



**THE FEDERAL GOVERNMENT OF NIGERIA
(REPRESENTED BY THE NIGERIAN COMMUNICATIONS COMMISSION)**

**In compliance with the Infrastructure Concession Regulatory Commission
(Est.) Act 2005 and the National Policy on Public Private Partnership (N4P)**

REQUEST FOR QUALIFICATION (RFQ) PACKAGE

FOR

DEPLOYMENT OF A DEVICE MANAGEMENT SYSTEM (DMS)

Reference No: RFQ NCC/DMS/04/22/001

April, 2022

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CONTENTS

DISCLAIMER	i
LIST OF DEFINITIONS	iii
INTRODUCTION.....	1
1.1. Background	1
1.2. Bidding Process	3
1.3. Schedule of RFQ Process.....	4
A. INSTRUCTIONS TO APPLICANTS	5
1. Scope of Application.....	5
2. Eligibility of Applicants.....	5
3. Amendment to RFQ Package	7
4. Preparation of Application	7
5. Documents Comprising the Application	8
6. Application Form	8
7. Modification and Withdrawal of Applications.....	8
8. Deadline for Submission of Applications.....	9
9. Late Submissions	9
10. Contact Information	9
11. Clarifications	9
12. Acknowledgment.....	9
13. Acceptance/Rejection of Bids	10
14. Anti-Corruption Matters	10
B. FRAMEWORK/CRITERIA FOR EVALUATION OF APPLICATIONS	11
1. Opening and Evaluation of Applications	11
2. Qualification and Bidding	12
3. Evaluation Parameters.....	13
C. APPLICATION FORMS.....	17
FORM I (Letter of Response).....	17
FORM II (Details of Applicant)	20
FORM III (Financial Strength)	22
FORM IV (Investment, Development, Management & Operating Eligibility).....	27
(a) FORM IV-a (Global Investment, Development, Management & Operating Eligibility)	27
FORM V (Particulars of Authorized Representative)	49
FORM VI (Consortium Summary)	51
FORM VII (Operating & Management Experience)	52
FORM VIII (Development, Financing & Investment Experience).....	54
FORM IX (Curriculum Vitae of Key Personnel).....	56

DISCLAIMER

This RFQ Package is not an agreement and is neither an offer nor invitation by the Grantor (as hereinafter defined) to the prospective Applicants or any other person. The purpose of this RFQ Package is to provide interested parties with information that may be useful to them in the formulation of their application for qualification pursuant to this RFQ Package (the “**Application**”). This RFQ Package includes statements, which reflect various assumptions and assessments arrived at by the Grantor in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Applicant may require. This RFQ Package may not be appropriate for all persons, and it is not possible for the Grantor, its agencies, or advisors to consider the investment objectives, financial situation and particular needs of each party who reads or uses this RFQ Package.

The assumptions, assessments, statements, and information contained in this RFQ Package may not be complete, accurate or adequate. Each Applicant should conduct its own investigations and analysis and should check the accuracy, correctness, reliability and completeness of the assumptions, assessments, statements, and information contained in this RFQ Package and obtain independent advice from appropriate sources.

Information provided in this RFQ Package to the Applicants is on a wide range of matters, some of which may depend upon interpretation of law. The information given is not intended to be an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law. The Grantor accepts no responsibility for the accuracy or otherwise for any interpretation or opinion on law expressed herein.

The Grantor, their agencies and advisors make no representation or warranty and shall have no liability to any person, including any Applicant or Bidder, under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFQ or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the RFQ and any assessment, assumption, statement or information contained therein or deemed to form part of this RFQ or arising in any way with qualification of Applicants for participation in the qualification process.

The Grantor also accepts no liability of any nature whether resulting from negligence or otherwise howsoever caused arising from reliance of any Applicant upon the statements contained in this RFQ. The Grantor may, in their absolute discretion but without being under any obligation to do so, update, amend or supplement the information, assessment or assumptions contained in this RFQ. The issuance of this RFQ does not imply that the Grantor is bound to select and short-list qualified Applications for the Project and the Grantor reserve the right to reject all or any of the Applications or Bids without assigning any reasons whatsoever.

The Applicant shall bear all its costs associated with or relating to the preparation and submission of its Application and the Grantor shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by an Applicant in preparation or submission of the Application.

LIST OF DEFINITIONS

Applicant	An interested party or Consortium who submits an application in accordance with the provisions of this RFQ.
Application	The submission of an interested party or Consortium in response and in accordance with the provisions of this RFQ.
Authorized Representative	A natural person designated by the Applicant or Consortium who has the legal authority to represent the Applicant or Consortium for all matters relating to the RFQ.
Bid Documents	RFP and other documents to be provided by NCC.
Bidder	A qualified and shortlisted Applicant.
Bidding Process	The two-stage process adopted by NCC with the approval of the ICRC, involving the Qualification Stage followed by the Bid Stage.
Bids	Technical and financial offers to be submitted by bidders.
Consortium	means a prospective bidder which comprises two or more companies
DBFOM	Design Build Finance Operate Maintain
FGN	Federal Government of Nigeria.

Form	Any form included in Section C of this RFQ.
ICRC	Infrastructure Concession Regulatory Commission.
Project	The Deployment of a Device Management System (DMS) Solution.
Lead Member	A Member of a Consortium appointed by all members to lead the consortium and responsible for the management of the Project.
N4P	National Policy on Public Private Partnership.
NCC	Nigerian Communications Commission
NDA	Non-Disclosure Agreement to be signed by an Applicant prior to being issued the Bidding Document.
OBC	Outline Business Case
PDT	Project Delivery Team for the deployment of a Device Management System Solution
PPP	Public Private Partnership.
Contact Person	A natural person designated by the Applicant or Consortium who acts as the contact person of the Applicant or Consortium for all matters relating to the RFQ.
Applicant	A party or Consortium interested in or contemplating submitting an Application in response to this RFQ.
RFQ	Request for Qualification. The first stage of the Bidding Process.
RFP	Request for Proposals.

Grantor	Nigerian Communication Commission
Transaction Adviser	Weircapacity Consortium, made up of Weircapacity, CPCS, and Benchmac and Ince, engaged to advise on this Project.
USD or US\$	United States Dollar.

INTRODUCTION

1.1. Background

The Federal Government of Nigeria (“**FGN**”), through The Nigeria Communications Commission (NCC) (“**Grantor**”), seeks to deploy a Device Management System (DMS) through an Operating Company to monitor, manage and secure mobile communication devices that are deployed across the various mobile service providers, and across the various mobile operating systems being used in Nigeria. The DMS will be provided, operated, and managed by a partner through a Public-Private Partnership (PPP) arrangement, to limit the proliferation of fake, counterfeit and substandard devices used in the telecoms industry, and increase the efficiency of customer operations.

