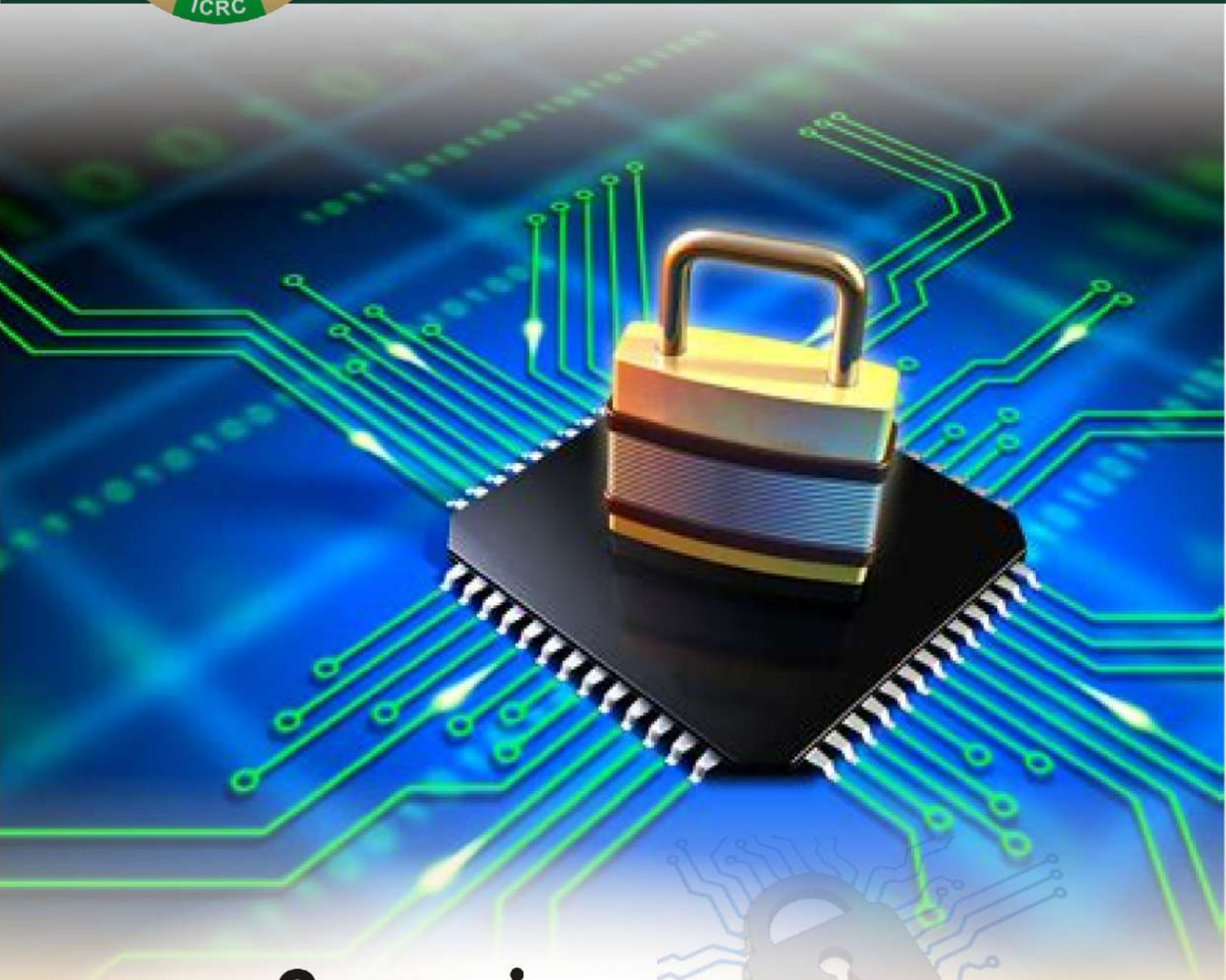




ICRC Bulletin



Securing *our* **future** *through* Public Private Partnerships

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Message

from the *Editor-in-Chief*

Dear reader,

The ICRC bulletin team is pleased to present the 1st

edition for the year 2019.

As you may be aware, the Commission is empowered by its (Establishment, etc) Act 2005 to superintend over all PPP transactions entered into by Ministries, Departments and Agencies on behalf of the Federal Government of Nigeria. The Commission is also mandated under section (20) of its Act, to take custody of, and monitor the efficient execution of the projects and ensure compliance with the terms and conditions of the agreements.

In fulfillment of this mandate, early in the year, the Commission concluded arrangements to visit various sector-based PPP projects comprising of Pre-Contract Regulatory Monitoring (Inspection & Site Visits) and Post Contract Monitoring (Contract & Performance Management & Compliance) visits to selected PPP project sites spread over the course of the year.

The monitoring visits started in this quarter with the ICRC team inspecting the Independence Building in Marina, a project owned by the Federal Ministry of Trade & Investment through the Tafawa Balewa Square Management Board. It also visited the Marina Quayside Development Project which is owned by the Federal Ministry of Power, Works & Housing. Reports of these visits are covered

in this edition of the bulletin.

Given the importance of security for any human endeavour to be successfully undertaken, we have dedicated our feature story and an additional well researched article by Mr. Wilson Akhator-Eneke (Dip, GCT, MBA, MSc, FCA, PPP Consultant on Infrastructure Finance), to discuss the role of PPPs in providing infrastructure.

Insufficient financing for project preparation can result in projects moving to procurement stage without the required readiness. This can lead to cost and time overruns during implementation stage, or it can lead to having a project that is not well-suited to the needs of the public. Having this at the back of our minds, we selected the topic "Project Preparation-Financing Project Preparation: How Can Government Effectively Utilise Project Preparation Sources" as our knowledge management story.

Due to climate change globally, population exposure to heat is annually increasing in frequency, duration, and magnitude; and will continue to increase. Our health news section provides very helpful information on what to do to stay healthy during the scorching heat in the first few months of the year.

We do hope you enjoy reading this edition.

Mrs. Manji Yarling
Editor-in-Chief

Director General's Desk

2019: I would like to use this medium to say happy New Year to you our readers, ICRC bulletin has proven to be one of our vital mediums for both internal and external communication.

It highlights important pieces of news or information of interest on the activities of the Commission, status of projects, reports of monitoring visits and educational information on Public Private Partnerships (PPPs). These information keeps our various stakeholders up to date on the successes and challenges of the Commission in the implementation of its mandate in compliance with its Establishment Act of 2005.

Permit me to use this medium to once again remind you that Public Private Partnership (PPP) remains the clear alternative for the provision of infrastructure services in the country; this has been made more manifest by recent happenings in the economy and country. As government continues to look in the direction of PPP's it behooves us all to step up our game and be more prepared to provide the bulwark as custodians of the PPP resource in the country.

In 2019 we intend to commence monitoring and compliance visits to various infrastructure projects around the country. This is with a view to ensure that concessionaires keep to the terms of the agreements signed with government.

The ICRC has again set an ambitious and challenging agenda for the year ahead, closely



linked to the National agenda of President Muhammadu Buhari GCFR with the support of our stakeholders, we are confident that we can deliver on our mandate of infrastructure delivery to our great country. We also intend to continue to develop sound policy and governance frameworks to facilitate private sector participation and greater investment in the PPP space.

We look forward to an exciting and infrastructure development filled 2019.

God bless Nigeria.
God bless ICRC.

Engr. Chidi K. C. Izuwah Snr.

Public Private Partnerships in Security Provision

Hamimah Sanusi

Public Private Partnerships are a co-funding development approach to provide Services, Infrastructure or even Security. This involves partnerships between Government and the Private sector.

Even though most PPPs are Infrastructure Development, Services, Operations and Maintenance, recently there has been a new wave of PPPs involving the provision of Security Services through the Private Sector. This could be through arrangements with paramilitary outfits, Private Security Providers and Consultants who specialise in the design and logistics surrounding the activities of security services providers. In providing Security Services through PPP, there needs to be a shared responsibility towards the community for the safety and protection of stakeholders. UN Guidelines on the prevention of crime (1995 and 2002), emphasize the benefits of shared responsibility in developing and implementing prevention strategies, and specifically include the business and private sector.

