

REQUEST FOR PROPOSAL

FOR

**PROVISION OF CONSULTANCY SERVICES FOR THE
INTEGRATED MANAGEMENT SYSTEM (IMS) DESIGN,
IMPLEMENTATION AND CERTIFICATION SUPPORT**

AT

BUJAGALI HYDRO POWER STATION

RFP 2026 – 11

BUJAGALI ENERGY LIMITED

Closing Date:

22/05/2026

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1. PURPOSE

This Request for Proposal (“Proposal” or “RFP”) outlines the requirements of Bujagali Energy Limited (BEL) with regard to the “**Provision of IMS design, implementation and certification Consultancy Services**”.

2. BACKGROUND

Bujagali Hydro Power Plant (BHPP) is a 250 MW hydro power station located along the Nile River, in Buikwe district. It is situated in Kikubamutwe, 8km along Njeru – Kayunga Road. It commenced commercial operations on 1st August 2012. BHPP is the second station in a cascade of three hydro power projects below Kiira and Nalubaale hydro power stations. These two are located about 8km upstream of Bujagali, close to the source of the Nile where it leaves Lake Victoria at Jinja.

Bujagali Energy Limited (BEL) currently manages quality, environmental, and occupational health and safety functions through fragmented systems, leading to inefficiencies, inconsistent compliance oversight, and an inconsistent risk management approach. The lack of an integrated framework aligned with **ISO 9001**, **ISO 14001**, and **ISO 45001** limits its ability to systematically control risks, ensure regulatory compliance, optimize performance, and drive continual improvement. Implementing an Integrated Management System is therefore essential to enhance operational efficiency and coordination of activities, strengthen environmental health and safety performance, and support sustainable, compliant, and quality power generation .

3. SCOPE OF WORK

The consultancy covers but is not limited to, Gap analysis, Facilitation of System Design and documentation, Implementation support, training, awareness and capacity Building, and management review support, certification support for the latest versions of the 3 (three) management system standards . ie. 9001,14001 and 45001.

4. SCHEDULE OF EVENTS & DELIVERABLES

Clarification meeting (optional)	15 th May 2026
Proponents submit proposals to BEL	22 nd May 2026
BEL assesses proposals to establish preferred Proponent	29 th May 2026
Contract negotiated and signed with preferred Proponent	12 th June 2026

5. INSTRUCTIONS TO PROPONENTS

5.1. Submission of RFP

- Proposals shall be received on or before 4:00 pm on 22nd May 2026 EAT (GMT+3). Late submissions will not be accepted.
- Proposals will be valid for a period of ninety (90) calendar days
- No Proposal may be withdrawn after closing. Prior to closing, a Proposal may be withdrawn upon written request signed by an Officer of the Proponent’s company.
- Proponents shall submit Proposals, in .pdf format, by email to bel-procurement@bel.co.ug with “**Proposal for RFP 2026 – 11**” in the Subject Heading.
- Proposals shall be in English language.

5.2. Enquiries

All enquiries related to this RFP shall be by email and directed to:
bel-procurement@bel.co.ug

Information obtained from any other source is not official.

6. REQUESTS FOR PROPOSALS REQUIREMENTS

6.1. Content

6.1.1. Methodology

A detailed work plan and method statement, describing the work or tasks to be undertaken by the Proponent, including time allocations for Proponent project members and/or sub-contractors is required. A Work Breakdown Structure (WBS) will be proposed and will be the basis of the work plan and the pricing tables.

6.1.2. Contact Name

The name of the Proponent's contact person who shall have the responsibility of discussing any contract matters with BEL.

6.1.3. History of Proponent

Proponent shall include with their proposal general information on the company and market attended.

6.1.4. Previous Work/Experience

Proponent shall include reference list of similar projects completed in the last three years.

6.1.6. Safety, Health, Environmental and Quality

Provide a detailed Environment, Health, and Safety policy statement.

The proponent company depending on the risk classification as per BEL internal procedures, after being awarded a contract will receive and familiarise itself with the minimum Health and safety requirements that indicate guidelines for executing work at BEL after which proponent will acknowledge receipt and understanding of the procedures.

BEL will require evidence of trainings of such procedures done by proponent company.

As part of the contract, the proponent shall read and sign BEL anti-corruption/bribery code of conduct.

6.1.7. Proposed Sub-contractors

Proposed sub-contractors to be used at the time of offering the service, if any, must be listed including their responsibilities, reporting structure, professional qualifications, experience, expertise, and the proposed roles in this contract.

6.1.8. Pricing

An all-inclusive fixed-price proposal is required.

6.1.9. Proponent Expectations

A list of preliminary information the Proponent expects BEL to provide if necessary. A clarification meeting also provides the proponent with the opportunity to acquire any information not provided in this RFP document.

