

INFRASTRUCTURE CONCESSION REGULATORY COMMISSION

ANNUAL REPORT & ACCOUNTS

2019



The Presidency



INFRASTRUCTURE | PUBLIC PRIVATE PARTNERSHIPS | REGULATION



A REPORT ON THE ACTIVITIES OF THE

INFRASTRUCTURE CONCESSION REGULATORY COMMISSION & THE AUDITED ACCOUNTS FOR THE YEAR ENDED 31ST DECEMBER, 2019

Infrastructure Concession Regulatory Commission
Plot 1270 Ayangba Street, Near FCDA Headquarters,
Area 11, Garki, Abuja, Nigeria
Tel: +234-9-4604900
email: info@icrc.gov.ng
website: www.icrc.gov.ng

ICRC Establishment Act 2005

In order to harness private sector technical and financial resources for the provision of public infrastructure and services, the FGN enacted the ICRC Act in 2005 and inaugurated the Governing Board in November 2008. Since inauguration, the Commission has been providing MDAs with the necessary guidance to successfully execute infrastructure projects through the PPP arrangement.

ICRC ESTABLISHMENT ACT 2005

The ICRC Act, 2005 bestows on the Commission the functions and powers to:

- Provide general policy guidelines, rules and regulations;
- Take custody of every concession agreement;
- Monitor and inspect PPP projects; and
- Ensure efficient execution of any concession agreement or contract entered into by the Federal Government.

ICRC MANDATE

ICRC STRATEGIC OBJECTIVE

The strategic objective of the Infrastructure Concession Regulatory Commission (ICRC) is to accelerate private investments in national infrastructure by enabling the Federal Government of Nigeria through its Ministries, Departments, and Agencies (MDAs) to establish and implement effective Public Private Partnerships (PPPs).

EXECUTIVE MANAGEMENT TEAM

- Engr. Chidi K. C. Izuwah Snr. - Director General/CEO
- Mr. Mike Joe A. Ohiani - Director, PPP Resource Department
- Mr. Mohammed A. Bamalli - Director, Change Management Department
- Mr. Emmanuel Onwodi - Director, Transportation Infrastructure + Department
- Mr. Dada Hammed Togunde - Director, Internal Audit Department
- Dr. Jobson Ewalefoh - Director, Contract Compliance Department
- Dr. Evelyn Alaye-Ogan - Director, Support Services Department
- Mr. Odili Onu - Director, Revenue Investment & Project Finance Department

GENERAL MANAGEMENT TEAM

- Engr. Chidi K.C. Izuwah Snr - Director General /CEO
- Mr. Mike Joe A. Ohiani - Director, PPP Resource Dept
- Mr. Mohammed A. Bamalli - Director, Change Management Dept
- Mr. Dada Hammed Togunde - Director, Internal Audit Dept
- Mr. Emmanuel Onwodi - Director, Transportation Infrastructure + Dept (TID)
- Dr. Jobson Ewalefoh - Director, Contract Compliance Dept (CCD)
- Dr. Evelyn Alaye-Ogan - Director, Support Services Dept (SSD)
- Mr. Odili Onu - Director, Revenue Investment & Project Finance Dept (RIPFD)
- Dr. Felix Ogbera - Deputy Director/Head, Policy and Regulation (CCD)
- Mr. Ahmed Abdulrazaq - Deputy Director/Head, Monitoring & Compliance (CCD)
- Mr. Olusa Busari - Deputy Director/Head, Energy & Urban Infrastructure (P3RD)
- Mr. Shehu S. Danmusa - Asst Director, (P3RD)
- Mr. Emmanuel Chorio - Asst Director/Revenue Investment & Project Finance
- Mr. Mohammed Barma - Asst Director/Head, Finance and Accounts (SSD)
- Mrs. Deborah Okafor - Asst Director/Ag Head, Planning & Research
- Mr. Olusola Ogunsola - Asst Director/Ag Head, Health & Social Infrastructure (P3RD)
- Engr. Amanze Okere - Asst Director/Ag. Head, Special Projects (P3RD)
- Mrs. Halima Tukur-Modibbo - Asst Director/Ag. Head, Human Resource & Administration (SSD)
- Engr. Muktar Usman - Asst Director/Ag. Head, Procurement (DG's Office)
- Mr. Adamu Umar - Asst Director, Transportation Infrastructure + Dept
- Mr. Akwu Okolo - Asst Director, (P3RD)
- Mr. Yusuf Haruna - Asst Director, Transportation Infrastructure + Dept
- Mrs. Manji Yarling - Chief Admin Officer/Ag. Head, Media & Publicity (DG's Office)
- Ms. Hauwa Kelo - Asst Chief Legal Officer/Ag. Head, Legal & Governance (DG's Office)
- Mr. Adeola Omilade - Asst Chief ICT/Ag. Head, ICT (SSD)

Contents

GLOSSARY OF TERMS	6
DIRECTOR-GENERAL'S STATEMENT	13
EXECUTIVE SUMMARY	16
SECTION 2: ROLE & MANDATE	24
SECTION 3: INSTITUTIONAL STRUCTURE & GOVERNANCE	25
3.1 Structure and Functions	25
3.2 Executive Management	26
3.3 General Management	27
3.4 Transmission of 2018 Report of Activities & Audited Accounts	27
SECTION 4: KEY ACTIVITIES IN 2019	28
4.1 Pre-Contract Activities – Projects Initiation, Development & Procurement	28
4.1.1 Summary of 2019 Projects Progress/Update	28
4.1.2 OBC & FBC Compliance Certificates	32
4.2 Post-Contract Activities – Projects Monitoring & Compliance	35
4.2.1 Post-Contract Regulatory Functions	35
4.2.2 Contract Compliance Goals	35
4.2.3 Key Post-Regulatory Activities in 2019	35
4.2.4 Milestones Recorded in 2019 Contract Compliance Activities	36
4.2.5 Projects Monitoring Visits	37
4.3 Other Post-Contract Regulatory Activities	37
4.3.1 Inter-Agency Committee on the Review of Port Concessions	37
4.3.2 ICRC PPP Disclosure Web Portal Operations	38
4.3.3 Capacity Building on Contract Management Tools	38
4.3.4 Special Highlights on Lekki Deep Water Port & Port Harcourt Terminal B	38
4.4 PPP Capacity Building Activities	43
4.4.1 PPP Capacity Building Programmes	43
4.5 Sustaining PPP Advocacy & Stakeholders' Engagements	46
4.5.1 PPP Unit Consultative Forum (3PUCF)	46
4.5.2 Nigeria Public Private Partnership Network (NPPPN)	48
4.5.3 Expanding the Network of Institutional & Development Partners	48

Contents

4.6	Support Services for Organisational Development	51
4.6.1	Disclosure & Transparency	51
4.6.2	Staff Career Growth	51
4.6.3	Recognising Excellence & Teamwork	51
4.6.4	Sustaining Human Resources and Capacity	51
4.6.5	Information & Communications	53
SECTION 5:	CHALLENGES AND CONSTRAINTS	58
5.1	Inadequate Funding	58
5.2	Political Will & Commitment	58
5.2	Regulatory & Institutional Environment	58
5.3	Long Term Finance for Infrastructure Development	58
5.4	Integrating PPP Projects into National Planning Framework	58
SECTION 6:	2020 OUTLOOK	59
6.1	Key Projections for 2020	59
SECTION 7:	FINANCIAL SUMMARY	61
7.1	Finance and Accounts	61
APPENDIX 1:	Status of Pre-contract Projects (at Development and Procurement) for 2019	83
APPENDIX 2:	Updates on PPP Contracts (under Implementation) in the 2019 Fiscal Year	103

Glossary of Terms

AfDB	African Development Bank
AGF	General of the Federation
BPE	Bureau of Public Enterprises
PEBEC	Presidential Enabling Business Environment Council
CCD	Contract Compliance Department
CBN	Central Bank of Nigeria
DFBOT	Design, Finance, Build, Operate & Transfer
DFIs	Development Finance Institutions
DG	Director-General
DMO	Debt Management Office
ED	Executive Director
Eoi	Expression of Interest
FAAN	Federal Airports Authority of Nigeria
FBC	Full Business Case
FCT	Federal Capital Territory
FCTA	Federal Capital Territory Administration
FEC	Federal Executive Council
FGN	Federal Government of Nigeria
FIRS	Federal Inland Revenue Service
FMBNP	Federal Ministry of Budget & National Planning
FMoD	Federal Ministry of Defense
FMoEnv	Federal Ministry of Environment
FMoF	Federal Ministry of Finance
FMoI	Federal Ministry of Interior
FMoJ	Federal Ministry of Justice
FMoP	Federal Ministry of Power Works & Housing
FMITI	Federal Ministry of Industry, Trade and Investment
FERMA	Federal Road Maintenance Agency
FMoT	Federal Ministry of Transport
FMoH	Federal Ministry of Health
FSS2020	Financial Systems Strategy 2020
GAT	General Aviation Terminal
ICD	Inland Container Depot
ICRC/Commission	Infrastructure Concession Regulatory Commission
ICT	Information and Communications Technology
LCC	Lekki Concession Company
LITFC	Lagos International Trade Fair Complex
MDAs	Ministries, Departments and Agencies
MMA	Murtala Mohammed Airport

Glossary of Terms

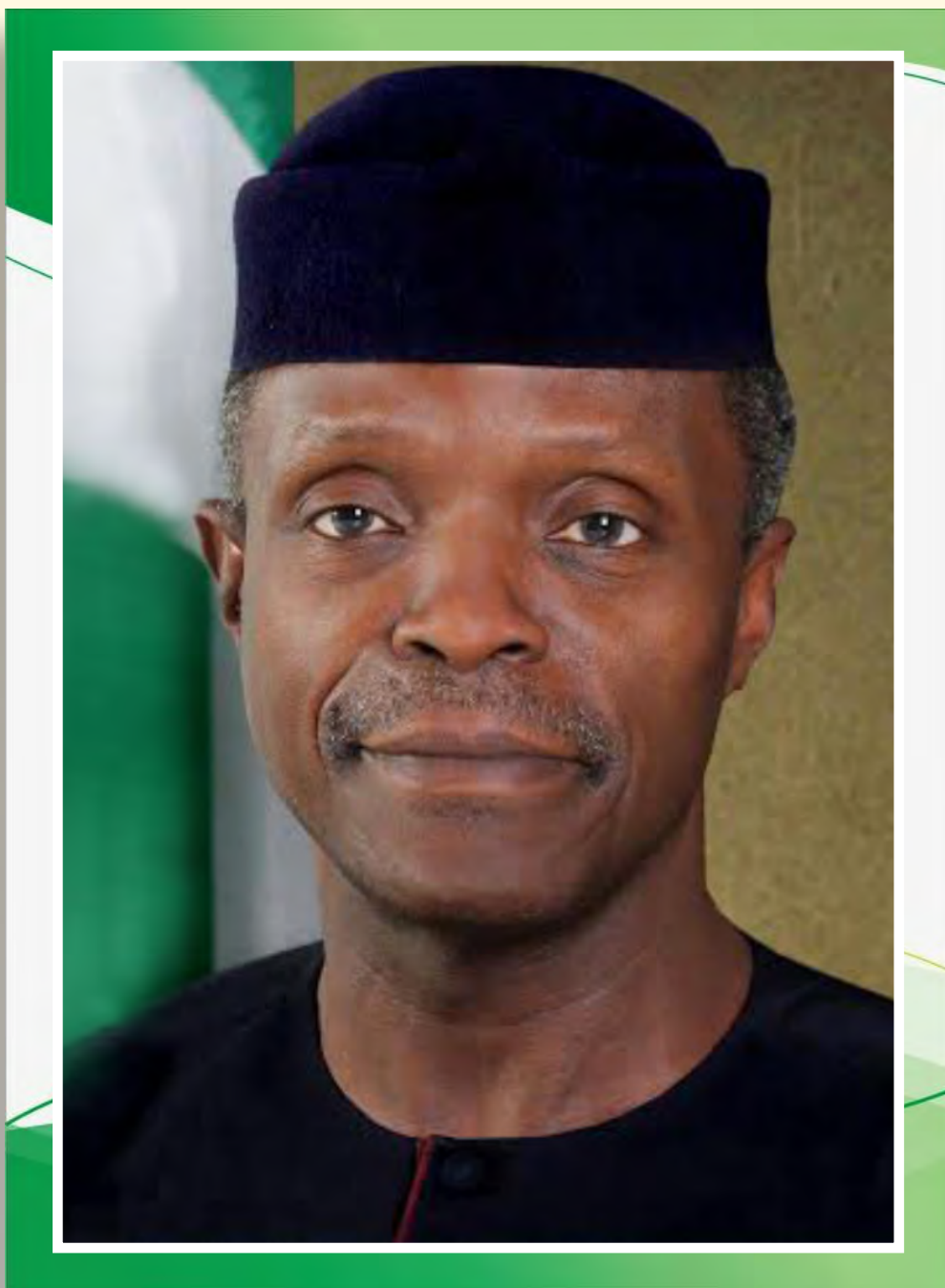
MMA2	Murtala Mohammed Airport Terminal 2
MoU	Memorandum of Understanding
NIAF	Nigerian Infrastructure Advisory Facility
NIMASA	Nigerian Maritime Administration and Safety Agency
NIWA	National Inland Waterways Authority
NEMT	National Economic Management Team
NESG	Nigerian Economic Summit Group
N4P	National Policy on Public Private Partnership
NIMC	National Identity Management Commission
NIIMP	National Integrated Infrastructure Master Plan
NEPAD	New Partnership for Africa's Development
NNPC	Nigerian National Petroleum Corporation
NPA	Nigerian Ports Authority
NPPPN	Nigerian PPP Network
NPC	National Planning Commission
NRC	Nigerian Railway Corporation
NSC	Nigerian Shippers' Council
NSIA	Nigerian Sovereign Investment Authority
NTIBC	National Trade and International Business Centre
OBC	Outline Business Case
OHCSOF	Office of the Head of the Civil Service of the Federation
O&M	Operations and Maintenance
PDT	Project Delivery Team
PSC	Project Steering Committee
PICI	Presidential Infrastructure Champion Initiative
PPP	Public Private Partnership
RBDA	River Basin Development Authority
RfP	Request for Proposal
ROT	Rehabilitate, Operate and Transfer
SGF	Secretary to the Government of the Federation
TBS	Tafawa Balewa Square
TSGP	Trans-Saharan Gas Pipeline
VGf	Viability Gap Fund
WBI	World Bank Institute



HIS EXCELLENCY

MUHAMMADU BUHARI GCFR

PRESIDENT, COMMANDER-IN-CHIEF OF THE ARMED FORCES
FEDERAL REPUBLIC OF NIGERIA



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



MR. BOSS MUSTAPHA

SECRETARY TO THE GOVERNMENT OF THE FEDERATION
FEDERAL REPUBLIC OF NIGERIA



ENGR. CHIDI K.C. IZUWAH SNR

DIRECTOR GENERAL/CEO
INFRASTRUCTURE CONCESSION REGULATORY COMMISSION

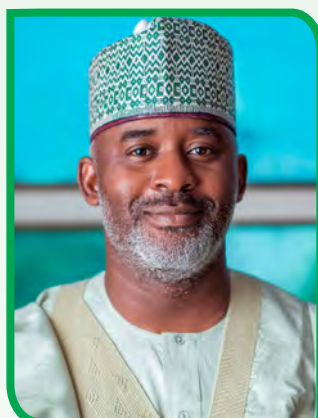
ICRC Executive Management Team



Engr. Chidi K.C. Izuwah Snr
Director General/CEO



Mr. Mike Joe Ohiani
Director, PPP Resource Department



Mr. Mohammed A. Bamalli
Director, Change Management Department



Mr. Dada Hammed Togunde
Director, Internal Audit Department



Mr. Emmanuel Onwodi
Director, Transportation Infrastructure + Department



Dr. Jobson Ewalefoh
Director, Contract Compliance Department



Dr. Evelyn Alaye-Ogan
Director, Support Services Department



Mr. Odili Onu
Director, Revenue Investment & Project Finance Department

Director-General's Statement



Reflections

Nigeria is one of the developing countries of the world with a promising outlook. The Federal Government of Nigeria has prioritized the Public Private Partnership (PPP) program as a key initiative for increasing investment in infrastructure and ramping up our infrastructure stock, in the realization of the administration's next level agenda - the vision that sees Nigeria progress to an infrastructure/food sufficient nation. However, we must remember that the journey for PPP is complex and facilitating large FDI would take a lot of hard work, dedication, political will/commitment and, most importantly, positive attitude toward the private sector. We cannot make PPPs a success unless we appreciate the need and role of private investment vis-à-vis a conducive environment for national development.

All the stakeholders in the public and private sectors of the economy must work hard and together so that the dream that we have developed

around this program is successfully implemented under the prudent guidance of His Excellency President Muhammadu Buhari GCFR.

2019 – Projects Projects Projects

2019 marked yet another productive year for the ICRC as witnessed by more local, regional and international recognition of Nigeria's Public-Private Partnership (PPP) programme. Following on the heels of previous success and achievements which testify to our programmatic approach to PPP, the year saw further maturity built on a strong regulatory base and revolving around the *"Projects Projects Projects and Service Delivery to Nigerians"* slogan of the Commission's current management. I am glad to say our focus on developing, procuring and implementing more PPP projects was rewarded with remarkable achievements, as the Commission has overseen the expansion of the PPP pipeline to 118 projects, with an estimated investment value of about 8 billion dollars, at different stages of the process. The Lekki Deepwater Port has reached financial close and is billed to attract investments of around 2 billion dollars. The concession agreements for 20 existing Silo Complexes have been signed. The ICRC is hoping that physical delivery to the concessionaires would take effect soon to begin implementation and reduce recurrent post-harvest losses in the country. Equally signed during the year are concession agreements for the:

i) Solar Roof Top Power Project designed to provide power to the Power House building in Maitama Abuja, and ii) Warehouse-in-a-box Project - a pharmaceutical storage facility located in Abuja and Lagos.

Meanwhile the ECOWAS Biometric Cards project, which proposes the adoption of smart card and

biometric technology to secure the identification of Nigerians and enhance regional security, was approved by FEC in November 2019 and has proceeded to contract signing.

The procurement processes for the Ibom Deepwater Port - another 2-billion-dollar PPP project, the Onitsha Riverport project, and the Kiri-Kiri Lighter Terminal project have been concluded with the emergence of preferred bidders. The projects are now going through the due processes for commercial close. Projects at the procurement stage include the Truck Transit Parks and the Contingent Owned Equipment for the Nigerian Police Force. The four International Airports in Abuja, Lagos, Kano and Port Harcourt are at final stages of detailed feasibility with the Commission currently reviewing their OBC for granting of Certificate of Compliance. The unsolicited proposal for the rehabilitation, expansion and operation of the Nigerian Prison Service Shoe Factory in Aba is going through technical and financial evaluation leading to a PPP contract award.

Our focus on innovative ways of reforming the health care sector has led to the proposed private sector initiative for the rehabilitation of our 22 Teaching Hospitals for which we have completed the feasibility study and issued the OBC Certificate of Compliance. Consistent with our belief that primary healthcare is the foundation of any successful health system, we have equally proposed and presented the concept for a national PMB Mobile Medical Clinics Scheme which is a PPP Project aimed at reforming this sub-sector. We believe it is a project that is long overdue and advocate that it be given immediate priority considering the popular truism that: *"Health is Wealth"*.

With all these ongoing projects/initiatives, it can be said that Nigeria has now developed one of the largest and most active PPP programmes in the region and we expect this momentum to accelerate

with further projects being processed within shorter timescales. To this end, we have streamlined our procurement process to a two-stage process (Request for Qualification and Request for Proposal) and have reduced the FEC approvals (Federal Executive Council) from two to one Full Business Case approval to signal the project's commercial close. We continue to work on further detailing and enhancing our regulatory framework, as well as updating the Procurement Guidelines for PPP Projects and the Guidelines for Unsolicited Proposals.

Striving towards Operational Excellence

In the area of capacity building and institutional development, we continued to work with the MDAs and all critical stakeholders, to deliver our comprehensive capacity development and awareness creation campaign to civil servants, lenders, investors, academia and print and electronic media community. Over 20 PPP trainings and knowledge awareness seminars/workshops were conducted during the review year. We equally organized round table discussions to reach out to our stakeholders and discuss the challenges, progress, innovations around the PPP program in Nigeria and other climes.

The Commission has obtained approval and is about to commence the ICRC academy named the Nigerian Institute for Infrastructure and Public Private Partnership (NII3P). The academy will capacitate practitioners with skills in structuring PPP transactions. We have reactivated the Nigerian Network on PPP and continued collaborations with the Governors' Forum to streamline our PPP programme with those of states in line with best investment practices. Practitioners in the state PPP agencies were sponsored to participate in the AFREXIM workshop on "How to Identify and Prepare Bankable PPP Projects in Nigeria under the Bank's Project Preparation Facility (APPF). As the sub-nationals infrastructure development gains

momentum, we are keen to reach out and assist more states and economic zones through increased presence, with the conduct of capacity building activities under the proposed NII3P, development of guidebooks and training modules, and issuance of policy guidelines.

The ICRC Staff, our foremost internal stakeholders continued to be topmost priority to ensure they are well rounded professionally and individually so as to be able to deliver on their tasks and targets towards achieving the Commission's strategic objectives. About 70 percent of the staff registered for and successfully scaled through the Harvard Institution's on-line certificate course on Problem Driven Iterative Adaptation (PDIA). This is a problem-solving technique that would assist them in addressing the various complexities involved in developing and executing PPP projects now and in the future. They were equally exposed to other trainings that would assist them in their professional/self-development.

Overcoming Challenges/Constraints

Our focus in 2020 is to ensure many of the projects which have been successfully procured begin their implementation so that the nation can begin to reap the attendant socioeconomic benefits. However, the Commission continues to be plagued by major challenges that stifle our best intentions. Our greatest challenge is the political will and commitment to ensure sustainability of the PPP programme and drive projects delivery. Again, most of the projects in our pipeline get unnecessarily delayed due to insufficient funds to prepare them and ensure their bankability.

There is a need for a project development fund to provide self-revolving seed money for financing the development of bankable projects, as is obtained in other PPP climes. There is also the

critical need for the heads of MDAs to commit to a steady PPP projects pipeline and ensure the process is completed, as this gives comfort and assurance to prospective private investors of government's seriousness and commitment.

Lastly, we make bold to say that the real solution to leakages and corruption in the handling of government revenues, emerging from PPP and other such Private Finance Initiatives (PFIs) is enacting the establishment of the Special Concessions Account as enshrined in section 9 of the ICRC Act. We commend His Excellency President Muhammadu Buhari through the Hon. Minister of Finance, Budget and National Planning for the support we have received in this instance. We hope that the coming year will witness the activation of the account and the associated transparency and prudence, most especially national savings, deriving from it.

Appreciation/Gratitude

I would like to graciously thank HE President, Muhammadu Buhari GCFR for the opportunity to serve; His Excellency Vice President, Prof. Yemi Osinbajo for his continued support; and the Secretary to the Government of the Federation - Mr Mustapha Boss, for his overwhelming support and exemplary leadership. My gratitude is great towards all our stakeholders – the Head of Civil Service of the Federation, MDAs, National Assembly and Donor Agencies, etc - for their unalloyed support to the Commission.

The successes of 2019 are as a result of the exceptional team spirit the ICRC staff has imbibed as part of the organisational culture. I sincerely thank them for keying into my vision for an infrastructure sufficient Nigeria.

Engr. Chidi K. C. Izuwah Snr
Director General/CEO

Executive Summary

Operating Environment in 2019 Fiscal Year

The policy thrust of the nation's 2019 Budget is tied to the objectives of the country's Economic Recovery and Growth Plan (ERGP), which rests on the tripod of growth restoration, investment in people through various social investment programmes, and building a globally competitive economy by focusing on critical infrastructure. The Commission took a cue from this strategic direction and shaped its 2019 goals and objectives/strategies to support these key priorities of government.

Key Projections for the Year 2019

- Effectively regulate PPPs by creating a sound regulatory environment.
- Actively support partner MDAs to structure transactions that are bankable and ensure as many projects as possible conclude the procurement phase and begin implementation.
- Activate the PPP concession account and ensure PPP monies due to government are properly accounted for.
- Build the broad stakeholder groups and network needed to intensify advocacy on strengthening the framework for a successful PPP program in Nigeria.
- Continue to update and issue PPP policies, regulations and guidelines needed to guide practitioners to proper understanding and effective application of the process in developing and delivering projects;
- To support States to develop the framework for implementation of viable PPP projects. The ICRC will collaborate with the Governor's Forum secretariat to make the Nigerian PPP Network more functional in order to drive this process.
- Leverage on already developed capacity building programmes to enhance skills of staff,

MDA and other practitioners. Engagements with development agencies and other PPP institutions for needed technical assistance and funding would be paramount, so also the proposed PPP Academy, to mobilize the required competencies and skills in this case.

- Effectively monitor the implementation of all PPP contracts to ensure compliance with terms of contract – this would entail: proactive employment of designed monitoring tools to nip potential problems areas in the bud; strategic engagements with concerned stakeholders to arrest areas of possible strife in the partnership; and resolution of existing issues in an impartial and transparent manner.

2019 was thus a busy year at ICRC, as the Commission continued to facilitate the PPP programme in Nigeria by advising and lending its technical expertise to the MDAs, on how best to plan, procure and deliver infrastructure projects to foster innovation and quality, address key service needs and to manage projects to be on time and on budget, using the PPP procurement model.

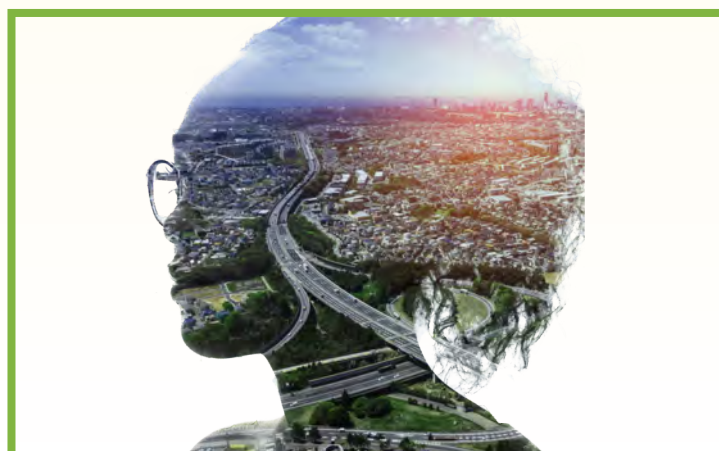
The Commission engaged critical stakeholders in both local and international forums, as it strived to ensure progress in the PPP space in Nigeria and gain needed impetus to advance PPP procurement as a viable option to delivery of critical infrastructure. It collaborated with Ministries, Departments and Agencies (MDAs) of the Federal Government, sub-nationals, regional and international organizations (like the AFREXIM Bank, Development Bank of South Africa (DBSA), Australian Government, African Development Bank, Organised Private Sector, among several others) in line with the continuing efforts to address policy gaps in the PPP program, in order to fast-track implementation, stimulate deeper knowledge and awareness of PPP and increase its acceptance.



Signing of PPP agreement and commercial close of ECOWAS Biometric Card Project



**Hosted the first Regional Conference
on Strengthening Women's Involvement
in PPP (SWIP3) in collaboration
with the Australian Government**



Highlights of Accomplishments



Financial closure of the Lekki Deep Seaport with the signing of a \$629m financing between Lagos State Government and China Development Bank

Successful procurement of the Ibom Deep Seaport with emergence of Bollore Power China as the Preferred Bidder



Signing of Concession agreement and commercial close for the 20 Grain Silos in different parts of the country

Signing of Concession Agreement and Commercial Close of Warehouse in a Box - central storage hubs in Lagos and Abuja for proper storage of public health commodities



Other Major Activities during the Year

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, thereby paving way for eventual contract signing and commercial closure. These projects include:

- Development of SME Portal by the Federal Ministry of Industry, Trade & Investment
- Automated electronic gateway platform for the processing of Import Duty Exemption Certificates (IDEC)
- Vehicle Identification and Registration Numbers (VREG) under the Federal Ministry of Finance, Budget and National Planning.
- Warehouse-in-Box under the Federal Ministry of Health
- 20 Grain Silos

An integral part of the Commission's function is to maintain a secure, up-to-date, and centrally managed database of all PPP projects. It currently maintains a functional live archive of 69 PPP projects lodged in a web-based portal manned by the ICRC. This information is available to the public and regularly updated to reflect movements in the project as well as its accomplishments. To sustain this function, the Commission conducts regular project site visits in order to monitor the performance of PPP projects that have already been awarded and are now in various stages of implementation. In addition to the visits, the project managers are required to provide periodic information and updates as well as respond to occasional enquiries from the ICRC as the situation demands.

