



Enhancing



Security

via Public Private Partnerships

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Message

from the *Editor-in-Chief*

Dear reader,

It is a delight once again to present the second quarter 2019

edition of ICRC Bulletin.

Our feature story is focused on the all important subject of food security. One of the key ways of enhancing food security is through efficient storage of harvested grains. The article highlights on how PPPs can be used to ensure more functional silo complexes in Nigeria.

You may recall that the last edition of the Bulletin contained a write-up on the importance of infrastructure in enhancing security. This edition presents the concluding part of that article by Mr. Wilson Akhator-Eneke (Dip, GCT, MBA, MSc, FCA, PPP Consultant on Infrastructure Finance).

In the quarter under review, the Commission's monitoring teams paid on the spot assessment visits to the Apapa Container Terminal in Lagos state, University of Benin PPP Solar Power Project site in Edo state, Jebba Hydro Power Plant Dam in Niger state and Industrial Development Center in Ikorodu, Lagos state.

There were major milestones on two projects that the Commission granted regulatory guidance to the respective line Ministries. One is the warehouse in a box contract signing by the Federal Ministry of Health and the second

is the handing over of the power house solar power project agreement by the Federal Ministry of Power, Works and Housing. Congratulations to the Ministries and kudos to the ICRC team on its hard work in delivering these projects.

Under the knowledge management section, the article is on "Strengthening economic diversification in Nigeria through connectivity".

It is popularly said that "the eyes are the window of the soul". Our health section therefore focuses on the symptoms, management, etc of glaucoma – an eye disease.

We hope you will enjoy reading this edition.

We will be grateful if you can use any of our communication channels to send us a feedback on this or any other previous editions.

Mrs. Manji Yarling

Editor-in-Chief

Director General's *Desk*

Clearly, the government of President Muhammadu Buhari GCON is committed to up scaling key infrastructure projects across the country. Across sectors including health, power and agriculture, the commitment of the current administration to these goals is apparent. In the health sector for example, the successful conclusion of the Ware House in a Box project is a clear demonstration of political will on the part of government to PPP international best practices.

The Ware House in a Box project is very key in primary healthcare delivery in the country. Some of the benefits of the project include a more efficient and integrated health sector supply chain management and effective storage of pharmaceutical commodities. This project also integrates into our National Health Strategy which focuses on protecting our children from diseases and infection by providing a world class facility for the storage of drugs.

Through the Public Private Partnership (PPP) arrangement, the government would no longer have to appropriate large sums of money to effectively store medicines. The Ware House in a Box project is key in primary healthcare delivery in the country.

In the Power sector, the federal government also signed an agreement to build, operate and maintain a 750 kilowatts (kW) capacity solar power system at the headquarters of the Ministry of Power, Works and Housing in Abuja. The Power House Project is a hybrid solar power plant which delivers 750kW energy at day time and 75kW during the night time. The Abuja Disco has agreed to take the excess power from the plant into the grid for use in its network.



Infrastructure as we are all aware is the backbone that drives national economic development and the efficiency with which goods and people are moved. Only by ensuring that this vital sector is developed and effectively managed can Nigeria rise to the great economic height and prosperity our people deserve.

It is therefore my hope and expectation that by the end of this year, we should have ultimately upscaled Nigeria's infrastructure stock.

Engr. Chidi K. C. Izuwah Snr.

Feature Story

Concession of Silo Complexes in Nigeria: from cost to centres to revenue

By

Busari Olusa, *Head, Energy & Urban Infrastructure*
and **Adeyinka Iyanda**, *Energy & Urban Infrastructure*

Introduction

Agriculture is a significant sector in the economy of Nigeria, providing employment for about 70% of the population and contributing to the Gross Domestic Product (GDP). The country has highly diversified agro-ecological conditions, which makes it possible for the production of variety of agricultural products. Despite the fact that Nigeria is buoyantly endowed with agricultural and other natural resources, the agricultural sector is still growing at a very slow rate. It is only a little over half of the country's agricultural land that is under cultivation.

Agriculture is the most important and resilient sector in the Nigerian economy. The sector has withstood the “bubbles and



bursts” of the wider economy, as a result, government over years have formulated and implemented policies and programmes aimed at restoring the agriculture sector to its strategic position in the economy.

Public Private Partnerships (PPPs) In The Agriculture Sector In Nigeria

Developing country governments and donors are increasingly looking to public private partnerships (PPPs) to deliver growth and positive development outcomes in agriculture. Capturing learning from the

experience of the Silo Complex PPP in Nigeria, can provide important lessons for other programs with PPP arrangements within the agricultural value-chain.

Over the years, agriculture financing has been through direct investment by the government. Although the use of PPP in agriculture sector is relatively new in Nigeria, PPPs have been discovered as a veritable tool for unlocking private finance in the agriculture value chain. There is a growing interest in the application of PPPs in agriculture financing, operation and management and if sustained, will facilitate

the sector's increased contribution to the Gross Domestic Product (GDP), improve employment opportunities and enhance Foreign Direct Investment (FDI) in Nigeria. Currently some high impact yielding PPP agriculture projects currently being regulated by the ICRC is the concession of 20 Silo Complexes across the country and agriculture mechanization which are at various degrees of implementation.

Silo PPP Concession In Nigeria- From Cost Centres To Revenue

In order to achieve the goal of food self-sufficiency in the country, the Ministry of Agriculture & Rural Development embarked on the concession of 33 Silo Complexes nation-wide in line with the Infrastructure Concession Regulatory Commission (Establishment, etc) Act 2005. The Silo Complexes were constructed to store grains purchased by Strategic Grain Reserve

Department (SGRD). The total combined storage capacity of the silo complexes is 1,360,000MT. Most of the silos currently in operation were under-utilized as a result of inadequate budgetary provisions.

The project was developed in line with the Federal Government of Nigeria's (FGN) reform agenda and its strategic vision of exploring PPPs for the operations and management of Silo infrastructure.

FMARD had a limited budget to maintain, operate, and stock the silo complexes, as such, the utilization rates were low and in line with FMARD projections, the costs of running the silos at maximum capacity was placed at about NGN100bn entailing purchasing substantially more grains on an annual basis than the Strategic Grains Reserve Department had historically committed to.