The Salvador Declaration states that 'We recognize the importance of strengthening public private partnerships



in preventing and countering crime in all its forms and manifestations. We are convinced that through the mutual and effective sharing of information, knowledge and experience and through joint and coordinated actions, Governments and businesses can develop, improve and implement measures to prevent, prosecute and punish crime, including emerging and changing challenges'.

In developing Countries, including Nigeria, there are very many opportunities for the development of PPPs in Security. Most organisations already practice PPP in providing Security directly and indirectly when they engage the services of the private security outfits and paramilitary to protect and guard installations.

An example of a successful Security-based consultancy PPP is the 'The Geneva Centre

for the Democratic Control of Armed Forces' (DCAF). DCAF is dedicated to making states and people safer through more effective and accountable security and justice consultancy. DCAF maintains that a democratically run, accountable and efficient security sector is fundamental to people's livelihoods, to reducing poverty and the risk of conflict, and to creating an enabling environment for sustainable development.

DCAF works towards this ultimate objective by assisting partner states, and international actors supporting these states, to improve the governance of their security sector through inclusive and participatory reforms based on international norms and best practices, and in response to specific local contexts and challenges. It works by

assisting partner states to develop laws, institutions, policies and practices to improve the governance of their security sector through inclusive and participatory reforms based on international norms and good practices; advises governments and international organizations in designing and implementing their own programmes for supporting states in developing their security sector governance.

DCAF creates innovative knowledge products, promotes norms and good practices, and provides legal and policy advice, and supports capacity building of state, civil society and private sector stakeholders by providing access to independent expertise and information on Security Sector Governance and Reform (SSG/R).

DCAF's Foundation Council comprises 63 member states, the Canton of Geneva, and six permanent observers. Operational in more than 70 countries, DCAF is internationally recognized as a leading world centre of excellence for SSG and SSR. Headquartered at the Maison de la Paix, in Geneva, DCAF has field offices in Bamako, Banjul, Beirut, Brussels, Ljubljana, Ramallah, Skopje, Tegucigalpa, Tripoli and Tunis. DCAF employs more than 170 staff with a broad range of expertise from over 40 countries.

Brazil is another example of where PPP has been used successfully in Security



through:

- More commitment and involvement of corporations in initiatives which go beyond an opportunity to support a 'good cause', or be essentially deterrent and defensive.
- A broader understanding by the private and government sector of how they can collaborate in prevention initiatives which are inclusive and tackle root causes of crime and violence.
- An increase in the range of crime prevention approaches involved, including community and socio-educational approaches rather than strictly situational approaches.
- A growth in medium and longer-term partnerships

with NGO's, institutes and governments, often to undertake a range of projects.

- Local community consultation and participation in partnership projects.

A 2010 study by Forum Brasileiro de Seguranca Publica provided a list of such 'successful' PPPs in Brazil, India and the Americas;

- General support to institutes/NGO's concerned with public policy on safety and security
- Support for action projects to establish alternative approaches and services
- Initiatives to prevent violence and develop a culture of peace



■ Local prevention initiatives targeting areas with high levels of violence

■ Cybercap Montreal, Canada. Training in multi-media for young people at risk/ex-offenders and their families. PPPs with Microsoft, Ubisoft, Radio Canada, TSQ Television, Quebec banks, who fund and provide computers, materials and even internships

■ SulAmerica Peace Parks - Brazil. Insurance Company SulAmerica works with local youth at risk & their communities and in high risk areas to recover public spaces. Encourages employees to become corporate volunteers.

■ Bogota Como Vamos? - Colombia. Partnership with publishing house El Tempio, Corona Foundation and Bogota Chamber of Commerce to organize permanent discussion forum to promote improved and effective local public safety policies, and public accountability.

■ Encuestas de Victimization Peru. Major mining and cement companies and Andean Development Corporation funded development of national and urban victimization surveys - in Lima and its 35 municipalities, & 23 large

cities + Ciudad Nuestra, Open Society Institute, & the Catholic University.

■ Prevention & Assistance to Survivors of Trafficking (PAST) India. PPPs between International Organization on Migration and businesses, chambers of commerce, Indian Industry Conference, governments and civil society. Provided rehabilitation, training, employment opportunities, micro-credit, and support for survivors, as well as peer education training and awareness raising.

Since Brazil, India and Nigeria share common Socio-economic parameters, opportunities for partnership abound and the duplication of these processes will work well. Involving the Private sector in Community policing is necessary, and relevant investments could be made while partnering with the government to achieve success.

Currently, all PPPs embarked upon by the Police and Military in Nigeria are Infrastructure and O&M based. We would like to see them invest more in PPPs that involve protection of lives and property through consultancies, like DCAF, or

through innovative partnerships as in the case of Brazil and India.

Because of the large population in Nigeria, the use of PPP in Security is necessary, especially given the low ratio of security personnel to citizens, and the current problems of insecurity facing almost every part of the Country. The private Sector can play a key role in providing cover for government security services in places where there is a shortage, and especially within communities through community policing.

The Infrastructure Concession Regulatory Commission (ICRC) regulates all PPPs in Nigeria, and would therefore play a key role in the process through the provision of enabling guidelines, transaction support and building capacity in the interested Agencies for project development, tendering, negotiation and contract execution. ICRC also promotes, facilitates and supports the implementation of a sound PPP Process, while ensuring that principles of good governance are applied to all of the functions that form part of it.

The Importance of Stakeholder Engagement in a Public Private Partnership

Manji Yarling

Media & Publicity Unit, ICRC

The progress of any nation depends on the growth of its infrastructure sector. The growth of the manufacturing and services sectors are heavily dependent on the infrastructure sector. There is for instance a large demand for airports, seaports, power, rail and road infrastructure, renewable sources of energy which are ecologically more viable and sustainable, etc.

Public Private Partnerships (PPPs), in recent past, have emerged as a critical driving force behind large scale infrastructure projects. They epitomise strategic relationships where private sector capital and technology, coupled with favourable government regulatory mechanism and machinery work hand-in-hand to deliver large and complex projects. PPP projects are vital tools to enable the creation of national assets for any country.

Infrastructure projects require investments which the government alone cannot finance. PPPs are emerging as key enablers to fuel the economic growth of nations especially in the developing countries. Consequently, PPPs are a large network where different stakeholders are involved and these stakeholders do determine the outcomes of PPP projects. Thus the role of stakeholders is a key component of the success of such projects.

Stakeholders are “individuals or groups who have an interest in a project, programme or portfolio because they are involved in the work or affected by its outcomes” (APM Body of Knowledge, 6th edition, 2013).

Stakeholders can also be described as “individuals, groups or organisations that can affect, be affected by, or perceive itself to be affected by, an initiative - programme, project, activity, risk” (PRINCE2TM: Glossary of

Terms, 2009).

It is common to think of stakeholders as an external audience. The external audience is composed of all the stakeholders interested in the project, outside the internal scope of the government and of bidders in the procurement process. This audience includes banks, investment funds, government and multilateral funders, public service users, society in general, and the press. Other government agencies such as a municipality or state government and the federal government, the courts of auditors and state monitoring agencies, regulatory agencies, legislators, party leaders, associations, labour unions, and non-governmental organizations (NGOs) are also part of this group of stakeholders. All of them require different communication approaches.

A typical stakeholder engagement process involves answering the following questions:

1. How will we identify important stakeholders?
2. What is the best strategy for involving stakeholders?
3. How should we deal with different stakeholder groups?
4. Who will win or lose under the agreement?

Before talking about engagement plans and strategies, the first thing to do is to identify who the important stakeholders are. In a typical PPP, stakeholders could include consumers, concessionaires/private firms, financiers, NGOs, workers (labour unions), alternate providers, opinion leaders, politicians, media, etc.

