



Project Information Memorandum (PIM)

Development of an Ultra-modern Medical Training Complex Project for the Moi Teaching and Referral Hospital on Public Private Partnership (PPP) Basis

Contracting Authority: Moi Teaching and Referral Hospital Board

June 2025





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Background

Background

The Government of Kenya's (GoK) national long-term development plan, "Vision 2030", seeks to transform Kenya into a newly industrialized, middle-income country by 2030, with the ultimate goal of providing a high quality of life for all citizens. The plan is structured around three key pillars: economic, social, and political development, with a strong focus on healthcare reform. To achieve this vision, the government has made a commitment to improve the health and wellbeing of its population through targeted investments in healthcare, with the aim of achieving Universal Health Coverage (UHC). The availability of a qualified, skilled, and equitably distributed healthcare workforce is a critical component of this effort, and is essential for delivering high-quality health services and achieving UHC

In Kenya, as in many developing countries, the healthcare system faces significant challenges due to difficulties encountered by health workers, which in turn hinder effective health sector planning, service delivery, and the achievement of national health objectives. The devolution of healthcare to county-level management has further complicated these issues, as counties are now responsible for recruiting and managing their own healthcare workforce to meet local needs. As a result, the decentralization of Kenya's health sector has been plagued by several key challenges related to healthcare workers, including:

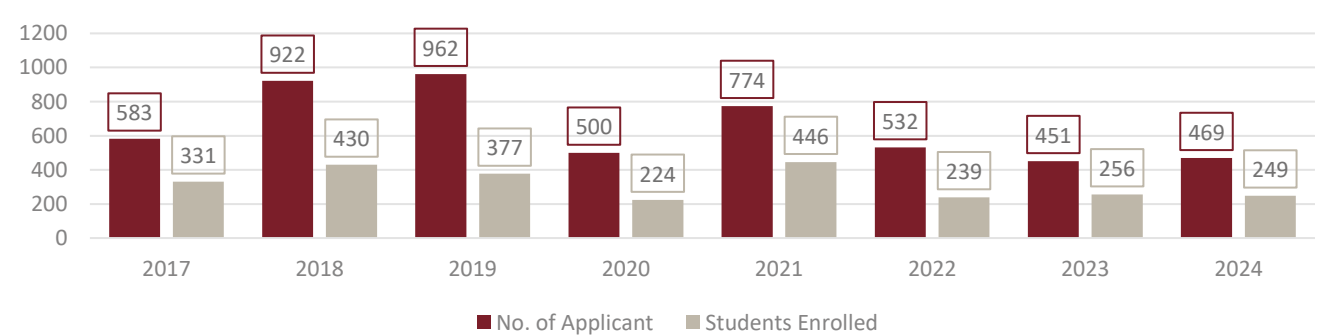
- Uneven distribution of healthcare personnel at both county and facility levels
- Shortages of critical staff
- Limited opportunities for ongoing professional development and training
- Other workforce-related issues that impede the delivery of quality healthcare services

In this direction, through legal notice number 78 of June 12, 1998 under the State Corporation act CAP 446, the Moi Teaching and Referral Hospital (MTRH) was established with the mandate to focus on: a) Receive patients on referrals from other hospitals; b) Provide facilities for medical education and research; c) Provide facilities for education and training in healthcare; d) Participate as a National Referral Hospital in Health Planning

The MTRH established the College of Health Sciences (CHS) as one of its Directorates to deliver its teaching mandate. The CHS was established in 2004 as an upgrading center for the enrolled community nurses. Its offering has since increased to 17 courses, of which 7 are basic courses and 10 are specialized courses. The CHS has experienced an increase in demand over the years with the number of qualified applicants far exceeding intake due to capacity constraints. As a result, despite the growing demand and interest from the potential students for education/ training at the CHS, the MTRH has not been able to address the requests due to the limited/ inadequate infrastructure available at the existing CHS setup.

