



# **RFQ No. LIFT/03/10/2025**

17 October 2025

Mott MacDonald Limited  
Golden Plaza  
KG 546ST  
Kacyiru –Gasabo  
Kigali  
Rwanda

**RFQ No. LIFT/03/10/2025  
PRINTING ENGLISH  
ALPHABET CHATS**

17 October 2025

# Issue and Revision Record

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# 1 Overview of the Requirement and Procurement Process

Purpose of this Request for Quotations (RFQ) is to solicit quotations from interested printers willing to **print 4,828 English Alphabet Charts**.

## 1.1 The Company

Mott MacDonald is a £1.4bn turnover, employee-owned management, engineering and development consultancy serving the public and private sectors around the world. We employ around 17,000 staff and work across more than 200 offices globally, undertaking projects in 140 countries. Our expertise and resources help deliver projects covering:

• Buildings	• Environment
• Education	• Communications
• Health	• Industry
• Oil and Gas	• Power
• Transport	• Water
• Mining	• Urban Development
• International Development	

Additional general information about Mott MacDonald can be found at [www.mottmac.com](http://www.mottmac.com) .

## 1.2 Background & Current Situation

Mott MacDonald Limited has been appointed by the UK Foreign Commonwealth and Development Office (FCDO), to deliver the Learning and Inclusion for Transformation (LIFT) Programme. Learning and Inclusion for Transformation (LIFT) is a programme of the Ministry of Education that is funded by the UK Government through FCDO and aims to improve foundational learning outcomes for children in English and mathematics in Rwanda's primary schools. LIFT supports adolescents aged 12-17 to return to formal education or access alternative education pathways and enables access to education for children with disabilities.

Focusing on those most at risk of not completing basic education, LIFT is removing barriers to learning, creating safe school environments and developing partnerships for equitable education, so every child has the opportunity to thrive.

## 1.3 Overview of goods required

The purpose of this Request for Quotations (RFQ) is to solicit quotations from interested printers willing to **print 3016 English Alphabet Charts**.

## 1.3 Timescales

Set out below is the proposed procurement timetable. This is intended as a guide and whilst the Company does not intend to depart from the timetable it reserves the right to do so at any stage.

**Table 1: Proposed timetable**

Date	Action
17 October 2025	RFQ published
17 October 2025	Clarification period for RFQ opens
23 October 2025	Clarification period closes
24 October 2025, by 5:00 pm, Kigali time	Closing date and time for receipt by the Company of Suppliers' RFQ Responses (bids)
27 – 30 October 2025	Evaluation of bids and selection of supplier
31 October 2025	Notification of outcome to all tenderers
31 Oct-04 November 2025	Standstill period
5 November 2025	Estimated date for contract signature

#### 1.4 Company's Contact Details

Unless stated otherwise in this RFQ or in writing from the Company, all correspondence and communications from Suppliers during the period of this procurement exercise must be directed to the Company's designated contact:

Name: Mott MacDonald Rwanda

Email: [mottmacdonaldrwanda@mottmac.com](mailto:mottmacdonaldrwanda@mottmac.com)

All email communications should bear the subject line "**REQUEST FOR QUOTATIONS (RFQ)  
PRINTING ENGLISH ALPHABET CHARTS, REF: RFQ NO LIFT/03/10/2025**". Ensure that the name, contact details and position of the person making the enquiry are clearly identified in any written communication.

#### 1.5 Response Required

Prospective suppliers are asked to submit responses in the manner set out in Sections 3 and 4 of this RFQ documents. In addition to returning a compliant RFQ Response, the Company would also consider any alternative proposals Suppliers might wish to suggest which could in their opinion fulfil our requirements.

