



4th Quarter 2019

# ICRC Bulletin



# ICRC

Models Integration of *Gender*  
in Nigeria's Public-Private  
Partnerships Infrastructure  
Delivery

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# Message from the *Editor-in-Chief*

Dear Reader,

**T**he ICRC  
Bulletin  
Editorial

Team is pleased to  
present the last

quarter edition for the year 2019.

This edition primarily covers subjects that emphasise the role and importance of gender consideration in the development and delivery of infrastructure not just in Nigeria but globally.

Our feature story is on “Integration of Gender in Nigeria’s Public-Private Partnerships (PPP) Infrastructure Delivery”. It presents highlights of a major event hosted by the ICRC and sponsored by the Australia awards grant, titled “Strengthening Women’s Involvement in Public Private Partnerships” (SWIP3). SWIP3 was aimed at revolutionising the integration and administration of infrastructure development through the elimination of gender disparities in infrastructure development and access.

Another article in this edition emphasises the importance of “Promoting gender inclusive PPP”. The write up notes that for a PPP project to be successfully gender sensitive, inclusive and friendly, women ought to be actively involved from project inception till the last stage of the PPP lifecycle.

Our knowledge management article is dubbed, **“This International Women’s Day: let’s design infrastructure better”**. The write-up

notes that “women can become game-changers when included in the entire infrastructure value chain, including consumption, planning, development, sale, maintenance, and financing”.

The Commission hosted two other major and successful events during the quarter.

One is the Nigeria-South Africa Road Transport Infrastructure and PPP Collaboration Initiative in conjunction with OHSCE, FERMA, DBSA & Sanral. The event was done with the intention to produce and support a West African focused regional transport and logistics infrastructure development program.

The second event was the Joint Meeting of the Nigeria Public Private Partnerships Network (NPPPN) and the PPP Units Consultative Forum hosted in collaboration with the Africa Export and Import Bank (Afreximbank) and the PAC Capital Limited. It was a project preparation financing workshop.

Towards the end of the last quarter, there was an Lassa fever outbreak in Nigeria. The editorial team therefore chose to discuss the causes, symptoms, cure, prevention, etc of Lassa fever.

We hope you will enjoy reading this edition.

**Manji Yarling**  
*Editor-in-Chief*



# Director General's Desk

Let me use this auspicious opportunity to appreciate both the internal and external stakeholders of the Commission for their support to PPP development in the year 2019. The remarkable achievements recorded in the course of the year would have been impossible without the unparalleled commitment demonstrated by all.

2019 has been an eventful year for the ICRC.

During the year under review, the Federal Executive Council (FEC) gave approvals for several projects which were earlier granted the Full Business Case Compliance Certificates by the Commission. These projects include the Development of SME Portal by the Federal Ministry of Industry, Trade & Investment and the procurement of an automated electronic gateway platform for the processing of Import Duty Exemption Certificates (IDEC) as well as Vehicle Identification and Registration Numbers (VREG) under the Federal Ministry of Finance, Budget and National Planning.

Other projects which received FEC approvals include development of hydroelectric power at Ikere Gorge dam, Omi – Kampe dam, Bakalori dam, Jibiya dam and Zobe Dam.

The Commission granted a total of twelve (12) outline business case and eleven (11) full business case compliance certificates to various MDAs for projects in different sectors of the economy.

Significant progress was made on certain projects:

- Lekki Deep Seaport: Very recently, the Lagos state government signed a \$629 million financing facility aimed at completion of the Lekki Deep Seaport project with Chinese Development Bank. The project has therefore reached financial close.
- Ibom Deep Seaport (IDSP): A preferred bidder, Bolloré Power China Consortium has emerged for this project. Preliminary



negotiations have started with this proponent including proper due diligence.

- Warehouse in a Box (WIB) Project: contract has been signed.
- Silos Concession: The concession agreement has been signed and commercial close reached.
- Federal Ministry of Power Headquarters Roof Top Solar Power Project: reached commercial close
- ECOWAS Biometric ID Card project: reached commercial close.
- DICON Military and Paramilitary Clothing Factory: The ground breaking ceremony for the project site recently took place in Kaduna.

As at 31st December, the Commission had 139 projects at different pre-contract stages.

The Commission undertook extensive monitoring visitations to various pre-contract and post-contract PPP project sites. The aim was to see firsthand the status of the projects and how to improve on them. It was also to enhance transparency and accountability in

the concession process. In addition, some staff went on due diligence visits to various countries around the world.

ICRC hosted Africa's First Conference on Strengthening Women's Involvement in Public Private Partnerships (SWIP3). The event was in collaboration with the Australian Government.

The Commission in collaboration with the OHSCF, FERMA, DBSA & Sanral also successfully hosted the South Africa – Nigeria Road Transport Infrastructure and PPP Collaboration Initiative. This was the first of its kind.

ICRC came second in the Freedom of Information compliance ranking of the Public & Private Development Centre (PPDC) in recognition of its leadership in proactive disclosure of public finance expenditure information on its website.

In the course of the year, the Commission signed a memorandum of understanding with the Nigeria Sovereign Investment Authority (NSIA). This collaboration ensures the adoption of international and local best practices and standards that promote fitness for purpose, high technical quality, value for

***ICRC came second in the Freedom of Information compliance ranking of the Public & Private Development Centre (PPDC) in recognition of its leadership in proactive disclosure of public finance expenditure information on its website.***

money, transparency and competitiveness. Investor confidence will be assured by the use of standardized frameworks that will facilitate timely closure of Infrastructure PPP projects falling within the purview of the ICRC Act in which NSIA is involved and this approach will be the preferred imprints of NSIA/ICRC cooperation.

As we look forward to a more fulfilling 2020, I urge all to be guided by a shared commitment to the betterment of the country, especially as it concerns the nation's infrastructural transformation.

We owe it to our country, particularly the coming generation to revamp the country's ailing infrastructure through PPP. Let us re-double our efforts and build on the successes achieved in 2019.

Compliments of the season to you and yours.