This year the Commission made visitations to various project sites in pre-contract and post-contract stages. These include:

- (a) Lekki Deep Seaport Lagos,

- (b) Apapa Port Complex,
- (c) Onne Port Terminal-Rivers State
- (d) Calabar Port Terminal, Cross Rivers State
- (e) Kainji/Jebba Hydro Electric Power, Niger State
- (f) Garki Hospital Abuja
- (g) DalalInland Container Depot-Kano.

These site visits were jointly conducted with the relevant MDAs with the aim to appraise the projects, so as to improve on their development and execution. 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.

In all cases, the public sector owns the infrastructure and maintains full oversight of the projects as they undergo the various stages of initiation, development, procurement and implementation towards supporting Government's efforts to develop critical infrastructure to meet its agriculture, education, health care, transportation services, ICT and other infrastructure goals. At the end of 2019, the Commission has 139 projects in its pipeline for which it was providing pre-contract regulatory oversight and 67 PPP projects in its custody for post-contract monitoring compliance in line with agreed terms and conditions.

Stakeholder engagement continued to be a key focus for the Commission. Wider stakeholder group presentations, one-on-one meetings, focus group discussions, collaborative platforms and MOUs with vital stakeholder institutions helped to ensure that the Commission understood and addressed the needs of its stakeholders, clients and potential clients. At the same time it continuously undertook capacity building programme initiatives to create awareness and develop the requisite skills necessary to lay a strong and lasting foundation for PPP practice in the country. Development of a clear understanding of PPPs, its delivery structure, the processes and procedures amongst all parties to a PPP arrangement are critical to ensure the

successful and timely delivery of projects. To support this initiative, the Commission conducted seminars, workshops, conferences, focal point sessions and marketing events in collaboration with local and international development organisations and financial institutions for public sector officials, States, private sector stakeholders, legislators and media. Over the 2019 period, 29 training programmes and 10 events were organized where critical stakeholders were engaged.

Governance and Management

A key highlight of the review year was the re-organization of the ICRC governance structure into a fit for purpose infrastructure regulator with new departments and major leadership changes as part of its commencement to the change journey. The Executive Management Team was expanded by the addition of two new departments:

- i) **Change Management Department** - to drive the Commission's next level change process, and
- ii) **Revenue, Investment and Project Finance Department** - to coordinate the revenue and investment drive process towards boosting the Internally Generated Revenue (IGR) of the Commission.

The Executive Management Committee met regularly during the period under review to provide strategic leadership to the Commission, on key governance activities geared towards strengthening its internal processes. Some of the key issues considered were:

- A Strategic Management Plan for the Commission
- Capacity building for staff of the Commission
- Capacity building for Ministries, Departments and Agencies
- Establishment of an ICRC Academy and Project Finance Office
- Review of Concession Agreements and ICRC Governance documents

The General Management Team which comprises Heads of Departments and Units met often during the year to deliberate on the Commission's internal processes. Some of the key issues discussed were the 2019 Work Plan, active PPP projects in the pipeline and how to fast-track them, stakeholders' engagement plans/events, project monitoring visits/activities and Activation of the Special Concession Account for IGR collection.

The Commission submitted the 2018 Annual Report and Audited Accounts to the President in line with Section 26(1) of the ICRC Act.

Policy Guidelines/Circulars and Strategic Initiatives

Consultants were engaged by the Commission to review the ICRC governance documents including the Regulations, the N4P, the PPP Manual, the Primer and some guidelines such as the TA procurement guideline, the guideline on unsolicited proposals etc. A committee was set up to work with the Consultants to get the documents finalized. The documents are undergoing final review and will be issued by first quarter of 2020.

Stakeholder Engagements

The Commission engaged various segments of its stakeholders - MDAs, local and international bodies, States and the National Assembly on diverse issues in its efforts to strengthen the institutional and regulatory framework for the PPP programme in Nigeria. This include but not limited to the following:

Local/International Engagements

- Handover of the agreements for the Power House Solar Power PPP Project to the Hon Minister of Power on 2nd May, 2019
- Meeting with the Ministry of Finance on the Development, Deployment & Management of

Automated Customs Gateway Portal for Management of Import Duty Exemption Certificate (IDEC) & Imported Vehicle Identification Number Registration (VREG) in Abuja on 7th May, 2019

- Review of Procurement Records/Inspection of Capital Projects Executed in Year 2016 – 2017 by the House of Reps at NASS Complex, Abuja on 8th May, 2019
- Kick-off workshop for the Diagnostic needs assessment programme on Health Sector Reform Programme held in Abuja on 13th May, 2019
- Meeting of the Federal Executive Council's Committee on how to increase infrastructure investment in the Country at Vice President's Office, State House, Abuja on 13th May, 2019
- 2 – day Evaluation and Brainstorming Session on the National Integrated Infrastructure Masterplan Project (NIIMP) focusing on the Petroleum Sector in Abuja on 15th – 16th May, 2019
- Meeting with the Management Staff of Financial System Strategy (FSS) 2020 at the Commission's Head Office on 23rd May, 2019
- Meeting of Stakeholders on the development of the proposed Port – Harcourt –Maiduguri Standard Gauge Railway with Branch Lines, Bonny Deep Seaport & Railway Industrial Park Port– Harcourt in Abuja on 25th May, 2019
- Meeting with African Development Bank (AFDB) at the Commission's Headquarters on 1st July, 2019
- Breakfast meeting with Swiss Infrastructure Investment Team in Abuja on 2nd July, 2019
- Nigeria Roadshow of the African Investment Forum in Abuja on 8th July, 2019
- Workshop for the Development of draft PPP Operational Guidelines in the Educational Sector organized by Federal Ministry of Education in Abuja on 10th – 11th July, 2019
- Meeting with Vesta Healthcare Partners Nig Ltd on the Health Sector Reform Programme in Abuja on 12th July, 2019
- National Urban Dialogue on Sustainable Urbanization and Human Settlement organized by FMoPWH& UN-Habitat in Abuja on 24th July, 2019
- 3rd Annual Stakeholders' Conference on Road Transport and Mass Transit Operations in Nigeria in Abuja On 25th – 27th July 2019
- 2nd Quarter 2019 Pension Sector Forum at the Auditorium, FSS2020 Secretariat NIRSAL Building, Maitama, Abuja on 6th August, 2019
- Stakeholders meeting for the establishment of Military and Paramilitary Clothing and Accessories Factory, Kaduna at the Ministry of Defence, Abuja on 7th August, 2019
- Four-Day Retreat by NPA Public Private Partnership Division in Uyo, Akwa Ibom State on 19th August, 2019
- Presidential Retreat for the incoming Cabinet in Abuja from 19th – 20th August, 2019
- InfraCredit Workshop: Structuring PPP and Infrastructure Finance for Regulators in Abuja on 26th August, 2019
- Meeting on Critical Infrastructure Financing in South Korea from 3rd – 6th Sept, 2019
- Pre-inauguration Round Table Dialogue on National Budget in the House of Reps NASS Complex, Abuja on 3rd Sept, 2019
- Meeting with Nigerian Port Authority (NPA) on Contractual Obligations of Parties on the Port Concession contract in Lagos from 3rd – 4th Sept, 2019
- Meeting with Nigerian Governors Forum (NGF) at NGF Office, Abuja on 13th Sept, 2019
- High level meeting titled "Maximizing Finance for Development for Infrastructure" organized by the World Bank Group in Abuja on 17th Sept, 2019
- High Level Inaugural PPP Conference organized by the Government of Uganda in partnership with the United Nations Economic Commission for Europe (UNECE) & the United Nations Economic Commission for Africa (UNECA) in Kampala, Uganda on 16th – 18th Sept, 2019

- MSME Stakeholders' Monthly Policy and Strategic Dialogue at the Nigerian Export Promotion Council, Abuja on 25th Sept, 2019
- 2019 Annual Directors' Conference & Special
- Government Meets Business Dinner of the Institute of Directors Nigeria in Abuja on 26th September 2019
- Launch of the maiden national FOI Act Compliance & Transparency Rankings in Abuja on 26th September 2019

DG, ICRC Speaking Engagements

- Guest Speaker at the 2019 Just Friends Club of Nigeria Annual Lecture at Lezsco Luxury Apartment, 14 Otuoke Street, Asokoro Zone D, (Off Gimbiya Street, Area 11 Formerly No. 56, Onitsha Crescent, Garki) Abuja on 16th May, 2019
- Special Guest/Speaker at the Transport and Logistics Excellence Award (TLEA) at Executive Hall, International Conference Centre (ICC), Abuja on 17th May, 2019
- Speaker at the Singapore Convention on Mediation Signing Ceremony organized by the Singapore Ministry of Law & the United Nations Commission for International Trade Law (UNCITRAL) in Singapore on 6th August, 2019
- Speaker on the topic PPP: *"Panacea to Economic Development and Change"* 2019 Annual General Conference of the Nigerian Bar Association (NBA) in Lagos on 26th August, 2019
- Special Guest Panelist to NIMPORT 2019 Session on Free Zones, Investing & Funding for the Maritime Industry in Lagos on 27th August, 2019

Human Resource/Organisational Developments

In line with the Commission's policy of rewarding hard work and supporting staff career progression, the 2019 promotion exercise was successfully concluded and 22 staff who met the criteria for elevation received their promotion letters, following approval from the Office of the Secretary to the Government of the Federation. Various categories of staff participated in about 35 courses conducted locally by ICRC and other partner institutions aimed at increasing their PPP core competence, enhancing their professional and personal developments and creating healthy work-life balance. Some staff also participated in sponsored international programmes - trainings, study tours, conferences and workshops - on infrastructure/PPP best practices.

Challenges

1. The Commission experienced funding constraints that created some operational challenges and affected actualization of set goals and objectives.
2. Lack of dedicated funding to develop, promote and implement PPP projects continues to present some setbacks and slow down the development of some projects.
3. Capacity gap in the MDAs to structure bankable transactions ready for the PPP market constantly poses a problem. Moreover, trained PPP professionals are continuously reposted to other establishments or assignments during the annual posting of civil servants by the Office of the Head of Civil Service of the Federation. The Commission has been advocating for the creation of a PPP Cadre to stem the obvious drawback this exercise presents to the program.

Conclusion

The year 2019 witnessed the determination of ICRC to consolidate on the PPP process and push more projects into the market through increased cooperation with MDAs. As a result of focus in this regard, significant effort was made in pushing more projects through to procurement and implementation phases, with a few of them eventually attaining commercial close.

The engagement of critical stakeholders continued with increased vigor and tempo by the leadership and during the review year the Commission took over the Nigerian PPP space - raising awareness on ICRC's mandate, sharing the

PPP success stories and challenges in local and international forums, defining the essential elements of the Nigerian PPP framework., publishing vital information on PPP projects under the Commission's custody through the web portal, and embarking on more capacity building activities to increase PPP knowledge and develop core competencies in the country.

In line with its mandate, the Commission would continue to maximize the potential of PPPs for the development of the country and for the benefit of the Nigerian people. For the coming year, it targets to achieve even more, powered by the collective strength of its staff, as well as all individuals, institutions and agencies involved in the Nigerian PPP process.

SECTION 2:

Mandate & Role



2.1 In order to harness private sector technical and financial resources for the provision of public infrastructure and service, the FGN enacted the ICRC Act in 2005 and inaugurated the Governing Board in November 2008 leading to the commencement of the Commission's operations, subsequently.

2.2. The ICRC Act confers on the Commission the powers to:

- Provide general policy guidelines, rules and regulations;
- Take custody of every concession agreement;
- Monitor and inspect PPP projects; and
- Ensure efficient execution of any concession agreement or contract entered into by the Federal Government.

2.3. The Act also provides for MDAs to enter into contracts with or grant concession to any duly pre-qualified private sector proponent for the financing, construction, operation, and maintenance of any infrastructure that is financially viable or any development facility of the Federal Government.

2.4. Deriving from this mandate, the role of the ICRC consists of four main components:

- Promoting, facilitating, supporting, coordinating and implementing a sound PPP Process; while ensuring that the principles of good governance are applied to all of the functions that form part of it;
- Providing transaction support and building capacity in all Federal Government MDAs for project development, tendering, negotiation and contract execution;
- Developing guidelines for monitoring contract compliance during construction, operation and contract termination; and
- Collaborating with other agencies, including similar State-level PPP Units, to implement an integrated national regulatory environment that is conducive to private sector investment in infrastructure projects.

SECTION 3:

Institutional Structure & Governance



3.1. Structure and Functions

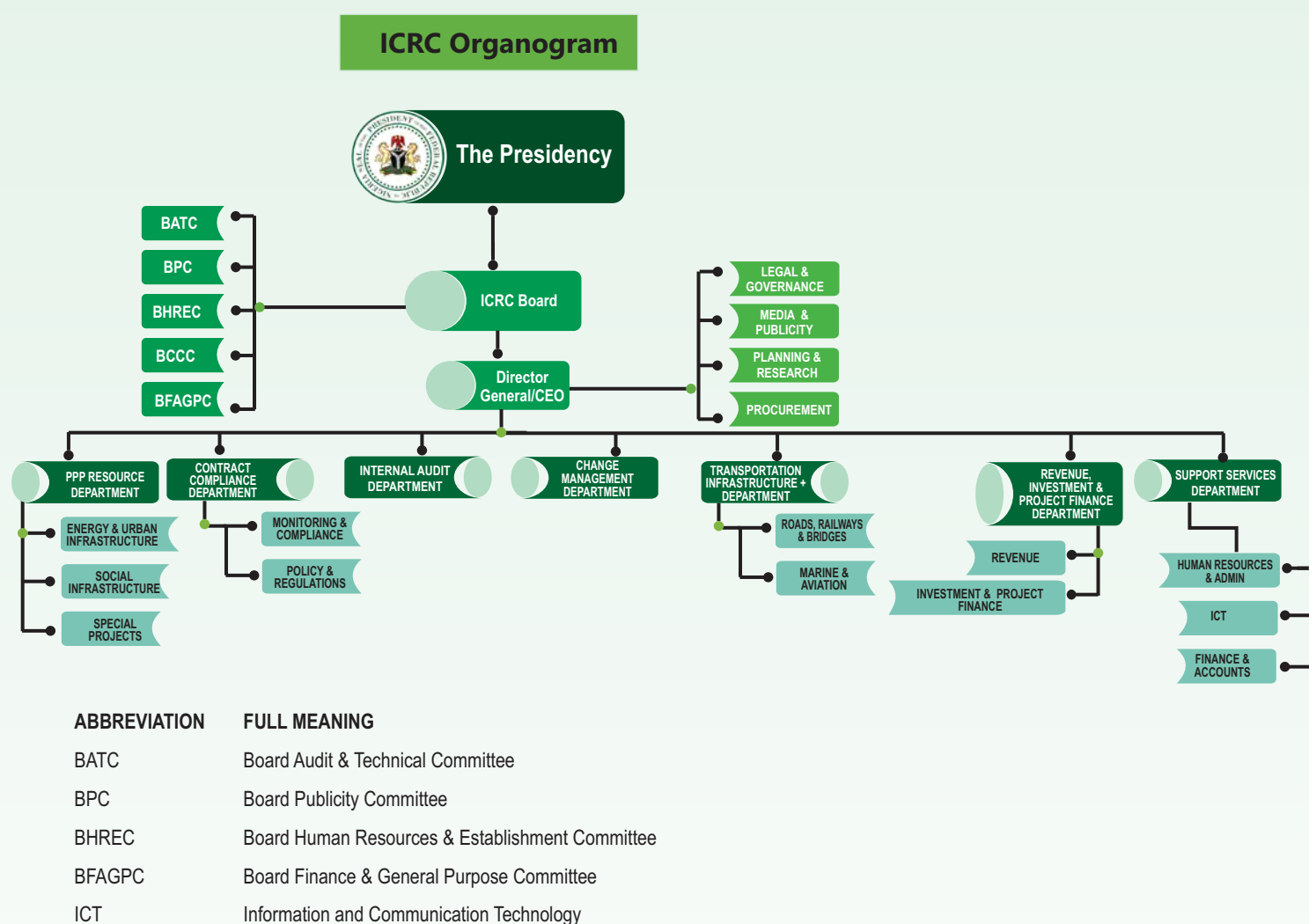


Fig. 1: ICRC Organogram

The Governance and Organizational Structure of the ICRC is designed to facilitate the delivery of the Commission's mandate. The ICRC Act provides

for the establishment of a Governing Board for policy formulation and other statutory functions.

Table 1 below shows the Governing Board Structure:

		Status
•	Chairman	Chairman
•	Secretary to the Government of the Federation (SGF)	Ex-Officio Member
•	Attorney General to the Federation (AGF)	"
•	Hon Minister of Finance (HMF)	"
•	Governor, Central Bank of Nigeria (CBN)	"
•	Rep South-South	Member
•	Rep South-West	"
•	Rep North-East	"
•	Rep North-Central	"
•	Rep South-East	"
•	Rep North-West	"
•	Director General, ICRC	Member/Secretary

The Board constituted the following five committees to aid its functions:

- 1 Contract Compliance Committee (oversees activities of the Contract Compliance Department);
- 2 Audit and Technical Committee (oversees the activities of the PPP Resource Department);
- 3 Human Resource and Establishment Committee (oversees issues of human resource, governance, institutional relations, etc.);
- 4 Finance and General Purpose Committee (oversees finance-related matters); and
- 5 Media and Publicity Committee (oversees communication related matters)

However, within the review period a new Board was not constituted, and as such all matters relating to the Board were brought to the attention of the SGF which provided oversight on the Commission's operations.

3.1. Executive Management

During the year management embarked on the re-organization of the ICRC governance structure into a fit for purpose infrastructure regulator with new departments and major leadership changes as part of its commencement to the change journey.

The Executive Management Team was expanded by the addition of two new departments:

- i) Change Management Department – to drive the Commission's next level change process; and
- ii) Revenue, Investment and Project Finance Department – to coordinate the revenue and investment drive process towards boosting the Internally Generated Revenue (IGR) of the Commission.

The erstwhile vacancy in the SSD was equally filled during the change process.

Reporting directly to the Director General (DG) are now seven (7) Directors manning the various directorates comprising:

- PPP Resource Department
- Transportation Infrastructure + Department
- Contract Compliance Department
- Support Services Department
- Internal Audit Department
- Change Management Department
- Revenue, Investment and Project Finance Department

The DG and all seven Directors, as well as the Head Legal and Governance constituted the Executive Management Committee (EMC) of the ICRC, which

met regularly during the period under review. Some of the key issues the EMC discussed and acted on included:

- A Strategic Management Plan for the Commission
- Capacity building for staff of the Commission
- Capacity building for Ministries, Departments and Agencies
- Establishment of an ICRC Academy and Project Finance Office
- Review of Concession Agreements and ICRC Governance documents

3.2. General Management

The General Management Team comprises all Heads of Departments and Units. In addition to the Directors, Heads of Planning & Research, Media & Publicity, Information & Communication Technology, Procurement and Human Resource &

Administration are members. Other members are Heads of Monitoring & Compliance, Policy & Regulations, Legal & Governance, Finance & Accounts, Special Projects, Transport, Energy & Urban Infrastructure, and Social Infrastructure.

The General Management Team met often during the year to deliberate on the Commission's internal processes. Some of the key issues discussed were the 2019 Work Plan, active PPP projects in the pipeline and how to fast-track them, stakeholders' engagement plans/events, project monitoring visits/activities and Activation of the Special Concession Account for IGR collection.

3.3. Transmission of 2018 Annual Report & Audited Accounts

The Commission submitted the 2018 Annual Report and Audited Accounts to the President in June 2019 in line with Section 26(1) of the ICRC Act.

SECTION 4:

Key Activities In 2019



Some of the Commission's key activities during the period included providing pre- and post-contract regulatory guidance to MDAs, institutional/capacity building, advocacy on the PPP process through multi-level stakeholders' engagements.

The Commission:

- (a) Provided support to MDAs in prioritizing projects in the pipeline in order to fast-track their development, procurement and implementation;
- (b) Provided technical support and regulatory guidelines to MDAs in preparing and structuring PPP projects in accordance with work plans and agreed milestones and in line with best practices;
- (c) Conducted capacity building programmes for staff of ICRC, PPP Units of MDAs and private sector participants aimed at building competencies to prepare, manage, and execute projects;
- (d) Monitored PPP projects under implementation and ensured compliance with the contract terms and conditions within the confines of the laws, policy, regulations and other best practices;
- (e) Sustained advocacy and engagement of stakeholders on the Nigerian PPP framework, process and programme through collaborative events – forums, conferences, seminars, workshops, etc; and
- (f) Mediated between parties over disputed projects, among other activities.

4.1 Pre-Contract Activities Projects Initiation, Development and Procurement

The following pre-contract activities were genuine collaborative efforts by both ICRC's internal and external stakeholders, to ensure the PPP programme in Nigeria advances rapidly and ultimately becomes a success story and game changer, in closing the infrastructure deficit through the development of brownfield and greenfield projects. At the close of the year, ICRC had one hundred and eighteen (118) projects at various stages of development or procurement covering various sectors and sub-sectors of the economy, including agriculture, energy, trade/investment, urban development, seaports, security, health, ICT, culture, aviation, rail, etc.

4.1.1 Summary of 2019 Projects Progress/Update

- The conclusion and signing of concession agreements on three key projects:
 - i. Eighteen Silos complexes across the Country were leased to operators in the private sector under the Operations and Maintenance PPP model. The copies of the Concession Agreements were presented to ICRC by the Honourable Minister of Agriculture and Rural Development on 21st May, 2019.
 - ii. The Concession agreement on Solar Roof Top Power was presented to ICRC on 2nd May, 2019 by the Permanent Secretary Power of the Federal Ministry of Power, Works and Housing. The project is designed to provide power to

the Power House building in Maitama Abuja.

iii. The concession agreement for the Warehouse-in-a-box Project - a pharmaceutical storage facility located in Abuja and Lagos - was signed on May 14, 2019.

- The Federal Executive Council in November 2019 approved the ECOWAS Biometric Cards project, which proposes the adoption of smart card and biometric technology to secure the identification of Nigerians and enhance regional security. The project is at contract-signing stage.
- The procurement process for Ibom Deep Seaport project in Akwa Ibom State was successfully concluded and a preferred bidder selected. Necessary due diligence on the preferred bidder would follow next while negotiations are ongoing. Thereafter the updated Full Business Case (FBC) would be submitted to ICRC for review and FEC approval. The proposed project is an integrated multi-purpose deep sea port which is being jointly developed by the Federal/State Governments and private investors.
- The Onitsha River Port project located in Anambra State attained a milestone with the emergence of a preferred bidder. Negotiations are expected to commence for the eventual submission of a Full Business Case (FBC) for ICRC review and FEC approval. The project which is being funded under the IDA Credit will serve as a pilot scheme for the concession of other river ports - Lokoja, Baro and Oguta.
- Another area of activity within the year was the truck transit parks projects which the Nigerian Shippers Council had earmarked

for development through PPP in various geopolitical zones. The project is now in its procurement phase. The proposed transit parks are located in Obollo-Afor - Enugu State, Lokoja - Kogi State, Aviele - Edo State, Illela – Sokoto State, and Benin Bye-Pass – Edo State. These would have facilities for short-term breaks and long-term parking services, where truck drivers could refuel, eat, rest, refresh and get basic supplies, maintenance services and other value added services.

- The Contingent Owned Equipment (COE) PPP project for the Nigeria Police Force made steady progress during the year with the commencement of the procurement process; while the Full Business Case for the Supply Own and Operate Equipment for Peace Keeping Missions in Central African Republic, South Sudan, Somalia, Darfur (Sudan) and Liberia had been concluded and awaiting FEC's approval.
- The OBC for the concessions of 4 International Airports in Abuja, Lagos, Kano and Port Harcourt has been forwarded to the Commission for review and subsequent granting of Compliance Certificate. The operations and maintenance PPP model is being proposed for the newly constructed airport terminals. Other aviation projects, including the Development of a Maintenance, Repairs and Overhaul (MRO) Facility and Establishment of an Aviation Leasing Company (ALC), are in their procurement phases.
- The initiation of two new projects: i. the Po-SSAP by the Nigeria Police Force – A project that seeks to plug revenue leakages from Police specialised services and channel the funds to the Government's revenue account, through a single payment system that is

private-sector managed, and ii) The Nigeria Air force Institute of Technology (AFIT) Student Hostel Project – which aims to provide hostel accommodation for students on its Kaduna campus.

▪ The progression of hitherto dormant projects:

i. The National Public Security Communication System (NPSCS) – a project initiated by the Government through the Ministry of Police Affairs in 2008 to provide security surveillance in the Country through direct procurement, covered by a Chinese loan, and was later transformed into a PPP in 2019 to ensure Value for Money on the Project.

ii. Development of Hydro-power from Kiri Dam - A settlement suit No. FHC/ABJ/CS/110/2019 – Kiri Hydropower Ltd V Minister, Federal Ministry of Water Resources & 5 others took place on 14th August, 2019. The case is currently being handled by the Office of the Solicitor General of the Federation.

iii. Gurara 1 30MW Hydroelectric Concession –The Full Business Case Certificate of Compliance was granted on 18th March, 2019 and Federal Executive Council approval was granted on 18th April, 2019 for the PPP arrangement between Federal Ministry of Water Resources and Concessionaire Messrs. North South Power Ltd for Operations & Maintenance of Gurara1 30MW Hydroelectric Power in Kaduna State.

iv. Gurara Phase 1 Facility Management PPP – Service Management PPP Agreement was signed between Federal Ministry of Water Resources (FMWR) and Service Provider, Messrs. Gams and Abell Ltd in conjunction with Ryzyn Global Inc, US on 30th December, 2019.

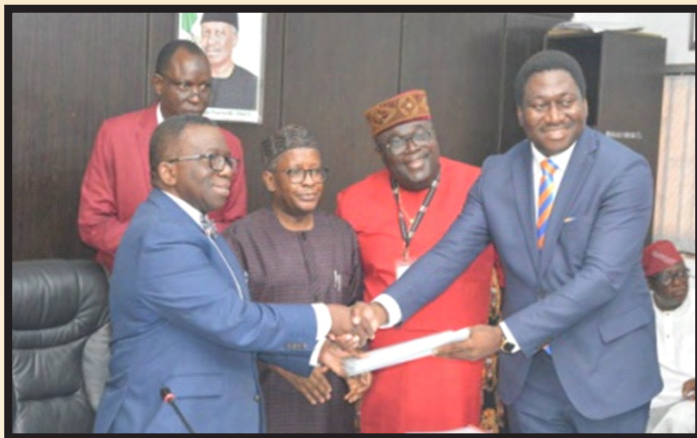
v. Small and Medium Dams Project Phase I –Preferred Bidders have been selected. FEC approval was granted in February 2019. Draft Concession Agreements are being finalized for onward transmission to the Federal Ministry of Justice for vetting.

vi. Small, Medium and Large Hydropower Plants Phase II – Evaluation of Transaction Advisory Services for the 10 dams was concluded from 11th - 12th April, 2019.

▪ The unsolicited proposal for the Rehabilitation, Expansion and Operation of the Nigerian Prisons Service Shoe Factory in Aba, Abia State is undergoing technical and financial proposals evaluation leading to the selection of a preferred bidder.

▪ Signing of a Memorandum of Understanding between the ICRC and the Federal Ministry of Environment: The potential areas for collaboration include projects identification, screening, prioritizing and approval for onward development and procurement through PPP.