#### 1.6 Glossary

Unless the context otherwise requires, the following words and expressions used within this RFQ document shall have the following meanings:

**Table 2: Definitions of terms used in this document**

Term	Meaning
"Agreement" or "Contract"	The agreement to be entered into by the Company and the Supplier following any award under the procurement exercise to supply the goods and/or services.
"Charges" or "Prices"	The costs, prices and related expenses proposed by the Supplier in relation to the supply of the goods and/or services.
"Company" or "Mott MacDonald"	Mott MacDonald Group Limited and its subsidiary companies.
"Deadline"	The closing date for RFQ Responses, as shown in Section 1.4 – Timescales.
"Due Diligence Information"	The background and supporting documents and information provided by the Company for the purpose of better informing Suppliers' responses to this RFQ.
"Instructions to Suppliers"	The terms and conditions set out in this RFQ relating to the submission of a Response.
"Request for Proposal" or "RFQ"	This Request for Proposal document and all related documents published by the Company and made available to Suppliers (including any Due Diligence Information).
"RFQ Response" or "Response" or "Tender" or "Bid".	A Supplier's formal offer in response to this Request for Proposal.
"Supplier" or "Suppliers" or "Tenderer" or "Tenderers"	The party/parties responding to or contemplating a response to this RFQ.

## 2 Instructions to Tenderers

### 2.1 Introduction

- This RFQ is in four sections:
  - Section 1 states the outline of the requirement.
  - Section 2 contains the Instructions to Tenderers and the conditions of this RFQ.
  - Section 3 contains the detailed specifications/scope of the requirement.
  - Section 4 specifies the format or manner in which Tenderers are requested to respond.
- Potential Suppliers are free to express and propose in their response the solution(s) that they believe meet best the Company's requirement.
- Suppliers shall under in no circumstances be entitled to recover from the Company any costs, charges, expenses, or claims associated with the preparation and submission of a response to this RFQ, including in the event of this RFQ or subsequent Tender being withdrawn.
- Whilst it is the Company's intention to purchase the goods/services described herein from the Supplier(s) appointed, this does not confer any exclusivity on any appointed Supplier. The Company reserves the right to purchase any goods/services (including those similar to the goods/services covered by this procurement exercise) from any supplier.

### 2.2 General

- These instructions are designed to ensure that all Suppliers are given fair and equal access and consideration. It is important therefore that Tenderers provide all the information asked for in the format and manner specified.
- Suppliers should read these instructions carefully before submitting a Tender. Failure to comply with these requirements for completion and submission of the RFQ Response may result in the rejection of the Tender. Suppliers are advised therefore to acquaint themselves fully with the extent and nature of the goods/services and contractual obligations. These instructions constitute the Conditions of Tender. Participation in the tender process automatically signals that the Supplier accepts these Conditions.
- All material issued in connection with this RFQ shall remain the property of the Company and shall be used only for the purpose of this procurement exercise. All Due Diligence Information shall be either returned to the Company or securely destroyed by the Supplier (at the Company's option) at the conclusion of the procurement exercise.
- The Supplier shall ensure that each and every supplier, sub-contractor, consortium member and adviser that they chose to work with in responding to this RFQ abides by the terms of these instructions.
- The Supplier shall not contact any employee, agent or consultant of the Company that is in any way connected with this procurement exercise during the period of this procurement exercise, save for the Company's designated contact, unless instructed otherwise by the Company in writing.
- The Company shall not be committed to any course of action as a result of: issuing this RFQ or any invitation to participate in this procurement exercise; an invitation to submit any Response in respect of this procurement exercise; communicating with a Supplier or a Supplier's representatives or agents in respect of this procurement exercise; or any other communication between the Company (whether directly or by its agents or representatives) and any other party.

- Suppliers shall accept and acknowledge that by issuing this RFQ the Company shall not be bound to accept any subsequent Tender and reserves the right not to conclude an Agreement, where applicable, for some or all of the goods and/or services for which Tenders are invited.
- The Company reserves the right to amend, add to or withdraw all or any part of this RFQ at any time during the procurement exercise.