**Engr. Chidi Izuwah**  
DG/CEO, ICRC

## Feature Story

# ICRC Models Integration of Gender In Nigeria's Public-private Partnerships (PPP) Infrastructure Delivery

Devaan Priscilla Jiwunde, ICRC

## Preamble

Integrating gender considerations in Nigeria's Public Private Partnerships (PPP) to better improve women's involvement in PPPs toward achieving the goals of the SDGs is the main objective of this project.

As in many other countries, women in Nigeria trail men in developmental outcomes, access to jobs and assets, as well as the ability to voice their opinions. Furthermore, the dynamics of good infrastructure including design, access and management, affects women disproportionately and the gap is yawning. While the race to find sustainable ways of shrinking this gap continue, other critical areas of the delivery life cycle are yet to be stimulated. Key among them is the appreciation, integration and application of gender-inclusive principles in public private partnerships (PPPs) infrastructure development.

A World Bank report titled



Gender Equality, Infrastructure and PPPs recognises the evolution of best practices at the intersection of gender and infrastructure PPPs. The primer further calls for testing of more ideas and innovations in order to 'redefine best practices in infrastructure PPPs,' adding that the response to society's 'unequal outcomes will require dedicated attention of our communities and economies including access, quality and prices of the services that run over that infrastructure.'

In a bold move that is set to revolutionise the integration and administration of infrastructure development,

the Infrastructure Concession Regulatory Commission (ICRC) just launched the first gender guidelines in infrastructure PPPs for Nigeria. Noteworthy, this is the first of its kind in the continent and responds to the call to eliminate gender disparities in infrastructure access. ICRC is delivering on this initiative through a AU\$10,000 grant, funded under the Australia Awards small grant program, through an initiative dubbed '**Strengthening Women's Involvement in Public Private Partnerships (SWIP3)**'.

The initiative brought together key stakeholders across the PPP value-chain including the heads of PPP units, private sector partners, civil society groups and women professionals, for a focus group discussion aimed at highlighting gender concerns impacting PPPs. ICRC used the platform to introduce the PPP gender guidelines designed to provide gender focused considerations, in the way



Nigeria's PPP infrastructures are conceptualised, designed, implemented, operated and maintained.

The three-day program also included a transaction advisory training targeting female professionals drawn from various sectors, as well as a workshop on incorporating gender in PPPs. These elements were intertwined together to ensure a deliberate inclusion of women's perspectives in the design and management of infrastructure to enhance service delivery in Nigeria.

Traditionally, women in the rural and low income urban dwelling places performed all domestic tasks. They were and still are responsible for basic house chores, caring for the children as well as a large share of agricultural work. Sadly, the lack of basic infrastructure such as clean water, safe cooking fuels, electricity and transportation robs women and girls of time and resources to undertake activities that would otherwise improve their lives.

One of the core functions of ICRC as a government agency is to develop guidelines for transaction support, building capacity of ministries and monitoring compliance in the implementation of PPPs. As such, this initiative is a response to identified challenges in line with ICRC's mandate and will ensure that

gender considerations are incorporated throughout the PPP life cycle.

We are convinced that the development of these



guidelines is the first step in providing a gender-informed response to address equality in access, equity, fairness and opportunities within implementation of PPPs in Nigeria and the African Continent as well.

It will also be a significant milestone in achieving sustainable development goals, with specific reference to goal five that seeks to eliminate structural barriers towards achieving gender parity and goal nine that aspires to build a resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

The fair expectation is also that these guidelines, awareness created and capacity development will begin a period of sustained efforts across the continent toward mainstreaming gender considerations and the SDGs in PPPs and also toward seeing more women take interest in transaction

advising in PPPs with a view to making the PPP infrastructure provide socio-economic benefits to both women and men. Because we are certain that infrastructure that delivers these benefits for everyone will be transformational for women, across all infrastructure sectors, our economies and for societies as well.

### **The Gender and SDGs in PPPs Guidelines**

These guidelines were developed to primarily guide the integration of gender perspectives in the PPP Lifecycle, which chronicles the

*“One of the core functions of ICRC as a government agency is to develop guidelines for transaction support, building capacity of ministries and monitoring compliance in the implementation of PPPs.”*

potential for Nigeria's infrastructure to respond to the needs of all gender groups. A tailoring of this to Strengthening Women's involvement in PPPs seeks to highlight the benefits of bringing women's perspectives into focus in steering the hornet's nest in the direction of responsive PPPs.

Thus, this process would not only highlight entry points for gender considerations in the following areas, but also raise awareness of how

women participation can be enhanced, how their influence of the designs of PPPs could be greatly harnessed also and what benefits the overall scheme would have on the outlook of infrastructure say about mid –long term about 5-10years impact.

The following are also examples of indicators that the guidelines seek to develop in reporting social benefits of the PPPs:

- Proportion of population (women and men) using:
  - basic PPP infrastructure and being consulted at early stages of the PPP delivery process (Impact level indicator, measures effect on target group)
- Time spent women /men)collecting water and firewood. (Outcome level indicator, measures effect on target group)
- Share of women and men participating in initiating, siting, implementing, using, and in operation and maintenance of PPP Infrastructure. (Output level indicator, measures capacity development as prerequisite)



- Time saved by women and men using improved water and sanitation service. (Outcome level indicator, measures effect on target group)
- Share of national budget allocated to PPP Infrastructure requiring

their male counterparts in the PPP transaction advisory space. (Output level indicator would measure effect on target group)

- The existence of gender specific

*"...but also raise awareness of how women participation can be enhanced, how their influence of the designs of PPPs could be greatly harnessed."*

substantial social benefits; (Outcome level indicator, measures political will)

- Number of additional women working with

objectives in PPP Infrastructure.

(Output level indicator, measures political will)



## A Typical PPP Project lifecycle<sup>1</sup>

Phase I	-	Project Identification and PPP Screening
Phase II	-	Appraisal and preparation phase
Phase III	-	Structuring and Drafting Phase
Phase IV	-	Tender Phase (to award & sign contract)
Phase V	-	Contract Management Phase – Construction
Phase VI	-	Contract Management Phase – Operations (to finalization & hand-back)

## Main Stages in the PPP Process

Stage I	-	Planning & Identification of Candidates
Stage II	-	Preparation
Stage III	-	Implementation & Procurement
Stage IV	-	Contract Management or Contract Term

## Details of Stages and Gender points of entry

### I. Gender-responsive PPP Legal Framework

The PPP legal framework together with the PPP contract provides several entry points where gender issues can be addressed in a PPP project. This project seeks to explore these entry points towards achieving an integration of gender considerations in PPPs.

