

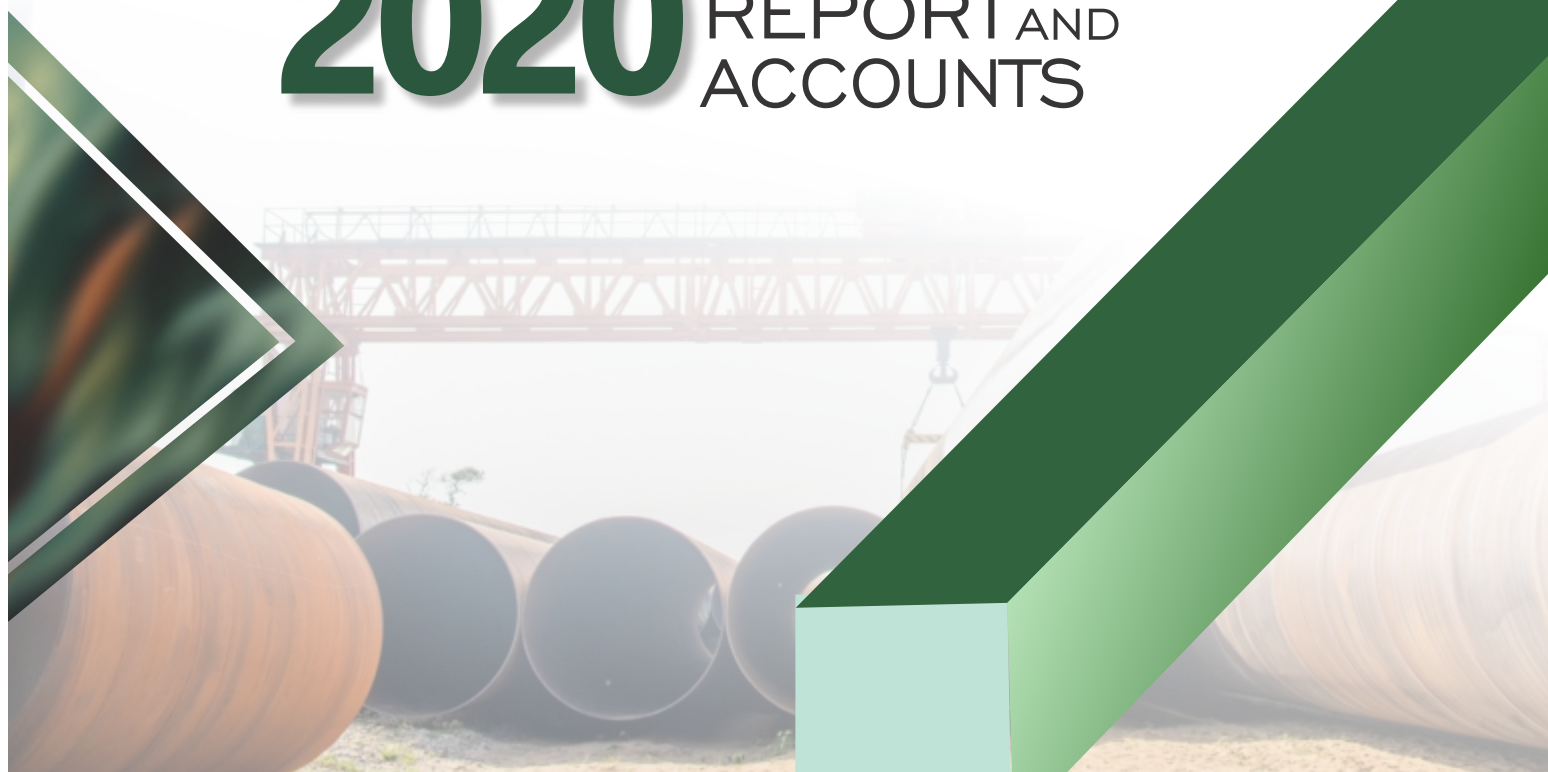


THE PRESIDENCY

# INFRASTRUCTURE CONCESSION REGULATORY COMMISSION

# 2020

## ANNUAL REPORT AND ACCOUNTS





THE PRESIDENCY

A REPORT  
ON THE ACTIVITIES OF THE  
INFRASTRUCTURE CONCESSION  
REGULATORY COMMISSION  
AND  
THE AUDITED ACCOUNTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2020

Infrastructure Concession Regulatory Commission  
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## ICRC ESTABLISHMENT ACT 2005

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.

Since inauguration, the Commission has been providing MDAs with the necessary guidance to successfully execute infrastructure projects through the PPP arrangement.

## 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).

## ICRC MANDATE

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.

## EXECUTIVE MANAGEMENT TEAM

- ▶ Engr. Chidi K. C. Izuwah - Director General/CEO
- ▶ Mr. J.A. Michael Ohiani - Director, PPP Resource Department
- ▶ Mr. Mohammed A. Bamalli - Director, Change Management Department
- ▶ Mr. Emmanuel Onwodi - Director, Transport 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

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- ▶ Dr. Evelyn Alaye-Ogan - Director, Support Services Dept
- ▶ Mr. Odili Onu - Director, Revenue Investment & Project Finance Dept
- ▶ Dr. Felix Ogbera - Deputy Director/Revenue Investment & Project Finance Dept
- ▶ Mr. Ahmed Abdulrazaq - Deputy Director/Head, Monitoring & Compliance CCD
- ▶ Mr. Olusa Busari (Deceased) - Deputy Director, Revenue Investment & Project Finance Dept
- ▶ Mr. Shehu S. Danmusa - Deputy Director, P3RD
- ▶ Mrs. Deborah Okafor - Asst Director/Head, Planning & Research
- ▶ Mr. Olusola Ogunsola - Assistant Director/Head, Health & Social Infrastructure P3RD
- ▶ Dr. Amanze Okere - Asst Director/Head, NII3P & Special Projects P3RD
- ▶ Mrs. Halima Tukur-Modibbo - Asst Director, Change Management Dept
- ▶ Engr. Muktar Usman - Asst Director/Head, Procurement, DG's Office
- ▶ Mr. Adamu Umar - Asst Director/Head, Rail/Roads/Bridges - TID
- ▶ Mr. Akwu Okolo - Asst Director/Head, Energy and Urban Infrastructure, P3RD
- ▶ Mr. Yusuf Haruna - Asst Director, Head, Marine & Aviation - TID
- ▶ Mr. Aminu Salihi - Asst Director, Health & Social Infrastructure P3RD
- ▶ Mr. Ahmed Bello Dogondaji - Asst Director/Head, Human Resources & Administration, SSD
- ▶ Mrs. Linda Amego - Asst Director/Head, Legal & Governance, DG's Office
- ▶ Mr. Bello Akilu - Chief Accounts Officer/Head Finance & Accounts SSD
- ▶ Mrs. Manji Yarling - Chief Admin Officer/Ag. Head, Media & Publicity, DG's Office
- ▶ Mr Adeola Omilade - Asst Chief Admin Officer/Ag Head, ICT, SSD



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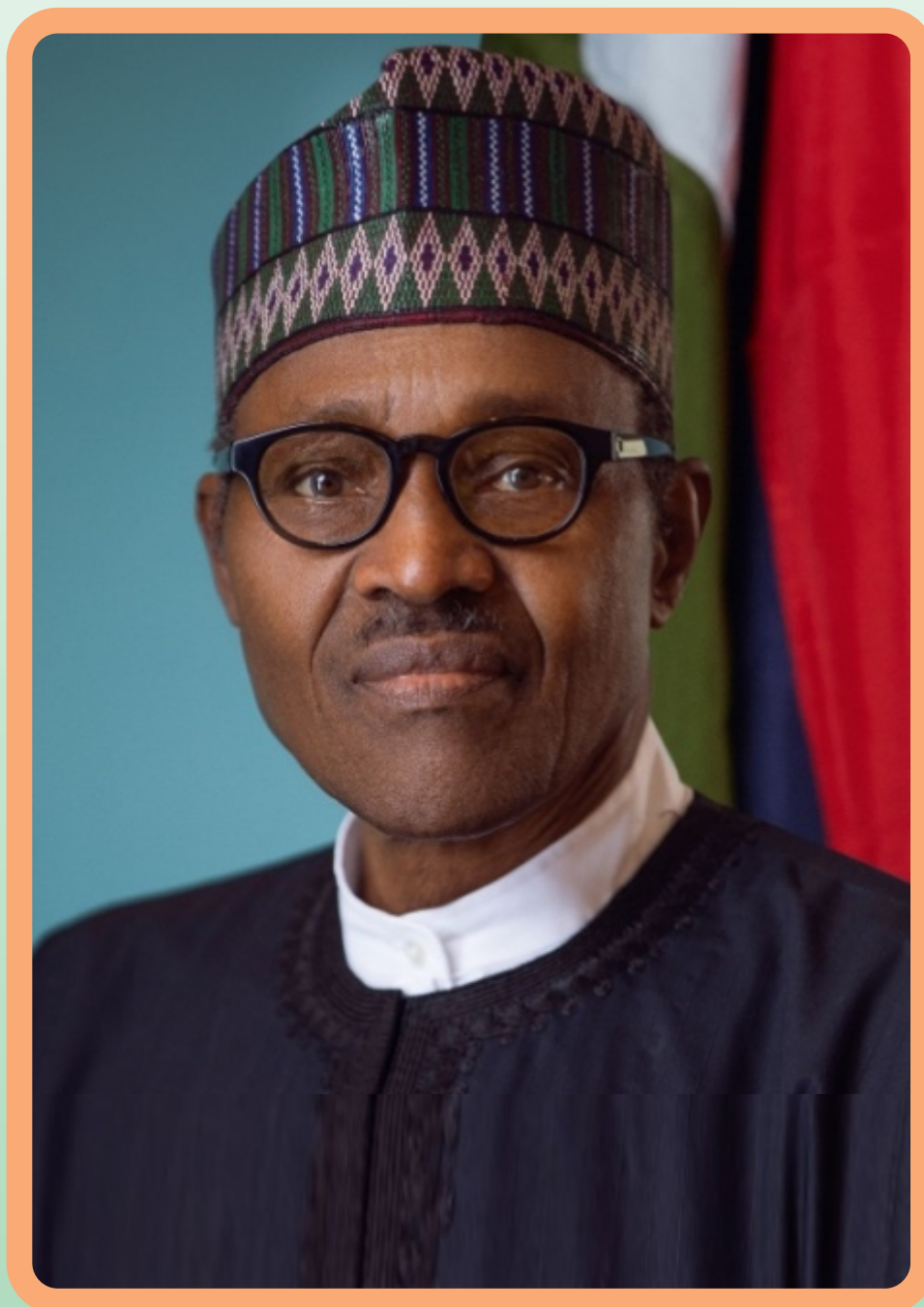
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## GLOSSARY OF TERMS

AfDB	African Development Bank
AGF	Accountant 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 and Transfer
DFIs	Development Finance Institutions
DG	Director-General
DMO	Debt Management Office
ED	Executive Director
EoI	Expression of Interest
EMC	Executive Management Committee
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
FMANR	Federal Ministry of Agriculture and Natural Resources
FMA	Federal Ministry of Aviation
FMoD	Federal Ministry of Defense
FMoEYD	Federal Ministry of Education and Youth Development
FMoEnv	Federal Ministry of Environment
FMFBNP	Federal Ministry of Finance, Budget and National Planning
FMoIC	Federal Ministry of Information and Communications
FMoI	Federal Ministry of Interior
FMoJ	Federal Ministry of Justice
FMoWH	Federal Ministry of Works and Housing
FMWR	Federal Ministry of Water Resources
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
FOI	Freedom of Information
GAT	General Aviation Terminal
GMT	General Management Team
HDMI	Highway Development and Management Initiative
ICD	Inland Container Depot
ICPC	Independent Corrupt Practices and Other Related Offences Commission
ICRC/Commission	Infrastructure Concession Regulatory Commission
ICT	Information and Communications Technology
IMF	International Monetary Fund
LBS	Lagos Business School

## GLOSSARY OF TERMS

LCC	Lekki Concession Company
LITFC	Lagos International Trade Fair Complex
MDAs	Ministries, Departments and Agencies
MMA	Murtala Mohammed Airport
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
3PUCF	PPP Units Consultative Forum
PPDC	Public and Private Development Centre
P3RD	Public Private Partnership Resource Department
RBDA	River Basin Development Authority
RfP	Request for Proposal
ROT	Rehabilitate, Operate and Transfer
RIPFD	Revenue Investment and Project Finance Department
SCA	Special Concession Account
SGF	Secretary to the Government of the Federation
SGRD	Strategic Grain Reserve Department
TBS	Tafawa Balewa Square
TCN	Transmission Company of Nigeria
TSGP	Trans-Saharan Gas Pipeline
TID	Transport Infrastructure Department
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. J. A. Michael OHIANI**  
*Director, PPP Resource Department*



**Mr. Mohammed A. BAMALLI**  
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**Mr. Odili ONU**  
*Director, Revenue Investment & Project Finance Department*

## DIRECTOR-GENERAL'S STATEMENT



### The PPP Programme – Journey So Far

**T**he PPP Programme of the Federal Government of Nigeria has come a long way with the passage of the ICRC Establishment Act in 2005 and the inception of the Commission in 2009. The Commission has emerged into an important policy reform in facilitating and regulating the implementation of public-private partnership investments. Within the period, a strong foundation for PPP has been established, the regulatory framework is in place, capacity building programmes for the relevant government agencies have been consistently undertaken, and a large multi-billion-dollar pipeline of projects have been prepared and are being diligently executed. The present administration has identified PPP as a mechanism that will play a significant role in achieving the targets of its National Development Rolling Plan 2021-50 as encapsulated in the National Integrated Infrastructure Master Plan (NIIMP). ICRC is in the Committee formulating the Plan which is targeting about 48 percent private investment on infrastructure development.

### COVID-19 Pandemic and Infrastructural Challenge

In the reporting period, Nigeria, like every other nation, was suddenly confronted with the COVID-19 pandemic towards the end of the first quarter, which caused immense disruption and uncertainties with the attendant economic consequences, owing to the lock-down imposed nationwide as part of the measures to curtail the spread. Being that the pandemic is not only claiming human lives but also having severe negative impact on the global economy, the present administration, under the able leadership of His Excellency President Muhammadu Buhari GCFR, has since then been taking strategic steps in containing the disease while safeguarding the economy and ensuring it is on an even keel. The ICRC has equally taken necessary measures to keep the office running, while protecting the health and safety of our partners and employees. However, these challenges only reinforced our commitment to work towards achieving our goals.

### PPP towards Accessing Quality Health Care during a Pandemic

Part of the invaluable lesson the pandemic has taught us is the fact that our healthcare delivery system is overdue for overhauling; and the time has come for us to take the proactive measures required to engage critical stakeholders, both on the government and private sides, to kickstart the dialogue towards putting in place adequate and efficient healthcare infrastructure, that will cater for the teeming population residing on both sides of the rural and urban divide. It was therefore not surprising that the Commission's first engagement with stakeholders after the lockdown was a webinar on "PPP in Healthcare and Covid-19 - Experiences from India, Abu Dhabi and the rest of the World", which it hosted in conjunction with CRISIL Infrastructure Advisory (India) on May 15,



2020. The objective of the webinar was to highlight experiences from countries such as India, Germany, UAE and other parts of the world in their implementation of healthcare PPP projects. ICRC also envisioned to initiate dialogue for policy formulation and investment in the sector through this webinar. The event, which had about 96 participants representing various organizations across Africa, Asia, North America, Europe and Australia - thus ensuring global participation - touched on issues pertaining to healthcare and the PPP model, role of government in providing successful healthcare projects, and framework for monitoring revenue generation, among others. Prior to all these, ICRC has been advocating the urgent need to address the gaps in the sector and has initiated a PPP proposal for the establishment of mobile health clinics, which it is working with the Health Ministry to actualize.

### **Progress of PPP Projects in the Pipeline**

During the review year, a total of 158 projects from different sectors was incorporated in the PPP Project Pipeline which went through various stages of development and procurement and implementation. The Federal Executive Council (FEC) gave approvals for some vital projects, which were earlier granted the Full Business Case Compliance Certificates by the Commission, to pave way for eventual contract signing and commercial close. These projects included Development of the Bonny Deep Seaport in Rivers State, Development of Ibom Deep Sea Port in Akwa Ibom State, Automated Ticketing Portal for the Nigerian Railway Corporation, Upgrading, Expansion and Operation of the Nigerian Correctional Services Shoe/Garment/Leather Factories in Aba-Abia State and Janguza-Kano State, and Renovation of the Students' Hostel, Kaduna Polytechnic.