The private sector partner would be contracted to design, build, and finance the DMS (i.e., complete the construction of the infrastructure and install the system), and then operate and maintain the mobile devices central monitoring system for a fixed contract term. The PPP partner will be expected to design and implement a centralized Device Management System (DMS) that is secure, cost effective, interoperable, and can integrate with NCC and Network Operating Companies, GSMA Global Databases, etc.; and End-to-End Solution with a cost recovery-based registration fee charged in Naira per device, for a period to be determined by both parties.

In order to fulfil this mandate, the NCC has contracted the services of a Transaction Adviser (TA) to facilitate the deployment of a centralized Device Management System (DMS) through a Public-Private Partnership (PPP) arrangement.

For a detailed description and other information relating to the Project, please refer to the Information Memorandum for the Project which is available on the official website of the Agency (www.ncc.gov.ng) or ICRC (www.icrc.gov.ng)

In accordance with the N4P, a Project Delivery Team (the “PDT”) for the Deployment of Device Management System (DMS) tasked with the responsibility of supervising the process has been established. In furtherance of the project, the NCC now issues a Request for Qualification (“RFQ”) and seeks Applications from reputable companies for the Deployment of Device Management System.

1.2. Bidding Process

- 1.2.1** The NCC, with Compliance Certification from the ICRC, has adopted a two-stage bidding process (collectively referred to as the **“Bidding Process”**) for selection of a Bidder for award of the Project. The first stage (the **“Qualification Stage”**) of the process involves qualification (the **“Qualification”**) of interested parties/consortia who submit Applications in accordance with the provisions of this RFQ (the **“Applicant”**), which expression shall, unless repugnant to the context, include the Members of the Consortium). At the end of this stage, the NCC expects to announce a short-list of suitable qualified Applicants who shall be eligible for participation in the second stage of the Bidding Process (the **“Bid Stage”**) comprising Request for Proposals (the **“Request for Proposals”** or **“RfP”**).
- 1.2.2** In the Qualification Stage, Applicants would be required to furnish all the information specified in this RFQ. Only those Applicants that are qualified and short-listed by the PDT shall be invited to submit their Bids for the Project. Those who are shortlisted must execute a Non-Disclosure Agreement.
- 1.2.3** In the Bid Stage, the Bidders will be called upon to submit their technical and financial offers (the **“Bids”**) in accordance with the RfP and other documents to be provided by the PDT (collectively the **“Bidding Documents”**).
- 1.2.4** During the Bid Stage, Bidders are invited to examine the Project in greater detail, and to carry out, at their cost, such studies as may be required for submitting their respective Bids for implementation of the Project.
- 1.2.5** As part of the Bidding Documents, the NCC will provide draft heads of terms for the Project Agreement as well as other information pertaining/ relevant to the Project.
- 1.2.6** Details of the process to be followed at the Bid Stage and the terms thereof will be spelt out in the Bidding Documents.

1.3. Schedule of RFQ Process

The timeline of the RFQ process is stated below:

Key Milestone	Date
RFQ Package available for access to interested Applicants	
Deadline for RFQ Clarification	
Deadline for submission of Response to RFQ by interested Applicants	

A. INSTRUCTIONS TO APPLICANTS

1. Scope of Application

- 1.1. This RFQ Package is issued to interested applicants to submit applications for qualification in respect of the Project and only shortlisted Applicants may subsequently be invited to submit bids for the Project.

2. Eligibility of Applicants

The following factors shall be applied to determine the eligibility of Applicants for qualification for the Project:

- 2.1. An Applicant may be a single entity or a group of entities (“**Consortium**”) coming together to submit an Application for the **Deployment of Device Management System**. However, no Applicant applying individually or as a member of a Consortium can be member of another Applicant. The term Applicant used herein would apply to both a single entity and a Consortium.
- 2.2. A group of entities forming a Consortium must provide evidence thereto by a Letter of Association and Intent to enter into a Consortium Agreement or an existing Consortium Agreement/JV Agreement/MOU specifically entered into by all the entities for this application. However, when the preferred Applicant is selected, the Consortium shall be required to establish a special purpose vehicle (“**SPV**”) in order to sign the Transaction Agreement. A Consortium must have a Lead Member, as will be appointed by all members of the consortium through a Power of Attorney. All parties in a Consortium shall be jointly and severally liable for the relevant obligations in respect of the Application.
- 2.3. Changes in the membership of a Consortium (whether by way of exit of existing members or entry of new members or internal reapportionment of the participation percentages) following the submission of the Application must be notified to the PDT prior to the submission deadline and provided: (a) the Consortium continues to fulfil the minimum technical and minimum financial criteria set out under this RFQ; and (b) any notification to the PDT in relation to any change in the membership of a Consortium by way of entry of new members must be accompanied by the necessary supporting documents as applicable otherwise the change shall not be approved. Any such addition, deletion or substitution will be at the risk of the Applicant and should be submitted to the PDT by the Primary Representative as identified in Form VI in Part 1 of this RFQ at least ten (10) Business Days before the Submission Deadline. The formation of a new Consortium by any way following the submission of Application, after the deadline for submissions by the Applicant is not permitted.
 1. The PDT may request more information on the changes. Upon the Applicant submitting its request, the PDT will consider the request for change to the Applicants Membership and respond accordingly not later than five (5) Business Days before the Submission Deadline.

