



THE PRESIDENCY

3rd Quarter 2020

ICRC Bulletin

Public-Private Partnerships (PPPs) in the delivery of Healthcare



INSIDE THIS ISSUE

1 Message from
the Editor-in-Chief

2 Director
General's Desk

Public-Private
Partnerships
(PPPs) in the
delivery of
Healthcare **3**

6 Pandemic
Preparedness
and Covid-19
(Coronavirus)

9 Remote Work
Doesn't have to
mean all-day
Video Calls

How Can
Governments
Look at
Covid-19's
Impact on
Infrastructure
PPPs? What to
expect **12**

14 Q3 3PUCF
Report

15 ICRC in the News

Workshop
| Trainings
| Summits
| Conferences **22**

25
Health &
Wellbeing

Message from the *Editor-in-Chief*



Dear Reader,

The ICRC Bulletin Editorial team is pleased to present the 3rd edition for the year 2020.

The period under review was when the Federal Government of Nigeria continued a phased lifting of the national lockdown that was earlier put in place to curb the spread of Covid-19 and the economy is gradually picking up. The Commission has despite these challenges continued to carry out its mandate.

The pandemic further exposed the need for good healthcare infrastructure as a panacea for fighting endemics, pandemics, etc. We therefore chose a feature story on the importance of “Public-Private Partnerships (PPPs) in the delivery of Healthcare” written by the Mr. Ogunsola Olusola and Mr. Chinedu Nwigwe both of the Social Infrastructure Unit of the ICRC.

Our knowledge management story is the subject “How Can Governments Look at Covid-19's Impact on Infrastructure PPPs? It highlights what governments should expect, how to mitigate its effects and how governments should respond to the impacts of Covid-19 on infrastructure PPPs.

Another article under knowledge management is “Pandemic Preparedness and Covid-19”. It discusses among other things what the World Bank Group is doing to help countries deal with Covid-19 in terms of disease surveillance, food safety, crisis response, sharing international experiences on managing similar crises, and impact analysis of the outbreak on the global economy.

The global lockdowns as a result of Covid-19 meant extended periods of working from home for many, this led to an increase in loneliness, depression and even suicide as we gathered from global news. In this edition therefore, our health article is on dealing with depression during coronavirus lockdown. It gives tips on how to improve one's mood and ease depression.

Happy reading.

Manji Yarling
Editor-in-chief

Director General's Desk



In the quarter under review, the Covid-19 situation has evolved further and we are dealing with a significant global challenge. The World Health Organization had earlier in the year declared this outbreak a pandemic. Many governments around the world have taken stricter and more impactful measures to ensure the safety of their citizens. The Nigerian government has also been working very hard to ensure the safety of its citizens especially as it gradually lifts the lockdown to keep the economy running.

In addition to the immediate and grave health concerns, we are seeing a much wider impact on our lives as we adjust to the “new normal”, we are also experiencing significant changes in the global economy.

Understandably, there is a great sense of unease everywhere, in spite of that, the Commission is working hard to fulfil its mandate of developing Nigeria's infrastructure through Public Private Partnerships (PPP). For example, the ICRC is working with the Federal Road Safety Corps (FRSC) to drive the process of setting up safe driving academies across the country using the PPP Procurement method.

In the period under review, the first PPP Project in the education sector of the Nigerian economy made significant progress with the signing of the contract agreement with respect to Kaduna Polytechnic Student's Hostel Renovation Project. This was done in a virtual ceremony between Kaduna Polytechnic and Mark Point Limited as the concessionaire. The Project which is a Privately Initiated Infrastructure Proposal (PIIP) is set to revolutionize hostel accommodation in public educational institutions in the country.

During this quarter also, two Requests for Qualifications (RFQs) were issued by the Federal Ministry of Youth and Sports Development for the transformation of the National Stadium Complex & Athletes' Hostel

both in Surulere, Lagos state. The Ministry plans to transform the Stadia into a world class sporting arena and entertainment center. It also plans to transform the Athletes' Hostel, Abuja located in Abuja Stadium (Package B) Complex into a world-class facility to accommodate athletes and provide ancillary commercial activities during local and international competitions using PPP procurement methodology.

On a sad note, the Commission lost one of its Deputy Directors, High Chief Busari Olusa on 6th July 2020 after a very brief illness. As the Head of the Energy and Urban Infrastructure Unit of the ICRC, Busari contributed immensely to the success of the Gurara 1 Hydropower Plant Project, Federal Ministry of Power Roof Top Solar Power Project, 19 Silos Complexes Project, Kaduna Polytechnic Students hostel Project, to mention but a few. He will be greatly missed by the Commission. May his soul continue to rest in peace.

Finally, I wish to state that the ICRC is determined not to lose sight of the enormous responsibility thrust upon it by its mandate despite the daunting challenges faced in midst of this pandemic. Together, we can come out stronger.

God bless the Federal Republic of Nigeria.

God bless the ICRC.

Engr. Chidi Izuwah,
DG/CEO, ICRC

Feature Story



Public-Private Partnerships (PPPs) in the delivery of Healthcare

Ogunsola Olusola & Chinedu O. Nwigwe, *Social Infrastructure Unit, ICRC*

Healthcare provision in Nigeria is a concurrent responsibility of the three tiers of government (federal, state and local government) in the country. The federal government's role is mostly limited to coordinating the affairs of the University Teaching Hospitals and Federal Medical Centres (tertiary healthcare) while state governments manage the various General Hospitals (secondary healthcare) and the local governments focus on dispensaries (primary healthcare), which are regulated by the federal government through the National Primary Health Care Development Agency (NPHCDA).

Healthcare is believed to be the sole responsibility of

government, and should come at little or no cost to the public. Better health care is a primary human need. According to the World Health Organization (WHO, 2005), fifty percent of economic growth differentials between developed and developing nation is attributable to ill-health and low life expectancy.

Healthcare in Nigeria is influenced by different local and regional factors that impacts the quality or quantity present in one location. Due to the aforementioned, the healthcare system in Nigeria has shown spatial variation in terms of availability and quality of facilities in relation to need. However, this is largely as a result of the level

of state and local government involvement and investment in health care programs and education. Also, the Nigerian Ministry of Health usually spend about 70% of its budget in urban areas where around 50% of the population resides.

Healthcare services are provided by the private and public sectors. From private sector, there are non-governmental organization, private for-profit providers, community-based organization and religious and traditional care givers. Government assumes the responsibility of health service provision in public sector.

The healthcare status in Nigeria is ranked low among other developing countries in

the same category.

- Life expectancy is put at 54 years in 2018 (according to World Bank) and crude death rate, in that same year as 12/1000. It is estimated that 128 out of 1000 new births do not survive beyond age 5.

- Currently Nigeria is on a growth trajectory that projects 400 million people by the year 2050 (ahead of Indonesia, Pakistan and Brazil).

- Though Federal allocations have increased from 2014 (N264bn), 2015 (N260bn), 2016 (N257bn) and 2017 (N340bn) but health sector allocation as % of total budget has

60% of health care is privately financed i.e. primarily out of pocket (OOP) expenditure.

- The National Health Service (NHS) in the UK, for example, has over and above 4000 physicians employed from Nigeria, this number is even higher for Nigerian doctors working in the USA. In total, more than 25,000 physicians from Nigeria are working abroad, affecting healthcare delivery back home. <https://www.linkedin.com/pulse/healthcare-business-challenges-nigeria-hemraj-parmar-mba>.



efforts to change this narrative by engaging the Federal Ministry of Health, stakeholders in the healthcare sector and the public on the need to promote and activate the economic component of the healthcare system.

