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Responses to Requests for Clarification (No. 1)

Remediation of the Kiteezi landfill, and Development of a new, modern Integrated Waste Management Facility in Buyala (Mpigi District) for KCCA, through the Competitive Dialogue Procurement method under a Pre-contract Financing Arrangement

Dated: 30th July, 2026

Request for Clarification no. 1

- 1. Clarification Question no. 1: Project background, Site conditions and Specific requirements:** An Applicant inquired if there was a fuller understanding of the project background, site conditions and specific requirements to facilitate the preparation of a high-quality expression of interest.

Response: This stage is essentially for assessing applicants' eligibility, relevant experience, and technical capacity to be shortlisted. As such the project background, site conditions and specific requirements are what is indicated in the detailed request for expression of interest.

- 2. Clarification Question no. 2: Pre-bid meeting and Site visit.** The Applicant inquired whether KCCA would organize a pre-bid meeting and/or a site visit, to enable interested investors/contractors to among other things; engage directly with KCCA and its technical team on matters relating to the technical requirements, scope of implementation, and contractual arrangements of the project; and conduct a physical inspection of the Kiteezi landfill site and the Buyala sites.

Response: A site visit will be organised on **Thursday 6th August, 2026** for Kiteezi, and another on **Friday 7th August, 2026** for Buyala.

The details will be published in an addendum, for which applicants will be duly informed.

3. **Clarification Question no. 3: Format for submission of Expressions of Interest:** The Applicant inquired whether KCCA had any standard format or template for the Expression of Interest submission, which interested investors are expected to follow in preparing and submitting their expressions of interest.

Response: It was originally left to applicants to determine how creatively they wished to submit their expressions of interest.

However, as globally accepted best practices for public and international procurement, applicants shall, at a minimum be expected to submit their Expressions of Interest in the following format:

- a) **A Cover Letter:** Signed, on the company letterhead, and at the minimum, explicitly stating the legal name, address, telephone number, and email address, the joint venture arrangements (if any), and your intent.
- b) **Company Profile:** A brief organisation description, legal status, years of operation, headquarters, areas of expertise relevant to the assignment and organizational structure.
- c) **Eligibility compliance:** Evidence of the eligibility requirements in the detailed EoI.
- d) **Relevant Experience:** Demonstrated evidence of the minimum experience indicated in the detailed EoI, with clients and their contact information.
- e) **Technical and Managerial Capacity:** Information on the organisation's expertise, technical capabilities, methodologies, available resources, and quality assurance systems.
- f) **Financial Capacity:** Demonstration of the financial resources and management strength to execute the assignment, as well as the financial information in the detailed EoI.
- g) **Declaration:** A formal statement confirming the authenticity of the information and authorizing the submission.

Request for Clarification no. 2

1. **Clarification Question no. 1: KCCA's Financial Contribution:** An Applicant inquired if KCCA intended to contribute any capital investment to the project, and if so, by how much? Or if not, whether applicants were expected to finance the entire project.

Response: As indicated in the detailed EoI, this assignment is being procured under a **pre-contract financing arrangement**, where investors are expected to design, finance, build, and operate the facilities for an agreed period of time. Furthermore, the successful investor shall be expected to finance the investment, as well as its operations and maintenance, and thereafter, recoup the costs plus the return on investment from the assets created, and or sale of the by-products. This is pursuant to Section 1(b) of the PPDA Act Cap. 205.

2. **Clarification Question no. 2: Overall Procurement Schedule and Subsequent Stages:** The Applicant inquired about the overall procurement plan for the project, including what subsequent stages are envisaged following the EoI stage, such as the Request for Proposals, Competitive Dialogue rounds, contract negotiation, contract award, etc., and the expected timeline for each.

Response: This procurement is a multistage procurement process comprising of the following key stages; the Shortlisting stage, the Competitive Dialogue stage, the Bidding stage, the Due Diligence stage, the Negotiation stage and the Contracting stage. Given the complexity of the project, the total procurement lead time cannot be determined at the moment. Therefore, indicative timelines will be specified for the particular stages at the time of their publication. Nevertheless, below is a summary of the key procedures to be undertaken, to provide applicants an indication of what should expect:

- i. Shortlisting of applicants: 3 – 4 weeks;
- ii. Confidential dialogue with each (the number of rounds will depend on the complexity and clarity of the solutions): 6 - 8 weeks;
- iii. Submission of Proposals: 3 – 4 weeks;
- iv. Evaluation of the submitted proposals: 4 – 5 weeks;

- v. Pre-final offer (for responsive applicants to improve their proposals and submit a Best and Final Offer (BAFO)): 2 - 3 weeks;
- vi. Evaluation of the BAFOs: 3 – 4 weeks;
- vii. Due Diligence: 2 - 3 weeks;
- viii. Contract Negotiation: 1 week;
- ix. Contract Award: 1 – 2 weeks;
- x. Standstill period: 2 weeks;
- xi. Contract Clearance, Signing and Notice to Proceed: 4 – 5 weeks.