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- 2.4.** The eligibility criteria listed in this Clause 2 shall apply to the Applicant, including the parties constituting the Applicant.
- 2.5.** An Applicant may have the nationality of any country, subject to the restrictions pursuant to Sub-clause 2.6. An Applicant shall be deemed to have the nationality of a country if the Applicant is constituted, incorporated, or registered and operates in conformity with the provisions of the laws of that country, as evidenced by its Certificate of Incorporation/Registration or any other equivalent document evidencing registration of the company or companies (for a Consortium) in country of registration, Articles of Incorporation, Charters, or any document constituting its constitutional documents.
- 2.6.** An Applicant shall submit only one Application in the same RFQ process, either individually as an Applicant or as a Member of a Consortium. No Applicant can be a subcontractor while submitting an Application individually or as a Member of a Consortium in the same process. An Applicant who submits, or participates in, more than one Application will cause all the applications in which the Applicant has participated to be disqualified.
- 2.7.** Applicants from an eligible country may be excluded if: (i) As a matter of Nigerian law, regulations or international conventions to which Nigeria is a signatory, the FGN prohibits commercial relations with that country, provided that the PDT is satisfied that such exclusion does not preclude effective competition or (ii) By an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the FGN prohibits any import of goods or contracting of works or services from that country, or any payments to persons or entities in that country.
- 2.8.** An Applicant will be disqualified if it (or in the case of a Consortium, any of its members) does not meet any of the following exclusion criteria: Court affidavit in this regard is a requirement
- (a) The Applicant must not be in a state of bankruptcy or liquidation;
 - (b) The Applicant must not be subject to a bankruptcy application;
 - (c) The Applicant has not been found guilty of an offence which raises doubts about the professional integrity of the Applicant, its shareholders, or member(s);
 - (d) The Applicant has not committed a grave error in the performance of its profession;
 - (e) The Applicant has met its obligations with regard to the payment of social security contributions or taxes, in accordance with the legal requirements in the country in which it is established;
 - (f) The Applicant has not been guilty of making false statements in the provision of information, including statements made for the purpose of an application and the information submitted on the basis thereof.
 - (g) The Applicant is not Nigerian Government owned or controlled (whether wholly or partly), no present government official is an official or owns any interest in the Applicant;

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- (h) In the case of a Consortium, all Consortium Members have applied only once and are not Applicants in their own right or Consortium Member of another Applicant;

2.9. Any Applicant found to have a Conflict of Interest in respect of this process shall be disqualified. An Applicant shall be deemed to have a Conflict of Interest, if:

- (a) such Applicant has the same legal representative for purposes of this Application as any other Applicant; or
- (b) such Applicant, or any officer thereof has a relationship with another Applicant, or any officer thereof, directly or through common third party/ parties, that puts either or both of them in a position to have access to each other's information about, or to influence the Application of either or each other; or
- (c) such Applicant, or any officer thereof has participated as a consultant to the PDT in the preparation of any documents, design or technical specifications of the Project; or
- (d) the Applicant engages any adviser that has previously advised the Grantor or any of their agencies in any manner in relation to the Project.

3. Amendment to RFQ Package

3.1. The PDT may for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, amend the RFQ Package by issuing an addendum at any time prior to the deadline for submission of applications.

3.2. Any addendum issued shall be part of the RFQ Package and shall be communicated in writing to all Applicants who have obtained the RFQ Package.

3.3. The PDT may, at its discretion, extend the deadline for the submission of applications in order to give prospective Applicants reasonable time to take an addendum into account in preparing their applications.

4. Preparation of Application

4.1. Number of Application

No Applicant shall submit more than one Application for the Project. An applicant applying individually or as a member of a Consortium shall not be entitled to submit another Application either individually or as a member of any Consortium, as the case may be.

4.2. Cost of Application

The Applicant shall bear all costs associated with the preparation and submission of the Application. The PDT will not be responsible or liable for those costs, regardless of the conduct or outcome of the prequalification process.

4.3. Language of Application

The Application as well as all correspondence and documents relating to the RFQ exchanged by the Applicant and the PDT, shall be written in the English language.

4.4. Currency

All amounts and calculations in this Application shall be presented in the United States Dollar (“USD”). In case the base currency is not denominated in USD, the Applicant shall indicate the exchange rate(s) applied and the corresponding date(s) of exchange rate(s).

5. Documents Comprising the Application

The Application shall comprise the following Forms in Section C:

- (a) Application Submission Form (Form I);
- (b) Documentary evidence establishing the Applicant’s eligibility to qualify (Forms II to VI); and
- (c) Documentary evidence establishing the Applicant’s qualifications (Forms VII to IX).

6. Application Form

6.1. The Applicant shall submit RFQ Application using the forms furnished (Section C. Application Forms). The Application Forms must be completed without any alteration to their format.

6.2. The application shall be submitted in Six (6) copies in a sealed envelope clearly marked **“REQUEST FOR QUALIFICATION FOR THE DEPLOYMENT OF DEVICE MANAGEMENT SYSTEM”** An electronic copy on USB drive (PDF versions) should also be included. The RFQs should be addressed as stated in the advert.

6.3. The PDT will not accept any responsibility for not processing any application submitted that was not identified as stated in Clause 6.2 above.

7. Modification and Withdrawal of Applications

7.1. The Applicant may modify, substitute or withdraw its Application after submission, provided that written notice of the modification, substitution or withdrawal is received by the PDT prior to the deadline for submission of Applications. No Application shall be modified, substituted or withdrawn by the Applicant on or after the deadline for submission of Applications.

7.2. Any alteration/ modification in the Application or additional information supplied subsequent to the deadline for submission of Applications, unless the same has been expressly sought for by the PDT, shall be disregarded.

8. Deadline for Submission of Applications

- 8.1. Applications shall be submitted no later than 12:00 noon on Friday the **27th of May 2022**.
- 8.2. The PDT may, at its discretion, extend the deadline for the submission of applications by amending the RFQ package, in which case all rights and obligations of the PDT and the Applicants subject to the previous deadline shall thereafter be subject to the deadline as extended.

9. Late Submissions

Any Application received by the PDT after the deadline for submission of Applications prescribed in this instruction shall not be eligible for consideration and shall be disqualified.

10. Contact Information

The Application shall state the name and the contact details of the Applicant as per format in Form II, and the Applicant's authorized representative and the Applicant's principal contact person and his/her designated alternate as per format in Form V. The PDT shall only communicate with the principal contact person or his/her designated alternate in the absence of the former.

11. Clarifications

- 11.1. Applicants may request for clarifications on any information contained in the RFQ Package no later than ten (10) days before the deadline for the submission of applications. All such communication between the Applicants through its designated contact person pursuant to Clause 10 above with the PDT shall be by email: nccprocurement@ncc.gov.ng
- 11.2. The NCC shall endeavor to respond to the questions raised or clarifications sought by the Applicants. The NCC will respond to all requests for clarification in an anonymous manner and not later than five (5) Business Days before the Submission Deadline.
- 11.3. When requesting clarifications, the subject line of the email should clearly indicate "[Applicant's name]: Request for Clarifications".
- 11.4. In order to keep all questions and responses accessible to all Applicants, a question-and-answer matrix will be maintained, that will serve as a directory of all comments or questions received along with the answers provided by NCC or other stakeholders as relevant.
- 11.5. A summary of all Questions and Answers will be emailed to the Bidder's authorised representative, as indicated in Form V of this RFQ, not later than five (5) Business Days prior to the Submission Deadline.