Identifying stakeholders requires thinking carefully about those who may be affected by,

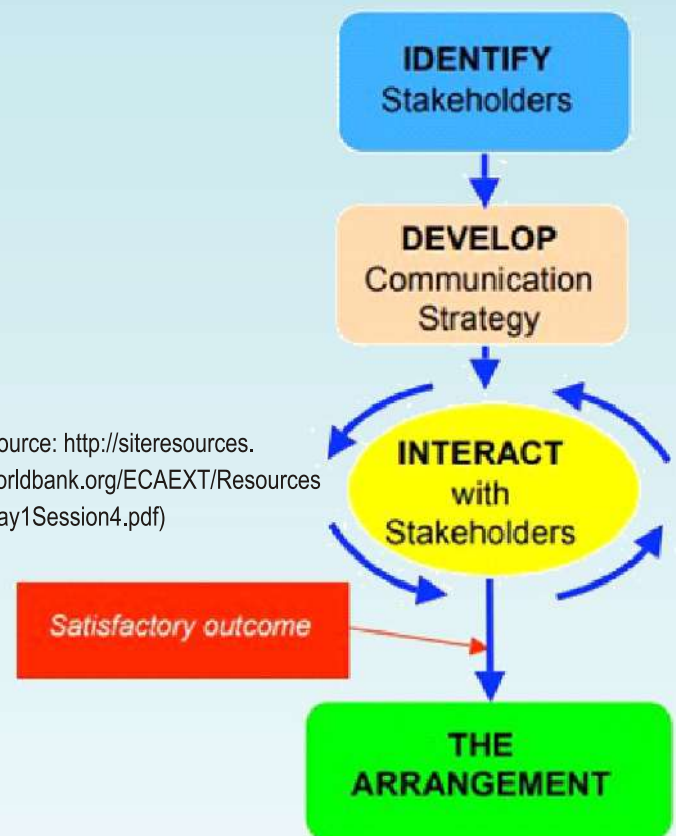
have a legitimate interest in, or the ability to influence the project. Identifying stakeholders too broadly may be cumbersome and open a project to risks. However, defining stakeholders too narrowly on the other hand may result in potentially influential stakeholders being overlooked, and undermine local ownership and support. Stakeholder identification and management is important in all projects, but in PPPs, it may also be necessary to communicate with stakeholders about the fact that the project is a PPP and the implications this may have.

In some cases, the key stakeholders might neither know nor care that the project is a PPP, but communication with them and gaining their support can be vital to a project's success. In other cases, delivery of the project as a PPP may be a cause of considerable concern for some external stakeholders.

The IFC handbook (IFC 2007, 14-16) recommends two parallel approaches to identify stakeholders based on the project's geospatial sphere of influence. First, identify those stakeholders that are likely to be impacted by the primary project facilities and the related facilities, such as transportation routes and areas. Such analysis could focus on socio-economic and environmental consequences for those directly affected by the project, such as end-users, homeowners or specific professional categories, as well as groups that appear peripheral but perceive that they may be impacted by the project.

The second component of IFC's parallel approach for identifying stakeholders applies to those that have interests in the project but are not affected by it geospatially. These include institutions such as political parties, trade unions, chambers of commerce, think tanks, community leaders, professional associations, or local and international civil society organizations. Analysis and mapping of motivations and influence patterns can help

(Source: <http://siteresources.worldbank.org/ECAEXT/Resources/Day1Session4.pdf>)



identify these stakeholders. Cost effective solutions, such as websites or newsletters, may provide an efficient method of establishing and maintaining communication.

Five types of interaction with stakeholders

Developing Strategies for Involving Stakeholders

There are many ways to involve stakeholders.

INTERACTION	APPROACH
Collecting information	Gathering information about people such as: who are they, where are they, what do they say they want?
Providing information	Letting people know what is planned
Consulting	Identifying the problems, offering options and proposed solutions, listening to feedback, and revising the proposed approach if appropriate
Deciding together	Not only consulting the group but giving it a decision-making role
Acting together	Different interests deciding together what is best, then forming a partnership to make it happen

Source: <http://siteresources.worldbank.org/ECAEXT/Resources/Day1Session4.pdf>

The method to be chosen will depend on objectives, type of arrangement among other factors.

The appropriate approach with each group of stakeholders depends on a number of variables, including the group's capacity to understand private participation; the ways that social, political and economic climate affects group, etc.

Involving Stakeholders in Design

Government can use the information from stakeholders to make estimates of the effects of arrangements on the different groups. Whilst net benefits may be expected, it is necessary to review the effect on each of the different groups, and balance the interests of the 'winners' and 'losers' in the final design. It is important to note that over the PPP life-cycle, stakeholder communication and engagement will address different categories of stakeholders - and, as the goals will not be the same, the consultation mechanism will vary. Consider for instance, the main phases of the PPP cycle:

- PPP program definition engaging citizens (as taxpayers and as potential users) during the identification phase of the government's infrastructure program. Infrastructure programs are designed, developed, publicly presented, and tested through formal and informal feedback-collection mechanisms. The emphasis is on demonstrating the program's ability to serve user needs instead of simply listing projects and amounts. The process ensures that investment programs serve the public interest and reward politicians that promote them.

- Project assessment and preparation engaging potential users and populations likely to be affected by the project. This engagement tests the quality of the project and provides elements for its optimization. The process is critical the intensity of engagement with users and genuinely affected persons should be high. Extensive communication with relocated persons should be organized and publicized; and efforts to mitigate the impact on the environment should be communicated exhaustively.

- Contract tendering no stakeholder consultation should take place during the tender process to avoid introducing undue pressure on the selection of the PPP operator. An initial market consultation, before the Call for Tender, will be highly relevant for assessing market interest and for receiving feedback that can help optimize the project, the draft contract, and the tender regulations. A competitive tender should avoid creating opportunities for collusion and force the procuring authority to deal independently with each bidder, and only with bidders.

- Project implementation and evaluation requires full proactive disclosure of the contract, followed by periodic dissemination of information on project performance, and continuous collection of feedback from users using contractually-prescribed (or regulator-defined) communication channels.

Careful mapping to determine who is genuinely affected by the project is important to ensure the right stakeholders are consulted and to avoid legitimizing vested interests. The consultation process may attract groups of individuals to the discussion arena who are not directly or significantly affected by the project. The government's efforts to give voice to genuine stakeholders may be perceived by these individuals as an opportunity to obtain undue benefits if they are able to become actors in a process that does not concern them. In an improperly conducted engagement process, vested interests may garner too much power and derail a project.

For instance, unions representing employees of State-Owned Enterprises who see services transferred to PPP concessionaires may try to block projects that reduce their power. Engaging with them will be critical. However, it is equally important to engage directly with employees. Safeguarding the interests of workers is an essential part of project sustainability, but it should not be given priority over the public interest and the needs of users.

The Preliminary Consultation Process

In the preliminary consultation period, governments should begin by disclosing all

relevant information, including identified socio-economic and environmental risks. This leads to transparency and gives an informed view of the project to stakeholders. Opinions and points of contentions can then be collected.

There is a broad consensus among policy makers and practitioners that the consultation should be as inclusive as possible. This does not necessarily mean that the level of engagement will be the same, but it will ensure that all stakeholders are able to contribute their voice and thus avoid negative sentiment toward the project through feelings of exclusion.

The European Commission guidelines on stakeholder consultation (EC 2015) provide the following five minimum standards for conducting effective consultations:

- **Clarity** - All communication and the consultation documents should be clear, concise and include all necessary information to facilitate responses.
- **Targeting** - All relevant groups should have an opportunity to express their opinions regarding the project.
- **Publicize broadly and effectively** - Adequate awareness-raising publicity is essential; the specific consultation's communication channels should be adapted to meet the needs of all target audiences.
- **Time limits for participation in the consultation period** - Sufficient time should be provided for planning and responses to invitations and written contributions.
- **Feedback** - Receipt of contributions should be acknowledged and contributions published.