6.1.10. Additional Services

Additional services that do not directly meet the core services requested for in the Scope of Work, but which are recommended to be considered by BEL. Any additional services must be priced separately from the price determined to offer the service.

6.2. Cost Proposal

1. The Cost Proposal shall be submitted together with the Technical Proposal.
2. The Cost Proposal shall include a single page duly signed stating the proponent's all-inclusive total price for the services as outlined in **6.1.8** of RFP.
3. Prices quoted are to be in USD.
4. Price may not be the determining factor for award. BEL may negotiate a final offer with the selected Proponent.

7. PROPOSALS EVALUATION

7.1. Proposal Review

In accordance with BEL's Purchasing Policy, BEL shall award the procurement contract to the vendor whose proposal is determined to provide best value to BEL based upon the evaluation criteria set out in the request for proposal and equitably applied to all proposals. Evaluation of Proposals shall be completed using the best value determination in accordance with the following criteria:

7.1.1. Mandatory Criteria

Submissions will first be evaluated to establish compliance with the mandatory clauses of this RFP. Submissions not meeting the mandatory requirements will receive no further consideration during the evaluation process. The following are the mandatory requirements:

1. Legal compliance – Certificate of Business Registration/Incorporation, Articles of Association and Memorandum of Association of the Company, Powers of Attorney, Valid operating/trading license, Tax clearance certificate, NSSF clearance certificate, and any other compliance requirements.
2. At least three Letters of recommendation from the most recent clients (preferably) in the Electricity Supply sector or reputable large industrial setup.
3. The Cost Proposal shall include a single page duly signed stating the proponent's all-inclusive total price for the services as outlined in the Request for Proposal.
4. Proposals received must be in accordance with the Terms and conditions set out in this RFP, received on or before the deadline day valid for 90 calendar days or more.

7.1.2. Other Criteria

BEL reserves the right to choose the proposal that provides the best overall value to BEL in terms of merit and price ratio. BEL may, in its sole discretion, choose to reject any or all Proposals.

7.2. Evaluation Process

For the evaluation of this proposal, the content of the Technical Proposal shall be assigned a weight of eighty (80) and the Cost Proposal shall be assigned a weight of twenty (20).

Each Proposal will be evaluated using the following process:

- Stage 1: verify each bid's compliance to the Mandatory Criteria and disqualify any bids that fail to meet these.

- Stage 2: All proposals which pass Stage 1 will be evaluated and ranked against the weighted Proposal Evaluation Criteria, risk evaluation, and cost proposal evaluation.

7.3. Technical Proposal Evaluation Criteria

The proposal evaluation criteria are comprised of:

Category	Value
Quality of Proposal Level of detail, completeness, structure and formatting, eligibility checklist.	5
Technical Requirements <ul style="list-style-type: none"> • Detail and Compliance with scope. • Project management Methodology / approach to work execution, timelines and resource allocation as well as the standards and/or frameworks to be leveraged • Monitoring and reporting mechanisms • Risk management approach • Work breakdown structure. 	30
References (Past related projects) <ul style="list-style-type: none"> • Demonstratable experience of working on IMS implementation of similar projects in a power generation industry or its equivalent. • Experience in integration of multiple ISO standards into one IMS Framework • Successful Certification achievements of past clients • Clients references and recommendation letters, project completion certificates • Number of IMS projects completed 	20
Ability and resources to manage Contract <ul style="list-style-type: none"> • ISO Certification of the Firm for consultancy Operations • Presence of Quality assurance processes for consultancy services • Company Profile • CVs of Key experts • Commitment Letters • Copies of professional certifications such as (ISO 9001,45001, 14001, Lead auditor • Capacity to conduct onsite workshop and audits 	25
TOTAL:	80

7.4. Cost Proposal Evaluation

BEL reserves the right to deduct points from the Proposal Evaluation Criteria based on an assessment of the cost proposal. Unless otherwise stated in this document or its addenda, the proposal with the lowest cost shall receive the maximum points allowed. All other proposals shall receive a cost score based on their cost relationship to the lowest.

The points for the financial evaluation will be allocated as follows:

$$\text{Lowest Price} / \text{Other Proposal Price} \times \text{Maximum Price Score} = \text{Price Score}$$

Example: Two technically compliant bids are received and the maximum available points equals 20.

Bid 1: \$10,000

Bid 2: \$13,000

Bid 1 being the lowest, would achieve a score of 20 points.

Bid 2 would achieve a score of 15.38 points, calculated as follows:

$$\$10,000 / \$13,000 \times 20 = 15.38$$

7.5. Contract

Notice in writing to the Proponent of the acceptance of its proposal by BEL and the subsequent full execution of a written Contract will constitute a contract for services. No Proponent will acquire any legal or equitable rights or privileges to the goods or services until the occurrence of both events.

