

## Project Brief





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### PROJECT BACKGROUND

- Kenya's "Vision 2030" plan aims to improve the health and wellbeing of its population through targeted investments in healthcare, with a focus on achieving Universal Health Coverage (UHC) and addressing challenges in the healthcare system, including uneven distribution of healthcare personnel and limited opportunities for professional development
- The Moi Teaching and Referral Hospital (MTRH) was established to provide specialized healthcare services, medical education, and research, and has a College of Health Sciences (CHS) that offers various courses to address the country's healthcare workforce needs
- Despite growing demand for education and training at the CHS, the MTRH is constrained by limited infrastructure, resulting in an inability to meet the requests of potential students and hindering efforts to address Kenya's healthcare workforce challenges

### CHS OVERVIEW

- The CHS is located on a 1.5-acre plot within the MTRH precinct, with a total area of 5,713 square meters with only 10 classrooms for over 750 students, resulting in a severe shortage of learning spaces.
- The college's library, skills lab, and computer lab are insufficiently equipped and lack the necessary capacity to support the academic and practical needs of its students, with outdated and inadequate training equipment.
- The current state of the physical infrastructure poses a significant challenge, with limited and overstretched amenities that struggle to accommodate the demands of the student population. Additionally, the design and layout of many buildings are not well-suited to support

the specialized needs of a medical training program, highlighting the need for upgrades and renovations to ensure an optimal learning environment.

- The lack of on-campus accommodation facilities forces students to reside in off-campus facilities, adding to their financial burden and compromising their safety and security, with many students relying on private landlords.
- The overall state of the CHS facilities hinders the college's ability to provide a conducive learning environment, compromising the quality of education \

### NEED FOR THE PROJECT

- The Government of Kenya (GoK) has identified the health sector as a priority area for Public-Private Partnership (PPP) investment, and the proposed project aims to develop an ultra-modern training complex and associated facilities for the College of Health Sciences (CHS).
- The project's primary objective is to strengthen the capacity of the Moi Teaching and Referral Hospital (MTRH) and CHS to meet the growing demand for education and training in the health sector, providing modern and well-equipped facilities for quality education and training.
- The project aims to enhance academic excellence by promoting and maintaining MTRH's excellence in teaching and research, and diversifying and strengthening teaching and learning evaluations for faculty and students.
- The project seeks to address the healthcare workforce needs in Kenya and globally by contributing to the demand for specialized healthcare workers through specialized healthcare training and research.
- The project will involve the expansion and upgrade of



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teaching and accommodation infrastructure, providing state-of-the-art facilities to ensure quality education, training, and student wellbeing, and will be delivered

### PROJECT DEMAND

- The MTRH-CHS has projected an annual intake capacity of 3,000 students for the new campus, which will increase the existing intake capacity for all courses and help meet the growing demand for healthcare education.
- The 3,000 students will be distributed across four schools: School of Nursing, School of Clinical Medicine, School of Health Records and IT, and School of Orthopedics and Public Health, each offering higher diploma, diploma, and certificate courses.
- The total number of students on campus at any given time is projected to be 4,435, based on historical trends and growth factors, with an annual intake capacity of 3,000 students
- The projected numbers were reaffirmed based on three factors: number of applicants, number of course enquiries, and existing intake capacity, as well as the existing growth rate and population growth in the region.
- An 800-capacity student hostel is planned for the new campus, with a distribution of 300 beds for male students and 500 beds for female students, based on trends in gender distribution at CHS over the last 5 years.
- The hostel capacity was validated through focus group discussions and surveys with existing students, which confirmed that an 800-student capacity hostel facility would be suitable to ensure 100% occupancy and meet the needs of the students at the proposed CHS campus.

### PROJECT SITE

MTRH intends to develop teaching facilities for CHS and has allocated 15 acres for development of the proposed CHS campus. The proposed site, delineated in yellow in the below figure and situated approximately 6 Km north of Eldoret town Centre, boasting excellent road access through the approach road to the proposed site.