World Bank Support

The Federal Government of Nigeria (FGN) through the Federal Ministry of Agriculture and Rural Development (FMARD) embarked on exploring the options of partnering with the private sector for the management and operations of 33 grain silo complexes in Nigeria. This was in line with the FGN reform agenda and its strategic vision of firmly establishing PPPs as a viable option for the operations and management of Silo infrastructure for storage of grains in Nigeria. In this connection, the FMARD took adequate steps to concession the Silos built across the country by the FGN with the aid of the World Bank supported Public Private Partnership Project through an Adaptable Program Loan (APL) of \$315 million USD. The World Bank loan provided upstream support for project preparation and transaction advisory services to help develop a commercially viable PPP transaction.

Table 1: List of 33 Silo Complexes for partnership with the private sector

S/N	Location	State	Capacity MT	S/N	Location	State	Capacity MT
1.	Ado-Ekiti	Ekiti	100,000	18.	Jahun	Jigawa	25,000
2.	Akure	Ondo	25,000	19.	Jalingo	Taraba	25,000
3.	Bauchi	Bauchi	25,000	20.	Jos	Plateau	25,000
4.	Birnin Kebbi	Kebbi	100,000	21.	Kaduna	Kaduna	25,000
5.	Damaturu	Yobe	25,000	22.	Lafia	Nasarawa	25,000
6.	Dutsin-man	Katsina	25,000	23.	Lafiagi	Kwara	11,000
7.	Ezillo	Ebonyi	25,000	24.	Lokoja	Kogi	25,000
8.	Gaya	Kano	25,000	25.	Maiduguri	Borno	100,000
9.	Gombe	Gombe	25,000	26.	Makurdi	Benue	25,000
10.	Gusau	Zamfara	100,000	27.	Minna	Niger	25,000
11.	Gwagwalada	FCT Abuja	100,000	28.	Ogoja	Cross-River	25,000
12.	Ibadan	Oyo	25,000	29.	Okigwe	Imo	100,000
13.	Igbariam	Anambra	25,000	30.	Sokoto	Sokoto	25,000
14.	Ikenne	Ogun	25,000	31.	Uyo	Akwa-Ibom	25,000
15.	Ilesha	Osun	25,000	32.	Yenagoa	Bayelsa	100,000
16.	Ilorin	Kwara	25,000	33.	Yola	Adamawa	25,000
17.	Irrua	Edo	25,000				

Rationale For Use of PPP:

- Increase the quality of post-harvest grain handling at the silo complexes;
- Increase private sector engagement with and investment in Nigerian grain value chains;
- Increase the competition and efficiency of opportunities for local community engagement with grain markets;
- Fairly appropriated

risks related to operating the silo complexes and participating in grain value chains between public and private sectors, thereby aligning incentives for concessionaires and the FGN.

Strategic Needs Analysis

The supply of grain in Nigeria is far in excess of 25m MT demand per annum. The supply and demand market is growing at about 3% per annum. Currently, there aren't enough storage facilities for grains and other farming outputs. In this vein, the farmers and the nation is losing huge number of agricultural produce on a yearly basis. The silos complexes will be better utilized for efficient grain reserve in post harvest services.

Public Sector Comparator (PSC) Analysis

This analysis used was a Risk-Adjusted Valuation of the relative value of commercial operations undertaken by the private sector compared to the same operating model undertaken by the FMARD. The result of the analysis indicated that the PSC generated lower net values (i.e revenues less direct costs) and incurred higher fixed costs and CAPEX inputs than the private sector equivalent. The PSC was therefore calculated as NGN4.3bn.

Economic Impact Analysis

The Outline Business Case (OBC) demonstrated that the silo complex operations would provide considerable economic returns. The

Economic Internal rate of Return (EIRR) of the project as a whole is 240%, with an Economic Net Present Value (ENPV) of N99.3 billion NGN. These results reflected that the project could unlock significant value through putting to economic-use, heavily under-used assets without requiring significant investments. These economic results suggested a very strong rationale for pushing the project forward.

PPP Model

The Silo PPP Model is a concession: Under this type of PPP model, the public sector transfers the legal right to the private partner to provide specific public services for end-users. The Concessionaire is typically responsible for any capital investment required to build/expand or improve the business. The Concession period for the silos concession program is slated for ten (10) years.

Stakeholder Engagement

Six zonal stakeholder consultations were carried out across the six geopolitical zones. The objective of the consultations included sensitizing the host states, towns, and communities on the need for the concession programme, its accruable benefits and to receive inputs from participants and to synthesize ideas and opinions as to how to integrate local farming communities into the concession programme. State Governments were also represented and were part of the stakeholder consultations, as such, their

comments and inputs were taken note of and incorporated into the process.

Overarching Financial Strategy of the Transaction

The concession was arranged such that:

- a) Concessionaires pay FGN to access and operate a given silo complex;
- b) Concessionaires prepare an investment and operations plan that includes information on local market engagement;
- c) The ownership of the asset remains with FMARD; and
- d) The concession period is 10 years, at which point, the right to operate the silo complex reverts to the FMARD.

Structure Of Concession Fees

The transaction was structured to include three different forms of concession fees:

- a) A one-time upfront fee to reflect the immediate value-add of access to the silo complex and the historic investment by FMARD in each of the complexes, to ensure that bidders were sufficiently capitalized to make this payment and therefore more likely to deliver on the promised services.
- b) An annual fixed fee to reflect the underlying value of accessing the silo complex independent of a concessionaire's operational performance and to create a minimum income for FMARD in a given period.
- c) An annual profit share fee to ensure alignment of

concessionaires with the overall financial and economic objectives of the FGN and in particular to allow FGN to share in financial performance if higher than forecasted.

Economic Benefits Of The Project

Based on the assessment of 10 years of private sector operations for the 20 silo complexes that were included in the concession:

- Total potential earnings by concessionaires (before financing costs, taxes and depreciation of the assets) is estimated to have a net present value of NGN 39.82bn

- In aggregate, the transaction process and related investment would provide considerable economic returns, and despite no significant externalities being quantified and included. Indeed, the EIRR of the project as a whole is 240%, with an ENPV of NG99.0 billion.