Outline Business Case Compliance Certificates were granted for some key projects in the transport sector of the economy. Some of these have proceeded to the procurement stage and others

would soon follow. They include: Development of the Truck Transit Parks in Obollo-Afor-Enugu State, Aviele and Benin Bye-Pass-Edo State, Lokoja-Kogi State, Illela-Sokoto State, Concession of the 4 International Airport Terminals in Abuja, Lagos, Kano and Port Harcourt, and the Federal Ministry of Works and Housing Highway Development and Management Initiative (HDMI) for 12 selected routes.

It is imperative to note that despite the COVID-19 challenges experienced in 2020, the Commission partnered with relevant MDAs to visit some selected projects in the first quarter of 2020 before the national lockdown was announced. The projects visited included: the Lekki Deep Water Port – Lagos State, some Port Terminals in Tincan Island Port Complex – Lagos State and Port Terminal A & B in Port Harcourt – Rivers State, Dadin Kowa Hydro Power (39 MW Multi-purpose Dam) in Gombe State, and Garki Hospital Abuja.

### **Administration of the Concession Programme**

One important development which occurred within the review period was the receipt of a circular by the Secretary to the Government of the Federation on the Administration of the Concession Programme of the Federal Government of Nigeria. The Circular, we believe, provides clear distinction between the functions of the Infrastructure Concession Regulatory Commission and the Bureau of Public Enterprises, and has further strengthened and thrown more clarity on the PPP framework in Nigeria. It will also go a long way in addressing the assumed role conflicts between the operations of both organisations in order to boost investors' confidence in the Nigerian economy and the implementation of the National Policy on Public Private Partnership.

### **Capacity Training Remains a Priority**

Stakeholder engagement continued to be a key focus for the Commission as it continuously initiated and executed capacity building

programmes to create awareness and develop the requisite skills necessary to lay a strong and lasting foundation for PPP practice in the country. Smart partnerships with local and international stakeholder partners led to the conduct of knowledge exchange webinars targeting aviation, road, health and energy infrastructure, as well training courses on project screening tools, key clauses for PPP agreement, and PPP port and dry port management. Amid the restrictions, the Commission was able to organize 17 training programmes to capacitate practitioners from ICRC, MDAs, States and private sector.

A Committee was set up to develop the key elements and administrative structure needed to ensure the newly established Nigeria Institute of Infrastructure and PPP (NII3P) mobilized the required competencies and skills necessary to help it function optimally. The Institute is envisaged to serve as a foremost PPP knowledge centre for training and harnessing requisite capacity that will develop bankable/viable PPP projects and ensure its readiness for the market. The Institute undertook several physical and online PPP capacity building programmes in 2020, and has positioned itself for an active 2021 season by mapping out a training schedule, which would provide options on virtual and physical training on Basic, Intermediate and Advanced Courses on PPP. It currently has a collaboration with Malaysia University of Science and Technology to run an MBA programme in PPP that provides participants with globally recognised certification and an optional Certified PPP professional Certificate.

### **Regularisation of Federal PPPs**

Within the review year, we have begun the process to regularise all PPP projects by whatever name called and bring them under the Commission's custody to enable their subjection to its regulatory oversight. An important reason for the

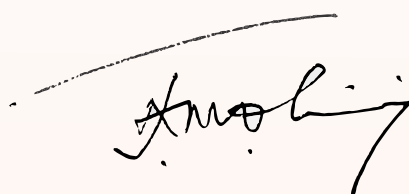
regularisation is to ensure revenues accruing to the government go into a Special Concession Account (SCA) set up for this purpose. The approval for the implementation of the SCA was given through a circular issued by the Honourable Minister of Finance, Budget and National Planning in June 2020. Already, N2.4Billion naira has accrued to the government as the concession fee for the development of the Gurara Dam II Project.

### **Gratitude**

As the global economy weathers the COVID-19 crisis, ICRC will continue to play a vital role both nationally and internationally owing to the firm support of the President and the Vice-President. With this, I would like to express my gratitude to the Secretary to the Government of the Federation Mr. Boss Mustapha for his continued encouragement.

I also wish to thank my colleagues from the government Ministries, Departments and Agencies for their cooperation and extensive support to the success of the PPP over the last few years. Last but not least, I salute the hard work of the ICRC's dedicated employees, which made and continues to make everything possible.

Signed



**J. A. Michael Ohiani**  
*Acting Director-General*



## EXECUTIVE SUMMARY

### Introduction

Perhaps more than any other event, the year 2020 was most impacted by the outbreak of the Coronavirus Disease (COVID-19), with far-reaching health and economic implications across the world. As with most other economies around the world, Nigeria's GDP growth experienced a sharp drop in 2020 due largely to decrease in economic activity after the country's lockdown in April to curb the spread of the virus. Nigeria's economy was equally crippled by external factors as a result of a near-total shutdown of economic activity around the world. The accompanying steep drop in oil prices amid a drop in global demand stripped Nigeria of huge earnings, given its dependence on the commodity as its biggest revenue source, and further weakened the budgetary space to absorb shocks. COVID-19 overwhelmed domestic healthcare infrastructure, upended livelihoods, crippled social conditions, and distorted business activities.

Some policy measures were announced by the Central Bank of Nigeria (CBN) at the 'Banker's Committee Meeting' in Lagos on 20th March 2020, as part of initial efforts to salvage the situation and enable ease of business in Nigeria, despite the pandemic. Key amongst these were the activation of the 1.5 trillion-naira InfraCo Project for building critical infrastructure, the 100 billion-naira intervention in healthcare loans to pharmaceutical companies; and the 1trillion-naira loan to boost local manufacturing and production across critical sectors".

However, reports/data from the National Bureau of Statistics showed that as a result of the COVID-19 pandemic, Nigeria's economy contracted by 6.1% year on year in the second quarter of the year. The dip followed thirteen quarters of positive but low growth rates witnessed from 2017. However,

stability in crude oil price and the gradual opening up of the economy resulted in improved economic activities in the third quarter of 2020.

### Operating Environment in 2020 Fiscal Year

The 2020 Budget was expected to consolidate the fiscal policy of the Federal Government which was to strengthen the macroeconomic environment, improve investment in critical infrastructure and human capital development, incentivize private sector participation and increase social investment programmes. Thus, the Economic Recovery and Growth Plan (ERGP) remained the foundation on which Nigeria's actions towards building a globally competitive economy was rested, and formed the basis of the medium-term fiscal strategy for 2020 to 2022 upon which the Budget was prepared.

Invariably, the Commission took a cue from this strategic direction and shaped its 2020 goals and objectives/strategies to support those key priorities of government, especially in the area of ramping up investment in critical infrastructure and ensuring the government created an enabling environment for private sector participation.

### Key Projections for the Year 2020

- 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 scale through the procurement phase, towards effective implementation.
- Begin an advocacy/enlightenment campaign on the value proposition of the activated Special Concession Account which is to ensure PPP monies due to government are properly accounted for. Also begin shoring up the account by ensuring fees from concluded PPP contracts are duly paid into the account.

- Continue building the broad stakeholder groups and network needed to intensify advocacy on strengthening the framework for a successful PPP programme in Nigeria.
- 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;
- Continue to support States to develop the framework for implementation of viable PPP projects. The ICRC will collaborate with the Nigerian Governor's Forum (NGF) under the Nigerian PPP Network platform to successfully drive this process.
- Leverage on already developed capacity building programmes to enhance skills of staff, MDAs and other practitioners. The newly established PPP Academy - Nigeria Institute of Infrastructure and Public Private Partnership (NII3P) – will be utilized to mobilize the required competencies and skills in this case. Also engagements with development agencies and other PPP institutions for needed technical assistance and funding would be paramount.
- 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 problem areas in the bud; strategic engagements with concerned stakeholders to defuse areas of possible strife in the partnership; and resolution of existing issues in an impartial and transparent manner.

The momentum with which ICRC began activities in the first quarter of 2020 reduced drastically at the onset of the COVID-19 pandemic which occasioned a period of total lockdown in the months of March and April, leading to the cessation of economic activities. Undaunted, the Commission refocused its strategy to align with the protocols introduced by government for gradual restoration of socio-economic activities. The mid-second quarter witnessed spirited efforts by the Commission to sustain engagement of its critical stakeholders and advance new PPP procurement options as the pandemic continued to pose enormous challenge in the delivery of critical infrastructure.

Notwithstanding the restriction of physical engagements throughout the review period, the Commission entered into collaboration with prominent local and international stakeholder agencies occupying the infrastructure PPP space to conduct webinars on how the nation can overcome problems that have clearly manifested in the health, road, education, IT, energy and agricultural sectors of the economy. In this regard, it collaborated with Ministries, Departments and Agencies (MDAs) of the Federal Government, sub-nationals, regional and international organizations to address policy gaps in the PPP programme, as well as stimulate deeper knowledge and awareness of its value proposition, in order to increase its acceptance and fast-track implementation. The Commission equally lent its technical expertise to the MDAs to help them structure and complete those PPP transactions earmarked as priority in the 2020 work plan.

## HIGHLIGHTS OF ACCOMPLISHMENTS

**Issued 26 Outline Business Case and 9 Full Business Case certificates.**



**Signing of PPP agreement and commercial close of Nigeria Railway Corporation Electronic/Ticketing Portal.**



**FEC approval of FBC for Bonny Deep Seaport.**



**FEC approval of FBC for Ibom Deep Seaport.**



**Commercial close of the NCS Shoe/Garment factory in Aba, and Leather Factory in Janguzza, Kano.**



**N2.4 billion (Gurara Water Project PPP Contract) generated from the Special Concession Account activated in 2020.**







## 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, to pave way for eventual contract signing and commercial closure, after negotiation. These projects include:

- Development of the Bonny Deep Water Port in Rivers State
- Development of Ibom Deep Sea Port in Akwa Ibom State
- Development of the Railway Industrial Park in Ubima-Rivers State
- Automated Ticketing Portal for the Nigerian Railway Corporation
- Upgrading, Expansion and Operation of the Nigerian Correctional Services Shoe /Garment/Leather Factories in Aba-Abia State and Janguza-Kano State
- Renovation of Students' Hostel, Kaduna Polytechnic
- Solar Power Off-Grid Rural Electrification
- Deployment of Specialised Services Automation Project of the Nigeria Police Force.

Feasibility studies were concluded for some key projects in the transport sector of the economy with the granting of the OBC Certificates by the Commission. Some of these projects have proceeded to the procurement stage and others are being prepared to start the process. They include:

- Development of the Truck Transit Parks in Obollo-Afor-Enugu State, Aviele and Benin Bye-Pass-Edo State, Lokoja-Kogi State, Illela-Sokoto State

- Concession of the 4 International Airport Terminals located in Abuja, Lagos, Kano and Port Harcourt
- The Federal Ministry of Works and Housing Highway Development and Management Initiative (HDMI) for 12 selected routes
- Re-development and Operations of the NIWA Passenger Berthing Facility Marina-Lagos State (a joint project of the Federal Ministry of Transportation and the National Inland Waterways Authority)

An integral part of the Commission's function is to conduct 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. The COVID-19 pandemic restricted this activity to a great extent; nevertheless, it is imperative to note that despite the challenges experienced in 2020, the Commission partnered with relevant MDAs to visit some selected projects in the first quarter of 2020 before the national lockdown was announced. Few other projects were visited in the later part of the year. These included: the Lekki Deep Water Port – Lagos State, Selected Port Terminals in Tinian Island Port Complex – Lagos State, Port Harcourt Port Terminal A & B – Rivers State, Dadin Kowa Hydro 39 MW Multi-purpose Dam – Gombe State, Garki Hospital Concession project – Abuja FCT; DICON SUR Military and Para-Military Clothing Factory – Kaduna.



*Ibom Deep Seaport Visit on January 30, 2020*





*Naval Dockyard Defence Jetty Visit in VI Lagos February 05, 2020*



*Visit to Warehouse in a Box Project in Oshodi Lagos on February 06, 2020*



*Visit to Onne Port, Rivers State from February 27-28, 2020*



The 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 to the visits, periodic project updates were sought from project managers through online meetings and telephone calls, and enquiries were made on peculiar situations that arose.

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 2020, the Commission had 158 projects in its pipeline for which it provided pre-contract regulatory oversight and 73 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. Also, development of a clear understanding of PPPs, its delivery structure, the processes and procedures, amongst all parties in a PPP arrangement are critical to ensure the successful and timely delivery of projects. This invariably required the Commission to continuously initiate and execute capacity building programmes to create awareness and develop the requisite skills necessary to lay a strong and lasting foundation for PPP practice in the country. Smart partnerships with local and international stakeholder partners led to the conduct of knowledge exchange webinars targeting aviation, road, health and energy infrastructure, as well as courses on project screening tools, key clauses for PPP agreement, and PPP port and dry port management.

Over the 2020 period, amid the COVID-19 restrictions, the Commission was able to organize 18 training programmes to capacitate practitioners from ICRC, MDAs, States and private sector. The newly established PPP Academy - Nigeria Institute of Infrastructure and PPP (NII3P) – was utilized to mobilize the required competencies and skills in this case.

### **Governance and Management**

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:

i. Creation of a Special Concession Account

- ii. Revenue Generation/ICRC Regulatory Fees from Concession Agreements
- iii. Review of ICRC Processes towards efficient Projects Delivery
- iv. Capacity Building for Ministries, Departments and Agencies
- v. Strategic Direction for the Commission /Restructuring
- vi. Regulatory Notice to MDAs and other Stakeholders
- vii. Review of Concession Agreements and ICRC Governance Documents

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

### **Policy Guidelines/Circulars and Strategic Initiatives**

The following guidelines were reviewed to achieve the application of best practice principles.

- The PPP Primer
- Privately Initiated Project Proposals (Unsolicited Proposals)
- PPP Manual
- PPP Procurement and Transaction Advisors Guide
- PPP Draft Standard Clauses
- The National Policy on PPP
- General Conditions of Agreement
- ICRC Regulations
- Sector Specific and Project Specific Conditions
- PPP Rights Agreement

During the review year, the OSGF issued a Circular on the administration of the concession programme. The circular provides clear direction on the functions of both organisations and is intended to address the role conflicts between the operations of ICRC and BPE, in order to boost investors' confidence in the Nigerian economy and implementation of the National Policy on Public Private Partnership.