▪ The PPP Pipeline of Projects was for the first time compiled for approval by the Federal Executive Council – a significant step towards ensuring that projects earmarked for PPP are ringfenced and could not be reversed. (See the ICRC's website — www.icrc.gov.ng to view the 2019 pipeline of PPP Projects) All these national projects under the current PPP pipeline are geared towards attaining sustainable economic development. As a national policy, the government's partnership with the private sector remains crucial in delivering infrastructure projects that will contribute to the nation's socioeconomic progress.



Warehouse in a Box Project Contract Signing by the Federal Ministry of Health in Abuja



ECOWAS Biometric Passport Concession Signing at the Federal Ministry of Interior in Abuja



Presentation of FBC certificate for Gurara 1 hydro-power project and two OBC compliance certificates for Manya and Bawarku hydro power projects to the Minister of Water Resources, Engr. Suleiman Hussein Adamu in Abuja



4.1.2 Outline Business Case and Full Business Case Compliance Certificates

ICRC received Outline/Full Business Cases from MDAs which were issued Compliance Certificates after thorough reviews. Tables 2.1 and 2.2 show a summary of Compliance Certificates issued by the Commission in 2019.

Table 2: Summary of Outline Business Case Compliance Certificates Granted in 2019

1	Niger Delta Development Commission	Niger Delta Broadband Development Initiative (NDBDI) for a Region-Wide High-Speed Next Generation Broadband Infrastructure.	10 th January 2019
2	Federal Ministry of Interior (FMol)/ Nigerian Police Service (NPS)	Development of National Public Security Communication System (NPSCS)- Certificate Revalidation	14 th January 2019
3	Federal Ministry of Communications/Nigeria Communications Commission (NCC)	International Gateway Implementation (IGW) Project	21 st January 2019
4	Nigeria Police Force	Development of Senior Police Officers Quarters at Ikeja, Lagos	21 st January 2019
5	Federal Ministry of Water Resources	136 MW Many Hydropower Generation, Taraba State	18 th March 2019
6	Federal Ministry of Water Resources	182 MW Bawaku Hydropower Generation, Benue State	18 th March 2019
7	Kaduna Polytechnic / Ministry of Education	Rehabilitation of Student's Hostel	25 th April 2019
9	Federal Ministry of Health	Upgrade of the 3rd Phase of Teaching Hospital Rehabilitation Project	16 th August 2019
10	Federal Ministry of Interior (FMol)/ Nigerian Police Service (NPS)	The Development of National Public Security Communication System (NPSCS) (Certificate Revalidation)	14 th January 2019
11	Federal Ministry of Transportation (FMoT)	The Development of the Bakassi Deep Sea Port	25 th September, 2019
12	Federal Ministry of Transport/ Nigerian Ports Authority	The Rehabilitation and Expansion of the Burutu Port	28 th November, 2019
13	Federal Ministry of Aviation	The Establishment of a National Carrier (Nigeria Air) (OBC Revalidation)	19 th November, 2019

Table 3: Summary of Full Business Case Compliance Certificates Granted in 2019

1	Federal Ministry of Interior	Production of Emergency Passports	25 th January 2019
2	Federal Ministry of Defence	Establishment of Military & Paramilitary Clothing & Accessories Factory at DICON, Kaduna State	1 st Feb 2019
3	Council for Regulation of Freight Forwarding in Nigeria (CRFFN)	Design Build Operate and Transfer of an Enterprise Resource Planning Solution	4 th March 2019
4	Federal Ministry of Water Resources	Concession of the Power Components of Gurara 1 30MW Dam	18 th March 2019
5	Federal Ministry of Industry Trade and Investment	Development of Small & Medium Enterprise (SME) Portal Project	26 th April 2019
6	Federal Ministry of Water Resources	Gurara Facility Management	26 th April 2019
7	Federal Ministry of Finance	Development, Deployment and Management of Automated Customs Gateway Portal for Import Duty Exemption Certificate	21 st May 2019
8	Nigeria Custom Service (NCS)	Presidential Initiative on Custom Modernization "E-Customs Project"	22 nd May, 2019
9	Federal Ministry of Transportation	PPP Contract to FMoT/CRFFN for the Design, Build, Operate and Transfer of an Enterprise Resource Planning (ERP) Solution	12 th February, 2019
10	Federal Ministry of Defence	Establishment of Military and Para-Military Clothing & Accessories Factory, Kaduna	1 st February, 2019
11	Office of the Head of Civil Service of the Federation (OHCSF)	The Concession of Ground Floor of the Federal Secretariat Complex, Phase II to Commercial Use under PPP Arrangement	Pilot Implementation Certificate issued on 10 th July, 2019
12	Federal Ministry of Transportation (FMoT)	Ibom Deep Sea Port	14 th May, 2019
13	Federal Ministry of Transportation (FMoT)/ Nigerian Railway Corporation (NRC)	Design, Development, Deployment and Management of a Secure Automated Fare Collection ("AFC") Solution for the Nigerian Railway Corporation (NRC) Rail Network.	2 nd September, 2019
14	Federal Ministry of Defence	Supply, Operate & Maintain arrangement for equipment (COE) (Conditional FBC Certificate)	2 nd September, 2019
15	Federal Ministry of Defence	Supply, Operate & Maintain arrangement for equipment (COE)	5 th December, 2019



Presentation of OBC certificate to the Nigerian Police Force for the Redevelopment of Senior Police Officers' Quarters located at Ikeja GRA, Lagos



Presentation of FBC certificate to the Minister of Defence Mr. Mansur Dan Ali for the establishment of military and para-military clothing and accessories factory in Kaduna state by the Defence Industries Corporation of Nigeria (DICON)





Presentation of OBC Compliance Certificate to the Honorable Minister of Transportation, Rt. Hon. Rotimi Amaechi for the Development of Bakassi Deep Seaport Project in Cross River State



4.2 Post-Contract Activities – Projects Monitoring & Compliance

4.2.1 Post-Contract Regulatory Functions

In fulfillment of its post-contract mandate, the ICRC undertakes the following functions:

- Takes custody of every concession agreement and monitor compliance with the terms and conditions of such agreement;
- Ensures efficient execution of any concession agreement or contract entered into by the Federal Government of Nigeria (FGN);
- Develops guidelines and policy documents; and
- Maintains a database on concessions and other PPP contracts entered into by Government.



4.2.2 Contract Compliance Goals

In achieving its contract compliance goals for the 2019 fiscal year, the Commission leveraged on effective partnerships with stakeholders to ensure efficient implementation of PPP contracts. Genuine and sustained collaborative efforts by the Commission, Private Sector and MDAs resulted in:

- increased overall efficiency;
- creation of a hitch-free process in regulating PPP transactions in the country;
- timely resolution of challenges, disagreements and conflicts arising from projects implementation;
- Enhanced understanding of the PPP contract management; and
- Sustained PPP drive towards the promotion of infrastructure stock in the country.

4.2.3 Key Post-Regulatory Activities in 2019

Within the year 2019, the Commission discharged the following key regulatory activities:

- registered signed contracts, and updated the Commission's contract database.
- reviewed new contracts in line with the ICRC Act, 2005 and National Policy on Public Private Partnership (PPP).

- extracted Key Performance Indicators (KPIs), output specification and service requirements from the contracts for effective monitoring.
- analyzed new government policies and laws that affected PPP contractual obligations and advised parties accordingly.
- liaised with parties on issues of non-compliance towards contractual obligations.
- obtained and evaluated periodic performance report from parties.
- carried out site inspections and monitoring visits of Federal Government assets under concession with the relevant Agencies as required by section 10 of the ICRC (Establishment, etc.) Act 2005.

4.2.4 Milestones Recorded in 2019 Contract Compliance Activities

i. The Lekki Deep Seaport attained financial close with the signing of a US\$629 million financing agreement for the project construction with the Chinese Development Bank on the 23rd of October, 2019.

ii. The review of the port concession contracts reached an advanced stage with the conclusion of negotiations between the grantor (the Nigerian Ports Authority) and the Port Terminal Operators.

iii. The Kainji/Jebba Hydro Electric Project witnessed remarkable progress with the recovery of the installed capacity of 1338MW for Kainji and 922MW for Jebba.

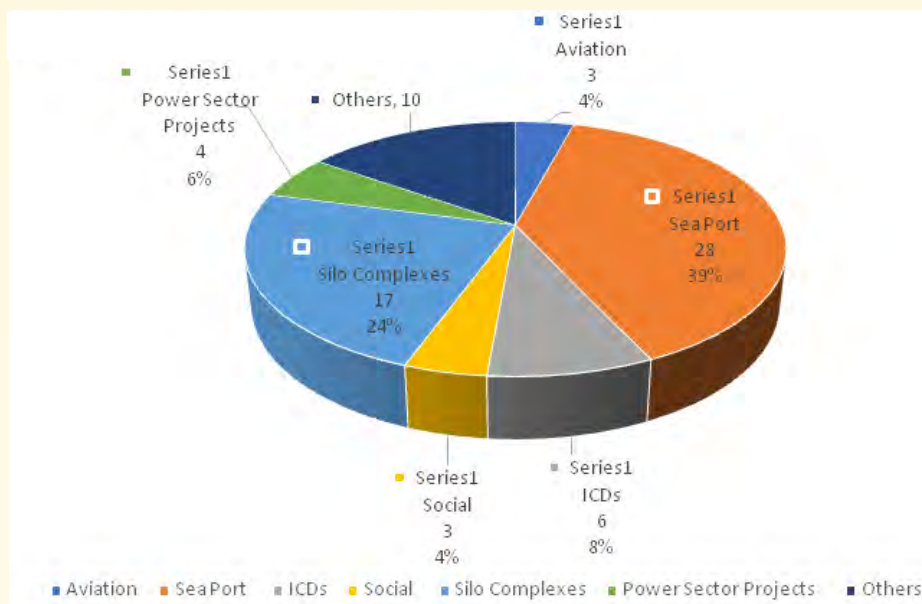
iv. The Commission took custody of 18 PPP contracts - 17 Silo Complexes and 1 Solar Power House. The 17 Silo PPP contracts, located in various parts of the country, are to support the Federal Government's drive towards efficient preservation of agricultural produce. The Solar Power House PPP contract is to provide electricity to the Power House Building Complex in Abuja.

By the end of 2019 the total number of contracts within the Commission's purview is 67. (see Appendix below for the complete list of contracts in the Commission's possession in 2019).

Table 4: Number of PPPs Contracts by Sector

S/No	Sectors/Projects	Number of Projects	% PPPs by Sector
1.	Aviation Concessions	3	4.4
2.	Sea Port Terminals	27	40.29
3.	Inland Container Depot (ICDs)	6	8.33
4.	Social Infrastructure (Complexes)	3	4.4
5.	Power Sector Projects	4	5.97
6.	Telecommunication Infrastructure	2	2.98
7.	Urban and District Engineering Infrastructure	1	1.49
8.	Health Care Delivery Service	1	1.49
9.	Marine Security concession project	1	1.49
10.	Housing Development Project	1	1.49
11.	National Iron Ore Mining	1	1.49
12.	Silo Complexes	17	25.37
	Total	67	100

Figure 2: Sectoral Distribution of Contracts



4.2.5 Projects Monitoring Visits

In fulfillment of its statutory mandate, the ICRC conducts regular project site visits in order to monitor the performance of PPP projects that have already been awarded and are now in various stages of implementation, and ascertain challenges if any militating against their effective implementation. In 2019, the Commission conducted project site visits nationwide to the Lekki Deep Water Port in Lagos; the Port Terminals in Apapa-Lagos, Onne-Port Terminal, and Calabar; Kainji/Jebba Hydro Electric Power; Garki Hospital; and Inland Container Depot in Dala, Kano State.

These site visits which were jointly conducted with the relevant MDAs afforded the Commission the opportunity to inspect the projects facilities/assets (moveable and immovable) and evaluate parties' compliance with the contract terms. Part of the fact-finding showed that while some projects had recorded significant improvement as compared to their situation in 2018, major challenges affecting their optimal implementation still persisted. In the terminals for example, the concessionaires listed poor access roads, negative impact of new Government policies, security concerns at the water fronts and channels, absence of effective

utilities and issues relating to physical examination of containers.

Thankfully, the Federal Government had braced up to some of these challenges by awarding a contract in late 2019 for the installation of standard rail lines, to connect port terminals in Apapa-Lagos to the national rail network lines to ease the evacuation of cargoes and congestion in the ports. As part of its resolution mechanism, the Commission continues to engage with the parties and stakeholders on innovative and satisfactory ways of tackling the challenges posed by the ports and other projects currently being implemented in its custody

4.3 Other Post-Contract Regulatory Activities

4.3.1 Inter-Agency Committee on the Review of Port Concessions

The ICRC participated actively in the activities of the Inter-Agency Committee for the review of port concessions. The review exercise was not concluded in 2019 as earlier envisaged, nevertheless, the Commission has requested that the draft supplemental agreement be forwarded to it for review in line with its mandate.

4.3.2 ICRC PPP Disclosure Web Portal Operations

The Disclosure Web Portal is a single platform with a user-friendly, integrated back-end use by multiple entities, with a hierarchy of roles related to uploading, validation and disclosure of information; a user-friendly front-end, with structured content and access to facilitate regular updates by registered users. The main objective of the Web Portal is to create an enhanced framework for disclosure of all Federal PPP projects at various stages of development, procurement and implementation. It is expected that the web portal will promote greater transparency and accountability in the PPP programme in Nigeria. The PPP Disclosure Web Portal is operational at ppp.icrc.gov.ng.

In 2019, ICRC took over operations of the Web Portal from the World Bank sponsored consultants after the expiration of their two-year contract. The Commission embarked on various activities within the year to ensure the active operation of the web portal such as:

- Obtained periodic updates on PPP Contracts and Projects from MDAs and Concessionaires;
- built capacity of MDAs PPP Units to sustain the portal operations and ensure timely update of project information once available, so as to enable the display of synchronized data.
- provided guidance to stakeholders on the efficient implementation of the Disclosure Framework through a sustained channel, the PPP Units Consultative Forum (3PUFC);

4.3.3 Capacity Building on Contract Management Tools

The Contract Compliance Department played strategic role in creating awareness on Contract Management and effective monitoring of parties' compliance to PP contracts. The CCD made

presentation at different events to MDAs, private parties and the general public on contract management and compliance evaluation.

4.3.4 Special Highlights on Lekki Deep Water Port and Port Harcourt Terminal B

Financial Closure on Lekki Deep Water Port

During the review year, the Lekki Deep Water Port successfully reached Financial Close on 23rd October, 2019. This is sequel to the signing of a US\$629 million financing agreement between the China Development Bank (CDB) and the developer of the Lekki Deep Water port. Four major agreements: Facility Agreement, Sponsor Support Agreement, Completion Guarantee Agreement and the Tripartite Keep well Agreement, as well as seven security documents were signed between LPLEL and CDB. This marked a significant milestone achievement for the project as funds would be available for the ongoing construction.

It was reported during the Commission's monitoring visit in September, 2019 that due diligence processes for China Harbour Engineering Company (CHEC), China Development Bank and Sinasure had been concluded, and the key financial documents negotiated and finalized for approval and execution. CHEC had injected its equity contribution to the project, which had been warehoused in a dedicated account awaiting the signing of the Facility Agreement. Parallel efforts were reportedly ongoing to fulfill conditions precedent under the Shareholders Agreements (with CHEC, as well as with NPA and Lagos State Government).

The Concessionaire further reported that the LFTZ Truck Park had opened and commenced operations on 10th September, 2019 leading to a substantial decongestion of traffic along the route. However, one major challenge was that the access road, which equally linked the port to the northern parts of the country, had deteriorated further in the

course of last year and required the urgent intervention of the Lagos State Government to facilitate repair work on it.

The Lekki Deep Water Port concession agreement - a legacy project inherited by the Commission - was signed between Nigerian Ports Authority (NPA) and Lekki Port LFTZ Enterprise Limited (LPLEL) on April 21st, 2011, for the development and operation of a deep-water port at Ibeju Lekki-Lagos, at the cost of US\$41.6 billion.

LPLEL was awarded the concession for 45 years by Nigerian Ports Authority on a Build, Own, Operate and Transfer (BOOT) basis. Under the agreement, LPLEL is required to develop, finance, build, operate and, at the end of the concession term, transfer the port to NPA. LPLEL will earn revenues through operations of the port.

Upon completion, Lekki Port will have a total of 3 container berths, 1 dry bulk berth and 3 liquid berths. The Port is projected to have the capacity to handle about 5.5 million containers and estimated to generate 200,000 direct and indirect jobs in the economy. It is also expected to generate over US\$361 billion over the entire concession period with government earning about US\$200 billion.

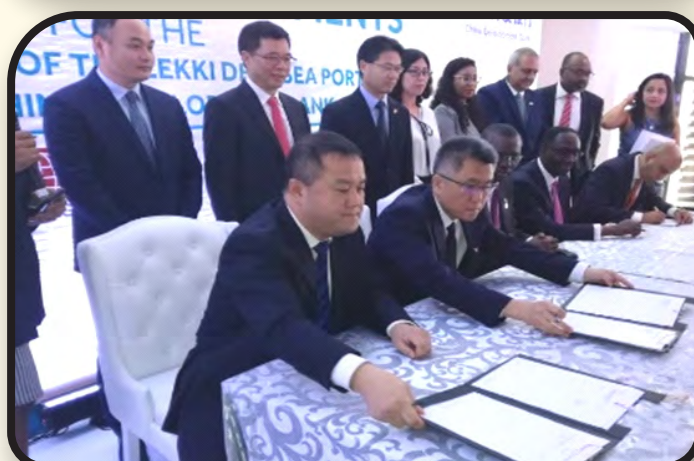
The shareholding structure of the Port is as follows:

Shareholders

Percentage

International Consortium led by Lekki Port Investment Holding Inc. (Tolaram Group)	75.00
Lagos State Government	20.00
Nigerian Ports Authority	05.00
Total	100.00

Lekki Deep Seaport Project Contract signing ceremony with China Development Bank in Lagos



Decommissioning of Port Harcourt Terminal B

The Commission was informed of the contractual disputes affecting the Port Harcourt Terminal B Lease Agreement, leading to the decommissioning of the terminal by the Lessor (NPA).

The Commission had on February 14 & 15, 2018 visited the Port Harcourt terminal B and held meetings with the parties - Nigerian Ports Authority (NPA) and BUA Ports and Terminals Limited - on the performance of the contract and other challenges affecting the optimal execution of the contract.

According to the Port Terminal Operator it had carried out the physical development activities, as mandated under the concession contract, in the areas of reconstruction and renovation of the administrative offices, construction of perimeter fencing, demolishing and clearing of the stacking area and the completion of the first phase of berth reconstruction, among others. However, faced with

economic challenges, such as the fall of the Naira against the US Dollar, BUA had found it increasingly difficult to continue the second phase of the berth reconstruction which had necessitated its call for a review of the initial contract.

In the ensuing dispute between both parties, NPA announced the decommissioning of the Port Harcourt Terminal B – a move which had attracted litigation from BUA by way of an interim injunction restraining the NPA from terminating the lease. The ongoing legal battle had stalled any further construction work on the second phase of the berth.

The Commission, in a concerted effort to mediate between both parties, had written to the Nigerian Ports Authority and BUA Ports & Terminals Limited in October, 2019 requesting them to forward all relevant documents on the status of the contract as well as provide more clarification on the decommissioning of the Terminal.

Some Pictures of ICRC Pre-contract And Post-contract Project Monitoring Visits



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





National Automotive Design and Development Council (NADDc) Center of Excellence Site Visit on 27th February 2019



Monitoring visit to the Independence Building in Marina, Lagos. A project owned by the Federal Ministry of Trade & Investment with Tafawa Balewa Square Management Board as the line MDA. 27th February 2019



Monitoring visit to Marina Quayside Development Project, Marina, Lagos; owned by the Federal Ministry of Power, Works & Housing. 28th March 2019



Monitoring visit to AP Molar Terminal, Lagos 12th April 2019



Monitoring Visit to Jebba Hydropower Plant Dam in Niger State. 19th June 2019



Monitoring visit to INTELS and ECM Port Terminals in Calabar, Cross River State, 30th July, 2019.



Monitoring visit to Industrial Development Center, Owerri, 11th July, 2019



Monitoring visit to Kaduna Polytechnic hostels, Kaduna state. 29th August 2019





*Monitoring visit to Lekki Deep Sea Port Project, Lagos.
13th September, 2019*



ICRC monitoring team during visit to the Transformer Repair Workshop in Ijora, Lagos state on 27th August 2019



4.4 PPP Capacity Building Activities

4.4.1 PPP Capacity Building Programmes

The Commission undertook several Capacity Building programmes - in-house and externally, and, where necessary, partnered with relevant agencies to deliver PPP knowledge based trainings.

A total of 19 capacity building programmes were conducted on PPP during the year; this was apart from other staff development trainings, as can be seen in the table below:

Table 5: 2019 PPP Capacity Building Programme

SN	Programme/Activity	Sponsor/MDA	Participants	Date
1	Capacity Building Programme	ICRC / Federal Ministry of Interior (FMol)	Federal Ministry of Interior staff and PDT	26 th February 2019
2	Capacity Building Programme	ICRC / National Lottery Regulatory Commission (NLRC)	ICRC / National Lottery Regulatory Commission staff and PDT	13 th March 2019
3	Capacity Building Programme	Nigeria Air force (NAF)	Nigeria Air force PDT on the development of Student Hostels Through PPP	25 th March 2019
4	Capacity Building Programme	Association for Consulting Engineering in Nigeria (ACEN)	Association for Consulting Engineering in Nigeria staff	17 th – 18 th July 2019
5	PPP Finance, Policy and Law Master class	Neoedge/ICRC	ICRC/MDAs/Private	29 th Jan-1 st Feb, 2019
6	PFRAM Training	IMF/ICRC	ICRC Staff	8 th -12 th April
7	PPP as Alternative Procurement Methodology	FCDA	ICRC/FCDA Staff	April 1 st
8	Development of Infrastructure for the Transportation Sub-Sector	Federal Ministry of Finance	MDAs	13 th -15 th May, 2019
9	PPP Capacity Building	ICRC/NLRC	NLRC Staff	13 th March, 2019
10	Structuring PPP and Infrastructure Finance for Regulators	Infra-Credit/FSS2020	Select MDAs	



ICRC & FCDA PPP Collaboration Workshop in Abuja, 12th April 2019



IMF Capacity Building in Abuja, 15th April 2019



PPP Training for the Nigerian Police Force in Abuja, 8th May 2019



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

4.5 Sustaining PPP Advocacy and Stakeholders' Engagements

4.5.1 PPP Unit Consultative Forum (3PUCF)

The 3PUCF was initiated by the Commission to provide a knowledge and experience sharing platform for Heads of PPP Units in the Federal MDAs; and was inaugurated on 5th December 2013.

The Office of the Head of Civil Service of the Federation is the chair of the Forum; the Federal Ministry of Finance is a co-chair; while the Commission serves as the secretariat. The 3PUCF

holds quarterly meetings and have so far held 16 meetings from inception. In addition to undertaking direct capacity building for the MDAs through the forum, the Commission also uses it to expose members to relevant trainings, seminars, and other PPP programmes taking place within and outside the country.

The 3PUCF tradition of rotating the venue for the quarterly meetings amongst the MDAs was maintained in the review year. Below is a summary of the activities of the Forum.

Table 6: 2019 Schedule of 3PUCF Consultative Forums Activities

Quarter	MDA (Host)	Activities
Q1 2019 - Thursday March 14, 2019	Federal Ministry of Health Federal. Ministry of Health, Abuja	i. <i>Kainji/Jebba Concessions:</i> Presentation by Mainstream Energy ii. <i>Garki Hospital Concession:</i> Presentation by Garki Hospital
Q2 2019 - Monday, 17 th March 2019	Mainstream Energy Solutions Ltd. Fraser Suites, Abuja	i. <i>Rooftop Solar Power Project:</i> Presentation by ICRC: ii. <i>SME Portal Project:</i> Presentation by ICRC: iii. <i>Viability Gap Funding and Contingent Liabilities:</i> Presentation by Federal Ministry of Finance:
Q3 2019 - Thursday, 12th September 2019	Federal Ministry of Finance	i. Shiroro Hydro Power Project: Presentation by North-South Power. ii. Apapa Concession: <i>The journey so far:</i> Presentation by APMT iii. <i>AFREXIM Bank Project Preparation Facility APPF:</i> Presentation by ICRC
Q4 2019 /NPPPN- Thursday, 21 st November, 2019	Afrexim bank and PAC Capital. Transcorp Hotel PLC, Abuja	i. How to Identify and Prepare Bankable PPP Projects to fit a Market State - (FCIB) Group Managing Director SIFAX Group ii. Accelerating Bankable PPP Project Development in Nigeria - AFREXIM Bank Project Preparation Facility (APPF) iii. ICRC Presentation at 2019 APPF NPPPN & 3PUCF Meeting iv. PAC Capital Corporate Profile 2019



Q1 Public Private Partnership Units Consultative forum (3PUCF) meeting held at the Ministry of Health in Abuja.



Q2 Public Private Partnership Unit Consultative Forum (3PUCF) Meeting in Abuja.



Q3 2019 Public Private Partnership Unit Consultative Forum (3PUCF) meeting held at the Federal Ministry of Finance in Abuja.

4.5.2 Nigeria Public Private Partnership Network (NPPPN)

The NPPPN is a collaboration between ICRC and the Nigeria Governors Forum, which was designed to incorporate the States of the Federation into the PPP space. This forum attracts heads of PPP bodies from the 36 States of the Federation, and provides a platform for knowledge and experience-sharing, opportunities, successes and challenges of PPP in their States. The Commission, in collaboration with the Nigerian Governors Forum (NGF) successfully re-activated the NPPPN in Abuja in 2018.

The network provides capacity building on PPPs and champions the development of a standardized

and harmonised PPP framework for use by federal/state government practitioners.

In 2019, the fourth quarter of the PPP Units Consultative Forum (3PUCF) jointly held alongside the Nigeria PPP Network meeting. The event was jointly hosted by AFREXIM Bank and PAC Capital Ltd. Highlight of the event was the signing of MoU between ICRC and AFREXIM Bank on more collaborative activities and technical expertise from the Bank geared towards capacity building on project development finance.

4.5.3 Expanding the Network of Institutional and Development Partners

The continuing success and advancement of the

Nigerian PPP Program will not be possible without the support from the different development and institutional partners. Commission continues to enlist their partnership and support towards making PPP a sustainable government program that contributes to the socioeconomic development of the country. In 2019, the Commission broke new partnership grounds with various institutions and goes to affirm its unique role in facilitating the PPP Program of the Nigeria. Major stakeholder events that held in 2019 were positive outcomes from some of these collaborations.



Project Preparation Financing Workshop held during the joint 2019 meeting of the Nigeria Public Private Partnerships Network (NPPPN) and the PPP Units Consultative Forum (3PUCF) in Abuja on 21st November 2019.

Nigeria-South Africa Road Transport Event – ICRC and Development Bank of South Africa (DBSA) Collaboration

ICRC in collaboration with FERMA and DBSA hosted the Nigeria-South Africa Road Transport Forum on November 21st 2019. The event attracted major stakeholders in the road and transport sectors of the economy. The event highlight was the presentation of successful case studies from South Africa and the kick-start to future collaborations between the ICRC and DBSA on road transport infrastructure.



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

Strengthening Women's Involvement in Public Private Partnerships (SWIP3) Forum – ICRC and Australia Award Collaboration

The institution of global best practices in PPPs was initiated by the Commission during the year when it hosted the first gender inclusive training tagged – *“Strengthening Women's Involvement in Public-Private Partnerships (SWIP3)”* from 2nd to 4th October, 2019.

The workshop provided the platform to capacitate further female practitioners from the region on the PPP process and hold focus group sessions on how to streamline gender development in the internal processes. ICRC, in collaboration with its staff who are Alumnus of the Australia Awards Africa, secured the Australia Awards Africa Small Grant to implement the SWIP3 project. The Small Grants project seeks, primarily, to strengthen involvement of women in PPPs in Nigeria, build capacity in female professionals and heads of PPP Units on Transaction Advisory roles and Gender in PPPs.

