



INNOVATIVE UNIVERSITY OF ENGA

Akom Campus • Enga Province, Papua New Guinea

Call For Tender

Request for Proposals

Campus Master Facilities Plan and Civil Works Documentation

RFP Reference: IUE – AKOM-2026-001

Issued: May 2026

1. Introduction and Background

The Innovative University of Enga (IUE) is a national university established under the Innovative University of Enga Act of 2022. IUE is currently in its first year of full institutional autonomy and is actively developing its permanent home in Enga Province, Papua New Guinea.

The Innovative University of Enga (IUE) operates across three major campuses:

1. Sopas Campus: Faculty of Medicine and Health Sciences
2. Irelya Campus: Faculty of Education
3. Akom Campus: Faculty of Business, Economics, and Informatics

IUE hereby invites qualified Architectural and Engineering firms to submit and provide two closely related but distinct services, for the strategic planning and technical documentation of the **Akom Campus**;

- A comprehensive Campus Master Facilities Plan for the Akom Campus; and
- Civil works documentation suitable for tendering, to be developed in accordance with the Master Plan and released progressively as funding becomes available.

Note on Phased Delivery

IUE recognizes that full campus development will occur over multiple years and funding cycles. The Master Plan is intended to provide a long-term vision and framework. Civil works packages will be tendered separately and incrementally as funds are secured. Respondents should structure their proposals accordingly.



Scope of Services

Two-Part Engagement

Master Facilities Plan • Civil Works Documentation

Part A – Campus Master Facilities Plan

The Master Plan shall establish a long-term physical development framework for the Akom Campus. It is not a construction document, but a strategic planning and visualization tool. The successful firm will be expected to deliver:

Site Analysis and Assessment

- Review of Concept Master Plan
- Topographic and land use analysis of the Akom Campus site
- Assessment of existing structures, infrastructure, and site conditions
- Review of access, drainage, slope, and environmental constraints
- Identification of opportunities and constraints for phased development

Campus Planning Framework

- Proposed zoning of academic, residential, administrative, recreational, storage and support facility areas
- Circulation plan covering pedestrian pathways, vehicle access, and emergency routes
- Infrastructure spine plan covering power, water, sanitation, information and telecommunications
- Phased development roadmap aligned with IUE's enrolment growth trajectory (1,000 → 5,000+ students)
- Sustainability and climate-resilience considerations appropriate to the Highland environment

Building Program

The Master Plan should include, at a minimum, the following facility categories but not limited to:

- Academic buildings: lecture theatres, seminar rooms, tutorial spaces
- Faculty and administrative offices, archives and storage facilities
- Library, learning and research resource center
- Science and applied technology laboratories
- Student residential accommodation (phased)
- Student services: cafeteria, health clinic, counselling, recreation
- Sports and physical education facilities (indoor and outdoor)
- Chapel or multi-faith space
- Campus security, gatehouse, main and service entry facade and infrastructure
- Maintenance, service yard and facilities management depot



Proposals must emphasize modular, dense architectural solutions that maximize land utility through vertical integration. The objective is to create a multi-functional environment where indoor and outdoor spaces are seamlessly interconnected. Key priorities include tight-space optimization, the deployment of smart-campus technology and the development of flexible structures that support collaborative learning while maintaining a small environmental footprint. IUE welcomes the firm's professional input on appropriate sizing, sequencing and design.

3-D Visualizations

The Master Plan must include high-quality, photorealistic renderings and digital media sufficient to communicate the campus vision to institutional leaders, government stakeholders, and prospective funding partners. These deliverables must transcend technical documentation to serve as powerful advocacy tools for the project's "living structures" concept.

These are not technical construction documents. Required visualizations include but not limited to:

- Indicative architectural character studies for primary building types
- Phased development illustration showing campus at key growth milestones
- Aerial perspective of the full campus at completion
- Street-level perspectives of key arrival, academic, and residential zones
- A 360-degree walkthrough with virtual tours to show exterior and interior building features and space. This should specifically demonstrate the multi-functional environments and flexible space planning within the limited campus footprint.
- Night perspective rendering illustrating the campus lighting plan, security visibility and the 24-hour vibrancy of the residential and library zones.