### **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 effort to strengthen the institutional and regulatory framework for the PPP programme in Nigeria. These include but are not limited to the following:

- Made submissions to the Nigeria Customs Services/House of Representative Joint Committee on Finance, Customs & Public Petition on the Suspension of Proposed Concession of the Customs Modernisation Project in January
- Entertained request from Federal Ministry of Niger Delta Affairs in January for specialised training of PPP staff in the Ministry
- Engaged with NISA Premier Hospital in January on its request for ICRC's mediation in the Garki Hospital Abuja concession
- Engaged with Nigerian Economic Summit Group (NESG) in January on its Policy notes on the Itakpe Abuja Rail/Warri Seaport concession
- Participated in the Perception Survey on the Presidential Executive Order conducted by the Bureau of Public Service Reforms in January
- Took part in the Public Hearing by the House Committee on Public Accounts in January on the deliberate and reckless refusal by non-treasury funded MDAs to render accounts covering 2014 - 2018 to the Office of the Auditor General of the Federation
- Attended sensitisation workshop held in February on economic viability of Obollo-Afor Truck Transit Park in Enugu State
- Held dialogue with the African Development

Bank Transport Sector Identification Mission in February

- Met with the University of Benin Teaching Hospital, Benin in February on the proposed PPP projects of Federal Ministry of Health
- Attended the contract signing ceremony by the Concessionaire – Mainstream Energy Solutions in February for the rehabilitation of Jebba Unit 2GB - Kainji/Jebba Hydropower Plant
- Participated at the 2020 quarter 1 FSS2020-Pension Sector Forum organized by the Financial System Strategy 2020 in March
- Participated at the Going for Growth 2.0 'Redefining Growth a Follow-on Consultative Roundtable' with Leaders of Government and the Private Sector - Central Bank of Nigeria held in March
- Participated at the 2020 quarterly Insurance Sector Forum organized by the Financial System Strategy 2020 in April
- Nomination into the Membership of the Central Working Group and Technical Working Group for the preparation of Medium-Term National Development Plan and Nigeria Agenda Plan 2050 coordinated by the Federal Ministry of Finance/FMFBNP
- Membership of the Ajaokuta Presidential Project Implementation team - Office of the Secretary to the Government of the Federation - May
- Responded to request for submission of priority projects for the implementation of the 2020 revised capital appropriation - Federal Ministry of Finance in July



*Contract Signing Ceremony for Jebba Hydro Power Project in Abuja on February 19, 2020*



*Contract Signing Ceremony of Gurara 1 30mw Power Project between the Preferred Bidder and Federal Ministry of Water Resources in Abuja on May 12, 2020*

- Presentation of performance report and scorecard to Federal Executive Council - Office of the Secretary to the FGN in July
- 2020 Appropriation (Repeal and Amendment Act) - Federal Ministry of Finance, Budget and National Planning
- Responded to request for certified true copies of records of budgetary allocation, personnel overhead under the Freedom of Information Act in August
- Responded to request for details of procurement plans and capital releases on all projects between 2015 – 2020 under the Freedom of Information Act in August
- Participated as member of the Steering Committee NNPC Downstream Critical Pipelines and Associated Depots/Terminal Infrastructure Rehabilitation – Project of the Federal Ministry of Petroleum in August
- Submitted inputs into the Draft Actuarial Practice Charter of the Financial System Strategy 2020 in September
- Participated in the Perception Survey on the Impact of the Public Procurement Act on Accountability and Transparency of the Bureau of Public Procurement conducted by the Bureau of Public Service Reforms in October
- Engaged with Enugu State Government on capacity building for staff of Enugu State Technical Committee on Privatization and Commercialization in November
- Participated at the High-Level Stakeholders

Retreat on PPP conducted by the Office of the Secretary to the Federation in November

- Reviewed and made inputs into the Report of the Committee for Infrastructure Financing using Pension Funds by the Financial System Strategy 2020 in December
- Participated in the webinar on Administration of the Concession Programme of the Federal Government of Nigeria organized by the Bureau of Public Enterprises in December
- Met with the House Committee on Aviation over the concession of four International Airport Terminals – project of the Federal Ministry of Aviation in December

### **Human Resource/Organisational Development**

In its bid to strengthen its capacities to provide implementing agencies with a more dynamic and effective technical assistance, the ICRC has been constantly investing in its human capital through local and foreign funded trainings and career development for its staff. The COVID 19 presented initial challenges in the Commission's effort to fulfill this aspect of its mandate during the review year. However, a reformulation of its strategy, in view of the new normal the pandemic had presented, led to collaborative efforts with local and international bodies and other competencies which resulted in the organization and successful execution of 23 knowledge webinars and online/onsite training courses for its members. ICRC effectively used the newly established PPP Academy – Nigerian



Institute of Infrastructure and Public Private Partnership (NII3P) - as a veritable platform to achieve its capacity building objectives in this regard.

### Finance and Accounts

During the year ended 31st December 2020, the Commission received a total of N107,020,987.42, representing 61% of the total overhead expenditure budget of N176,088,460. In addition, it received a Capital budget of N90,356,046.44 out of the budgeted N90,356,046.

### Special Concession Account

N2.4 billion that accrued from the Gurara Multipurpose Concession Contract was remitted into the Special Concession Account (SCA). The account, which is domiciled in the Central Bank of Nigeria (CBN), was activated in 2020 through the issuance of a Finance Circular on the SCA by the Honorable Minister of Finance, Budget and National Planning.

### Challenges

- The Commission experienced funding constraints that created some operational challenges and affected actualization of set goals and objectives.
- Lack of dedicated funding to develop, promote and implement PPP projects continued to present setbacks and slow down the development of some projects.
- Strong political will and commitment is needed to strengthen the PPP framework and ensure the process is not undermined or truncated due to adverse interest. In this case, a PPP champion will be of immense help in advancing the programme.
- Capacity gap in the MDAs to structure bankable transactions ready for the PPP market constantly posed a problem. Moreover, trained PPP professionals are continuously reposted to other establishments or assignments during the annual restructuring 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 programme.

- Lack of adequate enforcement powers over PPP contract agreements and disputes. A bill to address identified gaps in the existing law of the Commission is pending before the National Assembly. The proposed amendment seeks to rename the ICRC as PPP Regulatory Commission to accommodate other forms of PPP, and expand its powers to impose appropriate sanctions to ensure compliance with the provisions of the Act and regulations thereof. The urgent passage of the bill would help ICRC to establish its independence, improve its regulatory oversight and exercise adequate control over the process.

### Conclusion

The year 2020 witnessed the determination of ICRC to consolidate on the PPP process and push more projects into the market through increased cooperation with MDAs. Notwithstanding the economic and social disruption brought about by the COVID-19 pandemic, the Commission made significant efforts in pushing more projects through to procurement and implementation phases, leading to the signing of contracts and attainment of commercial close. The engagement of critical stakeholders continued with increased vigour and tempo by the leadership, as the Commission embarked on collaborative webinar sessions with local and international organisations to focus discussions on critical infrastructure sectors – health, roads, power - and how the nation could effectively deploy PPPs in those areas. Also, it embarked on capacity building activities through knowledge sharing sessions on various PPP related topics to increase PPP knowledge and develop core competencies in the country.

## SECTION 2:



## Mandate and 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:**

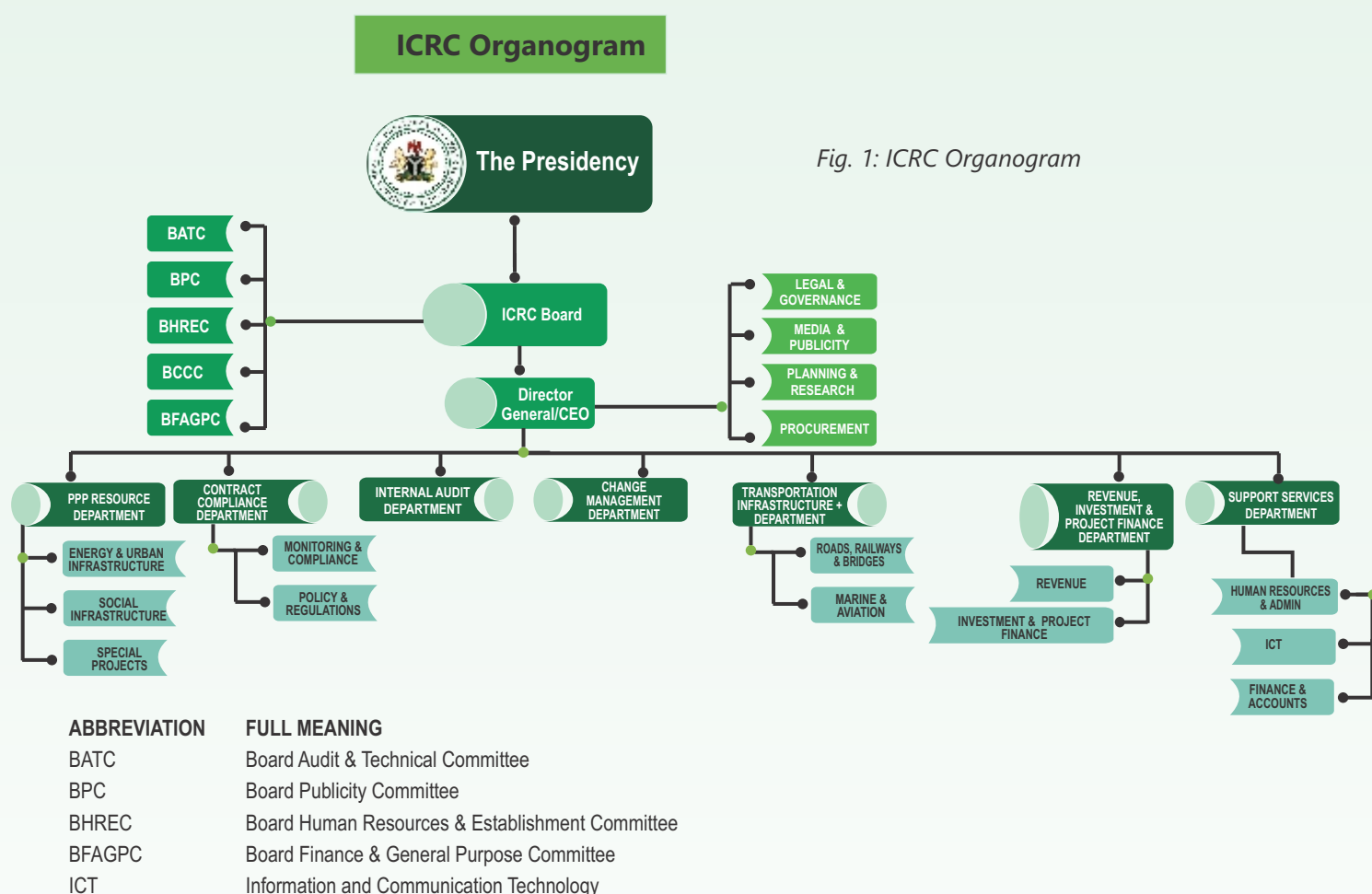
- Promoting, facilitating, supporting, coordinating and implementing a sound PPP Process; while ensuring that the principles of good governance are applied to all of the functions that form part of it;
- Providing transaction support and building capacity in all Federal Government MDAs for project development, 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 and Governance

## 3.1. Structure and Functions



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. The previous Boards constituted the following five committees to aid their functions:

- Contract Compliance Committee (oversees activities of the Contract Compliance Department);

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



**Table 1: Governing Board Structure:**

		STATUS
•	Chairman	Chairman
•	Secretary to the Government of the Federation (SGF)	Ex-Officio Member
•	Attorney General to the Federation (AGF)	"
•	Honourable 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

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.

### 3.2. Executive Management

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

- PPP Resource Department
- Transport 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. In 2020, the Commission focused on restructuring its internal operations, activities and programmes to ensure that it continues to deliver on its mandate effectively and efficiently,

notwithstanding the global pandemic. In the course of the year, the Executive Management had to review the Commission's processes in line with the COVID-19 protocols instituted by government for a seamless operation, while ensuring it continued to discharge its responsibilities to enthrone a functional and robust PPP programme in Nigeria.

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
- Administrative structuring of the ICRC Academy and Project Finance Office
- Review of Concession Agreements and ICRC Governance documents
- The operationalization of the Special Concession Account arising from the circular by the Honourable Minister of Finance, Budget and National Planning authorizing all monies accruing from PPP Agreements to be paid into the account.
- Regulatory Notice to MDAs and other Stakeholders

### 3.3. General Management

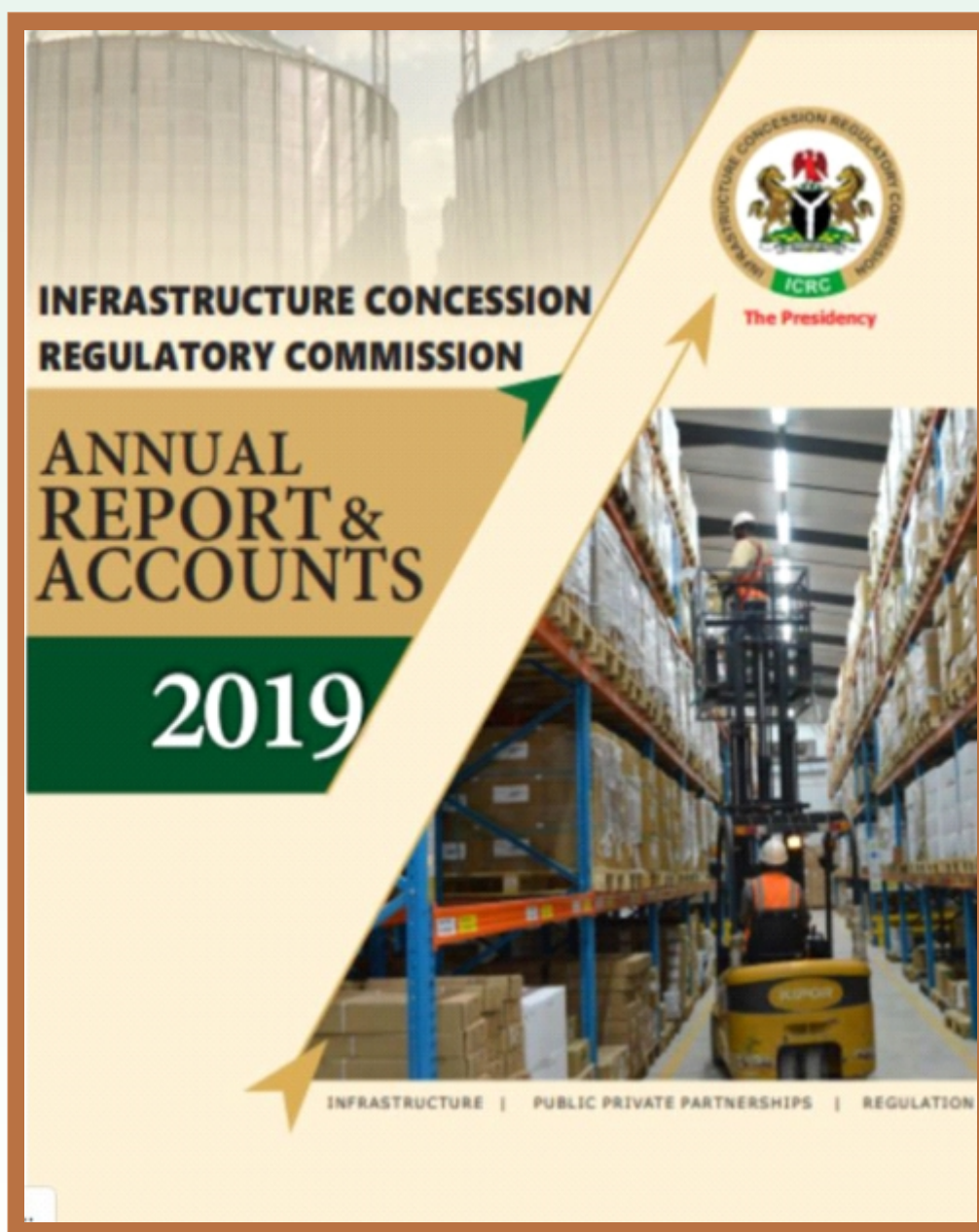
The General Management Team comprises all Heads of Departments and Units. In addition to the Directors, Heads of Planning & Research, Media & Publicity, Information & Communication Technology, Procurement and Human Resource & Administration are members. Other members are Heads of Monitoring & Compliance, Policy & Regulations, Legal & Governance, Finance & Accounts, Special Projects, Transport, Energy & Urban Infrastructure, and Social Infrastructure.

The General Management Team, during the review year, met to deliberate on the Commission's internal processes. Some of the key issues discussed were the 2020 Work Plan, active PPP projects in the pipeline and how to fast-track them, stakeholders' engagement plans/events, project monitoring visits/activities and operationalization of the

activated Special Concession Account for revenue generated from PPP contracts.

### 3.4. Transmission of 2019 Annual Report & Audited Accounts

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



## SECTION 4:



## Key Activities In 2020

Some of the Commission's key activities during the period included providing pre- and post-contract regulatory guidance to MDAs, institutional /capacity building, and 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

collaborative efforts by both ICRC's internal and external stakeholders to ensure the PPP programme in Nigeria advanced rapidly through leveraging private capital and expertise to implement critical brownfield/greenfield projects towards closing the infrastructure deficit. At the close of the year, ICRC had one hundred and fifty eight (158) 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 2020 PPP Projects Highlights

Several projects reached significant levels of development and procurement under the ICRC guidance during the review period. It was a testament to both the MDAs and ICRC's efforts to fast-track projects and reduce the huge gap in the provision of infrastructure cutting across the transport, aviation, oil and gas, road, power, ICT, health, educational and correctional services sectors of the economy.