Benefits of Engaging Stakeholders

Stakeholder engagement helps governments identify critical issues and prepare effective strategies. In particular, it can frame discussions with beneficiaries, clarify project impacts and objectives, and ultimately increase public support for a given project. In certain circumstances, creating space for dialogue and allowing stakeholder participation in project decision-making can increase its endorsement in the national political arena and strengthen its

sustainability. The process can enhance the social capital between the government and the public, generating long-term benefits for the effectiveness of policy reforms.

Analysis based on the consultation may show Government better ways to design, with a more equitable distribution of costs and benefits. That way, Government can avoid imposing too many costs imposed on poorer groups that should be protected.

The consultation could also show that perhaps too many costs are imposed on groups that could block the reforms. It is important to note that not all groups/persons will benefit as much as they hope from any PPP arrangement. However, every group's support is more likely to be guaranteed if they feel that the design and implementation of the arrangement is 'legitimate'. One way is if they see through the consultation process that all is transparent and fair, and people understand the objectives of the reform.

It is important to note that, stakeholder engagement is one of the ten Equator Principles. The Equator principles are "a financial industry benchmark for determining, assessing and managing environmental and social risk in projects". The principles were put forward "in partnership with clients to identify, assess and manage environmental and social risks and impacts in a structured way, on an ongoing basis. Such collaboration promotes sustainable environmental and social performance and can lead to improved financial, environmental and social outcomes". A thorough stakeholder consultation is a requisite to receive funds from Equator Principle Financial Institutions.

Other benefits of stakeholder engagements include increased trust and confidence across the project community, increased certainty and pace of progress, clearer understanding of remaining resistance, more robust risk management, prevention of delays in project implementation; evidence is provided of government commitment to the project; evidence is provided of process credibility; stakeholders' contributions can be considered in the project's design; support of stakeholders is more likely; and the government can

effectively provide information in response to queries, etc.

Risks of Disregarding Stakeholders

Technocrats are often tempted to focus on technical issues and rush to finish projects. However, this approach can be dangerous: some influential stakeholders may have deeply-rooted ideological opposition to private provision of public services, and fears and suspicions of government capture and/or abuse of a local monopoly may be easily spread and difficult to diffuse.

Moreover, people may have strong apprehensions that a project will degrade their quality of life. Constituencies including small ones that feel threatened by a project may be powerful enough to stop it, even when

the overwhelming majority of people would benefit. Disregarding such considerations, and not building stakeholder consensus for a project, has led to many PPPs being abandoned or failing to achieve expected results.

Even if a project can be demonstrated to be economically advantageous and welfare-enhancing for society as a whole, some stakeholders may be negatively affected by its environment and social assessments, discussed in *Assessing Fiscal Implications*, should identify these stakeholders and propose whether they should be compensated. Legitimate claims for compensation, for example, due to expropriation, need to be recognized and publicized in the consultation process. Claims that do not lead to compensation also need to be identified and explained.

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Infrastructure for Enhancing Security

Oshodi-Apapa Expressway, Lagos



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1.0 Abstract

This article examined the importance of Infrastructure in enhancing security in Nigeria's development and growth. It used Apapa Gridlock as a case study based on theoretical and empirical research, how Infrastructure affects societal security. The basis of any development is premised on

security; it is the fulcrum upon which all developmental objectives are hinged. Without security and safety, no meaningful socioeconomic activity takes place. This reasoning prompted the study. It explored the concept of infrastructures in managing climate change and security. How they affect societal transformations. It examined different types of

infrastructures such as road, rail, gas, and aviation which are typically conceptualised as megaprojects. The primary objective of these megaprojects is to enhance citizens' wellbeing. Societal transformation is linearly related to infrastructures investments. This article explored social and economic infrastructures, and draw the linear relationship between the provision of these

infrastructures and security in Nigeria. It further examined the degree of impact security infrastructures and/or infrastructures, in general, have on the wellbeing of citizens. Conceptually, security infrastructure, as a rule, is a public good, which helps to promote social and economic activities. It explored how public infrastructure facilitates the functioning of the economy and society.

Infrastructures are not an end in themselves, but a means of supporting a nation's economic and social activity. Broadly speaking, public infrastructure can be divided into economic- and social infrastructure. Furthermore, this study examined infrastructures' investment and their impacts on the promotion of safety, security, and growth in Nigeria. The findings are presented, it recommended the completion of infrastructure projects to improve economic activities and enhance security.

Keywords: Infrastructure, PPP, Security, Development, Growth & Wellbeing

2.0 Background Information

The promotion of safety and security remain one of the cardinal objectives of any government. Over the past 10 years from 2008–2018; the budgetary allocations to security at Federal Government level is estimated to be N6trn, (Ndujihe, 2018). The

Table 1: Defence Expenditure

Table of Allocation to Defence since 2008

Year	Budget(N)	Allocation to Defence	Percentage
*2008	2.213trn	N 444.6 billion	20.09%
*2009	3.049trn	N 233 billion	7.64%
*2010	5.248trn	N 264 billion	5.03%
*2011	4.972trn	N 348 billion	7.0%
*2012	4.877trn	N 921.91 billion	18.90%
*2013	4.987trn	N1.055 trillion	21.16%
*2014	4.962trn	N968.127 billion	19.51%
*2015	5.068trn	N388.459 billion	7.67%
*2016	6.061trn	N429.128 billion	7.08%
*2017	7.444trn	N465.87 billion	6.26%
*2018	9.12trn	N580.145 billion	6.36%
*Total	58.001trn	6.098trn	10.51%

Source: vanguardngr.com

estimated expenditure is shown in table 1 below.

The above estimates exclude State and Local governments' security spending. As a percentage of Federal Government total budgets, it is about 11%. This indicates the importance attached to security. However, through literature reviews, it seems the degree of success over the years has no linear relationship with the level of investments committed. This paper examines the impacts of social and economic infrastructures on enhancing security. According to Andrew (1996), crime is a Worldwide problem. The Fourth United Nations Survey of Crime Trends, published in 1995, sampled data from 100 countries spread over every continent. He posited that crime rate rose by about 25% between 1985 and 1990. Over the past 29 years since the report was published, crime has accentuated to

unprecedented heights. According to Labour Party figures, Londoners have a 26% chance of suffering car crime, 10% chance of violence, (Andrew, 1996). This information is useful in evaluating the impacts of crime on society.

The case in Nigeria is different from the examples quoted above. In addition to weak structural security architecture, an incidence of lack of gainful economic activities has increased crime rate. According to (Agbidge, 2016), the impact of a lack of investment in transportation infrastructure in the form of road networks has hindered economic development in Nigeria. And this has resulted in an increase in the crime rate in the country. Through the use of statistical data and comparative analysis; the author explores how investments in infrastructure enhance security. It uses the Apapa Gridlock as a case study, highlighting infrastructures impacts on security provision.

Based on the study, it is possible to statistically estimate how investments in other sectors of the economy enhance security and safety. The researcher's findings are useful to policy formulators,

as well as enhancing security architecture.

2.1 The Concept of Security Infrastructure

Security entails the protection of lives and properties. There are many types of security frameworks to achieve the primary function of securing a nation under any circumstance. Tools, equipment, knowledge, skill, and experience (collectively known as infrastructure) are required to carry out the functions of securing a nation and her people.

There are hard and soft aspects of security infrastructures. According to (Britannica, 2019), security and protection system, any of the various means or devices designed to guard persons and property against a broad range of hazards, including crime, fire, accidents, espionage, sabotage, subversion, and attack. Any form of infrastructure acquired and installed to achieve the objectives of security is termed as security infrastructures. For example, all Security Agencies' buildings, cars, systems, devices, skills, and knowledge is collectively termed 'security infrastructure.'

To attain optimal safety and security, infrastructures investment in this sector is required (hardware and software). The safety of a nation against threats such as terrorism, war, or espionage is considered as national security.

2.2 The Role of Infrastructures in Society

The importance of Infrastructures cannot be over emphasized. Infrastructures play a critical role in nation building. According to Adeniyi (2018), it is easy to see that Chinese authorities are investing a lot of money in Nigeria economy. A major key to lifting people out of poverty is through rapid infrastructures investments and human capital development.