Currently, the land is an open grassland, primarily utilised for grazing by local herders, featuring a mix of grass, loam soil, and a central clay belt at its lowest elevation. The site's topography is characterized by a shallow slope, which extends into the adjacent neighboring land and decreases in elevation. The drainage pattern suggests a low risk of flooding.

The project site is situated in proximity to similar open land to the south and north, with a nearby cemetery located adjacent to the main road. The western boundary of the site abuts the main road, which is lined with small-scale agricultural holdings, while the eastern edge is bounded by farms and residential properties, serviced by local roads.



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### PROJECT OBJECTIVES

- To promote and maintain excellence of MTRH in teaching and research through diversification and strengthening of teaching and learning;
- Contribute towards meeting the demand for specialized health care workers in Kenya and Globally through specialized healthcare training and research;
- Expand and promote innovation in the use of information and communication and
- Maintain, improve and expand infrastructure and equipment through a multi-agency collaborative approach.

### MAIN PROJECT FEATURES

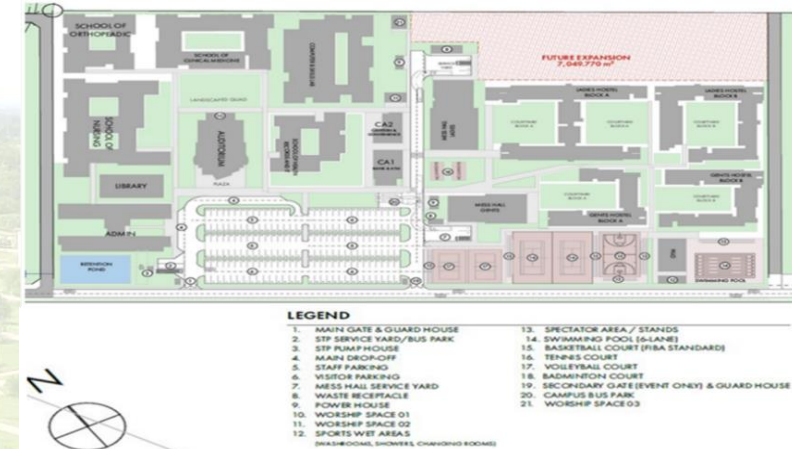
The project will be implemented through a PPP model, which will enable the college to leverage the expertise of a private partner to develop and manage the infrastructure. This approach will allow for a collaborative effort between the public and private sectors.

The project will be implemented under the Design-Build-Finance-Maintain-Transfer (DBFMT) PPP model. Under this model, the private partner will be responsible for designing, building, financing, and maintaining the infrastructure, and will transfer the assets back to the college at the end of the concession period.

The overall scope of the project would be to build ultra-modern medical training complex complying with international and local standards, for approximately 3,000 annual student intake capacity with 4,435 students at any given time on the campus considering the various course and their duration vis a vis course wise admission cycles (two admission cycles in a year) and accommodation facility for 800 students.

The proposed project agreement would have a total duration of 30 years, comprising a 2-year construction period and a 28-year operation and maintenance period, commencing on the effective date and subject to meeting the conditions precedent

Reference plan and 3-d layout for the site has been provided below. However, the private party will be allowed to optimize the layout of the site and design of the buildings, provided they comply with the minimum set of specifications as set out in project agreement



Site 3D layout & architectural model of school of nursing block










The table below provides the minimum output specifications for the proposed project to be provided by developer