#### Transport Sector–Aviation, Railway, Seaport, Riverport, Water Ways

##### *Concessions for Four (4) International Airport Terminals in Abuja, Lagos, Kano and Port Harcourt*

The Commission granted OBC Certificates of Compliance to the Federation Ministry of Aviation/FAAN on 22nd June, 2020, for the concession of 4 International Airport terminals in Abuja, Lagos, Kano and Port Harcourt; and as such the projects would now proceed to the



procurement phase. The PPP model for the operations and maintenance is proposed because they are newly constructed airports. 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.



*Presentation of OBC Compliance Certificates to Federal Ministry of Aviation for the Concession of Four International Airport Terminals in Abuja, Lagos, Kano & Port Harcourt on June 22, 2020*

### ***Establishment of the 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. The official Name (Nigeria Air) and Logo were unveiled with an Investor Teaser at Farnborough Air show on 18th July 2018. The Commission revalidated the OBC Certificate for the Establishment of the National Carrier on 18th December, 2020 to enable the Aviation Ministry



*Image of Proposed Nigeria Air*

proceed to procurement phase for the selection of a suitable investor.

### ***Development of the Bonny Deepwater Port***

The FGN intends to develop the Bonny Deepwater Port through a PPP arrangement in order to improve transportation opportunities and boost economic activities along south-south, south east, north central and north east geo-political economic corridors. It would further ease pressure on the western ports – Apapa and Tin Can Island which at the moment handles about 90% of cargo throughput in the country. The Commission issued a FBC Compliance Certificate on the project in August, 2020; thereafter the Federal Executive Council (FEC) approved it on 7th October, 2020.

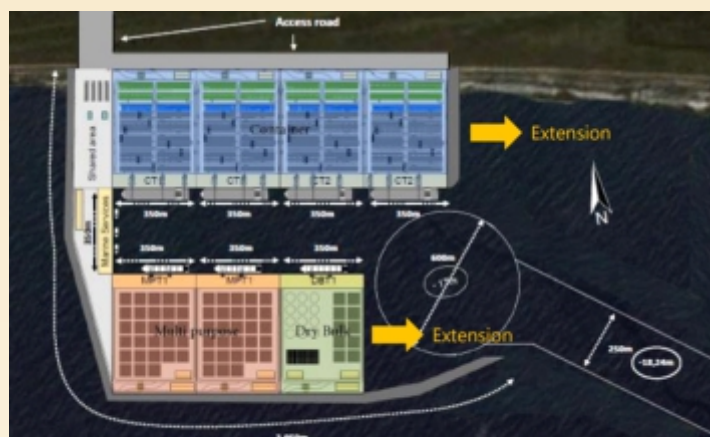


### ***Development of the Ibom Deep Seaport Project***

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 was conducted, followed by negotiations and the submission of the FBC to ICRC for the issuance of a Compliance Certificate on 17th September, 2020. The Federal Executive Council (FEC) approved the project on 16th December, 2020. The proposed project is an integrated, multi-purpose deep sea port and is being developed jointly by the Federal/State Governments and private investors.

### ***Development of the Ubima Railway Industrial Park***

The Federal Government of Nigeria intends to



*Ibom Deep Seaport Concept Design as Proposed by the Private Investor*

develop a Railway Industrial Park in Ubima, Rivers State through PPP arrangements with facility components for: commercial vehicles and rolling stock assembly, oil and gas materials supply, textile industrial park, and light industrial park for Fast Moving Consumer Goods (FMCGs). The Commission issued a FBC Compliance Certificate on 24th August, 2020; thereafter Federal Executive Council (FEC) approved the project on 7th October, 2020, towards achievement of commercial close.

### ***Design, Development, Deployment and Management of a Secure Automated Fare Collection (AFC) Solution for the NRC Rail Network***

Given the challenges experienced in managing the existing platform of the Nigerian Railway Corporation (NRC) and the need to mitigate leakages in ticketing and collection of revenue, the Corporation is proposing an automated ticketing solution that will enable the deployment of technology and human capital through a portal towards enhancing efficiency, transparency and prompt service delivery, with the aim of increasing revenue generation. The Commission issued a FBC Compliance Certificate for the project on 2nd September, 2019. The FEC approval was obtained on 29th January, 2020, which was a signal for the project to proceed to implementation phase.

### ***Development of the Onitsha River Port Project***

The Onitsha River Port project located in Anambra State attained a milestone with the emergence of a

preferred bidder. Negotiations are ongoing with the preferred bidder at the time of this report. The project will serve as a pilot scheme for the concession of other river ports - Lokoja, Baro and Oguta - under PPP arrangements.

### ***Re-development of NIWA Passenger Berthing Facility***

The project is a collaborative effort by the Federal Ministry of Transportation and the National Inland Waterways Authority (NIWA) to engage the private sector for the re-development and operations of the existing NIWA passenger berthing facility, located in Marina, Lagos, through a PPP arrangement. The re-development is for the narrow strip land measuring 3.9 hectares with plans to reclaim 39.2 hectares to a total of 41.1 hectares in Marina, Lagos. Both the land and water areas are under the jurisdiction of the National Inland Waterways Authority (NIWA). The facility is currently being used for berthing and docking of passengers' boats and other vessel services referred to as "marina land". The Commission issued an OBC Certificate of Compliance on 29th December, 2020 for the project, to enable the FMOT/NIWA proceed to procurement stage.

## **Road Sector**

### ***Highway Development and Management Initiative (HDMI) for 12 Road Projects***

The Federal Ministry of Works & Housing (FMW&H), has adopted a PPP methodology to enable private partners to tap into the numerous commercial opportunities available along the 35,000km of Federal roads network. The aim of the partnership is to develop and manage the federal road network, thereby supplementing the federal government's budgetary allocation for infrastructural development. The initiative is land value capture-based and is termed the "Highway Development and Management Initiative" (HDMI). The FMW&H prepared and transmitted Outline Business Cases (OBCs) for 12 selected routes under the HDMI to ICRC, which reviewed them and issued



OBC certificates on 21st December, 2020 for the project to proceed to procurement phase.



HDMI Route Selection

### **Development of Truck Transit Parks in Obollo-Afor, Lokoja, Aviela, Illela and Benin Bye-Pass**

Another area of activity within the year was the Truck Transit Parks (TTP) projects which the Nigerian Shippers' Council earmarked for development through PPP in various geopolitical zones. The projects are now in the 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 and maintenance services and other value-added services.

Lot No	Route	Length (km)
1	Benin-Asaba	125
2	Abuja-Lokoja	193
3	Kano-Katsina	150
4	Onitsha-Owerri-Aba	161
5	Shagamu-Benin	258
6	Abuja-Keffi-Akwanga	122
7a	Kano-Shuari	100
7b	Potiskum-Damaturu	96.24
8	Lokoja-Benin	270
9	Enugu-Port Harcourt	200
10	Ilorin-Jebba	129
11	Lagos-Otta-Abeokuta	80
12	Lagos-Badagry-Seme	79



Proposed Truck Transit Park Design

## **Power Sector Projects**

### **Development of Small, Medium and Large Hydro-Power Project Phase 2**

The project proposes the development of hydroelectric power from existing small, medium & large hydro dams in a number of locations nationwide, comprising of: 182MW Bawarku Hydro-power Plant, Benue State (Greenfield) and 136MW Many Hydro-power Plant, Taraba State (Greenfield) respectively, which earlier received ICRC compliance certificate and was re-certified by ICRC in 26th October 2020.

### **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. The Joint OBC/Full Business Case (FBC) Compliance Certificate was revalidated on 7th October 2020.

## **Social (Health & Education, Correctional Facilities) Infrastructure Projects**

### **The Rehabilitation of Students' Hostel in Kaduna Polytechnic**

The project received FEC approval in July 2020 and construction is ongoing. The hostels will be managed to ensure highest standard of living conditions for the students.

## **ICT Sector Projects**

### **Deployment of Police Specialised Services Automation project**

The project involves the automation of specialised



*Presentation of FBC Certificate to Federal Ministry of Education for Kaduna Polytechnic Students' Hostels Project on 15th May, 2020 in Abuja*

services offered by the Nigeria Police Force. It is a web based application that will track and receive payment on behalf of the Police. The OBC Compliance Certificate was granted on 11th February 2020, while the FBC Compliance Certificate was granted on 15th December 2020.

### **National Public Security Communication System**

The National Public Security Communications Systems (NPSCS) is an integrated digital trunking communications system designed to provide a robust, reliable, secured and independent multimedia communications system (voice, video and data) for the Nigerian Police Force and other security agencies of government.

Pursuant to the above, the FGN requested that a private telecommunications company be appointed through a competitive bidding process to re-activate and manage the existing NPSCS Network. The Full Business Case Certificate of Compliance was issued on 4th December, 2020. The FEC approval to the FBC and draft Final

Concession Agreement was granted on 16th December, 2020.

### **Establishment of Nigerian Passport Application Support Centers in the US, Canada, UK, China**

The Nigeria Immigration Service seeks to establish additional Passport application centers across the World. Evaluation of the Request for proposal took place in 2020.

### **Development of the Criminal Justice Management Information System (CJMIS)**

The Federal Ministry of Justice (FMoJ) seeks to utilize the application of a Criminal Justice Management Information System (CJMIS) that will enable the achievement of an economically viable way of implementing the Criminal Justice Act (2015). This is an Unsolicited Proposal from ECR Technology Services Limited (ECR). The Ministry submitted a revised OBC in September 2020 and was issued a Compliance Certificate for the pilot phase of the project.

### **Security Sector**

#### **Upgrade, Expansion and Operation of the Nigerian Correctional Services (NCoS) Shoe/Garment in Aba and Leather Factory in Kano**

The NCoS proposes the Upgrading, Expansion and Operation of its Shoe/Garment factory in Aba and Leather Factory at Janguza, Kano under a PPP Arrangement. The Commission received the FBC report for the project from NCS in February 2020 and granted a Compliance Certificate on 6th May, 2020. Thereafter, the Federal Executive Council (FEC) approved the project on 7th October, 2020.

### **Oil/Gas Sector**

#### **Operation and Maintenance of the Port Harcourt, Warri and Kaduna Refineries Projects**

The project will involve an initial rehabilitation of refineries across the country through conventional

procurement. Activities towards this goal began mid-year around July 2020. Upon conclusion of the rehabilitation the procurement of an Operations & Maintenance private partner under PPP arrangement will ensue.

### **Rehabilitation of NNPC Pipelines Network and Storage Facilities Project**

The development phase of the project on a Build –

Operate – Transfer (BOT) PPP basis commenced with the preparation of the Outline Business Case.

### **4.1.2 Outline Business Case and Full Business Case Compliance Certificates**

ICRC issued Compliance Certificates for Outline and Full Business Cases received from several MDAs during the review period as shown in tables 3 and 4 below:

**Table 3: Summary of Outline Business Case Compliance Certificates Granted in 2020**

1	National Veterinary Research Institute	Expression of Animal Vaccine Production through PPP	24 <sup>th</sup> January 2020
2	Nigeria Police Force	Deployment of Specialised Services Automation Project	11 <sup>th</sup> February 2020
3	Federal Ministry of Transportation	Development of Port Harcourt Railway Industrial Park	22 <sup>nd</sup> June, 2020
4	Federal Ministry of Transportation	Development of Bonny Deep Sea Port	22 <sup>nd</sup> June, 2020
5	Federal Ministry of Aviation / FAAN	Concession of Mallam Aminu Kano International Airport Terminal Building, Kano State	22 <sup>nd</sup> June, 2020
6	Federal Ministry of Aviation / FAAN	Concession of Port Harcourt International Airport Terminal Building, Rivers State	22 <sup>nd</sup> June, 2020
7	Federal Ministry of Aviation / FAAN	Concession of Nnamdi Azikiwe International Airport Terminal Building, Abuja, FCT	22 <sup>nd</sup> June, 2020
8	Federal Ministry of Aviation / FAAN	Concession of Murtala Muhammed International Airport Terminal Building, Lagos State	22 <sup>nd</sup> June, 2020
9	Federal College of Education, Abeokuta	Build, Operate and Transfer of Student Hostel	24 <sup>th</sup> July, 2020
10	Federal Ministry of Health	Rehabilitation, Equipment & Supply Management of Federal Teaching Hospitals <b>(Certificate Revalidation)</b>	24 <sup>th</sup> Aug, 2020
11	Federal Ministry of Education/University of Abuja	Construction of 2 Nos 400 Rooms Students Hostels at University of Abuja Through PPP	23 <sup>rd</sup> Sep 2020
12	Federal Ministry of Transportation (Aviation)	The Establishment of a National Carrier (Nigeria Air) <b>(Certificate Revalidation)</b>	28 <sup>th</sup> Sept 2020
13	Federal Ministry of Power/ Rural Electrification Agency	Solar Power Off-Grid Rural Electrification <b>(Certificate Revalidation)</b>	7 <sup>th</sup> Oct 2020
14	Federal Ministry of Water Resources	136 MW Manya Hydropower Generation Facility, Taraba State and 182 MW Bawarku Hydropower Generation, Benue State <b>(Certificate Revalidation)</b>	26 <sup>th</sup> Oct 2020
15	Federal Ministry of Justice	Criminal Justice Management Information System (CJMIS)	4 <sup>th</sup> November 2020



16	Federal Ministry of Works and Housing/Council for the Regulation of Engineering in Nigeria	COREN Head Office Project	8 <sup>th</sup> November 2020
17	Ogun Osun River Basin Development Authority	K'MAOUN Complex in IJORA Lagos State	12 <sup>th</sup> December 2020
18	Federal Ministry of Transportation (Aviation)	The Establishment of a National Carrier (Nigeria Air) <b>(Certificate Revalidation)</b>	December 18 <sup>th</sup> 2020
19	Federal Ministry of Works and Housing	Highway Development Management initiative (HDMI) 12 Road projects across the country	December 21 <sup>st</sup> 2020
20	National Inland Waterways Authority	Marina Land Development into a Port Terminal	December 29 <sup>th</sup> 2020

**Table 4: Summary of Full Business Case Compliance Certificates Granted in 2020**

1	Federal Ministry of Transportation (FMoT)	Ibom Deep Sea Port <b>(Certificate Revalidation)</b>	12 Feb 2020
2	Federal Ministry of Education (Kaduna Polytechnic)	The Renovation of Students Hostel	12 Feb 2020
3	Nigeria Correctional Service (NCS)	Rehabilitation, Expansion and Operation of the Nigerian Correctional Service Shoe, Garment and Leather Factories	6 May 2020
4	Federal Ministry of Transportation	Development of Port Harcourt Railway Industrial Park	24 Aug 2020
5	Federal Ministry of Transportation	Development of Bonny Deep Sea Port	24 Aug 2020
6	Ministry of Defence (MOD)	The Naval Ship Dockyard, Lagos <b>(FBC Revalidation)</b>	16 Sep 2020
7	Federal Ministry of Transportation (FMoT)	Ibom Deep Sea Port Project <b>(FBC Certificate Revalidation)</b>	17 Sep 2020
8	Federal Ministry of Power / Rural Electrification Agency	Solar Power Off-Grid Rural Electrification <b>(OBC / FBC was Revalidated)</b>	7 <sup>th</sup> Oct 2020
9	Nigeria Police Force	Deployment of Police Specialised Services Automation project	15 <sup>th</sup> Dec 2020



*Presentation of FBC Compliance Certificate to the Comptroller General of NCS for Aba Shoe & Garment Factory and Janguza Tannery Factory in Kano on May 13, 2020 In Abuja*





*Presentation of FBC Certificate to Federal Ministry of Transportation (FMOT) for Ibom Deep Seaport Project on June 1, 2020 in Abuja*



*Presentation of 2 OBC Certificates to Federal Ministry of Transportation for the Development of Bonny Deep Water Port & Railway Industrial Park in Port Harcourt on June 25, 2020 in Abuja*

## 4.2 Post-Contract Activities – Projects Monitoring and 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 Targets for Year 2020

The tasks and targets for the year 2020 were as follows:

- Monitor paid and unpaid fees due to the government and private sector
- Conduct monitoring visits of PPP Projects/ Contracts in line with section 20 of the ICRC Act, 2005
- Review PPP Contracts performance under the Commission's Custody
- Manage ICRC's PPP Disclosure Web Portal
- Mediate on disputes between the parties to contracts
- Monitor the renewal, termination, review, and

hand-back clauses as embedded in the contracts

- Inform MDAs, concessionaires, stakeholders, and PPP practitioners on the functions/ mandate of the Commission
- Finalise the Commission's governance documents

### 4.2.3 Post-Contract Key Activities

In achieving its contract compliance goals for the year 2020, the Commission leveraged on effective partnerships with stakeholders to ensure efficient implementation of PPP contracts. During the first quarter of the year, the Commission visited some projects in executing its core regulatory mandate to monitor compliance with terms and conditions of the contract. The restriction of socioeconomic activities occasioned by the COVID-19 pandemic and the subsequent protocols introduced after the ease on the lockdown prevented the Commission from doing more on-site monitoring visits as scheduled. Nevertheless, the year witnessed collaborative efforts by the Commission, the private sector concessionaires and MDAs to sustain service delivery and expedite the development of priority PPP projects in the pipeline.

