HIGH LEVEL INAUGURAL CONFERENCE
PUBLIC PRIVATE PARTNERSHIP
Africa’s Next Big Thing

September 16-18
Kampala Serena Hotel, Uganda

Infrastructural Transformation for Nigeria – The PPP Imperative

PRESENTED BY:
DIRECTOR GENERAL/ CEO
INFRASTRUCTURE CONCESSION
REGULATORY COMMISSION

Organised by:

In partnership with:
Infrastructure Possibilities

AMERICA HAS GOOD ROADS, NOT BECAUSE AMERICA IS RICH, BUT AMERICA IS RICH BECAUSE IT HAS GOOD ROADS - John F Kennedy Former US President.

The implication of this quote from the 60s is an eternal economic truism. No country can become economically buoyant without good infrastructure especially a good road network.
Finance is not the problem?

Today, the world invests $2.5 trillion annually in transport, power, water, and telecom.

How can the world bridge its infrastructure gap?

The world needs to invest $3.3 trillion annually just to meet growth forecasts to 2030.

Find a way to attract the $120,000,000,000,000 under management by banks and institutional investors to infrastructure finance through...

- A better pipeline of well-developed projects
- Changes to regulation and risk mitigation
- Market facilitation and standardization
- Solid cross-border investment principles
Presentation Outline

- INTRODUCING NIGERIA
- THE INFRASTRUCTURE DEFICIT CHALLENGE
- WHY INVEST IN THE NIGERIAN PPP MARKET?
- PPP PROCUREMENT IN NIGERIA
- SELECT PPP PROJECT PIPELINE DRIVEN BY ICRC
- SELECT PPP OPPORTUNITIES
Introducing Nigeria
Nigeria

Potential Hub for:
- Global Finance
- Global Shipping
- ICT
- Aviation
- Etc.
Africa’s Most Formidable CV - Past and Present

- Largest Economy in Africa, Over Half a Trillion GDP
- First TV Broadcast in Africa
- Mandela hid in Nigeria for 6 months to escape the Apartheid Regime
- Previous longest Bridge in Africa (11.8 Kms) - Egypt now
- Largest Black Country in the World - circa 200 Million
- Largest Entrepreneurial Population in Africa, Large Mobile Phone User Base
- Third Largest Movie Industry in the World - Now 2nd
- Diversifying Economy With Growing Non Oil Sector - 51% Services, Agric 22%, Industry 26%, Oil 15%
- Richest Man in Africa - Aliko Dangote
- Leading Destination for Investment in Africa - UNCTAD
- IF YOU ARE NOT IN NIGERIA, YOU ARE NOT IN AFRICA
Nigeria PPP Journey

• As at 8th July, 2019, there are 69 post-contract PPP projects under implementation at the ICRC Projects Disclosure Portal (www.ppp.icrc.gov.ng or www.icrc.gov.ng). The portal is the first disclosure portal in the world, established in collaboration with the World Bank.

• As at July, 2019, there are 138 pre-contract projects at Development and Procurement phases at the ICRC website (www.icrc.gov.ng).

• Between 2010 and 2018, under the regulatory guidance of the ICRC, the Nigerian Government has approved PPP projects worth almost USD8 Billion.
Screen shot of the Disclosure Portal
MMA2 Airport and Ports Concession
Garki Hospital Abuja
Three Large Hydro Power Plants
PPP Recent Accomplishments

1. Lekki Deepwater Port Flag Off
2. FMWPH Rooftop Solar PPP
3. Warehouse in a Box Medical Stores
4. NIWA Onitsha River Port
5. Ibom Deepwater Port Close to Commercial Close
6. PPP Portals for MSME, CRFN
7. Gurara 0 & M
8. Silos
9. AKK Pipeline and Central Railway Line Expansion
10. Farm Mechanization PPP
11. Ecowas Biometric Card
Infrastructure Deficit Challenge
The Infrastructure Deficit Challenge

- Capital investments in infrastructure have been widely recognized as a veritable route for engendering sustainable economic development and inclusive growth.

