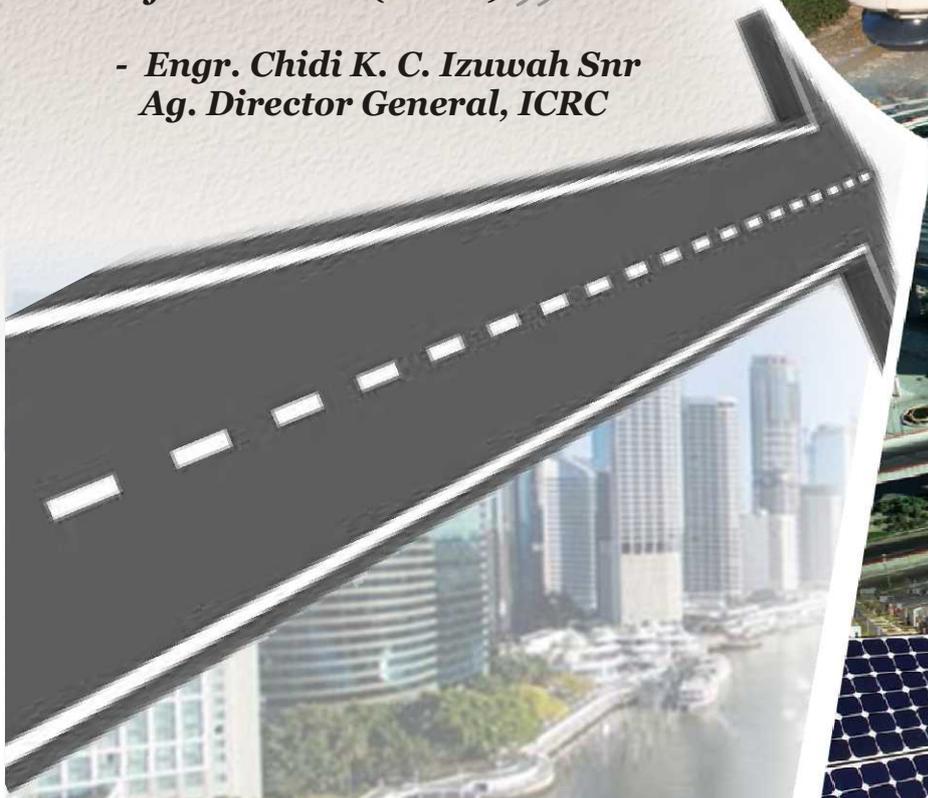




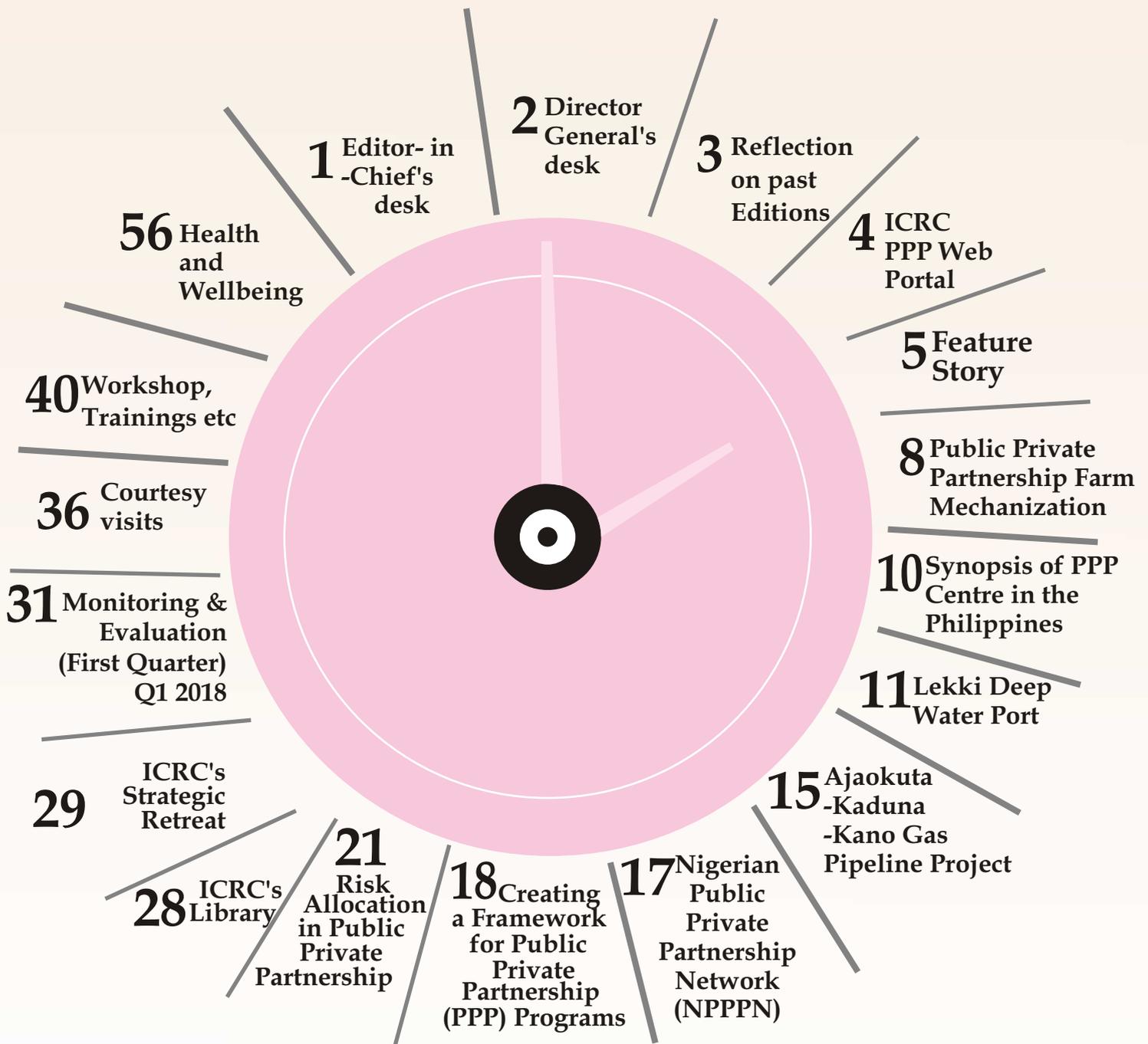
ICRC *Bulletin*

“ We have a national infrastructure emergency, we need to pull the right resources to address this challenge and immediately declare war against bad infrastructure (WABI). ”

***- Engr. Chidi K. C. Izuwah Snr
Ag. Director General, ICRC***



INSIDE THIS ISSUE



Message

from the
Editor-in-Chief



Dear reader,

The ICRC bulletin team is happy to present the first edition for the year 2018.

The Commission started this year running and in the right direction. Early in the month of January, a strategic retreat was organised with the aim of developing a strategic direction for the Commission for the year 2018 and beyond. It was attended by both internal and external stakeholders.

ICRC has also utilised its resources in carrying out one of its core mandates of taking custody of every concession agreement made under its Act to monitor compliance with the terms and conditions of such agreements.

In the quarter under review, the Commission's monitoring teams paid on the spot assessment visits to the Murtala Mohammed Airport 2 (MMA2) in Lagos state, Tafawa Balewa Square (TBS) in Lagos state, Lekki Deep Water Port in Lagos state, five port terminals granted concessions in Port Harcourt and Onne in Rivers state and the Shiroro Hydro Electric Power Dam in Niger state. The visits of the ICRC team was appreciated by both the private (concessionaires) and public sector (line MDA) parties to the concession. It is worthy to note that, all the issues raised by both parties are currently receiving attention by the relevant parties.

Our feature story is on the Ibom Deep Water Port located in Akwa Ibom state and is to be done through a PPP arrangement. The green field port project is planned to be

a cargo gateway for the vast south-south, south-eastern, north-central and north-eastern Nigerian markets.

Knowing the importance of appropriate risk allocations in PPP arrangements, under the knowledge management section, we discussed risk allocation; we also discussed the importance of creating a framework for PPP programs.

This edition also did a sneak into ICRC's library which is a reservoir of PPP knowledge, we hope that this gentle reminder will encourage our readers to want to spend some of their spare time getting knowledge.

In the past few months, there has been so much talk about the Lassa fever outbreak in Nigeria, our health section has therefore taken time to discuss this disease including preventive methods.

Happy read.

Mrs. Manji Yarling
Editor-in-Chief

Director General's Desk

2018 is another year in our hands to do our best in ensuring that PPP projects are executed and nurtured in a most professional, diligent and flawless manner with the sole intent of delivering successful infrastructure services and maximum value for money to our nation.

God has indeed been good to us as a Commission and individuals. In the first quarter, we experienced tremendous moves towards the path of achieving immense success in delivering infrastructure services to Nigerians. It's impressive that a total of 4 OBCs and 3 FBCs has been issued in the first quarter alone. Though still below our very high expectations of ourselves, it is indeed an encouraging move in the right direction. The Commission is now more visible and strategically occupying the PPP space in the country.

The nation has experienced tremendous progress in some of our PPP projects such as the Lekki Deep Water Port flag off by HE, President Muhammadu Buhari, the very significant progress on the Ibom Deep Water Port, the \$2.8 billion AjaokutaKadunaKano (AKK) gas pipeline project has moved to implementation stage and the Dadin Kowa Dam is set to start

generating 39 megawatts in the course of the year which is a major transformational project that will enable the North East to contribute MW of power to the National grid.

The Commission is working closely with the World Bank for capacity building specially to ensure MDAs become more knowledgeable on PPPs as a form of public procurement. A good number of influential national and international organizations like the Nigerian Economic Summit Group and the Islamic Development Bank are collaborating with the Commission to create a viable platform for successful PPP projects. We recently with funding support from the Islamic Development Bank organized the first source project preparation training in Nigeria and West Africa. All these progressive benchmarks are pointers to the fact that by the end of the year we will be celebrating a bouquet of successful PPP projects in Nigeria.



The ongoing PPP contract monitoring visit has in a most impactful way addressed thorny issues encountered during the implementation of some projects through followups, guidance and ensuring strict compliance to rules of the contract. With honesty, transparent loyalty, dedication to duty and discipline I believe we shall turn the level of infrastructure of our dear country around in 2018.

God bless Nigeria.
God bless ICRC.

Engr. Chidi K. C. Izuwah Snr.
Ag. Director General, ICRC

“Before 1988, there were no real expressways in mainland China, as of end 2012 Chinese expressway mileage reached 95,600 Km. These forced the World Bank to admit that no other country in history has increased its highway assets by such magnitude in such a short space of time.”

*Engr. Chidi K. C. Izuwah,
Ag. Director General, ICRC*

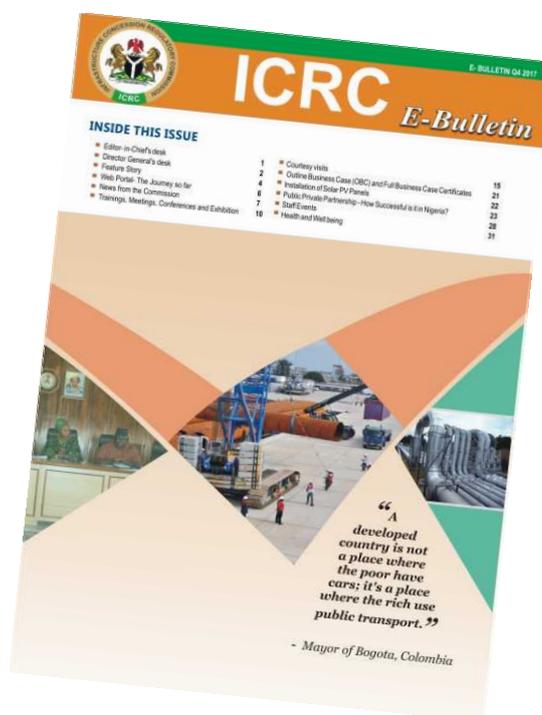


Reflection on Past Editions

We in ICRC believe in the words of a former UN Secretary General, Kofi Annan who said, knowledge is power, information is liberating and education is the premise of progress in every society. The past editions of the Commission's quarterly bulletin have indeed been informative, educative and reference guides for stakeholders on the effectiveness of Public Private Partnership form of procurement and how it can be successfully implemented in Nigeria.

We are grateful to the members of staff who continuously provided required information on milestones and activities of their various units. This had enriched the past editions with substantial information on project updates thereby making the bulletin very educating.