This will ultimately reduce the rate of crime, enhance security and citizens' wellbeing. In recent years, to meet the yearning gap in infrastructures across Africa, many African countries have resulted in borrowing from China. There is empirical evidence to support that infrastructures play vital roles in the lives of individuals and nations. Infrastructures whether in transport, education, health, commerce, oil, gas, power, housing or communications; are essential for sustaining lives and enhancing security. Some of the objectives of SDGs are the provision of wholesome security.

For instance, according to (Uba, 2018), in the recent report of Lagos Chamber of Commerce and Industry (LCCI, 2018), it posited that infrastructure play critical role in promoting economic growth, improving the standard of living, poverty reduction and competitiveness. It noted that the World Economic Forum (WEF) had in its 2017-18 competitive

index ranked Nigeria's infrastructure low (131 out of 138). This level of competitiveness makes it difficult to export goods and services, and increase workforce. To achieve Worldclass competitiveness, additional infrastructures investments are required. Which increases trade and commerce, as well as reduce criminal activities.

Infrastructure improves healthcare delivery and the elongation of lives. According to (Zhao, 2017), infrastructure is intrinsic to development. It is the foundation upon which social and economic development are built; the critical support network for enabling innovation, developing new markets and delivering services key to improved quality of life.

According to Calderon and Servén (2008), an adequate supply of infrastructure services has long been viewed by both academics and policymakers as key ingredients for economic development. Sub-Saharan Africa ranks consistently at the bottom of all developing regions in terms of infrastructure performance, and an increasing number of observers point to deficient infrastructure as a major obstacle for growth, poverty reduction across the region. This has increased security risks across the region. As a result of a lack of economic activities, youths find crimes alluring, and this has increased the cost of policing. In the study covering 100 countries and spanning the

years of 1960–2005 (about 45 years), the report indicated that inequality grew during the period and quality of life reduced respectively, they posited. Empirical evidence suggests that adequate infrastructures improve quality of life and reduce criminal tendencies.

2.3 National Investments in Security Infrastructure

Nations invest in security infrastructure, because of its collateral functions. Investment in security infrastructures is seen as a derived function. However, the absence of security is the promotion of anarchy and chaos. For instance in places of war or incessant uprising and riots; it is difficult, if not impossible to carry on meaningful developmental activities. It is economical to prevent situations of anarchy, then control or mitigate them.

As the cost of control far outweighs the cost of security investments in infrastructures. Statistical evidence suggests that nations which invest in infrastructures spend less on security. For example, the Safe System Approach (Figure 1) provides a viable framework to examine road traffic injury risk factors and interventions from a holistic perspective. The Safe System Approach is based on Sweden's Vision Zero strategy, which has a long-term vision of achieving no fatal or serious injuries

Figure 1: The Safe System Approach



Source: WHO Save Lives Presentation 2017

within the transport system Kristianssen et al. (2018).

2.3.1 Road Infrastructure

The impacts of infrastructure have contributed to the development of many societies. According to Who Health Organisation (WHO,

Figure 2: A Robust Transport Infrastructure Enhancer



Source: WHO Save Lives 2017

2017), the 2030 Agenda for Sustainable Development Goals (SDG) includes an ambitious target to reduce road traffic deaths and injuries by 50% by 2020. It remains to be seen, how this can be achieved without adequate infrastructure investments. See the effect of robust

infrastructure in figure 2 below.

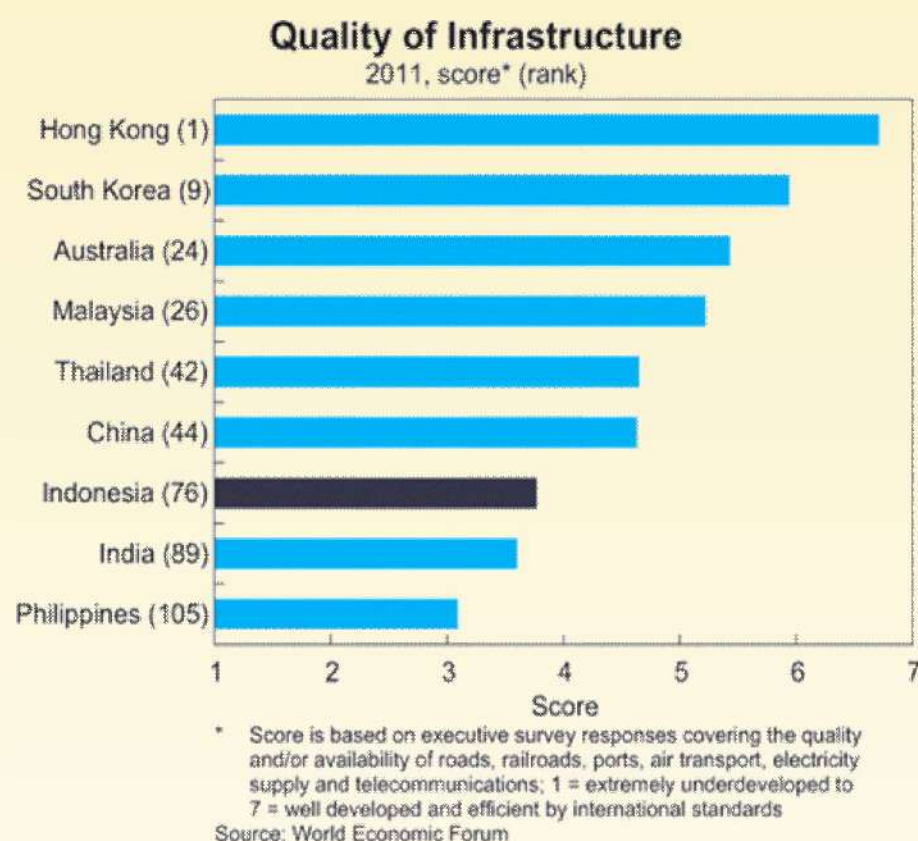
2.3.2 Economic Activities show some of the benefits resulting from infrastructure investments in figure 3.

2.3.3 Education, Health and Social Activities highlights some of the benefits of infrastructure investments as shown in figure 4.

To accentuate the development of any nation and her people, infrastructure is critical. Good infrastructure leads to economic prosperity, the wellbeing of citizens and reduction in crimes. In many cases, PPP projects have delivered value in Nigeria, which has assisted in enhancing security and creates jobs.

For example, Garki Hospital Abuja (Healthcare), Lekki Toll Gate, Lagos (Transport),

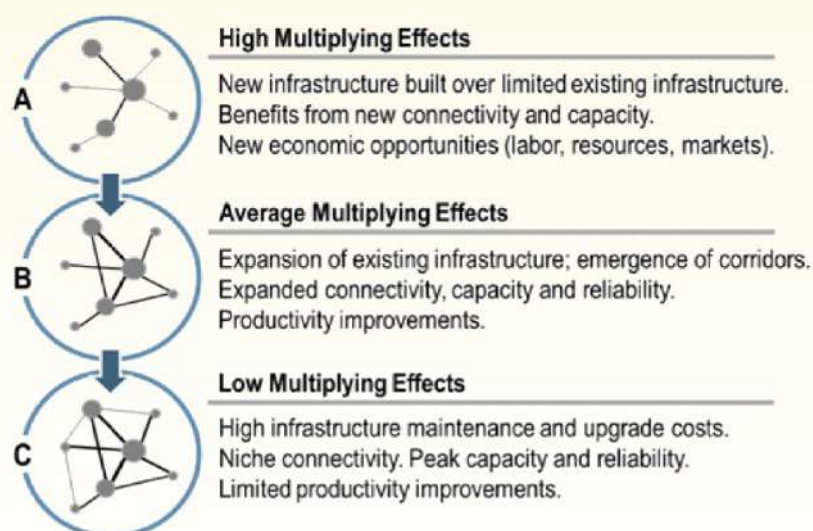
Figure 3: Economic Prosperity Graph



Concession of Grain Storage Facilities in (Ekiti, Akwa Ibom, Bauchi, Gombe, Kaduna, Niger, Ondo, Oyo, Plateau, Sokoto, Federal Capital Territory, Anambra, Ebonyi, Kano, Ogun, Zamfara, Cross River, Kwara, Benue, Edo, Imo, Jigawa, Kebbi, Taraba) sponsored by Federal Ministry of Agriculture and Azura-Edo Gas-Fired Power Plant Phase-1, are at various levels of PPP engagements according to (ICRC).