Important to note is that KCCA is desirous of completing the procurement and contracting process in the shortest time possible, without compromising the quality and transparency of the process.

3. Clarification Question no. 3: Availability of Additional Project Information: The Applicant inquired whether documents such as *preparatory studies (e.g., feasibility, ESIA, power evacuation), financing mobilization, design, construction, and commissioning*, or any other supplementary information, could be made available at this stage.

Response: The essence of the Request for Expression of Interest stage is to gauge the market interest in the project, and determine the eligibility, experience, and capability of potential applicants. This stage is intended to assess how well applicants have implemented such assignments before, and not how well they will implement this assignment. As such, the information is expected to be available at the Competitive Dialogue and RfP stages where it is most appropriate.

Nevertheless, applicants can utilize the publicly accessible information about the waste management situation in Kampala to inform their submissions. In addition, at pre-bid meeting and site visits, applicants will acquaint themselves with the conditions on the ground.

4. Clarification Question no. 4: Submission Requirements Under "Financing" (Section f): The Applicant expressed that, given the very limited information currently available regarding project scope, *i.e. technical requirements, and site conditions*, it would be difficult for applicants to reliably estimate these figures at this stage. They thus requested if the financial information could be submitted at a later stage.

Response: The financial information required to be submitted at this stage is a demonstration that the applicant has the financial capacity to undertake the project of the scale and magnitude indicated in the detailed EoI. However, applicants are encouraged to provide an estimate of what they expect the investment to cost, based on their experience and expertise. A rough estimation may be determined from the site visits to the sites.

Notably, Applicants should be informed that any financial estimate made at this stage will not form part of the assessment criteria. A more detailed financial structure for the project will be required at the Request for Proposals Stage.

5. **Clarification Question no. 5: Scope of Work for the Kiteezi Landfill:** The Applicant inquired that regarding the Kiteezi landfill, does KCCA envisage only closure and remediation of the site, or is KCCA also considering the option of transferring the waste currently deposited at Kiteezi to the Buyala facility for processing, once the Buyala Integrated Waste Management Facility becomes operational.

Response: The waste currently deposited at Kiteezi will not be transported to the Buyala facility. It will have to be remediated at the Kiteezi landfill. Therefore, applicants will be expected to propose on-site solutions for handling the current waste mass at Kiteezi.

6. **Clarification Question no. 6: Applicant Role Designation:** The Applicant inquired whether an applicant was required to qualify under only one of the listed roles (*i.e. as an EPC contractor, a Financier, or an Operator of Waste Management Facilities*), or whether an applicant was required to satisfy all of the listed roles (*EPC contractor, Business Development Advisor, Financier, and Operator of Waste Management Facilities*) simultaneously.

Response: The scope of the assignment is to **design, build, operate, and finance** the entire project. As such, the request to indicate the role to be played by the applicant is intended to provide the Client with a clear understanding of the nature of the participating parties. An applicant who falls in only one of those categories is expected provide

evidence that they will be in a position to mobilise all the other required listed roles, so as to deliver the project, “end-to-end” i.e. from design, financing, construction, commissioning and operation & maintenance.

Applicants should note that the assessment on this criterion will be on the demonstration of the bidder’s capacity to mobilize all the required listed roles.

Request for Clarification no. 3

1. **Clarification Question no. 1: Site information:** To prepare the right techno-commercial solution, the Applicant inquired about:
- a) the geotechnical report for the old site and the new site.
 - b) pictures of both the sites and any waste characterization report (latest available).
 - c) the new and proposed site coordinates.
 - d) the height of the old landfill and any studies or reports done towards its closure.
 - e) a plot plan or site layout (for both the old site and the new site), preferably in ACAD format.
 - f) the total capacity (expected quantum of waste dumped) of old landfill / dumpsite.
 - g) the total capacity for future development and available land area (for the new site).
 - h) whether only closure or capping was required for the old dumpsite or the Client needs assistance with clearing the legacy waste during the development of the new project?
 - i) what the tenure of the expected concession agreement was, with an indication of the tentative gate (tipping) fee.