**The following stages have been extracted from the best practice standards for PPPs:**

### II. Phase I – Identifying projects and screening as PPPs

<b>Identify/select project solution</b>	(gender focused activities: community stakeholder engagement and collection of sex disaggregated data)
<b>Assessing economically the project (socio-economic assessment by CBA)</b>	Initial gender impact assessment
<b>Scoping the PPP Project</b>	
Screening project as PPP and pre-assessing financially	Determine entry points for gender considerations

### Phase II – Appraising and preparing the project – Contract

Refine project scope and pre-design (detailed project outline or preliminary design), test technical feasibility and assess environmental impact	
Refine socio-economic feasibility/assessment (conduct full CBA in some countries)	Incorporate gender considerations in the socio-economic assessments
Assess PPP Commercial feasibility and sound the market; PSC analysis (in some countries) and PPP affordability	

Preparation and due diligence (assessing risks and conduct due diligence) pre-structuring

Define procurement route and plan

Include gender considerations in risk analysis

Include gender specific considerations in procurement plan up-front

### Stage III – Structuring and Drafting Tender and Contract

#### Description of stage activities

Define final structure of project – contract (financial, risk, payment mechanisms), finalize due diligence and preparation (pending issues)

Reassess or confirm previous analysis if needed (economic, financial/commercial, PSC and affordability)

Finalizing reference design, technical requirements and output specifications

Define other business terms and contract structure matters (especially implementing contract management strategy and tools)

Structuring and drafting RFQ: define qualification criteria

Structuring and drafting RFP: define proposal requirements and evaluation criteria

Finalize contract draft

#### Proposed gender perspectives

Include gender considerations

Include gender considerations in all analysis

Incorporate gender perspectives into design of the PPPs and output specs; determine /build these into PPP designs and technical requirements

Any gender considerations for this stage?  
If yes, what kinds?

Any gender considerations for this stage?  
If yes, what kinds?

Any gender considerations for this stage?  
If yes, what kinds?

Conform gender considerations in draft contract  
Determine what criteria to use?

### Stage IV – Tender and Award

#### Description of stage activities

Launching the tender

Qualify bidders

Issue clarifications

Dialogue, interact or negotiate contract - in interactive processes

Close RFP and contract in; invite to propose in interactive process

#### Proposed gender perspectives

Gender mainstreaming considerations

To develop, agree and include contractual terms to address gender considerations

Instructions to contain gender specific sections

Evaluating proposals

Evaluation criteria for inclusion of gender considerations in PPP proposal to be designed and included

Negotiate proposals

Keeping gender considerations in close view; accentuating impact of the proposals on the SDGs is strongly recommended

## Stage V – Managing contract – Developing and Commission

### Description of stage activities

Setting up contract management teams and strategy

Oversight and approval of design

Site set-up and permits (and complete ROW expropriation in some contracts), and start construction

Monitoring construction

Managing changes, claims and disputes

Commissioning/acceptance and start operations

### Proposed gender perspectives

Any gender focused roles to play here? Seek World Bank's and GIHub's input

Gender considerations to be established and highlighted here

Settlement and compensation issues – to x-ray gender specific concerns in settlement and compensation

Gender focused monitoring and evaluation indicators (to be developed for this project guidelines as an annex to the guidelines report)

Continue monitoring to ensure gender considerations are maintained

Reporting mechanisms

- Integration/incorporation of gender specific features in the reporting format
- Identify these with focus group discussion stakeholders and agree

## Stage VI – Managing contract-operating, Maintaining and Handing Back

### Description of stage activities

Monitoring performance

Managing changes, claims and disputes

Preparing for hand-back

Hand-back and finalization

*\*The key outcome of these considerations above is to build gender perspectives into economic analysis and financial pre-analysis of a typical PPP.*

### Proposed gender perspectives

Gender specific indicators; already built into the monitoring mechanisms to guide achievement of this recommendation

Identify, highlight, evaluate and report gender specific actions, measures, benefits and outcomes throughout the life of the project in hand-back report, with lessons learned.

Further Breakdown of Specific Scope of Activities in each PPP Lifecycle Stage





# Promoting Gender Inclusive PPP

Oluwashola Elias-Fatile (Mrs.), ICRC

**I**nvestment in infrastructure is key to tackling poverty especially in developing economies like Nigeria. Attaining gender equality in infrastructural development through PPP is paramount to achieving long term social and economic milestones. These infrastructural developments certainly improve the quality and availability of essential infrastructure in any nation. It provides access to employment, education, markets and opens up income generating opportunities for the country.

To achieve gender inclusiveness in Public Private Partnership,

consideration and inclusion of gender perspective in PPP framework from the onset is essential. This infers active women participation in the planning, design, development, implementation, monitoring and evaluation. Men and women navigate different roles and responsibilities in their communities and families; they face different

financial and legal constraints when participating in economic activities; and they have different needs regarding the location, design features, and fee structure of improved infrastructure services. Proponents of active women participation in PPP posit that it is unlikely that women and men, especially those in the low-income societies, benefit equally from new or enhanced infrastructure services. Neither do they achieve equal access to employment or other economic opportunities and benefits created by an infrastructural PPP project except a gender perspective is included in all stages. This implies that for PPP project to be successfully gender

*"To change the way we think, talk and act on the role gender plays on infrastructure starts with acknowledging that infrastructure is not gender neutral" World Bank*

**STAGE I**

Lifecycle Activity	Gender specific entry recommendation
Outline of technical solution	
Economic Analysis	
(Financial pre-analysis) PPP Screening report, Project Management Plan	

**STAGE II**

Lifecycle Activity	Gender specific entry recommendation
Feasibility report (including affordability, commercial feasibility (and PSC in some countries) and go/no go recommendation (investment decision and procurement decision)	Build in/incorporate gender focused criteria
Project scope refined/project design	Incorporate specific gender considerations into these activities and highlight same
<b>Preliminary PPP structure</b> Procurement plan and project management plan	Identify with help of the World Bank and GIHub, what gender considerations to integrate here.