The CHS has experienced an increase in demand over the years with the number of qualified applicants far exceeding intake due to capacity constraints as shown in figure below. Notably, the reduced number of applicants and enrolment in 2020 can be attributed to the COVID-19 pandemic. Also, the significant decrease observed during 2022 to 2024 is due to certain issue with registration validity of Diploma in Kenya Registered Nursing (KRN) course. Nevertheless, the gap between number of applicants and number of students enrolled has been significantly wide over the years. However, the CHS has not been able to accommodate the increasing demand due to limited infrastructure at the existing CHS campus.

Figure: Number of applicants vs students enrolled at CHS from 2017 to 2024



Existing status of CHS

The College of Health Sciences (CHS) is situated on a 1.5-acre plot within the Moi Teaching and Referral Hospital (MTRH) precinct, with a total area of 5,713 square meters. Despite its strategic location, the college faces significant infrastructure and resource challenges that impede its ability to provide a conducive learning environment for its students. The current facilities are woefully inadequate, with only 10 classrooms available to accommodate over 750 students, resulting in a severe shortage of learning spaces.

The college's library, skills lab, and computer lab are also insufficiently equipped and lack the necessary capacity to support the academic and practical needs of its students. The training equipment available is outdated and inadequate, hindering the students' ability to acquire the necessary skills and knowledge to become competent healthcare professionals. Furthermore, the physical infrastructure is in a state of disrepair, with limited amenities that are overstretched and unable to meet the demands of the student population.

The lack of on-campus accommodation facilities is a significant concern, as most students are forced to

reside in off-campus facilities provided by private landlords. This not only adds to the students' financial burden but also compromises their safety and security. The college's current buildings, many of which were originally designed as residential houses prior to independence, are ill-suited for the demands of a medical training institution. The structures are outdated, and some are even temporary, erected as a stopgap measure to alleviate the severe shortage of facilities.

The current state of the CHS facilities is far from ideal for a medical training and teaching institute. The inadequate infrastructure and resources hinder the college's ability to provide a conducive learning environment, which is essential for the academic and professional development of its students. The college's inability to provide adequate facilities and resources compromises the quality of education and training provided, ultimately affecting the competence and performance of healthcare professionals graduating from the institution.

Figure : Pictures of existing CHS buildings

Staff offices



Library



Lecture halls & skills labs



Administrative offices



Figure: Pictures of existing CHS facilities/ amenities

Classrooms



Library



Computer lab



Reading space in library



Need for the project

As part of its overall PPP Program, the GoK has identified the health sector (health education) as one of the priority infrastructure sectors for PPP investment for which several prospective projects have been identified and considered. Against this backdrop, the idea to develop an ultra-modern training complex and associated facilities was conceived. The proposed project is expected to be delivered and operated as a PPP project under contract formats and terms consistent with the provisions of the PPP Act. This project is designed to address the pressing need for modern and well-equipped healthcare training facilities in the country, and to provide a conducive learning environment for healthcare professionals.

The project's primary objective of the project is to strengthen capacity and enhance the ability of MTRH and CHS to meet the growing demand for education and training in the health sector, providing

modern, state-of-the-art facilities and infrastructure to ensure quality education, training, and student wellbeing

The Contracting Authority aims to achieve following outcomes through the project:

- **Enhance Academic Excellence:** Promote and maintain MTRH's excellence in teaching and research by diversifying and strengthening teaching and learning evaluations for faculty and students.
- **Address Healthcare Workforce Needs:** Contribute to meeting the demand for specialized healthcare workers in Kenya and globally through specialized healthcare training and research.
- **Infrastructure development:** Expand and upgrade the teaching and accommodation infrastructure









A hand holding a medical syringe with a glass vial attached, set against a blurred background of people. The syringe is held vertically, and the hand is visible at the bottom. The background is a soft-focus image of a group of people, suggesting a medical or clinical setting.