Within the year 2020, the Commission discharged the following key regulatory activities:

- I. received periodic performance report for all

- signed agreements from parties for evaluation; and update of the PPP contracts database;
- ii. analysed new government policies and laws that affected PPP contractual obligations and advised parties accordingly
  - iii. updated the ICRC Disclosure Portal on a regular basis
  - iv. reviewed contracts received from MDAs in line with the ICRC Act, 2005 and National Policy on Public-Private Partnership (N4P);
  - v. embarked on site inspections/monitoring of Federal Government assets under concession in conjunction with the relevant Agencies as required by section 10 of the ICRC (Establishment, etc.) Act 2005.

#### 4.2.4 Highlights of Achievements

During the first and last quarters of 2020, the Commission, together with relevant MDAs,

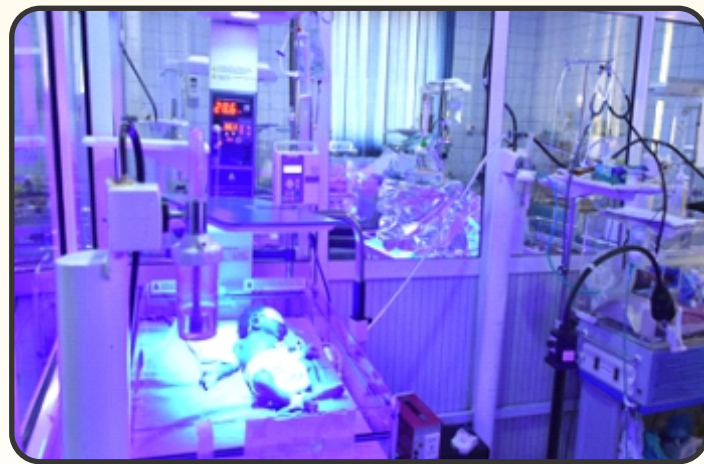
embarked on joint inspection of some selected projects. The projects visited included the Lekki Deep Water Port – Lagos; selected Port Terminals in Tincan Island Port Complex – Lagos; Port Harcourt Port Terminals A & B – Rivers State; Dadin Kowa Hydroelectric and Multi-Purpose Dam – Gombe State; Garki Hospital – Abuja; Warehouse in a Box – Lagos and Abuja; Navy Dockyard Defence Jetty; and DICON SUR Military Clothing Factory, Kaduna.

During the monitoring visits, the Commission ascertained the following:

- level of implementation of the Contracts,
- compliance issues as well as challenges affecting the project's operations,
- progress recorded in infrastructure provisions at sight, support facilities, security, etc,
- alternative arrangements to be put in place to reduce congestion (arising from imminent COVID-19 pandemic lockdown) at the Lagos Ports.



*Garki Hospital Abuja Project*



*Port Harcourt Terminals A and B Monitoring Visit on January 16, 2020*



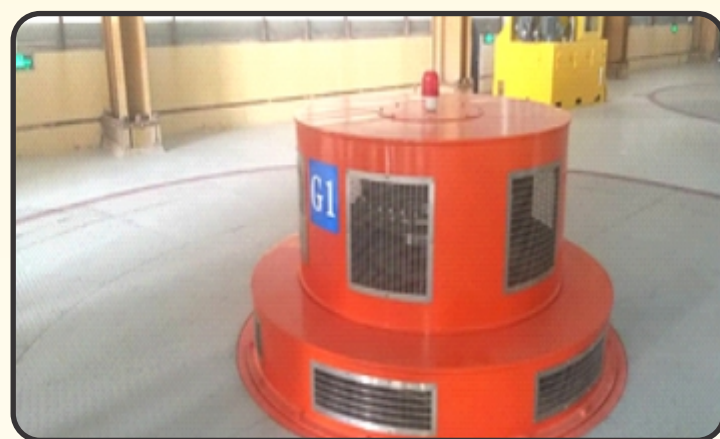


Positive milestones were also recorded on the implementation of the following contracts during the review period:

**Dadin Kowa Hydro Contract:** The Concessionaire – Mabon Ltd - had acquired necessary equipment, including a newly completed 40-megawatt plant consisting of two 20 megawatt turbines that were duly tested, in March towards commissioning/kickstarting implementation of the project. Meanwhile, the Gombe State Government has indicated interest to off-take the power generated at the power station.

**The Lekki Deepwater Port, Lagos:** The project, in March 2020, received an equity injection of Two Hundred and Twenty-One Million US Dollars (US\$ 221 million) from the China Harbour Engineering Company (CHEC) for the construction phase of the project. At the end of November 2020, 38 percent completion rate had been attained through the execution of the following activities:

- The main break-water was at 1,500m out to sea and eastern breakwater core dumping had started;
- Rocks had been placed for the Groyne east of the main breakwater;
- Production of tabular steel piles had started in the Pile Fabrication yard;
- 32 piles had been driven for the Quay wall with steel sheet pile infills;
- Dredging was on-going, approximately 6.5m dredged to date;



*Monitoring Visit to Dadin Kowa Hydroelectric Power Project in Gombe State on January 24, 2020*



*Ongoing Work at Lekki Deep Seaport Project in Lagos*

- Approximately 45% of Ground Dynamic Compaction and site clearance was completed and foundation for landside buildings had commenced.

**DICON SUR Military Clothing Factory, Kaduna -**

The joint monitoring visit was conducted in October, 2020 by the Commission and the Defence Industries Corporation of Nigeria (DICON) to



*Monitoring & Evaluation to DICON SUR Military and Para-Military Clothing Factory in Kaduna on October 22, 2020*



ascertain the level of progress with the construction works. The project is currently at about 55% completion with regard to the construction of the 14,500sqm factory building. The project cost is USD\$19,000,000.00.

**Roof Top Solar Power Contract:** Appreciable progress was recorded. The Concessionaire – Proserve Energy Services Ltd - attained financial close in 2020 fiscal year. The EPC contractor is expected to complete work within 6 months once financial close is achieved. In addition, the Power Purchase Agreement (PPA) had been signed and the Federal Government Guarantee obtained in February, 2020 from the Federal Ministry of Finance. The project cost is USD \$1,890,630.

**Concession Contract of the 18 Silo Complexes Nationwide:** The Silo Complexes were constructed to store grains purchased by Strategic Grain Reserve Department (SGRD) on behalf of the FGN and distribute these grains according to

government policy. The Federal Ministry of Agriculture and Rural Development performed the physical handover of the Silo Complexes to the Concessionaires to commence full operations on 28th September, 2020, thereby marking the effective date of the Contract. The contract duration is 10 years.

**Warehouse in a Box Contract:** This is a concession for the operation and maintenance of two medical warehouses located in Lagos and Abuja. The two facilities in Lagos and Abuja are fully operational as material handling equipment had been deployed to the warehouses. Four clients are currently operating at both facilities; however their operations were seriously affected by the lockdown with attendant high delivery cost to client's location.

#### 4.2.5 Mediation on Contracts Disputes

The Department continued mediation on disputes involving the following Contracts:



*Project Monitoring Visit to Gombe Silos on January 27, 2020*





- Concession for the Acquisition, Installation, Operation and Management of World Class Integrated System in Designated Airports (MMA –Lagos, Abuja, Port-Harcourt & Kano). The Parties (Maervis Limited and Federal Airport Authority of Nigeria) are in mediation on compensation due to the termination of the contract by FAAN.
- The Concession for the designing, building, financing, and operation of Transmission Company of Nigeria (TCN) existing and proposed Fibre Optic Network (FOC). The Commission's efforts yielded positive results as the Parties - TCN, Phase3 Limited and Alheri Limited - resolved their contractual disputes by drawing up an addendum to the contracts.

#### 4.2.6 Contracts under the Commission's Custody

In 2020 the Commission took custody of additional 6 PPP contracts, bringing to 73 the total number of contracts under implementation. The breakdown

of the contracts was as follows:

- Two (2) in the Electricity Infrastructure Sector,
- One (1) in Defence Infrastructure Sector,
- One (1) in Information Technology and Communication Infrastructure Sector,
- One (1) in the Sea Port Infrastructure sector,
- One (1) under Healthcare Delivery Infrastructure Sector.

### 4.3 Other Post-Contract Regulatory Activities

#### 4.3.1 Policy and Regulation Activities

One of the Commission's strategies to make the PPP programme more progressive and responsive is to create a policy environment that sustains the gains generated from its experiences. The lessons learned from the programme's inception to the current practices are captured and tailored into policies and issuances that guide, protect and expand the possibilities of enriching the PPP programme. It is the Commission's mandate to develop and promote an enabling PPP legal framework for all the parties involved. Because PPPs can be quite

**Table 4: Number of PPP Contracts by Sector**

S/No	Sectors	Number of Contracts under each Sector
1.	Sea Ports and Marine Services	26
2.	Agriculture Infrastructure Sector	18
3.	Inland Container Depot Infrastructure Sector	6
4.	Electricity Infrastructure Sector	6
5.	Aviation Infrastructure Sector	4
6.	Public Building Infrastructure Sector	3
7.	Telecommunications Infrastructure Sector	2
8.	Healthcare Infrastructure Sector	2
9.	Marine Security Infrastructure Sector	1
10.	District Infrastructure Sector	1
11.	Housing Development Infrastructure Sector	1
12.	Mining Infrastructure Sector	1
13.	Information Technology and Communication Infrastructure Sector	1
14.	Defence Infrastructure Sector	1
	<b>Total</b>	<b>73</b>

complex and the processes highly detailed, policies and regulations provide a viable structure for collaboration and interface. Knowing that there are always guidelines that they can look at for direction and prudence gives the stakeholders a sense of stability and certainty in doing PPPs.

#### 4.3.2 Review of PPP Governance Documents:

The following draft guidelines were reviewed in accordance with best practice principles:

- The PPP Primer
- Privately Initiated Project Proposals (Unsolicited Proposals)
- PPP Manual
- PPP Procurement and Transaction Advisors Guide
- PPP Draft Standard Clauses
- The National Policy on PPP
- General Conditions of Agreement
- ICRC Regulations
- Sector Specific and Project Specific Conditions
- PPP Rights Agreement

#### 4.3.3 Circular on the Administration of the PPP Programme

In the continuous efforts by the Federal Government to reduce the huge gap in public Infrastructure in the country and attract private investors to the economy through Public Private Partnership, the Secretary to the Government of the Federation (SGF) issued a Circular dated 16th September, 2020 referenced SGF.50/S.37/II/749 on the "Administration of Concession Programme of the Federal Government of Nigeria". The Circular which is attached as Appendix (3) has further strengthened and provided more clarity on the Public Private Partnership (PPP) framework in Nigeria. The Circular gives clear direction between the functions of the Infrastructure Concession Regulatory Commission (ICRC) and Bureau of Public Enterprises (BPE). It is intended to address the hitherto assumed role conflicts between their operations, in order to boost investors' confidence in the Nigerian Economy and the implementation of the National Policy on Public Private Partnership.

The guidelines approved by Federal Government in respect of the Public Private Partnership transactions are:

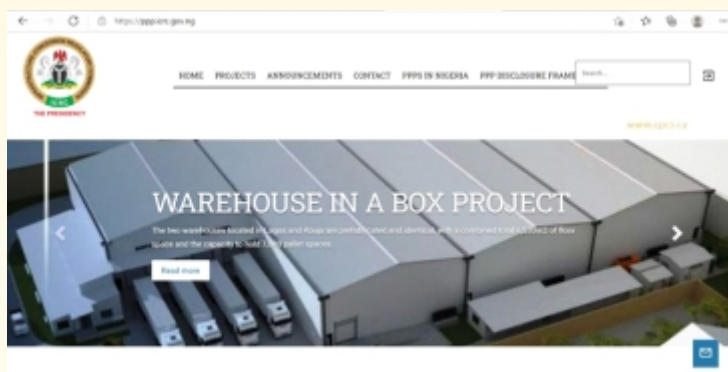
- a) The BPE, in line with the provisions of the Public Enterprises (Privatisation and Commercialisation) order 2012 (as amended) shall:
  - i) Be responsible for the Concession of Public Enterprises and Infrastructure already listed in the First and Second Schedules of the Public Enterprises (Privatisation and Commercialisation) Act; and
  - ii) Act on behalf of the Federal Government, either alone or in conjunction with relevant Ministry, Agency, Corporation or Body, as the counterparty on all infrastructure projects being developed on a Public Private Partnership basis.
- b) The ICRC shall act as the regulatory Agency for PPP transactions, with powers to Inspect, Supervise as well as Monitor the projects and process, in order to ensure Compliance with relevant laws, policies and regulations;
- c) In processing any PPP transaction under paragraph (a) above, BPE and the relevant Agency of Government SHALL ensure Compliance with the provisions of the Infrastructure Concession Regulatory Commission (Establishment, Etc.) Act, 2005.

The investors and other stakeholders in the PPP ecosystem have therefore been provided additional comfort in their dealings with Federal Government and its agencies in respect of PPP transactions and are encouraged to always note the contents of the Federal Circular in their due diligence exercise.

#### 4.3.4 PPP Disclosure Web Portal

Updates were done on the Commission's PPP Disclosure Web Portal to ensure the achievement of the portal objectives aimed at creating an enhanced framework for disclosure of all Federal PPP projects/contracts at pre- and post-procurement stages. The development of the project database helps in project monitoring, data

collection and dissemination of project information across both implementing and oversight agencies for PPPs. The portal also serves to promote transparency and accountability in PPP in Nigeria. The PPP Disclosure Web Portal is operational at [ppp.icrc.gov.ng](http://ppp.icrc.gov.ng).



*Snapshot of the PPP Disclosure Portal*



*Snapshot of the PPP Disclosure Portal*

## 4.4 PPP Capacity Building Activities

### 4.4.1 Nigeria Institute of Infrastructure and Public Private Partnerships



Sequel to the need to meet with the mandate of providing PPP capacity to the teeming stakeholders, the Commission applied for and obtained approval to establish the Nigeria Institute

of Infrastructure and Public Private Partnership (NII3P). In 2019, the NII3P was registered with the Corporate Affairs Commission as an entity limited by guarantee. The Institute is envisaged to serve as a key vehicle for accelerating efforts at putting in place requisite capacity to develop and take bankable PPP projects to the market so as to rapidly close the infrastructure deficit in Nigeria.

The NII3P strives to become an institution of learning and teaching faculties for all stakeholders within the PPP and infrastructure development space. This in turn creates a community of stakeholders working in a collaborative environment to create a dependable knowledge base and engaged learning and experiences that will develop the capability to drive PPPs and infrastructure development.

The NII3P has as its Vision "To be a leading global body of knowledge of infrastructure and PPP practice", with the following mission:

- To provide cutting edge professional training and educational products and services to practitioners and all stakeholders in the infrastructure space through research and blended learning methodologies.
- To produce global infrastructure development specialist, regulate and continually enhance their technical competence in the public Interest.

The Objectives of the NII3P include:

- To train MDAs, private sector and other stakeholders on all aspects of infrastructure development - including PPP procurement methodology and standard procurement requirements, through courses, seminars, workshops, conferences, and practical education instructions.
- To promote research, information services and educational activities designed to improve economic and business management development in infrastructure development and PPPs.