- Increasing the utilization at the silo complexes and as a consequence;

- * improve the efficiency of grain markets across the country;
- * reduce post-harvest losses;
- * reduce food insecurity; and
- * promote economic development.

The PPP Transaction

The Federal Government of

Nigeria (FGN) through the Federal Ministry of Agriculture and Rural Development (FMARD) embarked on the options of partnering with the private sector for the management and operations of 33 grain silo complexes in Nigeria in line with the FGN reform agenda and its strategic vision of firmly establishing PPPs as a viable option for the operations and management of Silo infrastructure for storage of grains in Nigeria.

FMARD and ICRC signed a Memorandum of Cooperation (MOC) on 5th July, 2013, agreeing to cooperate and support each other in the development of PPP projects identified in the agriculture sector.

The project development and concession programme was supported by the World Bank in line with the ICRC Establishment Act 2005, as part of a broader initiative to support FGN's PPP Programme. The FGN embarked on the Concession of the silos complexes in 2012 with the competitive procurement of a Transaction Adviser - Lions Head Group Partners.

Publication for the Expression of Interest (EOI) inviting investors to express interest in operating the twenty four (24) silo complexes was advertised on 2nd December 2014 in three National Newspapers. This led to a shortlist of 28 investors who were qualified to proceed to the Request for Proposals (RFP) stage.

Stakeholder Consultations took place in 6 geopolitical zones across the country in June 2016.

Request for Proposals (RFP) were issued to pre-qualified bidders on March 28, 2017, data room and site visits to the silo complexes were made available for inspections. A public bidder's conference was conducted on May 18, 2017 in Abuja to review the transaction parameters and proposal submission and evaluation process with all bidders. Thirty nine [39] bids were submitted and publicly registered before the deadline on July 11 2017. Outline Business Case Certificate was granted on 2nd August, 2017 by the ICRC.

Of the thirty nine [39] proposals submitted at the RfP stage of the transaction process, thirty five [35] were deemed to have met the criteria to be technically qualified to proceed to financial evaluation (i.e. financial bid opening). Technically qualified bids were approved for twenty [20] silo complexes with a total capacity of 836,000 MT. The Financial Bid Opening ceremony took place on the September 12 to September 13, 2017.

From October to January, 2017 representatives from the Transaction Advisor, FMARD, Technical Services Department of the Federal Ministry of Finance, World Bank Project Implementation Unit (PIU) and ICRC conducted

negotiations with bidders to finalize the Concession Agreement terms and annexes.

As a result, twenty [20] silo complexes were delivered as a concession under this transaction as follows:

1. Ado-Ekiti-Ekiti
2. Akure Ondo
3. Bauchi-Bauchi
4. Bulasa-Kebbi
5. Ezillo-Ebonyi
6. Gaya-Kano
7. Gombe-Gombe
8. Ibadan-Oyo
9. Igbariam-Anambra
10. Ikene-Ogun
11. Jahun-Jigawa
12. Jos-Plateau
13. Kaduna-Kaduna
14. Kwali-FCT
15. Lafiagi-Kwara
16. Makurdi-Benue
17. Minna-Niger
18. Ogoja-Cross River
19. Sokoto-Sokoto
20. Uyo-Akwa-Ibom



From February to March, 2018 the final draft Concession Agreements were reviewed and approved by the Project Delivery Team and submitted to the Federal Ministry of Justice for review and endorsement.

Full Business Case was submitted to ICRC for review and issuance of FBC Certificate of Compliance for onward submission to the Federal Executive Council (FEC) for approval and contract award.

Contract Award And Official Handover

Federal Executive Council's approval was granted on 19th September, 2019 to the award of 20 Silo Complexes under a PPP arrangement.

The Concession Agreements were presented to the Commission at a ceremony in Abuja by the Honourable Minister of Agriculture and Rural Development on 21st May, 2019 marking the ceremonial signing and handover of agreements of the silo complexes from FMARD to ICRC as required under Section 20 of the ICRC Act.

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Infrastructure for Enhancing Security

Oshodi-Apapa Expressway, Lagos



Wilson Akhator-Eneka (Dip, GCT, MBA, MSc, FCA)
PPP Consultant - Infrastructure Finance

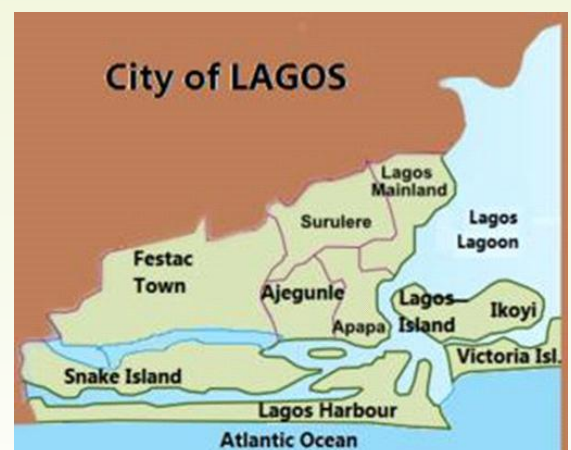
1.0 Apapa Gridlock as a Case Study

1.1 The History of Apapa
The port of Apapa is reported to have been founded in the early 15th Century. It served the old Oyo Empire. Slaves were brought from West Africa region to be transported to the Americas, it is estimated that 500,000 persons were shipped from Apapa port. Apapa is a Local Government Area in Lagos State of Nigeria. It is located to the west of Lagos Island. The development of the Port

can be traced to 3 broad phases; the period of the establishment of British Colony up to 1892, Phase 2 with the declaration of the protectorates, which extended to hinterlands; then the World War 1 and Phase 3 witnessed certain landmark developments, such as the construction of railway, dredging of harbour and creation of Apapa Wharf. It contains many ports and terminals

operated by the Nigerian Ports Authority. See Lagos State map in figure 5.