Should the Proponent wish to propose a form of Contract it will be duly considered by BEL

8. GENERAL TERMS AND CONDITIONS

8.1. Acceptance of Proposals

BEL reserves the right, at its sole discretion, to reject any and all Proposals. The Request for Proposals should not be construed as a contract for the purchase of goods or services. BEL reserves the right to accept any Proposal that it considers to be in its best interest, or to reject any or all Proposals, as BEL deems to be in its best interest. Price will only be one factor which BEL will consider in selecting a Proponent.

No terms or conditions shall be implied, based on any industry trade practice or custom, any practice or policy of the Proposal or BEL or otherwise, which is inconsistent or conflicts with provisions contained in this document.

BEL reserves the right to accept or reject any Proposal which is incomplete in a non-substantial way. BEL also reserves the right to waive formality, informality or technicality with the acceptance of a Proposal for this contract. Any Proposal not supported by the information requested in this Request for Proposals may be rejected. BEL also reserves the right to negotiate with any Proponent who has submitted a Proposal.

Should BEL not receive a satisfactory Proposal, BEL reserves the right to re-issue the Request for Proposal or negotiate a subsequent contract with any Proponent.

8.2. Liability of Errors

While BEL has made considerable effort to ensure an accurate representation of information in this RFP, the information contained in this RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by BEL, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to matters addressed in this RFP

8.3. Information Collected

The Proponent is advised that all information collected, and material developed regarding all work carried out by BEL shall become the property of BEL.

8.4. Confidentiality

All documents, information, and material developed by the Proponent shall be treated as confidential unless determined otherwise, in writing, by BEL. Proponents are advised that any information provided by BEL is to be treated as confidential and shall not be provided to a third party without prior written approval of the General Manager of BEL.

8.5. Proponent's Expenses

BEL is not liable for costs incurred by the Proponent in responding to this RFP. Proponents are solely responsible for their own expenses in preparation, delivery, or presentation of Proposals and for any subsequent negotiations with BEL

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APPENDIX A: TERMS OF REFERENCE

PROVISION OF IMS DESIGN AND IMPLEMENTATION SUPPORT CONSULTANCY SERVICES

1. Project Overview

- **Project Title: IMS design and implementation support for Bujagali Energy Limited.**
- **Project Background:**

From the commissioning stage of the plant in August 2012 to July 2022, BEL had initially outsourced the operation and Maintenance services of the power station to an O&M operator who was a subsidiary of a multinational cooperation and was IMS certified. In July 2022 Upon expiry of the O&M contract, BEL took a strategic decision to operate and maintain the power plant using in house resources and that necessitated a merger of culture and adoption of a new management system based on the long-term organisational goals and objectives.

Bujagali Energy Limited (BEL) currently manages quality, environmental, and occupational health and safety functions through fragmented systems, leading to inefficiencies, inconsistent compliance oversight, and an inconsistent risk management approach. The lack of an integrated framework aligned with **ISO 9001**, **ISO 14001**, and **ISO 45001** limits its ability to systematically control risks, ensure regulatory compliance, optimize performance, and drive continual improvement. Implementing an Integrated Management System is therefore essential to enhance operational efficiency and coordination of activities, strengthen environmental health and safety performance, and support sustainable, compliant, and quality power generation.

- **Project Purpose:**

The project assignment intends to drive BEL to an external IMS certification

2.1 General Scope Statement

This project scope covers the design, implementation and Certification support for the implementation of an integrated management system for activities performed at or services offered by BEL based on the three latest Versions of the ISO standards.ie. 9001,45001 and 14001.

2.2 Deliverables

- a. Inception Report & Work Plan
- b. Gap Analysis Report -summarising findings and recommendations
- c. IMS Policy Document
- d. IMS Manual
- e. Documented procedures & templates
- f. Risk and opportunity registers & compliance registers
- g. Training materials & attendance records
- h. Management review minutes
- i. Final consultancy completion report

2.3 Deliverable Acceptance Criteria

Deliverable ID	Deliverable	Acceptance criteria	Acceptance Criteria	Responsible authority
DEL-01	Inception Report	<ul style="list-style-type: none">- Clear understanding of project scope and objectives- Detailed methodology for IMS implementation- Work plan with milestones and timelines- Stakeholder engagement plan.	-Review meeting with project steering committee.	Project manager