- To operate as an independent and non-partisan forum for private and public sector practitioners in the infrastructure and PPP space in Nigeria, and to promote capacity and efficiency in the process.
- To forecast infrastructure investments needs and maintain a database of all infrastructure and PPP related matters that will serve to provide information/statistics on infrastructure gaps and development index that will serve to provide useful tools for training.
- To facilitate interaction between sector and industry regulators and other professionals engaged in or connected with the Nigerian Infrastructure and PPP development space.
- To conduct and supervise examinations and performance test (either by itself or by affiliation and co-operation with any other institution or body) for the evaluation and grading of the products of the institute for the purpose of awarding certificate of attendance and/or proficiency as may be applicable to those who deserve it. To confer membership of the institute on deserving persons.

The Institute undertook several physical and online PPP capacity building programmes in 2020 and has positioned itself for an active 2021 season, by producing training schedule which will provide options on training both virtually and physically on Basic, Intermediate and Advanced Courses on PPP for at least once a quarter through the year 2021. The institute also currently has a collaboration with Malaysia University of Science and Technology to run an MBA in PPP programme that provides participants with a globally recognised MBA certificate and an optional Certified PPP professional Certificate.

#### 4.4.2 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 18 capacity building programmes on PPP (physical and virtual) took place during the year; this was apart from other staff professional development trainings, as can be seen in the table below:

**Table 6: 2020 PPP Capacity Building Programmes for MDAs**

S/N	MDA	DATE	TYPE OF COURSE	TRAINER
1	Ministry of Police Affairs	20 <sup>th</sup> February, 2020	PPP Basic/Intermediate Course	ICRC/NII3P
2	Nigeria Police Force	24 <sup>th</sup> & 25 <sup>th</sup> February, 2020	PPP Basic/Intermediate Course	ICRC/NII3P
3	The Voice of Nigeria	26 <sup>th</sup> & 27 <sup>th</sup> February, 2020	PPP Basic/Intermediate Course	ICRC/NII3P
4	Nigeria Immigrations Service	2 <sup>nd</sup> & 3 <sup>rd</sup> March, 2020	PPP Basic/Intermediate Course	ICRC/NII3P
5	ICRC NYSC Members	11 <sup>th</sup> March, 2020	PPP Basic/Intermediate Course	ICRC/NII3P
6	Ministries of Mines & Steel Development and Niger Delta Affairs	18 <sup>th</sup> & 19 <sup>th</sup> March, 2020	PPP Basic/Intermediate Course	ICRC/NII3P



7	ICRC Staff, MDAs and PPP Stakeholders	15 <sup>th</sup> May, 2020	PPP in HealthCare and COVID-19 Advisory, India	In collaboration with CRISIL Infrastructure Advisory, India
8	ICRC Staff, MDAs and PPP Stakeholders	Thursday 18 <sup>th</sup> June, 2020	Turkish-Nigerian Public Private Partnership Knowledge Exchange Webinar on Aviation, Roads, Health and Energy	Collaboration between ICRC and Istanbul Public Private Partnership (PPP) Centre of Excellence (CoE), Turkey
9	ICRC Staff, MDAs and PPP Stakeholders	Friday 26 <sup>th</sup> June, 2020	Webinar on Refresher Course on Key Clauses for a PPP Agreement	In collaboration with CRISIL Infrastructure Advisory, India
10	ICRC Staff, MDAs and PPP Stakeholders	Friday, 3 <sup>rd</sup> July, 2020	Webinar on PPP Project Screening Tool (PST)	In collaboration with CRISIL Infrastructure
11	ICRC Staff, MDAs and PPP Stakeholders	Thursday, 9 <sup>th</sup> July, 2020	Webinar on PPP Port and Dry Port Capacity Building Course	In collaboration with Maritime and Transport Business Solutions, (MTBS) Netherland
12	Federal Ministry of Petroleum Resources	Wednesday, 15 <sup>th</sup> July, 2020	Basic PPP Capacity Building for the newly inaugurated PPP Unit	ICRC/NII3P
13	ICRC Staff, MDAs and PPP Stakeholders	24 <sup>th</sup> July, 2020	Webinar on Project Finance and PPP Financial Modelling	In collaboration with CRISIL Infrastructure Advisory, India
14	ICRC Staff, MDAs and PPP Stakeholders	8 <sup>th</sup> September, 2020	Webinar Workshop on Designing the African Development Bank's Public Private Partnership Framework	African Development Bank
15	ICRC Staff and PPP Stakeholders	9 <sup>th</sup> September, 2020	Webinar on PPP Legal Framework Post Covid-19	World Bank Group
16	Nigeria Police Force	22 <sup>nd</sup> & 23 <sup>rd</sup> September, 2020	Essentials of Project Financing and Financial Modelling	ICRC/NII3P
17	ICRC Staff and PPP Stakeholders	29 <sup>th</sup> September, 2020	Webinar on Developing Strategies for an inclusive gender perspective in PPPs	World Association of PPP Units
18	Office of the Head of Civil Service of the Federation	19 <sup>th</sup> & 20 <sup>th</sup> November, 2020	PPP Basic/Intermediate Course	ICRC/NII3P



*Basic PPP Capacity Building Programme for Nigeria Immigration Service Staff on March 03, 2020 In Abuja*

## 4.5 Sustaining PPP Advocacy and Stakeholders' Engagements

Regular engagement of PPP stakeholders features as one of the key functions of the ICRC, in its role as the driver of the PPP programme. Its successes can be attributed to the years of sustained advocacy

towards enhancing the framework, creating a policy responsive environment, strengthening alliances and partnerships that help address gaps in resources and policies, providing access to PPP experts and knowledge, and producing opportunities for cooperation and skills /experiences sharing. Various platforms are used for this unique purpose, including the PPP Unit Consultative Forum, the Nigerian Public Private Partnership Network, and most recently the Nigerian Institute of Infrastructure and Public Private Partnership (NII3P), which is also known as the PPP Academy.

### 4.5.1 PPP Units 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

**Table 7: Presentations and Schedule of the 2020 PPP Units Consultative Forum (3PUCF) Meetings**

Quarter	MDA (Host)	Activities
Q1 2020 - Thursday March 5, 2020	Federal Ministry of Water Resources, Abuja	<ol style="list-style-type: none"> <li>1. Presentation by Nigeria Ports Authority - Success story of the Ports Concessions &amp; present-day realities.</li> <li>2. Presentation by ICRC – Enhancing Government Revenues through PPPs</li> <li>3. Presentation by FMoWR- FMoWR PPP Projects</li> </ol>
Q2 2020- Thursday, 11 <sup>th</sup> June 2020	ICRC - Virtual	<ol style="list-style-type: none"> <li>1. Presentation on UKNIAF PPP component by Mr. Gori Olusina</li> <li>2. Presentation by SUR Corporate wear Nigeria Limited, Military and Para -Military Clothing and Accessories Factory, Kakuri Kaduna by Defence Industries Corporation of Nigeria (DICON)</li> </ol>
Q3 2020 - Thursday, 3 <sup>rd</sup> September 2020	ICRC - Virtual	<ol style="list-style-type: none"> <li>1. First Students' Hostel PPP in Nigeria–Kaduna Polytechnic</li> <li>2. FGN Special Concession Account–Director, RIPP, ICRC</li> <li>3. Global Perspectives on COVID 19 Impact- on PPPs –A Global Survey Report by David Baxter International Sustainable Resilience Centre, USA</li> </ol>
Q4 2020 Thursday, 3 <sup>rd</sup> December 2020	Federal Ministry of Interior	<ol style="list-style-type: none"> <li>1. Presentation by Nigerian Correctional Service - Aba Shoe and Garment Factory, Aba and Janguza Tannery, Kano PPP Project Case Study.</li> <li>2. Presentation of Garki/Nisa Premier Hospital PPP – Dr. Ibrahim Wada</li> </ol>

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 20 meetings from inception. In addition to undertaking direct capacity building for the MDAs through the forum, the Commission also uses the forum to expose members to relevant trainings, seminars, and other PPP programmes taking place within and outside the country.

Due to Covid-19 restriction, the tradition of rotating the meeting venue for the remaining three quarters amongst the MDAs could not be maintained in the review year. Apart from the first quarter meeting, held in March at Rockview Royale Hotel and hosted by the Federal Ministry of Water Resources, the rest were conducted virtually. Below are the highlights from the meetings.

**Table 8: Schedule/Presentations of the 2020 NPPPN Meetings**

<b>NPPPN</b>	<b>Date</b>	<b>Presentations</b>
First 2020 NPPPN (Virtual Meeting)	September 24, 2020	<ol style="list-style-type: none"> <li>1. Sub-National/Local PPP Experience in the Philippines - Presentation by Eleazer E. Ricote – Deputy Executive Director, Public Private Partnerships Centre, Republic of the Philippines</li> <li>2. Scaling up AfDB PPP activities - Introduction to the Development of the Bank's Public Private Partnerships (PPP) Operational Framework - Presentation by Mr. Mike Salawou – Division Manager, Infrastructure Partnerships, African Development Bank</li> <li>3. Social Infrastructure Development in the Midst of COVID 19 Pandemic, Using Public Private Partnerships -Presentation by Mr Ifeanyi Peters Ugwuoke – National Programme Manager, Partnership to Engage, Reform and Learn (PERL)</li> <li>4. Presentation by Mrs Njide Ndili Country Director PharmAccess Foundation Nigeria &amp; Medical Credit Fund Lagos</li> <li>5. Sub-National PPPs in the Asia Pacific Region: Lessons for Africa and Nigeria - Presentation by Mr. Guillaume Remy – Senior Consultant, Rebel Group, Netherlands</li> <li>6. PPP for Social Infrastructure - Presentation by Prof. John Davie – Chairman AltraCapital UK, Senior Consultant UKNIAF and Author of the PPP Book</li> </ol>
Second 2020 NPPPN (Virtual Meeting)	November 26, 2020	<ol style="list-style-type: none"> <li>1. 'Turkish PPP Experience during the pandemic: Next Steps and Recovery Plans' - Dr Eyup Vural</li> <li>2. A brief look at the Nigeria PPP Journey 73 post- contract PPP projects under implementation at the ICRC Projects Disclosure Portal -Mr. Michael Ohiani</li> <li>3. "Amid and Post Covid -19 Government Macro-economic and Financial Recovery Policies to facilitate PPPs". Presentation by Prof. Paul Kibuuka</li> </ol>

### 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 national PPP programme, to ensure the establishment of a harmonized framework, especially where the PPP projects cut across states or require some form of federal guarantee. This forum attracts heads of PPP bodies from the 36 States of the Federation as well as the FCT; and provides a platform for knowledge and experience-sharing, opportunities, successes and challenges of PPP in their States.

In 2020, the NPPPN held two meetings; and, again, due to Covid-19 challenges and social/physical restrictions, the meetings were held virtually.

### 4.5.3 Expanding the Network of Institutional and Development Partners

The continuing success and advancement of the Nigerian PPP Programme will not be possible without the support from the different development and institutional partners. The Commission continues to enlist their partnership and support towards making PPP a sustainable government programme that contributes to the socioeconomic development of the country. In 2020, the Commission broke new partnership grounds with PPP Agencies and other institutions in Turkey, Philippines and Netherland – thus affirming its unique role in facilitating the PPP Programme of Nigeria. It also ensured the sustenance and strengthening of existing relationships. Major stakeholder events that held in 2020 were positive outcomes from some of these collaborations.

#### **Collaboration between ICRC and Istanbul Public Private Partnership (PPP) Centre of Excellence (CoE), Turkey**

ICRC in collaboration with the PPP Centre of Excellence in Turkey hosted the 'Turkish - Nigerian



*Courtesy Visit of Indonesian Ambassador to Nigeria  
- Mr. Usra Hendra Harahap - to ICRC on July 02, 2020*

Public Private Partnership Knowledge Exchange Webinar on Aviation, Roads, Health and Energy'. The event attracted high level public and private stakeholders and policy makers in the road, aviation, health and power sectors of the economy. It also highlighted rich technical/practical presentations and showcased successful studies from various PPP jurisdictions. The event signals the kick-starting of future collaborations between the ICRC and PPP Centre of Excellence Turkey.

#### **Collaboration between ICRC and CRISIL Infrastructure Advisory India**

The collaboration between the ICRC and CRISIL Infrastructure Advisory India within the review year yielded positive results in the area of PPP knowledge sharing and capacity building. To this end, the webinar on "PPP in Healthcare and Covid-19 - Experiences from India, Abu Dhabi and the rest of the World" was hosted by both organisations on May 15, 2020. The objective of the webinar was to highlight experiences from countries such as India,



Germany, UAE and other parts of the world in their implementation of healthcare PPP projects. ICRC also envisioned to initiate dialogue for policy formulation and investment in the sector through this webinar. The event, which was delivered through the Zoom platform, had 96 participants representing organizations across Africa, Asia, North America, Europe and Australia, thus ensuring global participation. Discussions at the forum touched on issues pertaining to the healthcare and the PPP model, role of government to ensure successful healthcare projects, and framework for monitoring revenue generation, among others.

Other collaborations included Webinars on Refresher Course on Key Clauses for a PPP Agreement and on PPP Project Screening Tool (PST).

#### ***Collaboration between ICRC and Maritime and Transport Business Solutions, (MTBS) Netherland***

Efforts in regard to this collaboration by the two institutions resulted in the hosting of the capacity building course webinar on “PPP Port and Dry Port”, which ICRC Staff, MDAs and other PPP stakeholders benefited from.

#### ***ICRC and NSIA Memorandum of Understanding (MOU)***

The collaboration between ICRC and NSIA which led to the signing of a memorandum of understanding in 2019 was sustained with ICRC offering regulatory guidance/technical assistance to NSIA on some of its mover infrastructure projects listed for development under the Presidential Infrastructure Development Fund (PIDF). The MOU between both institutions seeks to 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.

#### **4.5.4 Strategic Engagements with Local Institutional Stakeholders**

The modest achievements of the Commission within the review year would not have been possible without the support of local institutional stakeholders in the public and private sectors, which recognized the need for collaborative efforts in ensuring the successful implementation of the PPP programme in Nigeria.

#### ***The Federal Ministry of Finance, Budget and National Planning***

ICRC collaborated with the Ministry on the following projects:

- Technical Review & Validation Workshop on the National Integrated Infrastructure Masterplan (NIIMP) and the Draft National Infrastructure Report 2019;
- Membership of the Central Working Group and Technical Working Group on Infrastructure for the preparation of the National Development Plan 2021-2050. Actively participated in preparing the Diagnostics Report for the Plan and Medium-Term National Development Plan 2021-25 as Vice Chair of the Finance and Investment Development Sub-Group and Member of the Policy & Regulations Sub-Group and Monitoring & Evaluation Sub-Group.

#### ***The Financial Systems Strategy 2020 (FSS2020)***

- Ongoing collaboration through the Committee on Infrastructure Financing using Pension Funds. During the review year, the institution held its quarterly Pension Sector Fora, during which the Commission lent its resources in the successful hosting of the first quarter forum under the topic: Financing Infrastructure Development in Nigeria – Challenges, Opportunities and the Way Forward. Also reviewed and made inputs towards finalizing

the Report of the Committee.

- Participated at the 2020 quarterly Insurance Sector Forum organized by FSS2020 in April
- Submitted inputs into the Draft Actuarial Practice Charter of the FSS2020 in September

### ***The National Assembly***

- Made submissions to the Nigeria Customs Services/House of Rep Joint Committee on Finance, Customs & Public Petition on the Suspension of Proposed Concession of the Customs Modernisation Project in January.
- Took part in the Public Hearing by the House Committee on Public Account in January on the deliberate and reckless refusal by non-treasury funded MDAs to render accounts covering 2014 - 2018 to the Auditor General of the Federation.
- Met with the House Committee on Aviation over the concession of 4 International Airport Terminals project of the Federal Ministry of Aviation in December.

### ***Office of the Secretary to the Government of the Federation***

- Membership of the Ajaokuta Presidential Project Implementation team inaugurated by the Federal Government of Nigeria in May charged with the technical audit, upgrade, completion and operation of the Ajaokuta Steel Company towards full integrated production of

steel and accelerated industrialization in steel-related industries.

- Presentation of performance report and scorecard to Federal Executive Council in July. The Commission made submissions to the Office of the Secretary to the Government in this regard.
- Participation at the High-Level Stakeholders Retreat on PPP conducted by the OSGF in November.

### ***The Nigerian Economic Summit Group (NESG)***

The ICRC's existing MOU with the NESG has continued to guide both institution's engagements and subsequent collaborative activities in this regard. The Commission engaged with the Group on its policy notes on the Itakpe Abuja Rail/Warri Seaport concession in January.