The main objectives are:

- I. To fast track delivery of PPP Projects,
- II. To reduce the fiscal and budgetary constraints of infrastructure funding in healthcare, and
- III. To boost investor confidence and interest in private financing for infrastructure projects.

In recent years, the Federal Government have aggressively moved to diversify the sources of health care funding by using PPP procurement to meet the growing demand for healthcare infrastructure. This has resulted in the delivery of Concession for the Operation, Management and Provision of Primary, Secondary and Tertiary Health Care at the Garki District Hospital, Abuja and Warehouse-in-a Box (WIB)



decreased- 5.63% in 2014, 5.78% in 2015, 4.23% in 2016 and 4.15% in 2017.

- Nigeria spends less than 5% of its budget on health as opposed to recommended 15% of total budget in most climes.

- Analysis of the budget shows that 60% of the health budget goes to personnel costs, and thereby leaving little for infrastructure development, expansion, acquisition of new equipment and scaling up services.

- However, in Nigeria, over

com/pulse/healthcare-business-challenges-nigeria-hemraj-parmar-mba.

- The Nigerian Medical Association (NMA) estimates that Nigerians spend USD500 million to USD1 billion on medical tourism per year (https://www.rvo.nl/sites/default/files/Market_Study_Health_Nigeria.pdf).

In the last three years, the leadership of the Infrastructure Concession Regulatory Commission (ICRC) has made concerted

project now implemented as PPP in the form Operation and Maintenance Contract.

The challenges in the Nigerian Healthcare System can be divided into three broad areas:

- Diagnosis, Equipment and Treatment
- Infrastructure
- Access to quality healthcare.

All of the above present diverse opportunities for PPPs to thrive, thereby improving the overall quality of healthcare and ensuring accessibility to the public. These opportunities cut across the Primary, Secondary and Tertiary healthcare.

Taking cognizance of this, the ICRC is working closely with the Federal Ministry of Health (FMoH) towards delivering critical projects that will to a very large extent address some of the challenges facing healthcare delivery in Nigeria. They include:

- The Rehabilitation and Equipping of the 22 Federal Teaching Hospitals in Nigeria
- The Managed Equipment Services (In collaboration with the International Finance Corporation, IFC)

The key trends in the evolution of Healthcare PPPs comprised of the following as reported in the IFC's journal on PPP issued #3.

- Government spending on healthcare is growing at a

pace that is likely to be unsustainable unless new funding sources are found.

- With the global recession, governments are increasingly looking to PPPs to solve larger problems in care delivery and wellness that are driving spending.

- The larger scope of PPPs means a much larger potential market for private organizations. Infrastructure represents only five percent of health spending. However, health spending beyond infrastructure — 95 percent — will total more than \$88.1 trillion. This huge spend will become a target for government efficiency and create a market for private investment and management.

- The measurements of success in PPPs are evolving toward health outcomes and performance. Healthcare infrastructure PPPs are more focused on better procurement and value for money.

- In service delivery, PPP arrangements open broader conversations about how to create and maintain locally based sustainable health systems. Governments typically agree to build in profit margins to induce private sector involvement. Competition and later reductions in government payments are then used to generate long-term savings and improve quality.

- PPPs are increasingly developed by local, rather than national governments, that are closer to local health needs. However, national governments are important to setting a policy framework that enables local

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regulations.

- Technology was often left out of PPP infrastructure deals, but is central to the new generation of PPPs in which manufacturers are often risk partners themselves, as service delivery becomes more integral to PPPs.

- PPPs are challenging the notion that private healthcare is for the rich, and public healthcare is for the poor. Rather than creating or exacerbating inequities in care, PPPs can equalize care across all populations.

The remarkable successes recorded in Garki Hospital, Abuja and Warehouse in a box projects can be replicated in and around Nigeria, if as a people, we decide to prioritize provision, delivery and access to healthcare; and make the best of the PPP procurement model.



Pandemic Preparedness and Covid-19 (Coronavirus)

Pandemics, which are large disease outbreaks that affect several countries, pose major health, social, and economic risks. A quick-moving pathogen spreading across the globe has the potential to kill tens of millions of people, disrupt economies, and destabilize national security. Climate change, urbanization, and the lack of water and sanitation are all factors that could contribute to fast-spreading, catastrophic outbreaks.

A severe pandemic can result in millions of deaths, and even the most conservative estimates suggest that pandemics destroy up to 1% of global GDP, which is comparable to other top-priority threats, such as climate change. Strong health systems that reach all

people—especially the most vulnerable—with effective services are the only way to ensure protection from major disease outbreaks. That is why ensuring and investing in preparedness before a crisis strikes saves lives and ultimately saves money.

Global Preparedness Monitoring Board

The Global Preparedness Monitoring Board (GPMB) is an independent monitoring and accountability body co-convened by the World Bank and World Health Organization, created in response to recommendations by the UN Secretary General's Global Health Crises Task Force in 2017.

Despite progress made since the West Africa Ebola crisis in 2014/15, GPMB's 2019

report, *A World At Risk* noted an increasingly dire risk of widespread epidemics, and found that the world remained unprepared. GPMB warned that epidemic-prone diseases like Ebola, influenza and SARS were increasingly difficult to manage in the face of prolonged conflict, fragile states, and forced migration.

Anti-Microbial Resistance

Anti-Microbial Resistance (AMR) also poses a significant and growing health and financial threat to countries at all income levels. AMR occurs when microbes (bacteria, fungi, viruses, and parasites) cannot be treated by medicines that were previously effective. Investing in strengthening health systems and preparedness for pandemics and other infectious disease

outbreaks is one of the best ways to contain AMR.

Information about the World Bank's work to prevent AMR is included under Strategy.

What the World Bank is doing

The World Bank supports countries in their efforts to prevent pandemics by strengthening veterinary and human health systems, as well as the bridges between them. Under IDA 19, the World Bank sharpened its focus on building crisis resilience including pandemic preparedness, committing to help at least 25 countries implement pandemic preparedness plans. Under IDA18, the World Bank committed to help 25 countries develop preparedness plans. Exceeding this target, 46 countries have developed National Actional Plans for Preparedness (NAPHS) or a similar pandemic preparedness plan.

COVID-19 (coronavirus)

COVID-19 (coronavirus) poses a severe public health challenge that requires coordinated action and continued transparency around the world. World Bank support is currently focused on disease surveillance, food safety, and crisis response, sharing international experiences on managing similar crises, and impact analysis of the outbreak on the global economy. Over the medium term, work will focus on strengthening resilience to public health emergencies, drawing lessons from this emergency, and sharing these

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lessons with the rest of the world.

The poorest countries and most vulnerable populations are often hardest hit by global disruptions like these. The World Bank Group is closely coordinating with international partners to accelerate the international response to support countries to manage the global health emergency. See more on what the World Bank Group is doing to help countries with COVID-19.

Regional Disease Surveillance Systems (REDISSE)

To enhance regional preparedness following the devastation caused by Ebola in West Africa in 2014 and 2015, the World Bank expanded IDA financing for the Regional Disease Surveillance Systems Enhancement (REDISSE) Program. The initiative is a series of projects to strengthen national, regional, and cross-sectoral

capacity for integrated disease surveillance and response in 16 West and Central African countries.

The program has two objectives:

1. to address systemic weaknesses within the animal and human health systems that hinder effective cross sectoral and cross border collaboration for disease surveillance and response, and;

2. in the event of an eligible emergency, to provide immediate and effective response to said eligible emergency.

See more on REDISSE including its financing and recipient countries in the Results section.