The project will ultimately result in the development of guidelines toward promoting gender considerations in all phases of the PPP life cycle. It would also help to align ICRC's operations and guidelines with the Sustainable Development Goals of Gender, Water and Sanitation (SDGs Numbers 5 and 6).

The First Lady of Nigeria, Mrs Aisha Buhari ably represented by Dr. Hajo Sani, Senior Special Assistant to the President on Women Affairs and Administration (Office of the First Lady) delivered the keynote address.



Memorandum of Understanding: ICRC and NSIA Collaboration

In the course of the year, the Commission signed a memorandum of understanding with the Nigeria Sovereign Investment Authority (NSIA) on 25th March 2019. The collaboration shall ensure the adoption of international and local best practices and standards that promote fitness for purpose, high technical quality, value for money, transparency and competitiveness in PPP procurement. Investor confidence will be assured by the use of standardized frameworks that will facilitate timely financial closure of Infrastructure PPP projects funded by the NSIA under the regulatory guidance of the ICRC.

4.6 Support Services for Organisational Developments

In 2019, the ICRC continued to grow, innovate, and face challenges. It pushed for several initiatives to enhance its operations and business processes. It ensured that the people behind the organization were provided the right opportunities and its partners and stakeholders continued to be updated and informed.

4.6.1 Disclosure and Transparency

The Commission 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. ICRC was ranked the second best out of 187 Nigerian public service institutions assessed by the PPDC. It came first in the FOI ranking for two years consecutively in 2017 and 2018. As a strong advocate of the principles of transparency and information sharing, the Commission had consistently implemented its Freedom of Information (FOI) mandate.

Since its existence in 2009, ICRC has consistently

been recognized for the timeliness, quality and accuracy of its Annual financial reports, and the fiscal year 2019 was no exception as it met the submission deadline for the 2018 report. The Commission continued to get commendation for its PPP Disclosure Web Portal after winning the Public Service Innovation Award in 2018. The Portal, which was successfully launched with support from the World Bank PPP team the previous year, provides detailed information on all PPP projects of the Federal Government of Nigeria under the Commission's custody.

4.6.2 Staff Career Growth

Hard work, collaboration, and commitment among the workforce are crucial in securing stability and achieving success for the ICRC. As part of the Commission's plan to reward performing staff and elevate deserving ones to higher positions of responsibility, it successfully concluded the 2019 promotion exercise which saw 22 staff elevated to senior, middle management and junior management levels.

4.6.3 Recognizing Excellence and Teamwork

Throughout the review year, deserving staff were recognized for extraordinary achievements that benefited not only the Commission but also its stakeholders and partners. Plaque awards, cash gifts and letters of commendation were given to such staff to honor them for their valuable contributions.

4.6.4 Sustaining Human Resources and Capacity

Developing internal human resources and sustaining capacity, providing opportunities for professional growth, and encouraging a healthy work-life balance are major priorities for the ICRC employees. In 2019, several officials and staff were sent to various trainings — in collaboration with public and private stakeholder

partners/organisations. At the same time internal workshops and briefings were organized to capacitate the staff.

The year started with on-line course series on Problem Driven Iterative Adaptation (PDIA) sponsored by Harvard Institution and which attracted 70 percent participation from the ICRC staff. The 4-month intensive certificate course which was facilitated by the Harvard Centre for International Development from February 03 – May 19, 2019 focused on The Practice of PDIA: Building State Capability by Delivering Results. 65 staff excelled at the end and were awarded certificates of completion.

Sports and gender-related activities were also in the forefront of the Commission's priorities to make sure that employees are provided with time for recreation and well-versed on gender and development. The Commission made sure to celebrate its women on International Women's Day which took place on March 8, 2019. It marked the day with activities that included group pictures with female staff and management, light entertainment and discussion's focusing on gender development and sensitivities in the workplace.

Football, dance competitions and games have been integrated into the annual staff get-together to encourage staff bonding.

S/No	Training Provider	Title of Course	No of Staff	Location	Date
1.	Harvard Business School	PDIA Training	65	Online	February – May, 2019
2.	Office of the SGF	E-Champions Training	1	Public Service Institute, Abuja	26 th February, 2019
3.	Office of the SGF	ICT for Change	3	Abuja	6 th – 10 th May, 2019
4.	IMF in conjunction with ICRC	PFRAM Training	15	ICRC Boardroom	8-12 April, 2019
5.	Office of the Accountant General of the Federation	National Training Program for role players on the Treasury Single Accounts	3	Kaduna	1-2 April, 2019
6.	Alphamead Consulting	Facilities Management Training	1	Abuja	9-12 April, 2019
7.	Architects' Registration Council of Nigeria (ARCON)	The Architect Colloquium 2019	2	Shehu Musa Yar'Adua Centre	24-26 April
8.	National Productivity Centre	Managing Human Resources for Productivity Improvement	2	Abuja	4-5 September, 2019
9.	Capital Market Institute	Integrity in Financial Services	5	Capital Market Institute, Abuja	18 th September, 2019

4.6.5 Information and Communications

Strategic Partnership with Media: -

Media organizations—as one of the valuable partners of the Nigerian PPP Program—were always in the loop on the different PPP milestones and initiatives during the year. Major stakeholder events within the year provided avenues to provide invited journalists with updates on PPP Program and Projects. As part of the SWIP3 pre-conference activities, business correspondents in print and electronic media visited ICRC for a briefing.

The Commission - represented by mostly the Director-General and sometimes other members of the Executive Management Team –appeared on various television channels to give the PPP perspectives on various current affairs programs and talk-shows focusing on infrastructure development. During the year, several press releases were also picked up by major national

newspapers while the Commission's spokespersons were interviewed by news agencies to discuss PPP projects and initiatives. Social media campaigns were undertaken for some concerns, such as information dissemination on major PPP events, PPP process as a whole, and project status. These were part of the efforts to continuously educate the public on PPPs.

Implementing the Information Communication Technology Systems: -

The ICRC upgraded its servers and reduced power consumption by collocating software services in single servers. The upgrade of staff office tools software was successfully carried out which improved computing efficiency and security of commissions data. It deployed highly efficient computer systems to some of the commission's staff and upgraded all Staff PC software while improving the security of access to critical data. It also provided encrypted security of commissions website and PPP disclosure portal.

Photo Story of Some ICRC's 2019 Activities



DFID Nigeria Infrastructure Focal Person during courtesy visit to ICRC, 27th February 2019



Courtesy visit by Infrastructure Bank MD, Mr. Ross Oluyede and his team to ICRC. 27th February 2019



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



At the Interhouse sports competition of ICRC's adopted school, Junior Secondary School Garki. 16th January 2019



ICRC at the Nigerian International Petroleum Summit 2019. 27th – 30th January 2019



Courtesy visit by the ICRC Management to the Economic & Financial Crimes Commission (EFCC) Headquarters in Abuja on 22nd August, 2019



Courtesy visit by the Managing Director and Management team of Mainstream Energy to the Commission on 29th August, 2019



Visit of the Commission's delegation to the Federal Ministry of Police Affairs to discuss the National Public Security Communication System Project. 2nd September 2019 in Abuja



Courtesy visit of the MD of FAAN, Capt. Rabi'u Hamisu Yadudu to the Commission to discuss some PPP projects in the Aviation sector on 2nd September, 2019



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



Courtesy visit by ICRC to the Honorable Minister of Niger Delta Affairs, Sen. Godswill Akpabio in Abuja. 10th October 2019



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



Ground breaking ceremony for DICON military and para military clothing and factory in Kaduna, Kaduna state on 25th October 2019



SECTION 5: Challenges and Constraints

5.1 Inadequate Funding

A key challenge militating against the Commission's effective discharge of its functions within the review period was inadequate funding to carry out its operations and regulatory activities. Prominent amongst these included funding to monitor the efficient execution of contracts; and finalize the preparation of PPP guidelines, manuals and primers intended to guide MDAs on the PPP procurement process.

The funding challenge also prevented the Commission from executing many of its other pre and post-regulatory programmes planned for the 2018 fiscal year such as:

- Stakeholders' engagement and PPP sensitization/awareness activities.
- Procurement of Monitoring Tool & equipment for the Commission/
- Capacity building for the Commission's staff, MDAs PPP personnel, key government functionaries, media and critical stakeholders to close the knowledge gap and build competencies in managing PPP projects.
- Research and development activities, etc.

5.2 Political Will/Commitment

As we have continuously stated, the government's PPP programme can only gain traction if the

appropriate political will/commitment is in place. This is required to drive projects delivery and to give comfort and confidence to the private sector. Firm political will is needed to force the buy-in of Ministers and public servants to toe the PPP route with its value for money offer and other attendant benefits, especially where there is insufficient fund to award traditional contracts.

5.3 Regulatory & Institutional Environment

Need to:

- Impose appropriate sanctions to ensure compliance with the provisions of the Act and regulations thereof;
- Establish a process for direct invitation and direct appointment for protection of national interest and national security;
- Setting up a PPP Approval Committee for small PPPs.

5.4 Long Term Finances for Infrastructure Development

Limited access to long-term finances has remained a major challenge to sustainable infrastructure delivery in Nigeria. The Commission is collaborating with appropriate stakeholders to bring the proposal to fruition including the establishment of a vibrant domestic capital market.

SECTION 6:

2020 Outlook



6.1 Key Projections in 2020

Aside from encouraging more local PPP projects, the ICRC looks forward to adding more green projects with climate resiliency components in its 2020 pipeline. The Commission is set to support MDAs in developing projects that address climate change mitigation and adaptation.

- The Commission is also supporting the development of PPP projects in the health sector, where projects are expected to support easier access to the universal health care for Nigerians. The PPP Resource Department has started working with the Federal Ministry of Health in developing PPP projects in the 22 Federal University Teaching Hospitals and development of mobile clinics to provide primary health care to the teeming populace in the peri-urban and rural areas.

- The Commission is also to consolidate on its PPP knowledge and capacity through training programmes by making its PPP Academy functional. The Academy has been registered in the Corporate Affairs Commission. Ongoing efforts are being made to secure appropriate accommodation and develop the syllabus.

- The Commission plans to operationalize the Special Concession Account to ensure accountability in PPP revenue, effective monitoring of revenue accruing to government from PPP projects, and organizational self-sustainability of the ICRC.

- To foster a competitive and transparent PPP

environment, the ICRC will continue to introduce policy enhancements. This will make the PPP process more efficient.

- As the central coordinating and monitoring agency of PPPs, the ICRC is committed to ensure that the Nigerian PPP environment will continue to be attractive to international and local investors. It will also continue to ensure that the national and sub-national governments are capable and ready to implement an increasing number of PPP projects—in partnership with the private sector and other PPP stakeholders

- Project development and monitoring assistance is a continuous priority for ICRC as it is desirous of establishing a project development fund for this purpose that will be judiciously managed to attain its objectives of funding high-quality feasibility studies for projects with PPP potential. Parallel to these efforts of adding more projects to the PPP pipeline, and providing capacity to more government agencies and instrumentalities to participate in the PPP Program, the Commission will continue to monitor the progress of projects which have been awarded or completed. This is to ensure that contractual obligations are being met, and to work with these parties in resolving issues that may arise.

- Close coordination with development partners will also continue to be undertaken to ensure that the Commission is adequately equipped to respond to the needs of its stakeholders. Accomplishing this requires having a

competent and highly capable workforce. Hence, it will continue to build up its human resources and staff capabilities in the form of training programs and new learning, among others.

- Overall, the ICRC will continue its significant role in the government's effort to address the infrastructure needs of the country and deliver quality and affordable infrastructure to its teeming population through effective PPPs. We see 2020

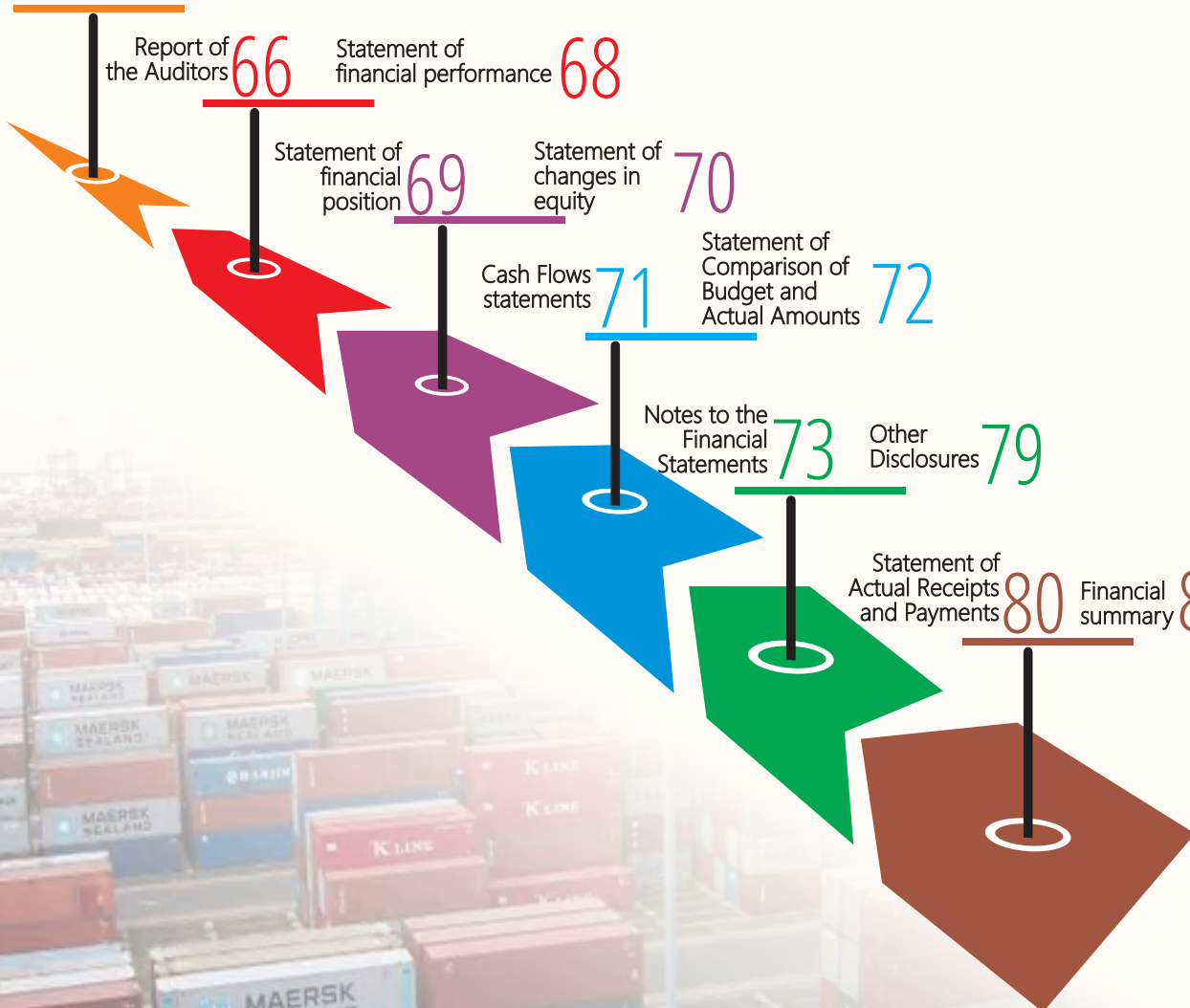
and beyond as an era of opportunities for the Commission and the national PPP program to significantly contribute to the next level agenda of the government through the development of high priority projects. We are confident that the initiatives undertaken and other ongoing efforts, reinforced by strong government commitment and support from the private sector and development agencies, will surely sustain the program.

SECTION 7: Financial Summary

7.1 Finance and Accounts

Audited Financial Accounts attached as separate report in this section.

CONTENTS



Management and Professional Advisers	64	Financial Highlights	65
Report of the Auditors	66	Statement of financial performance	68
Statement of financial position	69	Statement of changes in equity	70
Cash Flows statements	71	Statement of Comparison of Budget and Actual Amounts	72
Notes to the Financial Statements	73	Other Disclosures	79
Statement of Actual Receipts and Payments	80	Financial summary	82

www.icrc.gov.ng
www.ppp.icrc.gov.ng



The Presidency

**INFRASTRUCTURE CONCESSION REGULATORY COMMISSION
ABUJA**

FINANCIAL STATEMENTS

FOR THE
YEAR ENDED
DECEMBER 31, 2019



**Accountants &
business advisers**

**PKF PROFESSIONAL SERVICES
[CHARTERED ACCOUNTANTS]
ABUJA, NIGERIA**

Management & Professional Advisers

Governing Board

The board of the commission was dissolved in July, 2015. The board is yet to be reconstituted. The Commission is currently been supervised by the Office of the Secretary to the Government of the Federation in line with the established practice in the federal public services.

Management

Engr. Chidi .K.C. Izuwah Snr	Director General
Mr. J.A.M.Ohiani	Director, Public Private Partnership Resource Department
Mr. Mohammed A. Bamalli	Director, Contract Compliance Department
Dr. Chinedu Ndubisi Bertram	Director Planning & Research/Technical Adviser to DG
Mr. Dada H. Togunde	Director, Internal Audit Department
Mr. Emmanuel Onwodi	Director , Transportation Infrastructure + Department
Mr. Jobson Ewalefor	Head, ICT
Dr. Evelyn Alaye-Ogan	Deputy Director, Project Implementation Unit
Mr. Odili Onu	Head, Social/Urban Infrastructure Unit
Dr. Felix Ogbera	Head, Policy and Regulation Unit
Mr. Chorio Emmanuel Philip	Assistant Director/Senior Financial Strategist DG's Office
Mr. Olusa Busari	Head, Energy & Urban Infrastructure Unit
Mr. Mohammed Barma	Head, Finance and Account Unit
Mr. Ahmed Abdulrazaq	Head, Monitoring & Compliance Unit
Mall. Shehu S.Danmusa	Assistant Director, P3RD
Mrs. Deborah Okafor	Assistant Director, Planning & Research
Mr. Olusola Ogunsola	Assistant Director, P3RD
Engr. Amanze Okere	Ag.Head, Special Projects Unit
Mrs. Halima Tukur-Modibbo	Ag.Head, Human Resource & Administration Unit
Engr. Muktar Usman	Ag.Head, Procurement Unit
Mr. Adamu Umar	Assistant Director/Transportation Infrastructure + Department
Mr. Yusuf Haruna	Assistant Director/TTTransportation Infrastructure + Department
Mr. Akwu Okolo	Assistant Director/P3RD
Mrs. Manji Yarling	Ag.Head, Media & Publicity Unit
Ms. Hauwa Kelo	Ag.Head, Legal & Governance Unit

Office

Plot 1270 Ayangba Street, Area 11 Garki, Abuja.

Bankers

Central Bank of Nigeria, Abuja

Auditors

PKF Professional Services, (Chartered Accountants)
Mukhtar El- Yakub Place (2nd Floor),
Zakariyah MaiMalari Street,
Central Business District, Abuja.

Financial Highlights

FOR THE YEAR ENDED DECEMBER 31, 2019

	2019 N'000	2018 N'000
Personnel and Overhead Subvention	1,010,120	975,016
Deficit for the year	(263,367)	(50,734)
Capital Expenditure	550,102	22,096
Total Assets	1,430,951	1,067,120
Capital Grant	2,167,483	1,550,809

Independent Auditors' Report

TO THE MANAGEMENT MEMBERS OF INFRASTRUCTURE CONCESSION REGULATORY COMMISSION

Opinion

We have audited the accompanying financial statements of **Infrastructure Concession Regulatory Commission (the Commission)** set out on pages 69 to 82 which comprise the Statement of financial position as at **31 December, 2019**, and the Statement of financial performance, statement of cash flows statements, statement of comparison of budgeted and actual amount and notes to the financial statements, including a summary of significant accounting policies

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Commission as at **31 December, 2019**, and its financial performance and cash flows for the year then ended in accordance with the Financial Reporting Council of Nigeria Act, No 6, 2011

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Commission in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Nigeria, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Management are responsible for the other information. The other information comprises the Management' Report, Corporate information and Management responsibility but does not include the financial statements and our auditors' report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Management and Those Charged With Governance for the Financial Statements

The Management are responsible for the preparation and fair presentation of the financial statements in accordance with the Financial Reporting Council of Nigeria Act, No 6, 2011 and for such internal control as the management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the management are responsible for assessing the Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intend to liquidate the Commission or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Commission's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Commission audit. We remain solely responsible for our opinion.

We communicated with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Najeeb A. Abdus-salaam
FRC/2013/ICAN/00000000753
For: **PKF Professional Services**
Chartered Accountants



Dated: 28 August 2020

Statement of Financial Performance

FOR THE YEAR ENDED DECEMBER 31, 2019

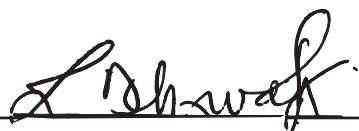
	Notes	31 Dec, 2019 N '000	31 Dec, 2018 N'000
Revenue			
Recurrent Subventions	3	<u>1,010,120</u>	<u>975,016</u>
Total Revenue		1,010,120	975,016
2018 Accrued expenses paid in 2019		<u>(27,292)</u>	<u>-</u>
Net Revenue for the year		<u>982,828</u>	<u>975,016</u>
Expenses			
Salaries and Allowances	4	892,728	872,311
Travel and Transport	5	35,374	30,225
Utilities	6	12,423	19,902
Materials and Supplies	7	2,928	6,237
Maintenance Services	8	7,552	12,247
Training	9	1,022	-
Other Services	10	10,191	9,487
Consulting and Professional Fees	11	4,691	5,372
Fuel and Lubricants	12	7,854	10,918
Financial Charges	13	2,017	2,273
Miscellaneous Expenses	14	19,021	17,741
Other Expenses	15	189,593	2,450
Depreciation Charges	16	<u>60,801</u>	<u>39,037</u>
Total Expenses		<u>1,246,195</u>	<u>1,028,200</u>
Deficit for the year	20	<u>(263,367)</u>	<u>(53,184)</u>

The notes on pages 73 to 81 are an integral part of these Financial Statements.

Statement of Financial Position

AS AT DECEMBER 31, 2019

	Notes	31 Dec, 2019 N '000	31 Dec, 2018 N'000
Assets			
Non-Current Assets			
Property, Plant & Equipment	16	1,310,947	1,011,240
		<u>1,310,947</u>	<u>1,011,240</u>
Current Assets			
Receivable	17	120,000	-
Cash and bank balances	18	4	53,430
		<u>120,004</u>	<u>53,430</u>
Total Assets		<u>1,430,951</u>	<u>1,064,670</u>
Liabilities			
Current Liabilities			
Other payables	19	12,974	27,292
		<u>12,974</u>	<u>27,292</u>
Net Assets		<u>1,417,977</u>	<u>1,037,378</u>
Net assets/ Equity			
Contributed by:			
Capital Grant		2,167,483	1,550,809
Accumulated Surplus/(Deficit)		<u>(749,506)</u>	<u>(513,431)</u>
Total Net Assets/Equity		<u>1,417,977</u>	<u>1,037,378</u>



Engr. Chidi K.C. Izuwah Snr
Director General



Mr. Mohammed Barma
Head, Finance & Account

The notes on pages 73 to 81 are an integral part of these Financial Statements.

Statement of Changes in Net Assets/ Equity

	Capital Grant	Accumulated Surplus/ (Deficit)	Total
	N'000	N'000	N'000
Balance as at 1st January 2018	1,498,037	(460,247)	1,037,790
Capital Subvention receipt during the year	53,430		53,430
Transferred to CRF in the year	(660)	-	(660)
Deficit for the year	<u>-</u>	<u>(53,184)</u>	<u>(53,184)</u>
Balance At 31 December, 2018	1,550,807	(513,431)	1,037,376
Balance as at 1st January 2019	1,550,807	(513,431)	1,037,376
Changes in Net Assets/ Equity for 2019			
Capital Subvention receipt during the year	616,676	-	616,676
Transferred to CRF in the year	-	-	-
Accrued expenses paid in 2019	-	27,292	27,292
Deficit for the year	<u>-</u>	<u>(263,367)</u>	<u>(263,367)</u>
Balance At 31 December, 2019	<u>2,167,483</u>	<u>(749,506)</u>	<u>1,417,977</u>

The notes on pages 73 to 81 are an integral part of these Financial Statements.

Cash Flow Statements

FOR THE YEAR ENDED DECEMBER 31, 2019

	Note	31 Dec, 2019 N '000	31 Dec, 2018 N'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows			
Recurrent Subventions		1,010,120	975,015
Outflows			
Salaries and wages		(892,728)	(872,311)
Overhead cost		(290,650)	(102,893)
Finance cost		(2,017)	(2,274)
Decrease/(Increase) in Receivable		(120,000)	-
Increase/(Decrease) in Payable		(14,318)	-
Net cash flows from operating activities	15	<u>(309,593)</u>	<u>(2,463)</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of Plant and equipment		<u>(360,509)</u>	<u>(9,829)</u>
Net cash flows from investing activities		<u>(360,509)</u>	<u>(9,829)</u>
CASH FLOWS FROM FINANCIAL ACTIVITIES			
Capital Grant received		616,676	53,431
Transfer to CRF		<u>-</u>	<u>(659)</u>
Net cash flows from Financing Activities		<u>616,676</u>	<u>52,772</u>
Net increase/ (decrease) in cash and cash equivalents		(53,426)	40,480
Cash and Bank balances at January 1		<u>53,430</u>	<u>12,950</u>
Cash and Bank balances at December 31		<u>4</u>	<u>53,430</u>
Represented by:			
CBN account balances		<u>4</u>	<u>53,430</u>

The notes on pages 73 to 81 are an integral part of these Financial Statements.

Statement of Comparism of Budgeted and Actual Amount FOR THE YEAR ENDED DECEMBER 31, 2019

	31 Dec, 2019				31 Dec, 2018			
	Budgeted N '000	Actual N '000	Variance N '000	%	Budgeted N '000	Actual N '000	Variance N '000	%
Personnel Cost								
Personnel Cost	898,616	892,728	5,888	1	831,798	872,311	(40,512)	(5)
Other Recurrent Costs								
Travel & Transport	50,108	35,374	14,734	29	45,108	30,225	14,883	33
Utilities	16,710	12,423	4,287	26	16,110	19,902	(3,792)	(24)
Material & Supplies	18,800	2,928	15,872	84	19,300	6,237	13,063	68
Maintenance Services	14,300	7,552	6,748	47	14,900	12,247	2,653	18
Training	7,770	1,022	6,748	87	9,770	-	9,770	100
Other Services	10,350	10,191	159	2	10,350	9,487	863	8
Consulting & Professional Services	9,200	4,691	4,509	49	10,200	5,372	4,828	47
Fuel & Lubricants	14,700	7,854	6,846	47	11,700	10,918	782	7
Financial Charges	8,000	2,017	5,983	75	9,000	2,274	6,726	75
Miscellaneous	26,150	19,021	7,129	27	29,650	17,741	11,909	40
Capital Expenditure								
Purchase of Fixed Assets								
Purchase of Office Buildings	60,000	405	59,595	99	102,000	-	102,000	100
Purchase of Motor Vehicle	25,235	195,938	(170,703)	(676)	165,000	-	165,000	100
Purchase of Office Furniture and Fittings	90,000	25,922	64,078	71	12,000	2,729	9,271	77
Purchase of Computers	-	48,754	(48,754)	(100)	15,000	2,199	12,801	85
Rehabilitation / Repairs								
Rehabilitation / Repairs of Fixed Asset	45,000	89,490	(44,490)	(99)	45,000	4,901	40,099	89
Other expenses								
Review of concession agreement	25,000	38,395	(13,395)	(54)	-	2,450	(2,450)	(100)
Research and Development	75,352	47,084	28,268	38	-	-	-	-
Monitoring and Evaluation	-	104,114	(104,114)	(100)	195,310	9,817	185,494	95
	1,395,291	1,545,903	(150,612)	(11)	1,542,197	1,008,808	533,389	35

IPSAS 24 Requires a comparison of budget amounts and actual amounts arising from the execution of the budget to be included in the financial statements of entities that are required to, or to make publicly available their approved budget(s), publicly accountable. and for which they are, therefore, held publicly accountable.