Other Africa countries are also benefiting from PPP projects. The Kigali Bulk Water Project is a large-scale water treatment plant, due for completion in 2020. It will produce 40 mega-liters of clean water per day, equivalent to one-third of Kigali's needs. It has been celebrated in sub-Saharan Africa as one of the first People-first PPP successful water projects.

Figure 4: Education. Health & Social Wellbeing



Source: Transportgeography.org

Knowledge Management

Project Preparation-Financing: *How Can Government Effectively Utilise Project Preparation Sources*

Stephanie Barker, Morag Baird, Matthew Jordan

Tank Director, Infrastructure Policy and Project Preparation, EBRD



Inadequate financing for project preparation can result in projects being taken to procurement without the requisite readiness, which can lead to cost and time overruns during implementation, or a project that is not well-suited to the needs of the public.

The three main sources of financing for project preparation:

1. Dedicated Project Development Funds (PDFs);
2. External Project Preparation Facilities

- (PPFs); and
3. Governmental budgetary allocations.

The GI Hub has collaborated on this blog topic with Matthew Jordan-Tank, Director of Infrastructure Policy and Project Preparation at the European Bank for Reconstruction and Development (EBRD), which has an Infrastructure Project Preparation Facility that provides project preparation, policy support and institutional strengthening to support the development of bankable

infrastructure projects. The EBRD is also an integral member of the Multilateral Development Bank (MDB) Infrastructure Cooperation Platform and led the work on the Project Preparation Workstream Guidance Note on PPF Structure and Operations.

Infrastructure project preparation costs in developing countries typically range from 5-10% of the total project investment, and about 3-5% of project costs in developed countries^[1].

As project preparation costs can vary widely, these cost figures are only indicative and are based on the following factors:

- project size and complexity;
- geographic location(s);
- degree of technical detailing required;
- social and environmental impacts; and
- the extent of upstream preparation required.

While the majority of funding for project preparation is through government budgets, national and sub-national PDFs and PPFs developed by MDBs and other multilateral entities are also being used.

PDFs and PPFs: what are they?

Many countries have set up central PDFs to provide dedicated financing for conducting feasibility studies, transaction advisory support for projects and to help counter capacity gaps amongst Government Contracting Authorities (GCAs). Often, these PDFs are set up under public-private partnership (PPP) units and focus mostly on developing PPP projects, where the costs of project preparation are higher due to the level of rigour private investors need to decide to commit capital to a long-term and complex project financing structure. PDFs should be backed by effective governance, institutional capacity and sustainable financing.

Clarity of PDF objectives,

scope of operation and interface with GCAs is critical. In Indonesia, for example, the Ministry of Finance has established its own Project Development Facility to assist GCAs in hiring transaction advisors, undertaking feasibility studies and PPP procurement. Earlier stage preparation activities, such as outline business case preparation and pre-feasibility studies, are financed by GCAs or other institutions in Indonesia, such as BAPPENAS, the Indonesia Ministry of National Development Planning.

Externally funded PPFs have also been created by MDBs, and other development partners, as a source of funding for governments to help in preparing infrastructure projects.

Lessons learned

There are concrete lessons learned from these MDB-funded PPFs, which should help shape new PPFs now in the planning stages:

- Seek the right mix of international and local advisors: PPFs provide their support largely through experienced advisors and technical experts that help developing and emerging country governments prepare PPPs and other commercially viable infrastructure investments. In this context, engaging experienced and well-known government advisors can also lift investor-comfort levels in the face of

comparably higher perceived risk profiles for developing and emerging country investment markets. These perceived risks can stem from factors such as unproven PPP programs and perceived weakness in government institutional capacity.

■ **Procure for both quality and cost:** Particularly for developing and emerging countries, one of the greatest concerns is the quality of the services that are to be provided. Procedures for procurement and contracting for advisory services must be flexible and transparent to ensure that assignments can be efficiently executed with high standards of performance, while providing the necessary accountability.

- Consider the use of panel or framework consultancy contracts: The use of well-designed framework or panel consultancy approaches can achieve both a flexible and timely mobilisation of consultants. For example, EBRD's use of PPP framework consultants, selected by international tender in 2015, has allowed its PPF to 'call off' and mobilise consultants from among the eight pre-selected framework consultant candidates on average within eight weeks from the beginning of the selection process. The in-house PPF team has performed this service for the benefit of public sector governments for over 50 projects (PPPs and public sector projects)

since late 2015, reducing the overall project preparation timeline by six months versus the traditional approach to consultant selection using MDB technical assistance.

■ Above all, these PPFs efforts funded by MDBs and other DFIs should strive to create significant and lasting local capacity improvements as at the end of the day, the projects are owned, managed and supervised by national and local governments in the developing and emerging countries.

Budgetary allocations still dominate

Notwithstanding these dedicated funding avenues through PDFs and PPFs, project preparation financing for infrastructure is dominated by government budgetary allocations to the GCAs.

Even in Africa, where many PPFs are active, 70-80% of project preparation funding still comes from government budgets.

Given the scale of spending on project preparation that occurs using this route, governments should pay attention to improve the efficacy and impact of budgetary spending by line departments on project preparation. Incorporating clear traceable budgetary line items can help create the foundation for consolidating, reporting and establishing a baseline on expenditure incurred on project preparation.

In South Africa, the Budget Facility for Infrastructure (BFI) was established to address weaknesses in project preparation and with the delivery of large infrastructure projects. The BFI serves as a financing facility that is fully integrated

into the national budget system. It provides specific information on the funds utilised towards project preparation and financing and ensures that fiscal resources are committed in a transparent manner.

More detailed guidance for governments on utilising each of the above financing sources for project preparation can be found in Chapter 3 of the Reference Tool.

Our next blog in the series will examine medium and long-term infrastructure planning and the importance of translating these plans into a prioritised projects pipeline.

Read our previous blog in the series on the importance of an effective enabling environment for project preparation here.

1] See 'Unleashing private capital for sustainable infrastructure greenfield projects' (Global Infrastructure Basel 2014), and 'Infrastructure Finance in the Developing World' (Global Green Growth Institute 2015).

The 1st quarter Public Private Partnership Units Consultative forum (3PUCF) meeting, a body which comprises of PPP unit heads across Ministries, Departments and Agencies of the Federal government took place on Thursday 14th March 2019 at the minister's conference room in the Ministry of health Abuja.

In his address at the event, Director General of the ICRC, Engr. Chidi Izuwah commended participants for their continuous efforts in developing the forum. He informed the forum that in line with the ease-of-doing-business initiative of the government, we have removed the requirement of presenting the OBC Compliance Certificates to the FEC as a requirement for proceeding to the PPP Procurement phase; without breaking the law. This has immensely improved the PPP delivery process by reducing the duration of the transaction, which has been a major complaint of many stakeholders.

Speaking further, he disclosed that the Commission intends to publish the 2019 eligible PPP projects, globally referred to as Pipeline of projects; as well as a list PPP project Opportunities. Stating that the Commission hopes to accomplish this in Q2 2019, he also enjoined all PPP units to ensure that they submit their list of PPP projects.

In her welcome address, the Permanent Secretary, Federal Ministry of Health,

1st QUARTER 3PUCF

The only thing that would redeem mankind is cooperation. - Bertrand Russell



Mr Abdullahi Mashi said that the country's health sector had an infrastructure gap of about 10 billion dollars (N3.06 trillion) a year.

Mashi, who was represented by Dr Omobolanle Olowu, the Head of Public Private Partnership (PPP) at the Ministry said that with the dwindling oil price which accounts for over 70 per cent of government's revenue, there was no way the government alone could finance the Infrastructure deficit in the health sector.

"The Current government policy places emphasis on the private sector driving developments within the health sector. This has created a favourable environment for PPPs and investment in health.