- Linkages between economic growth/sustainability and infrastructure development, are validated by the observation that “developed economies typically record core infrastructure stock value of about 70% of GDP (roads, rail, ports, airports, power, water, ICT), with power and transportation accounting for at least 50% of total volume.

- In contrast to international benchmarks, Nigeria’s core infrastructure stock is estimated at about 20% to 25% of GDP, for which the National Integrated Infrastructure Master Plan (“NIIMP”) estimates that about USD33 - 35 billion is required annually over the next 5 years to sustain robust economic growth, in the near term, and USD3 trillion is needed over 30 years.

- With fiscal and budgetary funding constraints plaguing governments at all levels, the cold reality is that private participation in infrastructure is an economic necessity, rather than an optional financing solution, as hitherto considered.
Projected 30-year Investments by Sector...

**Energy**
- $1 trillion i.e. 33% of total
- Increase generation and transmission capacity
- Construct gas infrastructure
- Increase refining capacity

**ICT**
- $325 billion i.e. 11% of total
- Expand mobile network capacity and coverage area
- Expand broadband fibre optic network capacity & coverage

**Transport**
- $775 billion i.e. 254% of total
- Rehabilitate & expand national and regional road networks
- Rehabilitate rail links, upgrade main airports and develop inland waterways

**Housing and Regional Dev.**
- $350 billion i.e. 11% of total
- Increase the number of housing units to close current deficit (16 million units deficit)
- Develop urban infrastructure

**Agriculture, Water and Mining**
- $400 billion i.e. 13% of total
- Develop water supply and irrigation networks
- Develop crop processing zones
- Build basic mining infrastructure

**Social infrastructure**
- $150 billion i.e. 5% of total
- Construction of facilities for education, hospitals, women and youth development and sports centres
Funding Deficit for Infrastructure

**Required Investments**

$33 billion p.a. investments required over the next 5 years

**Funding deficit**

$23 billion p.a.

i.e.

$100 billion (5yrs)

**Current Investments**

$10 billion p.a. current Govt. investments in infrastructure

**Government Funding Options**

<table>
<thead>
<tr>
<th>On-budget Funding</th>
<th>Off-budget Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primarily from government revenue.</td>
<td>Govt. assumes some financial commitments as is the case with Special</td>
</tr>
<tr>
<td>Includes: Budgetary Allocation, Enhanced</td>
<td>Intervention Funds, Bonds,</td>
</tr>
<tr>
<td>Statutory Allocation, Viability Gap Funding</td>
<td>Low-interest concessional loans, Financing from aid and donor</td>
</tr>
<tr>
<td></td>
<td>agencies</td>
</tr>
</tbody>
</table>

**Private Sector Funding Options**

Funding is sourced through means that may require minimal or no government contribution. Includes: PPPs, Pension Fund, Long Term Commercial Bonds (Capital Markets), Multilateral Agencies, Export Credit Finance, Private Equity, Infrastructure Funds.
Why Invest in the Nigerian PPP Market?
10 Reasons to Invest in Nigeria

1. Political and Economic Stability
2. Abundant Natural Resources and Very Skilled Human Resources.
3. Continuous Business Environment Improvement
4. Policy Thrust - Private Sector Led Growth.
5. Competitive and Comparative Advantage
7. Favourable Demographics Leading to cost effective workforce
10. Rule of law anchored on good governance, transparency, accountability
Investment Climate

- Arguably the largest economy in Africa both in GDP, the Nigerian Economy holds a special attraction for leading investors from across the globe. With the fourth largest return on investment in the world, GDP size of $510B, and the highest destination for Foreign Direct Investment (FDI) in Africa.