Anti-Microbial Resistance

Antimicrobials are drugs – such as antibiotics – that kill or control disease-causing microbes. Antimicrobial resistance (AMR) occurs when microbes mutate or adapt in ways that enable them to withstand antimicrobials, rendering treatments ineffective. AMR is dramatically accelerated by the over-use and misuse of antimicrobials, including antibiotics, in people and animals.

The World Bank's 2019 report Pulling Together to Beat Superbugs found that AMR already causes 700,000 deaths per year. Without action, the death toll from AMR could rise even higher, to as many as 10 million deaths annually by 2050. The world's poorest people --

those living in low- and middle-income countries or in the increasing areas affected by fragility, conflict and violence-- are especially vulnerable.

Unchecked, AMR will hamper progress towards the 2030 Sustainable Development Goals, harm economies and negatively impact human capital. If countries don't act to stop the rise of AMR, its economic impact is projected to rise to more than \$1 trillion annually after 2030.

To help prevent this, the World Bank is including



interventions that address AMR containment in its health investments in the developing world. One example is the REDISSE program (above), which is upgrading public health and veterinary laboratories to strengthen capacities and

collaboration. Another example is the East Africa Public Health Laboratory Networking Project, which focuses on resistant tuberculosis in Burundi, Kenya, Rwanda, Tanzania and Uganda. A third example is the Regional Sahel Pastoralism Support Project that contains AMR mitigation activities.

Africa Centres for Disease Control and Prevention Regional Investment Financing Project

The World Bank's Africa Centers for Disease Control and Prevention Regional Investment Financing Project supports (with \$250 million) Ethiopia, Zambia, and the African Union (AU) in combatting epidemics and advancing critical public health priorities. In addition to linking existing public health institutions and pooling the capabilities of national health authorities, the project will establish laboratories, transnational surveillance networks, emergency-response mechanisms, and other public health assets designed to manage diseases on a regional and continental scale.

The activities and objectives of the project are closely aligned with Africa CDC's five strategic pillars and the AU's Agenda 2063, which aims to bring all communicable diseases on the continent under control by 2063.

Currently in its fourth phase, the REDISSE Program leverages \$670 million of World Bank financing with the aim of improving surveillance and laboratory capacity in 16 countries in West and Central Africa. Recipients include Angola, Benin, Central African Republic, Chad, Democratic Republic of Congo, Economic Community of Central African States (ECCAS), Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Republic of Congo, Sierra Leone, Senegal, Togo, West African Health Organization (WAHO).

REDISSE provides countries with financing that is under their direct control to address identified priorities. It ensures that financing for emergency responses is in place to decrease response delays in the event of a disease outbreak. REDISSE also finances regional level policy dialogue to promote information exchange, collective action and efficient use of country and shared resources, training institutions and commodity stockpiles for disease surveillance and response.

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Edwin Remsberg/Getty Images

Remote Work Doesn't have to mean all-day Video Calls

by Marco Minervini, Darren Murph, Phanish Puranam

The Covid-19 crisis has distanced people from the workplace, and employers have generally, if sometimes reluctantly, accepted that people can work effectively from home. As if to compensate for this distancing and keep the workplace alive in a virtual sense, employers have also encouraged people to stick closely to the conventional workday. The message is that working from home is fine and can even be very efficient — as long as people join video calls along with everyone else all through the day.

But employees often struggle with the “workday” when working from home, because many have to deal with the

competing requests coming from their family, also housebound. So how effective really is working from home if everyone is still working to the clock? Is it possible to ditch the clock?

The answer seems to be that it is. Since before the pandemic we've been studying the remote work practices of the tech company GitLab to explore what it might look like if companies to break their employees' chronological chains as well as their ties to the physical workplace.

The challenge for GitLab

From its foundation in 2014, GitLab has maintained an all-remote staff that now

comprises more than 1,300 employees spread across over 65 countries. The “git” way of working uses tools that let employees work on ongoing projects wherever they are in the world and at their preferred time. The idea is that because it's always “9 to 5” somewhere on the planet, work can continue around the clock, increasing aggregate productivity. That sounds good, but a workforce staggered in both time and space presents unique coordination challenges with wide-ranging organizational implications.

The most natural way to distribute work across locations is to make it modular and independent, so that there is little need for

direct coordination — workers can be effectively without knowing how their colleagues are progressing. This is why distributed work can be so effective for call centers and in patents evaluation. But this approach has its limits in development and innovation related activities, where the interdependencies between components of work are not always easy to see ahead of time.

For this kind of complex work, co-location with ongoing communication is often a better approach because it offers two virtues: synchronicity and media richness. The time lag in the interaction between two or more individuals is almost zero when they are co-located, and, although the content of the conversation may be the same in both face-to-face and in virtual environments, the technology may not be fully able to convey soft social and background contextual cues — how easy is it to sense other people's reactions in a group zoom meeting?

All this implies that simply attempting to replicate online (through video or voice chat) what happened naturally in co-located settings is unlikely to be a winning or complete strategy. Yet this approach of “seeing the face” is the one that people seem to default to when forced to work remotely, as our survey of remote working practices in the immediate aftermath of

lockdowns around the world has revealed.

Tacit coordination

There is a way through this dilemma. Our earlier research on offshoring of software development showed that drawing on tacit coordination mechanisms, such as a shared understanding of work norms and context, allows for coordination without direct communication.

Coordination in this case

contributions (e.g., continuous integration and version control tools). But GitLab is quite unique in the for-profit sector in how extensively it relies on this third path not only for its coding but for how the organization itself functions. It leans particularly on asynchronous working because its employees are distributed across multiple time zones. As a result, although the company does use videoconferencing,



happens through the observation of the action of other employees and being able to predict what they will do and need based on shared norms. It can occur either synchronously (where, for instance, two people might work on the same Google doc during the same time period), or asynchronously (when people make clear hand-offs of the document, and do not work on it when the other is).

Software development organizations often opt for this solution and tend to rely extensively on shared repositories and document authoring tools, with systems for coordinating

almost no employee ever faces a day full of video meetings.

1. Separate responsibility for doing the task from the responsibility for declaring it done.

In co-located settings, where employees are in the same office, easy communication and social cues allow them to efficiently resolve ambiguities and manage conflict around work responsibilities and remits. In remote settings, however, this can be difficult. In GitLab, therefore, every task is expected to have a Directly Responsible Individual (DRI), who is responsible for the completion of the task

and has freedom in how it should be performed.

The DRI, however, does not get to decide whether the task has been completed. That function is the responsibility of a “Maintainer,” who has the authority to accept or reject the DRI's merge requests. Clarity on these roles for every task helps reduce confusions and delays and enables multiple DRIs to work in parallel in any way they want on different parts of a code by making local copies (“forking”). It is the Maintainer's role to avoid unnecessary changes and maintain consistency in the working version of the document or code.

In a non-software context, say in developing the GitLab handbook page on expenses policies, individual DRIs, who could be anyone in the company, would write specific policies in any way they choose, and their contributions would be accepted or rejected by the CFO acting in the capacity of Maintainer, who could also offer feedback (but not direction) to the DRIs. Once live, the merged page serves as the single source of truth on expenses policies unless or until someone else makes a new proposal. Once more, the Maintainer would approve, reject, or offer feedback on the new proposal. In contexts like this, we would expect people in traditional management positions to serve as Maintainers.