11.6. In all replies to requests for clarifications, the identities of the Bidders who submitted clarification requests will be withheld

11.7. The PDT may also on its own motion, if deemed necessary, issue interpretations and clarifications to all Applicants. All clarifications and interpretations issued by the PDT shall be deemed to be part of the RFQ.

12 Acknowledgment

By submitting Applications in response to this RfQ, all Applicants fully acknowledge that:

- (a) They have carefully examined all information in this RfQ package and received all information which they require to submit an Application; and
- (b) They accept the risk of any inadequacy, error or mistake in the information provided in the RfQ Package and agree to be bound by the relevant undertakings provided therein.

13 Acceptance/Rejection of Bids

13.1 Notwithstanding anything contained in this RfQ package, the PDT reserves the right to accept or reject any Application, annul the qualification process and reject all Applications, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereto. In the event that the PDT rejects or annuls all the Bids, it may, in its discretion, invite all eligible Bidders to submit fresh Bids hereunder.

13.2 The PDT reserves the right at any time to disqualify any Application which it discovers to contain a material misstatement or misrepresentation.

13.3 If the Applicant/Bidder is a Consortium, then the entire Consortium may be disqualified/rejected.

14 Anti-Corruption Matters

The Applicants and their respective officers, employees, agents and advisers shall observe the highest standard of ethics during the application process. Notwithstanding anything to the contrary contained herein, PDT may reject an Application without being liable in any manner whatsoever to the Applicant if it determines that the Applicant has, directly or indirectly, engaged in any corrupt, fraudulent, coercive, unethical or restrictive practice in the application process.

B. FRAMEWORK/CRITERIA FOR EVALUATION OF APPLICATIONS

1. Opening and Evaluation of Applications

- 1.1. The PDT shall open the Applications on a date after the deadline for submission of Applications. The PDT shall prepare a record of the opening of Applications which shall include, as a minimum, the name of the Applicant.
- 1.2. Information relating to the evaluation of RfQ submissions, and recommendation for qualification, shall not be disclosed to Applicants or any other persons not officially concerned with such process or who is not a retained professional advisor advising the PDT in relation to, or on matters arising out of, or concerning the Bidding Process. The PDT will treat all information, submitted as part of Application, in confidence and will require all those who have access to such material to treat the same in confidence. The PDT may not divulge any such information unless it is directed to do so by any statutory entity that has the power under law to require its disclosure or to enforce or assert any right or privilege of the statutory entity and/or the PDT or as may be required by law or in connection with any legal process.
- 1.3. From the deadline for submission of RfQ to the time of notification of the results of the qualification, any Applicant that wishes to contact the PDT on any matter related to the RFQ process, may do so but only in writing.
- 1.4. To assist in the evaluation of RfQ submissions, the PDT may, at its discretion, ask any Applicant for a clarification of its submission which shall be submitted within a stated reasonable period of time. Any request for clarification and all clarifications shall be in writing.
- 1.5. When an Applicant does not provide clarifications of the information requested by the date and time set in the PDT's request for clarification, its application may be rejected. In case the Application is not rejected, the PDT may proceed to evaluate the Application by construing the particulars requiring clarification to the best of its understanding, and the Applicant shall be barred from subsequently questioning such interpretation of the PDT.
- 1.6. The PDT may reject any Application which is not responsive to the requirements of the RfQ Package and no request for alteration, modification, substitution or withdrawal shall be entertained by the PDT in respect of such Application. An Application shall be considered responsive only if:
 - (a) it is submitted prior to the deadline for submission of Applications;
 - (b) it contains all the information and documents (complete in all respects) as requested in this RFQ;
 - (c) it contains information in formats same as those specified in this RFQ Package;
 - (d) it does not contain any pre-condition or conditions.

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- 1.7. The PDT shall use the factors, methods, criteria, and requirements defined in Section B, Qualification Criteria and Requirements to evaluate the qualifications of the Applicants. Qualification Criteria in Section B are indicative of the qualification factors and may be amended prior to the deadline for submission of applications. Any amendments shall be communicated to all Applicants in accordance with Section A Clause 3.2.
 - 1.8. Only the qualifications of subcontractors that have been identified in the Application may be considered in the evaluation of an Applicant. However, the general experience and financial resources of subcontractors may not be added to those of the Applicant for purposes of qualification of the Applicant.
 - 1.9. Any information contained in the Application shall not in any way be construed as binding on the PDT, its agents, successors, or assigns, but shall be binding against the Applicant if the Project is subsequently awarded to it on the basis of such information.
 - 1.10. The PDT reserves the right to accept or reject any Application, and to annul the qualification process and/or any other process before the execution of definitive/project agreements and reject all Applications at any time, without thereby incurring any liability to the Applicants.
 - 1.11. Applicants are advised that qualification of Applicants will be entirely at the discretion of the PDT. Applicants will be deemed to have understood and agreed that no explanation or justification on any aspect of the Bidding Process or selection will be given.
 - 1.12. All Applicants whose applications have met or exceeded (“passed”) the specified threshold requirements will be qualified by the PDT.

2. Qualification and Bidding

- 2.1. After the evaluation of Applications, the NCC will notify short-listed qualified Applicants (Bidders) who will be eligible for participation in the Bid Stage. Subject to Section A Sub-clause 2.3, Applicants whose Application have been rejected may seek inclusion in a Consortium that has been qualified. The PDT will not entertain any query or clarification from Applicants who fail to qualify.
- 2.2. Bidders will be required to execute a Non-Disclosure Agreement (NDA) prior to being issued the Bidding Document. The Bidders will be requested to submit a Bid in the form and manner to be set out in the Bidding Documents. Only qualified Applicants shall be invited by the PDT to submit their Bids for the Project.

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- 2.3. All documents and other information supplied by the PDT or submitted by an Applicant to the PDT shall remain or become the property of the PDT. Applicants are to treat all information as strictly confidential and shall not use it for any purpose other than for preparation and submission of their Application. The PDT will not return any Application or any information provided along therewith.
- 2.4. Save and except as provided in this RFQ, the PDT shall not entertain any correspondence with any Applicant in relation to the acceptance or rejection of any Application.