Notes to the Financial Statements

1 Reporting entity

The Infrastructure Concession Regulatory Commission - ICRC Establishment Act 2005 was enacted to address the huge infrastructure deficit in Nigeria and the poor state of our existing infrastructure. The Act, which established the Infrastructure Concession Regulatory Commission (ICRC), also empowers Federal Ministries, Departments and Agencies (MDAs) to utilize Public Private Partnerships (PPP) as a procurement vehicle of choice where suitable, to rapidly turn around our infrastructural insufficiency. The Act envisages the ICRC to serve as the primary driver agency to catalyze and facilitate engagement of the private sector by MDAs of Federal Government in initiating, developing and implementing PPP projects in a fit-for-purpose, transparent, competitive and sustainable manner that would ensure value for money for the Nigeria economy while putting in place world-class infrastructure for use by Nigerians.

The ICRC Act imbues the Commission with functions and powers to:

- 1 Provide general PPP policy guidelines, rules and regulations
- 2 Take custody of every concession agreement
- 3 Ensure efficient execution of any concession agreement or contract entered into the Federal Government, and the compliance of the parties.

The Act also provides for MDAs to enter into contracts with or grant concession to any duly pre-qualified private sector proponent for the Financing, Construction, Operation, and Maintenance of any infrastructure that is financially viable or any development facility of the Federal Government.

Deriving from this mandate, the role of ICRC consists of four main components:

- 1 Promoting, Facilitating, Supporting and Coordinating the implementation of sound PPP process, while ensuring that principles of good governance are applied to all of the functions that form part of it;
- 2 Providing transaction support and building capacity in all Federal Government Ministries, Agencies and Department (MDAs) for project development, tendering, negotiation and contract execution;
- 3 Developing guidelines for monitoring contract compliance during construction, operation and contract termination and supporting as appropriate the MDAs assigned to this task;
- 4 Collaborating with other agencies, including similar state-level PPP units, to implement a cohesive national legal, policy and regulatory environment that is conducive to private sector investment in Nigeria's infrastructure projects.

2 Basis of preparation

(a) Statement of compliance

These financial statements have been prepared in compliance with International Public Sector Accounting Standards (IPSAS) as issued by the International Public Sector Accounting Standards Board (IPSASB).

(b) Basis of measurement

The financial statements have been prepared under the historical cost convention. These financial statements are presented in Naira (N) and all values are rounded to the nearest thousands except when

(c) Functional and presentation currency

These financial statements are presented in Naira, which is the Commission's functional currency.

(d) Use of judgments and estimates

The preparation of the financial statements in conformity with IPSAS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenue and expenditures. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on a going concern basis. Revisions to accounting estimates are recognized in the period in which the estimates is made if the revision affects only that period of the revision and the future periods if the revision affects both current and future periods.

(e) Critical accounting estimates and judgements

In preparation of the financial statements there were no areas that involved a high degree of judgement or complexity and no areas where assumptions and estimates are significant to the financial statements

Notes to the Financial Statements

3 Significant accounting policies

The accounting policies set out below have been applied consistently to all the years presented in these financial statements.

(a) Revenue

Revenue comprises of subventions received from the Federal Government of Nigeria during the year net of transfers to consolidated Revenue Fund, and other internally generated revenue.

b) Expenses

All expenses are reported on an accrual basis, expenses are recognised in the period they are incurred or when the related services are enjoyed, irrespective of when the payment is made.

c) Cash and cash equivalents

Cash and cash equivalents includes cash balances on hand, held in bank accounts and demand deposits.

d) Receivables

Receivables comprises fees , taxes and fines as well as social benefits receivables that do not arise out of a contract.

(e) Property, plant and equipment

(i) Recognition and measurement

All property, plant and equipment are stated at historical cost less accumulated depreciation and any impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the asset.

Where an assets (other than land) is acquired in a non exchange transaction for nil or nominal consideration, the asset is initially recognised at fair value, where fair value can be reliably determined and as income in the statement of financial performance (unless there are restrictions on the asset's use in which case income is deferred)

(ii) Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Commission and its cost can be measured reliably. The carrying amount of the replaced component is derecognized. The cost of day-to-day servicing of property, plant and equipment are recognized in statement of financial performance as incurred.

(iii) Depreciation

Depreciation is calculated over the depreciable amount, which is the cost of an asset, less its residual value. Depreciation is recognized in the statement of financial performance depending on the utilization of the respective assets on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment which reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

Notes to the Financial Statements

The estimated useful lives for the year are as follows:

Asset Class	Basis %
Land	Lease period
Buildings	2
Motor Vehicles	25
Office furniture & equipment	25
Office Equipment	25
Plant and machinery	15
Library and books	25

(f) Payables

These are monies payables to third parties in respect of goods and services received.

Accrued expenses for which payments is due in the next 12 months shall be classified as current liabilities

Where the payments are due beyond the next 12 months, it shall be accounted for as Non- Current Liabilities

(g) Capital Grant

Capital grants are receipts from the Federal Government of Nigeria net of transfers to consolidated Revenue Fund for capital projects of the commission

(h) Reserves

Reserves are classified under equity in the statement of financial position and include: Statement of financial performance surplus/ (Deficit) and the revaluation reserve.

Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2019

	31 Dec, 2019 N'000	31 Dec, 2018 N'000
3 Recurrent Subventions		
3.1 Overhead Subvention		
Received during the year	117,392	102,718
Transferred to CRF in the year	-	(13)
	<u>117,392</u>	<u>102,705</u>
3.2 Personnel Subvention		
Received during the year	898,615	872,311
Transferred to CRF in the year	(5,887)	-
	<u>892,728</u>	<u>872,311</u>
	<u>1,010,120</u>	<u>975,016</u>
3.3 Other Revenue		
PPP Concession Fees	625	-
Refund of overpayment	57	-
Transferred to CRF in the year	(682)	-
	<u>-</u>	<u>-</u>
4 Salaries and Allowances		
Salaies	798,770	779,765
NHIS Contribution	38,654	36,853
Contributory Pension	55,304	55,693
	<u>892,728</u>	<u>872,311</u>
5 Travel and Transport		
Local travel and transport - Others	18,349	30,225
Local travel and transport - Training	6,091	-
International travel and transport - Others	10,934	-
	<u>35,374</u>	<u>30,225</u>
6 Utilities		
Electricity Charges	9,531	10,144
Telephone charges	876	983
Internet access charges	909	7,209
Water rates	1,107	1,566
	<u>12,423</u>	<u>19,902</u>
7 Materials and Supplies		
Office stationeries and computer consumables	859	1,663
Books	-	59
Newspaper	726	1,401
Printing of Non security documents	1,175	3,114
Printing of security documents	168	-
	<u>2,928</u>	<u>6,237</u>

Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2019

	31 Dec, 2019 N'000	31 Dec, 2018 N'000
8 Maintenance Services		
Maintenance of Motor Vehicles	1,816	4,423
Maintenance of Office Furniture	626	-
Maintenance of Office Building	571	3,521
Maintenance of Office and ICT Equipment	1,434	798
Maintenance of Plants /Generators	2,029	2,767
Other Maintenance Services	1,076	738
	<u>7,552</u>	<u>12,247</u>
9 Training		
Local Training	1,022	-
	<u>1,022</u>	<u>-</u>
10 Other Services		
Security services	2,611	2,860
Cleaning and Fumigation services	7,580	6,627
	<u>10,191</u>	<u>9,487</u>
11 Consulting and Professional Fees		
Financial consulting	-	3,263
Information technology consulting	-	555
Legal services	285	35
Engineering services	-	-
Auditing of Accounts	4,406	1,519
	<u>4,691</u>	<u>5,372</u>
12 Fuel and Lubricants		
Vehicles Running Cost	4,510	3,586
Plant/ Generator Fuel Cost	3,344	7,332
	<u>7,854</u>	<u>10,918</u>
13 Financial Charges		
Bank Charges	239	240
Insurance	1,778	2,034
	<u>2,017</u>	<u>2,274</u>
14 Miscellaneous Expenses		
Refreshment and Meals	3,252	2,679
Honorarium/Sitting allowance	830	-
Publicity and Advertisement	6,585	5,666
Postages and Courier Services	285	583
Welfare packages	3,478	7,232
Subscription to professional bodies	4,591	1,581
	<u>19,021</u>	<u>17,741</u>
15 Other Expenditures		
Research and Development	47,084	-
Review of concession agreement	38,395	2,450
Monitoring and Evaluation	104,114	-
	<u>189,593</u>	<u>2,450</u>

Note: Other expenses

These are expenditures incurred from capital vote during the year

Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2019

	Buildings N '000	Plant & Machinery N '000	Motor Vehicles N '000	Office Equipment N '000	Furniture & Library & Fittings N000	Books N '000	Total N '000
Cost:							
Balance at 1 January, 2018	1,214,945	-	148,459	65,110	146,691	5,451	1,580,656
Additions	4,900	-	-	2,199	2,729	-	9,828
Translation Adjustments	-	-	(122,261)	(54,063)	(121,119)	(4,958)	(302,401)
Reclassification	-	21,324	-	-	(21,324)	-	-
Balance at 1 January, 2019	1,219,845	21,324	26,198	13,246	6,977	493	1,288,083
Additions	89,895	-	195,938	48,754	25,922	-	360,509
Disposal during the year	-	-	-	-	-	-	-
Balance at 31 December, 2019	1,309,740	21,324	222,136	62,000	32,899	493	1,648,592
Depreciation:							
Balance at 1 January, 2018	24,299	-	37,114	16,278	36,673	1,363	115,728
Additions during the year	24,372	3,199	6,549	3,220	1,574	123	39,037
Translation Adjustments	176,982	16,712	(24,790)	(12,247)	(33,487)	(1,092)	122,079
Balance at 1 January, 2019	225,653	19,911	18,873	7,251	4,760	394	276,843
Disposal during the year	-	-	-	-	-	-	-
Depreciation during the year	24,846	1,412	27,420	6,025	999	99	60,801
Balance at 31 December, 2019	250,499	21,323	46,293	13,276	5,759	493	337,644
Carrying Amount							
At 31 December, 2019	1,059,241	1	175,843	48,724	27,140	(0)	1,310,947
At 31 December, 2018	994,192	1,413	7,325	5,995	2,217	99	1,011,239
						31 Dec, 2019 N000	31 Dec, 2018 N000
17 Account Receivable							
Advance for purchase of Building						120,000	-
18 Cash and bank balance							
CBN TSA Capital						4	53,430
CBN TSA Personnel						-	-
CBN TSA Overhead						-	-
						<u>4</u>	<u>53,430</u>
19 Other payables							
Professional Fees						2,888	2,963
Staff claims						-	9,817
Vendors						-	14,513
Subscriptions						2,589	-
Local travels - others						1,140	-
Welfare packages						1,260	-
Motor fueling						842	-
Motor maintenance						47	-
Local travels - Training						2,721	-
Printing & stationery						607	-
Cleaning and fumigation						600	-
Courier services						118	-
Refreshments						162	-
						<u>12,974</u>	<u>27,292</u>
20 Reconciliation of deficit in the statement of performance 2019							
Other Capital Expenses incur through recurrent overhead						189,593	-
Depreciation Charges						60,801	-
2019 account payables						12,974	-
						<u>263,368</u>	<u>-</u>

Events After the Reporting Period

Infrastructure Concession Regulatory Commission as an agency of the federal government of Nigeria is not completely immune from the devastating effect of COVID-19 pandemic directly or indirectly:

The national lockdown directed by government affected our concession monitoring exercise, a significant and core function of the Commission. The monitoring activities was immediately suspended by management.

The Commission is affected by the budget restructuring carried out by government in view of the need to give adequate priorities to COVID-19 response. The capital allocation of the Commission in the initial annual appropriation has been reviewed downward, this has reduced the capacity of the commission to carry out some of its activities. However, the commission has accordingly adjusted to operate within the available resources and deliver majority of its significant services.

The Commission expenses on consumables have grown exponentially because of the need to provide COVID-19 prevention items in line with the national protocols directed by the Presidential Task Force (PTF) and relevant guidelines of the Federal government and Federal Capital Territory administration. Expenses on Provision of soap for hand washing, Hand Sanitisers, Infrared thermometers and batteries, office disinfectants and deep cleaning etc., have increased tremendously.

Fundamentally, an indirect effect of COVID-19 on our operations is the cautious approach of local and foreign investors to new investment opportunities. The Commission also supports preferred bidders, concessionaires, in their efforts to reach financial close. The finance providers have adopted cautious approach in their lending priorities, they are more focused on the health sector which the pandemic has made lucrative for investments. This has slowed down investment activities in other sectors that are also competing for financing.

The Commission has reviewed its tasks and targets for the year 2020 and necessary adjustments have been made to reflect the NEW realities. We are of the opinion that the revised task and targets will not have a material negative effect on the overall goals and objectives of the Commission. The Commission remains stable and have the financial and human resources capacity to continue its operations and contribute to the overall national development.

Statement of Actual Receipts and Payments

FOR THE YEAR ENDED DECEMBER 31, 2019

	2019 N'000	2018 N'000
RECEIPTS		
Cash and bank balances at 1/1/2019	53,430	12,950
Capital Subvention	616,676	53,430
Overhead Subvention	117,392	102,718
Personnel Subvention	892,728	872,311
Other Reveenue	682	-
	1,680,908	1,041,409
PAYMENTS		
Addition to Land and Building	89,895	4,901
Addition to Motor Vehicles	195,938	-
Addition to Furniture and fittings	25,922	2,729
Computer and IT equipment	48,754	2,199
Monitoring and Evaluation	104,114	-
Concession Agreement reviews	38,395	2,450
Research and development	47,084	-
Advance payment for purchase of building	120,000	-
Salaries & Allowances	892,728	872,311
Travelling & Training expenses	35,374	30,225
Vehicle running costs	4,510	3,586
Maintenance: Furniture & equipment	626	-
Maintenance: Computer & IT equipment	1,434	798
Maintenance: Motor vehicles	1,816	4,423
Maintenance: Office building	571	3,521
Maintenance: Plant & Generators	2,029	2,767
Maintenance: Other services	1,076	738
Postages, Telephone & Internet	2,070	8,776
Office stationeries and computer consumables	859	1,663
Electricity & Water rates	10,638	11,710
Bank/ GIFMIS charges	239	240
Refreshment & Meals	3,252	2,679
Newspaper, Magazines and periodicals	726	1,460
Subscriptions	4,591	1,581
Advert and publicity	6,585	5,666
Cleaning & fumigation expenses	7,580	6,627
Audit fees and expenses	4,406	1,519
Carry forward	1,651,212	972,568

Note

Audit fees and expenses

This consist of audit fee for previous years not accrued for and the cost of printing extra copies of the reports

Statement of Actual Receipts and Payments continued

FOR THE YEAR ENDED DECEMBER 31, 2019

	2019 N'000	2018 N'000
Brought forward	1,651,212	972,568
Consultancy fees	-	3,853
Local travel and transport - Training	3,370	-
Local Training	1,022	-
Legal services	285	-
Security expenses	2,611	2,860
Medical/Welfare Expenses	3,478	7,232
Insurance	1,778	2,034
Honorarium/Sitting allowance	830	-
Plant/Generator Fuel Cost	3,344	7,332
Overhead Transferred to CRF	-	13
Transferred to CRF	682	659
Printing Of Non- Security Documents	1,175	3,114
Printing Of Security Documents	168	-
Accrued expenses	10,873	(11,686)
Total payments	1,680,828	987,979
	80	53,430
Represented by:		
Central Bank of Nigeria balance	4	53,430

Five Year Financial Summary

	31 Dec, 2019 N '000	31 Dec, 2018 N '000	31 Dec, 2017 N '000	31 Dec, 2016 N '000
Recurrent Subventions	<u>1,010,120</u>	<u>975,016</u>	<u>802,094</u>	<u>783,887</u>
Employment of funds				
Property, plant and equipment	1,310,947	1,011,240	1,464,928	1,555,192
Net current assets	<u>107,030</u>	<u>26,138</u>	<u>(2,657)</u>	<u>16,095</u>
Net assets	<u>1,417,977</u>	<u>1,037,378</u>	<u>1,462,271</u>	<u>1,571,287</u>
Funds employed				
Capital Grant	2,167,483	1,550,809	1,498,037	1,473,488
Retained earnings	<u>(749,506)</u>	<u>(513,431)</u>	<u>(35,766)</u>	<u>97,799</u>
	<u>1,417,977</u>	<u>1,037,378</u>	<u>1,462,271</u>	<u>1,571,287</u>

APPENDIX I: STATUS OF PRE-CONTRACT PROJECTS (AT DEVELOPMENT AND PROCUREMENT) FOR 2019

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
1	Federal Ministry of Health	Management Equipment Services (MES) project: To provide Medical Equipment and services in Government Hospitals	Health	Meeting on MES sub-committee held on the 3 rd and 29 th of July 2019	Development
2	Federal Ministry of Industry Trade and Investment/ National Automotive Council	Development of World Class Training Centre of Excellence: (Solicited Proposal): The National Automotive Design Development Council wishes to develop a World Class Training Centre of Excellence through a PPP.	Trade and Investment	Joint OBC / FBC Certificate granted to NADDCC on May 28, 2018 Meeting held on June 26, 2018 at NADDCC to get a progress report on the project and resolve the Independent - Engineer issues.	Procurement
3	Federal Ministry of Water Resources	Gurara 1 Multi-Purpose Dam, Kaduna State: (Solicited Proposal): This involves the Operations and Maintenance of 30MW hydroelectric power from Gurara 1 multi-purpose dam, Kaduna State. The construction has been completed, while the evacuation facilities are at advanced stage.	Energy	FBC Certificate of Compliance granted on March 18 th , 2019	Procurement
4	Federal Capital Territory/ Abuja Infrastructure Investment Center (AIIC)	IGR Automated Platform for AEPB: Project Description (Solicited Proposal): The MDA proposes providing an automated system for managing revenue collections, via an ePayment platform that incorporates Mobile POS devices and a powerful AEPB office revenue administration and monitoring platform.	Urban Development	Evidence of competitive bidding process and all documentation and approvals during the process were sent by AIIC to the Commission on October 3, 2017 Next Step: The Commission is awaiting FBC submission by MDA for review.	Procurement
5	Ogun Osun River Basin Development Authority	K'MAOUN Complex in IJORA Lagos State	Urban Development	OBC review for Ogun Osun River Basin Authority project has been concluded. Based on the review, the OBC does not substantially meet the requirements of the National Policy on Public Private Partnership (N4P) and the Authority has been requested to update the OBC	Development
6	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	The Dagbolu Inland Container Depot (ICD): (Solicited Proposal) The project concerns the development of a Greenfield ICD in Osun State, South-West Nigeria. The ICD is being developed to exploit the strategic advantages in Nigeria's huge export and import market by making the country a trans-shipment hub for the West African region. The ICD when developed would provide storage and cargo handling facilities for export and import of containerized cargos to and from the hinterland of Nigeria especially around the Southwest states of Ondo, Ekiti, Osun; Edo State and Kwara State.	Ports Sector	The Commission reviewed the RFP and returned it to NSC to be issued to the prequalified bidders.	Procurement
7	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	Development of Inland Container Depot (ICD) in Lolo, Kebbi State: (Unsolicited Proposal): The FGN, as part of the Economic Reform Programme, approved the setting up of Lolo Inland Container Depots (ICD) to provide port services to shippers. Outline Business Case (OBC) received from the Nigeria Shippers Council (NSC) in respect of the unsolicited proposal developed by Deltatlantic Nigeria Ltd.	Ports Sector	The Commission re - issued an OBC Certificate November 8, 2017. Next step: Due diligence and negotiation with the preferred concessionaire, Deltatlantic Nigeria Limited.	Procurement
8	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	Development of Inland Container Depot (ICD) in Onitsha, Anambra State: This has a design that consists of an annual 5,000 TEUs capacity facility which can be expanded with increasing throughput.	Ports Sector	The Commission issued an OBC Certificate November 8, 2017. Next step: Advertisement in the print media for the selection of preferred concessionaire.	Procurement

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
9	Federal Ministry of Transportation (FMoT)/ National Inland Waterways Authority (NIWA)	Onitsha River Port Concession (Solicited Proposal): The FGN adopted PPP arrangements to develop four river ports in the Lower Niger, namely: i. Onitsha ii. Lokoja iii. Baro and iv. Oguta River Ports. Onitsha River Port was selected as the pilot case. The World Bank is sponsoring the project development and procurement phases for the Inland Port Concession.	Ports Sector	Negotiations with preferred bidder (Universal Elysium Consortium) concluded. Next Step: Submission of FBC to ICRC for review	Procurement
10	Federal Ministry of Transportation / Akwa Ibom State Government	Ibom Deep Sea Port Project (Solicited Proposal): The Ibom Deep Sea Port (IDSP) project involves the development of a Greenfield Deepsea Port and accompanying Free Trade Zone (FTZ) in Akwa Ibom State in the South - South geopolitical zone of Nigeria. The proposed Port and FTZ are part of the proposed Ibom Industrial City initiative that will be established on a 14,400 -hectare site donated by the Akwa Ibom State Government (AKSG) at no value. The IDSP project is intended to become a major national and regional economic gateway that will provide additional container handling capacity for the country. In addition to containers, the IDSP is expected to handle petroleum products (export and import), crude oil and natural gas (export), vehicles (import) and bulk trade in natural resources (import and export). It is planned to be the deepest port in the West African sub-region.	Ports Sector	Preliminary negotiation meeting with the preferred bidder, (Bollare/Power China Consortium) was done on January 9th, 2019 in Lagos. The Commission issued Full Business Compliance Certificate to the Ministry on 14 th May, 2019. Next Step: Awaiting due diligence and full negotiation with the preferred bidder and FEC approval of the FBC.	Procurement
11	Federal Ministry of Interior/ Nigeria Immigration Service	Establishment of Nigerian Passport Application Support Centers in the US, Canada etc (Solicited Proposal): This project has been designed by the Nigeria Immigration Service (NIS) to alleviate the hardship, difficulties and inconvenience experienced by Nigerians living in USA, United Kingdom, Continental Europe, Asia and South America in their bid to procure or renew their international passports. The Passport Application Support Centres will be equipped with appropriate facilities and data capture equipment with servers linked electronically to the Nigerian Embassies in the selected locations.	Security	RFQ opening took place on 15 th July, 2019. Evaluation of the received RFQ's took place on 29 th - 30 th October, 2019. NIS shall produce the evaluation results and transmit the list of qualified applicants to ICRC, prior to issuance of RfPs to qualified bidders	Procurement
12	Federal Ministry of Power, Works and Housing/ Council for the Regulation of Engineering in Nigeria	COREN Head Office Project (Solicited Proposal): The proposal will involve the Construction of COREN head office complex in Abuja using PPP procurement methodology.	Urban Development	The Commission granted an OBC Certificate of Compliance on November 8, 2016 for the project COREN has been advised to proceed to procurement.	Procurement
13	Federal Ministry of Transportation (FMoT) / Nigeria Ports Authority (NPA)	Kirikiri Port Lighter Terminal I & II (Solicited Proposal): The Federal Government aims to procure concessionaires to rehabilitate and upgrade these terminals which were hitherto selected as fishing terminals. The project development and procurement costs are being sponsored under International Development Association (IDA) Credit to the Federal Government of Nigeria for PPP support.	Ports Sector	The Financial bids for KLT II was opened and Tin Can Inland Container Terminal Limited (TICT) emerged as the preferred bidder. Project Closeout & Negotiation with TICT for Kirikiri Lighter Terminals is in progress. Next Step: Conclusion of Negotiation with preferred bidder and submission of FBC to ICRC and FEC for approval.	Procurement

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
				Project Structure: A landlord approach (BOT) proposed as applied to the existing terminals concession embarked upon in 2005/2006 20-Year concession tenor through an SPV with NPA as landlord.	
14	National Commission for Museums & Monuments/ Federal Ministry of Information & Culture	Development of Recreational Park within the Museum premises, Enugu. (Unsolicited Proposal): An unsolicited proposal submitted to the National Commission for Museums & Monuments to develop recreational park in Enugu, within the Museum premises.	Culture	OBC Certificate of Compliance granted on October 16, 2017. EoI has been prepared for advert. As an unsolicited proposal the project shall go through Swiss Challenge methodology to ensure competition and Transparency. Next Step: Submission and Evaluation of EoIs.	Development
15	Federal Ministry of Tourism and Culture	National Theatre (Solicited Proposal): The project involves the development of 65 hectares of the 134 hectares fallow land around the National Theatre by building 5-star hotel, office buildings, leisure Park, shopping mall and Multi Level car park.	Culture	Full Business Case (FBC) Certificate of Compliance revalidation has been granted by ICRC. Next Step: Awaiting FBC approval by FEC	Procurement
16	Federal Ministry of Interior	ECOWAS Biometric ID Cards System This project involves the adoption of smart card and biometric technology to secure the identification of documents as a prerequisite for managing migration and to enhance regional security, which is the outcome of the deliberation of ECOWAS Heads of Governments in order to meet the challenges posed by migration.	Security	The Ministry was issued an FBC Certificate of Compliance on May 24, 2018. FEC approval for the project 28 th November, 2018	Procurement
17	Federal Ministry of Defence (FMoD)	Concession of Defence Jetty, Marina Lagos Messrs. Ins pium Multi -Services Limited (IMSL) is proposing through a Build -Operate and Transfer (BOT) PPP model the rehabilitation and construction of the Ministry of Defence Jetty at Marina, Lagos. Once Complete the following services will be available: Ferry Service Parking, Helicopter Parking, Car Parking, Office Letting, Berthing Services, Afloat Repair Services, Warehousing Services, Restaurants & Café, Professional Training Services.	Security	The Commission issued an Outline Business Case Certificate November 8, 2017. Full Business Case Certificate of Compliance was issued on 29 th November, 2018	Procurement
18	Federal Ministry of Trade & Investment / Tafawa Balewa Square Management Board (TBSMB)	Rehabilitation, Management and Operation of the National Trade and International Business Centre, Lagos (NTIBC) The development of the NTIBC was conceived against the background of the FGN's desire to develop one-stop investment hubs in order to sustain economic growth by encouraging export, enterprise and investments. The Independence building was built in 1959. The building consists of 25 floors, has approximately 8,100 square meters and a separate parking lot directly opposite with an area of 2,650 square meters. The proposed NTIBC building will be a mixed -use facility to cater for businesses on a let basis, provide space for TBSMB and also residential usage. The proposed facility will be multi -functional, to include: i. Office for agencies under the FMITI ii. Offices for other government MDAs iii. Information hub on trade & investment in Nigeria iv. Office for Blue-Chip companies v. Conference & meeting rooms vi. Exhibition and banquet halls vii. Restaurants & lounge bar	Trade & Investment	A meeting to review and harmonize comments on the draft Concession Agreement for the TBSMB, Independence Building Project held on 21 st & 22 nd of August, 2019.	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
19	Federal Ministry of Trade & Investment / National Automotive Council (NAC)	<u>Establishment of the Mechanic's Villages</u> The mechanics' villages' project is an initiative of NAC, a body established pursuant to the National Automotive Council Act, Cap N8, Laws of the Federation of Nigeria, with responsibility for the development of the automotive industry in Nigeria. The objective for the establishment of the mechanic's villages is, among other things, to stimulate the growth and development of the mechanic business in a specialized and orderly manner. The project is aimed at developing the automotive value chain via the provision of 6 pilot modern mechanic villages in the nation's 6 geopolitical zones.	Trade & Investment	Meeting for review and negotiation of concession fees held on February 21 st , 2019 Site Visit held on February 27 th , 2019	
20	Federal Ministry of Trade & Investment / Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)	<u>Development of 23 Industrial Development Clusters (IDCs)</u> The objective of the project is to redevelop 23 Industrial Development Centers (IDCs) into Industrial Clusters across Nigeria (in 6 geopolitical zones) using the PPP Model.	Trade & Investment	OBC Certificate of Compliance was granted on October 23 rd , 2018 for six (6) identified IDCs namely; Idu, Maiduguri, Owerri, Ikorodu, Port Harcourt and Sokoto.	Procurement
21	Federal Ministry of Industry Trade and Investment	<u>Federal Ministry of Industry Trade and Investment Abuja Head office Building Project</u> The Federal Ministry of Industry Trade and Investment is desirous to build their Abuja Head Office through a PPP Procurement method. Project Conceptualization is currently ongoing.	Trade & Investment	Project Conceptualization is currently on-going.	Development
22	Federal Ministry of Water Resources	<u>Gurara 2 Greenfield Multi-Purpose Dam</u> The Concession of the Gurara 2 Greenfield multi-purpose Dam, Niger State includes 300MW of hydropower components of the dam.	Energy	The project is currently in Development Phase. The project land is encumbered and the Ministry is resolving the issue. Thereafter, the Outline Business Case is expected to be forwarded to ICRC. ICRC has written to the Ministry seeking updates on the project. Awaiting the Ministry's response	Development
23	Federal Ministry of Water Resources	<u>Owena Multi-Purpose Dam water supply (Unsolicited Proposal)</u> The project will provide about 1.5kwh of electricity to the national grid.	Energy	The Commission granted OBC Certificate of Compliance on March 10, 2017.	Development
24	Federal Ministry of Water Resources	<u>Development of 9MW Oyan Dam Unsolicited</u> This involves the Operations and Maintenance of 9MW hydroelectric power.	Energy	The Commission has revalidated the OBC Certificate of Compliance (which expired on March 8, 2018) since all key parameters remained the same	Development
25	Federal Ministry of Water Resources	<u>Development of 2 20MW River Mada Medium hydropower plant in Nasarawa State</u> This involves the Operations and Maintenance of 220MW hydroelectric power.	Energy	The Commission reviewed the updated OBC and issued a Compliance Certificate on February 23, 2018.	Development
26	Federal Ministry of Water Resources	Other PPP Projects: i. Development of Tede Dam for Hydro power and other purposes. ii. Concession of Oturkpo Dam for Hydro Power and other purposes. iii. Development of Dasin Hausa Dam for Hydro power and other purposes.	Energy	The Ministry has been advised to procure a Transaction Adviser that will prepare a bankable OBC report for the project.	Development
27	Federal Ministry of Mines and Steel	<u>Ajaokuta Steel company Ltd & National Iron Ore Mining Company (NIOMCO)</u> Rehabilitation, completion, management and operation of Ajaokuta Steel Company and National Iron Ore Mining Company (NIOMCO) through PPP Concession agreement.	Energy	Monitoring visit took place to Ajaokuta Steel Complex and National Iron Ore Mining Corporation, Itakpe (from 24 th - 26 th April, 2018.) Selection of Transaction Adviser for the concession of Ajaokuta Steel Company (ASCL) is ongoing.	Procurement/ Implementation
28	Federal Ministry of Agriculture and Rural Development	Other Projects, involving PPPs on: i. Federal Coastal Fishery Terminal, Ebughu, Akwa Ibom State ii. Federal Coastal Fishery Terminal, Borokiri Rivers State iii. Fish Processing Centre, Jebba, Kwara State iv. Agro Aviation Hangar, Kaduna	Agriculture	The Commission granted joint OBC/FBC Compliance Certificates for the Akwa Ibom and Rivers State Coastal Fishery Terminals on February 28, 2018. Monitoring Visit to the Egbu Federal Fishery Terminal, held from April 26-27 2018.	Procurement