**STAGE III**

Description of stage activities	Proposed gender perspectives
Final financial plan and ceiling definition	Any gender inputs here? identify and highlight
RFP Finalized	Identify and highlight any gender inputs here
RFP finalization (subject to changes in some processes)	Identify and highlight any gender inputs here
Contract drafted (subject to changes in some processes)	Identify and highlight gender inputs here

**STAGE IV**

Description of stage activities	Proposed gender perspectives
Final RFP and final contract (in some processes – negotiated, dialogue or interactive type)	
Award decision	
Contract as signed (published in some countries)	

sensitive, inclusion and friendly, women ought to be actively involved from project inception till the last stage of the PPP lifecycle.

***“when using public transportation for example, women are more likely than men to make more but shorter trips with multiple stops at shops, markets, schools, health care providers, and childcare facilities.***

***This results in women’s greater need for affordable fares, good lighting, and safe transport features. Applying a gender lens to a PPP project could mean listening to women’s and men’s views and taking potential gender-specific implications into account when PPP legal frameworks are developed and projects are designed, implemented, monitored, and evaluated”***  
Foerster, S. & Delmon, V. (2016). World Bank

Consideration of the PPP legal framework should focus at achieving active women participation. The PPP legal framework consists of laws and regulations that permits PPP implementation in specific countries. This includes policy documents, guidance notes as well as a broader range of applicable laws, such as sector-specific legislation. The assessment identifies gender biases and legal constraints that may prevent equal benefits as well as gaps in the existing policies, laws, and regulations for the benefit of both men and women.

***“Some countries with***

***specific PPP legislation have already used PPP policies and laws to implement tools that factor gender into PPP projects throughout the whole project lifecycle. The Philippines, for example, have developed guidelines***

impact project design. Thorough consultations and reviews would yield an in-depth stakeholder engagement strategy carefully designed to evade risk and potential conflict. Hence, foster gender equality and women’s empowerment.



Image source: Foerster, S. & Delmon, V. (2016). Examining public-private partnership projects through a gender lens. Public-Private-Partnership Legal Resource Center.

<https://ppp.worldbank.org/public-private-partnership/examining-public-private-partnership-projects-through-gender-lens>

***and procedures for including a gender perspective into PPP infrastructure projects that require a gender analysis prior to tender”.***

***Foerster, S. & Delmon, V. (2016). World Bank***

Stakeholder consultation is essential in ensuring Public Private Partnership success. The consultation process can be used to foster women participation by allowing sector based evaluation of proposed projects. This provides an opportunity to get the views of male and female potential users of a service or facility, which can

A practical example is the stakeholder consultations surrounding the planned Cebu Bus Rapid Transit Corridor in the Philippines. User need analysis of the project was carried out and a variety of focus groups stakeholder engagements were held with young men, old men, young women, and old women. The result though revealed universal concerns but some vital differences were exposed. Young females, for instance, prioritized safe driving over getting to their destinations quickly, whereas young men wanted to get from point A to B as fast as possible. People traveling with children



expressed frustration with the current bus systems not stopping long enough for them and their children to board safely. These inputs from a painstaking stakeholder engagement process provided valuable information to the project planners to consider as they designed a new system that is gender friendly and more effective.

***“When it comes to closing gaps between men and women in infrastructure PPPs, today’s invocation might be: “analyze, harmonize, and realize.”- World Bank***

Today, the world is considering more ways through which PPPs can be an enhancer of women as actors in the business environment and not to be majorly seen as beneficiaries / consumers of a product or service alone. Rather, advancing to improve access to capital, challenge cultural norms, and address specific needs. When

designing a PPP project procedure for gender acceptability, it is vital to deliberate on the potential ripple effects these changes would have on project implementation, investors and the society at large. The core emphasis should be on how to manage and transform these changes into a more productive women participation that would foster economic growth.

While advocating for more women involvement in PPP projects, it is very important for organizations, like ICRC

and procedure. The envisaged impact on the project, investors, society and how to professionally manage them to have a positive impact on women and girls ought to be meticulously evaluated.

How do we encourage private sector operators to hire more women? How can we facilitate getting women trained so they can be hired? How can PPPs create new markets in which women can actively participate? And how can we support their access to capital? All these and many more questions should be

**Legal and regulatory framework evaluation carefully focus at creating opportunity to integrate an active gender participation and to assess whether relevant policies and legislation:**

- **Contain specific requirements related to gender equality and women's empowerment that need to be taken into account;**
- **Discriminate against women directly or contain indirect biases that may hinder the project from achieving the intended results, or**
- **Require additional features to ensure that PPP projects achieve better results in narrowing gender gaps.**

PPPLRC

that regulate the PPP space to strategically deliberate on the effect of such inclusion into an already existing proven error free PPP policy

objectively evaluated before inculcating procedures into any project in order to avoid policy collapse and project failure.

## Knowledge Management

# This International Women's Day: let's design *infrastructure* better

Caren Grown



As the backbone of development, infrastructure provides vital support for the twin goals of poverty reduction and shared prosperity. Considering the different needs, roles, and responsibilities of men and women in infrastructure design makes the achievement of these goals more sustainable.

Women and men face constraints both as beneficiaries and producers of infrastructure services. For example, there can be inequitable access to roads, financing for electricity

connections, or clean water. There are also inequities in the infrastructure business value chain: Do utilities have a balance of women and men on technical and leadership teams? Is there diversity on boards, with regulators or policy makers? Are women-owned firms in supply chains?

In India, a recent study showed the sacrifices that women make as a trade-off for safer transport routes, including attending a lower-quality college, spending more per year on education (roughly doubling the cost of tuition), and traveling 40

more minutes per day.

Similar trade-offs are made around the world: when the World Bank Gender Group engaged stakeholders for its Gender Strategy, the accessibility of safe public transport was consistently emphasized. Consumption expenditure surveys show that women rely more on public transport than men for mobility. This means that if public transport isn't safe and secure, it can have broader impacts — including constraining labor force participation.

Building infrastructure alone



is not enough to ensure that it meets the needs of both men and women. An increasing number of World Bank projects include practices to prevent harassment and violence against women in public transport systems, such as the *Traveling Safely* (Viajemos Seguras) program

World Bank and the World Resources Institute during the recent *Transforming Transportation 2018* conference was striking in that it brought together the key players with a stake in inclusive transport planning: governments, civil society, operators, private

gender gap.