3. Evaluation Parameters

- 3.1 Only those Applicants who meet the eligibility and qualification criteria specified in this Clause 3 shall qualify for evaluation. Applications of firms/consortia who do not meet these criteria shall be rejected.
- 3.2 The Applicant's competence and capability is proposed to be established by the following minimum parameters:

3.2.1 Technical Minimum Criteria

To demonstrate technical, managerial, and financial capacity and experience in the Deployment of a Device Management System solution, the Applicant shall have the following capabilities, preceding the deadline for submission of the Application:

- i. General experience in the development, operation, installation and/or financing of ICT projects including international level experience (list all relevant project references that apply).
- ii. Specific track record and details of capacity in financing, designing, building, installing, operations, management, maintenance with inbuilt financing and capital recovery arrangement in the ICT sector (list all relevant track record related to PPP experience in ICT or similar sector)
- iii. Specific Experience and track record in designing, building, installing, operating, managing, maintaining, and/or financing of ICT Device Management System solution projects or similar project (list all relevant project references).
- iv. Evidence of working experience in developing and emerging economies with specific experience in the management of large-scale ICT projects (list all relevant project references).
- v. Verifiable evidence of executing, Delivery/Financing/Operating or Maintaining of large-scale ICT infrastructure (at least five verifiable evidences. Such evidence shall be in the form of a valid and verifiable letters of contract award, contract agreement, and/or completion certificates, etc)

In case of a Consortium, the combined technical capacity of the members should satisfy the above conditions of eligibility.

In case the Applicant is not a Consortium, it shall be eligible only if it has equivalent experience of its own.

3.2.2 Financial Minimum Criteria

The Applicant shall provide through its Audited Financial Statements in the most recent three (3) years, evidence of;

- i. Annual turnover of Five Billion Naira (N5 billion) or its equivalent over the preceding 3 years.
- ii. Adequate financial resources to finance projects. Interested applicants must have a minimum net worth of at least Five Billion Naira (N5 billion) or its equivalent as shareholder's equity contribution.

3.3 Evidence of Technical Capacity

3.3.1 The Applicant should furnish the details of eligible experience and track record of implementing similar projects.

3.3.2 The Applicants must provide the necessary information relating to Technical Capacity as per format of Forms IV to VI.

3.3.3 The Applicant should furnish the required Project-specific information and evidence in support of its claim of Technical Capacity, as per format of Forms VII to IX.

3.4 Financial Information for Purposes of Evaluation

3.4.1 The Application must be accompanied by the Audited Annual Reports of the Applicant (of each Member in case of a Consortium) for the last three (3) financial years (2019, 2020 & 2021), preceding the year in which the Application is made.

3.4.2 In case the annual accounts for the latest financial year are not audited and therefore the Applicant cannot make it available, the Applicant shall give an undertaking to this effect and the statutory auditor shall certify the same. In such a case, the Applicant shall provide the Audited Annual Reports for three (3) years preceding the year for which the Audited Annual Report is not being provided.

3.4.3 The Applicant must establish the minimum financial standing specified in Clause 3.2.2 and provide details as per format of Form III.

Eligibility and Qualification Criteria			Compliance Requirements			Documentation
No.	Subject	Requirement	Single Entity	Consortium/ Joint Venture (JV)		Submission Requirements
				Lead Partner	Exclusive Partner	
1. Declaration						
1.1	Letter of Response	Letter must be signed without changes and additions.	Compulsory requirement	Compulsory requirement	N/A	Form I
2. Capabilities of Applicant						
2.1	Business Information	All boxes must be filled. Where not applicable it should be so stated.	Compulsory requirement	Compulsory requirement	Compulsory requirement	Form II
2.2	Financial Capability	All boxes must be filled. Required certificates and/or forms must be attached.	Compulsory requirement	Compulsory requirement	If applicable	Form III
2.3	Deployment of a Device Management System	All boxes must be filled.	Compulsory requirement	Compulsory requirement	If applicable	Form IV-a; Form IV-b; and Form IV-c
2.4	Authorized Representative	Contact details of authorized representative(s) must be given.	Compulsory requirement	Compulsory requirement	N/A	Form V
2.5	Consortium Summary	Details of Consortium.	N/A	Compulsory requirement	Compulsory requirement	Form VI

Eligibility and Qualification Criteria			Compliance Requirements			Documentation
No	Subject	Requirement	Single Entity	Consortium/ Joint Venture (JV)		Submission Requirements
				Lead Partner	Exclusive Partner	
3. Development, Management and Operating Experience						
3.1	Development, Management and Operating Experience	Prospective proponents must have a minimum of at least five (5) years of management and operating experience of such facilities.	Compulsory requirement	Must meet requirement where applicable	Must meet requirement where applicable	Form VII
3.2			Compulsory requirement	Must meet requirement where applicable	Must meet requirement where applicable	Form VIII
4.CURRICULUM VITAES of Key Personnel						
4.1	Curriculum Vitae of Key Personnel Intended for This Project	Experience and Expertise of Key Personnel as illustrated by Curriculum Vitae (CV) of key management staff with relevant experience working on similar projects and at least 10 years in the communication or IT sector or in a relevant industry.	Compulsory requirement	Compulsory requirement	Compulsory requirement	Form IX

C. APPLICATION FORMS

This letter must be signed without changes, additions and/or subtractions, except field indicated in square brackets.

FORM I (Letter of Response)

[Date]

Head of Procurement,
Room 219, 2nd Floor
The Nigerian Communications Commission
Plot 423, Aguiyi Ironsi Street,
Maitama District, Abuja 900271,
Federal Capital Territory,
Nigeria.

Dear Sir/Ma,

**RE: Request for Qualification for the Deployment of a Device Management System
(Reference No. RFQ NCC/DMS/04/22/001)**

1. We, the undersigned are duly authorized to represent and act on behalf of [.....] (“**Applicant**”) and having reviewed and fully understood all information provided in the Request for Qualification Package (“**RFQ Package**”), hereby apply to be qualified as a proponent for the above mentioned Project. The Application is unconditional and unqualified.
2. We hereby submit our qualification Application, which comprise the following:
 - (a) Form I – Letter of Response,
 - (b) Form II – Details of Applicant (Business Information and Experience),
 - (c) Form III – Financial Strength,
 - (d) Form IV – Development, Management & Operating Eligibility:
 - (e) Form V – Particulars of Authorized Representative,
 - (f) Form VI – Consortium Summary,
 - (g) Form VII – Management & Operating Experience,

-
- (h) Form VIII – Development, Financing & Investment Experience,
 - (i) Form IX – Curriculum Vitae of Key Personnel; and
 - (j) Other details and supporting documents as applicable.

We acknowledge that soft copy submissions of our Application are required in accordance with the Instruction to Applicants.