According to City population



(2019), the population projection assumes the same rate of growth for all LGAs within a State. The undercount of the 1991 census is estimated to be about 25 million. Apapa demographic data obtained from National Population Commission of Nigerian and National Bureau of Statistics, were analysed and presented in table 2 below:

Table 2: Apapa Demographics

S/No	Description of Item	Size	Year
1	Apapa - Land Area	38.5 km ²	2016
2	Apapa - Density	7,977/ km ²	2016
3	Apapa - Population	307,100	2016
4	Lagos State - Land Area	3,345 km ²	2013
5	Lagos State - Density	3,752 km ²	2017
6	Lagos State - Population	23.42 million	2018

Source: Author's Lab 2018

According to World Port Source (WPS, 2018), Apapa port is Nigeria's biggest port, handling a range of commodities; it has facilities for handling wheat, oil, cement, fish, dry cargo, and containers. Apapa Container Terminal (ACT) covers 44 hectares and can handle up to 22,000 TEUs of containerized cargo. It has 6 berths alongside of 10.5 meters and total quay length of 950 meters, with 6.4 thousand square meters of covered storage. The container yard has capacity of 19.5 thousand TEUs, and it contains 298 reefer plugs. As at 2011, Tin Can Island Port handled over 28,000 metric tons, with daily average of 4,000 metric tons, Vessel calls of 465 and Container traffic of 555,564. With all these activities, there are limited narrow roads to outflow the goods, with no rail or waterways alternative routes for moving items to hinterlands.

1.2 The Apapa Gridlock

According to Usman and Akoni (2018), the gridlock has crippled commercial and private activities in Lagos, and has led to breakdown of law and order in the axis. The task

force set up by Federal and Lagos State governments to restore sanity had seemingly abandoned the road. This gridlock started some years back, there are evidences to suggest that various governmental efforts to restore

normalcy seem to have failed. The security and economic impacts manifest in different ways. They posited, that on Sunday 11, August 2018, the gridlock caused by a long queue of trucks extended from Mile 2 to Ijesa along Oshodi-Apapa Expressway; a distance of 14.2km, which normally takes about 37 minutes (drive time), took days to complete. The trucks were compelled to park on the road for many days, leading to increased accidents, stealing, health hazards and security breaches. Due to the nature of road network in Lagos, the entire City with estimated population of 23.42 million persons (2018 projection figure) has shut down on many occasions. The current

situation has ripple effects on the nation's economy. Figure 6 illustrates typical gridlock situation along Apapa axis.

According to (Iriekpen, 2018), each day, trailers, fuel tankers and

container-bearing vehicles line up on every major road leading to the Tin Can Port and Apapa Wharf, making commuting, a herculean and sometimes unfeasible task for motorists. This has resulted in security breaches. According to (Dangote, 2018), Nigerian

Figure 6: Apapa Gridlock



Source: Google Photo

economy lost trillions of naira due to Apapa gridlock. In addition, security of workers and motorists have been negatively affected in many ways. And this has led to poor productivity, deaths and loss of man hours.

2.0 Literature Review and Objectives of the Study

Objectives: The aim of this study is to establish the relationship between infrastructure investments and security enhancement, and improvements. To

promote safety and ease traffic flow along this axis, a number of initiatives have been undertaken by both the Lagos and Federal governments. However, the problem does not only persist, but it is growing at alarming rate which has crippled some parts of Lagos State economy to some extent and the nation's economy to a great extent. To close the Infrastructure deficit, huge investments is required in Transport sector. Uzoho (2018); stated that according to The Infrastructure Bank Managing Director, Mr. Adekunle Oyinloye, about \$11.5billion (N5.5trn) was spent on infrastructure over a

budgets are grossly inadequate to bridge the infrastructure deficit.

The second objective of the study is to understand why previous government efforts have not yielded the expected results. Some of the previous initiatives include; creation of truck parks, creation of special truck lane, restricting truck movements to specified time, creation of special task forces and intervention by Nigerian Navy. Available evidence suggests that these initiatives have failed to address the problem, notwithstanding their good intentions. In addition, some of these

- b) To stimulate other researchers on the subject
- c) Using data from Dangote Plc presentation at Federal Ministry of Power, Works and Housing Management Retreat to support the need for alternative solutions
- d) To present PPP options as alternative solutions.

2.1 The Causes of Apapa Gridlock

Apapa gridlock is causing the Nigerian economy losses on daily basis. According to Oluwloe (2018), Governors of South-West region of the country called on the Federal Government to urgently



Source: Google Photo

four year period. He posited, that these budgeted capital projects in the last four years fell below projections. The sheer size of funding required to meet infrastructure deficit and the current economic climate of the country is indicative of the reality that the

initiatives have created its own problems, such as the over exposure of young girls to sexual predators.

Specifically this research's objectives include;

- a) The evaluation of the causes and effects

address the problem of the painful gridlock in Apapa, using the means of rail line, during the Development Agenda of the Western Nigeria Commission (DAWN) in Osogbo, the Osun State capital.

Figure 7: Apapa Wharf Road



Source: Google Photo

Okon and Ajaja (2018) posited, that there is over 360% hike in haulage cost in the last few weeks. For instance, a 40-foot container now cost N600,000 instead of the previous cost of N190,000 (*distance of 89km*) from Apapa APM Terminal to Ibafo. The consumer bears the ultimate incidence of pay (increase in goods prices). As the situation degenerated into total chaos, a traffic management and enforcement team comprising: the Nigerian Police, the Federal Road Safety Corps (FRSC), Lagos State Transport Management Agency (LASTMA), the Nigerian Navy, the Nigerian Security, Civil Defense Corps (NSCDC), and Nigeria Port Authority (NPA) security officials was set up. The Nigerian Army were later co-opted into the traffic enforcement team. Unfortunately the relief which motorists felt on account of interventions by these agencies, acting individually and as a team, was short-lived as the roads and bridges were later re-invaded and seized by these tankers and trucks. As a matter of fact, for these security agencies, it has been a

no-win situation as far as the intractable traffic congestion in Apapa and environs is concerned.

Many factors are responsible for the Apapa gridlock, foremost among them is bad road as shown in figure 7 below. In addition, the roads in and out of Apapa Port have not been expanded in many years. With increasing number of trucks on daily basis along this axis, this has created chaotic situation in and around Apapa axis.