"The health sector has potentials for private investment and government hopes to establish private sector driven world class hospitals and diagnostic centres to reverse the direction of medical tourism to Nigeria.

To Change The Way You Are, Change The Way You See

Adam Brandenburger is the J.P. Valles Professor at the Stern School of Business, Distinguished Professor at the Tandon School of Engineering, and faculty director of the Shanghai Program on Creativity + Innovation at New York University.



The story of Velcro is well known. A Swiss engineer, George de Mestral, decided to look more closely at the burrs (seeds from plants) he found clinging to his clothing after a walk in the woods. He took out his microscope and saw that nature had designed hooks on the

burrs, which had then attached themselves to looped fibers in his clothing. The famous hook-and-loop alternative to the zipper, under the name Velcro, was born. (Today, there is a whole field, called biomimetics, devoted to imitating nature in order to solve human problems.)

Less well known, but equally deserving of fame, is the story

of Softsoap. An American entrepreneur, Robert Taylor, decided to look more closely at how bars of soap actually appeared once unwrapped and used in bathrooms. Zooming in on the soap dish in an otherwise spotless setting, he saw an unpleasant puddle of ooze. He decided that the answer was liquid soap dispensed in a beautiful pump dispenser, and this is how Softsoap, which changed the entire soap industry, was born.

Two brilliant entrepreneurs who looked at things differently. Whether through a microscope or a zoom lens, and whether literally or metaphorically, they took the key step of looking at the familiar in an unfamiliar way. The great French mathematician Blaise Pascal said: "Small minds are concerned with the extraordinary, great minds with the ordinary." It seems he had in mind something similar: Look at what is right in front of us, but look in a way that escapes most people.

There is a word for this activity: de-familiarization. Working in the early

But, along with thinking differently in order to come up with revolutionary new ideas or products, there is also seeing differently. Great creators, innovators, and entrepreneurs look at the world in ways that are different from how many of us look at things. This is why they see opportunities that other people miss.

"Think Different," said the famous 1997 Apple advertisement. Excellent advice, obviously, to all creators, innovators, and entrepreneurs.

twentieth century, a Russian literary theorist called Viktor Shklovsky pointed out how Tolstoy achieved heightened effect in his writing via techniques such as describing objects from a distorted perspective and refusing to use the customary names for objects, and by generally “making strange” (de-familiarizing) the otherwise familiar. Later, the great French director Jean-Luc Godard revolutionized cinema with his use of jump cuts in *Breathless*. Taken for granted today, this innovation must have seemed baffling to many people at the time. Up until then, great efforts had gone into creating a smooth continuous flow (“continuity”) on the screen. After all, a continuous flow is how we experience vision, thanks to the workings of our brains.

This is the familiar. But Godard decided to break up this flow to force us to step away from our usual assumptions and see his characters as, literally, jumpy and disconnected. Now, we sense the feelings of isolation experienced by his characters and also their efforts unsuccessful and tragic, in the end to connect with each other. Godard lifted the technique of de-familiarization from the page to the screen.

The examples of these great

artists give everyone entrepreneurs included some tips on how to stop seeing the world in the familiar way and start seeing it in unfamiliar and generative ways. When we look at the world, we should not just examine, but examine with a deliberately different perspective. Not just name what is around us, but come up with new names. Not just consider the whole, but break things up (or down) into pieces. These techniques can help us see our way to the new and the revolutionary, whether in the arts or in business.

Sherlock Holmes famously said once to Watson: “You see, but you do not observe. The distinction is clear.” More advice on how to break through the familiar and instead observe, truly observe, comes from psychologist and writer Maria Konnikova, in her book *Mastermind: How to Think Like Sherlock Holmes*. She writes: “To observe, you must learn to separate situation from interpretation, yourself from what you are seeing.” As a technique to improve our ability to operate this way, Konnikova suggests describing a situation of interest out loud or in writing to a companion. As she notes, Holmes used Watson in this way to talk through his observations when investigating a case, and, often, it was through this

exercise that key points in the case would become evident. This is another technique for aspiring artists and entrepreneurs and consulting detectives to try. Our brains are designed to stop us paying too much attention. This is well demonstrated by the optical illusion called Troxler fading (named after the nineteenth-century Swiss physician who discovered the effect). If presented with a steady image in the area of our peripheral vision, we actually stop seeing it after a while. This phenomenon the general neuroscientific term is habituation probably points to an efficient way in which the brain operates. Neurons stop firing once they have sufficient information about an unchanging stimulus. But this does not mean that habituating is always our friend.

We can think of the effort not just to think differently, but also to see differently, as a way of countering our built-in tendency to habituate, to sink in to the familiar way of seeing and experiencing. One way in which great artists, entrepreneurs, and creators of all kinds come up with the insights that enable them to change the world is that, very literally, they do not see the way most of us do. Their methods teach us that by seeing differently, we can end up seeing what no one else has yet seen. This is how the future is built.

WORKSHOPS TRAININGS SUMMITS CONFERENCES SYMPOSIUMS



ICC Adopts A School (Junior Secondary School Garki) 16th January 2019



Nigerian International Petroleum Summit 2019 27-30 January 2019



**Nigerian International
Petroleum Summit 2019**
27-30 January 2019



**Visit to DFID Infrastructure
Focal Person**
- 27th February 2019.



Courtesy Visit by Infrastructure Bank 27th February 2019



Courtesy Visit by Infrastructure Bank
27th February 2019



FBC Presentation For Gurara Project,
March 18 2019a



Discussion on Special Concession Account with the Minister of Finance 18th March 2019



Discussion on Special Concession Account with the Minister of Finance 18th March 2019



Issuance Of OBC Cert To Nigerian Police Force 12th February 2019



**Monitoring Visit to Abuja Premier
Medical Warehouse
25th February 2019**



**NADDC Center of Excellence Site Visit
27th February 2019**



**Presentation of FBC Certificate to the Minister of Defence Nigeria
28th February 2019**



**NAMEL Congratulatory visit to
DG 28th February 2019**





Celebrating the Beautiful Women of ICRC on International Women's Day, 8th March 2019

Presentation of FBC Certificate to the Minister of Defence Nigeria - 28th February 2019

This quarter, the Commission presented a number of OBC and FBC compliance certificates for various PPP projects including OBC compliance Certificate to the Nigerian Police Force for the Redevelopment of Senior Police Officers' Quarters at Ikeja GRA, Lagos; FBC certificate to the Ministry of Defence for the establishment of military and para-military clothing and accessories factory in Kaduna state by the Defence Industries Corporation of Nigeria (DICON), an FBC compliance certificate for Gurara hydro-power project and two OBC compliance certificates for Manya and Bawarku hydro power projects to the Ministry of Water

Resources and an FBC compliance certificate to the Federal Radio Corporation of Nigeria for the development of 10 hectares of land into a mixed facility.

The monitoring visits started in this quarter with the ICRC team inspecting the Independence Building in Marina, a project owned by the Federal Ministry of Trade & Investment through the Tafawa Balewa Square Management Board. It also visited the Marina Quayside Development Project which is owned by the Federal Ministry of Power, Works & Housing. Reports of these visits are covered in this edition of the bulletin.

OBCs GRANTED IN 2019			
1	Niger Delta Development Commission	Niger Delta Broadband Development Initiative (NDBDI) for a Region-Wide High-Speed Next Generation Broadband Infrastructure.	10 th January 2019
2	Federal Ministry of Interior (FMol)/ Nigerian Police Service (NPS)	The Development of National Public Security Communication System (NPSCS) (Certificate Revalidation)	14th January 2019
3	Nigeria Communications Commission (NCC)	Finance, Build, Operate and Transfer (FBOT) a Telecommunications Single International Gateway (igw)	21 st January 2019
4	Nigeria Police Force (NPF)	re-development of the Senior Police Officers 'Quarters at Ikeja GRA, Lagos	21st January 2019
5	Federal Ministry of Water Resources (FMWR)	182 Bawarku Hydro Power Project Benue State	18 th March 2019
6	Federal Ministry of Water Resources (FMWR)	136 Manya Hydro Power Project Taraba State	18 th March 2019

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Health & Wellbeing



Information and Public Health advice: heat and health

Protecting health from rising temperatures and extreme heat

Key facts

- Population exposure to heat is increasing due to climate change, and this trend will continue. Globally, extreme temperature events are observed to be increasing in their frequency, duration, and magnitude. Between 2000 and 2016, the number of people exposed to heat waves increased by around 125 million. In 2015 alone, 175 million additional people were exposed to heat waves compared to average years.
- Single events can last weeks, occur

consecutively, and result in significant excess mortality. In 2003, 70,000 people in Europe died as a result of the June-August event, in 2010, 56,000 excess deaths occurred during a 44-day heat wave in the Russian Federation.