Master Plan Report

- Full technical report documenting design philosophy, planning rationale, design and assumptions
- Budgetary cost estimates at a concept level for each development phase (order-of-magnitude only)
- Summary presentation (e.g., power point or digital deck) suitable for use with external stakeholders, government officials and prospective funding partners

Part B – Civil Works Documentation for Tendering

Separately from the Master Plan, IUE requires the preparation of civil works documentation packages suitable for public tendering. These packages will be released progressively as funding is secured and should be structured to allow independent tendering of discrete works.

Priority Civil Works Packages

The following packages are anticipated, though the successful firm may recommend alternative sequencing based on the Master Plan findings:

- Package 1 – Site preparation, earthworks, drainage and landscaping
- Package 2 – Primary access road and internal road network



- Package 3 – Water supply and reticulation
- Package 4 – Sewage and wastewater systems, and garbage disposal
- Package 5 – Power supply infrastructure and campus electrical reticulation
- Package 6 – Information and Telecommunications network

Documentation Requirements per Package

- Scope of Works
- Engineering drawings and technical specifications to tender standard
- Schedule of Works for Pricing or Bill of quantities
- Conditions of tendering and contract conditions (aligned with PNG procurement standards)
- Site Feasibility investigation and geotechnical reports or requirements where applicable

3. Deliverables and Timeline

Respondents should propose a realistic timeline for Part A and Part B deliverables. The following is IUE's indicative expectation:

Part A – Master Plan

- Draft Master Plan for IUE review: within 12 weeks of contract commencement
- Revised Master Plan incorporating IUE feedback: within 16 weeks
- Final Master Plan with all 3-D renderings and report: within 20 weeks

Part B – Civil Works Packages

- Packages 1-4 documentation: within 8 weeks of Master Plan finalization
- Packages 5-6 documentation: within 16 weeks of Master Plan finalization

Respondents' Note

IUE is open to alternative timeline proposals where firms can demonstrate that a different sequencing would produce a better outcome. Firms are encouraged to include a proposed project schedule with their submission.



4. Respondent Qualifications

IUE is seeking firms that can demonstrate the following minimum qualifications.

Mandatory Requirements

- IPA Company Registration - Current
- Valid Tax Registration with IRC & TIN Number – Current
- Valid Certificate of Compliance (COC) from IRC - Current
- Registered architectural practice with demonstrated experience in institutional or campus master planning
- Qualified civil engineering capability, either in-house or through a nominated sub-consultant
- Proof of Experience - At least one completed master planning or large-scale institutional campus project within the past ten (10) years in similar project
- Company profile and Key Personnel
- Demonstrated capacity to produce high-quality 3-D visualizations
- Willingness to work in Papua New Guinea and familiarity with PNG construction and procurement standards (or commitment to acquiring relevant local knowledge)

Preferred but Not Mandatory

- Prior experience working in Papua New Guinea or comparable Pacific Island or developing-country environments
- Familiarity with university or higher education facility planning
- Experience preparing tender documentation aligned with PNG government or donor-funded procurement requirements
- Joint ventures or consortium arrangements between architectural and engineering firms are welcome and encouraged where they strengthen the overall team
- Experience with Government or development partners

Proposal Requirements

What to Submit

All proposals must address each section below

Proposals should be clear, concise, and well-organized. IUE does not require extensive marketing material. Submissions should address the following:

1. Firm Profile and Credentials

- Overview of the firm(s) submitting, including registered name, location, and years in operation
- Organizational chart for the proposed project team



- Team Composition: Curriculum vitae for lead architect, lead civil engineer, and key personnel
- Summary of relevant completed projects with client references
- Technical Proposal and work plan

2. Portfolio

- At least two examples of comparable master planning or institutional campus projects
- Examples of 3-D visualization work
- At least one example of civil works tender documentation prepared by the firm
- Summary of core tools and methodologies used

3. Technical Approach

- Proposed methodology for site analysis, master planning, and community/stakeholder engagement
- Approach to phased delivery and integration of civil works packages with the Master Plan
- Description of how the firm will manage the project remotely or in-country

4. Project Schedule

- Proposed timeline for Part A and initial Part B deliverables in Gantt Chart preferably Win Project
- Identification of key milestones and review points
- Any dependencies or assumptions that affect the schedule
- Risk Management, Mitigation & Quality Control Framework

5. Fee Proposal

- Lump sum fee for Part A (Master Plan, including all 3-D renderings and report)
- Schedule of rates or per-package fee estimate for Part B civil works documentation
- Reimbursable expenses policy and any anticipated site visit costs
- Payment schedule tied to deliverable milestones

Fee Proposal Note

IUE is a developing institution operating in a resource-constrained environment. Proposals that offer strong value, creative fee structures, or phased payment arrangements aligned with IUE's funding cycles will be viewed favorably.