4.1.1 Population explosion in Lagos State from 1.1 million in 1967 to 23.42 million in 2018; an increase of 22.32 million persons is another major cause. The implication is that Lagos population has grown about 21 times occupying the seeming same size of land as it was in 1967. Without adequate planning and corresponding infrastructure capacity to cater for this explosion, this has certainly contributed to the gridlock and pose security threats.

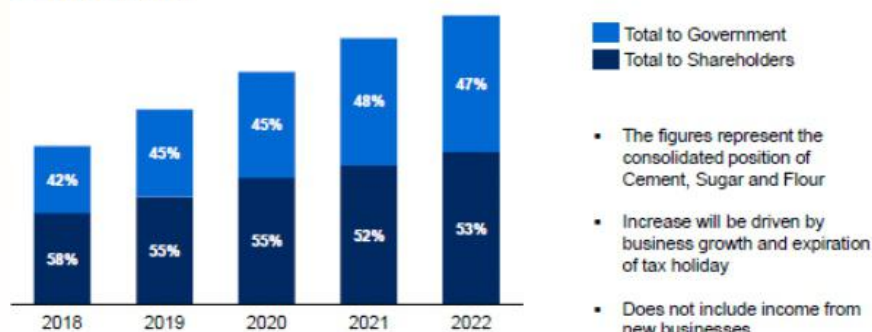
Other causes include;

- Citing of many factories in Apapa Port area without adequate infrastructure
- Bad driving habits
- Infrastructure breakdown

Figure 9: Dangote Presentation at FMPWH

Going Forward Government's take across our three major businesses (Cement, Sugar, Flour) in 5 years will amount to =N=2.05 Trillion

DANGOTE
Corporate Strategy



	2018-E	2019	2020	2021	2022	Total
To Government	260,416	342,530	413,236	496,742	533,150	2,046,074
To Shareholders	360,834	422,960	498,481	546,891	598,929	2,428,094
Total Amount	621,250	765,491	911,716	1,043,633	1,132,079	4,474,168

Source: FMPWH Seminar and presentation

- d) Over concentration on the use of Apapa Ports
- e) Lack of collaboration among government agencies
- f) Lack of linearity between input and output of resources

2.2 The Security Implications of Apapa Gridlock

According to Dangote (2018), Apapa gridlock has constituted a huge bottleneck to businesses. It has negatively impacted on Dangote Industries Limited (DIL) Food businesses and is estimated to have resulted in N15bn – N36bn in foregone profits. In addition, it has increased operating cost as the plants could not operate at optimal capacity and transport costs increased due to longer Turn-Around-Time (TAT) and extortions encountered. Other businesses have suffered financial losses. Some smaller businesses are known to have closed down as a consequence of Apapa gridlock, thereby contributing to unemployment and crime increase. Consequently, security is affected in many ways.

Furthermore, he stated that in

2017, DIL contributed N97.2bn to government as taxes. Projected contribution to government in 2018; Corporate Income Tax (CIT) N6.4bn adjusted to year end at N8.53bn, Value Added Tax (VAT) N7.2bn adjusted to year end at N9.47bn and Import duties N19.73bn adjusted to N25.73bn totaling N43.73. Out of these 3 businesses, government is expected to lose about N44bn, while DIL will lose about N100bn due to poor infrastructure in 2018. He posited, that going forward, projected government's take across three major businesses (cement, Sugar & Flour) will amount to N2.05 Trillion by 2022. Improving the status of Nigerian Transport Infrastructure (TIP) will accelerate economic growth, improve GDP, improve foreign reserves and provide opportunities for many Nigerians to pull themselves out of poverty line. The security implications of a buoyant economy is consequential reduction in crimes. Below is Dangote presentation to FMPWH in figure 9, a summary of projected government taxes by 2022.

3.0 Findings

The findings of this research study on Infrastructure for

Enhancing Security include the following;

a) Apapa gridlock has had negative impacts on Nigerian economy; tax loss from DIL in 2018 is estimated to be N44bn, and in 5 years accumulated loss will be N2.05 Trillion. When all the taxes combined from private sector operating in Apapa axis, such as BUA, Honeywell, and other businesses; the estimated total loss to government is N10.9trn. The net result is an increase in crimes within Apapa axis.

b) Economic activities have been grossly affected and this has created more security problems.

c) Individual companies are making efforts to fix the bad roads.

d) That the current legal frame on Transport Infrastructure Projects (TIP megaprojects) require update and harmonization among all levels of government and private sector.

e) Lagos State population explosion has escalated infrastructure problems – from bad to worse, the net effect is an increase in criminal activities.

Strengthening Economic Diversification in Nigeria through Connectivity

■ *A new World Bank economic analysis says growth returned to Nigeria in 2017 and is projected to hover just above 2% in 2018*

■ *With a large population and growing middle class, Nigeria's big home market suffers from spatial fragmentation, according to the report*

■ *To stimulate diversified, long-term growth, the report suggests that the country would benefit from policies to promote spatial integration and sub-national specialization, key for creating a nationally-integrated market for goods and services and attracting much-needed private investment.*



The recently released Nigeria Biannual Economic Update: Connecting to Compete, says economic gains were largely driven by an expansion in oil output and continued steady growth in agriculture. However, the report notes, labor-intensive sectors remained weak, which contributed to an increase in the rate of unemployment and underemployment in 2017. Poverty is also believed to have increased slightly. Gross domestic product (GDP) growth, which reached 0.8% in 2017, is expected to hover just over 2% in 2018, according to the report.

The report also notes that the

federal government's Economic Recovery and Growth Plan (ERGP) is a positive step towards macroeconomic growth efforts, if properly implemented. In recent times, the government's focus on business regulations has paid off; Nigeria has moved up in the World Bank Ease of Doing Business 2018 report, however the report says more intensive effort needs to be made to get the private sector energized. The report says that most of the structural reforms outlined in the ERGP need to go beyond the preliminary stages to ensure the economic growth targets envisaged.

ABUJA, April 30, 2018 — While Nigeria emerged from a recession in 2017, the country's continued economic recovery will be slow, according to a new economic analysis.