Further to this, I am obliged to express our gratitude to the **Ag. Director General, Engr. Chidi K. C. Izuwah** who unknown to him is my main resource centre in the past two editions. His presentations and resources he always shares are valuable and educating, thank you sir. The following members of staff have also done great in their submissions: Beginning from **Mr. Mohammed Bamalli, the Director, Contract Compliance Department; Mr. Emmanuel Onwodi, Director, Transportation Infrastructure Department; Mr. Jobson Ewalefoh, Head ICT; Engr. Amanze Okere; Iyanda Adeyinka; Priscilia Jiwunde; Williams Monday; Hadiza Sani; Ayoola Awosemusi; Adamu Umar; Muhammed Sanusi Ahmed; Abubakar Bambale; and**



Zuwaira Mustapha. I also wish to thank the **Ag. Head Media & Publicity Unit, Manji Yarling** for her inspiring remarks and inestimable suggestions.

It is my belief that relatively, there is a remarkable improvement in this current edition over what we have had in the previous editions. Nonetheless, inadvertent errors and omissions are regretted. There is always an opportunity to improve and we shall continue to ensure that subsequent editions are highly informative, remain a very rich resource material for all stakeholders in the industry and an indispensable PPP reference guide.

Shola Elias-Fatile (Mrs.)

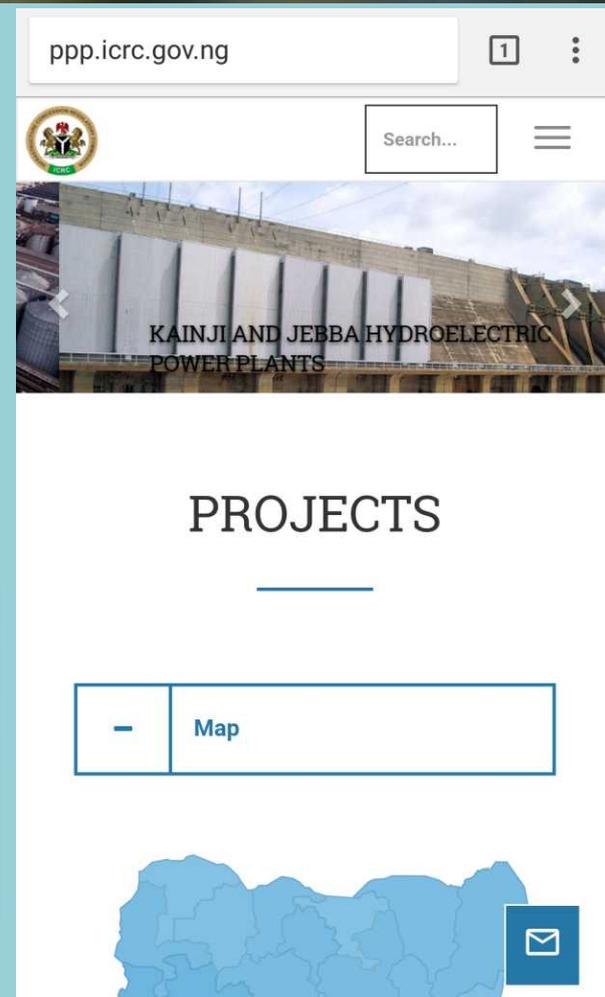
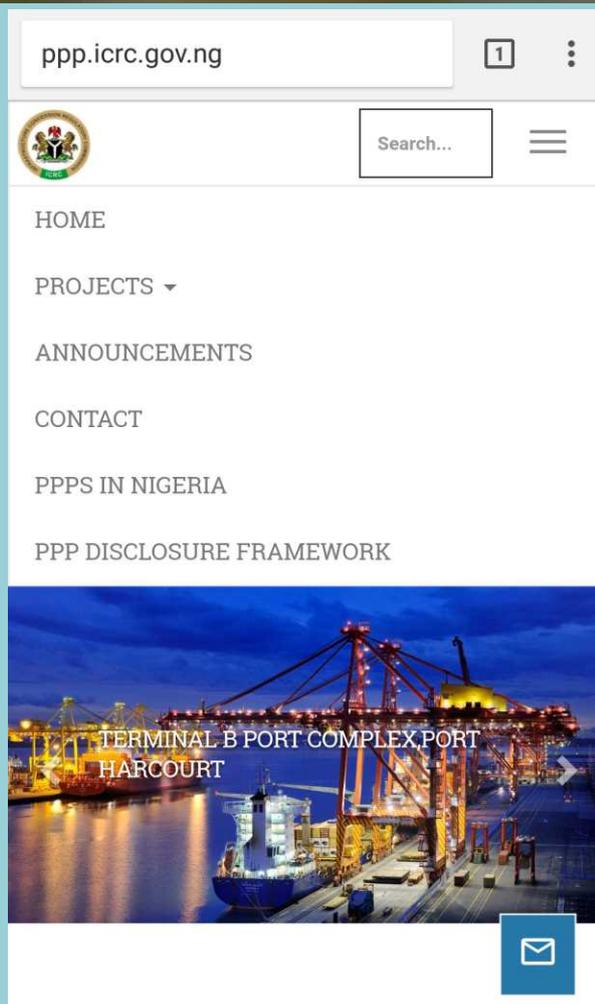
Editor

The key strategic objective of the Infrastructure Concession Regulatory Commission (ICRC) is to accelerate investment in national infrastructure through private sector funding by assisting the Federal Government of Nigeria and its Ministries, Departments, and Agencies (MDA) to implement and establish effective Public Private Partnership (PPP) procurement.

ICRC PPP Web Portal

www.ppp.icrc.gov.ng

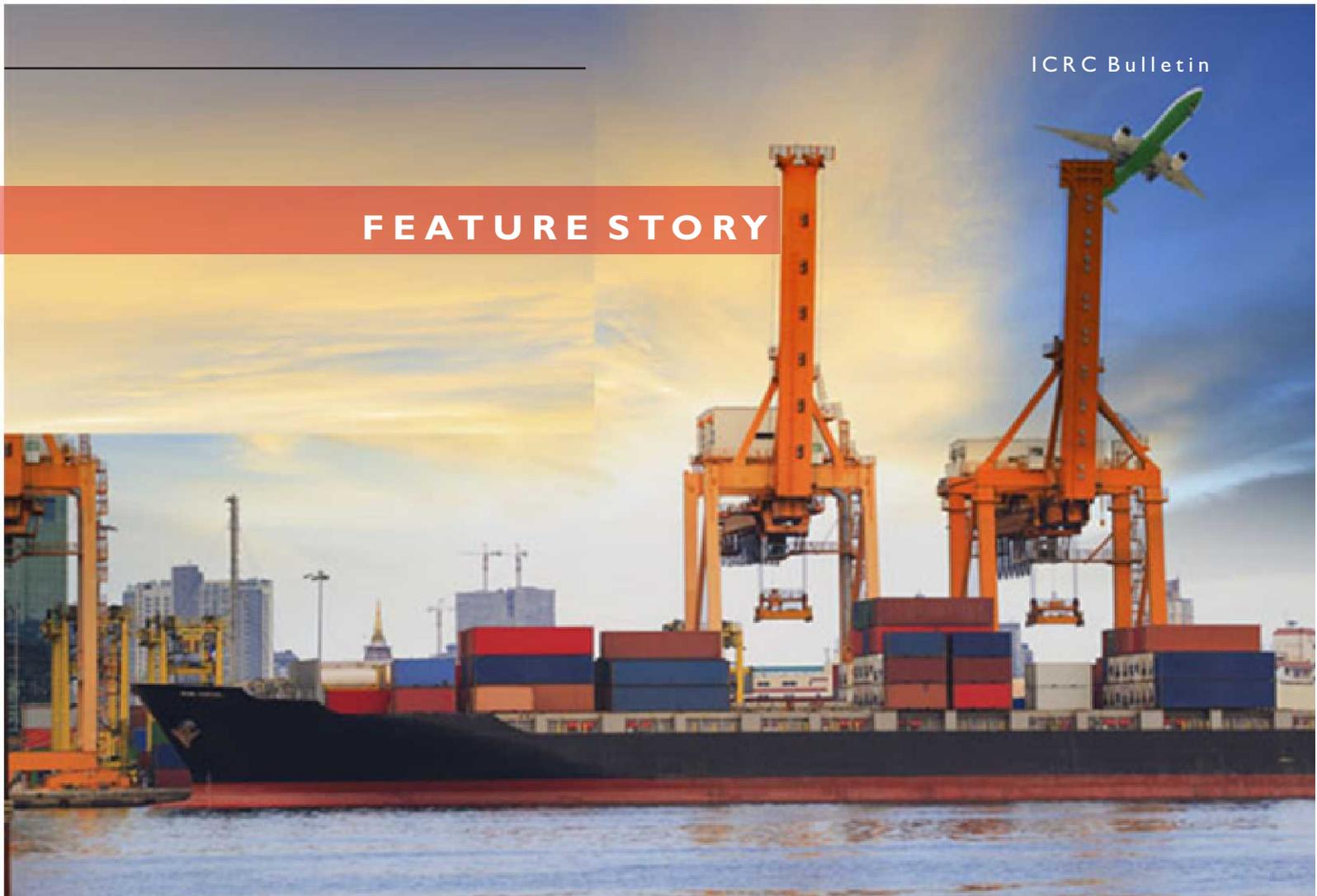
The web portal currently has over 65 projects that cut across various sectors and are at various stages of the project lifecycle. The Commission is expectant that several more projects will be uploaded during the year. Traffic to the portal has been tremendous; many visitors are from various parts of the world suggesting that there is keen interest in infrastructure and PPPs in Nigeria.



“Government’s resolve to proactively disclose the salient features of all Public Private Partnerships contracts, agreed standards of service, and key performance indicators underline its drive towards openness, transparency, fairness and de-risking of the PPP process; this indeed will be beneficial to the general public, the investing public as well as the public sector itself.”

Mr. Mohammed Bamalli
Director, Contract Compliance Department, ICRC

FEATURE STORY

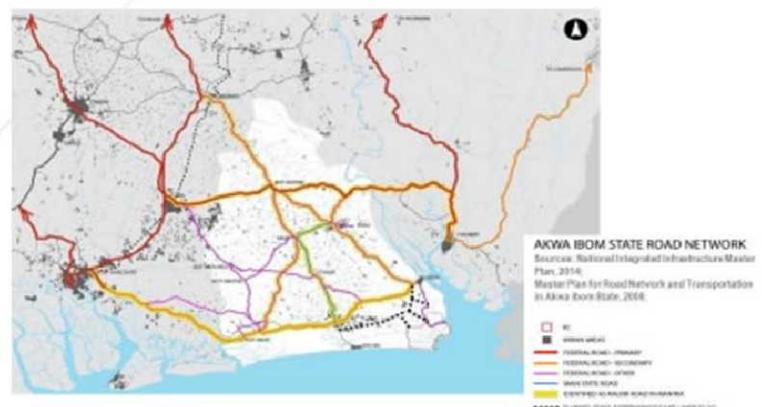
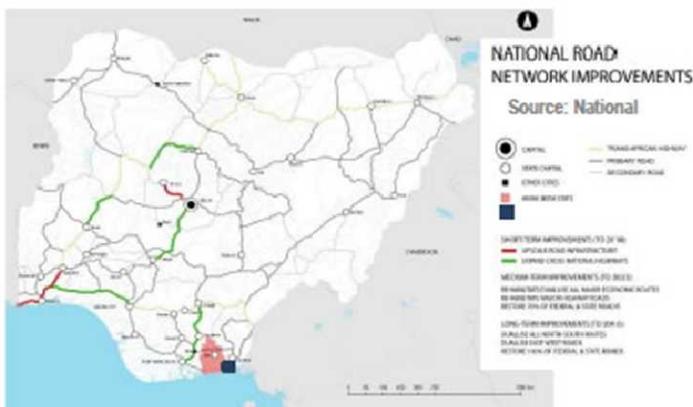