- Exposure to excessive heat has wide ranging physiological impacts for all humans, often amplifying existing conditions and resulting in premature death and disability.
- The negative health impacts of heat are predictable and largely preventable with specific public health actions. WHO has issued public health guidance for the general public and medical professionals on coping with extreme heat.

Overview

Global temperatures and the frequency and intensity of heatwaves will rise in the 21st century as a result of climate change. Extended periods of high day and nighttime temperatures create cumulative physiological stress on the human body which exacerbates the top causes of death globally, including respiratory and cardiovascular diseases, diabetes mellitus and renal disease.

Heatwaves can acutely impact large populations for short periods of time often trigger public health emergencies and result in excess mortality, and cascading socioeconomic impacts (e.g. lost work capacity and labor productivity). They can

Health & Wellbeing

manual workers, athletes, and the poor. Gender can play an important role in determining heat exposure.

How does heat impact health?

Heat gain in the human body can be caused by a combination of external heat from the environment and internal body heat generated from metabolic processes.

Rapid rises in heat gain due to exposure to hotter than average conditions compromises the body's ability to regulate temperature and can result in a cascade of illnesses, including heat cramps, heat exhaustion, heatstroke, and

Multiple vulnerabilities increase the risk of health impacts:



also cause loss of health service delivery capacity, where power-shortages which often accompany heatwaves disrupt health facilities, transport, and water infrastructure.

Awareness remains insufficient of the health risks posed by heatwaves and prolonged exposure to increased temperatures. Health professionals must adjust their planning and interventions to account for increasing temperatures and heatwaves. Practical, feasible, and often low-cost interventions at the individual, community, organizational, governmental and societal levels, can save lives.

Who is affected?

Rising global ambient temperatures affect all populations. However, some populations are more exposed to, more or physiologically or socio-economically vulnerable to physiological stress, exacerbated illness, and an increased risk of death from exposure to excess heat.

These include the elderly, infants and children, pregnant women, outdoor and

hyperthermia. Deaths and hospitalizations from heat can occur extremely rapidly (same day), or have a lagged effect (several days later) and result in accelerating death or illness in the already frail, particularly observed in the first days of heatwaves. Even small differences from seasonal average temperatures are associated with increased illness and death. Temperature extremes can also worsen chronic conditions, including cardiovascular, respiratory, and cerebrovascular disease and diabetes-related conditions.

Heat also has important indirect health effects. Heat conditions can alter human behavior, the transmission of diseases, health service delivery, air quality, and critical social infrastructure such as energy, transport, and water. The scale and nature of the health impacts of heat depend on the timing, intensity and duration of a temperature event, the level of acclimatization, and the adaptability of the local population, infrastructure and institutions to the prevailing climate.

The precise threshold at which temperature

represents a hazardous condition varies by region, other factors such as humidity and wind, local levels of human acclimatization and preparedness for heat conditions.

What actions should the public take?

Keep your home cool

■ Aim to keep your living space cool. Check the room temperature between 08:00 and 10:00, at 13:00 and at night after 22:00. Ideally, the room temperature should be kept below 32 °C during the day and 24 °C during the night. This is especially important for infants or people who are over 60 years of age or have chronic health conditions.

■ Use the night air to cool down your home. Open all windows and shutters during the night and the early morning, when the outside temperature is lower (if safe to do so).

■ Reduce the heat load inside the apartment or house. Close windows and shutters (if available) especially those facing the sun during the day. Turn off artificial lighting and as many electrical devices as possible.

■ Hang shades, draperies, awnings or louvers on windows that receive morning or afternoon sun.

■ Hang wet towels to cool down the room air. Note that the humidity of the air increases at the same time.

■ If your residence is air conditioned, close the doors and windows and conserve electricity not needed to keep you cool, to ensure that power remains available and reduce the chance of a community-wide outage.

■ Electric fans may provide relief, but when the temperature is above 35 °C, may not prevent heat-related illness. It is important to drink fluids.

Keep out of the heat

■ Move to the coolest room in the home, especially at night.

■ If it is not possible to keep your home cool, spend 23 hours of the day in a cool place (such as an air-conditioned public building).

■ Avoid going outside during the hottest time of the day.

■ Avoid strenuous physical activity if you can. If you must do strenuous activity, do it during the coolest part of the day, which is

usually in the morning between 4:00 and 7:00.

■ Stay in the shade.

■ Do not leave children or animals in parked vehicles.

Keep the body cool and hydrated

■ Take cool showers or baths. Alternatives include cold packs and wraps, towels, sponging, foot baths, etc.

■ Wear light, loose-fitting clothes of natural materials. If you go outside, wear a wide-brimmed hat or cap and sunglasses.

■ Use light bed linen and sheets, and no cushions, to avoid heat accumulation.

■ Drink regularly, but avoid alcohol and too much caffeine and sugar.

■ Eat small meals and eat more often. Avoid foods that are high in protein.

Help others

■ Plan to check on family, friends, and neighbours who spend much of their time alone. Vulnerable people might need assistance on hot days.

■ Discuss extreme heat-waves with your family. Everyone should know what to do in the places where they spend time.

■ If anyone you know is at risk, help him or her to get advice and support. Elderly or sick people living alone should be visited at least daily.

■ If a person is taking medication, ask the treating doctor how it can influence thermo-



regulation and the fluid balance.

■ Get training. Take a first-aid course to learn how to treat heat emergencies and other emergencies. Everyone should know how to respond.

If you have health problem

■ Keep medicines below 25 °C or in the

refrigerator (read the storage instructions on the packaging).

- Seek medical advice if you are suffering from a chronic medical condition or taking multiple medications.

If you or others feel unwell

- Try to get help if you feel dizzy, weak, anxious or have intense thirst and headache; move to a cool place as soon as possible and measure your body temperature.

- Drink some water or fruit juice to rehydrate.

- Rest immediately in a cool place if you have painful muscular spasms (particularly in the legs, arms or abdomen, in many cases after sustained exercise during very hot weather), and drink oral rehydration solutions containing electrolytes. Medical attention is needed if heat cramps last more

than one hour.

Consult your doctor if you feel unusual symptoms or if symptoms persist.

If one of your family members or people you assist presents hot dry skin and delirium, convulsions and/or unconsciousness, call a doctor/ambulance immediately. While waiting for help, move the person to a cool place, put him or her in a horizontal position and elevate legs and hips, remove clothing and initiate external cooling, for example, by placing cold packs on the neck, axillae and groin, fanning continuously and spraying the skin with water at 25-30 °C.

Measure the body temperature. Do not give acetylsalicylic acid or paracetamol. Position an unconscious person on his or her side.

<https://www.who.int/globalchange/publications/heat-and-health/en/>

Lighter



Note

An **Old man** had **8 hair** on his head.

He went to a Barber shop.

Barber in anger asked:

shall I cut or count ?

Old man smiled and said:

"Colour it!"

LIFE is to enjoy with whatever

you have with you,



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**

Editor-in-Chief: Mrs. Manji Yarling

Editor: Mrs. Peace Douglas



ICRC Strategic Objective

To mobilize and accelerate private investments in national infrastructure by enabling the Federal Government of Nigeria through her Ministries, Departments, and Agencies (MDAs) to establish and implement effective Public Private Partnerships (PPPs).