

Request for Proposals

Public Private Partnership (PPP) for the Management of Nyandungu Eco- Park (NEP) in the City of Kigali

June 2023

A. Background

Rwanda's population is close to 13 million, with an annual growth rate of 2.86%. Its urbanization rate is increasing, and Kigali city is predicted to have the highest population density in the country. The Kigali Development Strategy for 2050 outlines clear green growth targets, including the development of urban recreation areas and green space for its citizens ensuring healthy and environmentally friendly lifestyles. The country's wetland system is part of this green development strategy.

Approximately 75.21 km² of Kigali city is wetlands. These wetlands help to mitigate flooding, secure biodiversity, and provide water filtration services. As Kigali continues to expand, the resulting increase in impervious surfaces and subsequent increase in rainwater run-off, threatens to damage infrastructure and even potentially cause loss of human life. Protecting wetlands to mitigate flooding is a priority for the Government of Rwanda (GoR).

The GoR development strategy emphasizes the importance of environmental protection, natural resource management and climate change preparedness. The GoR has embraced a Green Growth strategy and vision which is outlined in the Kigali Master Plan. In addition to developing the country at large in a way that secures the country's natural assets, Rwanda is also committed to creating accessible green and open spaces for its citizens and visitors. For example, Rwanda's Vision 2050 outlines a target for 25% of the City of Kigali to be turned into recreational spaces, and to create green spaces in every neighbourhood to serves its residents and visitors.

Recognizing the ecological, economic, and social benefits of wetlands, the GoR has committed to protecting and restoring Kigali's wetlands. The Nyandungu Eco-Park (NEP) is a 121.8-hectare wetland park located in Kicukiro and Gasabo Districts, just north of the Kigali International Airport (ANNEX I). Nyandungu wetland was a degraded wetland system and was rehabilitated by the Rwanda Environmental Management Authority (REMA).

The GoR is in the process of developing NEP with six core goals:

1. preserve the ecological function of the wetland
2. provide flood mitigation
3. provide space for education, recreation, and contemplation
4. create awareness of the value of wetlands and nature
5. apply state of the art practices for environmental, economic, and social sustainability
6. support low impact amenities and activities

Nyandungu Eco-Park has the potential to be an exceptional example of ecosystem rehabilitation within an African urban environment for the primary purposes of stabilizing ecosystem services (for the benefit and cost saving by city management) and providing a nature-based recreational activity area for urban residents and tourists. The Nyandungu wetland was highly degraded and the GoR through REMA has restored the wetland and developed park infrastructure. The GoR is now seeking a management partner to effectively manage NEP.

The GoR is seeking a management partner (a single partner or a consortium of partners) to help develop and maintain the following:

1. build on the successful restoration and maintenance of the Nyandungu wetland;
2. general environmental pollution and flooding prevention;
3. creation of an appealing natural environment for usage by Kigali residents and other visitors;
4. design and development of appropriate infrastructure for attracting visitors;
5. engaging commercial partners (if not part of the management consortium);
6. effective and targeted marketing;
7. a viable business model increasing understanding of, and engagement with, nature by visitors; and
8. ensure a good relation with the surrounding community.

B. Private-Public-Partnership for NEP

RDB is currently accepting proposals for the management of NEP. The PPP should address several elements of NEP management as outlined below.

1. Overall Management

Objectives:

- Ensure management coordination in the field, with key stakeholders and REMA
- Maintain staff morale, clarity of roles, clear ToRs and clear performance standards
- Generate enough revenue through the park's activities and other revenue sources to sustain maintenance and daily operations of NEP
- Ensure safety and security for visitors and the park
- Ensure high quality visitor experience
- Ensure effective relations with concession holders in NEP
- Maintain positive relations with stakeholders
- Maintain positive relations local communities

2. Field Management

Objectives:

- Manage NEP to preserve the ecological function of the wetland system for flood mitigation
- Provide safe and low-impact recreational opportunities for visitors, develop low impact amenities for visitors and apply state of the art development consistent with Rwanda standards.
- Restore to the extent possible native plant species and remove exotic species.

3. Community Engagement

Objectives:

- Effectively involve the community around the park in NEP's activities and management to the extent possible, provide limited and managed access, provide alternatives to the natural resources in NEP as appropriate and as feasible, and keep community up to date on activities in the park.