Ibom Deep Water Port

Your Maritime Gateway to Wealth

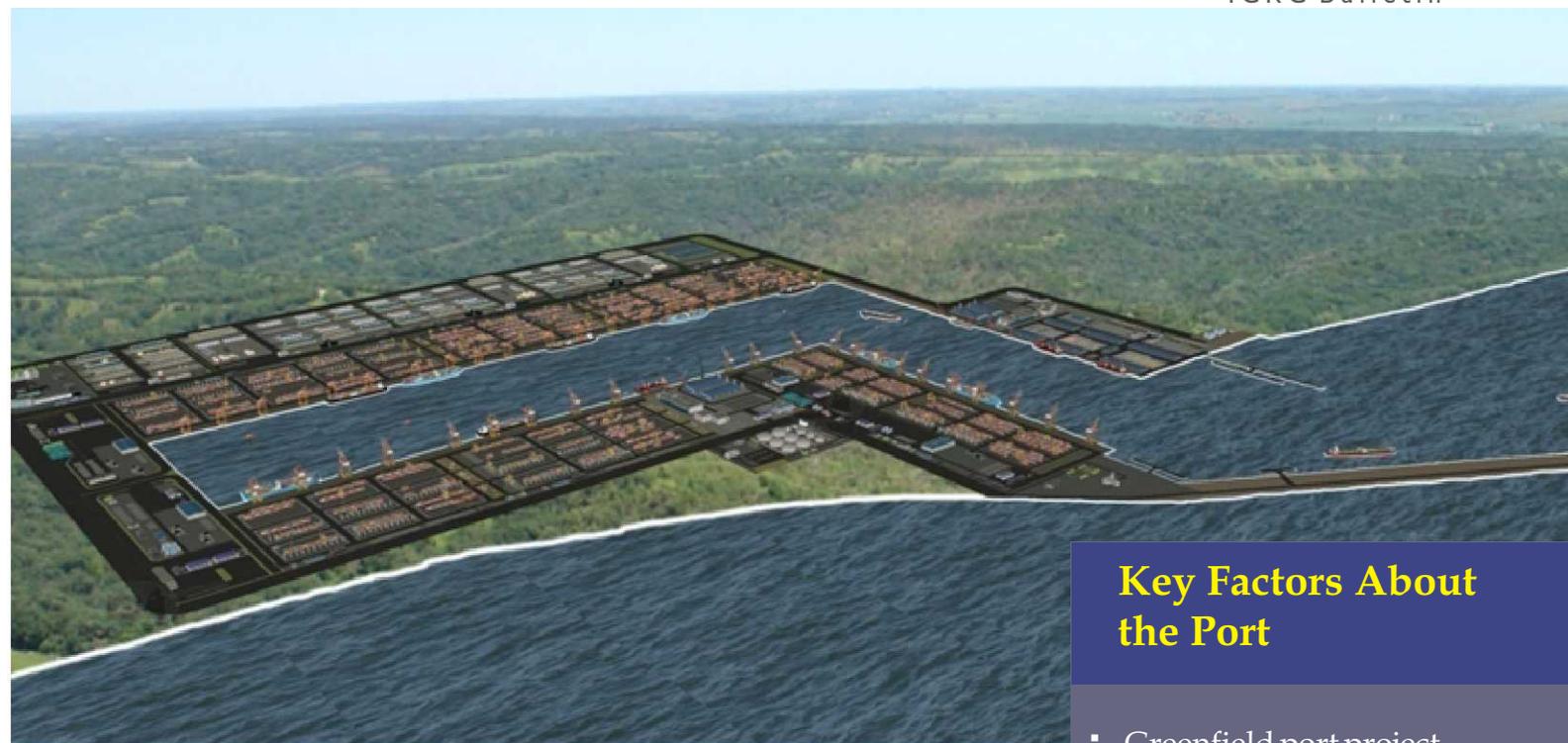
Ibom Deep Water Port is planned to be a cargo gateway for the vast south-south, south-eastern, north central and north eastern Nigerian markets as well as markets in West and Central Africa. It is strategically located in the South East of Akwa Ibom

Ibom State Government which is done through a Public Private Partnership (PPP) arrangement under the strict guidance of the ICRC Establishment Act 2005 and National Policy for Public Private Partnership (N4P). The Port is



State in South-South Nigeria. Akwa Ibom is located in the coastal south-eastern part of the Federal Republic of Nigeria This project is an initiative that aligns with the aggressive industrialization of Akwa

developed on a Design, Build, Finance, Maintain, Operate and Transfer (DBFMOT) basis. The Investor will enter into a Joint Venture and Shareholders Agreement (“JVSA”) with the



Federal Government of Nigeria (FGN) and Akwa Ibom State Government to form the Project Development and Management Company ("PDMC") with an expected shareholding of 60% from investors, 20% from the Federal Government of Nigeria, and 20% from the Akwa Ibom State Government. Approval for the development of the Project has been given by the Federal Executive Council (FEC) and the Infrastructure Concession Regulatory Commission (ICRC).

The Ibom Deep Water Port is a Greenfield port project with deep water access of 18 to 20m in the channel, and over 2 miles of quay area. It is part of a 14,517

hectares Ibom Industrial City development with proximity to major shipping routes. It will occupy 2,565Ha of land area of the 14,517Ha available for the industrial city project. The approximate coordinates of the port scaled from the British Admiralty Chart No. 1387 are Latitude 4° 32' 35" N; Longitude 8° 14' 7" E and UTM coordinates 415168 m E; 502,199 m N (UTM Zone 32N). Global Maritime and Port Services Pte Ltd (GMAPS) of Singapore was appointed as the Transaction Advisor while Pricewaterhousecoopers (PWC) Nigeria is the Project Manager.

The port is expected to form part of an integrated industrial city that will foster economic development of the

Key Factors About the Port

- Greenfield port project
- Deep water access (18m in the channel, allowing >15m+ vessels in the port)
- 5,129 hectares for port Development
- Port is part of the 14,400 hectares Ibom Industrial City
- Proximity to major shipping Routes
- Operations protected from waves, currents and winds
- Short distance to destination markets to minimize feeder Transit and costs
- Large gateway market size to attract direct vessel services
- Sizeable transshipment cargo hinterlands for feeder shipping network connection



country and state as well as drive economic empowerment of citizens. This will be achieved by developing industries adjacent to the port and within the Ibom industrial city. Development will be carried out in a way that the synergies of having it within the Ibom industrial city can be fully optimized. Identified industries that will be developed in the industrial city include agriculture, petrochemicals, marine related industries, auto assembly plants, power plants, as well as real estate developments.

The project site is strategically located and accessible through major existing and planned transport infrastructure such as airport, railway lines and federal and state road networks. It is designed for post and new Panamax size vessels that will have several specialized terminals. It will also serve as a trans-shipment port for the West and Central Africa region. The location will strategically

serve the West and Central African Region including Sao Tome, Equatorial Guinea, Cameroun, Angola, Gabon, Congo, Congo, Niger, and Chad. It is well positioned to

offer a value proposition superior to other ports in the region. No port in the West African region has yet to be established as a major transshipment hub.





Public Private Partnership

Farm Mechanization for Tractors and Farm Implements to Change the Face of Farming in Nigeria

Engr. Chidi K. C. Izuwah, Snr
Ag. DG, ICRC

It is often said in international comparative agricultural studies that Africa is the only region in the world where agricultural productivity is largely static. Yields of maize and other staple cereals have typically remained at about 1 tons per hectare, which is about one-third of the average achieved in Asia and Latin America. In the 1960s before Nigeria turned to oil, our dear country was one of the most promising agricultural producers in the world. Between 1962 and 1968, export crops were the country's main foreign exchange earner. At a point in history, Nigeria was the main exporter of palm oil and also exported 47 percent of all groundnuts produced locally. It is sad that a country that once

produced and exported 65 percent of tomatoes in West Africa, is now the largest importer of tomato paste.

One of the key factors to agricultural success in Asia and Latin America has been mechanization. By contrast, the use of tractors in sub-Saharan Africa has shown barely any increase over the past 40 years when compared with other world regions. The situation with tractor use in Sub Saharan Africa can be illustrated by the fact that in 1960s, Kenya, Uganda and Tanzania and possibly Nigeria each had more tractors in use than India. However, by 2005, India had 100



“We must move farming in Nigeria away from back braking labor intensive farming to mechanized industrial farming which will upscale productivity and profits.”

*Engr. Chidi K. C.
Izuwah, Snr.
Ag Director General
ICRC*

than later as the aim of the ministry is to ensure the next farming season is fully enabled by this farm mechanization PPP.

times more tractors in use than all three East African countries combined.

Tractor use and farm mechanization is about to be turbo charged in Nigeria by farm mechanization PPP. The Infrastructure Concession Regulatory Commission (ICRC) is working with the Federal Ministry of Agriculture and Rural Development in partnership with world renowned tractor and farm implement providers to revamp agriculture and restore its lost glory. The PPP will involve a world class consortium partnering with local players and establishing farm mechanization centers where tractors and other farm implements will be available for rental by farmers. The consortium will supply operate and maintain (SOM) the tractors and farm implements. This is expected to be an added value to farming.

As part of the PPP development process, a demonstration farm and farm mechanization centre has been established in Jere near the FCT. A rewarding boost is envisaged when the PPP process is completed and rolled out across the country which will be sooner

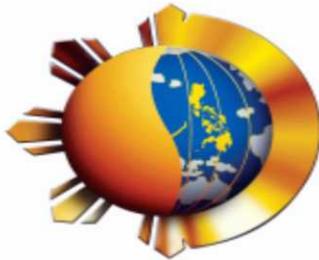


Synopsis of Public Private Partnership Centre in the Philippines

“Blended Finance represents an opportunity to drive significant new capital flows into high impact sectors while effectively leveraging private sector expertise in identifying and executing development investment strategies”

Ag. DG, ICRC

AMBISYON
NATIN 2040



1 WHAT ARE PPPs?

Public-Private Partnerships (PPPs) can be broadly defined as a contractual arrangement between the Government and a private partner targeted towards financing, designing, constructing, operating and maintaining infrastructure facilities and services that were traditionally provided by the public sector. It embodies optimal risk allocation whereby risks are allocated to the party best able to manage them at the lowest cost, without compromising the realization of project development objectives.

Projects under the PPP scheme are implemented through the Build-Operate-Transfer (BOT) Law or Republic Act (RA) No. 6957, as amended by RA 7718.

www.ppp.gov.ph
or email us: info@ppp.gov.ph

2 WHAT TYPE OF PPP PROJECTS THE GOVERNMENT CAN UNDERTAKE UNDER THE PPP SCHEME?

Highways/roads
Railroads/Railways
Industrial
Canals/Dam/Irrigation/Water Supply
Education
Transport Systems
Ports
Airports
ICT systems/facilities
Agriculture
Public Markets/Waterhouses/Slaughterhouses
Housing
Government Buildings
Solid Waste Management/Climate Change Mitigation
Land Reclamation
Tourism estates/facilities

3 WHAT IS THE GOVERNMENT'S BASIS FOR ENTERING INTO PPPs?

Republic Act (RA) 6957 as amended by RA 7718 (commonly known as the Build-Operate-Transfer Law) and its Implementing Rules and Regulations (IRR) is the legal framework when the government enters into PPP.

4 WHO OWNS THE PPP PROJECTS?

In a PPP scheme, the government owns the PPP projects. Even as the private partners build, operate, and maintain the projects, ownership remains with the government.

5 WHAT ARE THE ROLES & FUNCTIONS OF THE PPP CENTER?

The PPP Center facilitates the implementation of the country's PPP Program. It is a government institution that serves as a central coordinating and monitoring agency for all PPP projects in the country.

Together with the various implementing agencies (IAs), the PPP Center champions the PPP Program. The PPP Center provides technical advisory services to IAs in the entire life-cycle of critical infrastructures and development PPP projects - from development, approval and procurement to implementation and monitoring stage, ensuring that the projects are bankable, well-structured and highly beneficial to the public.

The PPP Center manages a funding mechanism known as the Project Development and Monitoring Facility (PDMF) that provides IAs access to world-class consulting firms tasked to provide transaction support and multi-disciplinary expertise required to successfully tender PPP projects. The PPP Center also advocates policy reforms to improve the legal and regulatory framework governing the PPP Program.

6 DOES THE PPP CENTER RELEASE CERTIFICATION FOR PRIVATE COMPANIES THAT ARE INTERESTED TO PARTICIPATE IN PPPs?

NO. Private partners can participate without certification. They only need to purchase the pre-qualification documents of the project for them to understand the bidding requirements and participate the project's tender process.

The PPP Center does not have the mandate to assist the private sector in undertaking PPP projects.

7 HOW DOES THE PPP PROCESS WORK?

Development Stage

- Project identification
- Project preparation (feasibility study, market sounding activity)
- Finalization of project structure

Approval Stage

- Project submission to relevant approving bodies
- Project assessment and appraisal
- Investment Coordination Committee (ICC) - Cabinet Committee Project approval/ recommendation
- National Economic and Development Authority (NEDA) Board approval

Procurement Stage

- Pre-qualification (advertisement of invitation to Prequalify to Bid, prequalification conference submission of pre-qualification documents)
- Bid Proper (pre-bid conference, bid submission, bid opening and evaluation)
- Award and contract signing with the private sector partner

Implementation Stage

- Financial close
- Implementation (preparation of Detailed Engineering Design, construction, commissioning)
- Turnover of facility/infrastructure back to government



PPPCenter.Philippines



@PPP_Ph



Public-Private Partnership
Center of the Philippines



PPPPinas





Lekki Deep Water Port

Nigeria's Deepest Port

A multi-purpose, Deep Water Port at the heart of the Lagos Free Trade Zone. This will be one of the most modern ports, offering enormous support to the burgeoning commercial operation across Nigeria and the entire West African region.