The Project

Overview of the project

Considering the huge demand-supply gap of teaching and accommodation facilities at CHS, MTRH is looking for ultra-modern medical training complex and accommodation facilities on public-private partnership (PPP) basis.

The proposed project is expected to provide state of the art infrastructure with teaching and allied facilities for ~ 4,000 students with safe, healthy and affordable hostel accommodation for ~800 students. The project will be equipped with all modern amenities and facilities including:

Proposed Facilities			
	Classrooms		Library
	Skills and other labs		Auditorium
	Computer labs		Admin block
	Recreational facilities		Hostel and mess

Academic facilities	Admin and support	Hostel facilities	Other facilities/ amenities
Four separate school buildings with: <ul style="list-style-type: none"> ✓ Classrooms ✓ Breakout rooms ✓ Staffrooms ✓ Pantry facilities ✓ Washrooms One separate building with: <ul style="list-style-type: none"> ✓ Computer labs ✓ Skills labs ✓ Simulation rooms ✓ Laboratories ✓ Washrooms 	One library building with: <ul style="list-style-type: none"> ✓ Stack area for books ✓ Reading space ✓ Library manager office ✓ Reception and service area ✓ Storage room ✓ Room for other library staff ✓ Washrooms One admin block with: <ul style="list-style-type: none"> ✓ Offices/ cabins/ cubicles ✓ Conference room ✓ Kitchenette ✓ Workshop and storage room ✓ Washrooms 	Separate male and female hostels with: <ul style="list-style-type: none"> ✓ Quad bedrooms ✓ Double bedrooms ✓ Single bedrooms - with attached washroom ✓ Single en-suite rooms (executive) - with attached washroom and kitchen ✓ Common washrooms ✓ Mess facilities ✓ Hostel canteens ✓ Warden office ✓ Open garden area 	<ul style="list-style-type: none"> ✓ Auditorium ✓ Gymnasium with pool table and table tennis ✓ Playgrounds: Athletic track, Football, basketball, volleyball, badminton, tennis ✓ Swimming pool ✓ Bank and ATM ✓ Stationary shop ✓ Convenience store ✓ Counselling room for students ✓ Multipurpose hall ✓ Parking ✓ Worship place ✓ Canteen ✓ Security office ✓ Crutch room ✓ Feeding room

Objective of the project

The primary objective of this project is to improve the capacity of MTRH and CHS to meet the growing demand for education/ training in health sector, providing modern state-of-the-art facilities and infrastructure to ensure quality education/ training and students' wellbeing. The proposed project is also expected to achieve the following key objectives:



Project demand

As mentioned above, CHS campus, located within the MTRH precinct, occupies 1.5 acres and is housed in old, repurposed residential buildings. The facilities are inadequate, with only 10 classrooms for over 750 students, a small library, skills lab, and computer lab. The infrastructure is outdated, and amenities are strained. Despite these limitations, the college attracts students from across Kenya and beyond, offering quality education. Upgrading the infrastructure would significantly enhance the institution's ability to provide quality training to medical staff and students, benefiting the entire region.

In the above context, the MTRH-CHS has projected the required intake capacity of the new CHS campus to be 3,000 students based on trend in number of applicants, course enquiries and admissions. Further, they plan to distribute the required 3,000 intake across four schools proposed in the new campus – a) School of Nursing, b) School of Clinical Medicine, c) School of Health records and IT, and d) School of Orthopedics and Public Health; each offering higher diploma, diploma, and certificate courses.

Understandably, an annual intake capacity of 3,000 students (as projected by MTRH-CHS) will essentially increase the existing intake capacity for all the courses.

The projected numbers of MTRH-CHS were reaffirmed, considered three factors – number of applicants, number of course enquiries, and existing intake capacity. The existing growth rate of the three aforesaid parameters were accounted along with the population growth in the region. Based on historical trends and growth factors, the number of students in each course has been projected. This led to the projection of 4,435 students at any given time on the campus with an annual intake capacity of 3,000 students annually.