2. Respect the “minimum viable change” principle.

When coordination is asynchronous, there is a risk that coordination failures may go undetected for too long – for instance, two individuals may be working in parallel on the same problem, making one of their efforts redundant, or one person may be making changes that are incompatible with the efforts of another. To minimize this risk, employees are urged to submit the minimum viable change — an early stage, imperfect version of their suggested changes to code or documents. This makes it more likely that people will pick up on whether work is incompatible or being duplicated. Obviously, a policy of minimum viable changes should come with a “no shame” policy on delivering a temporarily imperfect output. In remote settings, the value of knowing what the other is doing as soon as possible is greater than getting the perfect product.

3. Always communicate publicly.

As GitLab team members are prone to say, “we do not send internal email here.” Instead, employees post all questions and share all information on the Slack channels of their teams, and later the team leaders decide what information needs to be permanently visible to others. If so, it gets stored in a place available to everyone in the company, in an “issue” document or on a page in the

company's online handbook, which is accessible to anyone, in or outside the company. This rule means that people don't run the risk of duplicating, or even inadvertently destroying the work of their colleagues. Managers devote a lot of time to curating the information generated through the work of employees they supervise and are expected to know better than others what information may be either broadly needed by a future team or that would be useful for people outside the company.

Working from home in an effective way goes beyond just giving employees a laptop and a Zoom account. It encompasses practices intended to compensate or avoid the core limitations of working remotely, as well as fully leverage the flexibility that remote can offer — working not only from anywhere but at any desired time. We have focused on GitLab because it not only has extensive experience in remote working but also because it pursues an unusual mode of solving the intrinsic challenges of remote work. While some of GitLab's core processes (like its long, remote onboarding process for new hires) and advantages (like the possibility of hiring across the world) cannot be fully reproduced in the short run in companies that will be just temporarily remote, there are others that any company can easily implement.

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<https://hbr.org/2020/09/remote-work-doesnt-have-to-mean-all-day-video-calls>

Knowledge Management

How Can Governments Look at Covid-19's Impact on Infrastructure PPPs?

What to expect



In the short run, we expect to see temporary demand and operational disruptions leading to revenue losses for PPPs. We can also expect delays in construction schedules due to supply-side issues such as labor, equipment, and raw material disruptions for PPPs under construction. In at least the medium term, governments should expect a lasting downward trend in revenues of operating PPP projects, adverse impacts on access to financing for projects yet to reach financial

close, and disruption of construction schedules of projects already underway.

How to mitigate

Short-term losses may eventually be recouped over months with private operators relying on their revenue reserves and the fixed component of their payments from long-term service and offtake contracts -- and by slowing down non-essential investments. Where project schedules have built in lags for risk events, schedules may

recover without lasting impact on project fundamentals. Force majeure, compensation, and change in law clauses might apply depending upon the circumstances of each case.

Medium-term impacts can be mitigated with modest success through invoking force majeure and compensation clauses, using instruments such as bridge financing, capital injections, renegotiation of key project parameters, including contract duration and

introducing regulatory flexibility on milestones and performance indicators, among others.

In the case of longer-term changes, adjustments in existing PPP contracts will not be possible without proactive steps by government and lenders given the limited flexibility in PPP contracts to adjust to drastic changes.

Terminations and buy-backs initiated by either party could become a reality, with the government choosing to or being forced to operate and maintain distressed projects. This seems less likely; however, policymakers need to be cautious and continue to assess sectoral and project-level risks as the situation continues to evolve. There may, however, also be positive temporary or permanent impacts for some sectors such as digital connectivity and logistics.

How should governments respond?

In the near term, IPG recommends that governments review infrastructure PPP projects in the sectors most affected by the crisis -- airports, ports, roads, transport, and energy -- to understand demand- and



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supply-side impacts. Governments should do this in discussion with their private partners and other relevant stakeholders such as financiers and regulators and, if required, come up with a plan of action with a view to ensuring continuity of service for their citizens and mitigating the impacts on projects.

Issues we're looking at include helping governments examine performance vis-à-vis contractual clauses, consider restructuring and bridge financing, renegotiate contracts, and manage distressed assets. Longer term, we'll look at issues that include monetizing existing infrastructure stock and SOE corporate governance.

In all cases, IPG is urging special attention to human development issues. National PPP Units must be cognizant of the health and safety of labor working on PPP projects. If -- on examining their contracts -- governments find weaknesses in labor health and safety aspects, they may take advantage of the situation to incorporate new contract terms.

“In the case of longer-term changes, adjustments in existing PPP contracts will not be possible without proactive steps by government and lenders.”

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Q3 3PUCF Report



The Third Quarter 2020 Public Private Partnership Unit Consultative Forum (3PUCF) meeting, a knowledge and experience sharing platform comprising of Heads of PPP Units across federal MDAs held on Thursday, 3rd September, virtually via the zoom platform.

The Director of Special Duties, Office of the Head of the Civil Service of the Federation OHCSF, Mrs. Ibienne Roberts in her brief opening address commended the ICRC for its non-relenting efforts in running the 3PUCF Secretariat.

She also appreciated all Infrastructure based MDAs

... “despite the COVID19 pandemic restrictions, the ICRC had continued to deliver on its mandate”

for their resilience and steadfastness in carrying on with their projects despite short falls in budget allocations. She added that the OHCSF is working on the eight (8) priority areas of Federal Civil Service

Implementation Plan (FCSSIP) under the Economic Recovery and Growth Plan (ERGP) of the present administration.

In his opening speech, the DG of ICRC Engr. Chidi Izuwah after welcoming all participants, requested that a minute's silence be observed in honor of one of the dedicated Staff of the Commission, Mr. Busari Olusa (former, Head of Energy & Urban Infrastructure Unit of ICRC) who unfortunately passed away on 6th July 2020 after a brief illness.

He went ahead to say despite the COVID19 pandemic restrictions, the ICRC had continued to deliver on its mandate; and as at the 31st of August 2020, had issued eleven (11) Outline Business Case Compliance Certificates and five (5) Full Business Case Compliance Certificates so far in 2020. This brings the total compliance certificates granted since inception of ICRC to 87 OBC and 37 FBC compliance certificates.

In addition, he added that it was important to note that in line with the requirements of Section 9 of the ICRC Act, the Honourable Minister of

Finance Budget and National Planning had issued the Special Concession Account (SCA) compliance circular, in line with the Treasury Single Account (TSA) guidelines.

A presentation on the 1st student hostel via PPP in Kaduna Polytechnic was delivered by Dr. Mukhtar Habib where he informed the forum on progress made so far with the project since contract signing with the concessionaire.

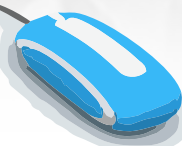
A detailed presentation was made by Mr. Odili Onu (Director, Revenue, Investment and Project Finance Department of ICRC) on the Special Concession Account (SCA) objectives and benefits.

The final presentation was made on the Global Perspectives of Covid-19 and its Impact on PPPs by Mr. David Baxter, USA in which Mr. Baxter shared the results of a survey that he carried out from March 2020 on the impact of Covid-19 on PPPs.

DG ICRC closed the meeting by acknowledging the support of all members and noted that he looked forward to a physical gathering for the Q4 2020 meeting.

ICRC in the NEWS

July 3rd 2020



Nigeria attracted \$8bn PPP Project Investments In 10yrs – ICRC

Public Private Partnerships (PPP) projects have attracted about \$8bn (about N2.8trn) to Nigeria in the past ten years, the Director-General, Infrastructure Concession and Regulatory Commission (ICRC), Mr. Chidi Izuwah has said.

Mr. Izuwah disclosed this Thursday when the Ambassador of the Republic of Indonesia to Nigeria, H. E. Usra Hendra Harahap paid him a courtesy call.