The development of Lekki Deep Water Port was conceptualized on the basis of a significant gap in projected demand and capacity. Market studies indicate that the demand for containers is expected to grow at a rate of 12.9% by 2025. However, given the expansion constraints on the existing infrastructure, the capacity in Lagos is incapable to meet the growing demand. The strategic location, optimized layout and modern facilities provide Lekki Port a distinct competitive edge over any other port facility in the West African region. Lekki Deep Water Port will have significant positive impact estimated at US\$361bn over the 45 year concession term; contribute 169,972 jobs from port operations;





INFRASTRUCTURE
CONCESSION
REGULATORY
COMMISSION
(ICRC)

The Ag. Director General, Infrastructure Concession Regulatory Commission (ICRC), Engr. Chidi K.C. Izuwah Snr, on behalf of the management and staff of the Commission, wishes to congratulate His Excellency, Mr President; The Vice President; The Governor of Lagos State; The Honourable Minister of Transportation; The Managing Director, Nigeria Ports Authority; and Lekki Port LFTZ Enterprise on the

Official Flag Off of Lekki Deep Sea Port Project

On Thursday 29th, March, 2018 at the Lagos Free Trade Zone, Ibeju Lekki, Lagos.

This momentous achievement will transform positively the maritime transportation sector and reaffirm Nigeria's position as the pre-eminent maritime hub in West Africa.



HIS EXCELLENCY
MUHAMMADU BUHARI GCFR
PRESIDENT, FEDERAL REPUBLIC OF NIGERIA



HIS EXCELLENCY
PROF. YEMI OSINBAJO SAN
VICE PRESIDENT,
FEDERAL REPUBLIC OF NIGERIA



HIS EXCELLENCY
MR. AKINWUNMI AMBODE
GOVERNOR OF LAGOS STATE



MR. ROTIMI AKECHI
HON. MINISTER OF TRANSPORTATION



MS. HADIZA BALA USMAN
MANAGING DIRECTOR,
NIGERIAN PORTS AUTHORITY



MR. HAREESH ASWARI
MANAGING DIRECTOR,
LEKKI PORT LFTZ ENTERPRISE

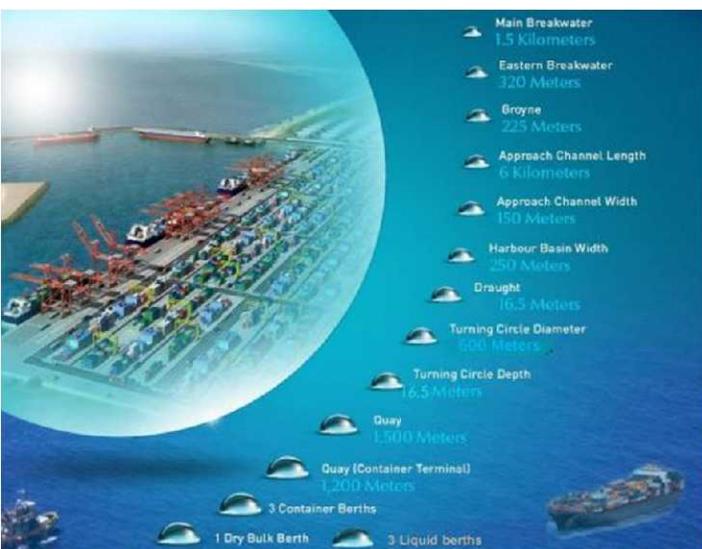


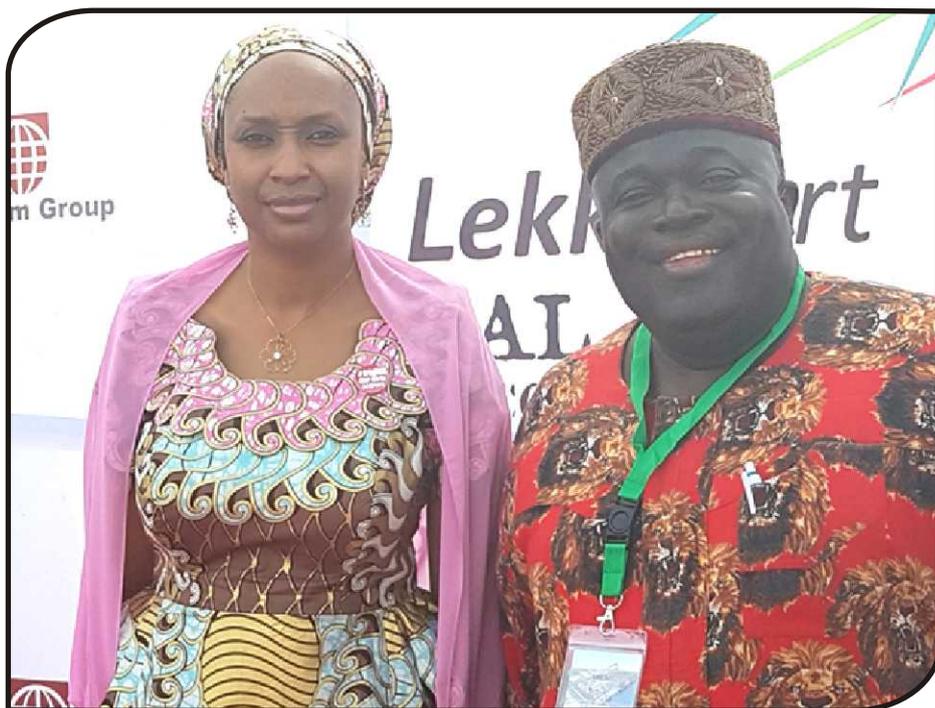
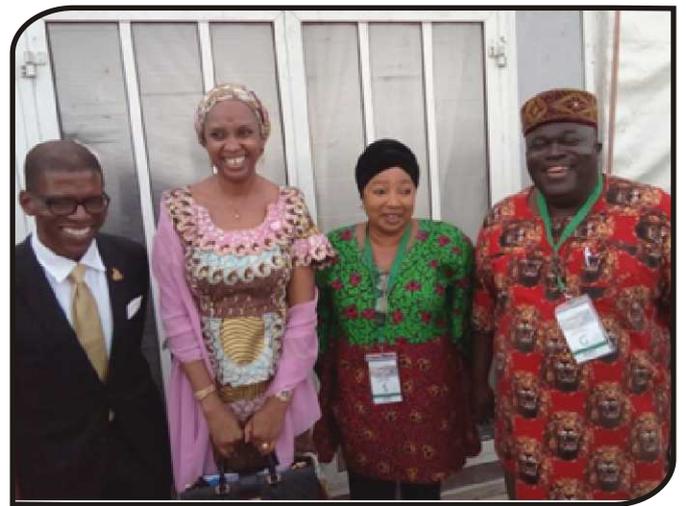
ENGR. CHIDI K.C. IZUWAH SNR
AG. DIRECTOR GENERAL, ICRC

Infrastructure Concession Regulatory Commission
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Website: www.icrc.gov.ng

approximately US\$ 20bn to be spent on employee salaries and US\$201bn revenue to state and federal agencies from taxes, royalties and duties. The port is envisaged to spur the economic development around the Lekki area and the wider Lagos State through rapid industrialization.

Lekki Deep Water Port spread over 90 hectares of land in the heart of the Lagos Free Trade Zone, situated just 65km east of Lagos city. The western boundary of the site lies east of Magbon Segun Village while the eastern margin lies west of Itoke village. The Atlantic Ocean forms the southern boundary of the site and is bounded on the North by the Old Ibeju-Lekki Road between Eleko and Akodo. The terminal is designed to support a throughput of 2.5 million TEUs annually. Products to be handled as cargo will range from dry to hygroscopic products such as grains, raw sugar and fertilizers. The movement of the bulk cargo to the storage areas like silos and warehouses will be handled by covered conveyor systems, along a corridor of about 25m. The facility is intended to handle around 4 million metric tons of dry bulk per year.





SUMMARY OF OBC CERTIFICATES ISSUED Q1 2018

MDA	PROJECT SUMMARY	DATE
Federal Ministry of Interior (FMoI)/ Nigerian Immigration Service (NIS)	Establishment of Nigerian passport application support centers in the US, Canada, UK, China etc.	11 th Jan 2018
Federal Ministry of Water Resources	Development of 420MW River Mada Medium hydropower plant in Nasarawa State	23 rd Feb 2018
National Commission for Museums and Monuments	Development of Filling Station on Lease of Land at National Museum, Jos.	27 th Feb 2018
Federal Ministry of Power, Works & Housing (FMPW&H)	Development of Abuja-Ibadan Expressway Project (Unsolicited proposal by TIB Consortium)	14 th March, 2018

SUMMARY OF FBC CERTIFICATES ISSUED Q1 2018

MDA	PROJECT SUMMARY	DATE
Federal Ministry of Power, Works & Housing (Power)	Solar Power Generation Facilities	27 th Feb 2018
Federal Ministry of Agriculture and Rural Development	Federal Coastal Fishery Terminal, Ebughu, Akwa Ibom State	28 th Feb 2018
Federal Ministry of Agriculture and Rural Development	Federal Coastal Fishery Terminal, Borokiri, Rivers State	28 th Feb 2018

▪ **Federal Ministry of Agriculture and Rural Development - Federal Coastal Fishery Terminal, Ebughu, Akwa Ibom State**

The fisheries terminal is equipped for vessel handling, dry docking fish, landing processes and storage. The terminal will be developed into an engine of economic growth through providing jetties capable of harboring fishing vessels, as well as other infrastructure facilities to support the operations of the terminal.

The Ministry has submitted a joint OBC/FBC for certification and ICRC has granted joint OBC/FBC Compliance Certificates on February 28th, 2018.

▪ **Federal Ministry of Agriculture and Rural Development - Federal Coastal Fishery Terminal, Borokiri, Rivers State**

The Ministry has submitted a joint OBC/FBC for certification and ICRC granted joint OBC/FBC Compliance Certificates on February 28th, 2018.

The US\$2.8bn Ajaokuta-Kaduna-Kano Gas Pipeline Project

“ICRC's commitment to driving Public Private Partnerships as a preferred procurement model towards transforming Nigeria's Infrastructure narrative remains strong and as an institution we celebrate the approval of the AKK pipeline project by the Federal Executive Council”.

- Ag. Director General, ICRC

The Federal Executive Council (FEC) at its meeting on the 13th December 2017, gave approval to the US\$2.8 billion AjaokutaKadunaKano (AKK) gas pipeline project. The PPP Compliance Certificate of the project in compliance with ICRC Act and the National Policy on Public Private Partnership was issued by the Infrastructure Concession Regulatory Commission (ICRC) on the 10th of July 2017.

In 2008, the Federal Government approved the Nigerian Gas Master Plan (NGMP) to accelerate the development of gas pipeline infrastructure for

domestic and export markets with the intent of maximizing the effect of gas in the domestic economy, ensuring long term energy security while optimizing the country's export gas capability. In line with the Infrastructure Concession Regulatory Commission (Establishment) Act 2005, the Commission provided regulatory guidance to NNPC during the project development stage. The Commission will take custody of the Public Private Partnership agreement, monitor and ensure compliance during the project execution phase. On the 10th of April 2018, the Nigerian National

Petroleum Corporation (NNPC) executed contracts for the engineering, procurement, construction, commissioning and financing for Lots 1&3 of the 40inch by 614km Ajaokuta - Kaduna - Kano (AKK) gas pipeline and stations with a consortium of indigenous and Chinese companies under a 100% contractor financing model. Lot 1 has a total length of 40inch x 200km stretching from Ajaokuta to Abuja terminal gas station and was awarded to OilServe/Oando Consortium. Lot 3 spans from Kaduna terminal gas station (TGS) to Kano terminal gas station with total length of 40inch x 221km was awarded to the Brentex / China Petroleum Pipeline Bureau (CPP) Consortium.

“AKK Gas pipeline was a section of Trans-Nigerian gas pipeline under the gas infrastructure blueprint designed to enable the industrialization of the Eastern and Northern parts of Nigeria which abinitio suffered setbacks due to scarce resources for government to fully finance the project, hence the adoption of the contractor financing model. With this project being executed, we are expected to see fluidity and connectivity between the East, West and North”.

Group Managing Director - NNPC, Dr. Maikanti Baru





The Nigeria Public Private Partnership Network [NPPPN]

Engr. Amanze Okere

Ag. Head, Special Project Unit (SPU)

The Nigerian Public Private Partnership Network [NPPPN] was established in 2011 through collaboration between the Infrastructure Concession Regulatory Commission (ICRC), Lagos state PPP office, and the Nigerian Infrastructure Advisory Facility (NIAF) to create a platform for all states heads of PPP units nationwide. It was designed to serve as a knowledge and experience sharing forum to upscale the learning curve of public officers at the sub national level of government on Public Private Partnership form of Procurement.