## **4.6 Support Services for Organisational Development**

In 2020, 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.

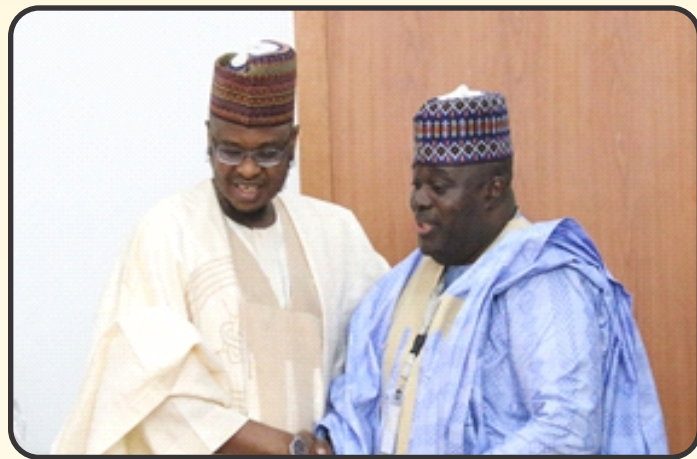


*Courtesy Visit to the Hon Minister of Interior on Proposed PPP Projects with the Ministry in Abuja on January 21, 2020*





*Courtesy Visit to the Hon. Minister of Communications & Digital Technology in Abuja on February 25, 2020*



*Meeting with the Federal Ministry of Youths and Sports Development to discuss PPP Projects in the Ministry in Abuja on March 17, 2020*



*Courtesy Visit to Federal Road Safety Corps Headquarters on August 14, 2020*



#### **4.6.1 Disclosure and Transparency**

As a strong advocate of the principles of transparency and information sharing, the Commission had consistently implemented its FOI mandate. During the review year, the Commission responded to the following requests from civil society organisations:

- certified true copies of records of budgetary allocation, personnel overhead under the Freedom of Information Act in August by the International Human Rights Protection Initiatives
- details of procurement plans and capital releases on all projects between 2015 – 2020 under the Freedom of Information Act in August.

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 2020 was no exception as it met the submission deadline for the 2019 report. The Commission also 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 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 were crucial in securing stability and achieving success for the ICRC during the year. ICRC staff participated in several career/professional development events, to retain their capacity and acquire new competencies as can be seen in Table 9 below.

#### 4.6.3 Recognizing Excellence and Teamwork

Throughout the review year, deserving staff were recognized for their 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 2020, several officials and staff participated in various virtual and on-site training courses/workshops in collaboration with public and private stakeholder partners/organisations. At the same time in-house workshops and briefings were organized to capacitate the staff.

Sports and gender-related activities are 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. However, during the review year, the Commission halted all such physical interactions as a result of the COVID-19 pandemic.

#### 4.6.5 Information and Communications

##### *Strategic Partnership with Media:*

Media organizations - as one of the valuable partners of the Nigerian PPP Programme - 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 Programme

**Table 9: 2020 Training on Staff Development and Professional Growth**

S/No	Training Provider	Title of Training	No of Participants	Location	Date
1	Cordros Consult	Financial Management Training	34	ICRC Training Room	February 13, 2020
2	LBS	Agri-business Seminar	ICRC staff and others	Online	July 09, 2020
3	GOTNI Leadership Centre	Leadership Master Class (Virtual)	2	GOTNI Leadership Centre	September 22–23, 2020



4	GOTNI Leadership Centre	Public Speaking Course (Virtual)	2	GOTNI Leadership Centre	September 25-26, 2020
5	ICPC	Understanding Illicit Financial Flows	3	online	October 06, 2020
6	Scobilong Resources Global Medical Consulting Ltd	Health and Safety Training (Heart Attack/Sudden Heart Arrest Awareness: Basic Life Support Training)	70	online	October 23, 2020
7	Lafarge Cement Company	Lafarge Africa Concrete Ideas: PPP Approaches to Rapidly Upscaling Nigeria's Economic Infrastructure.	50	online	October 13, 2020
8	Office of the Accountant General of the Federation	Annual Auditor's Retreat, Kaduna	1		November 16-18, 2020
9	Business Law Academy	Review of PPP Concession Agreement, Nera Hotel, Jabi, Abuja	36		December 9-11, 2020

and Projects.

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 programmes 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 to disseminate information dissemination on major PPP events, PPP process as a whole, and project status. Mini documentaries on U-tube and Facebook were

employed to raise greater awareness and 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 access to critical Commission's data. The Commission also provided encrypted security of its website and PPP disclosure portal.

## SECTION 5:



## Challenges and Constraints

### 5.1 COVID-19 Pandemic

A key challenge militating against the Commission's effective discharge of its functions within the review period was the pandemic which limited its ability to carry out operations, advocacy and regulatory activities optimally, as well as physical engagement of stakeholders. The pandemic challenge also prevented the Commission from executing many of its pre- and post-regulatory programmes planned for the 2020 fiscal year such as:

- Stakeholders' engagement and PPP sensitization/awareness activities.
- Numerous onsite 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.
- Monitoring the efficient execution of contracts;

### 5.2 Funding

Funding remains a major constraint for the Commission in discharging its operations and activities within the review period. Prominent among these included funding to support MDAs in PPP project development; monitor the efficient execution of contracts; capacitate and build competencies in practitioners, finalise the preparation of PPP guidelines, manuals and primers intended to guide MDAs on the PPP Process.

### 5.3 Political Will/Commitment

The government's PPP programme can only gain traction if the environment is conducive. An

appropriate governance framework that will effectively champion PPPs is required to drive projects delivery and to give comfort and confidence to the private sector. It would also help to secure 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.

### 5.4 Regulatory and Institutional Environment

A Bill to address the identified gaps in the existing law had been pending before the National Assembly. The proposed amendment seeks to rename the Commission as the Public Private Partnership Regulatory Commission and expand its powers 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;
- Set up a PPP Approval Committee for Projects below certain threshold;
- Superintend over all PPPs by whatever name called.

The Bill had scaled through the first and second readings and was awaiting the third and final reading under the previous Assembly.

### 5.5 Long Term Finance for Infrastructure Development

The limited supply of bankable projects, lack of

supported debt finance products and lack of capacity in project development in both the public and private sectors, together with serious gaps in long-term finance required for PPPs, potentially, threaten financial closure on many deals, even where government support has been assured and project development work has been successfully concluded.

In light of this, the government should support the

development of funding sources and instruments with longer gestations by doing the following:

- Mobilise Pension Funds for infrastructure;
- Strengthen local financial institutional capacities for project finance;
- Support the already instituted National Sovereign Investment Authority that could provide infrastructure finance;
- Implement the Sukuk investment vehicle for projects that fall within its guidelines.



## SECTION 6:



## 2021 Outlook

### 6.1 Key Projections for 2021

There is much to look forward to as the Commission enters 2021. The past decade is filled with noteworthy experiences that have helped shape the Commission to what it is at this moment—robust, confident, and more experienced, as it continues to support the directions and plans of the current administration in its economic agenda, including the development of requisite infrastructure projects. In order to sustain these gains, the Commission approaches 2021 with a defined target on the particular sectors to focus on and the collaborations that it will be pursuing to strengthen the gains made in 2020. The Commission will continue its commitment to work on the goals it has established in terms of growing the pipeline and the actions it will seek to make the ICRC more responsive to the needs of the Implementing MDAs. The Commission will keep its relevance in the bigger economic blueprint of the country with the same tenacity and ability that has made it valuable.

For 2021, the Commission plans to focus on developing projects that will address the current needs of the Nigerian people in various sectors—health, renewable energy information and communications technology, agriculture and food security, and tourism. While the Commission focuses on these sectors, it will also maintain its support in the other sectors of transportation, roads, power and educational facilities, creating a diverse and attractive portfolio of PPP projects for

investors. Aside from encouraging more local PPP projects, the ICRC looks forward to adding more green projects with climate resiliency components in its 2021 pipeline. The Commission is set to support MDAs in developing projects that address climate change mitigation and adaptation.

The Commission is 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, especially with the severe health challenges posed by the COVID-19 pandemic. It is currently working with the Federal Ministry of Health in executing PPP projects in the 22 Federal University Teaching Hospitals. Also in the pipeline is a proposal to develop mobile clinics for the provision of primary health care to the teeming populace in the urban and rural areas.

The Commission plans to consolidate on its PPP knowledge and capacity by organizing training programmes through its PPP Academy – Nigerian Institute of Infrastructure and PPP (NII3P) which became functional during the review year. The Academy was able to conduct some capacity training programmes during the 2020 review period despite the pandemic. Efforts are being made to set up an appropriate structure, secure suitable accommodation and develop the syllabus.

The Commission has begun the operationalization of the Special Concession Account (SCA) to ensure accountability in PPP revenue, effective monitoring of revenue accruing to government from PPP projects, and self-

sustainability of the ICRC. The next plan of action in 2021 is to sensitise stakeholders on the SCA and strengthen its operations.

- The amendment of the ICRC Act as encapsulated in the proposed PPP Regulatory Commission Bill is still one of the most urgent policy reforms that the Commission will push to institutionalize the best practices and lessons learned that it has accumulated and implemented in the past years to secure the sustainability of the Nigerian PPP programme and projects.
- To foster a competitive and transparent PPP environment, the ICRC will continue to introduce policy enhancements and updated regulations. On top of facilitating the passage of the much-needed PPP Regulatory Commission Act, other policy instruments aimed at guiding stakeholders and making the PPP process more efficient and robust will be formulated and submitted to the appropriate authorities for approval.
- As the central coordinating and monitoring agency for PPPs, the ICRC is committed to ensuring that the Nigerian PPP environment is attractive to international and local investors. It will 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. It will continue to promote PPPs at the state level, partnering with states through the Nigerian PPP Network initiative and empowering them to take that first step in developing their PPP framework.
- Project Development and Monitoring Fund is a continuous priority for ICRC as it is desirous of establishing a project fund that will be judiciously managed to attain its objectives of funding high-

quality bankability studies for projects with PPP potential; adding more projects to the PPP pipeline; strengthening the capacity of PPP Units of government agencies to structure transactions; and monitor the progress of projects which have been awarded or completed, to ensure that contractual obligations are being met.

- Close coordination with development partners will 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 programmes and new learning, among others.
- Overall, the ICRC will play a 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 2021 and beyond as an era of opportunities for the Commission and the national PPP programme to significantly contribute to the next level agenda of the government through the development of high priority projects. The Commission hopes to improve the way it delivers its services to its clients by enhancing its internal processes and procedures, and adopting innovations borne out of the experiences it has gained and the lessons it has learned. Transparency and accountability will remain a constant in its way of doing things. 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 programme.

## SECTION 7:



## Financial Summary

### 7.1 Finance and Accounts

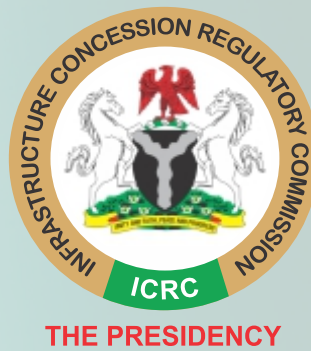
During the year ended 31st December 2020, the Commission received a total of N107,020,987.42, representing 61% of the total overhead expenditure budget of N176,088,460. In addition, it received a Capital budget of N90,356,046.44 out of the budgeted N90,356,046.

Audited Financial Accounts attached as separate report in this section.



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# CONTENTS



**INFRASTRUCTURE CONCESSION REGULATORY COMMISSION  
ABUJA**

# **FINANCIAL STATEMENTS**

**FOR THE  
YEAR ENDED  
DECEMBER 31, 2020**



**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.

### Executive Management Team

Engr. Chidi K. C. Izuwah	Director General/CEO (Deceased)
Mr. J.A. Michael Ohiani	Director, PPP Resource Department (Now Ag. DG- from 2021)
Mr. Mohammed A. Bamalli	Director, Change Management Department
Mr. Emmanuel Onwodi	Director, Transport 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 Dept

### General Management Team

Engr. Chidi K.C. Izuwah	Director General /CEO (Deceased)
Mr. J. A. Michael Ohiani	Director, PPP Resource Dept (Now Ag. DG- from 2021)
Mr. Mohammed A. Bamalli	Director, Change Management Dept
Mr. Emmanuel Onwodi	Director, Transport Infrastructure Dept
Mr. Dada Hammed Togunde	Director, Internal Audit Dept
Dr. Jobson Ewalefoh	Director, Contract Compliance Dept
Dr Evelyn Alaye-Ogan	Director, Support Services Dept
Mr. Odili Onu	Director, Revenue Investment & Project Finance Dept
Dr. Felix Ogbera	Deputy Director/Revenue Investment & Project Finance Dept
Mr. Ahmed Abdulrazaq	Deputy Director/Head, Monitoring & Compliance CCD
Mr. Olusa Busari (Deceased)	Deputy Director, Revenue Investment & Project Finance Dept
Mr. Shehu S. Danmusa	Deputy Director, P3RD
Mrs. Deborah Okafor	Asst Director/Head, Planning & Research
Mr. Olusola Ogunsola	Assistant Director/Head, Health & Social Infrastructure P3RD
Dr. Amanze Okere	Asst Director/Head, NII3P & Special Projects P3RD
Mrs. Halima Tukur-Modibbo	Asst Director, Change Management Dept
Engr. Muktar Usman	Asst Director/Head, Procurement, DG's Office
Mr. Adamu Umar	Asst Director/Head, Rail/Roads/Bridges - TID
Mr. Akwu Okolo	Asst Director/Head, Energy and Urban Infrastructure , P3RD
Mr. Yusuf Haruna	Asst Director, Head, Marine & Aviation - TID
Mr. Aminu Salihi	Asst Director, Health & Social Infrastructure P3RD
Mr. Ahmed Bello Dogondaji	Asst Director/Head, Human Resources & Administration, SSD
Mrs. Linda Amego	Asst Director/Head, Legal & Governance, DG's Office
Mr. Bello Akilu	Chief Accounts Officer/Head Finance & Accounts SSD
Mrs. Manji Yarling	Chief Admin Officer/Ag. Head, Media & Publicity, DG's Office
Mr Adeola Omilade	Asst Chief Admin Officer/Ag Head, ICT, SSD

### Office

Plot 1270 Ayangba Street, Area 11 Garki, Abuja.

### Bankers

Central Bank of Nigeria, Abuja

### Auditors

PKF Professional Services, (Chartered Professional Services,(Chartered Accountants)Unity Bank House, 5th Floor, Plot 7 85 Herbert Macaulay Way, Central Business District, Abuja



## Financial Highlights

### FOR THE YEAR ENDED DECEMBER 31, 2020

	2020 N'000	2019 N'000
Personnel and Overhead Subvention	1,014,012	1,010,120
Deficit for the year	(175,879)	(263,443)
Capital Expenditure	100,868	550,102
Total Assets	1,218,167	1,430,951
Capital Grant	2,143,552	2,167,483

# Independent Auditors' Report

## TO THE MANAGEMENT MEMBERS OF INFRASTRUCTURE CONCESSION REGULATORY COMMISSION

### Opinion

We have audited the financial statements of **Infrastructural Concession Regulatory Commission** which comprise the Statement of financial position as at December 31 2020, 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 financial statements present fairly, in all material respects, the financial position of the Commission as at December 31 2020, and its financial performance and cash flows for the year then ended in accordance with the Financial Reporting Council of Nigeria.