Building a pipeline of appropriately-skilled women starts with encouraging girls to enter STEM education through scholarships, outreach, curricula reform, and training. Within the workplace, it involves human resource policies that create incentives to hire and retain women. This can be done by facilitating on-the-job training and career progression, having the appropriate policy architecture—including zero tolerance of sexual harassment—introducing family-friendly policies (such as childcare facilities or services, paid leave, flexible working hours), designating senior role models/mentors, and instituting other policies that create conditions that attract women.



in Mexico City. There, bus rapid transit system routes and lighting were designed to reduce harassment and abuse, a pipeline was created for women to become bus drivers, and drivers were trained in responding to harassment.

But improving access to transportation isn't just about sexual harassment. Women and men use public transport differently. Men tend to have more predictable routines, while women's routines often vary to care for elders and children. Public transport timetables may not always be effective at giving women options.

A session co-hosted by the

companies, international organizations, and thought leaders. This is good practice.

There is another important element: enhancing women's employment participation and voice in infrastructure governance. Infrastructure tends to be male-dominated due to a variety of factors, including social norms, occupational segregation by sex, lack of technical skills, and work environments that don't take into account women's needs such as safety.

The recent report, *The Rising Tide*, highlights how infrastructure projects can help women enter and stay in the water sector labor market where there is a stark

The Rising Tide report also identifies how consultations and user associations can ensure that the voices of both men and women are heard—lifting more boats.

As noted by the recent *Getting to Gender Equality in Energy Infrastructure* report, within the energy sector, the gender lens has been on access and community-level interventions. Further up the energy value chain, however, there is scant research on the social and gendered impacts of large electricity projects, such as hydropower and concentrated solar plants. As a result, practitioners have little clarity on what actions they can take to better integrate the roles of women into their programs.



At each stage of development, infrastructure investments can affect communities—both positively and negatively. Known challenges include the risk of gender-based violence linked to migration of workers and construction of ancillary roads, hostile work environments, loss of agriculture and livelihoods resulting from land acquisition and displacement, inequitable compensation during displacement, and exposure to health risks (such as HIV/AIDS and water-borne illnesses).

Conversely, well-planned projects can have a positive multiplier effect. Known opportunities include

training designed with and for women, project targets and incentives to encourage women's employment, inclusive public consultations and gender analysis, equitable compensation, and ancillary social development investments to close gender gaps.

When resettlement was needed, the *Vietnam Trung Son Hydropower Project* took an inclusive approach. With support from the World Bank, key issues were addressed, such as equitable compensation, better data collection and reporting, and training with the Women's Union. Another example comes from the extractives sector in the Democratic

Republic of Congo, where we are working to help women in mining areas advocate for their rights and improve working conditions in the mines.

Women can become game-changers when included in the entire infrastructure value chain, including consumption, planning, development, sale, maintenance, and financing. Let's work together to make this happen.

Please comment! What are some other ways to close equality gaps in infrastructure projects and programs? What are you doing to find and close gender gaps in your programs?

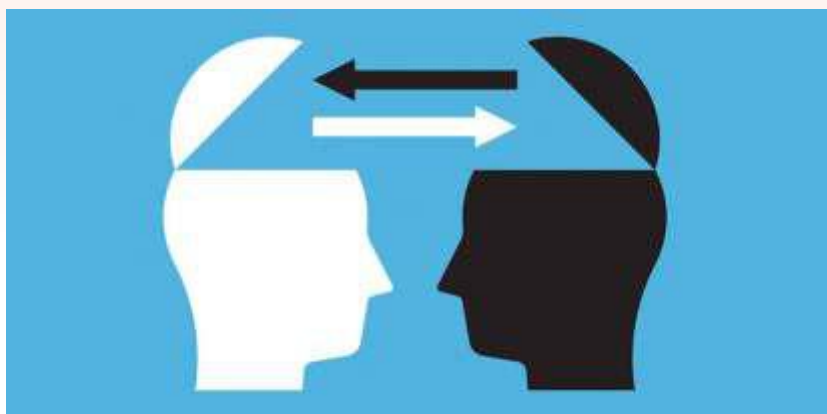
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<http://blogs.worldbank.org/ppps/international-women-s-day-let-s-design-infrastructure-better>

# Challenging Our Gendered Idea of Mentorship

Rania H. Anderson

There's so much buzz about male allies. Conversations, studies, and presentations about mentors and sponsors are almost always about how leaders who are men can help women. These narratives are important and necessary, of course. But they also offer a narrow definition of leadership, portraying men as the heroes in a story where women need help. While I, too, regularly share examples of male allies and help equip men to be advocates for women, I'm starting to tire of this one-sided portrayal.



The reality is that just as women benefit from male mentors, sponsors, and allies, men also gain from the mentorship, leadership, and sponsorship of women. But stories about women leaders are scarce, and they often narrowly focus on how women help each other. Even more rare are examples of the positive impact women leaders have on the careers and business of men. This imbalance reinforces negative bias about the ability of women to lead and contributes to the scarcity of women at the top.

In fact, examples of women leaders mentoring and sponsoring men, and investing in and advancing the businesses of men, do exist. Home Depot's recently retired CFO, Carol B. Tomé, groomed her successor, Richard McPhail. Ramon Laguarta succeeded Indra Nooyi at PepsiCo, citing her as his mentor. In the food world, it is common to find a woman running the business of a big-name male chef. Marguerite Zabar Mariscal is the CEO of chef David Chang's Momofuku Group, with annual revenues of \$100 million. Kimberly Grant is the C.E.O. of José Andrés' ThinkFoodGroup, which operates restaurants in eight cities.

Lois Freedman has been the president of Jean-Georges Vongerichten's restaurant group for more than three decades.