The MTRH-CHS has projected a requirement for an 800-capacity student hostel in the new campus, taking into account the projected annual intake capacity of 3,000 students. To validate these projections, focus group discussions (FGDs) and surveys with existing students were conducted. Based on these consultations, it was determined that an 800-student capacity hostel facility would be suitable to ensure 100% occupancy. To determine the distribution of the total hostel demand among male and female students at the proposed CHS campus, trends in gender distribution at CHS over the last 5 years were used as a proxy. This analysis resulted in a requirement for a 300-capacity male hostel and a 500-capacity female hostel.

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.

There are two major accesses to the site:

Hawaii shopping centre access road



Eldoret airstrip access routes






Scope for the project

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

Facility	Output specifications
 <p>Four schools building</p>	<ul style="list-style-type: none"> • Four schools building <ul style="list-style-type: none"> – School of nursing – School of clinical medicine – School of Health Record and IT – School of Orthopedics and Public health • Each school building consisting of <ul style="list-style-type: none"> – Class room (Standard, Medium and Large) – Breakout room (Standard, Medium and Large) – Staff rooms – Pantry – Washrooms
 <p>Computer and skill lab</p>	<ul style="list-style-type: none"> • Separate building for computer and skill labs consisting of <ul style="list-style-type: none"> - Computer labs - Skill labs - Specialist simulation rooms - Laboratories - Washrooms
 <p>Library building</p>	<ul style="list-style-type: none"> • Separate building for library consisting of <ul style="list-style-type: none"> - Stake area for rooms - Reading space - Library manager office - Reception and service area - Storage room - Room for other library staff and housekeeping staff - Washrooms
 <p>Admin block</p>	<ul style="list-style-type: none"> • Academic block consisting of <ul style="list-style-type: none"> - Personal office/cabins - Rooms with cubicles - Conference room - Workshop and storage room - Kitchenette - Washroom
 <p>Accommodation facilities</p>	<ul style="list-style-type: none"> • Separate male and female student accommodation facilities consisting of <ul style="list-style-type: none"> - 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 - Common washroom - Student mess hall - Hostel canteens - Warden office - Open/garden area
 <p>Other common facilities</p>	<ul style="list-style-type: none"> • Auditorium (at least 500 seating capacity) • Gymnasium with pool table and table tennis • Playground (Athletic track, Football, Basketball, Volleyball, Badminton, Tennis) • Swimming pool • ATM • Bank • Canteen • Stationery shop • Counselling room for students • Security office • Parking

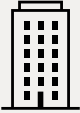

Facility	Output specifications
	<ul style="list-style-type: none"> • Worship place • Crutch room • Feeding room • Multipurpose hall
 <p>Supporting infrastructure</p>	<ul style="list-style-type: none"> • Water supply system; Sewerage system; Storm water drainage system • Road, Footpath, Walkways and Landscaping (soft) • 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.