Response: As indicated earlier, this stage is for determining Applicants’ experience and capacity, hence techno-commercial solutions are not required at this stage. Nevertheless;

- a) Both sites do not have updated geotechnical reports, as geotechnical investigations are yet to be updated.
- b) The latest waste characterization reports are yet to be availed. As such, Applicants’ questions will be answered during the field/site inspection exercise.

c) The site coordinates for the sites are as follows:

BUYALA		
PLOT 451 (ARC 1960 UTM)		
CM1	34670.966	433047.647
CM2	34324.647	432381.969
CM3	34258.264	432528.523
CM4	34058.207	432583.14
CM5	33994.308	432691.235
CM6	34253.995	433228.555
PLOT 89 (ARC 1960 UTM)		
CM5	33994.308	432691.235
CM6	34253.995	433228.555
CM7	33701.366	433468.319
CM8	33715.741	433165.16
PLOT 84 (ARC 1960)		
CM9	33677.725	433491.656
CM10	33716.535	433891.854
CM11	33804.683	433920.221
CM12	34036.286	433994.752
CM13	34138.11	433878.554
CM14	34171.916	433749.405
CM15	34008.256	433348.202
PLOT 83 (ARC 1960)		
CM14	34171.916	433749.405
CM15	34008.256	433348.202
CM16	34675.704	433058.522
CM17	34516.487	433635.701
CM18	34412.059	433618.719

- d) The Kiteezi landfill reached a height of about 35 to 42 feet (10 to 35 meters) before its collapse and subsequent stabilization efforts. The current height will be established at the site visit. Regarding the studies or reports towards its closure, several formal studies, environmental assessments, and socioeconomic reports had been published prior to the closure. However, the focus of this stage is determining applicants' eligibility, relevant experience, and technical capacity to be shortlisted.
- e) The plot plan and site layouts will be provided at RfP stage.
- f) The estimated volume of the Kiteezi landfill can be computed from the acreage of the waste mass (35 acres) and the average current height of 25 meters.
- g) KCCA acquired 230 acres of land for development of complementary components of a state of art waste management hub, which should be sufficient.

- h) KCCA's desire is to repurpose the site to safe and sustainable uses, such as recreation facility that complements the city and neighbourhood health and social amenities. However, KCCA is open to other alternative options that can put the site to better use given its prime value.
- i) The tenure of the concession and tipping fees will be determined at later stages of the procurement, and based on the scrutiny of the proposed investment designs, technology deployed and expected investment recoup timeline.

2. Clarification Question no. 2: Format for submission: The Applicant inquired whether there was a format for financial and technical submission.

Response: Financial and technical submissions not required at this stage. They will come in at the RfP stage. For this stage, please refer to the format provided in Clarification Question no. 3 at page 3 above.

Request for Clarification no. 4

1. Clarification Question no. 1: Project durations: The Applicant sought clarity on what the Request for Expression of Interest meant by 2 years for Kiteezi and 3 years for Buyala. For instance, is it from the time to start the process of reclamation/waste management, up to the period of time over which the reclamation/waste management will take place?

Response: The periods indicated in the Request for Expressions of Interest are the anticipated implementation periods for the 2 projects i.e. 24 months from contract signing for the Kiteezi assignment, and 36 months from contract signing for the Buyala assignment.

Request for Clarification no. 5

1. Clarification Question no. 1: Site visits: The Applicant sought to inquire whether site visits would be organized for the two projects. If so, what would be the proposed schedule and the relevant arrangements so that they could make the necessary preparations.

Response: Site visits have been organised to the two sites as follows;

- a) The **Kiteezi landfill - Thursday 6th August, 2026** starting at **10:00 a.m.** (Kampala Local Time).
- b) The **Buyala Waste Management Site - Friday 7th August, 2026** at **11:00 a.m.** (Kampala Local Time).
- c) The site inspections will commence at the indicated times.
- d) Applicants shall cover their transport and logistics to both sites.
- e) For ease of coordination, interested applicants should **confirm their participation by 31st July, 2026** at the procurement email: procurement@kcca.go.ug.
- f) For directions to the Kiteezi landfill, from Kampala City Center, head north to Gayaza road. Drive for about 12 kilometers on Gayaza road up to Mpererwe. At Mpererwe, turn left at the Kiteezi junction or trading center signpost. From there, follow the local access Mpererwe - Kiti road for roughly 3 kilometers. It will lead you to the Kiteezi Landfill site. However, a local driver is highly recommended.
- g) For directions to Buyala, from Kampala City Center, head west to the Kampala - Mityana road. Drive for about 24 to 25 kilometers on Mityana road until you reach the Buyala Trading Center in Mpigi district (*Buyala Trading Center is just after the Military/Police check point as you slope into the papyrus swamp*). From there, turn left and drive for 2km. You will find a signpost on the right, directing you to the site. The site immediately after a papyrus swamp. Again, a local driver is highly recommended.
- h) For prior directions to both sites, including the pin locations, please contact Mr. Vincent on +256 700 228 808 or Mr. Ronald on +256 776 653 967.

2. **Clarification Question no. 2: Extension of the deadline:** The Applicant requested if the deadline for the submission of the EOI could be **extended to 31 August 2026** to provide all interested applicants sufficient time to review the clarification responses and prepare comprehensive submissions.

Response: The deadline for submission has been extended. However, due to the urgency of this project, and the simplicity of this stage, the deadline extension for submission has been limited to **Friday 14th August, 2026** at **11:00 a.m. (Kampala Local Time)**.