and routine cleaning.	Any required minor repairs before handover shall be documented and completed at no additional cost to TCP Africa.
3	<b>Access and Location Suitability</b>	<b>Mandat ory</b>	Premises shall be reasonably accessible within the sector, including by delivery vehicle as locally relevant, and safe for agent pickup. Preference shall be given to locations near transport routes and local trading centres, while balancing security and affordability.	Bidder shall document and justify location trade-offs in the site dossier.
4	<b>Ventilatio n and Environme ntal Conditions</b>	<b>Mandat ory</b>	Premises shall have adequate natural ventilation to maintain airflow, reduce heat build-up, and minimise moisture accumulation. Internal conditions shall support safe short-term storage of program products.	Exact temperature thresholds are product-dependent and will be confirmed by TCP Africa where required.
5	<b>Hygiene and Sanitation</b>	<b>Mandat ory</b>	Premises shall be maintained in a clean condition with acceptable sanitation and no nearby contamination risk likely to affect stock integrity or safe occupancy.	Cleaning responsibilities shall be specified in the lease or MoU.
6	<b>Fire Safety</b>	<b>Mandat ory</b>	Meet specific district predefined fire safety standards.	Conformation and compliance to applicable district safety standard.
7	<b>Security</b>	<b>Mandat ory</b>	Premises shall have secure doors and windows, functional locks, and basic theft-prevention measures.	Security response contact and protocol shall be documented.
8	<b>Storage Readiness Equipmen t</b>	<b>Mandat ory</b>	Pallets shall be provided and used to keep stock off the floor. Organised storage arrangements shall support stock-in, stock-out, temporary holding, and reconciliation.	One time payment which should be separated from the rental fees
10	<b>Signage and Identificat ion</b>	<b>Mandat ory</b>	Approved external and internal signage shall identify the premises as an aggregated collection/distribution store. Safety notices, operating hours, contact details, and basic procedures shall be posted as directed by TCP Africa.	Final branding and signage standards will be provided by TCP Africa.
11	<b>Meeting and</b>	<b>Desirab le</b>	Premises should, where practical, accommodate small routine meetings (briefings, product updates, and	Not mandatory where space is

#	Specification Area	Status	Minimum Requirement	Notes / Clarification
	<b>Briefing Functionality</b>		feedback sessions for agents) without compromising stock security.	genuinely constrained. Bidder shall note where this is not achievable.
1 2	<b>Utilities and Lighting</b>	<b>Desirable</b>	Basic lighting is desirable for safe handling and record review. Electricity for lighting, device charging, or security systems is desirable. Where grid power is unavailable, practical alternatives shall be proposed.	Bidder shall describe alternatives where grid power is unavailable.

#### 5.4 Consistency of Standards Across Locations

TCP Africa acknowledges that market conditions, building typologies, and the availability of compliant premises vary between urban and rural sectors. Bidders may propose differentiated standards for different location typologies within a lot where the variation is clearly justified. However, all proposals must demonstrate a credible and costed pathway to full compliance with all mandatory specifications in every location. Waivers of mandatory specifications will not be granted.

## SECTION 6 — REQUIRED DELIVERABLES

The following deliverables are required from the selected service provider(s) for each lot awarded. All deliverables must be submitted in English, in the format directed by TCP Africa, and accepted in writing before payment against the relevant milestone is processed.

- Inception report within ten (10) working days of contract signature.
- Completed site inspection and due diligence dossier for each proposed premises, including photographs, measurements, compliance assessment against all specification areas, risk notes, and required remedial actions.
- Negotiated rental proposal and lease or MoU package for each recommended site.
- Joint inspection and acceptance records for each premises, signed by both the service provider and TCP Africa's designated representative, prior to handover.
- Final handover dossier and complete store file for each approved sector store.
- Periodic progress reports.

## SECTION 7 — BIDDER QUALIFICATIONS AND ELIGIBILITY

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### 7.1 Mandatory Eligibility Requirements

Bidders must meet all of the following requirements. Failure to provide supporting documentary evidence for any mandatory requirement may result in disqualification prior to technical scoring.

- Valid certificate of company registration issued by the Rwanda Development Board.
- Valid tax registration and current tax clearance certificate issued by the Rwanda Revenue Authority.
- Demonstrated experience in property sourcing, facilities management, logistics support, warehousing setup, or comparable assignments of similar geographic scope and complexity.
- At least three (3) relevant client references from assignments completed within the last three (3) years.
- Demonstrated ability to deliver provincial or nationwide coverage
- No conflict of interest that would impair impartiality or performance on this assignment.

## SECTION 8 — PROPOSAL SUBMISSION REQUIREMENTS

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### 8.1 Procurement Contact

All queries, clarification requests, and bid submissions must be directed exclusively to:

**Contact:** Angella Tugume

**Email:** [angella@thecommonsproject.org](mailto:angella@thecommonsproject.org)

Queries must be submitted by email the clarification deadline stated on the cover page of this document. TCP Africa will respond to all queries in writing. Verbal responses shall not be binding.

### 8.2 Submission Deadline and Format

All proposals must be submitted by the deadline stated on the cover page of this document (Central Africa Time). Late submissions will not be accepted under any circumstances. The following submission format requirements apply:

- Submissions must be made electronically to the procurement email address above.
- Technical and financial proposals must be submitted as separate, clearly labelled PDF files.
- Proposals must be written in English.
- Submitted proposals must remain valid for at least sixty (60) calendar days from the submission deadline.

### 8.3 Financial Proposal Requirements

The financial proposal must be submitted as a separate, clearly labelled document. It must include the following, structured by lot:

- A summary table of proposed monthly rent ceilings per store, by district.
- A full breakdown of all service provider fees, distinguishing between one-time setup costs and recurring monthly charges.
- All taxes and statutory charges, clearly identified and stated separately.
- All prices should be quoted in Rwandan Francs (RWF) and will be held firm for the duration of the initial contract term.

## SECTION 9 — EVALUATION CRITERIA AND SCORING

### 9.1 Evaluation Scorecard

#	Criterion	Description	Weight / Score	Type
A	<b>Eligibility and Mandatory Compliance</b>	Legal registration, tax compliance, mandatory documents, and minimum responsiveness to the RFP requirements. Non-compliant bids shall not proceed to technical scoring.	<b>Pass/Fail</b>	Screening
B	<b>Corporate Experience and Capacity</b>	Demonstrated experience in property or facility sourcing, multi-site mobilisation, logistics support, warehousing readiness, and donor- or public-sector assignments of comparable scale. Quality and relevance of references.	<b>40</b>	Technical
C	<b>Methodology and Implementation Approach</b>	Quality and practicality of proposed methodology for site identification, due diligence, inspection, lease negotiation, readiness support, quality assurance, acceptance, and handover. Realism of implementation schedule.	<b>30</b>	Technical
H	<b>Financial Proposal</b>	Total evaluated cost, cost realism, and value for money assessed per lot. Scores normalised across compliant financial proposals for each lot.	<b>30</b>	Financial

### 9.2 Award Decisions

TCP Africa intends to award each lot to the bidder whose compliant proposal achieves the highest aggregate score for that lot. TCP Africa is not obligated to award any lot where no proposal is deemed to offer adequate technical quality or value for money. TCP Africa reserves the right to award multiple lots to the same bidder where that bidder demonstrates superior capability and value for money across all lots bid.

— END OF REQUEST FOR PROPOSAL