The Nigerian government has identified the power sector as a critical focus, as is evidenced in the Power Sector Recovery Plan, with a focus to support implementation of power sector reforms. The economic update qualifies these achievements, noting that Nigeria's performance is still insufficient, particularly in the social sector. The report says that the country would benefit from policies to promote diversification and long-term inclusive growth, and focuses on leveraging regional connections and coordination to enhance Nigeria's competitiveness. With a large population and growing middle class, there are 65 million economically active people in Nigeria. This big home market however suffers from spatial fragmentation according to the analysis. Furthermore, the domestic market is constrained by limited connective infrastructure thereby reducing producers and firms' ability to reach wider markets. This lack of connectivity also dampens economic collaboration and cooperation among the country's regions further hampering the prospects for poverty reduction. "Spatial integration and sub-national specialization are key for creating a nationally-



integrated market for goods and services as well as attracting much-needed private investment, which in turn could enhance productivity through scale and specialization," said Somik Lall, World Bank global lead for Territorial Development.

The report also highlights the wide range of spatially targeted investments that have been implemented to develop regional economic development opportunities. The introduction of the cluster concept in the federal government's national industrial policy for 2007-2011 has made room for the establishment of special economic zones (SEZs), such as Free Trade Zones (FTZs), Industrial Parks, Industrial Clusters, Enterprise Zones and Incubators. States are also beginning to coordinate their investment and strategic planning activities within geopolitical zones. However, the report points out that SEZs and place-based policies have focused on coordination issues

within the zone itself, rather than focus on connections with other states or within geopolitical zones. At the state level, the report says that few actions have been implement

ed and it is proving difficult to promote coordination of activities across states.

The report recommends three priorities for public interventions regarding existing and new industrial cluster in Nigeria:

- Enhancing the effectiveness of spatially-targeted efforts to support regional economic development
 - Coordinate transport improvements with urban and land development; and
 - Differentiate priorities for policy and investment along sub-national regional lines, with a careful identification and consideration of local challenges and opportunities.
- The report concludes that for economic growth in Nigeria to be sustained, place-based policies and spatial integration need to be complemented by investments in basic services and human development to foster a stronger business environment, and wider welfare gains.

OBCs / FBCs GRANTED IN 2ND QUARTER 2019
OBCs GRANTED IN 2ND QUARTER 2019

NO	MDA	PROJECT	DATE
1	Kaduna Polytechnic / Ministry of Education	Rehabilitation of student's hostel	25 th April 2019
2	Federal Ministry of Health	Rehabilitation, Standardization, Equipment Supply and Management of 22 Federal Teaching Hospitals in Nigeria	28 th May 2019

FBCs GRANTED IN 2ND QUARTER 2019

1	Federal Ministry of Industry Trade and Investment	Development of Small & Medium Enterprise (SME) Portal Project	26 th April 2019
2	Federal Ministry of Water Resources	Gurara Facility Management	26 th April 2019
3	Federal Ministry of Transportation / Akwa Ibom State Government	Ibom Deep Sea Port	14 th May 2019
4	Federal Ministry of Finance	Development, Deployment and Management of Automated Customs Gateway Portal for Import Duty Exemption Certificate	21 st May 2019
5	Nigeria Custom Service (NCS)	Presidential Initiative on Custom Modernization "E-Customs Project"	22 nd May, 2019

REPORT OF SECOND QUARTER 2019 PUBLIC PRIVATE PARTNERSHIP UNITS CONSULTATIVE FORUM (3PUCF)

2nd QUARTER 3PUCF



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

The second quarter 2019, 3PUCF, which held on 26th July 2019 was hosted by Mainstream Energy at the Fraser Suites Abuja. It was another opportunity for knowledge sharing and enhancement. The forum had in attendance, Heads and team members of

NGN 2,858,896,620,870 (Two Trillion, Eight Hundred and Fifty Eight Billion, Eight Hundred and Ninety Six Million, Six Hundred and Twenty Million, Eight Hundred Seventy Naira) to

been signed this year, to enable them achieve Financial Close and implementation namely; the ECOWAS Biometric Passport project, 19 Silo Complexes, Warehouse in a Box Project and Solar Roof-top at Ministry of Power Headquarters. He notified that as part of ICRC's mandate and in compliance with Section 2.4 of the ICRC Act, the Commission has worked closely with MDAs to identify potential PPP projects for publishing in the public domain, and for the first time, the Pipeline of PPP projects and PPP opportunities will be sent to FEC for approval and then gazette and ring fenced for better efficiency.

He urged members to help by acting as trainers in their respective MDAs after attending PPP Capacity Building programmes and other ICRC organized workshops, stating that ICRC processes are constantly being improvised and simplified to make things easier for users, and will ensure that PPP knowledge continues to go round.



Cross section of participants at the event

PPP Units across several Ministries, Departments and Agencies; and some members of the private sector.

The DG ICRC, Engr. Chidi Izuwah welcomed everyone to Q2 2019 3PUCF. He stressed the importance of PPPs for Nigeria's survival and prosperity in the midst of huge fiscal challenges. He stated that from 2010 to 2018, MDAs under the regulatory guidance of the ICRC have attracted about

our national PPP space; being the value of PPP projects which have received Federal Executive Council approval.

Engr. Izuwah informed the meeting that as at the end of May 2019, the Commission had issued 7 OBC and 8 FBC Compliance Certificates, making it a total of 74 OBC and 30 FBC Compliance Certificates granted since ICRC's inception as a Commission. He said that some notable projects had

WORKSHOPS
TRAININGS

SUMMITS

CONFERENCES
SYMPOSIUMS



APMT, Lagos Monitoring Visit -12th April 2019



ICRC & FCDA Collaboration Workshop - 12th April 2019, Abuja



ICRC & FCDA Collaboration
Workshop - 12th April 2019, Abuja



IMF Capacity Building - 15th April 2019, Abuja



Handing over of Power House Solar Power Project Agreement - 2nd May 2019, Abuja



DG ICRC receiving Distinguished Leadership in Admin of PPP Towards National Growth & Prosperity Award - 3rd May 2019, Abuja