- 3. *[Applicable in case of a Consortium]* The Lead Member of the Consortium applicant is [.....].
- 4. We confirm that the Transaction Adviser and/or any of their authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this Application, and to seek clarification from our bankers and clients regarding any financial and technical aspects.

This Letter of Response will also serve as authorization to any individual or authorized representative of any entity referred to in the supporting information, to provide such information deemed necessary and requested by yourself to verify statements and information provided in this Application, or regarding the resources, experience, and competence of the Applicant.

- 5. We declare that:
 - (a) none of the director(s) of the Applicant has/have ever been convicted by any court of law;
 - (b) none of the officers of NCC or any agencies of the FGN is presently a director/staff of the Applicant [or any Member of the Consortium];
 - (c) the Applicant [and each Member of the Consortium] is not in receivership or under any other bankruptcy proceedings before any court of law.
- 6. We understand that:
 - (a) All information submitted in this Application shall remain binding upon us at the time of submission;
 - (b) The Transaction Adviser and/or the Sponsor(s) may in their absolute discretion accept or reject my/our Application, and cancel the prequalification process at any time before the execution of definitive/ project agreements without any liability to us;
 - (c) Whilst every effort will be made to protect the confidentiality of the information submitted by the Applicant, the Transaction Adviser/Sponsor(s) and its authorized representatives cannot be held liable for any breach of confidentiality;

(d) the Grantor/ Transaction Adviser have the right to reject our Application without assigning any reason or otherwise and hereby waive, to the fullest extent permitted by applicable law, our right to challenge the same on any account whatsoever.

7. We understand and agree that prospective proponents who are shortlisted must execute a Non-Disclosure Agreement and submit payment of any applicable administrative fees as advised by the Transaction Adviser/Sponsor(s) before receiving a copy of the Request for Proposal (“**RFP**”) documents.
8. We declare that all statements made by us and all the information pursuant to this Application are complete, true and accurate to the best our knowledge and beliefs and nothing has been omitted which renders such information misleading; and all documents accompanying such Application are true copies of their respective originals.

For and on behalf of (name of Applicant or Lead Member of a Consortium Applicant)

Signed [_____]

Name [_____]

Designation [_____]

Date [_____]

For a Consortium, where only the lead member signs, the power(s) of attorney/letter of intent/consortium agreement/document(s) authorizing the lead member to sign on behalf of the respective members shall be attached.

FORM II (Details of Applicant)

All boxes must be filled. Where not applicable it shall be so stated

An application can be rejected if an Applicant does not include the following information or if it is incomplete.

All prospective proponents and each Member of a Consortium wishing to participate in the Bidding Process must complete the following:

Please use a separate sheet for each member of a Consortium or Joint Venture (JV).

Name of Applicant (or Member of a Consortium or JV)			
Nature of Entity			
Business No./ Company No./ Other Identification No.			
Certificate of Incorporation / Registration: <i>[Evidence of Certificate of Incorporation/Registration or any other equivalent document evidencing registration of the company or companies (for a Consortium) in country of registration]</i>			
Registered Office Address			
Company Profile			
Website Address			
List of Major Shareholders			
Telephone		Name of Authorized Representative	
		Email	
Place of Incorporation / Registration		Year of Incorporation / Registration	
Number of Staff			
Organisational Structure <i>[To attach that of the Company and, if a Consortium, then that of each member of the Consortium]</i>			

<p>Company background and business history</p> <p><i>[Brief statement of company's background and history, and, if a Consortium, then also the background and history each member of the Consortium.]</i></p>	
<p>Resolution of the Board of Directors or any other equivalent governing body of the company or companies (for a Consortium) evidencing approval/authority to submit an application</p>	
<p>Letter of Confirmation issued by the Applicant disclosing that the company does not have any director who has been convicted in any country for any criminal offence relating to fraud of financial impropriety or criminal misrepresentation or falsification of acts relating to any matter</p>	
<p>Letter of Confirmation issued by the Applicant disclosing whether or not any official of the FGN, NCC or any of its agencies is a former or present director, shareholder or has any pecuniary interest in the bidder and confirmation that all information presented in the bid are true and correct.</p>	
<p>The requirements set out below shall not apply to non-Nigerian companies and consortia.</p>	
<p>Certified true copies of the current Form CAC 2A (Return of Allotment – Post Incorporation); Form 7A (Notice of Change of Directors etc.) and Memorandum and Articles of Association of the company or companies (for a Consortium)</p>	
<p>Evidence of Current Pension Clearance from the National Pension Commission (PENCOM)</p> <p>Evidence of Company Tax Clearance Certificate for the last three (3) years (2019, 2020 & 2021)</p>	
<p>Evidence of Current Certificate of Compliance in respect of the Industrial Training Fund Act CAP I9, LFN 2004 (the "ITDF</p>	

Act”) (as amended by the Industrial Training Fund Amendment Act, 2011)	
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FORM III (Financial Strength)

All boxes must be filled. Required certificates and/or forms must be attached.

The Applicant shall be in a good financial position at the close of the preceding financial year and/or provide a letter of financial support from a credible financial institution that supports its ability to provide debt funding for the Project having regard to its contemplated equity stake in the project,

In case of a Consortium, the Member(s) nominated to be the financier of the Project, must provide financial information to demonstrate that they meet the requirements of good financial standing. Alternatively, the Lead Consortium shall provide evidence of financial good standing and/or provide a letter of financial support from a credible financial institution that supports their proportional minimum holding threshold in the Consortium.

Please attach detailed audited financial statement for the past three (3) years.

Name of Applicant (or Member of a Consortium or JV)	
Audited account and Tax Clearance Certificates for the last three (3) years (2021, 2020 & 2019) of the company or companies (for a Consortium)	<i>[Attach the required information to this FORM III]</i>

Name of Banker		
Address of Banker		
Telephone		Contact Name and Position
Fax		
Email		

Summarize Profit & Loss, actual assets and liabilities in reported currency for the latest three (3) years.