- Nigeria is fantastically located in the Gulf of Guinea with direct freight access to North America, South America, Europe, and Asia. Nigeria will be suitable as the production hub to access the developed markets of North America and Europe with a combined GDP of over US$43 trillion.
Demographics

- Nigeria is also the most populous country in Africa with approximately 200 million people (estimated to be 480 million by 2050) most of which is a youthful population - over 36% are between the ages of 15-35 years.
PPP Enabling Environment Support Initiatives

- Nigeria Integrated Infrastructure Masterplan/ERGP
- Presidential Infrastructure Development Fund
- Ease of Doing Business (Accelerated PPP Procurement Process)
  - RfQ/RfP
  - Single Cabinet Approval
- Annuity PPPs
- Nigerian Sovereign Investment Authority (NSIA) and Third Party Infrastructure Guarantee Fund (InfraCredit)
- Amendment of ICRC Act
- PPP Units in MDAs
- Governance Documents - Ideck of India
- Federal Roads and Bridges Tolling Policy
- Standardization Efforts (Business Case, Contracts etc)
Leadership Commitment and Political Will

“…..We also have a huge infrastructure deficit for which we require foreign capital and expertise to supplement whatever resources we can marshal at home. In essence, we seek public private partnerships in our quest for enhanced capital and expertise.”

Excerpts of Speech of President Muhammadu Buhari On August 23, 2015

...the Administration will encourage Public-Private Partnerships ensuring a transparent framework that reduces bottlenecks in doing business.

Excerpts of speech of His Excellency Vice President Yemi Osinbajo AT 10th Year Anniversary Lecture of Crescent University, Abeokuta, Ogun State June 11, 2016
PPP Procurement in Nigeria
PPP represents a balance between state ownership and privatisation as indicated below:

- **Conventional Procurement**: BPP
  - Procurement of assets by the public sector using conventional funding
  - Design build, finance & transfer (DBFT)
  - Build, operate and transfer (BOT)
  - Build, operate and own (BOO)
  - Design build, finance & operate (DBFO)

- **Public Private Partnership**: ICRC
  - Publicly regulated but privately owned in perpetuity

- **Privatisation**: BPE
  - Publicly regulated but privately owned in perpetuity

Source: Adapted from KPMG, KLegal
Definition of PPP

A Public-Private Partnership is a **contractual agreement** between a **public agency** (federal, state or local) and a **private sector entity**. Through this agreement, the **skills and assets** of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, **each party shares in the risks and rewards** potential in the delivery of the service and/or facility (Nat. Council on PPP USA)

The goal is to combine the best capabilities of the public and private sectors for mutual benefit.
7 Essential Conditions That Define Public Private Partnerships

- **Arrangement:** Between public & private
- **Provision:** Of services for public benefit by private partner
- **Investments:** In and/or management of public assets by private partner
- **Time Period:** For a specified time
- **Risk Sharing:** Optimally between contracting parties
- **Standards:** Focus on quality of service / performance
- **Payments:** Linked to performance

Source: IDECK India
PPP LIFECYCLE in line with National Policy

**Development Phase**
- Transaction Adviser
- Needs Analysis
- PPP Options Appraisal
- Value for Money
- Affordability
- Sustainability
- Prelim Risk Matrix
- Viability/Bankability
- VGF
- OBC
- OBC Certification by ICRC

**Procurement Phase**
- Transaction Adviser
- EoI/RFQ Phase AND RFP
- Bidding
- Bidders Conference
- Bid Evaluation
- Value for Money Test
- Preferred Bidder
- Full Business Case
- Approval by Federal Executive Council

**Implementation Phase**
- Independent Engineer
- Monitor Design and Construction
- Commissioning Test
- Verify Output Requirements
- Contract Management

**Preliminaries**
- Project Identification
- Project Prioritization
- Project Selection

PREPARING AND IMPLEMENTING EFFICIENT AND EFFECTIVE PPP TRANSACTIONS
PPP Framework Nigeria

Common Law Jurisdiction - Framework Precedes the ICRC Act

The Infrastructure Concession Regulatory Commission Act (Establishment Etc,) Act 2005.