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
29	Federal Ministry of Health / University of Port Harcourt Teaching Hospital (UPTH)	Construction of staff housing estate, shopping complex and new House Officers' (Doctors') quarters	Health	The joint OBC/FBC has been reviewed and the report will be issued by management approval	Procurement
30	Federal Ministry of Health	Abuja Medical Mall/City This involves the development of a tertiary medical facility (Medical Mall/City) on a greenfield site in Abuja to harness the potential of the private health sector and provide high quality alternatives to Nigerians who require specialist medical care in the country.	Health	The Ministry is in the process of procuring a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability.	Development
31	Federal Ministry of Health	Development of Oncology Centre of Excellence for Cancer Care in 8 Teaching Hospitals across the Geopolitical zones Federal Ministry of Health The FGN through the Federal Ministry of Health seeks to procure and manage Oncology equipments in Federal Teaching Hospitals across the Country.	Health	The PDT has adopted the option of Traditional Procurement / Leasing where payment is tied to equipment management and service/the continuous function of the machine on service delivery. Awaiting further steps from the Ministry.	Development
32	Federal Ministry of Health	Upgrade of the 3rd Phase of Teaching Hospital Rehabilitation Project The contracts for rehabilitation and modernization of select Federal Teaching Hospitals (8 in phase 1 and 6 in phase 2) were awarded in November 2002 and September 2006 respectively to VAMED Engineering Ltd and a Presidential Project Implementation Committee was set up to monitor proper and timely execution of the projects. The remaining 7 Teaching hospitals were supposed to be rehabilitated and modernized through PPP and a Technical Working Group (TWG) with membership drawn from FMOH, NSIA, ICRC, and four members from private sector was set up to deliberate and agree with VAMED/CPL Group on the most suitable PPP model to be adopted for phase 3.	Health	OBC Certificate of Compliance was issued to the Ministry of Health on the 16 th of August, 2019. Formal presentation of OBC to the Permanent Secretary, FMOH held on the 19 th of August, 2019. PDT meeting held on the 23 rd of August 2019 to discuss next steps.	Development
33	Federal Ministry of Health	Orthopedic Hospital, Dala Kano The proposed PPP seeks to construct staff quarters within the premises, conversion of existing bungalow within the hospital premises to commercial guest house, equipping of the Hospital mortuary building and Equipping, Furnishing and Operation of a Private wing of the Hospital.	Health	The Ministry is in the process of procuring a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability.	Development
34	Federal Ministry of Communication Technology / NIPOST	CBN-NIPOST Financial Inclusion Increase of Financial Inclusion (FI) penetration rate in the country by providing banking services to the financially excluded population through NIPOST offices nationwide.	ICT	PDT meeting held on October 12, 2017 and proposed three (3) PPP Models PSC to decide the preferred Model of PPP to be adopted.	Development
35	Federal Capital Development Authority (FCDA)	Automated Parking Centres This involves the construction of Automated Parking Centres in designated car parks in the FCT.	Urban Development	FCDA is in the process of procuring a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability.	Development
36	Federal Housing Authority (FHA)	PPPs involving the following: i. Development of new towns in Abuja at Kwali and Bwari Area Councils ii. PPP to develop corporate head office of Federal Housing Authority (FHA) in Abuja located at the Central Business District of Abuja.	Urban Development	FHA is in the process of procuring Transaction Advisers to prepare an Outline Business Cases Projects will soon be advertised for procurement of Transaction Adviser.	Development
37	Federal Ministry of Power, Works & Housing (Housing)	Marina Quayside Strip Project The proposed project is a transformative urban/waterfront development Project intended to be a tourism centre that will provide Hotels, Condominiums, Commercial Complexes, Water Sports, Restaurants, Art Galleries, Cinemas, Shops, Car Parks, Bus Transport Terminals, Museums, Offices, Residential buildings, Rented Houses, Theme parks, Parks, Port Authorities, Cruise Ship Facilities, Jetties, Boardwalks, Marinas, Aquaria, Sports Complexes, Casinos, Medical Facilities and Marine Transport.	Urban Development	Outline Business Case Certificate of Compliance granted on August 16, 2017. Meeting held with the PPP Unit regarding current status of project on 4th April, 2019. It was resolved that the PPP Unit would inform the project proponent to return from finance - sourcing abroad and conclude the pre-development phase requirements for the project. ICRC and Ministry to agree on updated workplan with timelines for the project.	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
38	Federal Ministry of Power, Works & Housing (Housing)	New Eko Development Project, (Lagoon City) in Lagos The project proposal involves the Sand -filling and reclamation of water bodies within the vicinity of existing Banana Island Estate. The project would redefine the Banana Island landscape and complement the development of Lagos lagoon to reflect its mega-city status.	Urban Development	The OBC is currently a work in progress by the FMOPW&H.	Development
39	Federal Ministry of Youth and Sports	PPPs involving the following: i. Upgrading/rebuilding of National Stadium, Lagos ii. Completion of Athletes' hostel, Abuja	Sports	PDT meeting held on September 19th, 2018. The Ministry has been advised to submit an OBC to the Commission.	Development
40	Office of the Head of Civil Service of the Federation (OHCSF)	Federal Civil Service Staff Club The Office of the Head of Civil Service of the Federation (OHCSF) wishes to embark on a brownfield PPP project for the Operations & Maintenance of the abandoned Federal Civil Service club at Mabushi, Abuja.	Urban Development	The Project is currently in the Development stage. The Ministry is required to engage a Transaction Adviser to prepare a Business Case to determine project bankability.	Development
41	Federal Ministry of Education	PPPs involving the following: i. Upgrade of the ICT Laboratories/Business Centers in Federal Schools ii. Upgrade of existing libraries iii. Upgrade of vocational schools	Education	The Ministry is in the process of procuring Transaction Advisers to prepare Outline Business Cases to determine the projects' viability and bankability.	Development
42	Federal Ministry of Education	National Mathematical Center i. Development of an International Conference Center ii. Construction of National Mathematical Centre - International Science Academy (NMC-IMSA)	Education	The Ministry is in the process of procuring Transaction Advisers to prepare Outline Business Cases to determine the projects' viability and bankability.	Development
43	Federal Ministry of Education / Federal University Gusau (FUG)	PPPs involving the following: i. Proposed construction of Students Hostel, 500-Units of Staff Housing, Roads & Drainages, Shopping Mall, Staff/Students Cafeteria, Bio -gas Electricity Power plant and Poultry Farm ii. On-line application System for e -registration platform, Computation / compilation of Students' results, e-Learning and web portal development. iii. Proposed construction of Vice Chancellor's Lodge, Pro -Chancellor's Lodge, Principal Officers' Quarters, Senior Staff Housing, Junior Staff Housing, External Electrification, Borehole & Overhead Tanks, etc	Education	The University is in the process of procuring Transaction Advisers to prepare an Outline Business Cases to determine the projects' viability and bankability ICRC reviewed the submitted documents in line with statutory processes. University written to supply additional information on the project and also confirm availability of land space for the entire project.	Development
44	Federal Ministry of Education	Computer Based Test Centre (National Business And Technical Examinations Board) The Computer Based Test (CBT) Centre project is to enhance efficiencies of candidates in Technical and Vocational Education through Information and Computer Technology.	Education	The Project is currently functional but the NABTEB has been asked by the Commission to forward relevant documents on the project to the Commission. The Business Case and Executed Contract Agreement were reviewed and it was found that it did not satisfy the key features of PPP contracts. The Commission requested additional documents to incorporate the issues raised. The Board has been advised to submit a Joint OBC/FBC for review.	Procurement
45	Ministry of Information and Culture	Development of National Council for Arts and Culture's land through PPP The Council is desirous of developing an edifice on its parcel of Land located at Central Business District, Abuja through PPP that will comprise the following: i. Culture and Arts Theatre ii. Office Development for use by NCAC iii. Conference and event exhibition hall, i. Shopping Mall	Culture	The Ministry is required to engage a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability.	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
46	Federal Ministry of Education	Development of Commercial Hub at National Open University of Nigeria (NOUN) The National Open University of Nigeria is desirous of building a commercial hub for the University Community within the campus at Jabi, Abuja using the PPP arrangement. The complex will have the following facilities Banking malls, Supermarket, Restaurants, Bookstore, retail shops etc	Education	Issued an OBC- Certificate of Compliance on the October 7, 2017	Development
47	Federal Ministry of Environment (FMOE)	Identification of PPP Projects for screening, prioritization and approval for procurement through PPP. Signed Memorandum of Understanding for Potential areas of collaboration. The following projects are under consideration i. Establishment of Federal Ministry of Environment's Clean and Green Campaign to end open defecation in public areas by 2019 by providing Public Toilets nationwide. Pilots to be in FCT public schools, motor parks and market places; and extended to the 36 States. ii. Framework for Plastic Industry and other private sector companies to take plastic waste off the streets by 2019 iii. Development of a New Head Office for the Federal Ministry of Environment (to be completed in 2018) iv. Establishment of Scrap metal recycling facility, Sokoto, Sokoto State. v. Establishment of Scrap metal recycling facility, Kaduna, Kaduna State. vi. Establishment of Scrap metal recycling plant, Emuoha, Rivers State. vii. Establishment of Scrap metal recycling plant, Owerri, Imo State. viii. Establishment of Ozone village in Ikenne Ogun State. ix. A pilot indigenous project to capture Biogas from faeces/ urine in Federal Government Girls Secondary School, Abaji, Abuja FCT x. Development of Pilot Cotter Mitigation from landfill for Energy production Wupa Landfill, Wupa Village Abuja	Environment	Meeting held on 30 th May, 2019 between Ministry of Environment and ICRC regarding pipeline projects submitted to the Commission in 2018 and the way forward for reviving PPPs within the Ministry.	Development
48	Federal Ministry of Industry, Trade and Investment	Development of Okerete Transnational Border Market at Saki West LGA, Oyo State The Ministry intends to establish transnational border markets to promote regional integration, create employment in rural areas and reduce high incidence of smuggling across Nigeria's borders. The intention is to create them at 6 geo-political zones of the country starting with Okerete, in South West region.	Industry, Trade and Investment	The Ministry is in the process of procuring a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability. It was unanimously agreed at the Technical Committee meeting that the road leading to the site should be graded and tarred as well as include the construction of a bridge that will link Nigeria and the Republic of Benin.	Development
49	Federal Ministry of Education/ University of Abuja	Development of Students Hostel at University of Abuja The University intends to build hostels for its teeming students as well as staff housing estate using PPP	Education	Project development is currently ongoing.	Development
50	Public Private Partnership for upgrade and concession of hostel at Public Service Institute of Nigeria	Upgrade and Concession of Properties through PPP methodology Public Service Institute of Nigeria is desirous of using PPP procurement methodology to upgrade and concession to private party its 108 rooms female hostel and another 27 rooms purpose built guest chalet.	Education	The project is currently in development phase. The Institute is working with consultants to prepare an Outline Business Case to determine project viability and bankability.	Development
51	Federal Ministry of Health (FMOH)	Establishment of Anti-Snake Venom Production Facility in Nigeria through PPP The Ministry seeks the Establishment of Anti-Snake Venom Production Facility through PPP.	Health	Inter-Ministerial Committee meeting held on 27 th May, 2019 on proposed EDTV.	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
52	Federal Ministry of Power, Works & Housing / Nigerian Electricity Management Services Agency (NEMSA)	Transformer Repair Services The project is an unsolicited proposal submitted by Kilowatt Electrics Limited (KWEL) to the NEMSA. KWEL is proposing a joint venture partnership with NEMSA to operate the transformer repairs workshop in Ijora Lagos and construction of transformer repair workshops in Port Harcourt and Kaduna centers. The partnership will also include the role of electrical inspection, testing and certification of all electrical installation hitherto performed by NEMSA.	Energy	The Commission was on a monitoring exercise to the Transformer Repairs Project, Lagos State from 27 th August 2019. PDT meeting took place on 30 th August, 2019 at NEM SA Conference Room Wuse 2	Procurement
53	Federal Capital Territory/ Abuja Infrastructure Investment Center (AIIC)	Small Hydropower Embedded Power from the Wupa Water Treatment Plant Effluent Discharge Wupa Water Treatment Plant Project on a Build Operate and Transfer (BOT) PPP model to produce electric power from the effluent discharge from the plant. Power generation capacity is estimated at 3,346.29kW/day which would power the WWTP and also provide the input for the production of fertilizer and plastics. The power plant is expected to sell excess power to the national grid.	Energy	Draft OBC sent by MDA and reviewed by the Commission August 8, 2017 Meeting held with project stakeholders on August 16, 2017	Development
54	Federal Ministry of Power, Works & Housing.	Concession of 1.2MW Grid Connected PV Solar Power Plant Concession of 1.2MW Grid Connected PV Solar Power Plant at Lower Usuma Dam, Abuja under the Japanese Grant-In-Aid to the FGN	Energy	OBC Certificate of Compliance was issued on 13 th September, 2017. An updated project Concept Note is being awaited from FMPW&H	Development
55	Federal Ministry of Health/UCH, Ibadan	Development of Shopping Mall, University College Hospital (UCH), Ibadan UCH seeks to develop a Shopping Mall through PPP Procurement.	Education	Sensitization workshop and Inaugural PDT meeting held on October 17 & 19, 2017 at the Hospital premises	Development
56	Federal Ministry of Environment	Establishment of a bamboo value chain Establishment of a Bamboo Value Chain Business including maintaining, managing and scaling up the Bamboo factory in Lokoja, Kogi state	Environment	Awaiting the submission of an updated OBC by the Ministry.	Development
57	Federal Ministry of Petroleum Resources	NNPC Refineries Rehabilitation Project The project will involve the rehabilitation of refineries across the country.	Energy	Inter-Ministerial Steering Committee Meeting on Rehabilitation of Nigeria's Refineries took place on October 17, 2017. Awaiting project update from Ministry	Development
58	Federal Ministry of Health/ Federal College of Education (Technical) Bichi, Kano State.	Development of hostel facilities and supermarket FCE Bichi (Technical) seeks guidance to develop hostel accommodation.	Health	The submitted document has been reviewed and the College has been asked to submit additional documents. The Commission is awaiting response from FCE Bichi	Development
59	Federal University, Wukari/Federal Ministry of Education	Development of hostel facilities and accommodation for Staff and Students	Education	The submitted document has been reviewed and the University was advised to prepare an OBC for the project. Awaiting the University's response.	Development
60	University of Calabar Teaching Hospital. Federal Ministry of Health	Students & Staff residential accommodation Unsolicited proposal for the Design, Build, Manage and Transfer of Students & Staff residential accommodation within the Hospital premises on PPP arrangement (Proposed by PETROBARA).	Health	Review of Document in Progress	Development
61	Federal Capital Territory (FCT), Abuja. FCTA	ONEX through Mpape -Gurku-Ado/Gurku-Nyanya in the Federal Capital Territory (FCT), Abuja. FCTA The project involves the construction, operation and maintenance of Dual Carriage way from Outer Northern Express Way (Murtala Mohammed Way) through Mpape to Gurku, through Ado/Gurku. The project was designed to ease congestion on Nyanya road and its surrounding axis.	Road	The project is at development phase involving procurement of Transaction Adviser and preparation of Outline Business Case	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
62	Federal Capital Territory	Light Rail Lot 2 PPP Project The proposed Abuja Light Rail PPP project includes the financing, designing, construction, operation and maintenance of the rail transit network route. The covering distance is 54.1 kilometers from Garki Area 11 passing through the interchange centre at Eagle Square to Gudu and down to Nyanya, Karu axis, in Abuja. It also connects to sector Centre D through Hilton Hotel, Gwarimpa FHA Estate and the light railway Lot 1 (Blue line currently under construction)	Urban Development	A meeting was held on December 22, 2017 at the SGF's office where the private proponent (IRMG) made another presentation on the way forward with the project. No conclusive agreements were reached, due to absence of some stakeholders. The meeting was adjourned to a later date. New date to be communicated to the Commission.	Development
63	Federal Ministry of Petroleum Resources	Construction Of LPG And Ethanol/Methanol Plants At Emede Uzere Delta State (On Public Private Partnership (PPP) Basis) The construction of an LPG and Ethanol/Methanol Plant at Emede Uzere, Delta State from Everlinksourcing Ltd to the Ministry of Petroleum Resources.	Energy	Project site inspection was conducted by the Commission.	Procurement
64	National Commission for Museums and Monuments	Lease of Land at National Museum, Jos for the development of Filling Station The National Commission for Museums and Monuments seeks to develop part of its land via PPP	Urban Development	The Commission granted an OBC Certificate of Compliance on February 27, 2018	Development
65	National Sugar Development Council	Operation and Management of Sugarcane Bio - Factory, Zaria The Council is proposing a PPP procurement in the Management and Operation of the facility to make it more efficient and productive after sinking in so much money with little output	Urban Development	PDT met on March 23, 2018. ICRC has advised the Council of the need to procure a TA that will guide in the conduct of the Swiss Challenge procurement and also prepare a RFQ and RFP documents.	Development
66	Centre for Management Development	Development of CMD Headquarters Abuja The Centre for Management Development is desirous of constructing National Headquarters in Abuja.	Urban Development	Profile of two contractors sent to the commission by CMD. The Commission reminded through letter of March 27, 2018 to develop and submit Project Structuring Report.	Development
67	Federal Ministry of Youth and Sports	Development of Multipurpose Facility at National Stadium, Abuja The Federal Ministry of Sports & Youth Development seeks to develop Multipurpose Facility at National Stadium Abuja through PPP	Sports	Meeting on a proposal for Long Lease of Part of the Public Parking Lot in the National Stadium, Abuja held at the Federal Ministry of Youth & Sports Development (FMYSD) on March 27, 2018	Development
68	Federal Ministry of Agriculture and Rural Development	Deployment of 2,000 units of tractors and other mechanized equipment to Federal Ministry of Agriculture and Rural Development through SMART total mechanization package.	Agriculture	On April 16, 2018 representatives of FMARD and Nigeria Agriculture Mechanization and Equipment Leasing Limited (NAMEL) made a presentation to the Commission on the proposed PPP arrangement titled ' <i>Solutions for Sustainable Food Production</i> '.	Development
69	Federal Ministry of Power Works and Housing (Power)	FMPWH (Power) have sent concept notes to the Commission and are keen to develop the following projects; i. Concession and development of 25MW Katsina Wind Farm ii. Concession and development of 215MW Kaduna Power Plant iii. Concession and development of 10MW lake Chad Basin Development Authority, Borno. iv. Concession and development of 1.2MW Solar facilities at Lower Usama Dam.	Energy	The Commission received concept notes on April 12, 2018 and are currently under review.	Development
70	Federal Ministry of Education	University of Benin 15MW Solar Project (Unsolicited Proposal) The project is a 15MW PV Solar power to be sited on a 30Hectare parcel of land at the University of Benin Ugbowo Campus.	Energy	OBC Certificate of Compliance was granted on March 19, 2018.	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
71	Federal Ministry of Water Resources	Development of Hydro power from Kiri Dam	Energy	Settlement meeting in Suit No. FHC/ABJ/CS/110/2019 – Kiri Hydropower Ltd V. Minister, Federal Ministry of Water Resources & 5 Ors held on 14th Aug, 2019.	Development
72	Federal Ministry of Transportation (Aviation)	Concession of 4 International Airports The FGN proposed to concession the Abuja, Lagos, Kano and Port Harcourt International airports as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TAs). Updated OBC received on 23 rd Sep, 2019 and is currently under ICRC review.	Development
73	Federal Ministry of Transportation/Aviation	Development of a Maintenance, Repairs and Overhaul (MRO) Facility The FGN intends to establish an MRO facility for aircraft maintenance, inspections and supply of parts to the aviation sector	Aviation	Catamaran Consortium was procured as Transaction Advisers (TAs). OBC Compliance Certificate issued May 21 st , 2018. Next step: RFQ evaluation report for the selection of concessionaire has been submitted to the Ministry of Aviation for approval.	Procurement
74	Federal Ministry of Transportation/Aviation	Establishment of an Aviation Leasing Company (ALC) The FGN intends to establish an ALC for the leasing of aircrafts to operators in the country and the continent as none exist in Africa at the moment.	Aviation	Catamaran Consortium was procured as Transaction Adviser (TA). OBC Compliance Certificate issued May 21, 2018. Next step: RFQ evaluation report for the selection of concessionaire has been submitted to the Ministry of Aviation for approval.	Procurement
75	Federal Ministry of Transportation/Aviation	Development of an Aerotropolis (Airport City) The FGN intends to develop an Aerotropolis in a suitable location to be determined by the Transaction Adviser. This entails the setting up and development of structures that will support the activities around the airport and aviation in general.	Aviation	The Commission received an Updated Outline Business Case report with technical inputs and made some observation to the Ministry on 10 th Oct, 2019. Next step: Awaiting response from the Ministry in line with the observations/comments.	Development
76	Federal Ministry of Transportation/Aviation	Development of a 6 Cargo/Agro Airports in the Geo-Political zones The FGN intends to develop 6 Cargo/Agro airports in each of the geo-political zones to provide cargo handling and specialized logistics for agro products.	Aviation	The Infrastructure Bank Consortium was procured as Transaction Advisers (TAs) and is currently developing an Outline Business Case Next step: OBC report being awaited	Development
77	Federal Ministry of Transportation/Aviation	Establishment of a National Carrier The FGN intends to establish a National Carrier for the country through a PPP arrangement. The national carrier will have a hub in a designated airport as one of the outcomes of the assignment from the TA.	Aviation	The Federal Executive Council has just given approval to replace Lufthansa Consulting with Airline Management Group (AMG) to undertake the Transaction Advisory assignment. <ul style="list-style-type: none"> The Project Proposal received on 29th June, 2018 OBC Certificate of Compliance Issued by ICRC on 6th July, 2018 The official Name (Nigeria Air) and Logo were unveiled with an Investor Teaser at Farnborough Air show on 18 th July 2018 Next step: Procurement process for the selection of suitable investor	Procurement
78	Office of the Head of Civil Service of the Federation (OHCSF)	The Concession of Ground Floor of the Federal Secretariat Complex, Phase II to Commercial Use under PPP Arrangement Modalities on how to commercialize the ground floor of the Office of the Head of Civil Service of the Federation (OHCSF) building complex as a PPP pilot project under PPP arrangement. some of the possible services that can be considered in the proposed scheme: <ul style="list-style-type: none"> - Creche/Nursery - Supermarket - Laundry - Car Park commercialization - Complementary Transportation to and fro across the various routes of the Federal Secretariat (Staff bus) 	Urban Development	ICRC issued Pilot Implementation Certificate on 10th July, 2019 to fast track improved facility management via a pilot PPP arrangement. Next step: The head of Service is to obtain endorsement of the Federal Ministry of Justice and the approval of the president for the Implementation phase prior to signing the Pilot Concession Agreement.	Procurement