Financial Information	Formula	Last Financial Year 3 – 2019	Last Financial Year 2 – 2020	Last Financial Year 1 – 2021	Average for the last 3 financial years for all items except Revenue Growth (average of 2 years)
Total Capital	Short-Term Debt + Long-Term Debt + Equity				
Annual Net Assets	Total Assets – Short Term Liabilities – Long Term Liabilities				
Annual Revenue	Revenue (Yr1+Yr2+Yr3)/3				
Revenue Growth (%)	Current Year Revenue - Previous Year Revenue/ Previous Year Revenue				
EBIT	EBIT (Yr1+Yr2+Yr3)/3				
EBIT Margin	[Sum (3 years' EBIT)/ Sum (3 years' Revenue)]*100				
Current Assets	-				
Inventory	-				
Current Liabilities	-				
Long Term Liabilities	-				
Interest	-				
Cash Ratio	Current Assets-Inventory/ Current Liabilities				
Current Ratio	Current Assets/ Current Liabilities				
EBIT Interest Coverage	EBIT/Interest				
Total Fund	(Fixed Assets + Current Assets) or (Capital and Reserves + Long Term Liabilities + Short Term Liabilities)				
Debt Ratio - Debt to Total Fund	(Long Term Liabilities + Current Liabilities)/ Total Fund				

Summarize Profit & Loss, actual assets and liabilities in USD for the latest three years.

Financial Information (USD)	Formula	Last Financial Year 3 – 2019	Last Financial Year 2 – 2020	Last Financial Year 1 – 2021	Average for the last 3 financial years for all items except Revenue Growth (average of 2 years)
Total Capital	Short-Term Debt + Long-Term Debt + Equity				
Annual Net Assets (USD)	Total Assets – Short Term Liabilities – Long Term Liabilities				
Annual Revenue (USD)	Revenue (Yr1+Yr2+Yr3)/3				
Revenue Growth (%)	Current Year Revenue - Previous Year Revenue/ Previous Year Revenue				
EBIT	EBIT (Yr1+Yr2+Yr3)/3				
EBIT Margin	[Sum (3 years' EBIT)/ Sum (3 years' Revenue)]*100				
Current Assets	-				
Inventory	-				
Current Liabilities	-				
Long Term Liabilities	-				
Interest	-				
Cash Ratio	Current Assets-Inventory/ Current Liabilities				
Current Ratio	Current Assets/ Current Liabilities				
EBIT Interest Coverage	EBIT/Interest				
Total Fund	(Fixed Assets + Current Assets) or (Capital and Reserves + Long Term Liabilities + Short Term Liabilities)				
Debt Ratio - Debt to Total Fund	(Long Term Liabilities + Current Liabilities)/ Total Fund				

Note: To state Exchange Rate applied for conversion to USD

Evidence of financial capability, support and line of credit from credible financing institutions in support of your ability to Deploy the Device Management System	Name of Financing Institution	
Address of Banker		
Telephone		Contact Name and Position
Fax		
Email		

Proponents, including each Member of a Consortium, must provide information on any history of litigation or arbitration resulting from agreements or normal course of business executed during the last five (5) years or currently under execution.

Use a separate sheet for each Member of a Consortium or Joint Venture (JV).

Year	Award FOR or AGAINST Proponent	Name of client, cause of litigation, and matter in dispute	Disputed amount (current value in USD or in National Currency)

- Please attach details of any financial commitments of a material nature that can reasonably be expected to influence adversely on the financial performance of any relevant Consortium Member.
- Please attach audited financial statements for the past three (3) years.
- Note: Where the audited financial statement is not in the English language, it is to be translated and certified by the external financial auditors of the submitting party.
- Please attach evidence of business operations in and outside Nigeria, especially operations in West and Central Africa.

FORM IV (Investment, Development, Management & Operating Eligibility)

All boxes must be filled.

(a) FORM IV-a (Global Investment, Development, Management & Operating Eligibility)

Applicant or in the case of a Consortium, all Members nominated to provide the development, management, operating and maintenance capacity for the Project must provide experience in similar projects to demonstrate that they meet the requirements stated in this RfQ Package.

Name of Applicant (or Member of a Consortium or JV)		
Investment Experience		
Company has experience in investing in the financing, designing, building, installing, operations, management, maintenance in the ICT sector and in the deployment, Management and operations Management Solutions		<input type="checkbox"/> Yes <input type="checkbox"/> No
		Project Name
		(1)
		(2)
		(3)
		(4)
		(5)
Details of Project (1)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	
	Project value	
	Name of Partner(s) if applicable	
	Funding share (Company %: Partners' %)	
	Supporting documents	<i>Please list documents here and attach them in application</i>

Details of Project (2)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	
	Project value	
	Name of Partner(s) if applicable	
	Funding share (Company %: Partners' %)	
	Supporting documents	<i>Please list documents here and attach them in application</i>
Details of Project (3)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	
	Project value	
	Name of Partner(s) if applicable	
	Funding share (Company %: Partners' %)	
	Supporting documents	<i>Please list documents here and attach them in application</i>
Details of Project (4)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	
	Project value	
	Name of Partner(s) if applicable	
	Funding share (Company %: Partners' %)	
	Supporting documents	<i>Please list documents here and attach them in application</i>

Details of Project (5)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	
	Project value	
	Funding share (Company %: Partners' %)	
	Supporting documents	<i>Please list documents here and attach them in application</i>
	Development Experience	
Company has experience in deployment, Management and operations of the Device Management System globally and/or in developing economies.		<input type="checkbox"/> Yes <input type="checkbox"/> No
		Project Name
		(1)
		(2)
		(3)
		(4)
		(5)
Details of Project (1)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	
	Project value	
	Name of Partner(s) if applicable	
	Company's role in the development	
	Experience in Conceptual design	<input type="checkbox"/> Yes <input type="checkbox"/> No Description:
	Experience in Detail design	<input type="checkbox"/> Yes <input type="checkbox"/> No Description:

	Experience in Construction	<input type="checkbox"/> Yes <input type="checkbox"/> No
		Description:
	Experience in Greenfield project	<input type="checkbox"/> Yes <input type="checkbox"/> No
		Description:
	Supporting documents	<i>Please list documents here and attach them in application</i>
Details of Project (2)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	
	Project value	
	Name of Partner(s) if applicable	
	Company's role in the development	
of Project (3)	Project commencement date	
	Project completion date (or ongoing)	
	Location	
	Project value	
Management and Operating Experience		
Company has experience in management and operations globally and/or in developing economies		<input type="checkbox"/> Yes <input type="checkbox"/> No
	(1)	Project Name
	(2)	
	(3)	
	(4)	
	(5)	
Details of Project (1)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	

	Brief description of management and operating experience	
	Experience in operating Device Management System	<input type="checkbox"/> Yes <input type="checkbox"/> No Description:
	Relevant recognition, accolades and rankings on size of operations and performance	<input type="checkbox"/> Yes <input type="checkbox"/> No Description:
	Supporting documents	<i>Please list documents here and attach them in application</i>
Details of Project (2)	Type of project	
	Project commencement date	
	Project completion date (or ongoing)	
	Location	

FORM V (Particulars of Authorised Representative)

Contact details of authorized representative(s) must be given.