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Facility	Output specifications	Facility	Output specifications
 <b>Four schools building</b>	<ul style="list-style-type: none"> <li>Four schools building               <ul style="list-style-type: none"> <li>School of nursing</li> <li>School of clinical medicine</li> <li>School of Health Record and IT</li> <li>School of Orthopedics and Public health</li> </ul> </li> <li>Each school building consisting of               <ul style="list-style-type: none"> <li>Class room (Standard, Medium and Large)</li> <li>Breakout room(Standard, Medium and Large)</li> <li>Staff rooms</li> <li>Pantry</li> <li>Washrooms</li> </ul> </li> </ul>	 <b>Accommodation facilities</b>	<ul style="list-style-type: none"> <li>Washroom</li> <li>Separate male and female student accommodation facilities consisting of               <ul style="list-style-type: none"> <li>Hostel blocks with rooms consisting of quad bedroom, double bedroom, single bedroom with washroom and single ensuite rooms (executive with attached washroom and kitchen). Room sizes should comply with CUE standards</li> <li>Common washroom</li> <li>Student mess hall</li> <li>Hostel canteens</li> <li>Warden office</li> <li>Open/garden area</li> </ul> </li> </ul>
 <b>Computer and skill lab</b>	<ul style="list-style-type: none"> <li>Separate building for computer and skill labs consisting of               <ul style="list-style-type: none"> <li>Computer labs</li> <li>Skill labs</li> <li>Specialist simulation rooms</li> <li>Laboratories</li> <li>Washrooms</li> </ul> </li> </ul>	 <b>Other common facilities</b>	<ul style="list-style-type: none"> <li>Auditorium (at least 500 seating capacity)</li> <li>Gymnasium with pool table and table tennis</li> <li>Playground (Athletic track, Football, Basketball, Volleyball, Badminton, Tennis)</li> <li>Swimming pool</li> <li>ATM</li> <li>Bank</li> <li>Canteen</li> <li>Stationery shop</li> <li>Counselling room for students</li> <li>Security office</li> <li>Parking</li> <li>Worship place</li> <li>Crutch room</li> <li>Feeding room</li> <li>Multipurpose hall</li> </ul>
 <b>Library building</b>	<ul style="list-style-type: none"> <li>Separate building for library consisting of               <ul style="list-style-type: none"> <li>Stake area for rooms</li> <li>Reading space</li> <li>Library manager office</li> <li>Reception and service area</li> <li>Storage room</li> <li>Room for other library staff and housekeeping staff</li> <li>Washrooms</li> </ul> </li> </ul>		
 <b>Admin block</b>	<ul style="list-style-type: none"> <li>Admin block consisting of               <ul style="list-style-type: none"> <li>Personal office/cabins</li> <li>Rooms with cubicles</li> <li>Conference room</li> <li>Workshop and storage room</li> <li>Kitchenette</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Water supply system; Sewerage system; Storm water drainage system</li> <li>Road, Footpath, Walkways and Landscaping (soft)</li> </ul>



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Facility	Output specifications
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### Supporting infrastructure

- Solid waste management (SWM)
- Rainwater harvesting mechanism
- Firefighting and protection
- Power supply
- Hi speed Wi-fi



### Compliance to IFC EDGE and other green building regulations

- Achieve at least Level 1 EDGE Certificate

In addition to above building, the private developer will also be responsible for equipping (equipment and furniture) the training complex and allied facilities. The table below provides broad minimum output specifications to be provided by developer. The detailed specification list will be provided at the time of RFP.

Facility	Output specifications for equipment and furniture
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### Four schools building

- Equipping the four schools building consisting of
  - Classroom with whiteboard/smart board, projectors and LED screen, desks and chairs
  - Breakout room with whiteboard/smart board, projectors and LED screen, tables and chairs
  - Staff room with projector/monitors, desk, chair, locker/cabinets
  - Pantry facilities with water dispenser, coffee maker
  - Separate male and female washroom with toilets, urinals, sink with mirror, soap dispenser, hand dryer