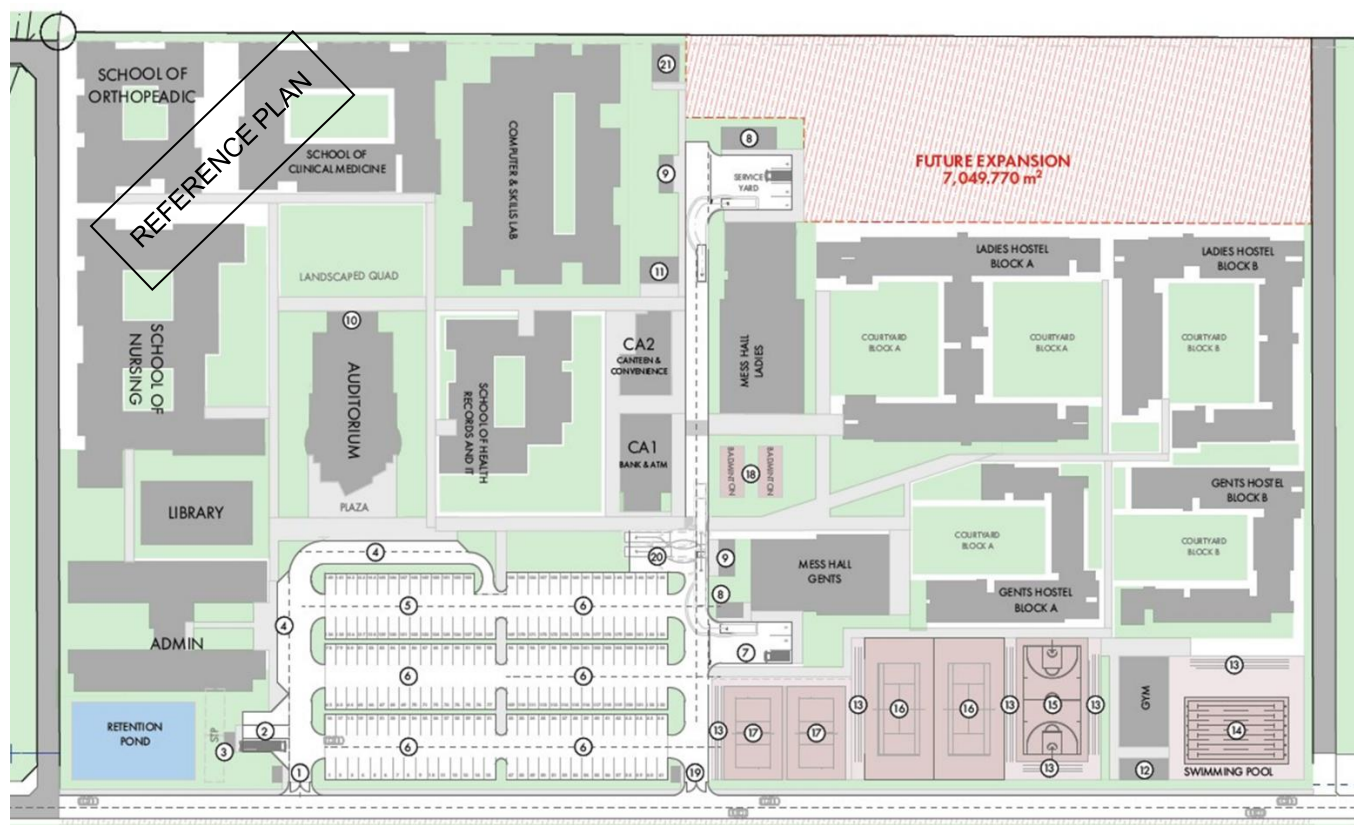
Facility	Output specifications
 <p>Four schools building</p>	<ul style="list-style-type: none"> • Equipping the four schools building consisting of <ul style="list-style-type: none"> – Classroom with whiteboard/smart board, projectors and LED screen, desks and chairs – Breakout room with whiteboard/smart 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
 <p>Computer and skill lab</p>	<ul style="list-style-type: none"> • Computer lab consisting of <ul style="list-style-type: none"> - Computer - Computer desk - Chairs - Printers - Scanner - Copiers • Skill labs consisting of <ul style="list-style-type: none"> - 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

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

Facility	Output specifications
 Admin block	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> • Rooms consisting of <ul style="list-style-type: none"> - 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
 Other common facilities	<ul style="list-style-type: none"> • Auditorium (at least 500 seating capacity) consisting of <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - Swimming pool - ATM - Bank - Canteen - Stationery shop - Counselling room for students - Security office - Parking - Worship place - Crutch room - Feeding room - Multipurpose hall

Draft concept plan

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



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 period, in accordance with its pre-defined standards/ requirements. The 30-year period would include a construction period of 2 years as well as operation and maintenance period for the remaining 28 years. 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 (e.g., Director, Deputy Director, Heads of Schools, etc.), including from the private developer. The CGB will be in place for the entire concession period, with the final authority of MTRH Board on establishment of the CGB and/or any changes in its membership.