The Commission's role is to coordinate meetings, serve as the secretariat and a library for PPP resources and information, and also for capacity building

for all PPP officers.

The objectives for establishing NPPPN forum are as follows;

- Share experience and best practice on PPP in Nigeria. Over time it may be appropriate to encourage peer review of projects and programmes between members.
- Provide a focal point for information on PPP in Nigeria through a website and other media. This could include providing a database of PPP projects in development, in procurement, or being implemented.
- Provide common guidance, standardized contracts and other project documentation. A PPP Manual is being prepared.
- Provide a single interface

for consultation with the Private sector by way of conferences or the PPP Forum.

2018 edition is scheduled to hold in the second quarter

“NPPPN platform is established to provide standardization of PPP practice and enhance collaboration within and among sub national PPP entities nationwide”.

*Engr. Amanze Okere
Ag. Head Special Project
Unit (SPU)*

Jeffrey Delmon

Creating a Framework for Public Private Partnership (PPP) Programs

A Practical Guide for Decision-makers

Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do, so throw off the bowlines, sail away from safe harbor, catch the trade winds in your sails. Explore, Dream, Discover. - Mark Twain

Public private partnerships (PPP) represent an approach to procuring infrastructure services that is radically different from traditional public procurement. It moves beyond the client-supplier relationship when Government hires private companies to supply assets or a service. PPP is a partnership between public and private to achieve a solution, to deliver an infrastructure service over the long term. It combines the strength of the public sector's mandate to deliver services and its role as regulator and coordinator of public functions with the private sector's focus on profitability and therefore commercial efficiency.

"PPP" is used here in its most inclusive form, to mean any contractual or legal relationship between public and private entities aimed at improving and/or expanding infrastructure services. Clearly, the more extensive the private involvement, the more supportive the investment climate needs to be. The term "Government" will be used to mean the level of Government responsible for the reform processes, whether it be the federal, state or municipal Government. The two counterparties to the main project contract will be referred to as the "contracting agency" on the public side and the "project company" on the private side. PPP can be implemented as a series of ad hoc projects or as a program of projects coordinated and enabled centrally. This text discusses the latter "PPP programs".

One of the challenges for Governments wanting to implement a conducive PPP framework is the variety of models and approaches put forward by

different countries, advisers and commentators. A common approach is to try to adopt the fully functioning framework used by a country that has been very successful in developing a PPP program, in one fell swoop. This involves taking, for example, the PPP program in England and Wales and replicating it wholesale for any given country. But, these "best practice" PPP programs have developed over many years, through numerous challenges and frustrations and for a specific legal, political and financial context. When adopting the processes and procedures of

one of these countries wholesale into a jurisdiction with little experience in PPP, the tendency is to expect the PPP program to be equally successful in a short timeframe, as if a robust PPP framework will immediately result in robust PPP projects. Clearly, this is not accurate.

This text suggests that development of a conducive framework for PPP involves a dynamic, iterative process supported by different functions and actors within the Government, the private sector and the communities in question. Transparent, competitive selection of the private partner is fundamental to provide a level playing field, foreseeable processes and best price, terms and conditions for the Government.

Figure 1.1: The Context of a Conducive PPP Framework

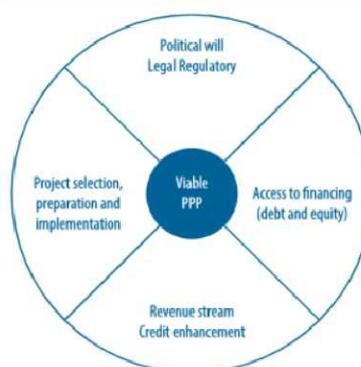
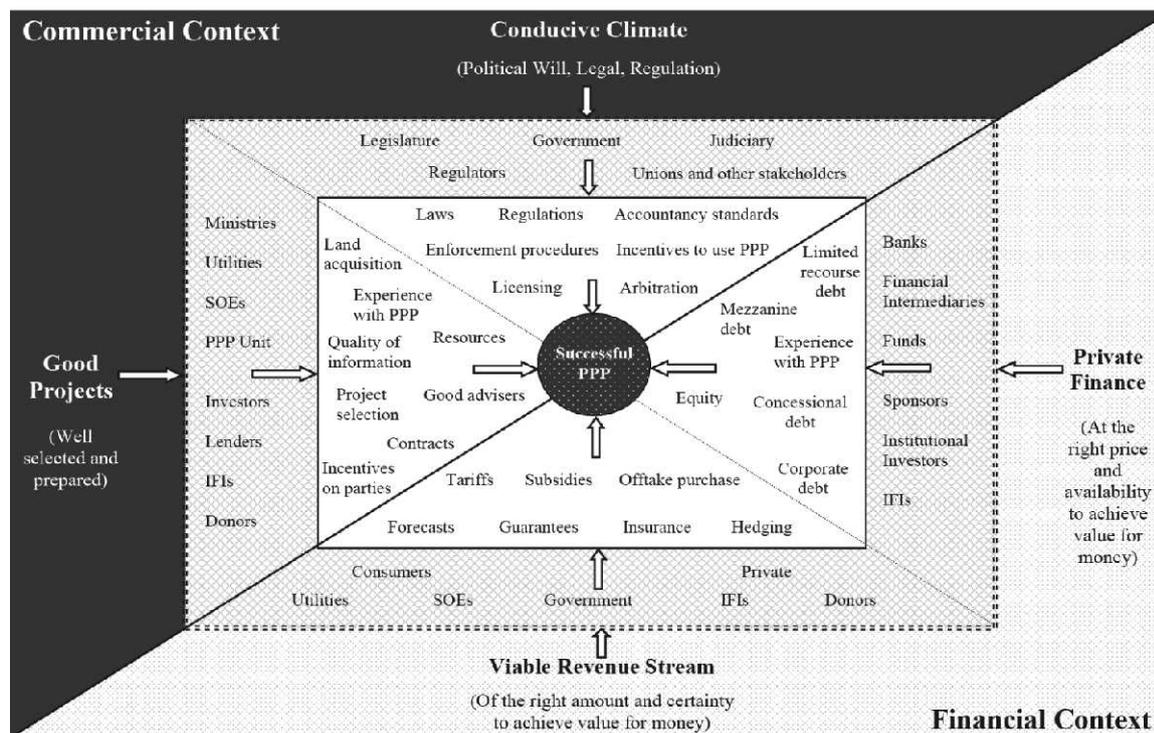


Figure 1.1 identifies what it takes to achieve a good, sustainable PPP framework:

- the political will to pursue PPP, and the legal

Figure 1.2: PPP Investment Climate



and regulatory regime appropriate to enable and encourage PPP

- selection, design and development of “good” projects the most appropriate and feasible projects for PPP
- allocating risk to the private sector while insulating investors from those risks best borne by the contracting agency or the Government
- ensuring that the financial markets are in a position (legally, financially and practically) to provide the project with the investment it needs (debt, equity and otherwise), including by providing Government support.

Generally, simpler is better. As a PPP program matures, the PPP framework may become more complex. But in the early days, it is generally better to keep the framework simple. Different constituencies will need to understand the framework contracting agencies, line

ministries, central ministries, investors, and the public at large. Simple mechanisms will help these key stakeholders understand and interact with the PPP framework more easily.

Figure 1.2 shows a more detailed depiction of the diversity of reforms and instruments that together can support a good, sustainable PPP program. The outer square shows the macro issues. The middle square identifies the key participants in achieving Political will each of the macro-drivers.

The inner square shows the tools available to those participants. One worth highlighting is “experience with PPP”. It is important for the contracting agency, investors and lenders to have access to individuals experienced with PPPs, to help them understand the risk profile, terms and conditions, market standards implementation and financing arrangements typical of such projects.

A gap analysis identifies areas in the PPP framework that can be improved. The main activities to be addressed in this strategic plan for PPP framework reform will include:

- establish policy
- draft and pass necessary laws and regulations
- create, staff and coordinate institutions, committees and task forces
- create operating guidelines and best practice guidance to establish transparent, competitive processes
- select and develop a pipeline of good projects, including strategic demonstration projects
- establish processes, practices and funding for Government support, including project preparation and fiscal risk management
- implement program monitoring, knowledge capture, and sharing of Lessons learned.

An action plan for PPP framework reform will focus on practical actions associated with these topics. There is a tendency to approach reform of the PPP framework as a single action, generally delivered by external consultants in one massive report, with a few workshops and training sessions (in an effort to deliver the guidance in a more digestible form). But such interventions are rarely effective.

On the contrary, achieving a viable PPP framework involves a complex series of parallel, iterative initiatives and efforts. It involves updating the different elements of the PPP framework

discussed in this text as each new lesson is learned from PPP transactions as they are implemented and national best practice as it develops.

Key Messages for Policy Makers

- *Learning by doing*- an important part of identifying gaps in the investment climate is learned while “doing”, while implementing PPP projects.
- *Use small steps without being timid* - start with easier projects that are clearly financially viable and have political support. But these projects need to provide a signalling effect; they need to be sufficiently substantial and

strategic to ensure Government buy-in, the interests of private investors and a statement to the market that the framework for PPP in the country is conducive.

- *Learn from the experiences of others, without being dogmatic*- there is a tendency to try to replicate the successes of other countries. While it is important to learn from the successes and failures of others, it is generally unwise to try to replicate an entire framework, wholesale.
- *Keep it simple*- complex is not necessarily comprehensive or better, the PPP framework needs to be understood by a wide group of stakeholders.

Risk Allocation in Public Private Partnerships

Mr. Adamu Umar,
Mr. Ayoola Awosemusi and
Mrs. Shola Elias-Fatile

The essential principle for risk allocation in a PPP is to accord the risk to the party who can best manage it (usually the party that can do so at the lowest cost).

The management of risks is a complex process and needs to be reviewed throughout the life of the project.

Public Private Partnerships are creative alliances formed between a government entity and the private sector to achieve a common purpose. This partnership has increasingly become a very successful model for delivering infrastructure projects globally as this has consistently delivered greater value for money (VFM) than conventional delivery methods. It is however important to establish effective risk allocation strategies for public-private partnership (PPP) projects in order to achieve a more efficient process of contract negotiation and reduce the occurrence of dispute during the concession period. Both theories and experience have proved that appropriate risk allocation is essential for PPP efficiency, risk allocation clauses are critical during procurement, and that risk must be properly managed during the whole life cycle of the contract.

In PPP procurement, the ownership, financing, and operation of the project belong to different partners. The government usually holds a residual ownership right, while the private sector finances the construction and/or expansion of the facility, maintains and operates the facility, collects the revenue for a given period, typically under a long-term contract. The government can also participate in financing or operation of the project through guarantees, subsidies or other forms of financial and operational support. This feature differentiates the PPP contracts from traditional infrastructure financing (entirely public) or from full privatization.

Investment projects are high risks with significant impact on costs and benefits. The concept of risk therefore has to be taken into account throughout the

project life circle and should be factored into the project budget. Risk assessments are typically guided by two questions: (1) which party is better able to control the occurrence of the risk (risk frequency)? And (2) which party is better positioned to manage the outcome of the risk, or control its ultimate cost (Consequence severity)? The principle of risk allocation is to optimize rather than maximize the transfer of project risk to the private sector. This in practice means that risk will be allocated to the party best able to understand, manage and control the likelihood of re-occurrence. In practice, it is believed that the party that manages the risk also bears its financial cost and will be given some incentives to mitigate the risk. Risk allocation based on this principle achieves an efficient and successful allocation risk strategy which is usually done at the lowest costs to the project with the highest VFM. Allocating risks in PPPs, however, is inherently challenging as risk transfer to the private sector

The complexity of business transactions, advances in technology, globalization, and increased regulations continue to be part of emergent economies. Implementation of successful PPP contracts requires oversight responsibilities that would effectively manage risk while simultaneously driving the success of strategic goals and objectives.

comes at a price, and transferring risks that the public agency is better able to manage is likely to erode the concept of value for money (VFM).