### 2.3 Confidentiality

- Subject to the exceptions stated below, the contents of this RFQ are made available by the Company with the following conditions:
  - Suppliers shall always treat the contents of the RFQ and any related documents (together called the 'Information') as confidential, save in so far as they are already in the public domain.
  - Suppliers shall not disclose, copy, reproduce, distribute, or pass any of the Information to any other person at any time or permit any of these things to happen.
  - Suppliers shall not use any of the Information for any purpose other than for the purpose of submitting (or deciding whether to submit) a response to the RFQ.
  - Suppliers shall not undertake any publicity activity within any section of the media, including but not limited to social networking and online blogs, in relation to this RFQ.
- Suppliers may disclose, distribute, or pass any of the Information to its advisers, sub-contractors or to another person provided that at least one of the following conditions applies:
  - This is done for the sole purpose of enabling a Response to be submitted and the person receiving the Information undertakes in writing to keep the Information confidential on the same terms as if that person were the Supplier.
  - The Supplier obtains the prior written consent of the Company in relation to such disclosure, distribution or passing of Information.
  - The Supplier is legally required to make such a disclosure.
- The Company may disclose detailed information and responses relating to this RFQ and any subsequent Tenders to its officers, employees, agents, or advisers.
- Where a Supplier has requested information or clarification then the Company reserves the right to disseminate information that is materially relevant to the procurement to all Suppliers involved, even if the information has only been requested by one Supplier, subject to the duty to protect each Supplier's commercial confidentiality in relation to its Response.
- In this section, the definition of 'person' includes but is not limited to any person, firm, corporate body, or unincorporated association.

### 2.4 Clarification

It is anticipated that sufficient information has been provided herein to allow Suppliers to prepare their response. However, should additional information be deemed necessary, please submit a request by email to the Company's designated contact. The Company will endeavour to answer all questions as quickly as possible. If, in our opinion, the question and answer are deemed to be of interest to all potential Suppliers, then we reserve the right to respond with the question and answer to all potential Suppliers. Care will be taken to ensure that the identity of the party asking the question will remain anonymous.

## 2.5 Preparation of Responses

- Suppliers must obtain for themselves at their own responsibility and expense all information necessary for the preparation of the Response. Suppliers are solely responsible for the costs and expenses incurred in connection with the preparation and submission of their Response and all other stages of the selection and evaluation process. Under no circumstances will the Company, or any of its officers, employees, agents, or advisers, be liable for any costs or expenses borne by Suppliers or their sub-contractors, suppliers, or advisers in this process.
- The Company relies on Suppliers' own analysis and review of information provided. Consequently, Suppliers are solely responsible for obtaining the information which they consider is necessary in order to make decisions regarding the content of their Responses and to undertake any investigations they consider necessary in order to verify any information provided to them during the procurement process.
- Suppliers must form their own opinions, making such investigations, and taking such advice (including professional advice) as is appropriate, regarding the scope of supply and any subsequent Response, without reliance upon any opinion or other information provided by the Company or its advisers or representatives. Suppliers must notify the Company promptly of any perceived ambiguity, inconsistency, or omission in this RFQ, any of its associated documents and/or any other information issued to them during the procurement process.

## 2.6 Submission of Responses

- Responses are to be received by the Company no later than the closing date and time stated in Section 1.3.
- The Company may at its own absolute discretion extend the closing date and the time for receipt of Responses. Any extension granted will apply to all Suppliers.
- Suppliers must submit Responses according to the instructions set out Section 4
- It is anticipated that all Responses can be processed from the submitted documents but if Suppliers would like to ask any question, they may do so by emailing the Company's designated contact. The Company will endeavour to answer all questions as quickly as possible, but cannot guarantee a minimum response time.
- Suppliers' Response and any documents accompanying it must be in the English language.
- Suppliers may include in the Response a small amount of related and relevant information which has not been specifically requested in the RFQ.

## 2.7 Canvassing

Any Supplier who directly or indirectly canvasses any officer, member, employee, or agent of the Company concerning this procurement or who directly or indirectly obtains or attempts to obtain information from any such officer, member, employee or agent or concerning any other Supplier, Tender or proposed Tender may be disqualified.

## 2.8 Conflict of Interest

Tenderers must disclose in their tender any circumstances, including personal, financial and business activities that will, or might, give rise to a conflict of interest by taking part in this procurement process or if awarded the contract. Such disclosure shall also be made in respect of any sub-contractors proposed by the Tenderer. Where Tenderers identify any potential conflicts

of interest, they should state how they intend to address such conflicts of interest. MM/CE reserves the right to reject any tender which, in MM/CE's opinion, gives rise to, or could potentially give rise to, a conflict of interest which cannot be mitigated against to MM/CE's satisfaction.

## 2.9 Unfair competitive advantage

Fairness and transparency in the selection process require that Tenderers or their affiliates competing for this RFQ do not derive a competitive advantage from having prior information related to the assignment in question. To that end, MM/CE shall make available to all tenderers, together with the RFQ, all information that would in that respect give tenderers an unfair competitive advantage over competing tenderers. If any tenderer attempts to influence the bid through external parties their proposal will be ineligible.