Deliverable ID	Deliverable	Acceptance criteria	Acceptance Criteria	Responsible authority
DEL-02	Gap analysis report	- Comprehensive assessment against ISO requirements - Identification of compliance gaps for each standard - Risk assessment relevant to hydropower operations - Prioritized corrective action plan	Technical review and validation workshop.	IMS Steering Committee
DEL-03	IMS Implementation Roadmap	-Clear action plan for closing identified gaps. -Responsibilities assigned to departments -Realistic timeline and resources identified	Approval by management team.	Snr. Mgt
DEL-04	IMS Documentation (Manuals and Procedures)	-Integrated IMS manual developed -Required procedures documented -Alignment with operational processes of the hydropower station. -Compliance with ISO clauses	Document review and approval	Mgt systems Manager
DEL-05	Operational Procedures and Forms	- Procedures reflect actual operational activities - Templates and forms available for monitoring and records - Easily usable by staff	Field testing and section review.	Heads of sections
DEL-06	Risk and Environmental Aspect Registers	- Aligned Risk and Opportunity register for operational and corporate risks - Environmental aspect and impact analysis completed - Risk control measures defined	Technical validation by HSE team	Snr. Leadership team.
DEL-07	Training and Capacity Building	- Training materials developed - Staff trained on IMS procedures - Attendance records and training evaluation results documented	Training evaluation reports	HR / Project Coordinator
DEL-08	Management Review Facilitation	-Management review meeting conducted -Performance indicators presented -Action items documented	Review minutes and decisions	Top Management
DEL-09	IMS certification Roadmap	-Activities defined -Timelines defined	Certification Roadmap	MSM

2.4 Out of Scope

- a. Consultancy services on implementation of other standards not mentioned in the scope

2.5 Constraints

- a. Budget Constraints
- b. Fulltime commitment of process owners.
- c. Time constraints related to completing the project within the agreed timescale

2.6 Scope monitoring and control

Reporting on the progress of the project shall be done bi weekly.

Assumptions

- a. Timely decisions supporting the project success will be taken
- b. Internal resources will be available to support implementation

- c. No major operational disruptions will occur during the project period.
- d. The existing processes are stable enough to be documented without significant variations.

2.7 Timeline

The consultancy is expected to be carried out over a period of 5 Months excluding weekends and public holidays from contract signing with key milestones established for each deliverable. A detailed timeline will be developed in consultation with the selected consultant in the inception report.

The anticipated duration will be as below

1. Months 1: Gap Analysis
2. Months 2: Documentation Development
3. Months 2: Implementation (including management Review) and close out

2.8 Reporting Structure

The consultant will report directly to the project manager who will serve as the main point of contact throughout the project. Regular updates shall be presented at scheduled bi-weekly meetings.

2.9 Required Qualifications

The Consultant/Firm must demonstrate the qualifications below:

a) Firm Requirements

- At least 5 years' experience implementing ISO management systems specifically(ISO 9001,14001, 45001 and (55000 added advantage)).
- Experience in power generation or heavy industry sector.
- At least 3 successful IMS certification projects completed.

b) Key Expert Requirements

- Lead Consultant must be:
 - Certified ISO 9001 Lead Auditor
 - Certified ISO 14001 Lead Auditor
 - Certified ISO 45001 Lead Auditor
- Proven experience in:
 - Risk-based thinking
 - Legal compliance frameworks
 - Environmental impact management
 - H&S hazard management
- Strong training facilitation skills.

2.10 Submission Guidelines

As per section 5.1 of the main RFP documents

Interested firms should submit the following documents:

- A technical proposal outlining the approach and methodology to achieve deliverables that will meet the evaluation criteria defined in this document.
- A detailed financial proposal with all associated costs.
- Workplan and timeline
- Curriculum Vitae (CV) for team members who will participate in the project.
- Proof of similar projects handled.

2.11 Submission deadline

Proposals must be submitted by 02/04/2026. Late submissions may not be considered.

2.12 Budget

The Cost Proposal shall include a single page duly signed stating the proponent's all- inclusive total price for the services as outlined in the request for Proposal

2.13 Confidentiality and Ownership

All information collected during the consultancy, as well as the outputs produced, are confidential. Ownership of all deliverables will reside with Bujagali Energy Limited.

2.14 Remuneration

The remuneration of the Consultant will be payable in the currency stipulated in the contract in accordance with the payment schedule below.

Payment schedule- Proposed

Sn	Deliverable	% Payable
1	Contract signing	40%
2	Documentation completion	30%
3	Final Consultancy Report Submission	30%
	Total	100%

APPENDIX B:

Required Contractor Insurance Cover

The Contractor shall provide certificates of the cover held for the following classes of insurance where applicable:

I. Automobile Liability Insurance

Covering use of all vehicles used by the Contractor or its Subcontractors (whether owned by them) in connection with the execution of the Contract.

II. Workers' Compensation

In accordance with the statutory requirements applicable in Uganda.

III. Professional Indemnity

If Contractor shall be performing design services, He/She shall maintain for the period covered by the Agreement professional liability insurance for work for an amount not less than the contractual value.