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“The \$8bn was achieved in ten years in various projects which are available. Don't forget that Nigeria is the first country in the world to have the PPP disclosure portal and all those projects are on the portal. But I am not focused on the past. I am focused on the future. The \$8bn is done but it hasn't solved all our problems. So my worry is the billions in dollars of future money that we need to create” Mr. Izuwah noted.

He listed some of the PPP projects that attracted that huge sum to Nigeria to include; “projects

“...Why shouldn't our airports be like other airports in the world? Why shouldn't our farms be like any farm elsewhere in the world? That is the future”

Lekki Deep Seaport, the Silos, the DICON in Kaduna, which will revive our entire fertilizer value chain and also our textiles value chain – our entire ginneries are closed. When that factory is completed, our cotton farmers will go back to the farms again. That's the whole mass of projects that is attracting these investments.”

He said the PPP opportunities are endless. ***“Look at what we are***

creating with the Highway Development Management Initiative (HDMI), with our roads. Why shouldn't our roads be like elsewhere in the world? Why shouldn't our hospitals, be like other hospital in the world? Why shouldn't our airports be like other airports in the world? Why shouldn't our farms be like any farm elsewhere in the world? That is the future" he said.

Speaking to the essence of the meeting, he said with Indonesia being the current the 16th largest economy in the world by nominal GDP and the 8th largest in terms of GDP (Purchasing power parity), the ICRC looks forward to a cordial working and

knowledge sharing relationships between Nigeria and Indonesia.

He also requested for a collaboration with the Ambassador for an immediately Nigeria-Indonesia PPP Knowledge Sharing Webinar where top Nigerian government functionaries would be honoured to listen to great Indonesia PPP/Infrastructure experts.

Commenting, Amb. Harahap, said he welcome the collaboration. "I have been working with the Nigerian government and other relevant stakeholders to strengthen the bilateral relations between both countries, especially on the economy."

<https://dailytrust.com/nigeria-attracted-8bn-ppp-project-investments-in-10yrs-icrc>

July 15, 2020

'N43.24bn Ibadan dry ports project goes to FEC soon'

By Chris Agabi



The Full Business Case Compliance of the Ibadan Dry Port (IDP), estimated to cost \$94m (about N43.24bn), will soon be developed for approval by the Infrastructure Concession and Regulatory Commission (ICRC) and the Federal Executive Council (FEC).

Rakiya Zubairu, the Head, Public Relations, the Nigerian Shippers' Council (NSC) said this in a statement on Monday.

The statement said this is the next phase of the Public-Private Project (PPP) that is being guaranteed by the NSC.

The 80,000 TEU capacity dry port is to be built on the basis of a Public-Private Partnership basis.

On completion, the facility is expected to contribute to addressing the problem of port congestion and gridlock in Apapa as it will be designated a port of destination where cargos will be consolidated for import and export, especially in the South-Western part of Nigeria. Among other uses, the dry port will provide a competitive cargo sorting centre, bulk

breaking as well as cargo-tracking and truck management services.

The Lagos-Kano standard gauge railway currently under construction is aligned to the proposed dry port, making it easy to convey cargo from the seaports in Lagos and to all destinations along the route.

Already the first phase of the negotiation had established the economic viability of the project as well as the utilisation of local content at each stage of development and operation of the facility.

The statement said: "Having concluded this stage, an Updated Full Business Case Compliance report will be produced.

"A draft agreement will be presented to the Federal Ministry of Justice and sent to the Infrastructure Concession Regulatory Commission, ICRC, for vetting, after which the Minister of Transportation will present the agreement to the Federal Executive Council.

"The concessionaire will then be taken to the site for sod-turning.

***"It is expected that construction will commence immediately after the ceremony
The time-line for completion is twelve months."***

She said, that was the conclusion of another round of negotiation with the concessionaire. The preferred bidder for the project is the CRCC who was led by its deputy managing director, Jacques Liao, during the negotiation.

The negotiation was moderated by the Federal Ministry of Transportation led by the acting Permanent Secretary, Dr Hussani Adamu and the Director, Maritime Services, Auwalu Suleiman, the Director-General of Infrastructure Concession Regulatory Commission, ICRC, Engr. Chidi Izuwa. Amb. Jummai Katagum who represented the Federal Ministry of Finance was also part of the 4-day negotiation.

<https://www.dailytrust.com.ng/n43-24bn-ibadan-dry-ports-project-goes-to-fec-soon.html>

August 17, 2020

ICRC, FRSC To Establish Safe Driving Academies

The Infrastructure Concession Regulatory Commission (ICRC) and the Federal Road Safety Commission (FRSC) have evolved modalities for the establishment of safe driving academies in the country.

The modalities for the academies were discussed while the Director-General of ICRC, Mr. Chidi Izuwah paid a visit to the Corps Marshall of FRSC, Mr. Boboye Oyeyemi, on Friday in Abuja. Izuwah encouraged the management of

the FRSC to collaborate with the private sector to set up safe driving academies across the country.

He said "the FRSC 2019 statistics reveal that the nation recorded 9,698 road crashes, resulting in 4,737 deaths. "The FRSC aspires to reduce these crashes and fatalities by 20 per cent and 25 per cent respectively. "These aspirations will be attained when the requisite driving knowledge and skills are imparted to all categories of



drivers and riders plying the Nigerian road network, as the majority of the crashes are assumed to be due to human error.

“We strongly encourage the FRSC to partner with private sector entities for the establishment of driving safety academies for cars, trucks, tricycles, and bikes nationwide.

“We are optimistic that when these projects are implemented, it will greatly assist in improving driving habits and create overall economic benefits to Nigerians. The Singapore Safety Driving Academy is an excellent example.”

The Director-General restated ICRC's commitment toward enabling legislation to facilitate the Public-Private Partnership procurement processes to attract investments for the establishment of the proposed driving academies. In his response, Oyeyemi lauded the initiative of the ICRC.

The Corps Marshal said that 1,600 driving schools were certified in the country but none was an articulated driving school. He said that Aliko Dangote was the only one who established a driving school for drivers of articulated vehicles in Lagos and was also planning to set up two others in Obajana, Kogi. He said he had appealed to Dangote in 2019 to share his model for the public to benefit.

He said “Dangote has a training school in

<https://www.vanguardngr.com/2020/08/icrc-frsc-to-establish-safe-driving-academies/>

Lagos for articulated driving and I want to send some of my drivers there for training because these are not vehicles you just give to anyone.

“He is also about establishing two more articulated driving schools at Obajana. Where I am heading for is this: we have a coordinated driving school but to date, apart from him (Dangote), there is no other public-private driven driving school for articulated driving.

“Several times I have passed a vote of no confidence on the existing driving schools because they are compromised,” he added.

Oyeyemi said that technology was required to run driving schools in the country, where a driver's license could be automatically updated in the commission's system.

He added that “we just introduced Computer-Based Test and we will be restructuring and upgrading the processes. “By the end of this meeting, we will get a team from both organisations and we will look at what is on the ground to design a way forward and look at how we can improve on this initiative.”

He said he had written to all the states of the federation in 2019 on the need to have model driving schools that could incorporate the needs of acquiring a driver's licenses. He, however, said that Lagos was the only state that responded.