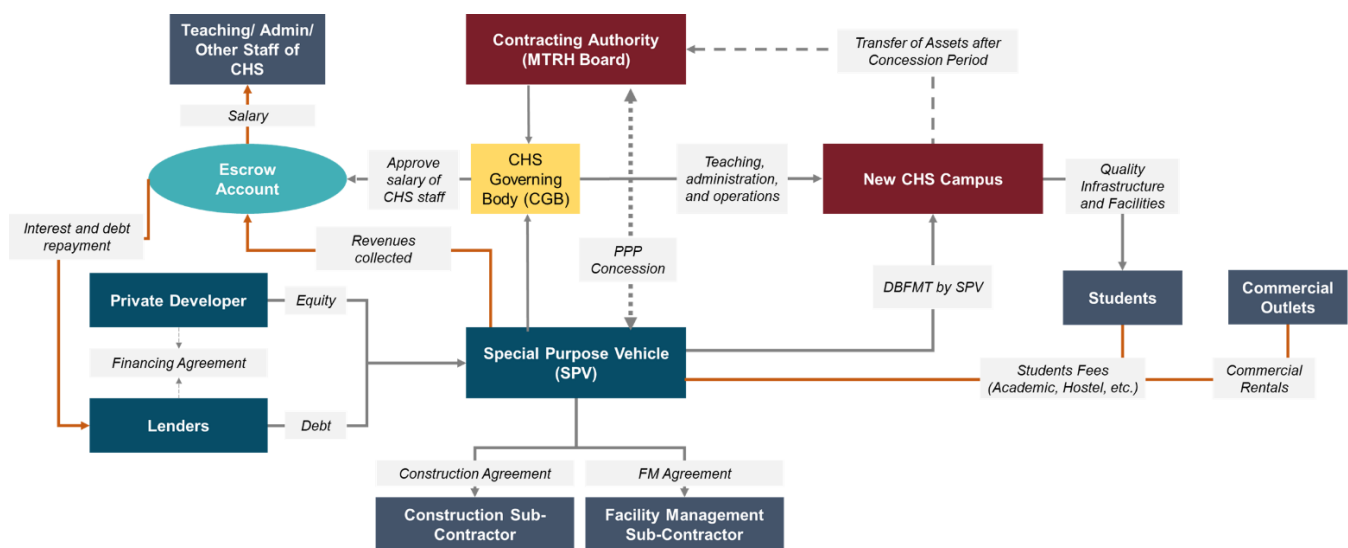
The core responsibility of CGB, established by MTRH will be operation of the CHS in terms of teaching and administration functions, including admissions, recruitment of teaching, admin, and other staff, determining maximum number of students and fees. The CGB will also monitor the performance of the 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, during the construction and operation phases of the campus facilities and amenities.

The private developer will only be responsible for operating the hostel facilities and commercial establishments, and also collection of revenues via an Escrow account through a waterfall mechanism. However, the maintenance of all the campus facilities or assets developed under the project (all the facilities including classrooms, labs, library, offices, hostels, playgrounds, auditorium etc.) will be the responsibility of the private developer through facility management

(FM) throughout the concession period. The FM will be done by the private developer as per the performance standards set 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 PPP Agreement will mandate that the project assets be returned in good working condition, with specific quality benchmarks. The figure below provides a quick overview of the proposed PPP structure



Key responsibilities

Contracting Agency:

i) The contracting authority will transfer the development, operation and maintenance rights to the private party during the concession agreement period. However, ownership and title over the Site will vest with the Contracting Authority.

ii) The contracting authority will facilitate the project through the PPP process, obtaining necessary approvals and clearances, and support the private party in securing required permits and environmental approvals, on a best effort basis.

iii) Upon receipt of the proposed project concept and designs from the selected private party, the contracting authority will review the same and provide its inputs/ suggestions/ approvals promptly

iv) Monitor the private developer's performance as per the defined minimum output specifications and performance standards

v) Contracting authority shall also set up a CHS Governing Body for entire concession period.

