

NOTE BEFORE READING FURTHER:

- 1. The following is a sample of the minimum criteria that will be utilized in the individual and comparative assessment of submitted proposals.*
- 2. It has been developed strictly in the interest of utmost transparency on the part of KWSG. Transparency in decision making is a critical operational guideline and key value of both the KP3 and the KWSG, understanding that is in our best interest to uphold.*
- 3. As is evident, the criteria and descriptions under each are fairly generic. Consequently, all bidders may be subject to additional technical criteria depending on the sector and project under scrutiny.*
- 4. Each major assessment criteria carries a maximum score of 10 points. The 'Others' section is a bonus section wherein a maximum of 5 points may be added or deducted (in the case of significant mismatch) so as not to skew the overall results/comparison.*
- 5. No aspect of the overall processes and criteria is permanent, and therefore all the content below is subject to change to reflect new operational environments and needs of the KWSG and/or people of Kwara State. All bidders will be made aware of material changes.*
- 6. Timelines are suggestions only.*

I. PROCESS & HIERARCHY OF DECISION MAKING

Step 1. Review of Expression of Interest and/or other initial submissions/documentation.

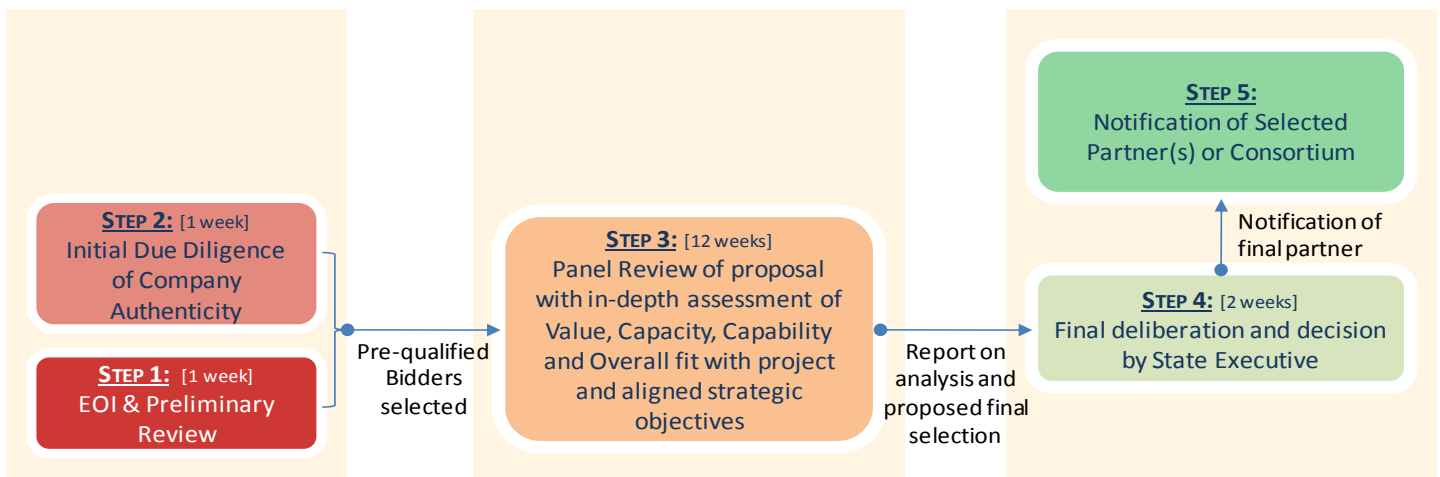
Step 2. Initial due diligence i.e. authenticity (CAC), search for existing legal and other challenges/disqualifiers, search for known and unknown affiliates.

Step 3. Panel for Proposal Review constituted as follows:

- a. **KP³ Bureau** – fit with KWSG Policy, general company review, financial analysis, first level operational model review;
- b. Applicable **Ministries, Departments & Agencies (MDAs) and/or External Consultants:**
 - i. Deeper operational review,
 - ii. Technical Analysis,
 - iii. Review of Risk Identification & Mitigation,
 - iv. Implementation Plan,
 - v. Scalability and Flexibility;

Step 4. Final decision by the State Executive [Executive Governor, Executive Council and House of Assembly]

Step 5. Final Partner/Consortium Notified



II. GENERAL MINIMUM ASSESSMENT CRITERIA

ABOUT THE COMPANY/CONSORTIUM

15 POINTS

- 1. Technical Expertise**
 - a. Knowledge of PPP
 - b. Personnel/Experts experience
- 2. Past & Current Experience**
 - a. Regional Projects
 - b. Comparative Scope & Complexity
- 3. Organizational Capacity**
 - a. Competitiveness in business environment
 - b. Financial Capacity/ Sources and Uses

PROPOSAL FEATURES

85 POINTS

- 1. Level of Preparedness**
 - a. Depth of market study
 - b. Environmental & Competitor Analysis
- 2. Robustness of Operational Methodology**
 - a. Alignment with aspect(s) of KWSG Policy thrust(s) i.e. impact on multiple sectors or goals
 - b. Depth /Breadth of Partnership
 - c. Risk Assessment & Mitigation
 - d. Effective separation of tasks/roles
 - i. Ideal private contribution vs. public contribution
 - ii. Risk transfer (ideal roles of private party & KWSG)
 - e. Appropriateness of Fees
 - f. Change Management Expertise/ capacity/plan
 - g. Effectiveness of Tenure (to achieve the purpose)
 - h. Project Scalability and Flexibility
 - i. Complaints System

- 3. Efficiency of Rollout plan**
 - a. Timely (acceptable duration)
 - b. Realistic
 - c. Risk of variation
- 4. Financial analysis**
 - a. Project Cost
 - b. Margin
 - c. Rate of Growth in Monthly EBITDA
 - d. Rate of Growth in Annual EBITDA
 - e. Stress- testing
 - f. Payback period
- 5. KWSG Revenue Generation Potential**
 - a. Revenue vs. Profit sharing
 - b. Amount & rate of increase
- 6. Transfer of Assets & Resale Value**
- 7. Performance**
 - a. Benchmark/ Expectations
 - b. Performance rewards & Deductions
 - c. Expected Positive Externalities
 - d. Expected Negative Externalities
- 8. Capacity to address unemployment and skills transfer**
 - a. Robustness of training
 - b. Wage
 - c. Opportunity for advancement

OTHERS

ADD OR DEDUCT MAX OF 5 POINTS

- 1. Other Favourable factors**
- 2. Other Negative factors**