ECOWAS Biometric Passport Concession Signing - 10th April 2019, Abuja



Transport And Tourism Summit Exhibition
- 29th – 30th April 2019, Abuja





PPP Training for the Nigerian Police Force
- 8th May 2019 In Abuja





**Warehouse In A Box Contract Signing
- 14th May 2019 In Abuja**



**ICRC team at the 3rd Annual Lecture of Just Friends
Club Of Nigeria- 16th may 2019 Abuja**





ICRC Monitoring Team Visit To University Of Benin PPP Solar Power Project- 16th May 2019



Just Friends Club of Nigeria Annual Lecture,
16th May 2019





Second Quarter 3PUCF - 17th June 2019



DG Chidi Izuwah Representing
The ICRC Family at
Democracy Day at Eagle
Square - 12th June 2019





Managed Equipment Services Stakeholders Meeting - 18th June 2019



Courtesy Call by ICRC 3PUCF and Mainstream Energy Team to The Emir of Borgan's in New Busaau, Niger State - 18th June 2019





Monitoring Visit to Jebba Hydropower Plant Dam, Niger State - 19th June 2019



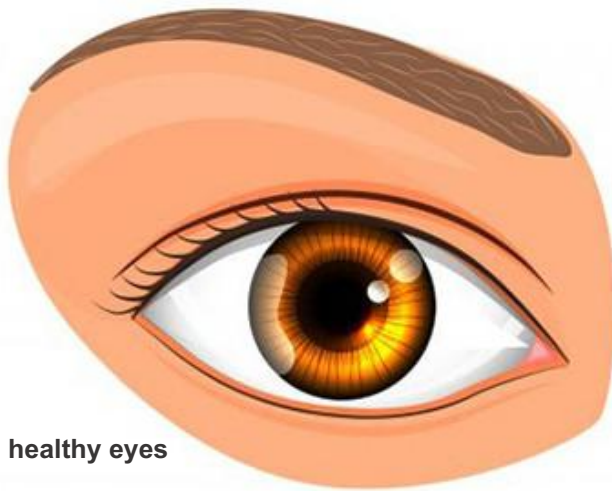
Monitoring Visit to IDC Ikorodu Development Centre, Lagos State - 20th June 2019



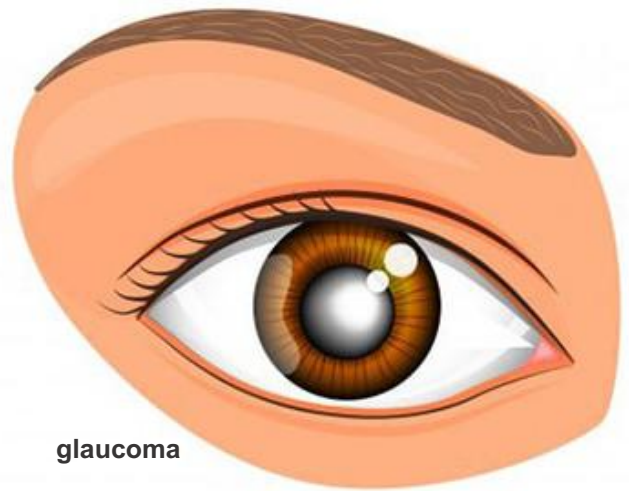
Meeting with Delegates from
Festac Phase 2
- 26th June 2019, Lagos



Health & Wellbeing



healthy eyes



glaucoma

Glaucoma

What Is Glaucoma?

Glaucoma is an eye disease that can damage your optic nerve. The optic nerve supplies visual information to your brain from your eyes.

Glaucoma is usually, but not always, the result of abnormally high pressure inside your eye. Over time, the increased pressure can erode your optic nerve tissue, which may lead to vision loss or even blindness. If it's caught early, you may be able to prevent additional vision loss.

What Are the Symptoms of Glaucoma?

The most common type of glaucoma is primary open-angle glaucoma. It has no signs or symptoms except gradual vision loss. For that reason, it's important that you go to yearly comprehensive eye exams so your ophthalmologist, or eye specialist, can monitor any changes in your vision.

Acute-angle closure glaucoma, which is also known as narrow-angle glaucoma, is a medical emergency. See your doctor immediately if you experience any of the following symptoms:

- severe eye pain

- nausea
- vomiting
- redness in your eye
- sudden vision disturbances
- seeing colored rings around lights
- sudden blurred vision

What Causes Glaucoma?

The back of your eye continuously makes a clear fluid called aqueous humor. As this fluid is made, it fills the front part of your eye. Then, it leaves your eye through channels in your cornea and iris. If these channels are blocked or partially obstructed, the natural pressure in your eye, which is called the intraocular pressure (IOP), may increase. As your IOP increases, your optic nerve may become damaged. As damage to your nerve progresses, you may begin losing sight in your eye.

What causes the pressure in your eye to increase isn't always known. However, doctors believe one or more of these factors may play a role:

Health & Wellbeing

- dilating eye drops
- blocked or restricted drainage in your eye
- medications, such as corticosteroids
- poor or reduced blood flow to your optic nerve
- high or elevated blood pressure

Who is at Risk of Glaucoma?

According to the World Health Organization Trusted Source (WHO), glaucoma is the second leading cause of blindness around the world. The risk factors for glaucoma include:

Age

People over 60 are at increased risk of glaucoma, warns the NEI, and the risk of glaucoma increases slightly with each year of age. If you're African-American, your increase in risk begins at age 40.

Ethnicity

African-Americans or people of African descent are significantly more likely to develop glaucoma than Caucasians. People of Asian descent are at a higher risk of angle-closure glaucoma, and people of Japanese descent have a higher risk of developing low-tension glaucoma.

Eye Problems

Chronic eye inflammation and thin corneas can lead to increased pressure in your eyes. Physical injury or trauma to your eye, such as being hit in your eye, can also cause your eye pressure to increase.

Family History

Some types of glaucoma may run in families. If your parent or grandparent had open-angle glaucoma, you're at an increased risk of developing the condition.

Medical History

People with diabetes and those with high blood pressure and heart disease have an increased risk of developing glaucoma.

Use of Certain Medicine

Using corticosteroids for extended periods may increase your risk of developing secondary glaucoma.

How Is Glaucoma Treated?