4. Research & Monitoring

Objectives:

- Monitor the ecological recovery of NEP and the wetland in particular (vegetation, fauna, water quality) to inform management, promote best practices and serve as a pilot for other wetlands restoration in Rwanda;
- Monitor park's use to inform management and provision of services and amenities to visitors (number of visitors, preferred sector, favorite activities, amount spent, etc.);
- Link ecological restoration results to the communication strategy to promote restoration and share lessons learned;
- Engage local universities, schools and students where feasible in ecological monitoring;
- Promote the incorporation of indigenous knowledge of the wetland into management and education programs

5. Stakeholder and Communication Management

Objectives:

- Maintain positive relationships with key stakeholders through a professional website and social media, regular news, and via a marketing strategy.
- Ensure stakeholders are well informed and up to date with NEP activities, events and happenings.

6. Education Program

Objectives:

- Ensure that visitors of NEP are well informed about the wetland system, the conservation values and Rwanda's natural resources.
- Provide high quality educational information exchange for park visitors.
- Provide structured educational programs to students.

C. Mandatory Requirements for the Proposal

RDB is inviting proposals from potential investors/partners that should include the following.

Vision

The Government of Rwanda's vision for NEP is a park that protects urban biodiversity and its associated environmental services, promotes a diversity of low-impact activities, and creates awareness of and support for wetland and nature conservation.

The Government of Rwanda is seeking a management partner with the capacity and expertise to develop and manage NEP to:

- maintain and monitor the ecological function of the wetland;
- protect, maintain, restore and monitor biodiversity;
- maintain the park infrastructure and develop required new infrastructure in line with Rwanda's high quality and green standards;
- manage and promote a diversity of low-impact activities for visitors;
- engage stakeholders ranging from corporations, communities, government official and government partners;
- promote a conservation culture and awareness about the value of wetlands and biodiversity; and
- support the promotion of Rwanda as a leader in conservation, restoration and sustainable development.

Description of the bidder's vision for NEP, how this supports the GoR's vision. Include short, medium and long-term goals and how this aligns with the government's national, regional and global commitments.

Corporate and Governance

- Planned corporate structure: organizational structure outlining key result areas and the personnel required to achieve these (for example: restoration, maintenance, monitoring, marketing etc.)
- Planned Governance Structure: Description of the governance structure, including representation on the board; appointment of chairperson; voting powers (and vetoes); and liaison with PA authority leadership and relevant government stakeholders.
- Meeting Schedule. Proposed schedule for governance body meetings.
- Local Community Integration: Specific reference to the methodology (and associated timelines) to enable meaningful and active local community participation within the planned governance structure.

Key Policies and People

- Statutory compliance: Summarize the key statutory compliance requirements (licenses, authorizations, approvals, legal contracts, etc.) that will be secured / entered into by the partner to ensure the proper and legal operation of the proposed structure.
- Key Policy Framework: Key policy frameworks including but not limited to those relating to: anti-bribery; anti-trust; whistleblowing; diversity; anti-modern slavery; code of conduct; environmental and climate sustainability; health and safety; related party transactions; data protection and confidentiality, etc.
- Key People Biographies: Provision of detailed biographies for each member of the board representing the private sector partner and for the proposed CEO.

Conflict of Interest

The proposed partner should declare that they do not have a conflict of interest, or if they are declaring a conflict of interest that they deem to be manageable.

Management

Proposed Key Goals: Principal impact objectives and related key performance indicators (KPIs) (including basis of measurement) for each of the required dynamics (conservation, social, economic, operations and capacity development), and time frames (priority: years 1-3; medium term: up to year 5; longer term: up to year 10).

- Management and Wider HR Structure Leadership: Proposals for the structure and appointment of the senior leadership team with a particular emphasis on the CEO (or manager).
- Enforcement. Proposal for how security will be managed.
- Wider Structure: Proposals for the wider human resource structure and key reporting lines (including a presentation of a comprehensive organizational chart).
- Integration: Specific proposals for how existing staff will be integrated into the new staffing structure and on what basis.
- Organization Chart: Staffing and reporting lines.
- Human Resources: A description of how the partner proposed to manage staff, description of contracts, gender inclusivity, and respect for employment standards.

Conservation Development & Management Plan

- Overall conservation goals and objectives.
- CAPEX: Buildings, vehicles, wetland bridges and walkways, and other operating equipment, roads, fencing, power, water, energy access, and communications needs and requirements.
- OPEX: Revenue development and management; wetland management, research and monitoring; community engagement and development; security; finance, administration and compliance; fund raising; PR and communication needs and requirements.
- Integration: Proposed basis upon which any prior plans / zonation will be integrated into the new plan.
- Ecological monitoring. A description of how ecological monitoring will be done, the method, technology, reporting frequency, and indicators.
- Consideration of any wildlife reintroduction or provision of area with the park for a sanctuary for rescued wildlife.