Facility	Output specifications for equipment and furniture
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- Computer lab consisting of
  - Computer
  - Computer desk
  - Chairs
  - Printers
  - Scanner
  - Copiers
- Skill labs consisting of
  - Basic skill (outpatient and inpatient care- Adult and Pediatrics) consisting of room furniture, room equipment, audiovisual equipment
  - Accident and emergency care consisting of room furniture, room equipment, audiovisual equipment
  - Pediatrics consisting of room furniture, room equipment, audiovisual equipment
  - Cardiology consisting of room furniture, room equipment, audiovisual equipment
  - Respiratory and pulmonology consisting of room furniture, room equipment, audiovisual equipment
  - Nephrology consisting of room furniture, room equipment, audiovisual equipment
  - Endocrinology consisting of room furniture, room equipment, audiovisual equipment
  - Orthopaedics and trauma consisting of room furniture, room equipment, audiovisual equipment
  - Anaesthesia consisting of room furniture, room equipment, audiovisual equipment
  - Surgery consisting of room furniture, room equipment, audiovisual equipment
  - Oncology consisting of room furniture, room equipment, audiovisual equipment



### Computer and skill lab





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Facility	Output specifications for equipment and furniture	Facility	Output specifications for equipment and furniture
	<ul style="list-style-type: none"> <li>- Gynecology and obstetrics consisting of room furniture, room equipment, audiovisual equipment</li> <li>- Storage room furniture and equipment</li> <li>- Briefing area with furniture and equipment</li> <li>- Control room furniture and equipment</li> <li>• Specialist simulation rooms consisting of equipment and furniture for               <ul style="list-style-type: none"> <li>- Pre-operative simulation</li> <li>- Operating theater simulation</li> <li>- Post-operative simulation room</li> <li>- Intensive and High care units</li> <li>- Isolation room for communicable</li> <li>- Accident and emergency</li> <li>- Minor surgical theatre</li> <li>- Obstetrics and gynecology</li> <li>- Consultation room</li> <li>- Mental health consultation room</li> <li>- Hospital inpatient room</li> <li>- Dialysis room</li> <li>- Chemotherapy room</li> <li>- Ophthalmology examination room</li> <li>- Patient registration facility</li> <li>- Mock pharmacy</li> <li>- Preparation and debriefing</li> <li>- Storage</li> </ul> </li> <li>• Laboratories including               <ul style="list-style-type: none"> <li>- Laboratory for human anatomy consisting of equipment and furniture for dry laboratories, laboratories for prospected specimens, dissection room, preparation room, briefing &amp; debriefing rooms, changing room</li> <li>- Laboratory for Human Physiology consisting of equipment and furniture for cardiovascular rooms, respiratory and pulmonary rooms, ENT room, ophthalmology/optometry rooms, briefing &amp; debriefing rooms</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>- Laboratory for Pharmacology &amp; Toxicology consisting of equipment and furniture for chemical preparation and handling area, cell culture room, animal facility, In Vitro Assay, Bioassay and molecular biology area, analytical testing area, data analysis and bioinformatics area, storage and sample retention area, safety and decontamination area, briefing &amp; debriefing rooms</li> <li>• Separate male and female washroom with toilets, urinals, sink with mirror, soap dispenser, hand dryer</li> <li>• Reading space consisting of               <ul style="list-style-type: none"> <li>- Bookshelf</li> <li>- Newspaper/magazine counter</li> <li>- Tables</li> <li>- Computer</li> <li>- Computer tables</li> <li>- Chairs</li> <li>- CCTV cameras</li> </ul> </li> <li>• Library manager's office consisting of table, chair, computer, printer, cabinets/drawers</li> <li>• Reception/service area consisting of table, chair, computer, printer, cabinets/drawers</li> <li>• Storage room consisting of cabinets</li> <li>• Rooms for other library staff and housekeeping staff consisting of table, chair</li> <li>• Separate male and female washroom with toilets, urinals, sink with mirror, soap dispenser, hand dryer</li> </ul>



Library building



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### Facility

### Output specifications for equipment and furniture



#### Admin block

- Multiple offices/ cabin/ cubicles consisting of table, chair, computer, printer, cabinets
- Conference room consisting of whiteboard/smart board, projectors and LED screen, round table, chairs, podium
- Kitchenette consisting of
  - Refrigerator/freezer
  - Microwave oven
  - Water dispenser
  - Coffee maker
  - Electric kettle
  - Dishwasher
  - Cabinets
  - Drawer
  - Countertops
  - Sinks
- Separate male and female washroom with toilets, urinals, sink with mirror, soap dispenser, hand dryer