The essence of risk is characterized by three factors: the event, the likelihood and the impact of the event. The complexity of PPP arrangement leads to an increased risk exposure for all parties



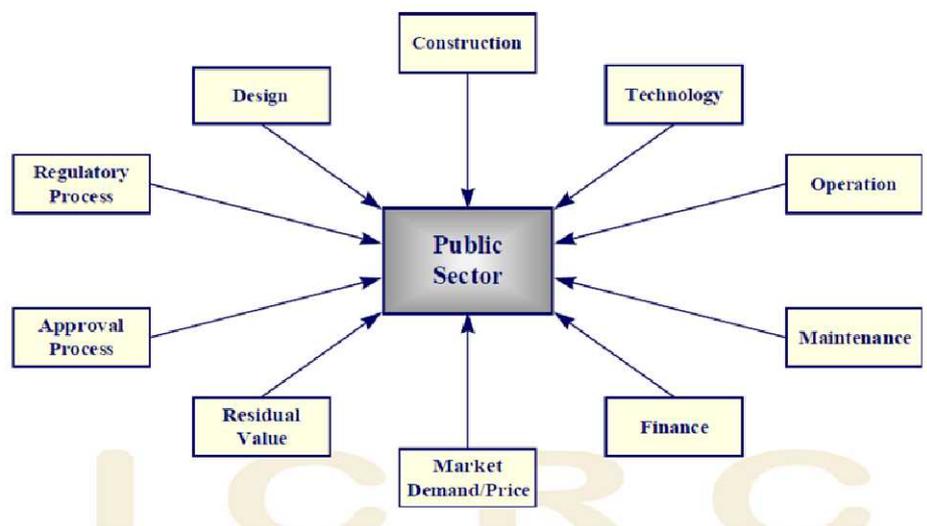
involved. Both the sponsors and the investors have to deal with many risk issues right from the developmental stage of the project. The three broad stages in a PPP project with different risk profiles are developmental phase, construction phase and operations phase. The process of project development is complex, time consuming and expensive. The level of negotiation is often extensive and the opportunity costs are high. Since the finance available during the initial project phase is limited to equity, the financial risk is also high at this phase. The construction phase of a project is risky due to high financing costs, time spillovers and cost overrun that can distort the future revenue generation and profitability prospects of the project. The financial success is susceptible to delay in completion. A long construction period combined with the need to capitalize interest on borrowed sums until completion can result in high financing costs. Risk can also emerge if operating cost is underestimated and demand/revenues overestimated.

In some cases, the PPP delivery model allows the transfer of a fraction of project risks to be transferred to the private party while a fraction of risks are still retained by the public agency. Risks for which the public agency is responsible under the PPP contract are often referred to as “supervening events” or “compensation events.” Compensation events consist of special circumstances that are under the control of the public agency or are most efficiently managed by the public agency. Compensation events can also be those that present a risk that

still represents VFM when assumed by the public agency, even if the circumstances are not under the control or manageable by the public sector (Grimsey, D., & Lewis, M.K. 2002). Typically, the PPP contract specifies that as a result of the compensation event the private party must be left in a no-better or no-worse position than if the compensation event had not occurred. In other words, the private party will receive

“The objective of the public authority is to improve the quality of service provided to the public, whereas the private operator seeks a reasonable rate of return on capital investment” (Aoust, Bennett et al. 2000).

Risk Allocation Matrix In Traditional Procurement



financial compensation for costs related to the occurrence of the event.

Risk Mitigation Strategy for a PPP Project

Risk in any transaction cannot be eliminated. It always exists for both parties to the transaction. However, risk can be managed to unacceptable

level, using the following protocol:

- Identify the risk: what events or actions would adversely affect the cost, performance, timing or viability of the project.
- Determine the severity of the risk: what is the specific cost, time delay or reduction in performance if the event happens.

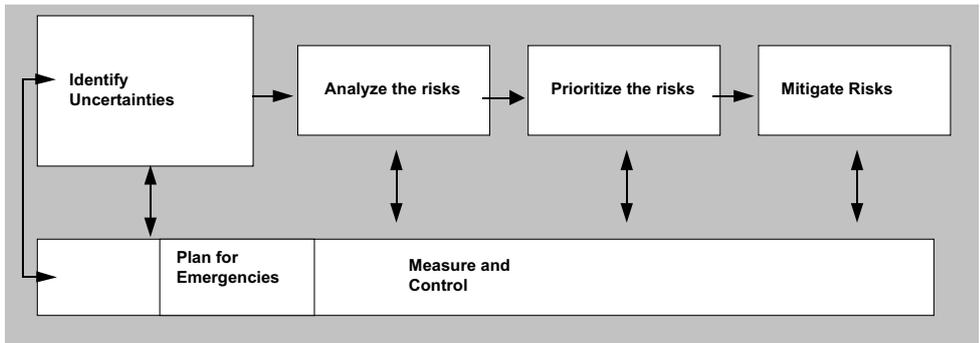
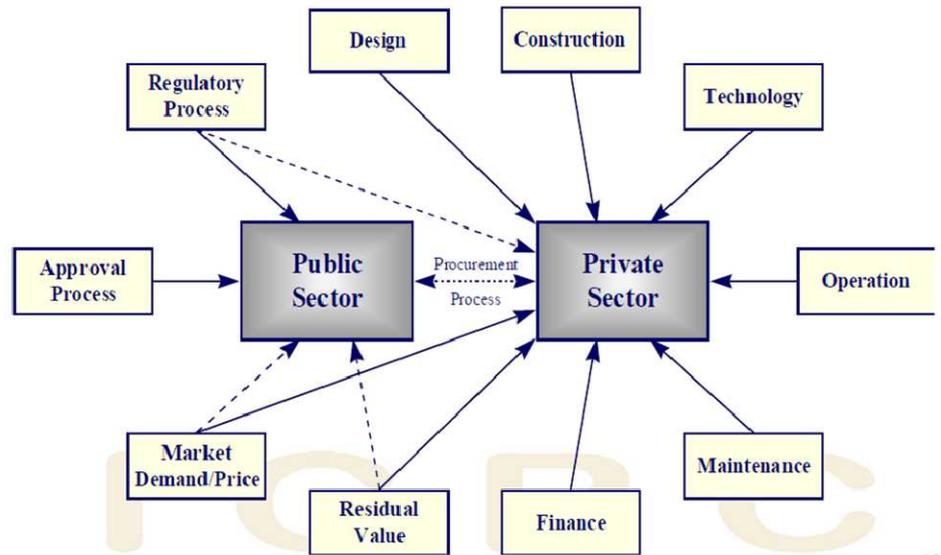
“Risk management in Public Private Partnership involves careful analysis and strategic determination of risk and consequences of the preferred approach to the risk before implementation”

*Mr. Emmanuel Onwodi,
Director Transportation + Department -ICRC*

- Allocate the risk: risk should be managed by the party best able to manage it. Shifting risk to party not able to manage risk costs more and creates even more risks to a project.
- Mitigate the risk: determine what must be done to reduce the likelihood of an adverse event to the project.
- Price the risk: determine the cost of addressing the risk, e.g., cost of property insurance.

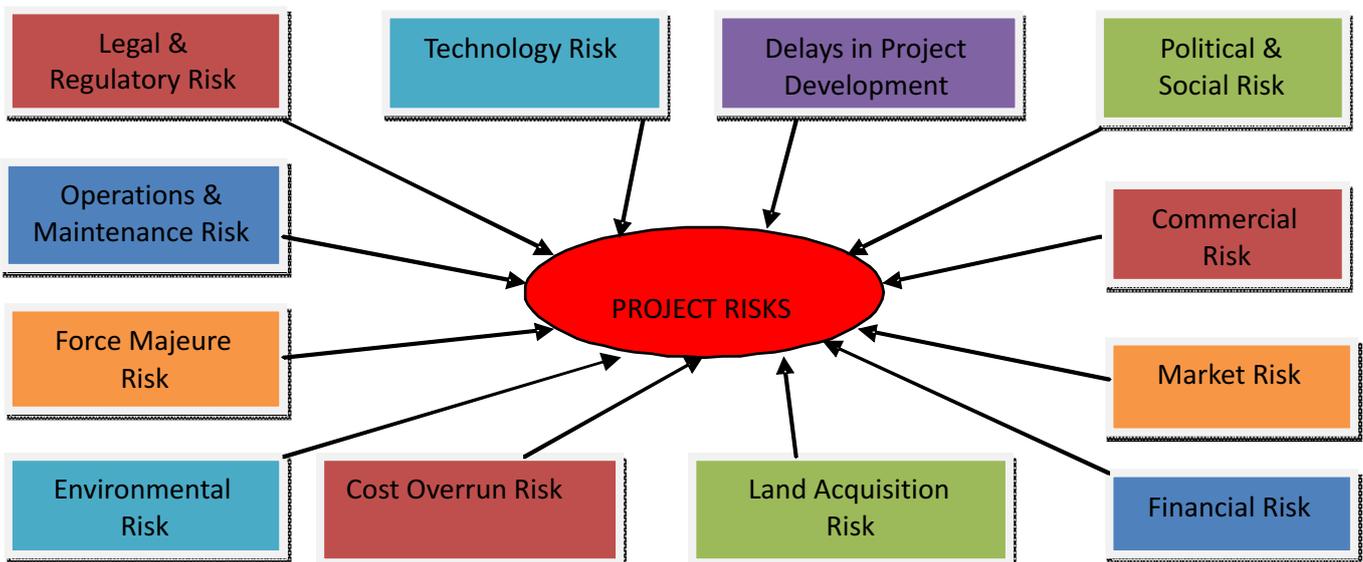
“The concept of ‘risk’ in a PPP is central. It relates to uncertainty regarding the occurrence of certain events and their consequent impact on the project. The cost of managing different project risks needs to be borne by someone, and one of the core elements of the design of a PPP is appropriate risk allocation.”

Risk Allocation Matrix In PPP Procurement



Classification of Risks

Risks associated with PPP infrastructure projects can be broadly classified as follows;



Risk Category	Phase of Predominance	Risk Identification/ Description	Risk Mitigation
Land Acquisition	Project Development	Delays in land acquisition and in providing unencumbered risk of way to the Engineering Procurement Construction (EPC) contractor can lead to a delay in the start of construction resulting in project cost escalation.	<ul style="list-style-type: none"> ▪ Timely provision of land for construction of facilities should be made condition precedent to the Concession Agreement. ▪ For delay related to consents, approvals, etc Government should grant necessary permissions and the same should be executed with specific time. ▪ On delays, the concession period should be extended by an equal period.
Delay in Project Development	Project Development	<p>Critical activities that can be identified or development phase are:</p> <ul style="list-style-type: none"> • Finalization of agreements: <ul style="list-style-type: none"> • Concession Agreement • EPC Agreement • Operations & Maintenance (O&M) Agreement • Availability of requisite approvals • Achievement of financial close • Delay in project commissioning 	<ul style="list-style-type: none"> ▪ Arrange finance during the project development phase to ensure timely availability of funds to meet development expenditure. ▪ Employ consultants to assist in drafting project documents. ▪ Sensitize government to the number, type and timing of government approvals required much in advance of the requirements for the approvals. ▪ Incorporate the concerns of lenders and potential equity investors in project structure and legal documentation prior to approaching the market for funds.
Project Completion Risk	Construction Period	The project completion risk or the constructor risk refers to the possibility of non-completion of the project within the time scheduled. Any delays in the construction may be expected to result in increased construction costs.	<ul style="list-style-type: none"> ▪ This risk should be mitigated through a provision under concession contract. ▪ Concession contract with EPC contractor to include turnkey, fixed price design and construction contract with payments made on reaching certain milestones. ▪ Contractor to pay liquidated damages for delays during construction. ▪ Independent Engineer should review and monitor progress.
Project Cost Risk/ Cost Overrun	Construction Period	If the EPC contract is a unit rate contract rather than a fixed price contract, there is possibility of an increase in the project cost compared to the current estimates.	<ul style="list-style-type: none"> ▪ The project report should be specific cost estimates of the sub - components on the basis of which the EPC bids should be invited. ▪ Adequate contingency provision and insurance cost for unforeseen circumstances should be built into the payment. ▪ Strict construction monitoring by Independent Engineer.

Risk Category	Phase of Predominance	Risk Identification/Description	Risk Mitigation
Technology	Construction	This pertains to the risk that the project may be either physically inappropriate to handle the project demand or is inappropriately designed to meet local socio-economic needs and hence rectification of these design defaults could escalate the O&M.	<ul style="list-style-type: none"> ▪ Design of project to conform to local conditions ▪ The construction supervision should be carried out with strict penalties for non-compliance of technical design by contractor. ▪ Cost rectifying such non-compliance should be borne by the contractor. ▪ Contractor to provide performance bond with a validity of 18 months (defects liability period) after project commissioning to take care of any construction lacunae, that may be detected during the initial phase of project operations.
Regulatory and Administrative	Operating Period	During the operations phase, the delays and costs associated with complying with regulatory requirements of the Government, lenders can adversely impact the financial viability of the project.	<ul style="list-style-type: none"> ▪ Maintenance of cash reserve of up to one year's debt service reserve for next year to ensure that any temporary shortage of revenues due to non-increase of tariffs. ▪ Extension of concession period in the event of chronic delays in tariff review adversely affecting the achievement of the designated return on the project.
Commercial Risk	Operations Period	This category comprises of various risks that are associated with the underlying economic rationale for the project e.g., project viability critically dependent upon realization of demand as projected and hence any significant adverse variation from estimates would impair the sustenance of the project.	<ul style="list-style-type: none"> ▪ Demand estimates should be conservatives, since actualization of demand in line with estimates is a key economic risk that the project participants would bear. ▪ Service provider concession agreement should also provide for an extension in periods of two years each, till designated returns are achieved.
Operating and Maintenance Risks	Operating Period	In the event of O&M costs exceeding the estimates used for the establishment of financial viability, the residual cash flows for debt/equity servicing would be lower than anticipated thereby affecting project returns.	<ul style="list-style-type: none"> ▪ The selection of operations will be on the basis of competitive bidding. ▪ The operations contract should provide for a fixed and variable fee which could be based on the operations requirements set forth in the Operations Service Concession Agreement. ▪ Operations Contract is a fixed price contract, with the risk of cost over-runs to be borne by the operations contractor.