All prospective proponents are to provide the following information for their Authorized Representative. In the case of a Consortium, this shall be the individual authorized to represent and act on behalf of the Consortium.

Name of Applicant (or Member of a Consortium or JV)	
Authorized Representative's name	
Designation	
Company	
Citizenship	
Address	
Telephone	
Fax	
Email	

All prospective Applicants are to provide the following information for the individual who would serve as the Principal Contact Person for all communications with the Transaction Adviser/Grantor.

Principal Contact Person's name	
Designation	
Company	
Citizenship	
Address	
Telephone	
Fax	
Email	

A prospective Applicant may designate another individual who would serve as an alternate to the Principal Contact Person to stand-in for communications with the Transaction Adviser/Grantor.

Alternate Principal Contact Person's name	
Designation	
Company	
Citizenship	
Address	
Telephone	
Fax	
Email	

FORM VI (Consortium Summary)

For Consortium Applicant, name of members and information regarding the role of each Member of the Consortium are to be provided in the table below:

Name of Applicant (or Member of a Consortium or JV)				
Consortium Agreement or Letter of Intent		<i>[This should identify the principal Member of the Consortium authorised to submit the RFQ and should show that all the Members of the Consortium shall be jointly and severally bound in relation to the RFQ process.]</i>		
Names of All Members of a Consortium		% Share in the Consortium	Intended Roles, Responsibilities and Relationships of each Member of a Consortium	
1	Lead Member*			
2	Member			
3	Member			
4	Member			

* Lead Members may only be a formal part of one Application (RfQ) and one Bid (RfP), hence once an organisation is a Lead Member or an Applicant in itself, that organisation is not allowed to become a Member in any other Consortium.

1. Lead Member: Primary member managing the Consortium and appointed by all members, through a Power of Attorney, as the representative of the consortium.

Selected applicants for the RFP submission may adjust their Consortium by

1. Including new Members; and/or
2. Including Members which have not made it to the shortlist; and/or
3. Changing the individual positions within their Consortium.

Selected applicants for the RFP submission may **not**

1. Change the Composition of the Consortium
2. Change the Lead Member in the Consortium.
3. Include Members which would render the Consortium non-compliant.

FORM VII (Management & Operating Experience)

Prospective proponents must have a minimum of at least ten (10) years' experience in deploying and operating similar projects. The information is to be summarized for each project that was operated and managed by the prospective proponent or by each Member of a Consortium.

Use a separate sheet for each project.

Name of Applicant (or Member of a Consortium or JV)			
Name of Project			
Type of Facility			
Name of Owner/ Employer			
Address of Facility			
Tel		Fax	
		Name and Email of Contact Person	
Number of Staff Involved			
1) Management		1)	
2) Non- Management		2)	
Project Role (tick one)			
<input type="checkbox"/> Owner	<input type="checkbox"/> Partner in a Joint Venture (JV)	<input type="checkbox"/> Appointed Operator	<input type="checkbox"/> Others, please specify:
Details of Roles/Services Provided			
Contract/Services Start Date			
Contract/Services Completion Date			
Size of the Facility (MW)			
Net Profit After Tax (NPAT) of the assets under management for last Three (3) Years of Contract Period		Reported Currency (_____)	US Currency (USD)
<i>Please state exchange rate used for conversion into USD</i>		1 st Year:	1 st Year:
		2 nd Year:	2 nd Year:
		3 rd Year:	3 rd Year:

Salient Features of the Project	
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Any Other Remarks	
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FORM VIII (Development, Financing & Investment Experience)

Prospective proponents must have over the past 5 (five) financial years preceding the deadline for submission of the Application;

(a) Undertaken a leading role in the deployment and operations of a similar project, with capital expenditure programmes in excess of US\$ 10million (or Naira equivalent);

(b) Participated in the deployment of a Device Management System in a developing economy for which the Applicant (or members of the Consortium) played a significant role such as Promoter, Main contractor, Core Investor, etc;

(c) Evidence of a track record in the provision of such related services, within the past five (5) years, with an aggregate portfolio value in excess of US\$ 50million (or Naira equivalent). The information is to be summarized for each project completed or in progress by the prospective proponent or by each member of a Consortium.

Name of Applicant (or Member of a Consortium or JV)					
Applicant Type	Project		Experience		
	Name/description of Project	Role in Development and operations of similar projects			
Single entity Applicant	a				
	b				
	c				
Consortium Member 1	1a				
	1b				
	1c				
Consortium Member 2	2a				
	2b				
	2c				
Consortium Member 3	3a				
	3b				
	3c				

Name of Applicant (or Member of a Consortium or JV)					
Applicant Type	Project		Experience		
		Name/description of Project	Role in Development and operations of similar projects		
Consortium Member 4	4a				
	4b				
	4c				

FORM IX (Curriculum Vitae of Key Personnel)

Experience and Expertise of Key Personnel as illustrated by Curriculum Vitae (CV) of key management staff with relevant experience working on similar projects and at least 10 years in a relevant industry.

Use a separate sheet for each key personnel.

Name of Applicant (or Member of a Consortium or JV)	
Name of Staff	<i>[Insert full name; underline surname]</i>
Nationality	
Name of Firm/Company	<i>[Insert name of firm/company proposing the staff]</i>
Proposed Position	
Education	<i>[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]</i>
Membership of Professional Associations	
Other Training	<i>[Indicate significant training since degrees indicated in the "Education" field were obtained]</i>
Countries of Work Experience	<i>[List countries where staff has worked in the last ten years]</i>
Languages	<i>[For each language, indicate proficiency: good, fair, or poor in speaking, reading, and writing]</i>
Employment Record	<p><i>[Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see *format here below): dates of employment, name of employing organization, and positions held.]</i></p> <p><i>*Format:</i></p> <p>From [Year]:</p> <p>To [Year]:</p> <p>Employer:</p> <p>Positions held:</p>
Detailed Tasks Assigned	<i>[List all tasks to be performed under this assignment]</i>

Projects Undertaken that Best Illustrates Capability to Handle the Tasks Assigned

[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under the "Detailed Tasks Assigned" field]

**Format for each project:*

Name of assignment or project:

Year:

Location:

Client:

Main project features:

Positions held:

Activities performed:

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this Curriculum Vitae correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification of this Application.

Signature

Name

Date

[Day/Month/Year]