## 2.10 Disclaimers

- Whilst the information in this RFQ has been prepared in good faith, it does not purport to be comprehensive nor has it been independently verified.
- Suppliers should note that the details, volumes, and any potential service dates set out in this document are estimates only. They are not intended to provide any commitment as to the value of goods/services that the Company may purchase using this or any other procurement.
- Any Agreement(s) awarded will be non-exclusive. The Company gives no undertaking that it will purchase the whole or any of the requirements for goods/services through such arrangement.
- Neither the Company nor its advisers, directors, officers, members, partners, employees, other staff or agents:
  - Makes any representation or warranty (express or implied) as to the accuracy, reasonableness, or completeness of the RFQ.
  - Accepts any responsibility for the information contained in the RFQ or for the fairness, accuracy or completeness of that information, nor shall any of them be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.
- Any persons considering making a decision to enter contractual relationships with the Company following receipt of the RFQ should make their own investigations and their own independent assessment of the Company and its requirements for the goods/services and should seek their own professional advice.
- Any Agreement concluded as a result of this RFQ shall be governed by the Laws of England and Wales, or by the laws of the country in which the Supplier is based, or by alternative laws and jurisdiction, at the Company's discretion.

## 2.11 No Inducement or Incentive

The RFQ is issued on the basis that nothing contained in it shall constitute an inducement or incentive nor shall have in any other way persuaded a Supplier to submit a Response or enter into any subsequent Agreement or any other contractual arrangement.

## 2.12 Acceptance and Admission to the Agreement

The Company shall be under no obligation to contract with, or conclude any Agreement with the Supplier following receipt of its Response to this RFQ or any subsequent tender documentation, irrespective of whether it has tendered the lowest price.

## 2.13 Amendments to RFQ Documents

At any time prior to the deadline for the receipt of RFQ Responses, the Company may modify the RFQ by amendment. Any such amendments will be numbered and dated and issued to all prospective Suppliers prior to the Deadline for the submission of Responses. To give prospective Suppliers reasonable time in which to take the amendment into account in preparing their Responses, the Company may, at its discretion, extend the Deadline for receipt of Responses.

## 2.14 Late Responses

Any Response received at the designated point after the Deadline for receipt of Responses will be rejected unless the Supplier can provide irrefutable evidence that the Response was capable of being received by the due date and time.

## 2.15 Modification and Withdrawal

- Suppliers may modify or withdraw their Response prior to the Deadline by giving notice to the Company in writing or via electronic submission to the Company's designated contact.
- Suppliers may withdraw their Response at any time prior to accepting the offer of an Agreement following the final stage of the tender process. The notice to withdraw the Response must be in writing and sent to the Company by recorded delivery or equivalent service and delivered to the Company's designated contact.

## 2.16 Right to Reject/Disqualify

The Company reserves the right to reject or disqualify a Supplier where one or more of the following apply:

- The Supplier fails to comply fully with the requirements of this RFQ.
- The Supplier is guilty of serious misrepresentation in relation to its Tender and/or the Tender process or in supplying any information required in this document.
- There is a change in identity, control, financial standing or other factor impacting on the selection and/or evaluation process affecting the Supplier.
- There is evidence that the Supplier has acted in collusion with another party.

## 2.17 Right to Cancel, Clarify or Vary the Process

The Company reserves the right to:

- Amend the terms and conditions of the Tender process.
- Cancel the evaluation process at any stage.
- Require the Supplier to clarify its Response in writing and/or provide additional information. Failure to respond adequately may result in the Supplier not being selected.

## 2.18 Customer References

The Company may wish to contact and/or visit one or more customer references submitted by the Supplier, as part of the evaluation stage of this RFQ or subsequently if the Supplier is selected as preferred supplier.

## 2.19 Evaluation Process

The evaluation process for this RFQ will feature the following steps:

- Step 1: Compliance checks, verifying that all information requested has been submitted in compliance with the Tender instructions. **Absence of one of the mandatory required documents will automatically disqualify the bid.**
- Step 2: Evaluation and scoring of Responses:
  - Technical (goods/services offered)
  - Commercial (price and terms)
- Step 3: Evaluation report and recommendation.
- Step 4: Confirmation of outcome and authorisation to proceed.
- Step 5: Notification of outcome to the successful Tenderer.