Risk Category	Phase of Predominance	Risk Identification/ Description	Risk Mitigation
Financial Risk (a) Interest Rate Risk	Operations Period	Determination of project viability is dependent on the existing interest rate prevailing in the country. A drastic increase in the interest rate scenario may affect the debt servicing capability through project cash flows and significantly depress shareholder returns, even though the project may still achieve project return.	<ul style="list-style-type: none"> ▪ The project should be financed on an optimal mix of fixed rate and floating rate instruments, to hedge the interest rate movement risk.
Financial Risk (b) Foreign Exchange Risk	Operations Period	Project cash flows would be exposed to the currency devaluation risk.	<ul style="list-style-type: none"> ▪ Tariff adjustment should be permitted under concession agreement. ▪ Additional forex debt other than what was used to build project should be kept to the minimum.
Financial Risk (c) Inflation Risk	Operation Period	If tariff rates are inflation indexed, the project revenues and consequently the achievement of the designated rate of return would be adversely affected in case the inflation rate is lower than what has been assured in the financial model.	Tariffs to be adjusted for inflation during operations as per formulae provided in the concession agreement.
Termination Risk	Operations Period	The risk pertains to the possibility of unilateral termination of the concession agreement prior to the end of the concession on frivolous grounds.	Compensation package should be structured in case of termination of the concession agreement with in-built disincentives for any contracting party to seek termination on frivolous grounds.
Force Majeure	Throughout project lifecycle	Force majeure risk deals with events considered as 'Acts of God' such as natural disasters, earthquakes, floods, epidemics, etc. The impact of these risks on construction and/or project operations could range from minor to severe, where the damage may be severe enough to render the facilities irreparable.	<ul style="list-style-type: none"> ▪ Comprehensive insurance coverage. ▪ In force majeure risks of types which are not insurable, the investors should get a yield of certain percentage on equity on the date of termination.



Risk Category	Phase of Predominance	Risk Identification/Description	Risk Mitigation
Political and Social Risks (a) Event of War	Throughout project lifecycle	In event of war or widespread civil disobedience, the project's commercial viability may be adversely affected	<ul style="list-style-type: none"> ▪ The probability of this risk is Insurance companies do not usually cover this type of risk, but coverage is available to international tenders from various financial institutions like Multilateral Guarantee Agency (MIGA), etc. ▪ The concession agreement could also provide relief to each affected party from its respective obligations including payment of liquidated damages.
Political and Social Risks (b) Nationalization or Revocation	Throughout project lifecycle	The political risk pertains to regulation of contract terms and/or nationalization of infrastructure services being provided.	The concession agreement should provide the termination in case of certain politically motivated events affecting the project. In such a case, the compensation payable by the government for transfer of project assets should at least be equal to the outstanding dues to the project lenders, thereby fully protecting the lenders.
Political and Social Risks (c) Social Risk	Throughout project lifecycle	This is the risk that civil/political problems may surface as a result of the project, manifesting in boycotts, sabotage, etc. This could impair the ability of the concessionaire to operate and generate revenue for the project.	Appropriate insurance package for the project should be designed that provides adequate cover against these risks.



A Look into ICRC's very rich Library

“Books are the quietest and most constant of friends; they are the most accessible and wisest of counselors, and the most patient of teachers.”

Charles William Eliot

Though it might sound strange, many people seem to have forgotten about using the library. This can be attributed to the enormity of information available on the World Wide Web. As long as one is careful and critical about the quality of information, knowledge can be increased. However, the Web is not the only source for quality information. The library is an excellent source of information which has been most useful and relevant for generations. Libraries offer a number of distinct advantages that make them an indispensable source of information. In libraries you find in depth research resources for free, curated and modern collections.

The Commission's library is fully equipped with 144 books that can help enrich our knowledge about Public Private Partnership, its successes and challenges encountered in other countries, knowledge acquired, and lessons learned. Permit me to say that the Commission is the custodian of Public Private Partnership form of Procurement in the country; hence its staff are expected to be on top of the board. The library is opened, and the good news is that staff can actually borrow books to read at their convenience!!!

A reader lives a thousand lives before he dies... The man who never reads lives only one.

GEORGE R.R. MARTIN

**The more that you read,
The more things you will know.
The more that you learn,
The more places you'll go.
-Dr. Seuss**



ICRC's Strategic Retreat

“Management is about doing things right. Leadership is about doing the right things.”

- Peter Drucker

The Commission's strategic retreat focused on proper planning and alignment of staff to the strategic goals for 2018 and beyond. It is a synthesis of the views expressed by the Management of ICRC and critical stakeholders intended to work in partnership with the management of the Commission to focus its energy and those of its staff towards:

- (a) the attainment of the organization's mandate;
- (b) ensuring the goal congruence of employees; and
- (c) alignment of strategic thrust



“Strategy without tactics is the shortest route to victory; Tactics without strategy is the noise before defeat.”

- Sun Tzu

of the Commission towards addressing changes in the organization's internal and external environments.





Monitoring & Evaluation - Q1 2018

A contract is as good as its enforcement thus, the purpose of concession is defeated if the terms of the contract are not wholly implemented. Monitoring and evaluation of projects is intended to assess and appraise the level of parties' compliance with the terms and conditions of

the contract which involves on the spot assessment of the project, review challenges and recommend possible action plans towards resolving them.

In accordance with the Establishment Act, the Commission is mandated to monitor all concessions and

ensure absolute compliance to the terms of the contract. Implementing this core post PPP function, the Commission inspected projects within the quarter. Some to resolve disputes while others are to ensure compliance to the best interest of the nation.

Photoshots of Monitoring Visits

■ FAAN and BI-COURTNEY Aviation Service Ltd at MMA2 Lagos State



■ FAAN and BI-COURTNEY Aviation Service Ltd at MMA2 Lagos State



■ Lekki Deep Water Port Lagos State



■ Lekki Deep Water Port Lagos State



■ Nigerian Ports at Port Harcourt and Onne, Rivers State



“We are keen on having on the spot assessment of facilities within the terminals in compliance with the development plans handed down to the terminals operators; we are also interested in further reviewing the challenges faced by the parties and recommending possible lines of action towards resolving them.”

Engr. Chidi K. C. Izuwah, Snr
Ag. DG, ICRC

■ Tafawa Balewa Square (TBS), Lagos State



■ Shiroro Hydro Electric Power Dam, Shiroro Niger State

The Shiroro Hydro Electric Power Dam is managed under Public Private Partnership arrangement with North-South Power Company Ltd the private Concessionaire. On site inspection of the station, the Commission observed that the incident occurred as a result of a ruptured valve of the cooling water system at the lower level

of the power station during a routine maintenance work carried out by a team of engineers to replace the valve. No casualty was recorded; steps are being taken to urgently address the problem to ensure power generation is fully restored to its 600MW prior to the incident.



COURTESY VISITS

■ Managing Director - Federal Roads Maintenance Agency (FERMA)

The management team of ICRC paid a courtesy call on the Managing Director of FERMA - Engr. Nurudeen Rafindadi. At the meeting, Ag DG-ICRC emphasized the readiness of the Commission to provide a platform that would foster

private sector collaboration with FERMA noting that, if properly handled, it would be an added boost to the economy as it would create high net worth employment.



“The fastest way to recover investments in the road sector would be through a well structured tolling policy in addition to an effective Operate, Maintain and Transfer PPP procurement (OMT).”

*Engr. Chidi K. C. Izuwah, Snr
Ag. DG, ICRC*

■ Ona of Abaji's Royal Visit to ICRC

The Commission honored with the royal visit of The Ona of Abaji and Chairman FCT Council of Chiefs, Alh. (Dr.) Adamu Baba Yunusa at the Commission's office in Abuja. He was received by the Management team led by the Ag. Director - General, Engr. Chidi K. C. Izuwah Snr. The visit was indeed apt and beneficial to promoting private sector participation in infrastructural development.



“Using the vehicle of PPPs, Abaji through the Federal Capital Territory Authority (FCTA) could up-scale its infrastructure in such a way that countless jobs will be created across the value chain.”

*Engr. Chidi K. C. Izuwah, Snr
Ag. DG, ICRC*

■ **House Committee on Special Duties**

As part of its oversight functions, the House Supervising Committee visited the Commission and were received by the management team led by the Ag. Director General. During the course of the meeting, the Ag. Director General emphasized the import of ensuring Private sector participation as a procurement option considering the infrastructural challenge in the country.

The House Committee Chairman - Nasiru Sani Daura appreciated the warm reception and the ingenuousness with which issues have been presented. The committee promised to support in improving the budgetary allocation to the Commission stressing that the visit has been revealing and informative.



“There is no better time for us as a country to adopt PPP since government spending on infrastructure is less than 10% of GDP. The bulk of the funding for infrastructure would have to come from the private sector.”

Engr. Chidi K. C. Izuwah,
Snr
Ag. DG, ICRC

■ **Visit to the Edo State Governor**

The Ag. Director General Engr. Chidi K.C. Izuwah together with the Executive Secretary of Nigerian Shippers' Council, Hassan Bello paid a courtesy visit to the Executive Governor of Edo State, HE Godwin Obaseki.



■ **Visit to Ona Of Abaji - Abaji to get Transit Park**

At the palace of the Ona of Abaji, His Royal Highness, Alhaji Adamu Yunusa, the Ag. Director General, Engr. K.C. Izuwah Snr. called for collaboration of

the traditional institution in the development of the nation's infrastructure. This he made during the courtesy visit to the monarch.



■ A.P MOLLER CAPITAL visits ICRC

Representatives of A. P. Moller Capital were received by the Management team led by Mr. Mike Ohiani, Director, Public Private Partnership Resource Department (P3RD) representing the Ag. Director General, Engr. Chidi K. C. Izuwah Snr.



“In ensuring that Nigeria becomes an infrastructure sufficient nation our investors are willing to invest a total of US\$200 million in the transport and energy sectors in Nigeria”.

AP MOLLER

“The country is in dire need of immediate huge infrastructural revamp and would require an annual investment of US\$20 - US\$30 billion to shore up its infrastructure deficit”.

*Mr. Mike Ohiani,
Director, Public Private Partnership
Department*

■ Visit from NNPC

A high-powered team from the NNPC led by the COO Refineries, Mr. Anibor Kragha and NNPC's Legal & Financial Advisers visited the Commission to discuss various PPP initiatives for the Oil Industry. The team was received by the management team led by the Ag. Director General, Engr. K.C. Izuwah, Snr.



“PPP stands for Public and Private Collaboration for national development and world class infrastructure service delivery for the benefit of Nigerians.”

*Engr. Chidi K. C. Izuwah, Snr
Ag. DG, ICRC*

The Secretary to the Government of the Federation (SGF), Mr. Boss Mustapha

The SGF graciously granted audience to the management team of the Infrastructure Concession Regulatory Commission (ICRC) led by the Ag. Director General, Engr. K.C. Izuwah who in his presentation accentuated the dire need

for infrastructural revamp in the country which can be achieved swiftly through Public Private Partnership - a symbiotic relationship between the public and the private sector.



■ NESG visits ICRC

Representative
s of the
Nigerian
Economic Summit
Group (NESG) paid
a courtesy visit to the
Commission at the
Commission's office
in Abuja. They were
received by the
Management team
led by the Acting
Director General,
Engr. Chidi K. C. Izuwah Snr.



WORKSHOPS
TRAININGS

SUMMITS

CONFERENCES
SYMPOSIUMS



■ Kogi State Investment Summit

At the Summit, the Ag. Director General was represented by Dr. Chiedu Ndubisi Director Planning and Research Department. Kogi State economic opportunities was highlighted to policymakers, business leaders, academics and finance professionals in order to open a platform to debate what must happen for the state to overcome its challenges, mitigate the risks and ensure its lofty hopes for future prosperity. Dr Chiedu Ndubisi encouraged concession of projects in the key focal areas as active private sector

participation will help revamp the economy.