CHS Governing Body (CGB):

i) Determining fees structure: The CGB will determine the academics fees, including application fees, admission fees, course fees, library fees, hostel fees, mess fees, etc. Essentially all the fees collected from the students will be determined by the CGB in consultation with the private party.

ii) Oversee admissions to various courses: The

CGB will be the decision-making authority related to admission process, admission cycle, selection of students, approve intake, etc

iii) Recruitment of teaching, admin, and other staff:

The CGB will be the decision-making authority related to recruitment of teaching staff, admin staff, support staff (e.g., lab staff), required to run the day-to-day teaching function and administration of campus. Recruitment of various posts will happen through CGB and their duties/ obligations, salary structure and payment of salary will be determined by CGB

iv) Operation of teaching and administration function:

The CGB will determine the course structure, intake, teaching modalities/ methods, examination, training, etc. and oversee the academic function and administration of campus through the recruited staff who will directly report to the CGB. Largely, the teaching and administration function will be controlled by the CGB.

Private Party:

i) Overall obligations: The private party will be responsible for the design, construction, financing, and maintenance/facility management of the facilities as per the minimum output specifications and other terms and conditions of the project agreement. This will include responsibility for the performance of the facilities and for the discharge of all obligations to the Contract Governing Body (CGB) and MTRH throughout the agreement period.

ii) Obtaining desired clearances, permits, and approvals: The private party will be responsible for identifying, applying and obtaining all the desired clearances, permits and approvals for the construction, operation and maintenance of the proposed project.

iii) Sub-contracting to other firms: The private party would be given the right to sub-contract certain aspects of the construction and maintenance to reputable parties, if required. However, all

responsibility relating to, and arising out of the project agreement, will rest entirely with the private party,

iv) Operation of hostels and commercial establishments:

While CGB handles the core functions of CHS (teaching and administration), the private party would be given the right for running the hostel facilities and commercial establishments, and collection of revenues,

v) Overall facility management of campus:

The private party would be responsible for the performance of the campus facilities (all the facilities including classrooms, labs, library, offices, hostels, playgrounds, auditorium etc.) and for the discharge of all obligations to the CGB/ MTRH broad throughout the agreement period. This will have to be as per the performance standards defined in the project agreement.

vi) Collect student fee and commercial lease rentals:

The private party will be 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). Further, it will be 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

vii) Transfer of project assets at the end of the project agreement period:

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

Key risk allocation

The table below summarises 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	✓	✓	

Based on the above-mentioned development option, project structure and risk allocation along with other key assumptions related to capex, opex, revenue, etc., the project has been found to be financially and

economically viable, over a concession period of 30 years for a DBFOT PPP structure.

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 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).

This PIM has been prepared for information purposes only, without any regard to specific objectives, suitability, financial situations, and needs of any particular person. The information contained in this PIM or any other information subsequently provided to IBs, whether written or in any other form, by or on behalf of MTRH or any of its employees or advisors, is provided to Interested Bidder(s) on the terms and conditions set out in this PIM and such other terms and conditions subject to which such information is provided.

This PIM includes certain information, estimates, and statements with respect to the Project and may not be complete, accurate, adequate, or correct. Actual results may differ materially from forward-looking statements contained in this PIM due to various factors. Further, this PIM does not contain complete information in relation to the Project, including details of the land, other assets, and properties.

Neither MTRH nor any of its respective affiliates, subsidiaries, advisors, agents, officials, employees, or representatives:

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