## 2.20 Evaluation Criteria

Basis of Award: The award will be made to the tenderer whose offer presents the Best Value: the optimal combination of technical merits and reasonable cost.

Proposals will be scored on technical factors first. Only the financial proposals of those offers that surpass the minimum qualifying score of 70% points in the technical evaluation will have their Cost/Business Proposal reviewed. Those that do not reach this qualifying score in the Technical Evaluation will be considered non-competitive and their Cost/Business proposals will not be considered.

### 1. Technical approach (60 points)

Provide a clear, and precise technical proposal (1page maximum) that covers both the conceptual and practical approaches of how to achieve the objectives of this project. Specifically, please address the following, in the order specified below:

Category	Brief Explanation	Scoring
<b>1. Past performance</b>	<p>We are looking for printing houses which have experience in similar work. To justify the experience, it is important to provide the following documents:</p> <ul style="list-style-type: none"> <li>• At least 3 References from reputable institutions (private companies, INGOs, Government) indicating the Tenderer's experience and capacity to deliver similar products and quantities signed by authorized staff.</li> <li>• Provision of previous contract/PO/recommendations for similar services performed in the recent five years with a value of above 100 million Rwandan Francs each.</li> <li>• Proven experience with REB's requirements and processes for printing books and materials for schools.</li> </ul>	30 points

<b>2. The technical capacity of the supplier</b>	<p>Mott MacDonald seeks to contract with a tenderer who can manage this print run. The service providers shall submit a list of available equipment, including:</p> <ul style="list-style-type: none"> <li>• Established web offset lithography printing press</li> <li>• Desktop publishing applications and devices to support</li> <li>• Computer to plate facilities, plate-making capacity</li> <li>• Web-fed offset lithography printing machines capable of printing in one and four colours.</li> <li>• Finishing and Binding Capacity: <ul style="list-style-type: none"> <li>• Saddle Stitching: Automated section stitching machine equipped with 2 stitching heads</li> <li>• Paper Cutting machine</li> <li>• Paper folding machine</li> </ul> </li> </ul> <p>All printing machines and related equipment utilized in the production process must be fully operational and in good working conditions. MacDonald will conduct site visits to the bidders' premises to verify the availability and functionality of equipment and to assess the bidder's capacity to execute the required scope of work.</p> <p>During the visit, we will also check the storage facilities and availability of basic materials.</p> <p>The bidder is also required to provide the list of permanent employees.</p>	20 points
<b>3. Delivery time</b>	<p>The bidder shall specify the delivery lead time for the printed charts, calculated from the date of issuance of the official Purchase Order. Scheduling more realistic plans, and that propose realistic timelines and mitigation plans will be evaluated more favourably than those plans that do not consider these factors.</p>	10 points
<b>Total</b>		<b>60 points</b>

If a tenderer submits a proposal that fails to respond to the majority of the information requested in this RFQ, as outlined specifically in the statement of work and the evaluation criteria, the Service provider's proposal will be automatically disqualified.

## **2. Financial Proposal (40 points)**

Submit a detailed financial proposal for the proposed work as highlighted in the scope of work. Mott MacDonald's review of the financial proposal shall determine if the overall costs proposed are realistic for the work to be performed, reflect a correct understanding of the project

requirements, and are consistent with the tenderer's technical proposal. Mott MacDonald will also review unit costs.

## 2.21 Notification

- The Company will inform the successful tenderer(s) of its intention to award contract(s) based on the evaluation process as outlined above.
- All unsuccessful Tenderers will be afforded the opportunity of feedback on the Company's reasons for the unsuccessful outcome.

## 2.22 Agreement

In the event that the Company wishes to enter into an Agreement with any Supplier, that Agreement will be augmented with appropriate information submitted in the Tender's Responses including any Specifications, Technical Requirements and Charges. In drafting their responses Tenderers must be mindful of this and should ensure that their Responses are drafted in clear and concise terms which will provide a basis for translation into firm contractual commitments.