Education

Proposed plan for developing NEP in a way that cultivates support for conservation; and provides formal and informal educational opportunities for citizens, residents and tourists.

Stakeholder Management Methodology

Basis upon which key stakeholders have been and will continue to be identified and prioritized by the partner with a special emphasis on national and local government agencies; local communities; donors and other potential financial and commercial partners.

- A list of key stakeholders.
- Management: Summary plans for managing each of the priority stakeholders.
- Integration: Proposed basis for the integration of partners.
- Exit Transition Plan Proposals for managing the transition back to the GoR at the end of the term including but not limited to the: transfer of all operational HR roles; transfer of assets; transfer of all third-party contracts; and the transfer of revenue streams and working capital balances.
- PA Authority Capacity Development Description of how the partnership will build the capacity of PA authority staff and enhance organizational management.
- Community engagement. A description of how the bidder will identify and engage the local communities, including but not limited to governance, management and utilisation.

Finance

Operating Revenue Development Tourism: Proposed visitor development strategy and related marketing

Revenue from Park Visitors

Description of how revenue will be generated from park visitors.

Donor Based Finance

Description of existing donor commitments, amount and duration, and proposed donor fundraising plan (if needed), including associated sums, use of funds and priority target donors.

Impact Based Finance

Description of additional conservation financing mechanisms e.g. conservation / park / green bonds; outcome-based financing mechanisms; impact investment funds etc. and prior success in implementing successful fundraising and conservation financing mechanisms.

Business Plan

- A five-year business plan for the Park with cash flow projections.

- Proposed New Pricing. A description of the proposed pricing model for Park entry, user fees and other concessions in the Park and the rationale.

Revenue Retention Model

Proposed structure for revenue retention, management and distribution.

Risk Management

- Key risks: Analysis of the range of potential risks that may impact the CMP and prioritization of risks.
- Mitigating Actions: Proposed mitigating actions (both preventative and curative) for each of the identified risks.

Communications and Reporting

Communications: Proposed communications plan for the CMP operation including public relations (PR) strategy, internal and external communication.

Reporting

Proposed reporting framework within management and to the governance body—including schedule, content structure, key audiences and proposals for managing sensitive data.

Lesson Sharing

Proposals for ensuring that all important lessons and ideas emerging from the management of NEP are collated and shared with the wider PA authority as well as other conservation area managers.

Environmental and Social Standards (ESS)

- ESS Policy and Guidelines: Copy of the partner's ESS policy and guidelines.
- ESS Plan: An ESS strategy that ensures compliance with global best practice.
- Description of how the partner will fulfill social safeguard requirements and ensure all staff are familiar with ESS.
- Ethics Summary of the ethical framework that will govern the operation of the proposed CMP together with any management tools that will be used to apply and monitor this framework.
- Environmental Impact Management Summarize what measures that will be taken to ensure that all operations will assess and minimize or eliminate their potential for negative environmental impact. Specific reference should be made, but not restricted, to:
 - Construction materials and methods
 - Water management
 - Waste management
 - Road development
 - Methods of power and energy generation

Marketing

- A description and/or marketing plan that outlines marketing and sales tools / infrastructure will be developed / used.
- An analysis of the marketing and sales activities through which the tools will be deployed to leverage brand awareness for NEP.
- Description of any proposed third party marketing and partnerships that will be entered into to optimize the business and financial performance of the operation.

D. Requirements of the Potential Partner / Management Company

The potential partner/management company should meet and clearly demonstrate in their bids that they meet the following interests, knowledge and abilities/experience factors.

Interest:

- Genuine interest in the development and advancement of Rwanda as a nation, for which conservation-based tourism and community economic development through the protection of its natural biodiversity and ecosystems is a priority.
- Shares the GoR's vision for NEP.

Knowledge of:

- Ecosystem (especially wetland) conservation, restoration, management planning, techniques and practices.
- Park management (ideally urban) and visitor engagement.
- Sustainable tourism principles, practices and techniques, including marketing and promotion of parks experiences.
- Visitor management and the ability to attract suitable partners to manage commercial activities if needed.
- Community engagement and economic development principles and practices, within an African conservation context.
- Corporate engagement in conservation and sponsorship programs.
- Innovative finance models and contemporary conservation practices.
- Rwanda's legal framework, conservation and development agencies and department.
- Financial and human resources principals, practices and techniques.

Experience:

For all the components below proof should be provided of experience, including details of the location, partners, status and achievements.