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
79	Federal Ministry of Interior	Contingent Owned Equipment (COE) Supply Own and Operate (SOO) for Peace Keeping Missions in CAR, South Sudan, Somalia, Dafur and Liberia	Security	Joint OBC/FBC Compliance Certificate issued for presentation to FEC. Next step: FEC approval	Procurement
80	Nigerian Correctional Service (formerly Prisons)	Concession of Nigerian Prisons Land Swap Correctional Facility, Industrial Laundry Facility & Integrated Farm Facility	Security	First phase of Negotiation with preferred bidders for both Land Swap Correctional Facility (Halcrow Infrastructure Consortium) and Integrated Farm Facility (Nestoti Consortium) projects took place on June 28, 2016	Procurement
81	Nigerian Correctional Service (formerly Prisons)	Rehabilitation, Expansion and Operation of the Nigerian Prisons Service Shoe Factory (NPS SF), Aba An unsolicited proposal for the Rehabilitation, Expansion and Operation of the Nigerian Prisons Service Shoe Factory (NPS SF) Aba, Abia State under Public Private Partnership between Erojim Investment limited (EIL) and the Nigeria Prisons Service.	Security	The Commission attended a negotiation meeting with Nigerian Prisons Service (NPS) and Erojim Investment Limited, the preferred bidders for the concession of the NPS Aba Shoe Factory on Wednesday January 23 rd , 2019. Next Step: Due Diligence on Messrs Erojim (foreign partner), and the submission of Full Business Case to ICRC for review.	Procurement
82	Federal Ministry of Defence	The Naval Ship Dockyard, Lagos This involves optimizing the capacity and functioning of the Naval Dockyard to attend to the maintenance services of existing fleet and facilitate building of new naval and commercial vessels under a PPP arrangement.	Security	Full Business Case (FBC) Certificate of Compliance has been issued to FMD on 11 th September, 2018 Next Step FEC approval of FBC	Procurement
83	Federal Ministry of Power, Works & Housing (FMPW&H)	Development Of Abuja-Ibadan Expressway Project (Unsolicited by TIB & AEC Group) The proposed PPP project entails the development of new road corridor from Lagos/Ibadan to Abuja covering a distance of about 480 km. The proposed road will originate from Lagos/Ibadan axis and traverse Kwara, Osun, Kogi, Niger, and terminates in FCT. The proposed project is designed to drastically reduce travel time between Lagos/Ibadan and Abuja.	Roads & Bridges	AEC Group Limited, China Harbour Engineering Company Limited and TIB Consortium individually submitted unsolicited business proposals to the FMPW&H for consideration FMPW&H transmitted the unsolicited proposals to ICRC for review and regulatory guidance ICRC reviewed OBCs and recommended that the three proponents to harmonize and come up with a single proposal After series of interfaces between the three proponents, they failed to reach an agreement on a single proposal The ICRC recommend to the FMPW&H that the project be subjected to Swiss Challenge or Government compensate TIB for first approaching the Ministry with the proposal Next Step Awaiting the Honourable Minister's further action on the project based on ICRC regulatory guidance.	Procurement
84	Federal Ministry of Transport/ Nigerian Ports Authority	The Development of Deep Sea Port in Badagry, Lagos The project is a Greenfield development designed to cater for containers, dry bulk, liquids, Ro-Ro, oil & gas products, and also operate a free trade and local logistic zones.	Ports Sector	FEC approval for OBC has been obtained. Next step: NPA is in the process of procuring a Transaction Adviser to guide the concessionaire.	Procurement
85	Federal Ministry of Transportation	The Development of the Bakassi Deep Sea Port The Cross River State Government intends to develop a sea port at Bakassi under a PPP arrangement, in pursuance of which it sought the collaboration of the Federal Government of Nigeria in accordance with existing legal framework for port development in implementing the proposal.	Ports Sector	Outline Business Case and other reports are currently under review	Development
86	Federal Ministry of Interior	Immigration and Border Line Management The Ministry seeks to use PPP procurement to design and develop an Intelligent Border Management System to reinforce the Federal Government's capability to enhance border management processes, by comprehensively overhauling the surveillance and monitoring of passengers arriving or departing through the country's major entry points	Security	The Commission has issued OBC Compliance Certification Next Step: Awaiting OBC FEC approval	Procurement

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
87	Federal Ministry of Transportation / NPA	<p>Port Single Window</p> <p>The project involves the introduction of electronic single window platform that can effectively coordinate all port related/cargo clearance activities capable of potentially transforming port operations to a seamless, paperless system by eliminating redundant procedures and duplications.</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p>Next step: Awaiting procurement of TA and preparation of OBC</p>	Development
88	Federal Ministry of Transportation / NPA	<p>National Freight Intelligence and Transportation Hub (NAFITH)</p> <p>The project involves an application of information and communications technology (ICT) in the management of transport problems. It seeks to leverage on new innovation to provide needed solutions to the teething transport problems in Apapa.</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p>Next step: Awaiting procurement of TA and preparation of OBC</p>	Development
89	Federal Ministry of Transportation / NPA	<p>Koko Port Concession</p> <p>FGN is seeking to grant a new Concession over the Koko Port in 2017. NPA is conducting hydrographic studies to determine the best way the channels leading to Koko port could be optimally utilized. The transaction described herein will consist of the contiguous NPA lands and NPA facilities between the river and the public roadway that runs behind the port property and including the area behind the existing quay. The transaction for this general cargo port will consist of a 180 m quay and apron, and a transit shed.</p> <p>A plan view of the Koko Terminal lease will consist of the following facilities:</p> <ul style="list-style-type: none"> A 175 m long quay and apron; Additional waterfront for future expansion; A five-bay transit shed; The port administrative buildings and entrance gate; Port support buildings including the fire station, security police building, the power station with backup generator, and the maintenance shops; and A disused warehouse and miscellaneous buildings behind the quay area, and all other lands and buildings inside the Koko Port perimeter. <p>Not included in this transaction are the jetty and other facilities or equipment currently used by Tower Petroleum for bulk liquid (bitumen) handling.</p>	Ports Sector	<p>The NPA is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p>Next Step: Awaiting procurement of TA and preparation of OBC</p>	Development
90	Federal Ministry of Transportation / (NPA)	<p>Ikorodu Lighter Terminals</p> <p>The port is dedicated to salvaging unclaimed or overtime containers in the ports, with a view to providing needed solutions to port congestions and pave way to smoothen the new concessionaire's operations in the ports.</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p>Next Step: Awaiting procurement of TA and preparation of OBC</p>	Development
91	Federal Ministry of Transportation / (NPA)	<p>Provision of Utilities to the Ports</p> <p>The FGN is desirous in using PPP procurement method for the provision of utilities to the ports. These include, but are not limited to the provisions of power and water.</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p>Next Step: Awaiting procurement of TA and preparation of OBC</p>	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
92	Federal Ministry of Transportation / (NIMASA)	<ul style="list-style-type: none"> i. Ship building yard with breaking, recycling technology and wreck identification and removal. ii. Management and operations of the modular/floating dry dock (outsourcing). iii. Procurement of operational vessels, maritime patrol aircraft, coordination/surveillance centre and other operational equipment (Finance lease) iv. Outsourcing of NIMASA's Training Centre and Guest House at Nigerian Maritime Resource Development Centre (NMRDC), Kirikiri, Lagos state. v. PPPs to develop a Multilevel car park at NIMASA Headquarters vi. Unsolicited proposal for Development of platform for pollution vii. Verification Gross Mass Imo Solar - safety of life at sea 	Ports Sector	<p>The Ministry is in the-process of procuring a Transaction Advisers to prepare an Outline Business Case to determine the project 's viability and bankability.</p> <p>Next Step: Awaiting procurement of TA and preparation of OBC</p>	Development
93	Federal Ministry of Transportation (FMOT)/ National Inland Waterways Authority (NIWA)	<p>PPPs for the following facilities:</p> <ul style="list-style-type: none"> i. Warri Dockyard ii. Lokoja Dockyard iii. Concession of Abam Ama Jetty at Port Harcourt iv. Buoyage Vessels (B/V Anam at Onitsha) v. Buoyage Vessels (B/V Bajibo at Lokoja, Kogi State) vi. Buoyage Vessels (B/V Nembe at Lokoja, Kogi State) vii. Buoyage Vessels (B/V Numan at Lokoja, Kogi State) viii. Motor Ferry (M/F Calabar at Lokoja, Kogi State) ix. Motor Ferry (M/F Effiat Mbo at Lokoja, Kogi State) x. Motor Ferry (M/F Donga at Makurdi, Benue State) xi. Water Bus (W/B) at Yauri, Kebbi State xii. 3 Nos. 40-45 Passenger Sitter Ferries at Lokoja, Kogi State xiii. Water Hyacinth Clearing Equipment (Water Master Classic III at Onitsha) xiv. 2 Nos. 40-45 Passenger Sitter Ferries at Lagos xv. Marina Jetty at Lagos xvi. Apapa Jetty at Lagos xvii. Oyingbo Jetty at Lagos xviii. Maraoko Jetty at Lagos xix. Abayomi Drive Jetty at Lagos xx. Osborne Jetty at Lagos xxi. Calabar Jetty at Calabar 	Ports Sector	<p>The Ministry is in the process of procuring Transaction Advisers (TAs) to prepare an Outline Business Case to determine the projects' viability and bankability.</p> <p>Next Step: Awaiting procurement of TA and preparation of OBC</p>	Development
94	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<p>Development of Inland Container Depot (ICD) in Benin, Edo State</p> <p>The Benin Dry Port is proposed to act as a port of destination for container cargo waiting for further delivery instructions. It is also proposed to provide services for the unloading of full container loads and breaking them down into smaller lots per consignee. The primary objective of establishing the BENIN DRY PORT is to provide a one stop cargo reception and clearance facility to boost exports from and imports into Edo State particularly and Nigeria's South-South, South East and some States in the Middle Belt regions in general. It is expected to provide proper handling and logistics services which emphasize promptness, dependability and cost effectiveness.</p>	Ports Sector	<p>The Commission wrote to NSC on October 26th, 2018 and gave its support for the project to be implemented under the following guidelines:</p> <ul style="list-style-type: none"> • NSC to give all necessary permits for the operation of the facility as an inland Dry Port • NSC to seek all necessary Ministerial approvals and set a date for negotiation 	Development
95	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<p>Development of Truck Transit Park (TTP) in Obollo-Afor, Enugu State</p> <p>The NSC proposes to facilitate the development of TTPs through PPP with facilities for short-term breaks as well as long-term parking services where truck drivers can get fuel, food, restrooms, showers and basic supplies like oil and spare parts as well as servicing and repairs of haulage vehicles. The Truck Transit Parks will have the following facilities including but not limited Gas Station, Hotel and Motel, Restaurants, Mechanic Workshop, Fire Station, Police Post, Automated Cargo Tracking System.</p>	Ports Sector	<p>Catamaran Nigeria Limited has been appointed as Transaction Adviser.</p> <p>OBC Certificate of Compliance was issued for the proposed project on 15th August, 2018</p> <p>The Commission received RFQ, RfP and Information Memorandum on December 20th, 2018 for review.</p> <p>Next Step Advertisement of RFQ in the print media</p>	Procurement

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
96	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	Development of Truck Transit Park (TTP) in Lokoja, Kogi State The NSC proposes to facilitate the development of TTPs through PPP with facilities for short-term breaks and also long-term parking services where truck drivers can get fuel, food, restrooms, showers and basic supplies like oil and spare parts as well as servicing and repairs of haulage vehicles. The Truck Transit Parks will have the following facilities including but not limited to Gas Station, Hotel and Motel, Restaurants, Mechanic Workshop, Fire Station, Police Post, Automated Cargo Tracking System.	Ports Sector	Halcrow Infrastructure Consortium appointed as Transaction Adviser. OBC Certificate of Compliance was issued for the proposed project on 24 th October, 2018 Next Step: Commencement of procurement process for the selection of concessionaire.	Procurement
97	Federal Ministry of Transport/ Nigerian Railway Corporation	Greenfield Railway Lines across Nigeria <ul style="list-style-type: none"> Lagos – Shagamu- Ijebu Ode - Ore- Benin City (300km) (standard gauge) Benin- Agbor-Ogwoashi Uku - Asaba- Onitsha – Nnewi- Owerri-Aba with additional line from Onitsha-Enugu- Abakaliki (500km) (standard gauge) Ajaokuta(Eganyi)-Obajana-Jakura-Baro-Abuja with additional line from Ajaokuta - Otukpo(533km) (standard gauge) Zaria- Funtua- Tsafe- Gusau- Kaura- Namoda- Sokoto-Ilele-Birnin Koni (520Km) (standard gauge) Lagos –Ibadan- Oshogbo-Baro-Abuja (615KM) (high speed). 	Rail	The OBCs on these projects are being awaited. Next step: Awaiting procurement of TA and preparation of OBC	Development
98	Defence Industries Corporation of Nigeria (DICON)	i. Establishment of selected weapons and military equipment assembly lines ii. Establishment of Mobile Solar Powered Generating set iii. Production of Ballistic Vests and Procurement of Raw Material	Security	Full Business Case Certificate of Compliance has been issued to Federal Ministry of Defence. The project received FEC approval of the FBC on 12th July, 2019 Next step: Implementation	Implementation
99	Federal Ministry of Education / Federal College of Education, Ogun State	Development of Student Hostels at Federal College of Education Abeokuta, Ogun State Federal College of Education Abeokuta seeks guidance to develop hostel accommodation using PPP procurement process.	Education	The necessary documents and additional information requested by the Commission have been reviewed and the University has been advised accordingly through a letter written January 25 th , 2019.	Development
100	Federal Housing Authority	Development of Federal Housing Authority (FHA) Shopping Complex, Gwarinpa, Abuja FHA currently has a site office located on 2,500sqm along 3rd Avenue Gwarinpa. There is an existing bungalow housing the Annex office of the Federal Housing Authority on the land. The building will be demolished to give way for a modern shopping complex. The FHA Annex office will be re located to a temporary location in Gwarinpa. On completion of the plaza, some of the offices will be retained for the FHA Annex.	Urban Development	OBC Certificate of Compliance was granted on June 12 th , 2018 Bid opening held on July 11 th , 2018 with two (2) proposals submitted for evaluation Bid evaluation held and none of the bidders met the requirements of the RfQ Awaiting detailed report from FHA on the procurement process.	Procurement
101	Federal Ministry of Power, Works & Housing	Energizing Education Program Electrification Program of Tertiary Institutions initiated by the FMPW&H to develop off -grid power plant projects in order to provide uninterrupted and dedicated power supply to forty (40) Federal Universities and neighboring University Teaching Hospitals across the Federation	Education	The FMPW&H is to prepare a structuring report and submit to ICRC	Development
102	University of Calabar/ Federal Ministry of Education	400 Room Students Hostel The project consists of two hostels that will comprise 400 rooms on a 1.9 Hectares land within the University of Calabar premises and is estimated to cost N1,326,000,000 with a completion period of 9 months. On completion, each Hostel will house 1,600 students, making a total of 3,200 students for the two Hostels.	Education	UNICAL has been advised to repackage the project to meet requirements of N4P and ICRC Act	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
103	Federal Ministry of Water Resources	Gurara Facility Management The project involves procurement of Facility Manager to manage, operate and maintain all infrastructure facilities and services in Gurara dam.	Energy	Joint OBC/FBC Compliance Certificate granted on 26 th April 2019	Development
104	Federal Ministry of Power, Works & Housing/ Rural Electrification Agency	Solar Power Off-Grid Rural Electrification The project involves the provision of off-grid solar power to the remote rural communities in Taraba, Gombe, Niger, Kogi, Ebonyi, Oyo, Ogun, Edo, Akwa Ibom, Katsina and Kebbi states	Energy	The Agency requested compliance certification for the OBC/FBC Request for Proposal (RfP) has been sent to qualified bidder. Evaluation of the RFP has been concluded Joint OBC/FBC Compliance Certificate has been granted.	Procurement
105	Federal Ministry of Power, Works & Housing	40 MW Kashimbila Dam Hydropower Station Kashimbila Dam is a 32m high composite dam with a 40 MW hydropower station located on the KatsinaAla River, Taraba State, a tributary of the Benue River, approximately 20 km downstream of the Nigeria Cameroon border. It comprises a zoned rockfill embankment with a central mass gravity ogee spillway, an outlet works which consist of multilevel intakes and outlet structure.	Energy	The Commission granted OBC Compliance Certification on October 15 th , 2018.	Procurement
106	Federal Ministry of Power, Works & Housing	Makurdi Hydropower Project The Makurdi Hydropower Project (Makurdi HPP) was originally conceived as part of the Plan for Electric Power System Development issued by the then National Electric Power Authority [NEPA] in 1974 The planned dam site is located on the Benue River, the primary tributary of the Niger River in Nigeria, about 10 ~ 15 km upstream of Makurdi, the capital of Benue State.	Energy	The Commission granted OBC Compliance Certification on October 15 th , 2018.	Procurement
107	Federal Ministry of Youth and Sports	Sponsorship And Promotion Of The National Sports Festival (NSF)	Sports	Attended the MOU signing ceremony for sponsorship, marketing and promotion of National Sports Festival on 11 Jul 2018. Following request by the Ministry through letter on 6/09/18 for a waiver to allow Abuja National Stadium to bear the name 'GLO' for the next two years, the Commission replied requesting for the draft Agreement to be forwarded to it and Federal Ministry of Justice (FMoJ) for review before execution.	Development
108	Federal Ministry of Health	Radiotherapy and Oncology Centre and Operation of Oxygen Gas Plant at Aminu Kano Teaching Hospital, Kano The management of Aminu Kano Teaching Hospital, kano wrote to the Honourable Minister proposing the implementation of the following projects through PPP: Establishment of Radiotherapy/Oncology Centre and Operation of Oxygen Gas Plant.	Health	A PDT meeting was held on September 12 th , 2018.	Development
109	Federal Ministry of Trade, Industry & Investments	Development of SME Portal A technology enabled platform project that will encourage more MSMEs to be attracted into the formal sector. The project is currently in Development Phase.	Industry, Trade and Investment	FBC Certificate of Compliance was issued on the 26 th April, 2019.	Procurement

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
110	Federal Ministry of Transport/ Nigerian Railway Corporation	<p>THE DEVELOPMENT OF ABUJA -BARO-ITAKPE-AJAKUTA-WARRI RAILWAY LINE (269.12KM) WITH BRANCH LINE AND EXTENSIONS FROM JAKURA-LOKOJA (41KM) AND AGBARHO -WARRI (5KM) AND WARRI NEW SEAPORT</p> <p>The 2-projects are:</p> <ol style="list-style-type: none"> Abuja-Baro-Itakpe-Ajaokuta-Warri Railway Line (269.12km) with branch and extension lines to Jakura-Lokoja (41km) and Agbarho-Warri (5km) Development of Warri new Seaport, Warri, Delta State <p>The preferred PPP project model is Design -Build-Operate and Transfer (DBOT) model where CRCC will recoup its investments through user -fees. The proposed projects were designed to promote passenger and freight services, promote regional infrastructure development, preserve the life span of roads, encourage inter -model transport system, job creation and promote economic recovery and growth plans of the Federal Government, etc.</p>	Rail/ Port	<p>Messrs. China Railway Construction Company International (CRCC(I)) a Chinese government owned enterprise, with expertise in rail and ports infrastructure development was competitively procured to develop these projects under a PPP arrangement.</p> <p>As process included a joint due diligence on the CRCC(I) offices in China by ICRC, FMOT, Federal Ministry of Finance, Nigerian Railway Corporation to confirm their technical and financial capabilities to undertake the Central Railway Project and Warri New Seaport.</p> <p>ICRC issued FBC Compliance Certificate for the PPP Contract to FMOT for development of Central Railway Project and Warri New Seaport on 27th November, 2018 Awaiting FEC approval of FBC</p>	Procurement
111	National Assembly/ PASAN Staff Housing	The National Assembly's commitment to acquire housing for their civil service staff under the steer of the Parliamentary Staff Association of Nigeria (PASAN)	Urban Development	<p>Meeting held with NASS/ PASAN on 20th May, 2019 regarding reviewed PSR and way forward for project.</p> <p>NASS/ PASAN have been advised to procure a TA to develop a standard PSR for the project.</p>	Development
112	Kaduna Polytechnic / Ministry of Education	<p>Rehabilitation of Students' hostel</p> <p>In line with the desire to bridge the infrastructural gap in Kaduna Polytechnic, the Institution is committed to develop solutions for its infrastructural decay and to solicit for financiers for the institution's infrastructure development Projects . Namely; the Renovation of Students' hostel.</p>	Education	The Commission received an FBC and Concession Agreement on 10 th October, 2019.	Procurement
113	Federal Ministry of Industry, Trade, & Investments and Niger State	<p>Babanna Transnational Border & Regional Market Project</p> <p>Integration of informal trade with the formal sector, Elimination of smuggling, Revenue generation, Enhancement of bilateral integration and trade, Enhancement of security along the border are all aspects of this Transnational border project.</p>	Industry, Trade and Investment	A high level meeting on the establishment of Babanna Transnational Border Market (BTBM) held on the 16 th July, 2019 at the Trade and Investment office.	Development
114	Federal Ministry of Communications/Nigeria Communications Commission (NCC)	<p>International Gateway Implementation (IGW) Project</p> <p>International Gateway Implementation Project: Nigerian Communications Commission (NCC) intends to provide a single platform in a Data Centre that will manage all telecommunications statistics for international traffic both for voice and internet usage and will connect all International Interconnection Points with the IGW Data centre through PPP</p>	Communication	<p>OBC Certificate of Compliance was granted to NCC on 21st January, 2019</p> <p>NCC discontinued the procurement of this project through PPP methodology, vide letter dated May 9, 2019</p>	Procurement
115	Federal Radio Corporation of Nigeria (FRCN)	<p>FRCN Land Lease, Owerri, Imo State.</p> <p>The Federal Radio Corporation of Nigeria is interested in constructing and developing mixed-use development on 14 Hectares of its 21.11 Hectare landed property at Km-15 Umuahia Road, Owerri, Imo State.</p> <p>The project consists of a high -end luxury estate with recreational support facilities, luxurious hotel and office blocks for commercial purposes.</p>	Urban Development	The Commission has reviewed the submitted OBC and has advised the Corporation accordingly.	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
116	Federal Radio Corporation of Nigeria (FRCN)	Federal Radio Corporation of Nigeria Properties The Radio Corporation are desirous to develop its 10 Hectares of land into a mixed-use facility in Lagos.	Urban Development	FBC Certificate of Compliance was granted to FRCN on October 28, 2018	Procurement
117	Federal Ministry of Health	Deployment of Thermal Health Scanners at the entry and exit points in Nigeria In Compliance with International Health Regulations 2005 (IHR 2005) for the prevention and spread of diseases the Ministry of Health is desirous of deploying thermal health scanners at entry/exit points of the country.	Health	A PDT meeting was held on 5th July, 2019 to discuss issues raised by Federal Ministry of Finance on the OBC.	Development
118	Nigeria Police Force	Development of senior police officers quarters at Ikeja, Lagos through PPP arrangement The redevelopment of 6.750 hectare of land at Ikeja into senior police officer's housing units using 2.1 hectares of the land and use of 4.65 hectares for the development of 130 four -bedroom duplex housing units.	Security	OBC Certificate of Compliance was granted to NPF on January 21, 2019.	Procurement
119	National Communications Commission	Deployment of a Centralized Device Management System (DMS) The procurement of Device Management Solutions (DMS) to combat counterfeit and sub standard ICT devices in Nigeria.	Communications	Draft EoI for TA advertisement has been reviewed by ICRC and forwarded to NCC on 4 th October, 2019	
120		Development and Deployment of a National Security and Civil registration system This involves the developing and deploying an ICT-based system to collate and up-to-date demographic, migration, biometric and bio-data on segments of the nation's civil population, primarily employed in informal sectors, most of whom are generally invisible, to improve intelligence information on civilian population, in line with the Ministry's civil defense and internal security mandate.		The Commission has reviewed the submitted OBC and has advised the Ministry accordingly. The Commission is awaiting the submission of an updated OBC.	Development
121	Niger Delta Development Commission	Proposed Niger Delta Broadband Development Initiative (NDBDI) for a RegionWide High-Speed Next Generation Broadband Infrastructure. The NDBDI project is about the provision of Broadband Internet Access, Connectivity, and associated Services in the Niger Delta region. The Commission will make a Developmental Contribution for the NDBDI project which will serve as a platform for the recommended SP to deliver the Broadband Internet Services to Subscribers at a reduced cost, using 4G technologies such as LTE (Long Term Evolution) and WAN (Wide Area Networks) which will deliver speeds of over 100Mbps	Urban Development	OBC Certificate issued on January 10, 2019	Procurement
122	Federal Ministry of Interior	Production of Emergency Passports Federal Ministry of Interior seeks to commence the production of Emergency Passports on a Public Private Partnership (PPP) Arrangement.	Security	FBC Certificate of Compliance was granted on January 25 th , 2019	Procurement
123	Federal Ministry of Defence	Supply, Operate & Maintain arrangement for equipment to Federal Ministry of Defence (FMoD) for leasing to the UN under CoE system on a letter of assist basis.	Security	The Commission attended a Pre Negotiation meeting between FMoD and the Concessionaire (Messrs Barnes & Tubbies) on the draft Full Business Case (FBC) and the Concession agreement. FMoD has forwarded the Full Business Case to the Commission for review and Certification.	Procurement

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
124	Federal Ministry of Transportation	Provision Of Enterprise Resource Planning (ERP) Solution for the Council for Regulation of Freight Forwarding in Nigeria (CRFFN) The Council for the Regulation of Freight Forwarding in Nigeria Act No. 16 of 2007 was enacted into law on April 30, 2007. The Council is charged with, amongst other responsibilities, regulating and controlling the practice of Freight Forwarding in Nigeria, and promoting the highest standards of competence, practice and conduct among members of the profession. Given the challenges experienced in managing the existing platform and the need for the Federal Government to ensure that Freight Forwarders comply with law and that Terminal Operators take certificates issued by CRFFN as part of import clearing documents; the SW Global (SWG) Platform is being procured on a PPP basis to enhance efficiency by the Nigerian Ports Authority (NPA), Nigeria Customs Service (NCS) and Nigerian Civil Aviation Authority (NCAA) for transparency and prompt service delivery aimed at generating revenue for the Government.	Railway	Full Business Case submitted by CRFFN, reviewed and certificate of compliance issued 12 th February, 2019 for the Design, Build, Operate and Transfer (DBOT) of an Enterprise Resource Planning Solution under a PPP arrangement with Messrs SW Global (SWG) as the Preferred PPP partner based on their old service provision performance. Next Step: FEC approval of FBC	Procurement
125	Federal Ministry of Water Resources	Development of 136 MW Many Hydropower Generation Facility, Taraba State	Energy	OBC Certificate of Compliance granted on March 18 th , 2019	Procurement
126	Federal Ministry of Water Resources	Development of 182 MW Bawarku Hydropower Generation, Benue State	Energy	OBC Certificate of Compliance granted on March 18 th , 2019	Procurement
127	Federal Ministry of Interior	Development of Advanced Passenger Information API, and Passenger Name Record PNR Portals The Nigeria Immigration Service (NIS) through the Ministry of Interior are developing an Advanced Passenger Information API, and Passenger Name record PNR portals.	ICT	ICRC attended the bid opening for the engagement of a Transaction Adviser for the project on January 28, 2019. Evaluation for the engagement of TA took place from March 22 nd - 27 th , 2019.	Development
128	Federal Ministry of Power, Works & Housing (Power)/ Federal Ministry of Water Resources	Small, Medium and Large Hydropower Plants Phase II Development of hydroelectric power plants in 12 Locations Nationwide	Energy	TA evaluation for 10 dams was concluded on 11 th - 12 th April 2019 Awaiting official evaluation report from the ministry.	Development
129	Federal Ministry of Education/ National Commission for Colleges of Education (NCCE)	Development of Hostel Accommodation for Colleges of Education The Ministry received an unsolicited proposal by Adonai Ventures Ltd to build hostel accommodation for Colleges of Education in Nigeria.	Education	A stakeholders meeting held on 17 th April, 2019 to discuss the unsolicited proposal by Adonai Ventures Ltd to build hostel accommodation for Colleges of Education in Nigeria.	Development
130	Nigeria Custom Service (NCS)	E-Custom Project	Security	Full Business Case compliance certificate was granted to Nigeria Custom Service on 16 th May, 2019 Next Step: Awaiting FBC approval by FEC	Procurement
131	Nigerian Shippers' Council	Development of Ibadan Inland Dry Port (IDP) under PPP Model The Nigerian Shippers' Council (NSC) in pursuit of its function of facilitating trade and protection of cargo interest in all transport modes and its mandate as the economic port regulator is promoting the development of Ibadan Inland Dry Port (IIDP) in Ibadan, Oyo State under PPP arrangement. The NSC in partnership with Oyo State Government intend to enter into joint venture PPP with a top tier private sector partner to establish an Inland Dry Port at Olorisaoko on the Iseyin-Ibadan road, Ibadan, Oyo State.	Port/ICD	Public Opening and Evaluation of Request for Proposal (RFP) for the selection of Transaction Adviser for the Development of Ibadan Inland Dry Port (IDP) under PPP model held on 18 th July, 2019.	Development