National Policy on PPP (N4P)

Regulations, Guidelines and Circulars.
Key PPP Stakeholders & their Role

**ICRC’s STATUTORY RESPONSIBILITIES**

- Facilitate, Regulate and assist MDAs Develop Bankable PPP Projects
- Issue Policy, Guidelines, Regulation, and Capacity Building
- Evaluate Bankability of PPP Projects
- Assess and Evaluate VFM and Risk Management Regime
- Develop a Robust PPP Market
- Take Custody and Ensure Compliance with Terms and Conditions of PPP Agreements

**WHAT OWNER MDA’s DO SUBJECT TO ICRC’S, REGULATION & FEC APPROVAL**

- Project Initiation and Development
- Project Approval
- Determine Output Requirements
- Contract Execution
Select PPP Projects Driven by ICRC
Deep-Water Ports
IBOM Deep Water Port

- **Project Description:**
  - The Ibom Deep Sea Port (IDSP) project involves the development of a Greenfield Deepsea Port and accompanying Free Trade Zone (FTZ) in Akwa Ibom State in the South-South geopolitical zone of Nigeria. The proposed Port and FTZ are part of the proposed Ibom Industrial City initiative that will be established on a 14,400 hectare site donated by the Akwa Ibom State Government (AKSG) at no value.

- **Project Cost:** US$2billion

- **Project Status:**
  - Bollore Africa Logistics-PowerChina Consortium emerged as preferred bidder.
  - The Commission has issued Full Business Compliance (FBC) certificate

- **Next Step:**
  - Federal Executive Council (FEC) Approval
  - Commercial Close
  - Financial close
Lekki Deep Water Port

• **Project Description:**
  The Port is within Lagos Free Trade Zone and is 60km east of Lagos. It covers an area of 90 hectares with plan for expansion up to 120 hectares is a multi-purpose facility for dry/liquid bulk and container operations, the characteristics of which are as follows:
  - 1500m Length of main breakwater
  - 1575m Length of main quay
  - Length of channel to the port is 7.4Km.
  - Final width of the channel leading to the port - 200m

• **Next Step:**
  Financial Close
Enyimba Economic City
National Carrier (Nigeria Air)
• **Project Description:**
  - The FGN intends to establish a National Carrier for the country through a PPP arrangement.

• **Project Status:**
  - The official Name (Nigeria Air) and Logo were unveiled with an Investor Teaser at Farnborough Air show on 18th July 2018

• **Next Step:**
  - Procurement process for the selection of suitable investor
Establishment of an Aviation Leasing Company (ALC)
• **Project Description:**
  The FGN intends to establish an ALC for the leasing of aircrafts to operators in the country and the continent as none exist in Africa at the moment.

• **Project Status:**
  - Catamaran Consortium has been procured as Transaction Advisers (TAs).
  - Outline Business Case (OBC) has been submitted and Reviewed. (8th March, 2018)
  - International RFQ/RFP Process

• **Next Step:**
  - Procurement process for the selection of concessionaire very advanced.
Development of a Maintenance, Repairs And Overhaul

- **Project Description:**
  - The FGN intends to establish an MRO facility for aircraft maintenance, inspections and supply of parts to the aviation sector on PPP basis

- **Project Status:**
  - Catamaran Consortium has been procured as Transaction Advisers (TAs).
  - Outline Business Case (OBC) has been submitted and Reviewed. (8th March, 2018)
  - RFQ/RFP Procurement in process

- **Next Step:**
  - Selection of concessionaire.
Concession of Four (4) International Airport
Concession of Abuja International Airport

- **Project Description:**
  - The FGN proposed to concession the Abuja International airport as part of aviation sector reform programme

- **Project Status:**
  - The Commission received Outline Business Case (OBC) report and has been reviewed

- **Next Step:**
  - Review and issuance the OBC Certificate.
Concession of Lagos International Airport