#### Accommodation facilities

- Rooms consisting of
  - Beds
  - Study table and chair
  - Wardrobe
  - Curtains
  - Well lit room with Basic electric fittings
  - Washroom for single and single in suite room
- Separate male and female washroom with toilets, urinals, sink with mirror, soap dispenser, hand dryer
- Separate mess building consisting of equipment to be used in food preparation area, dish washing & serving area, kitchen storage, kitchen staff and service area, dining hall and washroom
- Warden office consisting of computer, table chair, cabinet

### Facility

### Output specifications for equipment and furniture



#### Other common facilities

- Auditorium (at least 500 seating capacity) consisting of
  - Media room equipment
  - Manager office with table, chair, computer, printer, cabinet/drawer
  - Room for other staff with table, chair, cabinets /drawer
  - Housekeeping room with table ,chair
  - Separate male and female washroom with toilets, urinals, sink with mirror, soap dispenser, hand dryer
- Gymnasium with equipment, furniture, pool table and table tennis
- Playground (Athletic track, Football, Basketball, Volleyball, Badminton, Tennis)
- Equipment and furniture required in
  - Swimming pool
  - ATM
  - Bank
  - Canteen
  - Stationery shop
  - Counselling room for students
  - Security office
  - Parking
  - Worship place
  - Crutch room
  - Feeding room
  - Multipurpose hall

### PROPOSED PPP STRUCTURE

Under the proposed PPP model, MTRH board will provide the license pertaining to transfer of land development rights to the SPV/ private developer for the concession period of 30 years. The private developer will then design, finance, build, partially operate, and maintain the project on behalf of the MTRH for the concession



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period, in accordance with its pre-defined standards/ requirements. At the end of the project agreement period, the private party shall transfer all the project assets and associated fixtures/ equipment in good working condition and free from any encumbrances to the MTRH board at zero cost as per the terms of the project agreement.

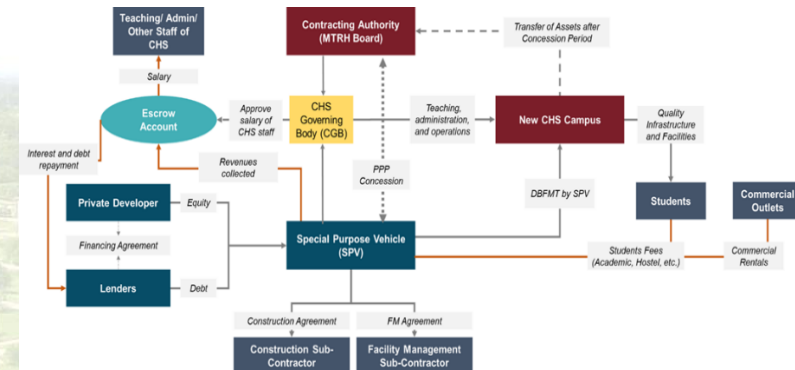
After the project is commissioned, the MTRH forms a “CHS Governing Body (CGB)” with members from the MTRH administration as well as from the CHS senior officials including from the private developer and will be in place for the entire concession period.

The core responsibility of CGB, established by MTRH will be operation of the CHS in terms of teaching and administration functions, including admissions, recruitment of teaching, admin, and other staff, determining maximum number of students and fees. The CGB will also monitor the performance of the private developer against the set performance standards in PPP Agreement throughout the concession period (during construction, facility management and maintenance). The CGB will not manage, however, will keep a check on the overall finances of the campus facilities so that there is no hamper or issues, in adhering to the performance standards set out in the PPP Agreement

The private developer's responsibilities will be limited to operating the hostel facilities and commercial establishments, as well as collecting revenues through an Escrow account using a waterfall mechanism. Additionally, the private developer will be accountable for the maintenance of all campus facilities and assets developed under the project, including classrooms, laboratories, libraries, offices, hostels, playgrounds, auditoriums, and other infrastructure, throughout the concession period. The private developer will perform facility management (FM) services in accordance with the performance standards outlined in the PPP Agreement.