For businesses, economies, and people to get the demonstrated dividend that comes from gender-balanced leadership teams, we have to eliminate inaccurate, persistent perceptions about women as leaders. One way to do that is to observe and tell stories about how women leaders benefit men. As Dr. Alice Eagly, a psychology professor who studies stereotypes, said: *"Stereotypes change when people get new observations. They form because of what people experience in daily life, what people see."*

In this spirit, I wanted to share a few of the experiences relayed to me by men and women who I have worked with, coached, and I am connected to around the country. They vary in age, race, and career stage and work in fields as far ranging as venture capital, financial services, architecture, diplomacy and the nonprofit sector. (First names only have been used upon request.) Their stories illustrate how all around us and on a daily basis, women leaders invest in and help to advance men in their careers and businesses.

Take Gloria Pace King, who helped Troy Robinson navigate the workplace as a black leader. *"Gloria was demanding and forceful —*

*two things a woman was not supposed to be, especially as a black woman in the South,” recounted Troy, who worked for Gloria for 13 years. “More often than not, she was the only woman and only black person in a room of white men who were all too eager to look for cracks in her armor. She would say: ‘I am taking this seat because I deserve it. If you deserve a seat at the table, demand that seat, but be prepared.’ Hers was a bold courage and I carry her tenacity with me every day.”*

Or Beth, a market president for a regional bank who found a way to leverage a commercial lending officer’s strengths in a way her male counterparts had not. “He was considered a low performer and was essentially written off by male leaders at the bank and left alone to figure out how to meet his goals,” Beth recounted. She identified where his talents and expertise did lie, and where his strengths complimented hers. She restructured his role so that he could make a positive contribution at the bank. She explained: “We now work in concert and closely together. Our collaboration and the combination of both our skills have led to us bring in new clients and provide better service to our current clients. He, the bank, and I have benefited.”

John Whitaker, an architect and a master’s candidate at the Sam Fox School of Design and Visual Arts at Washington University in St. Louis, explained that unlike his previous male bosses and mentors, Jacqueline, his thesis advisor, didn’t focus on competition or obtaining more knowledge than your colleagues. “I’d never had a female boss or mentor until last year. Unlike what I had been used to under male bosses/mentors, Jacqueline showed me that when you learn together and share your knowledge with others, you succeed together.”

He also described how Jacqueline taught him about managing personal and professional demands. “She took people as a whole package and worked together with all their complexity, openly accepting both the personal and professional parts of them,” he told me. “I have

*a two-year-old son and Jacqueline would encourage me to bring my son to the studio when I needed to because my wife travels internationally for work.”*

Darcy Howe, a founding member and investor in the Women’s Capital Connection, has been investing in women-led businesses for more than 10 years. But as a venture capitalist, and founder and managing director of KCRise Fund, she has also invested in 23 businesses run by men. What she’s learned about how they view her has been illuminating. “What male entrepreneurs tell me I do differently is that while I am as direct as their male VCs, I voice my concerns with empathy for how hard things are for them,” she said. “I connect them to the other funders, corporations, expertise, coaches, and resources they need to be successful. The approach I take encourages and builds them up so they can persevere and grow their business.”

Finally, Ewan MacDougall, a former Marine who became a diplomat, described his experience working for former U.S. Ambassador Marie Yovanovitch in glowing terms. “I’m uncertain about ascribing differences in my managers’ styles to gender,” he said, “but I do know this: Ambassador Marie Yovanovitch is the most impressive leader and diplomat I’ve ever worked with. Her mind works at a pace few can keep up with, yet she always went out of her way to build an inclusive team. I strive to emulate her excellence as a highly prepared, inclusive leader who taps into the full potential of each member of the team and cares about each individual as well as the mission as a whole. I know these traits will serve me well throughout my career.”

These stories and many more can help change the narrative of only women needing the support of men to succeed. Everyone needs strong mentors, sponsors, and leaders in their careers. Yes, we need men to sponsor and help advance women, and we need women to do the same for one another. But it’s time we tell more stories of women leaders developing, supporting, and advancing men in unexpected and powerful ways, too.

**OUTLINE BUSINESS CASE/FULL BUSINESS CASE COMPLIANCE CERTIFICATES ISSUED BY THE COMMISSION IN THE FOURTH QUARTER 2019**

**OBCs**

N/O	MDA	PPP PROJECT	DATE
1	Federal Ministry of Aviation	The Establishment of a National Carrier (Nigeria Air) (OBC Revalidation)	19th November, 2019
2	Federal Ministry of Transport/Nigerian Ports Authority	The Rehabilitation and Expansion of the Burutu Port	28th November, 2019

**FBCs**

N/O	MDA	PPP PROJECT	DATE
1	Federal Ministry of Defence	Supply, Operate & Maintain arrangement for equipment (COE)	5th December, 2019



The Infrastructure Concession Regulatory Commission (ICRC) in collaboration with the Africa Export and Import Bank (Afreximbank) and the PAC Capital Limited held a Project Preparation Financing workshop during the joint 2019 meeting of the Nigeria Public Private Partnerships Network (NPPPN) and the PPP Units Consultative Forum (3PUCF).

The idea of the joint forum of strategic enablers within the PPP ecosystem is to strengthen synergy among key policy drivers across the PPP environment in the country.

The NPPPN is a platform for all Heads of PPP Units in the States of the Federation under the Chairmanship of the Nigeria Governors' Forum, while the 3PUCF is a platform of Heads of PPP Units in Federal Ministries, Departments and Agencies, under the Chairmanship of the Office of the Head of Civil Service of the Federation.

The meeting, which held on Thursday, 21st November, 2019 at the Transcorp Hilton hotel, Abuja, was attended by participants from the public and private sectors consisting of top government officials, as well as professionals and executives from the private sector.

During the meeting, the Director General of ICRC, Engr. Chidi Izuwah, said the Federal Government had given approval to Public Private Partnership's

## Joint NPPPN & 3PUCF Meeting



projects worth about \$8bn between 2010 and 2018. Adding that the amount was approved based on the regulatory guidance of the ICRC.

Izuwah added that as of June 25 2019, there were 69 post-contract PPP projects under implementation at the ICRC's Projects Disclosure

Portal. The portal, according to him is the first disclosure portal in the world, established by the ICRC in collaboration with the World Bank.

Speaking on the objectives of the conference, he said it sought to identify as well as improve the bankability of selected PPP projects in Nigeria with a view to accessing project funding from the African Export-Import Bank.