- **Project Description:**
  - The FGN proposed to concession the Lagos International airport as part of aviation sector reform programme

- **Project Status:**
  - The Commission received Outline Business Case (OBC) report and has been reviewed

- **Next Step:**
  - Issuance the OBC Certificate.
Concession of Kano International Airport

- **Project Description:**
  - The FGN proposed to concession the Kano International airport as part of aviation sector reform programme

- **Project Status:**
  - The Commission received Outline Business Case (OBC) report and has been reviewed

- **Next Step:**
  - Issuance the OBC Certificate.
Concession of Port Harcourt International Airport

• **Project Description:**
  - The FGN proposed to concession the Port Harcourt International airport as part of aviation sector reform programme

• **Project Status:**
  - The Commission received Outline Business Case (OBC) report and has been reviewed

• **Next Step:**
  - Issuance the OBC Certificate.
Concession of Onitsha River Port

- **Project Description:**
  - This project will serve as a pilot scheme for concession of other River ports under PPP arrangements namely: Onitsha, Lokoja, Baro and Oguta River Ports. Onitsha River Port located in Anambra State is being funded under the IDA Credit.

- **Project Status:**
  - Negotiations with preferred bidder (Universal Elysium) ongoing

- **Next Step:**
  - Conclusion of negotiation process
  - Preparation of Full Business Case (FBC), issuance of compliance certificate and approval by FEC
  - Commercial close and achieving Financial close
Lolo Dry Port

- **Project Description:**
  - As part of inter-model transport system, the NSC intends to develop Inland Container Depots (ICD) / Container Freight Stations (CFS) across the country to provide port services to hinterland shippers with a view to ease free flow of import and export cargoes. Lolo Depot was one of them.

- **Project Status:**
  - Deltatlantic Nigeria Limited emerged as the preferred concessionaire after Swiss Challenge process.

- **Next Step:**
  - Conclusion of negotiation process
  - Preparation of Full Business Case (FBC), issuance of compliance certificate and approval by FEC
  - Commercial close and achieving Financial close
Ibadan Dry Port

- **Project Description:**
  - The Nigerian Shippers’ Council (NSC) in pursuit of its function of facilitating trade and protection of cargo interest in all transport modes and its mandate as the economic port regulator is promoting the development of the proposed Ibadan Inland Dry Port project under the best possible PPP model. The project site is approximately 90 Hectares of land located at Olorisa-Oko on the Iseyin-Ibadan road corridor. The nearly 875 KM Standard gauge railway line currently under construction is in its planned alignment. The IDP will have a modular design with Annual Capacity for 40,000 TEUs.

- **Project Status:**
  - The project is now at procurement phase for the selection of preferred concessionaire through Swiss Challenge competitive process and will be followed by contract negotiations and preparation of a Full Business Case (FBC) report for submission to ICRC for review and certification.

- **Next Step:**
  - Conclusion of negotiation process
  - Preparation of Full Business Case (FBC), issuance of compliance certificate and approval by FEC
  - Commercial close and achieving Financial close
Narrow Gauge Rail Concession

- **Project Description:**
The Nigerian Railway Corporation (NRC) sought to grant a concession of the Eastern (Port Harcourt to Maiduguri) and Western (Lagos to Kano) railway lines in the country.
Grain Silos
Geographical Locations of Silos
### Silo Complexes