At the end of the concession period, when the PPP Agreement

expires, the project (i.e., all the project assets developed by the private developer during the concession period) will be transferred back to MTRH at no cost. The concession period for the project has been set at 30 years including 2 years of construction period.



### KEY RESPONSIBILITIES

#### The contracting agency will have following responsibilities

- Transfers development, operation, and maintenance rights to the private party during the concession period, while retaining ownership and title of the site.
- Facilitates the project, obtains approvals, and supports the private party in securing permits
- Reviews and provides input on project concepts and designs.
- Monitors private developer's performance against minimum output specifications and standards
- Establishes a Governing Body for the concession period

#### The CGB will have following responsibilities

- Determines fee structure for students, including academics fees, application fees, course fees, library fees, hostel fees, mess fees and other charges, in consultation with the private party,
- Oversees admissions, including selection of students, intake, and admission cycles,
- Recruits and manages teaching, admin, and support staff (e.g. lab staff), including determining duties, salary structures, and payment.
- Controls academic and administrative



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functions, including course structure & intake, teaching method & examination, campus administration and operations.

### The private party will have following responsibilities

i) Design, construction, financing, and maintenance/facility management of the facilities. ii) Identifying, applying and obtaining all the required clearances, permits and approvals. iii) Incorporation of Special Purpose Vehicle (SPV) for development and operation of project iv) Right to sub-contract certain aspects of the construction and maintenance to reputable parties, if required. v) right for running the hostel facilities and commercial establishments, and collection of revenues. vi) Responsible for the performance of the campus facilities (all the facilities including classrooms, labs, library, offices, hostels, playgrounds, auditorium etc.) vii) Responsible for the collection of the tuition and other fees from the students and their escalation over the years, if any, through CGB/ admin staff for CHS recruited by CGB via an escrow account through a waterfall mechanism. viii) Responsible for the collection of all lease rentals from retail shops, cafeterias, auditorium lease, advertisement, etc. during the concession period. Payments/ salary to the admin and teaching staff of CHS will be transferred with CGB's approval and guidelines. Notably, while all the fees collected from students (including academic and hostels) are governed by CGB, the SPV/ private party may be given the right to determine the rentals for commercial establishments ix) Transfer all the project assets and associated fixtures/ equipment in good working condition and free from any encumbrances at zero cost as per conditions set out in project agreement.

The ownership and title over the site will vest with the Contracting Authority, at all times during the term of the Project Agreement. The SPV will rectify all defects in workmanship, quality of materials, design, services etc., identified in PBSA Development during the Defects Liability Period, in accordance with the Project Agreement.

### Key risk allocations

The table below summarizes allocation of the key risks identified in the proposed project.

Key risks	MTRH Board	Private	Shared
Land availability/Transfer or rights risk	✓		
Land suitability risk		✓	
Compliance and regulatory risk		✓	
Financing and financial market risk		✓	
Design risk		✓	
Construction risk		✓	
Variation risk	✓	✓	
Operation risk			✓
Maintenance and FM risk		✓	
Performance risk	✓	✓	
Demand and revenue risk		✓	
Environmental and Social risks		✓	
Force majeure risk			✓
Default/termination risk	✓	✓	

#### DISCLAIMER

This Preliminary Information Memorandum ("PIM") has been prepared by the Moi Training and Referral Hospital Board ("MTRH") for the limited purpose of providing certain information about the the Development of Ultra-Modern Medical Training Complex Project on Public-Private Partnership (the "Project") to enable the recipients/Interested Bidder(s) ("IBs") to be apprised of basic details of the Project and make an assessment in relation to the Proposed Transaction (i.e., engagement of private sector in development, operation, and maintenance of the Project).





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