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
132	Federal Ministry of Power Works and Housing	<p>Development of Small, Medium and Large Hydropower Project Phase 2</p> <p>Development of hydroelectric power from existing small, medium & large hydro dams in twelve (12) locations nationwide. As shown below:</p> <p>Lot 3A</p> <ul style="list-style-type: none"> 7MW Girmi Earth Hydropower Plant, Kaduna State (Brownfield) 1.2 MW Lower Usuma Hydropower Plant FCT (Brownfield) 9MW Oyan Hydropower Plant, Ogun State (Brownfield) <p>Lot 3B</p> <ul style="list-style-type: none"> 138MW Dasin Hausa Hydropower Plant, Adamawa State (Greenfield) 40MW Kashimbilla Hydropower Plant, Taraba State (Brownfield) 92MW Garin Dalli Hydropower Plant, Benue State (Greenfield) <p>Lot 3C</p> <ul style="list-style-type: none"> 182MW Bawarku Hydropower Plant, Benue State (Greenfield) 136MW Many Hydropower Plant, Taraba State (Greenfield) 109MW Katsina Ala Hydropower Plant, Benue State (Greenfield) <p>Lot 3D</p> <ul style="list-style-type: none"> 700MW Oguma Hydropower Plant, Kogi State (Greenfield) 1500MW Makurdi Hydropower Plant, Benue State (Greenfield) 441MW Onitsha Hydropower Plant, Anambra State (Greenfield) 	Power	<p>The preferred and reserve bidders list will be communicated to the Commission once all assessments have been finalized by FMPWH.</p> <p>A meeting held on 23rd July, 2019 at Power House, Honorable Minister's conference room in which the TAs were advised to finalize the draft concession agreement for onward transmission to Ministry of Justice.</p>	Development
133	Federal Ministry of Health	Abuja Healthcare City project	Health	PDT meeting held on 13 th May 2019 to assess draft OBC.	Development
134	National Lottery Regulatory Commission/ National Lottery Trust Fund	<p>Deployment of Central Management System Platform</p> <p>The National Lottery Regulatory Commission/ National Lottery Trust Fund are seeking to deploy of Central Management System Platform</p>	ICT	EOI bid opening ceremony for TA services took place on 14 th August, 2019.	Development
135	Federal Fire Service	<p>Development of National Fire Data Repository Center (NFDRC)</p> <p>The project involves the upgrade, rehabilitation, operation and maintenance of the NFDRC Enterprise Unit through a PPP arrangement that provides an ICT-based system to ensure speedy detection and rapid response to fire emergencies in a self-funding and sustainable manner.</p> <p>The project will cover the design and development of the NFDRC systems.</p>	ICT	<p>The Commission granted an OBC Compliance Certificate on 5th of November 2018</p> <p>The Service submitted RFP bid documents to the Commission for guidance on May 2019.</p> <p>ICRC to advise FFS once review is complete.</p>	Development
136	Federal Ministry of Interior (FMol)/ Nigerian Police Service (NPS)	<p>National Public Security Communication System (NPSCS)</p> <p>The NPSCS project aims to provide of a robust, reliable, secure and independent multimedia communications system for the Police and other agencies. Using the latest broadband technologies both current and future network standards will be managed to deliver quadruple-play (4x) telecommunications services for improved capacity in crime prevention and investigation as well as a reduction in the need for physical manpower input in intelligence services and aid emergency services to respond more rapidly to urgencies.</p>	Security	<p>Bid conference held on Wed, 14th Aug, 2019 to select the Baseline Auditor for the NPSCS Network</p> <p>Meeting of the subcommittee of the Network Baseline Audit of the NPSCS held on 20th Aug, 2019</p> <p>Presentation of report on the Network Baseline Audit of NPSCS to the Project Management Team (PMT) held on 29th Aug, 2019.</p>	Implementation

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
137	Federal Ministry of Transport/ Nigerian Railway Corporation	<p>Design, Development, Deployment and Management of a Secure Automated Fare Collection (AFC) Solution for the Nigerian Railway Corporation (NRC) Rail Network.</p> <p>Given the challenges experienced in managing the existing platform of Nigeria Railway and the need for Nigeria Railway Corporation (NRC) to mitigate leakages in ticketing and collection of revenue and the possible automation to enhance efficiency for NCR by deploying the technology and human capital through a portal to established transparency and prompt service delivery aimed at generating revenue for NRC</p>	Railway	<p>Upon the conclusion-of the RFP evaluation exercise SecureID Nigeria Limited (SID) was ranked first and thus emerged as the Preferred Bidder, while Turnaround Engineering Limited was second in ranking and is the Reserved Bidder.</p> <p>The Commission participated in the negotiation with the preferred bidder (SecureID) as well as the due diligence.</p> <p>Full Business Case submitted to ICRC for review and certification, currently under review.</p> <p>Next Step: FBC certification by the Commission (ICRC)</p>	Procurement
138	National Veterinary Research Institute/ Federal Ministry of Health	<p>Vaccine Production Facility</p> <p>National Veterinary Research Institute are desirous to commercialize vaccine production within the institute.</p>	Agri-Health	<p>Inaugural meeting of the PDT for the commercialization of National Veterinary Research Institute VOM Vaccine Production Facility held on 15th August, 2019.</p> <p>Project Delivery Team meeting held on 20th August, 2019</p>	Development
139	Federal Ministry of Health	<u>National Orthopaedic Hospital, Enugu</u>	Health	<p>PDT meeting held on 8th – 10th October, 2019 at the National Orthopaedic Hospital premises.</p>	Development

APPENDIX 2: UPDATES ON PPP CONTRACTS (UNDER IMPLEMENTATION) IN THE 2019 FISCAL YEAR

Contracts/Duration	MDAs/Concessionaire	Activities
Western Ports – Lagos		
<p>Concession for the Development, Finance, Maintenance, Operate and Transfer of 12 Port terminals.</p> <p>Terminals: 6 in Apapa, 1 in Ijora, and 5 in Tin Can Island</p> <p>Duration: Between 10 to 25 years.</p>	<p>MDA: Federal Ministry of Transportation/Nigerian Ports Authority (NPA)</p> <p>Concessionaires: Apapa Port</p> <ul style="list-style-type: none"> Apapa Bulk Terminals Limited for Terminals A & B ENL Consortium for Terminals C & D Greenview Development Nigeria Limited for Terminal E APM Terminals Limited for Container Terminal <p>Tin-Can Island Port</p> <ul style="list-style-type: none"> Five Star Logistics Limited Ports and Terminal Multi-Services Limited Ports And Cargo Handlings Services Limited Tin-Can Island Container Terminal Limited Josepdam Ports Services Limited 	<p>Status: Concession contracts are under Implementation</p> <p>The Contract Compliance Department in collaboration with the NPA visited port terminals in Apapa Port Complex in April, 2019.</p> <p>Summary of findings Operators in Apapa reported high compliance with the payment of lease fees and remittances of throughput fees to Government.</p> <p>High compliance was reported on the implementation of Development plan handed down to the operators.</p> <p>The average turnaround time for vessels reported in the western ports was 5 days, and the average number of yearly vessels handled by each terminal was stated as 120.</p> <p>Improvements were reported on dredging, security and provision of port support facilities at Apapa and Tincan Island ports.</p> <p>The parties met during the year 2019 to renegotiate the terms and conditions of the contracts. Supplemental agreement has been drafted for signing by the parties after reviews by relevant stakeholders.</p> <p>The Contract Compliance Department encouraged Terminal Operators to include NPA staff in their training programs for transfer of expertise.</p> <p>Challenges/Concerns</p> <ul style="list-style-type: none"> Ports congestion occasioned by poor condition of access roads Erratic supply of power and other utilities Demolition of terminal structures due to the installation of standard rail lines. Government policies on importation– Ban on importation of certain products (Fish, Poultry, etc) <p>Action taken: The Contract Compliance Department in the 4th quarter 2019 engaged with NPA on these challenges and also reiterated some of the issues to the Inter-Agency Committee meeting held</p>

Eastern Ports – Calabar, Port Harcourt, Onne and Warri		
<p>Concession for the Development, Finance, Maintenance, Operate and Transfer of Port terminals in Calabar, Warri, Onne and Port Harcourt</p> <p>Terminals: 4 terminals in Warri 2 Terminals in Port Harcourt 4 Terminals in Onne 3 Terminals in Calabar</p>	<p>MDA: Federal Ministry of Transportation/Nigerian Ports Authority (NPA)</p> <p>Concessionaires: Port Harcourt Terminals</p> <ul style="list-style-type: none"> ▪ Bua Ports and Terminals Ltd ▪ Port & Terminals Operators Nig Ltd <p>Onne Port</p> <ul style="list-style-type: none"> ▪ Brawal Oil Services Ltd ▪ Intels Nigeria Ltd – FLT ▪ Intels Nigeria Ltd – FOT ▪ West African Container Terminals Ltd <p>Calabar Port</p> <ul style="list-style-type: none"> ▪ Intels Nigeria Limited ▪ Ecomarine Terminals Ltd ▪ Shoreline Logistics Ltd <p>Warri Port</p> <ul style="list-style-type: none"> ▪ IntelsNig Ltd – Old Port Terminal A ▪ IntelsNig Ltd – New Port Terminal B ▪ Associated Maritime Services Ltd ▪ Julius Berger Port Services Ltd – Old Port Terminal C 	<p>Status: Concessions Under Implementation</p> <p>The Contract Compliance Department in July 2019 jointly visited the Calabar port complex with the NPA to evaluate the terminal performance as well as compliance with the terms and conditions of the contracts.</p> <p>Summary of findings</p> <p>The Calabar port water channel could not be dredged throughout the year, 2019 because of a court case.</p> <p>The NPA/Intels reported that AMCON had taken receivership of the abandoned Rig (Delta Queen) at the Calabar New port terminal A and has made arrangement for its removal from the terminal berth area. AMCON was reported to have advertised for the auctioning of the Rig.</p> <p>The parties met during the year 2019 to renegotiate the terms and conditions of the contracts. A supplemental agreement has been drafted for signing by the parties after necessary reviews by relevant stakeholders.</p> <p>Shoreline Logistics Ltd reported that NPA has approved the conceptual design for the reconstruction of the terminal berth which collapsed in February, 2018. NPA has given consent for the Operator to proceed with actual design work. The engineering design for the reconstruction of the collapsed berth has also commenced.</p> <p>Operators at the Calabar ports made concerted efforts to attract business to the ports and requested for necessary support from the government.</p> <p>Terminals in Calabar were reported to have complied with the payment of lease fees except Shoreline Logistics Ltd which faces low business activities.</p> <p>NPA in the 1st Quarter of 2019 completed the dredging of the Escravos Channel at the Warri Port.</p> <p>The CCD received reports from NPA that the Port Harcourt Port Terminal B managed by Messrs Bua Ports and Terminal Limited has been in litigation with the Authority, hence the terminal has been decommissioned.</p> <p>Challenges</p> <ul style="list-style-type: none"> ▪ Erosion problem affecting the terminals in Calabar ports.

		<ul style="list-style-type: none"> Port terminals still experience low level of business activities Terminals plants and equipment were underutilized due to low volume of business activities The problem of shallow draft persisted in Calabar ports channels and Onne ports throughout the year. The insecurity problem has was not resolved within the region. The problem of poor access roads to the ports could not be addressed as well. <p>Action taken: The Contract Compliance Department in the 4th quarter 2019 engaged with NPA on these challenges and also reiterated some of these issues at the Inter-Agency Committee meeting held in October, 2019.</p> <p>Operators in Warri port planned to embark on general sensitization of prospective clients and customers of the enhanced capacity of the Escravos Channel to carry heavier vessels to berth.</p>
Other PPP Contracts		
<p>Concession for the Operation and Management of the Garki District Hospital to provide Primary, Secondary and Tertiary Health Care in an efficient and commercially viable manner.</p> <p>Duration 15 Years March 20 2007 – March 19 2022</p>	<p>MDA:</p> <ul style="list-style-type: none"> Federal Capital Territory Administration (FCTA)/Health and Human Services Secretariat <p>Concessionaire:</p> <ul style="list-style-type: none"> NISA Premier Hospital Ltd 	<p>Status: Contract is under Implementation</p> <p>Progress The Contract Compliance Department visited and had meetings with parties to the Garki Hospital Concession in 2019.</p> <p>Areas of Contract Compliance by Parties</p> <ul style="list-style-type: none"> Provision of efficient health care services by Concessionaire Staff training and upgrade of hospital infrastructure/facilities Procurement of modern medical equipment and fulfillment of financial obligations to government Support towards efficient service delivery by Grantor <p>Areas of Non-Contract Compliance by Parties</p> <ul style="list-style-type: none"> Parties not getting finance to treat indigene patients <p>Contractual Issues</p> <ul style="list-style-type: none"> Parties considered the possibility of extension of contract term Re-training of staff on customer service, legal aspect of care and basic life support were carried out by the hospital management

Contracts/Duration	MDAs/Concessionaire	Activities
		<p>Challenges</p> <ul style="list-style-type: none"> ▪ Indebtedness to the Hospital by National Health Insurance Scheme (NHIS) and FCT Health Services Scheme (FHSS) especially for secondary care (free-for-service). ▪ Continuous exit of doctors, nurses and other health care workers to other countries <p>Action taken: Contract Compliance Department advised parties to review contract performance as a guide towards possible extension or open it for competition.</p>
<p>Contract to Finance, Maintain, and Develop Building Complexes/Trade Centre (Lagos) Tafawa Balewa Square (TBS)</p> <p>Duration: 30 years June 29 2007 – June 28 2037</p>	<p>MDA: Federal Ministry of Industry, Trade and Investment/Tafawa Balewa Square Management Board</p> <p>Concessionaire:</p> <ul style="list-style-type: none"> ▪ BHS International Limited 	<p>Status: Contract terminated</p> <p>The TBS contract was terminated by National Council on Privatisation (NCP).</p> <p>The Concessionaire is challenging the contract in the court.</p>
<p>Inland Container Depots Concessions in Abia State (Isiala-Ngwa), Oyo State (Erunmu-Ibadan), Plateau State (Heipang), Kano State (Zawachiki), Katsina State (Funtua), Borno State (Jauri).</p>	<p>MDA: Federal Ministry of Transportation/Nigerian Shippers Council (NSC)</p> <p>Concessionaires:</p> <ul style="list-style-type: none"> ▪ Eastgate Inland Container Depot Ltd ▪ Catamaran Logistics Ltd ▪ Duncan Maritime Ventures Nigeria Ltd ▪ Dala Inland Dry Port Nig. Ltd ▪ Equatorial Marine Oil and Gas Company Ltd ▪ Migfo Nigeria Limited 	<p>Status: Under Implementation.</p> <p>The concession contracts model was changed from Build Own Operate Transfer (BOOT) to Build Operate Transfer (BOT).</p> <p>The Nigerian Shippers Council set up a Task Force to ensure that work is completed at the various ICDs by the first quarter of 2020. The parties solicited for the support of their respective state governments.</p> <p>Progress made at Each ICD locations</p> <p>Abia ICD: In support of project execution, the state government promised to provide Access Road, Power Supply, Water and Rail connectivity to the ICD.</p> <p>Oyo ICD: Concessionaire was urged to commence development of project site as there were plans to link the ICD to standard gauge rail line.</p> <p>Plateau ICD: The State Government declared full support to the project and have created access road to the ICD. Concessionaire was asked to ensure timely completion of construction work at the site.</p> <p>Kano ICD: Concessionaire was asked to increase investment in the project to attract needed support from the State Government towards providing access road, electricity, water, etc.</p> <p>Katsina ICD: Concessionaire made investment in construction works at the ICD, and partnered with the State Government to ensure connectivity to electricity, water and rail line.</p> <p>Borno ICD: Insecurity situation in the state affected the smooth implementation of the project. State Government has declared full support of the project.</p>

Contracts/Duration	MDAs/Concessionaire	Activities
<p>Concession for the Design, Construct, Install, Operate and Maintain the Dadin Kowa Hyro Dam for the purpose of Electricity Generation with a capacity of 39 MW – Gombe State</p> <p>Duration 25 years from 4th July, 2005</p>	<p>MDA Federal Ministry of Water Resources</p> <p>Concessionaire: Mabon Limited</p> <p>Addendum to the agreement signed on 4th August, 2016.</p> <p>The dam was designed and constructed in the late 1970s and early 1980s to provide water for irrigation, drinking water, and electricity generation.</p> <p>A concession contract for the generation of electricity was awarded to Mabon Limited in 2005 for a 25-year concession.</p>	<p>Status: Under Implementation</p> <p>The Contract Compliance Department within the year 2019 liaised with the contract parties on the project execution.</p> <p>CCD visited the Dadin Kowa MultiPurpose Dam and had meeting with the parties on the progress of work.</p> <p>Progress</p> <ul style="list-style-type: none"> ▪ The Concessionaire of the Dadin Kowa Multi-Purpose Dam contract reported considerable progress with the installation of equipment and obtained approvals for the commencement of project implementation. ▪ CCD is liaising with the parties on the contract terms. ▪ The State Governor assured the parties of the state support towards the success of the project. <p>Contract Challenges</p> <ul style="list-style-type: none"> ▪ Security challenges ▪ Water license Agreement ▪ Power Purchase Agreement
<p>Concession Agreements to Develop, Upgrade and Commercialize TCN's Fibre Optic Telecommunication Infrastructure in Nigeria.</p> <p>Duration 15 Years from March 2007</p>	<p>MDA: Federal Ministry of Power, Works and Housing/Transmission Company of Nigeria (TCN)</p> <p>Concessionaires:</p> <ul style="list-style-type: none"> ▪ Phase 3 Telecom Ltd ▪ Alheri Engineering Services Ltd 	<p>Status: Terminated/Operations stalled as a result of Court Cases:</p> <p>The CCD in 2019 met with Phase 3 Telecom to discuss the peaceful resolution of the contract dispute. Updates were also requested from the parties on the projects.</p> <p>In 2019, the Concessionaires in informed the CCD that TCN had locked up all their equipment stations and disconnected power supply to live telecom facilities at the project sites.</p> <p>TCN also informed the CCD that the Concessionaires have not fully paid the contract lease fees.</p> <p>Action by ICRC: The CCD within the year encouraged the parties to settle the disputes out of court, with the help of the mediation/arbitration process in the contract.</p> <p>The Contract Compliance Department in October, 2019 wrote to TCN and Alheri Engineering to provide a copy of the court ruling directing parties to maintain status quo on the contracts' termination.</p>

Contracts/Duration	MDAs/Concessionaire	Activities
<p>Concession for the Development and Operation of a Deep Water Port in Lekki Free Trade Zone at Ibeju-Lekki, Lagos.</p> <p>Duration 45 Years April 21st 2011 – April 20th 2056</p>	<p>MDA: Federal Ministry of Transportation/Nigerian Ports Authority/ Lagos State Government.</p> <p>Concessionaire:</p> <ul style="list-style-type: none"> Lekki Port LFTZ Enterprise <p>Key Project Information</p> <ul style="list-style-type: none"> The project has a duration of 45 years and is on a Build, Own, Operate and Transfer (BOOT) model; Parties to the project and equity holdings: Lagos State Government 20%, Nigerian Ports Authority 5%, Tolaram (LPIHI) 75% with the Lekki Port LFTZ Enterprise serving as the Special Purpose Vehicle (SPV) China Harbour LFTZ Enterprise (CHELE) has been awarded the engineering procurement and Construction contract to Design and Build the Lekki Deep Water Port. CHELE is also an equity investor in the project, having acquired 15% shares on the SPV. 	<p>Status: Under Implementation</p> <p>The Contract Compliance Department in collaboration with the Nigerian Ports Authority (NPA) jointly carried out a monitoring visit to the project site on 13th September, 2019</p> <p>Progress</p> <ul style="list-style-type: none"> With the signing of the revised contract agreement, all investors in the project are working closely to achieve the project's construction milestones; Over 80% of the conditions precedent and permits necessary for achieving financial close have been obtained; The Lekki Deep Sea port attained financial close with the signing of a US\$629 million financing agreement on the 23rd of October, 2019 with the Chinese Development Bank for the project construction. <p>Challenges</p> <ul style="list-style-type: none"> Narrow access road to the port and absence of rail connectivity for goods delivery and evacuation; The large number of permits required to develop the deep water port have affected the project timelines.
<p>Concession to Design, Develop, Finance, Construct, Complete, Test, Commission, Operate, Manage, Maintain and Transfer of the MMA2 Terminal (Lagos)</p>	<p>MDA: Federal Ministry of Aviation /Federal Airports Authority of Nigeria</p> <p>Concessionaire: Bi -Courtney Aviation Services Ltd</p>	<p>Status: Under Implementation</p> <p>The Contract Compliance Department within the year 2019 visited to FAAN and had meetings with its management regarding the efficient implementation of the project.</p> <p>The CCD was informed that the MD, FAAN has set up a Six-member Committee to review the contract issues and dispute and recommend ways of resolving them.</p> <p>The CCD also engaged the Concessionaire on the project performance and implementation.</p> <p>Actions taken:</p> <ol style="list-style-type: none"> The CCD met with FAAN and Bi-Courtney to mediate the dispute. <p>Progress</p> <ul style="list-style-type: none"> Airport terminal fully operational; Improved service delivery to passengers recorded; <p>Challenges</p> <ul style="list-style-type: none"> On-going litigation on the project over the duration of the contract, cost and operational right over the GAT, Lagos. Poor utility supply such as electricity.

Contracts/Duration	MDAs/Concessionaire	Activities
<p>Concession for the Acquisition, Installation, Operation and Management of World Class Integrated System in Designated Airports (MMA – Lagos, Abuja & Kano)</p> <p>Duration 10 years Oct, 2007 - Oct, 2017</p>	<p>MDA: Federal Ministry of Aviation / Federal Airports Authority Nigeria</p> <p>Concessionaire:</p> <ul style="list-style-type: none"> ▪ Maevis Nigeria Ltd 	<p>Status: Contract Terminated – Mediation in progress</p> <p>In 2019, the CCD met with the parties several times both in Abuja and Lagos.</p> <p>The parties jointly nominated ICRC to act as their mediator in the ongoing dispute process.</p> <p>Both Parties submitted their terms of settlement to the Contract Compliance Department for consideration.</p> <p>The CCD in the Fourth quarter, 2019 received a letter from Shodipo & Co (Legal Practitioners) who informed the Commission of their appointment as Receiver/Manager to AMCON over Maevis Ltd and its Assets in view of the latter's indebtedness to Skye Bank Plc.</p> <p>Next Step</p> <ul style="list-style-type: none"> ▪ Review of project financial documents submitted to the Department ▪ Hold mediation meetings with the parties in the succeeding year, 2020.
<p>Concession for the Development of Engineering Infrastructure for Katampe District Phase II (FCT – Abuja)</p> <p>Duration 5 years Oct, 2010 - Oct, 2015</p>	<p>MDA: Federal Capital Territory Administration (FCTA)/Federal Capital Development Authority (FCDA)</p> <p>Concessionaire:</p> <ul style="list-style-type: none"> ▪ Deanshanger Project Ltd 	<p>Status: Implementation stalled due to Administrative, Fiscal and Operational reasons.</p> <p>The Inter-Ministerial Committee set up by the Hon. Minister of the FCTA submitted its findings and recommendations to the Hon. Minister for further directives.</p> <p>Contract Challenges The Contract is stalled due to Administrative, Fiscal and Operational reasons.</p> <p>The CCD awaits the outcomes of FCTA's review of the Inter-Ministerial Committee's report.</p>

Contracts/Duration	MDAs/Concessionaire	Activities
<p>Concession for the Provision of Security, Monitoring and Enforcement Operational Platforms.</p> <p>Duration 10 years 3rd April 2012 - 2nd April 2022</p>	<p>MDA: Federal Ministry of Transportation/Nigerian Maritime Administration & Safety Agency</p> <p>Concessionaire: Messrs Global West Vessels</p> <p>Payment Structure: On a “no cure, no pay” basis– the concessionaire only gets paid on the deployment of the platforms and achievement of specified measurable objectives</p> <p>Development Cost US\$103.4 million</p>	<p>Status: Suspended - Under Investigation by the Economic and Financial Crimes Commission (EFCC).</p> <ul style="list-style-type: none"> Grantor contacted for update but none was provided due to litigation on the project.
<p>Concession for the Operation, Restoration and Maintenance of Hydroelectricity Power production facilities – Niger State.</p> <p>Duration 30 Years from 21st February 2013</p>	<p>MDA: Federal Ministry of Power/Kainji&Shiroro Hydro Electricity Plc</p> <p>Concessionaire:</p> <ul style="list-style-type: none"> North South Power company Ltd– Shiroro Mainstream EnergySolutions Ltd– Kainji/Jebba Hydro Plant 	<p>Status: Under Implementation.</p> <p>The CCD on 15th June, 2019 visited the Kainji/Jebba Hydro Electric Power Concession sites to evaluate the level of implementation of the contracts.</p> <p>The Team observed significant repairs of turbines ongoing at the power stations.</p> <p>Operator reported a Loss Time Injuries (LTI) target of 5-million-man hour without injuries has almost been met. The Operator was said to have achieved 4,200,336 Man Hour without LTI and the targeted 1745 days without LTI was in view.</p> <p>Challenges to Kainji/Jebba</p> <ul style="list-style-type: none"> Ramp- Down requests Low level of invoice payments Non-Utilization of excess generated electricity to willing buyers through bilateral process. Eligible Customer issues with Nigerian Electricity Regulatory Commission (NERC) Mainstream appeal to ICRC to assist with facilitating their access to Foreign Exchange (FX) especially at the official rate if possible as an additional incentive to investors. <p>Next steps: The CCD requested for the following from the Concessionaire:</p> <ul style="list-style-type: none"> An assessment report of problems, issues and opportunities associated with the hydroelectric power assets. A comprehensive analysis of the cost implication of the ramp-down instruction to the nation's power generation capacity, from the time of takeover to date. Report of the environmental challenges facing the project.

Contracts/Duration	MDAs/Concessionaire	Activities
<p>Concession for the Reclamation and Infrastructural Development of Festac Phase II Housing Development Project – Festac Town – Lagos</p> <p>Duration 30 Years from 8th Sept, 2014</p>	<p>MDA: Federal Ministry of Power, Works & Housing/ Federal Housing Authority</p> <p>Concessionaire:</p> <ul style="list-style-type: none"> New Festac Property Development Company Ltd <p>The Project Milestones</p> <ul style="list-style-type: none"> Approval and signing of the concession agreement were done on 8th September, 2014; The Project is for 30 years with a 3 years' moratorium; The FG would be paid an annual fee of N1 billion (Premium & Ground rent) for the duration of the concession; Concessionaire is expected to recoup its investment through the sales of plots of land; 	<p>Status: Project stalled as a result of Court cases.</p> <p>The CCD was invited to a stakeholders meeting on 11th June, 2019 and two more meetings were held within the year. The meetings were called to deliberate on possible ways of addressing the project challenges:</p> <p>Summary of Findings The Appeal Court has ordered that status quo should be maintained on the land;</p> <p>The community settlers disobeyed the court order and continued to sell the land illegally.</p> <p>The Concessionaire reported that between 2017 and 2019 about 2,000 individual building units have been developed within the area and there are over 8,000 illegal structures currently on the land.</p> <p>Challenges</p> <ul style="list-style-type: none"> Continuous encroachment on the land by illegal settlers. The need to contain the hostilities from the illegal settlers. <p>Next Step</p> <ul style="list-style-type: none"> Parties to the contract were asked to urgently develop a work plan with achievable timelines for implementation.
<p>Concession for the Design, Finance, Build, Operate, Maintain and Transfer the Debt Management Office's Corporate Office Building (Abuja)</p> <p>Duration 30 Years from Effective date.</p>	<p>MDA: Federal Ministry of Finance/ The Debt Management Office (DMO)</p> <p>Concessionaire:</p> <ul style="list-style-type: none"> LOH & OR Construction (Nig) Ltd <p>Project Details:</p> <p>The complex when completed would receive rent and service charges from the lease of 15 (fifteen) floors of the 1st first tower and all 20 (Twenty) floors of the 2nd second tower. The remaining 5 (Five) floors of the 1st tower shall be occupied by the implementing Agency (DMO) free from any rent or charges.</p> <p>The project has a concession period of (30) thirty years, aside from an initial construction period of 36 months</p>	<p>Status: The Contract is stalled</p> <p>The Concessionaire failed to achieve financial close and to fulfill conditions precedent for the project to commence.</p> <p>The CCD liaised with the DMO on contractual provisions to achieve a way forward.</p> <p>Challenge</p> <p>The Concessionaire's inability to reach financial close and fulfill other financial obligations as required in the contract.</p>



ICRC HEADQUARTERS

Plot 1270 Ayangba Street,
near FCDA Headquarters,
Area 11, Garki, Abuja, Nigeria



/icrcnigeria



/icrcng



+234 -9- 4604900



info@icrc.gov.ng



www.icrc.gov.ng

www.ppp.icrc.gov.ng