KEY FOCAL AREAS

1. AGRICULTURE AND AGRO
 - Rice production
 - Cassava Processing
 - Cashew
 - Oil Palm
 - Livestock and Fishery
 - Sugar Cane
2. TOURISM
 - Development of tourist sites eg., the Mount Patti
 - Annual Festivals
 - Recreation and leisure

3. SOLID MINERALS

- Iron and Steel development
- Limestone
- Coal
- Gold
- Oil and Gas
- Feldspar, Quartz, Mica, etc.

4. INFRASTRUCTURE

- Education(Schools)
- Health(Hospitals)
- Roads and Bridges
- Power (Solar, Coal, Gas, Hydro)
- Transportation
- Affordable Low Cost Housing

■ Nigeria International Petroleum Summit (NIPS 2018): An Africa Petroleum Technology and Business Conference (APTC)

The Federal Ministry of Petroleum Resources under the leadership of Dr. Emmanuel Ibe Kachikwu organized a five-day Nigeria International Petroleum Summit (NIPS2018) and tagged: "An Africa Petroleum Technology and Business Conference (APTC) The Commission had a booth branded with the Abuja- Kaduna-Kano (AKK) pipeline project as the dominant theme.





■ Workshop on Source Training for Preparation of Infrastructure Projects in Nigeria

Sustainable Infrastructure Foundation (SIF) SOURCE Project Preparation Training Held in Nigeria, first of such training in West Africa and 4th in Africa. The theme of the workshop was 'Promoting Investment in infrastructure'. The Ag Director General was represented by the Director Public Private Partnership Resource Department, Mr. Mike Ohiani.



Multilateral Development Banks (MDBs) across the world

came together to help developing countries improve their technical capacity to better assess infrastructure risks, take concrete measures to boost investment and improve quality and bankability by strengthening project preparation of infrastructure projects.

■ One-Day Workshop on the Developments in the Road Sector



The workshop was an indication of the important role that road transportation plays in nation's economic development.

At present, the haulage of industrial goods, agricultural produce and industrial raw material, petroleum products, power plant components and other economic materials required in the manufacturing sector are carried out using the road network.

The Director, Transport Department - Mr. Emmanuel Onwodi, Mallam Adamu Umar and Mr. Yusuf Haruna represented the Ag. Director General at the event.

“To take the full benefit of road projects embarked upon by the present administration, Nigerians must change their ways of using the roads.”

*His Excellency,
Muhammadu Buhari,
GCFR
President, Federal
Republic of Nigeria*

■ Basic PPP Training For 2017 Youth Corp Members in the Commission



Leading stakeholders at a strategic breakfast meeting to discuss business opportunities at the Kaduna Inland Dry Port (KIDP).

CVL Colloquium in Honor of Gen. T. Y. Danjuma

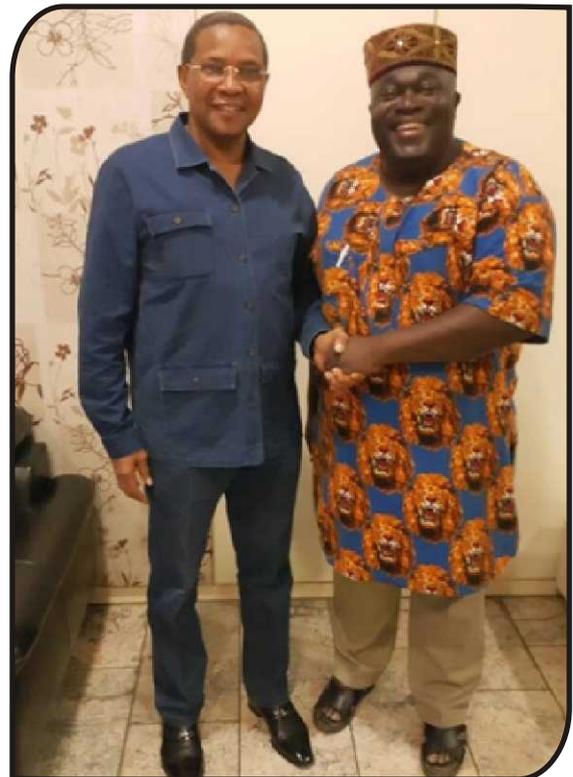
The Ag. Director General at the event made a presentation titled “Philanthropy, development partners & PPPs: Working together for sustainable growth & development”.



The Ag. Director General's working visit to Hawassa Industrial Park, Ethiopia



The Ag. Director General's visit to Ethiopia Djibouti Rail Line and Addis Ababa Light Rail



The Ag. Director General's visit to Hawassa Industrial Park, Ethiopia and with the former President of Tanzania.



Health & Wellbeing

Lassa Fever in Nigeria

Lassa fever is an acute viral hemorrhagic fever illness that is known to be endemic in various West African countries including Nigeria and causes outbreaks almost every year in different parts of the region, with yearly peaks observed between December and June. It is transmitted to humans via contact with food or household items contaminated with rodent urine or faeces and also through person-to-person infections and laboratory transmission.

According to the World Health Organization (WHO), from 1 January through 25 February 2018, 2845 contacts have been identified in 18 states (Anambra, Bauchi, Benue, Delta, Ebonyi, Edo, Ekiti, Federal Capital Territory, Gombe, Imo, Kogi, Lagos, Nasarawa, Ondo, Osun, Plateau, Rivers, and Taraba). The current outbreak in Nigeria shows an increasing trend in the number of cases and deaths in recent weeks. This is the largest outbreak of Lassa fever ever reported in Nigeria. The overall case fatality rate is 1%; it is 15% among patients hospitalized with severe illness. Early supportive care with rehydration and symptomatic treatment improves survival.

In the light of the above, continuous close follow up, active case searching, contact tracing, laboratory support and disease awareness (in the community and for health care workers) is of absolute necessity. Although there is constant population movement between the states, a large-scale disease transmission or outbreak spread has not been reported. However, there have been sporadic cases reported in Togo and Benin all originating from Nigeria.

According to the World Health Organization (WHO), prevention of Lassa fever relies on promoting good “community hygiene” to discourage rodents from entering homes. In health-care settings, staff should always apply standard infection prevention and control precautions when

Lassa Alert

Common Symptoms
After infection, it takes 1 - 3 weeks before symptoms of Lassa fever emerge. These include (but aren't limited to):

- Fever • Sore throat • Cough • Back pain
- Constipation • Abdominal pain • Vomiting
- Diarrhoea • Facial swelling

Treatment
The good news is that Lassa fever is treatable if symptoms are spotted early. Please report to any health facility if any of the above symptoms are noticed or call:
08058019466, 08058744780, 07035521015, 08023299445
in the event of suspected cases within Lagos State.

AVON

caring for patients, regardless of their presumed diagnosis. Currently in Nigeria, Lassa fever case management centers are operational in four states (Anambra, Abakaliki, Edo, and Ondo States) with highly trained professionals in standard infection control and prevention (IPC) as well as use of personal protective equipment (PPE). In addition, the suspected cases and deaths reported in community settings are actively investigated by the field teams and followed up. At present, three laboratories are operational and testing samples for Lassa fever by polymerase chain reaction (PCR). WHO continues to support the outbreak response, mainly in the domains of enhanced surveillance, contact tracing, strengthening of diagnostic capacity and risk communication. The antiviral drug ribavirin seems to be an effective treatment if given early in the course of clinical illness.

Public health response

- A national Lassa fever Emergency Operations Centre (EOC) was activated in Abuja on the 22nd January and continues to coordinate response activities in collaboration with WHO and other partners.

- A team of Nigerian Centre for Disease Control (NCDC) staff and Nigeria Field Epidemiology and Laboratory Training Program

(NFELTP) residents were deployed to respond to the Ebonyi, Ondo, and Edo outbreaks.

▪ The three most affected states which are Edo, Ondo and Ebonyi states all have dedicated Lassa fever treatment units and ribavirin drug is available for treatment of confirmed cases. NCDC is collaborating with a non-governmental organization, the Alliance for International Medical Action (ALIMA), to assess treatment units.

▪ NCDC has supplied Irrua Specialist Teaching Hospital (Edo state) and Federal Medical Centre Owo (Ondo state) with tents and beds to increase in-patient capacity.

Symptoms of Lassa fever

The incubation period of Lassa fever ranges from 6-21 days. The onset of the disease, when it is symptomatic, is usually gradual, starting with fever, general weakness, and malaise. After a few days, headache, sore throat, muscle pain, chest pain, nausea, vomiting, diarrhea, cough, and abdominal pain may follow. In severe cases facial swelling, fluid in the lung cavity, bleeding from the mouth, nose, vagina or gastrointestinal tract and low blood pressure may develop. Protein may be noted in the urine, shock, seizures, tremor, disorientation, and coma may be seen in the later stages. Deafness occurs in 25% of patients who survive the disease. In half of these cases, hearing returns partially after 13 months. Transient hair loss and gait disturbance may occur during recovery. Deaths usually occur within 14 days of onset in fatal cases. The disease is especially severe in late pregnancy, with maternal death and/or fetal loss occurring in more than 80% of cases during the third trimester.

Transmission

Humans usually become infected with Lassa virus from exposure to urine or faeces of infected Mastomys - rats. Lassa virus may also spread between humans through direct contact with the

blood, urine, faeces, or body secretions of a person infected with Lassa fever. There is no epidemiological evidence supporting airborne spread between humans. Person-to-person transmission occurs in both community and health-care settings, where the virus may be spread by contaminated medical equipment, such as re-used needles. Persons at greatest risk are those living in rural areas where Mastomys are usually found, especially in communities with poor sanitation or crowded living conditions.

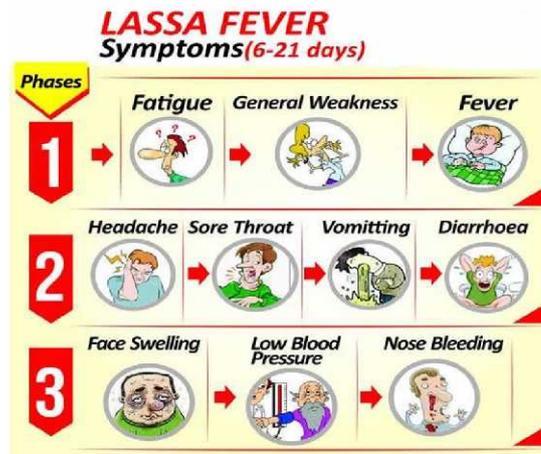
Diagnosis

Because the symptoms of Lassa fever are so varied and non-specific, clinical diagnosis is often difficult, especially early in the course of the disease. Lassa fever is difficult to distinguish from other viral hemorrhagic fevers such as Ebola virus disease as well as other diseases that cause fever, including malaria, shigellosis, typhoid fever and yellow fever. Lassa virus infections can only be diagnosed definitively in the laboratory using the following tests:

- reverse transcriptase polymerase chain reaction (RT-PCR) assay
- antibody enzyme-linked immunosorbent assay (ELISA)
- antigen detection tests
- virus isolation by cell culture.

Treatment and prophylaxis

The antiviral drug ribavirin seems to be an effective treatment for Lassa fever if given early in the course of clinical illness. There is no evidence to support the role of ribavirin as post-exposure prophylactic treatment for Lassa fever and currently there is no vaccine that protects against Lassa fever.



World Health Organization **LASSA FEVER**

What is Lassa fever?

Lassa fever is a viral illness that typically occurs in West Africa.

How is Lassa fever spread?

The Lassa virus is transmitted to humans mainly through handling rats, food or household items contaminated by rats' urine and faeces.

The virus can spread between people through direct contact with the body fluids of a person infected with Lassa fever, as well as contaminated bedding and clothing.

You cannot get Lassa fever through hugging, shaking hands or sitting near someone.

What are the symptoms of Lassa fever?

Symptoms of Lassa fever typically occur 2-21 days after coming into contact with the virus. Many people who are infected do not show symptoms.

- Fever
- Headache
- Sore throat
- Chest and muscle pain
- Nausea, vomiting and diarrhoea
- Facial swelling
- In severe cases, bleeding from the mouth, nose, vagina or gastrointestinal tract

38°

<http://www.who.int/csr/don/28-june-2017-lassa-fever-nigeria/en/>

<http://www.who.int/mediacentre/factsheets/fs179/en/>

<https://www.vanguardngr.com/2018/03/lassa-fever-deaths-rise-110-nigeria-official/>

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About The Publication

ICRC-Bulletin is a quarterly newsletter of the Infrastructure Concession Regulatory Commission under the Presidency of the Federal Republic of Nigeria. This newsletter is a useful tool for communication and is part of the Commission's thrust to engage staff and stakeholders by providing timely, accurate and knowledgeable information on its activities.

We value your views, contributions and opinion. For enquiries, comments and suggestions on this issue, you may email us at info@icrc.gov.ng

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