August 26, 2020

Renovation and Operate/maintain PPP Project Signed – First Mover Transformational PPP For Students Accommodation Revolution Via PPP in Nigeria

Today, the PPP contract agreement with respect to Kaduna Polytechnic Student's Hostel Renovation Project, which is set to revolutionize hostel accommodation in public educational

institutions in the country was signed in a virtual ceremony between Kaduna Polytechnic and Mark Point Limited. Speaking at the event, Director General of the ICRC, Engr. Chidi Izuwah disclosed that the project is one



of the first Public Private Partnership projects within the Education sector and also Privately Initiated Infrastructure Proposal (PIIP).

While restating the critical role of PPPs in the face of current economic challenges, he called for continued support for the procurement methodology more so in delivering social infrastructure. According to him, "Today's event showcases the successes that can be achieved via PPPs even with respect to social infrastructure where viability, affordability and bankability can be challenging".

Speaking further, he said. "Kaduna Polytechnic currently has a student population of about 23,000 out of which only 4,320 are accommodated within the school hostels. The Federal Ministry of Education concluded plans to renovate the hostels of Kaduna Polytechnic as part of its interventions to support efforts at closing the student's accommodation deficit within our tertiary institutions. In view of the paucity of funds, attraction of private sector capital and expertise in line with the ICRC Establishment Act 2005 and National Policy on Public Private Partnerships (N4P) is critical to addressing this and other infrastructural challenges of Nigeria.

The PPP Model here is a Rehabilitate, Operate, and Transfer (ROT) PPP arrangement for a concession period of 16 years following a transparent and competitive PPP procurement process through the Swiss Challenge Methodology, following the Privately Initiated

Infrastructure Proposal (PIIP) from Mark Point Limited, (the Original Project Proponent) who also emerged as the Preferred Bidder".

The ICRC boss used the opportunity to draw the attention of Nigerians to the Finance Circular issued by the Honourable Minister Federal Ministry of

Finance, Budget and National Planning in May 2020 about the opening of the Federal Government of Nigeria Special Concession Account in line with Sections 1 and 9 of the ICRC Establishment Act 2005, which requires all PPP stakeholders to remit all monies accruing from PPP Agreements (with the exception of proceeds from assets sale and liquidation into the Special Concession Account opened by the Office of the Accountant-General of the Federation).

The ICRC DG commended President Muhammadu Buhari GCFR for his visionary leadership and unrelenting support for Public Private Partnership methodology in the delivery of infrastructure projects. He also commended the Hon Minister of Education Mallam Adamu Adamu, the Hon Minister of State for Education Barr Emeka Nwajiuba and the Permanent Secretary Architect Sunday Echono for their role in ensuring FEC approval of the transaction.

Also speaking at the event, the Rector of Kaduna Polytechnic, Professor Idris Muhammad Bugaje disclosed that the accommodation bed space fee will be subsidized to make it affordable for students and parents. Also speaking at the event, the representative of the Federal Ministry of Education, Claris Ujam, commended the management of Kaduna Polytechnic for always setting the pace for other institutions to follow. She thanked the DG, ICRC and his team for being dependable and always ready to get work done. According to her, the milestone achievement will attract other infrastructure investors into Nigeria's education sector.

<https://www.nanprwire.com/contract-agreement-for-kaduna-polytechnic-students-hostel-renovation-and-operate-maintain-ppp-project-signed-first-mover-transformational-ppp-for-students-accomodation-revolution-via-ppp-in/>

September 15th 2020

Kainji Dam burst? Nigeria's hydroelectricity power station managers speak

By Temitope Ponle

The Infrastructure Concession Regulatory Commission (ICRC) has confirmed that the integrity of Kainji Dam is “intact and that the facility is operating flawlessly”.

The confirmation is contained in a statement signed by Mr Chidi Izuwah, Director-General and Chief Executive Officer, ICRC on Tuesday, in Abuja.

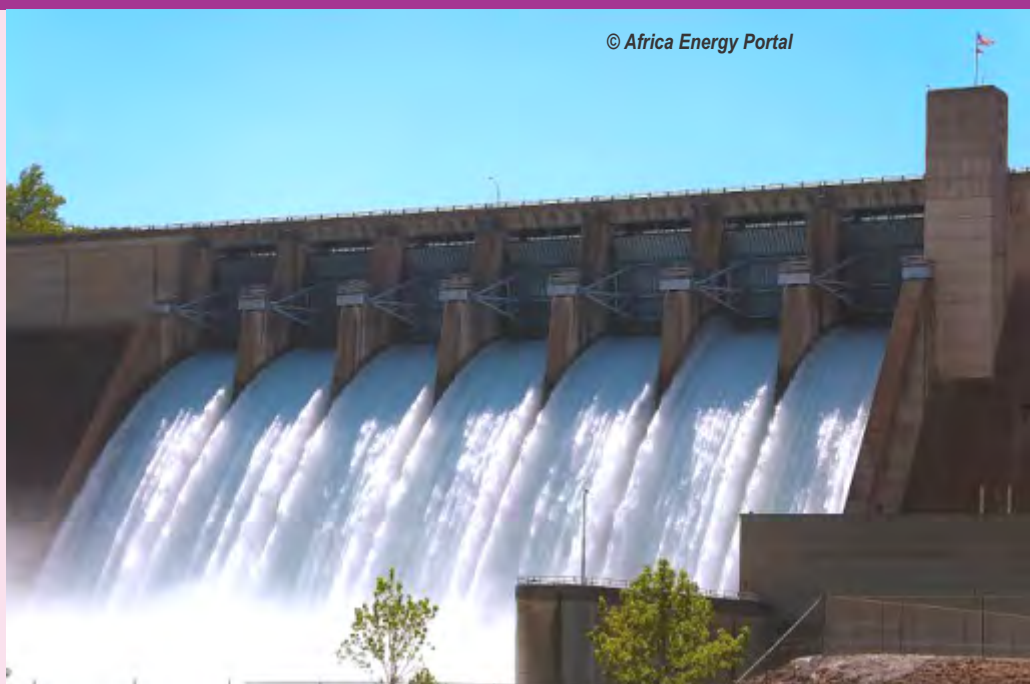
Izuwah said that the attention of ICRC was drawn “to very dangerous fake news circulating about Kainji Dam”.

“As part of the Power Sector reforms, Kainji Hydropower Facilities were concession-ed to Mainstream Energy Solutions.

“Mainstream's responsibility includes safe custody of the entire dam structure and appurtenances.

“The ICRC, being the statutory agency responsible for pre and post contract regulation of Public-Private Partnerships (PPPs) and concessions, has continued regular technical and other compliance monitoring of the Kainji Concession.

“The ICRC wants to confirm that the integrity of Kainji Dam is intact and the facility is operating flawlessly and injecting lowest-



© Africa Energy Portal

cost power to the national grid,” he said.

Izuwah said ICRC conducted a compliance monitoring visit before the COVID-19 pandemic on the dam and all aspects were inspected and tested.

“We thoroughly inspected the Dam Crest, Reservoir, Embankment Rip Rap, Dam Toe, Toe Drain, Piezometers, Spillway, Stilling Basin, Power House, etc.

“Furthermore Kainji has one of the most sophisticated real-time inflow prediction and reservoir basin management systems.

“This computer-based system, with feeder monitors on the upstream and downstream stretches, is designed to ensure world-class hydraulics flow management for dam, upstream and downstream safety management.”

<https://www.pmnnewsigeria.com/2020/09/15/kainji-dam-burst-nigerias-hydroelectricity-power-station-managers-speak/>

The Director-general further explained what an embankment collapse of the dam meant and its implications for the nation. “Kainji Dam impounds over 16 billion liters of water. Embankment collapse means the dam structure is breached leading to loss of containment of the impounded water.

“Embankment collapse will result in what is called a dam break wave.