The goal of glaucoma treatment is to reduce IOP to stop any additional

eyesight loss. Typically, your doctor will begin treatment with prescription eye drops. If these don't work or more advanced treatment is needed, your doctor may suggest one of the following treatments:

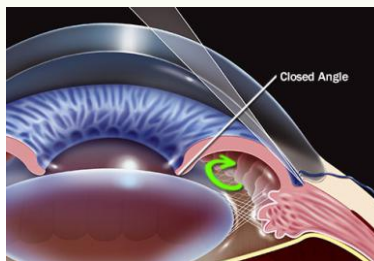
Medications

Several medicines designed to reduce IOP are available. These medicines are available in the form of eye drops or pills, but the drops are more common. Your doctor may prescribe one or a combination of these.

Surgery

If a blocked or slow channel is causing increased IOP, your doctor may suggest surgery to make a drainage path for fluid or destroy tissues that are responsible for the increased fluid.

Treatment for angle-closure glaucoma is different. This type of glaucoma is a medical emergency and requires immediate treatment to reduce eye pressure as quickly as possible. Medicines are usually attempted first, to reverse the angle closure, but this may be unsuccessful. A laser procedure called laser peripheral iridotomy may also be performed. This procedure creates small holes in your iris to allow for increased fluid movement.



Will a Person with Glaucoma Go Blind?

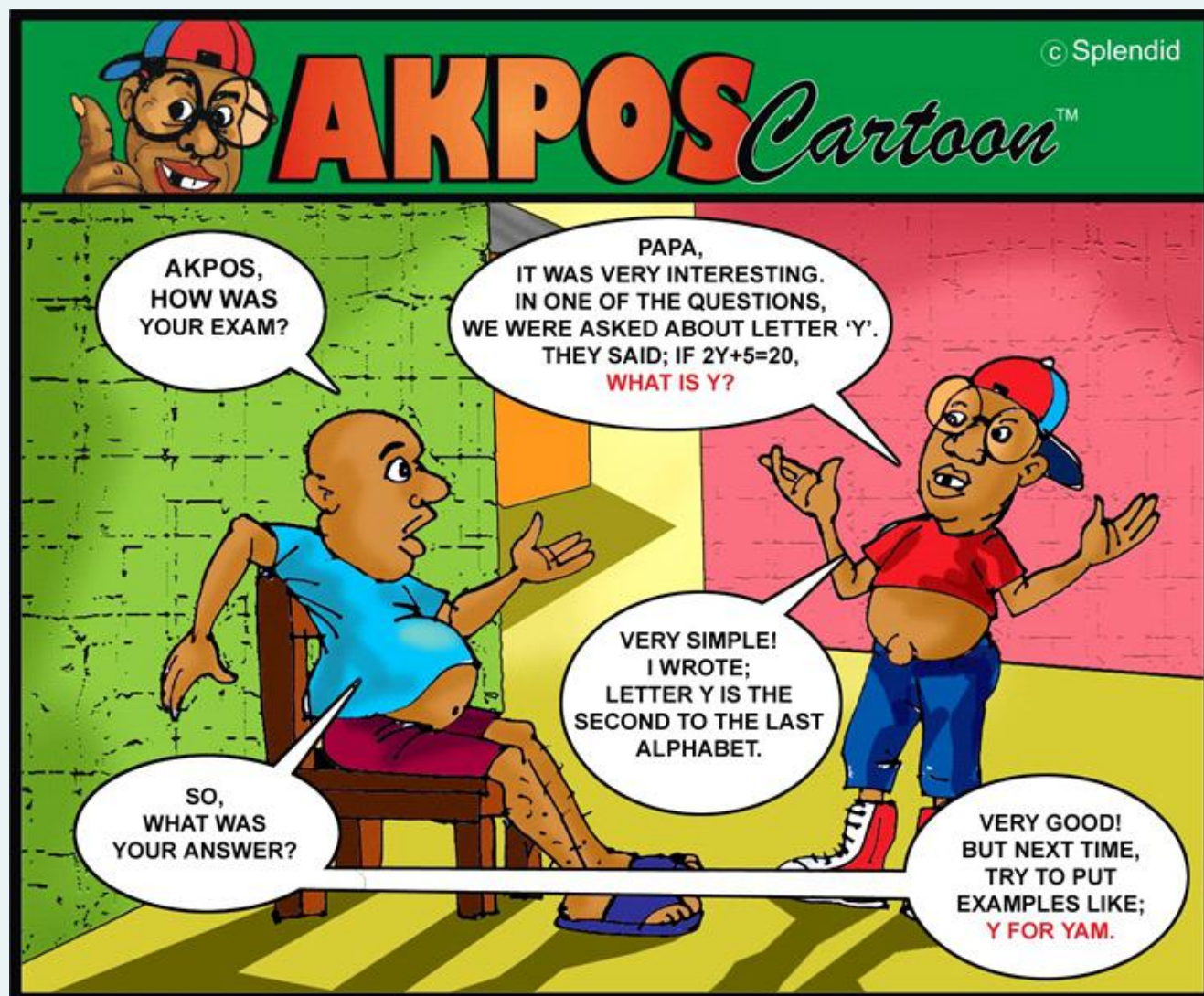
If your increased IOP can be stopped and the pressure returned to normal, vision loss can be slowed or even stopped. However, because there's no

cure for glaucoma, you'll likely need treatment for the rest of your life to regulate your IOP. Unfortunately, vision lost as a result of glaucoma cannot be restored.

Can Glaucoma Be Prevented?

Glaucoma can't be prevented, but it's still important to catch it early so you can begin treatment that will help prevent it from getting worse. The best way to catch any type of glaucoma early is to have an annual preventive eye care appointment. Make an appointment with an ophthalmologist. Simple tests performed during these routine eye checks may be able to detect damage from glaucoma before it advances and begins causing vision loss.

Lighter Note



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).

INFRASTRUCTURE CONCESSION REGULATORY COMMISSION (ICRC)

Plot 1270 Ayangba Street, Close to FCDA Headquarters
Area 11 Garki, Abuja, FCT, Nigeria

+234-9-4604900 | info@icrc.gov.ng | www.icrc.gov.ng



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