<table>
<thead>
<tr>
<th>Silo Location</th>
<th>State</th>
<th>Size (MT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ado-Ekiti</td>
<td>Ekiti</td>
<td>100,000</td>
</tr>
<tr>
<td>Akure</td>
<td>Ondo</td>
<td>25,000</td>
</tr>
<tr>
<td>Bauchi</td>
<td>Bauchi</td>
<td>25,000</td>
</tr>
<tr>
<td>Birnin Kebbi</td>
<td>Kebbi</td>
<td>100,000</td>
</tr>
<tr>
<td>Ezillo</td>
<td>Ebonyi</td>
<td>25,000</td>
</tr>
<tr>
<td>Gaya</td>
<td>Kano</td>
<td>25,000</td>
</tr>
<tr>
<td>Gombe</td>
<td>Gombe</td>
<td>25,000</td>
</tr>
<tr>
<td>Ibadan</td>
<td>Oyo</td>
<td>25,000</td>
</tr>
<tr>
<td>Igbariam</td>
<td>Anambra</td>
<td>25,000</td>
</tr>
<tr>
<td>Ikenne</td>
<td>Ogun</td>
<td>25,000</td>
</tr>
<tr>
<td>Ilorin</td>
<td>Kwara</td>
<td>25,000</td>
</tr>
<tr>
<td>Irua</td>
<td>Edo</td>
<td>25,000</td>
</tr>
</tbody>
</table>

### Agro-processing Facilities

<table>
<thead>
<tr>
<th>Silo Location</th>
<th>State</th>
<th>Size (MT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akure</td>
<td>Ondo</td>
<td>18MT/hr</td>
</tr>
<tr>
<td>Gombe</td>
<td>Gombe</td>
<td>18MT/hr</td>
</tr>
<tr>
<td>Ibadan</td>
<td>Oyo</td>
<td>18MT/hr</td>
</tr>
<tr>
<td>Ilorin</td>
<td>Kwara</td>
<td>18MT/hr</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Silo Location</th>
<th>State</th>
<th>Size (MT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jahun</td>
<td>Jigawa</td>
<td>25,000</td>
</tr>
<tr>
<td>Jalingo</td>
<td>Adamawa</td>
<td>25,000</td>
</tr>
<tr>
<td>Jos</td>
<td>Plateau</td>
<td>25,000</td>
</tr>
<tr>
<td>Kaduna</td>
<td>Kaduna</td>
<td>25,000</td>
</tr>
<tr>
<td>Kwali</td>
<td>FCT</td>
<td>100,000</td>
</tr>
<tr>
<td>Lafiagi</td>
<td>Kwara</td>
<td>11,000</td>
</tr>
<tr>
<td>Makurdi</td>
<td>Benue</td>
<td>25,000</td>
</tr>
<tr>
<td>Minna</td>
<td>Niger</td>
<td>25,000</td>
</tr>
<tr>
<td>Ogoja</td>
<td>Cross-River</td>
<td>25,000</td>
</tr>
<tr>
<td>Okigwe</td>
<td>Imo</td>
<td>100,000</td>
</tr>
<tr>
<td>Sokoto</td>
<td>Sokoto</td>
<td>25,000</td>
</tr>
<tr>
<td>Uyo</td>
<td>Akwa-Ibom</td>
<td>25,000</td>
</tr>
</tbody>
</table>
Transaction Dynamics

- **RATIONALE**: The combined storage capacity of the Ministry’s 33 Silo Complexes is about 1,360,000MT. This would require enormous funds for stocking (about N93 billion).

- **PPP NEEDS ANALYSIS**: O&M cost for 33 silos was challenging for government.

- **CONCESSION PERIOD**: 10 years

- **GRANTOR**: FMARD

- **TRANSACTION ADVISERS**: Lions Head Group Partners as the TA.
Medical Equipment Scheme (MES)
Project Description

MES arrangements involve a long-term solution that is designed to provide health facilities with sustainable access to health infrastructure at a pre-agreed fee. It offers possibilities for promoting improved healthcare for sustainable development, by ensuring that public hospitals have access to modern health infrastructure, equipment and/or services over an agreed period of time, with the government making regular payments based on agreed performance parameters.

Instead of the huge capital outlays that would otherwise be required for instance in building or equipping hospitals, MES arrangements offer public entities an opportunity to spread the cost over the contract period, thereby allowing for sustainable budgeting over long periods of time.