“Most empirical hydraulic models will show that everything probably some decent distance on both banks of the Niger from

“A dam break wave is very similar to a Tsunami wave but is not of seismic origin.”

kanji dam location to the sea will be washed away.

“A dam break wave is very similar to a Tsunami wave but is not of seismic origin.”

He added that an embankment collapse of the dam would “probably be the biggest disaster to hit Nigeria”.

Izuwah further assured Nigerians that Kainji was safe and advised them to ignore the fake news on the dam.

“We advised all Nigerians to please kindly check the status of our PPP and concession projects on the ICRC disclosure portal or directly with the Commission.”



The Federal Ministry of Water Resources, Nigeria, also debunked the report of the Kainji dam explosion.

“The general public, especially the print and electronic media, should disregard the online Fake News claiming that there was an explosion in Kanji Dam. we can authoritatively confirm that Kainji Dam is safe, no explosion whatsoever in the Dam,” the statement reads.

WORKSHOPS TRAININGS SUMMITS CONFERENCES SYMPOSIUMS



Courtesy visit of Indonesian Amb. Usra Hendra Harahap to ICRC Headquarters in Abuja on 2nd July 2020



ICRC pays courtesy visit to the Federal Road Safety Corps in their headquarters in Abuja on 14th August 2020

Obituary



Inallilahi wa ina Llilahi rajiuna

With a heavy heart but total submission to the will of Allah, the Management and Staff of the Infrastructure Concession Regulatory Commission (ICRC) wishes to announce the death of a dear colleague,
High Chief Busari Olusa
who passed on after a brief illness
on Monday, 6th July 2020.

Until his death, High Chief Olusa was a Deputy Director in the Commission.

He has since been buried in Akoko North West of Ondo State according to Islamic rites.

We pray that Allah grants him Aljannah firdaus.

Signed,
Engr. Chidi Izuwah
DG/CEO, ICRC

**High Chief
Busari Olusa**

22nd November 1965 – 6th July 2020





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Health & Wellbeing

Dealing with Depression during Coronavirus Lockdown



In the midst of the global COVID-19 pandemic, it's easy to feel overwhelmed by hopelessness and despair. But these tips can help improve your mood and ease depression.

Understanding depression

If isolation, anxiety, economic uncertainty, and the daily onslaught of bad news generated by the coronavirus pandemic are taking a heavy toll on your mood, you're not alone. In the U.S., nearly half the respondents to a recent Kaiser Family Foundation poll felt the pandemic was harming their mental health—and that picture is repeated around the world. The stress of social isolation, the worry about jobs, money, and health, and the profound feelings of loss that many of us are experiencing at the moment can trigger depression for the first time or exacerbate symptoms if you've already been diagnosed.

When you're suffering from depression, life can seem overwhelmingly bleak and

hopeless. It can interfere with your ability to think straight, drain your energy, and make it difficult to get through the day. Even as some countries and regions begin to ease stay-at-home restrictions, it seems unlikely that life will fully return to normal any time soon. But no matter what constraints you're living under at the moment, these strategies can help you counteract loneliness, ease negative thoughts, improve your mood, and cope with symptoms of depression.

How COVID-19 affects depression

This is a distressing, uncertain time. Even as some places start to open up again after months of lockdown, the end may still seem a long way off. You may have lost your job, be struggling financially, and worried about if and when the economy will pick up. You could be grieving the loss of loved ones or the life you knew before the pandemic, or feeling frustrated and cut off by continued social distancing. Living in the age of coronavirus can have a profound effect on your mood.

Isolation and loneliness fuels depression.

Human beings are social creatures. Being cut off from the love, support, and close contact of family and friends can trigger depression or make existing symptoms worse. Months of social distancing and sheltering at home can leave you feeling isolated and lonely, having to face your problems alone.

A troubled relationship may be even worse than loneliness.

While strong and supportive relationships are crucial for your mental wellbeing, being forced to spend months quarantined in a troubled, unhappy, or abusive relationship can be even more damaging to your mood than being alone.

Anxiety can lead to depression. All the fear and uncertainty surrounding COVID-19 means it's natural to worry. When your worries spiral out of control, though, they can cause panic and anxiety. Since anxiety and depression are believed to stem from the same biological vulnerability, one can often lead to the other.

Stress levels are soaring.

Experiencing a major change in your life, such as the death of a loved one, the loss of a job, being diagnosed with a serious illness, or financial or relationship difficulties, can bring overwhelming levels of stress. As a result of this pandemic, you may be experiencing several of these major stressors at once, making you more vulnerable to depression.

We're turning to

unhealthy ways of coping. The boredom, loneliness and stress of being in lockdown, struggling financially, or having to juggle a job and home school your kids, can prompt unhealthy ways of coping. Maybe you're drinking too much, abusing drugs, or overeating junk food in an attempt to self-medicate your mood and deal with stress. While these methods may provide a brief respite, in the long-run they'll make your depression symptoms much worse. Instead,

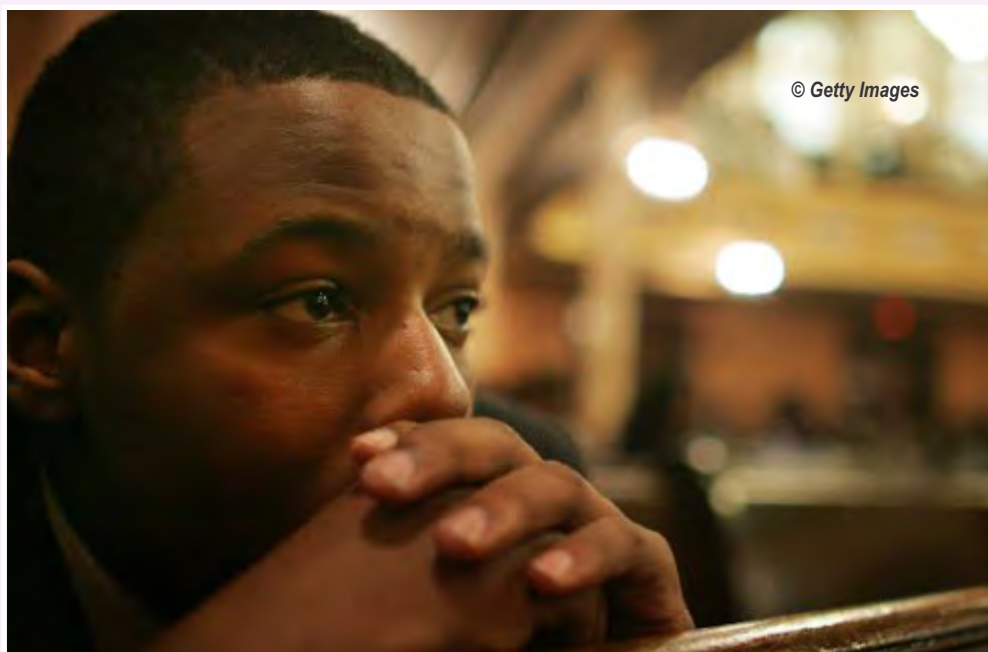
you can use the following healthy strategies to boost your mood and ease your depression.

Change your focus

There's no easy fix for recovering from depression, and finding the energy and motivation to take the first step can be tough. But you have more control over your mood than you may realize.

It's true that these are painful and worrying times, and few people have much to be cheerful about at the moment. But at the same time, depression can make things seem even worse than they really are. When you're depressed, everything is filtered through a lens of negativity. By simply recognizing that, you can start to change your focus and take the first step to feeling more optimistic.