## 3 Scope of Supply

### 3.1 Introduction

The purpose of this Request for Quotations (RFQ) is to solicit quotations from interested printers willing to print **4,824 English Alphabet Charts**.

### 3.2 Technical specifications

Detailed specifications of the charts to be printed are provided in the table below.

#	Description/title	Quantity	Number of pages (range)	Print type (B/W or Full color)	Printing specifications
1	ENGLISH ALPHABET CHART	4,824	1	- Full Color - Large Format Ink	<b>Material to use:</b> Banner Glossy of 400 gsm <b>Size:</b> 1.5m x 1.5 m (Square format) with 6 eyelets

Please note that the quantity of charts to be printed may be adjusted—either increased or decreased—based on the user's specific needs.

### 3.3 Tender pricing

- Prices tendered must be firm, fixed and valid for 90 days following the closing date for submission of RFQ Responses.
- Prices tendered must include any and all applicable administration, sales taxes. The VAT should be clearly indicated.
- Tenderers must specify their Tender price in Rwandan Francs (RWF).
- Tenderers are requested to specify the payment terms.

### 3.4 Delivery

All printed charts are planned to be picked from the printer's premises based on the packaging list which will be shared with the successful tenderer.

### 3.5 Payment

- Supplier(s) will be paid in Rwandan Francs (RWF)
- Full payment will be conditional upon delivery and acceptance by the Company of the Materials
- Services will only be accepted if they conform to the agreed Specifications and are free from defects. Payment terms must be included in the RFQ response.
- Payment to the Service Provider will be made within 30 days following receipt by the Company of a valid invoice.

### 3.6 Legal

- Any purchase order placed as a result of this procurement will be subject to Mott MacDonald's purchase order Terms and Conditions as will be outlined in contract.
- Mott MacDonald reserves the right to request changes to the selected Supplier's Terms and Conditions as part of any subsequent contracting process.
- Mott MacDonald will carry out its own assessment of tenders' financial standing and this will be considered alongside the RFQ Response.

### 3.7 Alternative proposals

Alongside the requirements stated in this RFQ, Mott MacDonald would be open to considering other or alternative options that Suppliers might wish to propose to fulfil our requirements.

### 3.8 Mandatory required documents

Tenders Must provide current copies of the following (as applicable) in support of their RFQ Response:

- Cover letter, signed and stamped by an authorised representative of the bidder.
- Evidence of Company Registration (RDB registration certificate)
- VAT registration certificate
- Full address of bidder. Mott Macdonald Limited will visit the potential bidder to verify the equipment and capacity of the bidder to execute the tender.
- Bid guarantee/security of at least Rwf 2,000,000 issued by reputable banking institutions in Rwanda or Insurance companies.
- Confirmation of financial capacity in the form of Credit Line of not less than Rwf 100 million or certified most up to date bank statement showing that the bidder has enough liquidity to execute the tender.
- Valid tax clearance certificate (Any bidder with tax arrears will not be considered).
- Valid RSSB Clearance certificate
- Filled and signed Mott MacDonald supplier questionnaire (attached to this RFQ)

#### Additional non mandatory information may include the following:

- Any other relevant information such as ethics policy, anti-slavery policy, etc.
- A copy of relevant insurances as required by law
- Tenderers may include in their Response a small amount of related and relevant information which has not been specifically requested in the RFQ.

## 4 Response

Quotations and supporting documents must be submitted in Portable Document Format (PDF) by email attachment to the Company's designated contact, by the Deadline to the following email address: [mottmacdonaldrwanda@mottmac.com](mailto:mottmacdonaldrwanda@mottmac.com)

All email communications should bear the subject line: "**REQUEST FOR QUOTATIONS (RFQ)  
PRINTING ENGLISH ALPHABET CHARTS; REF: RFQ. NO LIFT/03/10/2025**". Bids submitted by email will remain unopened and unread until after the deadline.

Tenderers' RFQ responses must contain the following, set out clearly and unambiguously:

- The name of the company and any affiliation if any
- The full specifications of the service(s) offered.
- The Tenderer's unit price for the service (s) offered, inclusive of any and all applicable administration, and taxation costs including, but not limited to Value Added Tax (VAT).
- The currency in which the Tender price is specified (see Sections 3.3).
- Any relevant additional information.