- Ability to operate in Rwanda.
- Must have a minimum of 5 years of experience in contributing to and/or supporting the management of parks and PAs in Africa.
- Experience in successfully managing or supporting the management of parks, wetlands or PAs with a full range of conservation, protection, sustainable tourism and community engagement/economic development responsibilities, including:
 - the implementation of ecosystem conservation, restoration and management of protected areas / natural areas;
 - the development and implementation of tourism program development and delivery including: meaningful visitor experiences; promotions and marketing; and working with tourism industry partners;
 - developing and managing a healthy, productive workforce;
 - the development and delivery of park visitor and community education outreach programs to build PA supporters and constituents;
 - working with government, corporates and NGOs in the management of conservation-based programs;
 - engaging commercial operators and partners, developing and managing contracts;
 - developing professional marketing materials that keep park constituents involved and aware of activities;
 - financial management; and

- monitoring and evaluation of KPIs and clear analysis and reporting.
- Experience in developing sustainable revenue models:
 - development of low-impact sustainable tourism;
 - engagement of commercial partners;
 - development of innovative finance models; and
 - development of corporate social responsibility programs and private and public sector fundraising.

E. Proposed Duration of Services

The management company must include in its proposal, the proposed duration for an agreement, should they be successful, and an explanation of why this proposed duration is proposed.

F. References

- Three references of individuals with whom the bidder has worked on similar projects, name, number, contact information, project name, project timeframe
- One or more letters of recommendation from the governments and/or organizations for which the proponent has successfully managed protected areas outlined above.

F. Submission and Review Process

The submission and review process includes:

Submission of a proposal, as per the timelines outlined in this request for proposal, including:

- Submission of a detailed proposal (as per sections C and D)
- Presentation of proposal, if requested, to REMA and RDB by potential management company;
- A more detailed review and evaluation by REMA and RDB of the management company's proposal and decision by REMA and RDB.
- Due diligence by RDB
- Communicate results of decisions by RDB to potential management companies.
- Detailed contract negotiations with the preferred management company selected by RDB and REMA.

G. Submission Requirements for Proposal

Potential management companies and organizations who meet the above noted requirements are invited to submit their proposals, which will include the following information:

1. Confirmation of interest to be considered for the management of NEP;
2. General information about the management company / organization that is submitting the proposal, including: main business; country(ies) of establishment, operations and duration of conservation-based business activities;
3. Information related to the key information elements outlined in Section C, above; and
4. Information related to how they meet the interest, knowledge, abilities and experience elements of request for proposals, as outlined in Section D, above.

Proposals should be submitted to: nyandungu.ecopark@rdb.rw

Deadline: All proposals must be submitted electronically to the above mentioned email address no later than 16:00 (CAT) on July 26th 2023.

Site Visits:

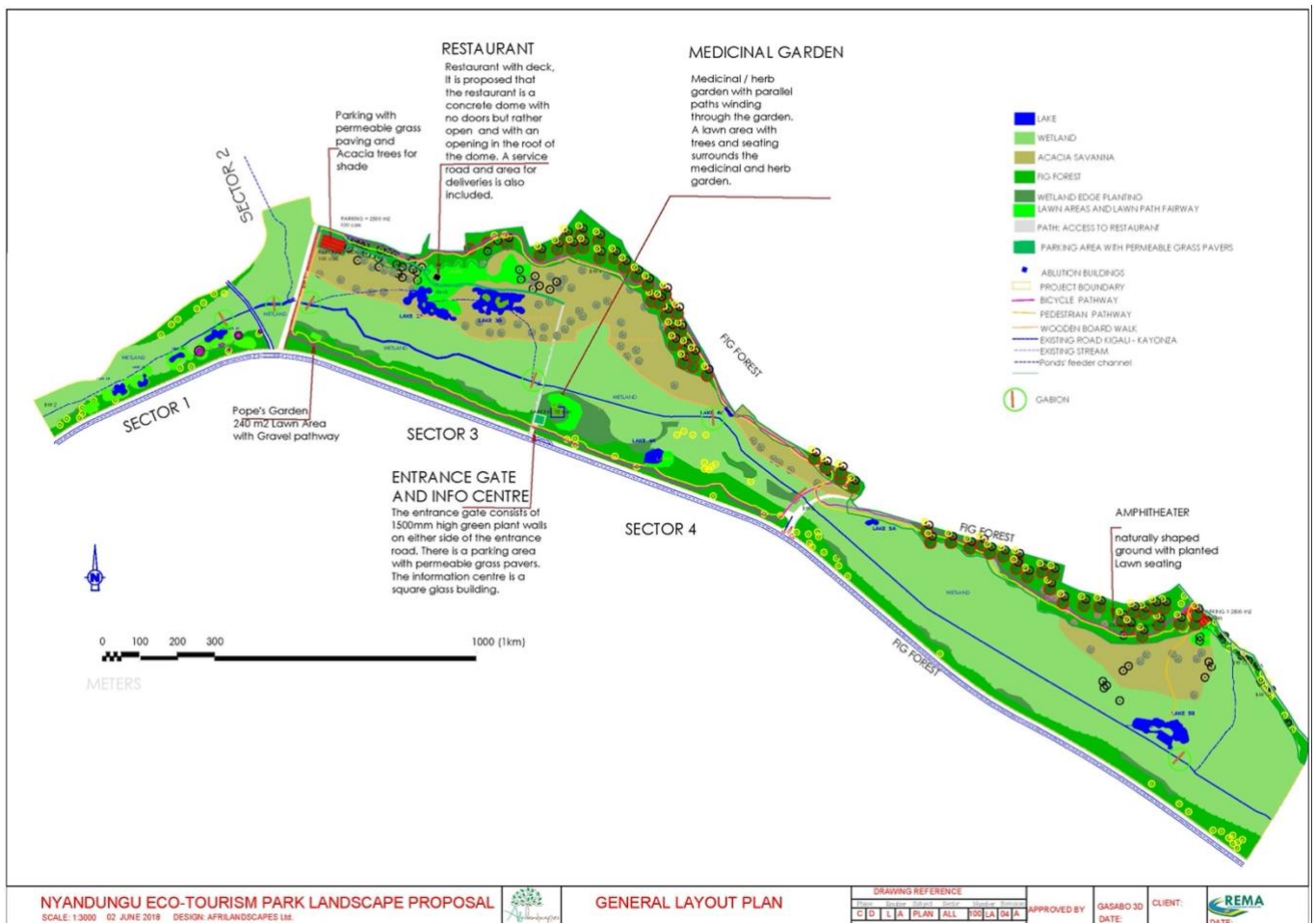
If a bidder would like to visit the site, they should contact: Eugene Mutangana, RDB Conservation Management Expert, reachable via email eugene.mutangana@rdb.rw ; +25078862313