The features of MES arrangements can be tailored to suit the needs of a specific region or health facility, and can involve provision of physical infrastructure, delivery of equipment, installation, service, maintenance, provision of clinical services, training of existing healthcare personnel, procurement, consulting, e.t.c.

Project Status

MES Stakeholders Committee, Led by the DG, ICRC constituted a sub-Committee headed by Director, PPP/Diaspora Unit, FMoH to develop a Framework for the Implementation of the MES PPP Project.

Next Steps

ICRC is accelerating guidelines and The Sub-Committee is to submit its report to the Stakeholders for onward presentation to the Federal Executive Council (FEC) for approval.
Federal Tertiary Hospital

Project: 3rd Phase rehabilitation, financing and Equipping Teaching Hospitals across Nigeria

Description: The project seeks to upgrade the Teaching Hospitals across Nigeria by rehabilitating the entire facility, providing modern medical equipment, and generally improving access to qualitative healthcare in Nigeria.

- **Status:** OBC under review
- **Next Steps:** Issuance of OBC Compliance Certificate
The Athletes Hostel, Abuja
• **Project Description**

  Uncompleted as part of Abuja Stadium Complex. It has 200 bedrooms, reception lounge with offices, shops, kitchen, restaurant, banquet hall, water pools and fountains, provision of 2 numbers lifts shafts and other facilities at various stages of development.

• **Next Steps**

  Selection of TA will then commence work
National Stadium, Lagos
PPP Project Pipeline Dashboard

SOLICITED PPP PROJECT PIPELINE
8 Under Procurement and 11 under Development Phase in different Stages

<table>
<thead>
<tr>
<th>IDENTIFICATION</th>
<th>DEVELOPMENT AND PREPARATION</th>
<th>PROCUREMENT</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal /Screening</td>
<td>Procurement Of Tk</td>
<td>Request for Qualifications (RfQ)</td>
<td>Full Business Case (FBC)</td>
</tr>
<tr>
<td>Concept Note</td>
<td>Concept Business Case (CBC)</td>
<td>Request for Proposal (RfP)</td>
<td>Preferred Bidder Negotiation</td>
</tr>
<tr>
<td>1. NRC Narrow Gauge Rail Concession</td>
<td>1. Managed Equipment PPPs for Radiology Diagnostics</td>
<td>1. Lagos Airport Concession</td>
<td>1. Loko Dry Port</td>
</tr>
<tr>
<td>5. Staple Crop</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Road PPP Opportunities

1. 2nd Niger Bridge
2. Lagos Ibadan Expressway
3. Rehabilitation and upgrade of 368 Km Shagamu-Benin-Asaba Expressway
4. Reconstruction and Upgrade of Abuja - Kaduna - Kano Dual Carriage Road
5. Reconstruction and Full Dualization of Ibadan - Ilorin - Tegina - Kaduna Highway
6. Reconstruction and Upgrade of Enugu to Port Harcourt Expressway
7. Reconstruction and Upgrade of East West Road
8. Reconstruction and Upgrade of Aba-Ikot Ekpene - Calabar
Ports & ICD Opportunities

- Bakassi Deepwater Ports
- Badagry Deep Sea Port
- Asaba Container Freight Station (CFS), Delta State
- Nnewi Inland Container Depot, Anambra State
- Gombe CFS, Gombe State
- Dagbolu Inland Container Depot, Osun State
Rail Pipelines & FCT Opportunities

- New Standard Gauge Lines
- Abuja Light Rail Lots 1A and 3
- NNPC Pipeline and Depot System
Why Infrastructure?- Creative Anger

I’ve no patience for underdevelopment - AfDB President, Dr. Akin Adesina
Beg, borrow, steal, Africa needs to build infrastructure.

— Sunil Bharti Mittal —

Africa needs infrastructure developments that will leapfrog the industrial mistakes of the past.
Mayor of Bogota
Thank You

Infrastructure Concession Regulatory Commission
Email: info@icrc.gov.ng
Website: www.icrc.gov.ng