6. Evaluation Criteria

Proposals will be evaluated by an IUE selection panel using the following weighted criteria:

Criterion	Weight	Description
Relevant Experience & Portfolio	30%	Demonstrated experience with university, institutional, or large-scale campus planning projects. Examples of 3-D visualization and master planning work.
Technical Approach & Methodology	25%	Clarity and appropriateness of the proposed approach to master planning, civil works documentation, and phased delivery.
Qualifications of Key Personnel	20%	Credentials and experience of lead architect, civil engineer, and project team members assigned to this engagement.
Understanding of Local Context	15%	Demonstrated awareness of PNG construction standards, climate, terrain, and community considerations relevant to Enga Province.
Fee Proposal & Value	10%	Competitiveness and transparency of the proposed fee structure relative to the scope of services.

IUE reserves the right to shortlist firms and conduct interviews or presentations prior to final selection. IUE is not obligated to accept the lowest fee proposal and will prioritize overall value and demonstrated capability.

7. RFP Process and Timeline

Milestone	Target Date
RFP Issued	<i>25th May 2026</i>
Pre-Bid Site Visit (Optional)	<i>5th June 2026</i>
Deadline for Written Questions	<i>12th June 2026</i>
IUE Responses to Questions	<i>19th June 2026</i>
Proposal Submission Deadline	<i>7th July 2026</i>
Shortlisting / Interviews	<i>21th July 2026</i>
Contract Award Notification	<i>4th August 2026</i>
Contract Commencement	By mutual agreement



8. Submission Instructions

- Proposals must be submitted electronically in PDF format
- Maximum proposal length: 40 pages, excluding appendices and portfolio materials
- Submissions should be directed to the Office of the President, IUE, at the contact details below
- Late submissions will not be accepted unless an extension has been granted in writing by IUE
- Respondents must notify IUE of their intent to submit by registering interest no later than 7 days before the submission deadline

Submission Contact.

Submission should be address to;

Dr. Brian L. Davis,
President
Innovative University of Enga,
P.O Box 387, WABAG
Enga Province, Papua New Guinea
Email: rfp-submissions@iue.ac.pg

9. Terms and Conditions

Clarifications and Addenda

Respondents may submit written questions to IUE by the deadline noted in the schedule. All questions and IUE's responses will be circulated to all registered respondents. IUE reserves the right to amend this RFP by addendum at any time prior to the submission deadline.

Confidentiality

All information provided by IUE in connection with this RFP is confidential and must not be disclosed to third parties without IUE's written consent.

Costs of Responding

IUE will not reimburse respondents for any costs incurred in preparing or submitting a proposal in response to this RFP.

No Obligation to Award

IUE reserves the right to cancel this RFP, reject any or all proposals, or not proceed with any contract award without liability to any respondent.



Intellectual Property

All deliverables produced under any contract arising from this RFP shall become the sole property of IUE upon full payment of the agreed fees. The successful firm may retain the right to reference the project in its portfolio with IUE's prior written approval.

Conflict of Interest

Respondents must disclose any actual or potential conflicts of interest at the time of submission. IUE reserves the right to disqualify any respondent where a conflict of interest cannot be satisfactorily resolved.

10. Closing Statement

The Akom Campus represents the largest campus of the Innovative University of Enga — an institution committed to delivering globally recognized education with lasting local impact. The Master Facilities Plan will shape the physical environment in which generations of Papua New Guinean students will learn, grow, and thrive.

IUE looks forward to receiving proposals from firms that share this vision and bring the expertise, creativity, and commitment necessary to realize it.

Questions and Registrations of Interest

To register your intent to submit or to request further information about the Akom Campus site, please contact the Office of the President at the details provided in Section 8. Early engagement is encouraged.