Additional Information:

Questions:

Any questions should be addressed to: eugene.mutangana@rdb.rw ; +25078862313

ANNEX I. Map of NEP



NYANDUNGU ECO-PARK

FROM A DEGRADED WETLAND TO AN ECO-TOURISM PARK

The rapid growth of Kigali and the associated human activities have put significant pressure on the wetlands. Wetlands, including Nyandungu, have been degraded and this led to biodiversity loss. Encroachment has also resulted in downstream flooding as well as increased pollution due sewage outflows.

In 2016, the Government of Rwanda through the Rwanda Environment Management Authority (REMA) developed the Nyandungu restoration project to respond to these challenges and demonstrate the potential of wetlands to abate pollution and reduce the risk of flooding in urban areas.

Since then, the Rwf 4.5 billion project, funded by the Rwanda Green Fund (FONERWA) with support from the UK Government, the Italian Government through the Ministry for Ecological Transition and the UN Environment Programme, has restored critical habitats, including a native fig forest and the wetland itself, and rehabilitated streams and ponds to alleviate floods and reed-beds to reduce pollution.

QUICK FACTS



PROJECT IMPLEMENTER
**RWANDA ENVIRONMENT
MANAGEMENT AUTHORITY
(REMA)**



PROJECT INVESTMENT
RWF 4.5 BILLION



PROJECT DURATION
6 YEARS



ECO-PARK AREA
**121.7 HECTARES IN SIZE,
INCLUDING 70 HECTARES
OF WETLAND AND 50
HECTARES OF FOREST**



MANAGING ENTITY
QA VENUE SOLUTIONS

NYANDUNGU ECO-PARK

KEY ACHIEVEMENTS

Nyandungu wetland is now a well protected wetland turned into an educational and recreational eco-park, also serving as a blueprint for other wetlands in Kigali and across Rwanda.

FEATURES

- › A medicinal garden
- › A Pope's Garden
- › 5 catchment ponds
- › 3 recreation ponds,
- › An information centre
- › A restaurant
- › 10km of walkways and bicycle lanes



BIODIVERSITY CONSERVATION

- › Thanks to the wetland restoration efforts, biodiversity keeps regenerating
- › 17,000 trees planted



WETLAND RESTORATION

- › 70 hectares of restored wetlands
- › 50 hectares of forest



JOB CREATION

- › Up to 4,000 green jobs created for young people and women through the initiative



RESTORATION OF INDIGENOUS TREE SPECIES

- › Home to more than 62 local plant species



REGENERATION OF BIRD SPECIES

- › Home to more than 100 bird species