The Chairman, Senate Committee on Works, Adamu Aliero, said the Senate would amend the ICRC Act to attract private sector's investment. He said, *"At the Senate, we believe that the PPP is the only way to fast-track infrastructural development in Nigeria. We are committed to this and we are ready to amend the ICRC Act, we will come up with laws that will attract the private sector's investment, laws that will promote security across the country so that we can attract both the local and private investors. The National Assembly will continue to partner all agencies to ensure that PPPs succeed in Nigeria."*

The Director, Infrastructure, Ministry of Finance, Budget and National



Planning, Isah Halidu, said the amount needed to address the infrastructure deficit in the country could not be provided by the government alone.

He said, *"We often say that funds are flying around the world, and if we must attract these funds, we must have the right environment. The government will stand with the National Assembly to make sure the PPP succeeds in Nigeria."*

The Executive Director, Strategy and Research, Nigeria Governors' Forum,

Dr

Lateef Shittu, described PPP as a veritable platform for addressing the huge infrastructure development deficit in the country.

He said 20 states had passed the Public Private Partnership law and set up offices, adding that the NGF was encouraging the other 16 states to also pass the PPP bill into law.

Shittu said the NGF would continue to drive the campaign until all the states identify with the PPP

initiative as a solution to infrastructure development.

At the end of the meeting, ICRC was designated as the clearing house for all projects to be supported by AfreximBank and PAC Capital.





# WORKSHOPS TRAININGS SUMMITS CONFERENCES SYMPOSIUMS



Courtesy visit by ICRC to the Honorable Minister of Women Affairs, Mrs. Pauline Tallen on 30th September 2019 in Abuja



Strengthening Women's Involvement in Public Private Partnerships (SWIP3) Conference. 2nd-4th October 2019, Transcorp Hilton Hotel, Abuja







**ACEN PPP Capacity Building Workshop,  
9th – 10th October 2019**



**The Australian Awards Delegates Pay Institutional Visit to the  
Infrastructure Concession Regulatory Commission 28th November 2018**



**Courtesy visit by ICRC to the  
Honorable Minister of Petroleum  
Resources, Chief Timipre Sylva in  
Abuja on 15th October 2019**





DICON ground breaking ceremony for Military Clothing Factory in Kaduna, Kaduna state on 25th October 2019



Africa at 50 team's Courtesy visit to the Commission on 28th October 2019





Joint Nigeria PPP Network & PPP Units Consultative Forum Meeting held in Abuja on 21st November 2019



Nigeria-South Africa Road Transport Infrastructure and PPP Collaboration Initiative held in Abuja on 2nd December 2019

# Health & Wellbeing

## Things we need to know about Lassa fever

### KEY FACTS

- Lassa fever is an acute viral haemorrhagic illness of 2-21 days duration that occurs in West Africa.
- The Lassa virus is transmitted to humans via contact with food or household items contaminated with rodent urine or faeces.
- Person-to-person infections and laboratory transmission can also occur, particularly in hospitals lacking adequate infection prevention and control measures.
- Lassa fever is known to be endemic in Benin, Ghana, Guinea, Liberia, Mali, Sierra Leone, and Nigeria, but probably exists in other West African countries as well.
- The overall case-fatality rate is 1%. Observed case-fatality rate among patients hospitalized with severe cases of Lassa fever is 15%.
- Early supportive care with rehydration and symptomatic treatment improves survival.

### BACKGROUND

Though first described in the 1950s, the virus causing Lassa disease was not identified until 1969. The virus is a single-stranded RNA virus belonging to the virus family *Arenaviridae*.

About 80% of people who become infected with Lassa virus have no symptoms. 1 in 5

infections result in severe disease, where the virus affects several organs such as the liver, spleen and kidneys.

Lassa fever is a zoonotic disease, meaning that humans become infected from contact with infected animals. The animal reservoir, or host, of Lassa virus is a rodent of the genus *Mastomys*, commonly known as the “*multimammate rat*.” *Mastomys* rats infected with Lassa virus do not become ill, but they can shed the virus in their urine and faeces.

Because the clinical course of the disease is so variable, detection of the disease in affected patients has been difficult. When presence of the disease is confirmed in a community, however, prompt isolation of affected patients, good infection prevention and control practices, and rigorous contact tracing can stop outbreaks.

Lassa fever is known to be endemic in Benin (where it was diagnosed for the first time in November 2014), Ghana (diagnosed for the first time in October 2011), Guinea, Liberia, Mali (diagnosed for the first time in February 2009), Sierra Leone, and Nigeria, but probably exists in other West African countries as well.

### SYMPTOMS OF LASSA FEVER

The incubation period of Lassa fever ranges from 6–21 days. The onset of the disease, when it is symptomatic, is usually gradual, starting with fever, general weakness, and malaise. After a few days, headache, sore throat, muscle pain, chest pain, nausea, vomiting, diarrhoea,



cough, and abdominal pain may follow. In severe cases facial swelling, fluid in the lung cavity, bleeding from the mouth, nose, vagina or gastrointestinal tract and low blood pressure may develop.

Protein may be noted in the urine. Shock, seizures, tremor, disorientation, and coma may be seen in the later stages. Deafness occurs in 25% of patients who survive the disease. In half of these cases, hearing returns partially after 1–3 months. Transient hair loss and gait disturbance may occur during recovery.

Death usually occurs within 14 days of onset in fatal cases. The disease is especially severe late in pregnancy, with maternal death and/or fetal loss occurring in more than 80% of cases during the third trimester.

## TRANSMISSION

Humans usually become infected with Lassa virus from exposure to urine or faeces of infected *Mastomys rats*. Lassa virus may also be spread between humans through direct contact with the blood, urine, faeces, or other bodily secretions of a person infected with Lassa fever. There is no epidemiological evidence supporting airborne spread between humans. Person-to-person transmission occurs in both community and health-care settings, where the virus may be spread by contaminated medical equipment, such as re-used needles. Sexual transmission of Lassa virus has been reported.

Lassa fever occurs in all age groups and both sexes. Persons at greatest risk are those living in rural areas where *Mastomys* are usually found, especially in communities with poor sanitation or crowded living conditions. Health workers are at risk if caring for Lassa fever patients in the absence of proper barrier nursing and infection prevention and control practices.