Distract yourself. When you're depressed, out of work, and isolated from your social network,



the negative thoughts running over and over in your head can seem never ending. But you can break the cycle by focusing on something that adds meaning and purpose to your life. Perhaps there's something you've always wanted to learn, like a new language or a musical instrument? Or perhaps you've always wanted to write a novel, take up cooking, or grow your own vegetables? Focusing on a project or goal, even a small one, can give you a welcome break from negative thoughts and

worries—and add a sense of meaning to your days.

Find simple sources of joy. While you can't force yourself to have fun, you can push yourself to do things that will boost your mood throughout day. Try listening to uplifting music (even getting up and dancing around if you can) or finding a reason to laugh by watching funny videos on YouTube or episodes of your favorite sitcom. Spending time in nature—whether it's walking in the park, paddling on the beach, or going for a hike—can ease stress and put a smile on your face, even if you're alone. Or try playing with your kids or a pet—they'll benefit as much as you will.

Limit your consumption of news. Yes, you want to stay informed, but overconsuming sensationalistic news or unreliable social media coverage will only fuel your negativity and fear. Limit how often you check news or social media and confine yourself to reputable sources.

Maintain a routine. Sleeping too much or too little, skipping meals or exercise, and neglecting your personal care only feeds into your depression. Establishing and maintaining a daily routine, on the other hand, adds structure to your day, even if you're alone and out of work. Try to include set times for exercising, spending time outside, and communicating with friends each day.

Express gratitude. When you're depressed, especially at this awful time, it can seem that everything in life is bleak and hopeless. But even in the darkest days, it's usually possible to find one thing you can be grateful

about—the beauty of a sunset or a phone call from a friend, for example. It sounds cheesy but acknowledging your gratitude can provide a respite from negative thinking and really boost your mood.

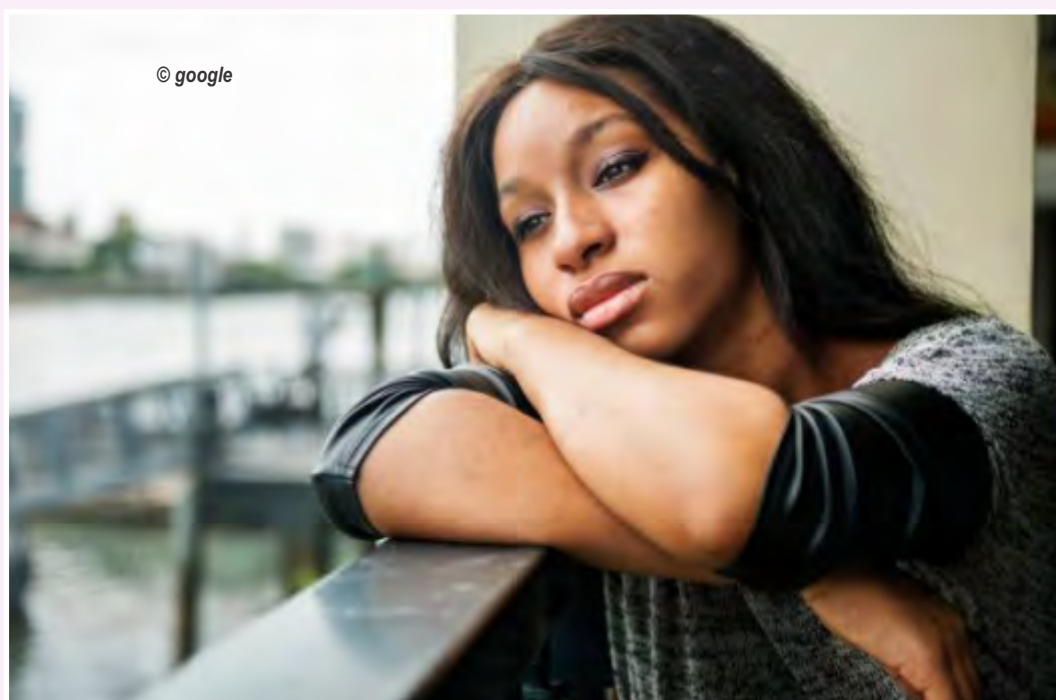
Find new ways to engage with others.

Meeting friends and family in person is still difficult for many of us at the moment, but that doesn't mean you have to resign yourself to feeling isolated and alone. While nothing beats the mood-boosting power of face-to-face contact, chatting over a video link, on the phone, or via text can still help you feel more connected. Reach out to close friends and family, take this opportunity to look up old friends, or schedule online get-togethers with groups of people. Even if your depression symptoms make you want to retreat into your shell, it's vital you regularly stay in contact with people.

How to really connect with others

Whether you're talking with a friend or loved one at a social distance, via video, or on the phone, it's important to strive for more than just a surface connection. The deeper the connection you establish, the more you'll both benefit.

Move beyond small talk. To really establish a connection that will ease your loneliness and



© google

depression, you need to take a risk and open up. Sticking to small talk and limiting yourself to a surface connection with others can actually make you feel even lonelier.

Share about yourself. Open up about what you're going through, the feelings you're experiencing. It won't make you a burden to the other person. Rather, your friend or loved one will most likely be flattered that you trust them enough to confide in them, and it will



only deepen the bond between you.

Nothing needs to get “fixed”. Depression relief comes from making a connection and being heard by someone. The person you talk to doesn't need to come up with solutions, they just listen to you without judging or criticizing. And the same is true when you're listening to them.

Adopt healthy daily habits

Your daily habits can play a big role in helping you to overcome depression. During this health crisis, it's tempting to slip into bad habits, especially if you're stuck at home and not able to work. You may sleep irregular hours, overeat to relieve the stress and boredom, or drink too much to fill the lonely evenings. But by adopting a healthier daily routine, you can bolster your mood, feel more energized, and relieve symptoms of depression.

More Tips...

- Get moving
- Practice relaxation techniques.
- Eat a mood-boosting diet.
- Sleep well.
- Use reminders to keep yourself on track.

References

<https://www.helpguide.org/articles/depression/dealing-with-depression-during-coronavirus.htm>

On a Lighter Note



An old man decided his old wife was getting hard of hearing. So he called her doctor to make an appointment to have her hearing checked.

The Doctor said he could see her in two weeks, and meanwhile there's a simple, informal test the husband could do to give the doctor some idea of the dimensions of the problem. "Here's what you do. Start about 40 feet away from her, and speak in a normal conversational tone and see if she hears you. If not, go to 30 feet, then 20 feet, and so on until you get a response."



So that evening she's in the kitchen cooking dinner, and he's in the living room, and he says to himself, "I'm about 40 feet away, let's see what happens."

"Honey, what's for supper?" No response.

So he moves to the other end of the room, about 30 feet away.

"Honey, what's for supper?" No response.

So he moves into the dining room, about 20 feet away.

"Honey, what's for supper?" No response.

On to the kitchen door, only 10 feet away.

"Honey, what's for supper?" No response.

So he walks right up behind her.

"Honey, what's for supper?"

"For the FIFTH time, CHICKEN!!!"

About the Publication

ICRC-Bulletin is a quarterly newsletter of the Infrastructure Concession Regulatory Commission under the Presidency of the Federal Republic of Nigeria. This newsletter is a useful tool for communication and is part of the Commission's thrust to engage staff and stakeholders by providing timely, accurate and knowledgeable information on its activities.

We value your views, contributions and opinion. For enquiries, comments and suggestions on this issue, you may email us at **info@icrc.gov.ng**

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Mr. Patrick Ederaro



Strategic Objective



THE PRESIDENCY

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

INFRASTRUCTURE CONCESSION
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