## DIAGNOSIS

World Health Organization

Because the symptoms of Lassa fever are so varied and non-specific, clinical diagnosis is often difficult, especially early in the course of the disease. Lassa fever is difficult to distinguish from other viral haemorrhagic

fevers such as Ebola virus disease as well as other diseases that cause fever, including malaria, shigellosis, typhoid fever and yellow fever.

Definitive diagnosis requires testing that is available only in reference laboratories. Laboratory specimens may be hazardous and must be handled with extreme care. Lassa virus infections can only be diagnosed definitively in the laboratory using the following tests:

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



## TREATMENT AND PROPHYLAXIS

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

There is currently no vaccine that protects against Lassa fever.



## PREVENTION AND CONTROL

Prevention of Lassa fever relies on promoting good “community hygiene” to discourage rodents from entering homes. Effective measures include storing grain and other foodstuffs in rodent-proof containers, disposing of garbage far from the home, maintaining clean households and keeping cats. Because *Mastomys* are so abundant in endemic areas, it is not possible to completely eliminate them from the environment. Family members should always be careful to avoid contact with blood and body fluids while caring for sick persons.

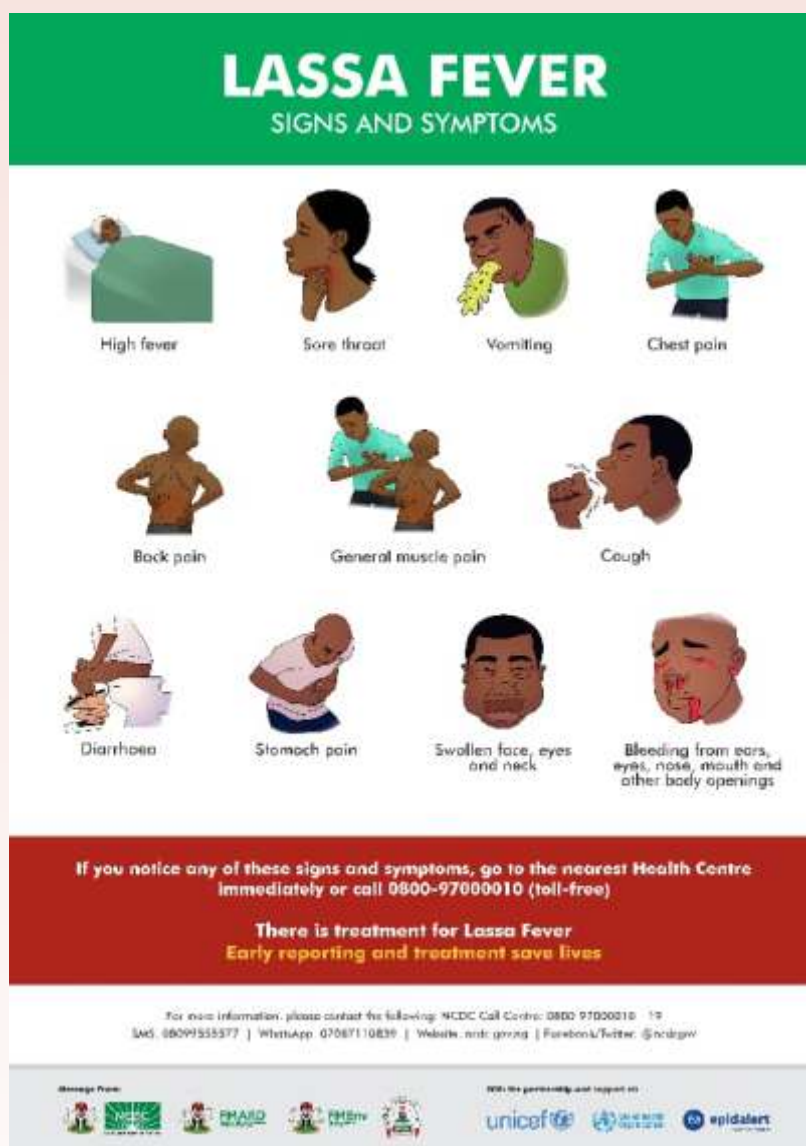
In health-care settings, staff should always apply standard infection prevention and control precautions when caring for patients, regardless of their presumed diagnosis. These include basic hand hygiene, respiratory hygiene, use of personal protective equipment (to block splashes or other contact with infected materials), safe injection practices and safe burial practices.

Health-care workers caring for patients with suspected or confirmed Lassa fever should apply extra infection control measures to prevent contact with the patient’s blood and body fluids and contaminated surfaces or materials such as clothing and bedding. When in close contact (within 1 metre) of patients with Lassa fever, health-care workers should wear face protection (a face shield or a medical mask and goggles), a clean, non-sterile long-sleeved gown, and gloves (sterile gloves for some procedures).

Laboratory workers are also at risk. Samples taken from humans and animals for investigation of Lassa virus infection should be handled by trained staff and processed in

suitably equipped laboratories under maximum biological containment conditions.

On rare occasions, travellers from areas where Lassa fever is endemic export the disease to other countries. Although malaria, typhoid



fever, and many other tropical infections are much more common, the diagnosis of Lassa fever should be considered in febrile patients returning from West Africa, especially if they have had exposures in rural areas or hospitals in countries where Lassa fever is known to be endemic. Health-care workers seeing a patient suspected to have Lassa fever should immediately contact local and national experts for advice and to arrange for laboratory testing.

# Lighter Note



I wanted to use my ATM card but the machine kept on rejecting the card. A frustrated me called my bank help line.

**Me:** (angrily) So what's wrong with my ATM card.



**Call girl:** Sir, I have checked your account, everything is alright here and you should be able to use your card, are you sure your card is not damaged or broken?

**Me:** Are you insane? What are you insinuating? No one takes good care of their ATM card like I do.

**Call girl:** Okay Sir, are you also sure the surface isn't wet or stained with dirt?

**Me:** You dey mad? ATM card wey I dey pet like egg. As a matter of fact, I even laminated it last week when I laminated my Identity card.

## 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](mailto:info@icrc.gov.ng)**

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## 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).**

### **INFRASTRUCTURE CONCESSION REGULATORY COMMISSION (ICRC)**

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