### 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.

# Independent Auditors' Report

## TO THE MANAGEMENT MEMBERS OF INFRASTRUCTURE CONCESSION REGULATORY COMMISSION

### 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
- 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. Abdussalaam, FCA  
FRC/2013/ICAN/00000000753  
For: PKF Professional Services  
Chartered Accountants

Dated: 29 June 2021





## Statement of Financial Performance

### FOR THE YEAR ENDED DECEMBER 31, 2020

	Notes	2020 N'000	2019 N'000
<b>Revenue</b>			
Recurrent Subventions	4	1,014,012	1,010,120
Other Revenue	4.3	-	-
Total Revenue		<u>1,014,012</u>	<u>1,010,120</u>
2018 Accrued expenses paid in 2019		(12,973)	(27,292)
<b>Net Revenue for the year</b>		<u><b>1,001,039</b></u>	<u><b>982,828</b></u>
<b>Expenses</b>			
Salaries and Allowances	5	906,991	892,728
Travel and Transport	6	15,495	35,374
Utilities	7	12,092	12,423
Materials and Supplies	8	5,189	2,928
Maintenance Services	9	9,541	7,552
Training	10	3,855	1,022
Other Services	11	10,175	10,191
Consulting and Professional Fees	12	4,602	4,691
Fuel and Lubricants	13	3,964	7,854
Financial Charges	14	4,846	2,017
Miscellaneous Expenses	15	19,780	19,021
Other Capital Expenses	16	79,841	189,593
Depreciation Charges	17	<u>100,547</u>	<u>60,801</u>
<b>Total Expenses</b>		<u><b>1,176,918</b></u>	<u><b>1,246,195</b></u>
Deficit for the year		<u><b>(175,879)</b></u>	<u><b>(263,367)</b></u>

**Note: Other capital expenses**

These are expenditures incurred from capital vote

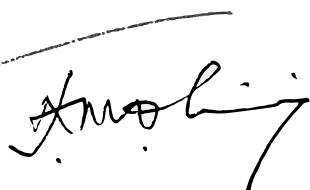
# Statement of Financial Position

AS AT DECEMBER 31, 2020

	Notes	2020 N'000	2019 N'000
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, Plant & Equipment	17	1,220,915	1,310,946
		<b>1,220,915</b>	<b>1,310,946</b>
<b>Current Assets</b>			
Receivable	18	-	120,000
Cash and bank balances	19	2	4
		<b>2</b>	<b>120,004</b>
<b>Total Assets</b>		<b>1,220,917</b>	<b>1,430,950</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Other payables	20	2,750	12,973
<b>Net Assets</b>		<b>1,218,167</b>	<b>1,417,977</b>
<b>Net assets/ Equity</b>			
<b>Contributed by:</b>			
Capital Grant	21	2,143,552	2,167,483
Accumulated Deficit		(925,385)	(749,506)
<b>Total Net Assets/Equity</b>		<b>1,218,167</b>	<b>1,417,977</b>

The financial statements were approved by the Executive Management Team and were signed on its behalf on:

28<sup>th</sup> JUNE 2021



J.A.M. Ohiani  
Ag. Director General



Bello Akilu  
Head, Finance & Account

## Statement of Changes in Net Assets/ Equity

### FOR THE YEAR ENDED DECEMBER 31, 2020

	<b>Capital Grant N'000</b>	<b>Accumulated Surplus/(Deficit) N'000</b>	<b>Total N'000</b>
Balance as at 1st January 2019	1,550,807	(513,431)	1,037,376
<b>Changes in Net Assets/ Equity for 2019</b>			
Capital Subvention receipt during the year	616,676	-	616,676
Accrued expenses paid in 2019	-	27,292	27,292
Deficit for the year	-	(263,367)	(263,367)
<b>Balance At 31 December, 2019</b>	<b>2,167,483</b>	<b>(749,506)</b>	<b>1,417,977</b>
Balance as at 1st January 2020	2,167,483	(749,506)	1,417,977
<b>Changes in Net Assets/ Equity for 2020</b>			
Capital Subvention receipt during the year	90,351	-	90,351
Refund of Grant to CRF in the year	(114,282)	-	(114,282)
Deficit for the year	-	(175,879)	(175,879)
<b>Balance At 31 December, 2020</b>	<b>2,143,552</b>	<b>(925,385)</b>	<b>1,218,167</b>

The statement of significant accounting policies and the accompanying notes form an integral part of these financial statements.



# Cash Flow Statements

FOR THE YEAR ENDED DECEMBER 31, 2020

	Note	2020 N'000	2019 N'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows</b>			
Recurrent Subventions		1,014,012	1,010,120
Special Concession Account (CBN)		-	-
<b>Outflows</b>			
Salaries and wages		(906,991)	(892,728)
Overhead cost		(174,759)	(290,726)
Finance cost		(4,846)	(2,017)
Decrease/(Increase) in Receivable		120,000	(120,000)
Increase/(Decrease) in Payable		(12,973)	(14,242)
<b>Net cash flows from operating activities</b>	<b>15</b>	<b>34,443</b>	<b>(309,593)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of Plant and equipment		(10,514)	(360,509)
<b>Net cash flows from investing activities</b>		<b>(10,514)</b>	<b>(360,509)</b>
<b>CASH FLOWS FROM FINANCIAL ACTIVITIES</b>			
Capital Grant received		90,351	616,676
Transfer to CRF		(114,282)	-
<b>Net cash flows from Financing Activities</b>		<b>(23,931)</b>	<b>616,676</b>
<b>Net increase/ (decrease) in cash and cash equivalents</b>		<b>(2)</b>	<b>(53,427)</b>
Cash and Bank balances at January 1		4	53,431
Cash and Bank balances at December 31		2	4
<b>Represented by:</b>			
CBN account balances		2	4

The statement of significant accounting policies and the accompanying notes form an integral part of these financial statements.

# Statement of Comparism of Budgeted and Actual Amount

FOR THE YEAR ENDED DECEMBER 31, 2020

	Budgeted N'000	2020 Actual N'000	Variance N'000	%	Budgeted N'000	2019 Actual N'000	Variance N'000	%
<b>Personnel Cost</b>								
Salaries and allowances	946,531	906,991	39,540	4	898,616	892,728	5,888	1
<b>Other Recurrent Costs</b>								
Travel & Transport	46,688	15,495	31,193	67	50,108	35,449	14,659	29
Utilities	29,700	12,092	17,608	59	16,710	12,423	4,287	26
Material & Supplies	8,050	5,189	2,861	36	18,800	2,928	15,872	84
Maintenance Services	15,000	9,541	5,459	36	14,300	7,552	6,748	47
Training	5,000	3,855	1,145	23	7,770	1,022	6,748	87
Other Services	10,000	10,175	(175)	(2)	10,350	10,192	158	2
Consulting & Professional Services	9,500	4,602	4,898	52	9,200	4,691	4,509	49
Fuel & Lubricants	16,500	3,964	12,536	76	14,700	7,854	6,846	47
Financial Charges	10,000	3,964	6,036	60	8,000	2,017	5,983	75
Miscellaneous	25,650	19,780	5,870	23	26,150	19,021	7,129	27
<b>Capital Expenditure</b>								
<b>Purchase of Fixed Assets</b>								
Purchase of Office Buildings	21,000	-	21,000	100	60,000	405	59,595	99
Purchase of Motor Vehicle	40,000	-	40,000	100	25,235	195,938	(170,703)	676
Purchase of Office Furniture and Fittings	41,000	-	41,000	100	90,000	25,922	64,078	71
Purchase of Computers	10,000	10,514	(514)	(5)	-	48,754	(48,754)	100
<b>Rehabilitation / Repairs</b>								
Rehabilitation / Repairs of Fixed Asset	40,000	-	40,000	100	45,000	89,490	(44,490)	(99)
Construction/ provision of infrastructure	-	-	-	-				
<b>Other Capital expenses</b>								
Review of concession agreement	-	-	-	-	25,000.00	38,395	(13,395)	(54)
Research and Development	80,352	79,841	511	1	75,352	47,084	28,268	38
Monitoring and Evaluation	-	-	-	-	-	104,114	(104,114)	100
	<u>1,354,971</u>	<u>1,086,003</u>	<u>268,969</u>	<u>20</u>	<u>1,395,291</u>	<u>1,545,979</u>	<u>(150,688)</u>	<u>(11)</u>

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 make available their approved budget(s) and publicly accountable.

# Notes to the Financial Statements

## FOR THE YEAR ENDED DECEMBER 31, 2020

### 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 otherwise indicated.

#### (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 estimate and judgement

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.

### 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.

# Notes to the Financial Statements

## FOR THE YEAR ENDED DECEMBER 31, 2020

### 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 Central bank accounts.

### 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.

The estimated useful lives for the year are as follows:

<u>Asset Class</u>	<u>Basis %</u>
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, 2020

	N'000 2020	N'000 2019
<b>4 Recurrent Subventions</b>		
<b>4.1 Overhead Subvention</b>		
Received during the year	107,021	117,392
	<u>107,021</u>	<u>117,392</u>
<b>4.2 Personnel Subvention</b>		
Received during the year	906,991	898,615
Transferred to CRF in the year	-	(5,887)
	<u>906,991</u>	<u>892,728</u>
	<u>1,014,012</u>	<u>1,010,120</u>
<b>4.3 Other Revenue</b>		
PPP Concession Fees	2,400,689	625
Sale of Fixed assets	10,857	-
Refund of overpayment	-	57
Transferred to Special Concession account (CBN)	(2,400,689)	-
Transferred to CRF in the year	<u>(10,857)</u>	<u>(682)</u>
	<u>-</u>	<u>-</u>
<b>5 Salaries and Allowances</b>		
Salaries	839,948	798,770
NHIS Contribution	7,734	38,654
Contributory Pension	<u>59,309</u>	<u>55,304</u>
	<u>906,991</u>	<u>892,728</u>
<b>6 Travel and Transport</b>		
Local travel and transport - Others	15,286	18,424
Local travel and transport - Training	209	6,091
International travel and transport - Others	-	10,934
	<u>15,495</u>	<u>35,449</u>
<b>7 Utilities</b>		
Electricity Charges	6,671	9,531
Telephone charges	1,419	876
Internet access charges	2,645	909
Water rates	1,057	1,107
Sewage Charges	<u>300</u>	<u>-</u>
	<u>12,092</u>	<u>12,423</u>
<b>8 Materials and Supplies</b>		
Office stationeries and computer consumables	2,775	859
Newspaper	792	726
Printing of Non security documents	1,559	1,175
Printing of security documents	<u>63</u>	<u>168</u>
	<u>5,189</u>	<u>2,928</u>

# Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2020

	N'000	N'000
	2020	2019
<b>9 Maintenance Services</b>		
Maintenance of Motor Vehicles	1,655	1,816
Maintenance of Office Furniture	42	626
Maintenance of Office Building	2,888	571
Maintenance of Office and ICT Equipment	3,305	1,434
Maintenance of Plants /Generators	230	2,029
Other Maintenance Services	1,421	1,076
	<u>9,541</u>	<u>7,552</u>
<b>10 Training</b>		
Local Training	3,855	1,022.00
	3,855	1,022
<b>11 Other Services</b>		
Security services	3,120	2,612
Cleaning and Fumigation services	7,055	7,580
	<u>10,175</u>	<u>10,192</u>
<b>12 Consulting and Professional Fees</b>		
Financial consulting	209	-
Information technology consulting	1,444	-
Legal services	199	285
Auditing of Accounts	2,750	4,406
	<u>4,602</u>	<u>4,691</u>
<b>13 Fuel and Lubricants</b>		
Vehicles Running Cost	1,696	4,510
Plant/ Generator Fuel Cost	2,268	3,344
	<u>3,964</u>	<u>7,854</u>
<b>14 Financial Charges</b>		
Bank Charges	-	239
Insurance	4,846	1,778
	<u>4,846</u>	<u>2,017</u>
<b>15 Miscellaneous Expenses</b>		
Refreshment and Meals	3,725	3,252
Honorarium/Sitting allowance	2,767	830
Publicity and Advertisement	3,450	6,585
Postages and Courier Services	237	285
Welfare packages	2,574	3,478
Non refundable Withholding tax (WHT) paid to FIRS	5,714	-
Subscription to professional bodies	1,313	4,591
	<u>19,780</u>	<u>19,021</u>
<b>16 Other Capital Expenditures</b>		
Research and Development	79,841	47,084
Review of concession agreement	-	38,395
Monitoring and Evaluation	-	104,114
	<u>79,841</u>	<u>189,593</u>

# Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2020

	2020 N000	2019 N000
<b>18 Account Receivable</b>		
Advance for purchase of Building	-	<u>120,000</u>
<b>19 Cash and bank balance</b>		
CBN TSA Capital	<u>2</u>	<u>4</u>
	<u>2</u>	<u>4</u>
<b>20 Other payables</b>		
Professional Fees	2,750	2,887
Subscriptions	-	2,589
Local travels - others	-	1,140
Welfare packages	-	1,260
Motor fueling	-	842
Motor maintenance	-	47
Local travels - Training	-	2,720
Printing & stationery	-	608
Cleaning and fumigation	-	600
Courier services	-	118
Refreshments	-	162
	<u>2,750</u>	<u>12,973</u>
<b>21 Capital grant to date</b>		
Balance b/fwd	2,167,483	1,550,807
Addition during the year	90,351	616,676
Refund	<u>(114,282)</u>	<u>-</u>
	<u>2,143,552</u>	<u>2,167,483</u>
<b>22 Reconciliation of deficit in the statement of performance 2020</b>		
Other Capital Expenses incur through recurrent overhead	-	189,593
Non refundable Withholding tax (WHT) by FIRS	5,714	-
Depreciation Charges	100,547	60,801
2020 provision for audit fee	2,750	-
Recurrent expenses paid through capital vote	79,841	-
2019 account payables paid in 2020	<u>(12,973)</u>	<u>12,973</u>
	<u>175,879</u>	<u>263,367</u>

# Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2020

## 17 Property, Plant and Equipment

	Buildings N'000	Plant & Machinery N'000	Motor Vehicles N'000	Office Equipment N'000	Furniture & Fittings N000	Total N'000
<b>Cost:</b>						
Balance at 1 January, 2019	1,219,846	21,324	26,198	13,246	6,977	1,287,591
Additions	89,895	-	195,938	48,754	25,923	360,510
<b>Balance at 1 January, 2020</b>	<b>1,309,741</b>	<b>21,324</b>	<b>222,136</b>	<b>62,000</b>	<b>32,900</b>	<b>1,648,101</b>
Additions	-	-	-	10,514	-	10,514
<b>Balance at 31 December, 2020</b>	<b>1,309,741</b>	<b>21,324</b>	<b>222,136</b>	<b>72,514</b>	<b>32,900</b>	<b>1,658,615</b>
<b>Depreciation:</b>						
Balance at 1 January, 2019	225,653	19,912	18,874	7,251	4,760	276,450
Additions during the year	24,846	1,412	27,420	6,025	999	60,702
<b>Balance at 1 January, 2020</b>	<b>250,499</b>	<b>21,324</b>	<b>46,294</b>	<b>13,276</b>	<b>5,759</b>	<b>337,152</b>
Depreciation during the year	26,195	-	52,036	15,028	7,288	100,547
<b>Balance at 31 December, 2020</b>	<b>276,694</b>	<b>21,324</b>	<b>98,330</b>	<b>28,304</b>	<b>13,047</b>	<b>437,699</b>
<b>Carrying Amount</b>						
<b>At 31 December, 2020</b>	<b>1,033,047</b>	<b>-</b>	<b>123,806</b>	<b>44,209</b>	<b>19,853</b>	<b>1,220,915</b>
<b>At 31 December, 2019</b>	<b>1,059,242</b>	<b>-</b>	<b>175,842</b>	<b>48,724</b>	<b>27,141</b>	<b>1,310,946</b>



## Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2020

### 22 Impact of COVID-19 on Infrastructure Concession Regulatory Commission

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, 2020

	2020 N'000	2019 N'000
<b>RECEIPTS</b>		
Cash and bank balances at 1/1/2020	4	53,430
Capital Subvention	90,351	616,676
Overhead Subvention	107,021	117,392
Personnel Subvention	906,991	892,728
Other income	-	682
	<b>1,104,367</b>	<b>1,680,908</b>
<b>PAYMENTS</b>		
Addition to Land and Building	-	89,895
Addition to Motor Vehicles	-	195,938
Addition to Furniture and fittings	-	25,922
Computer and IT equipment	10,514	48,754
Prepaid for Academic building		120,000
Monitoring and Evaluation	-	104,114
Concession Agreement reviews	-	38,395
Research and development	79,841	47,084
Salaries & Allowances	906,991	892,728
Travel & Transport expenses	15,495	35,449
Vehicle running costs	1,696	4,510
Maintenance: Furniture & equipment	42	626
Maintenance: Computer & IT equipment	3,305	1,434
Maintenance: Motor vehicles	1,655	1,816
Maintenance: Office building	2,888	571
Maintenance: Plant & Generators	230	2,029
Maintenance: Other services	1,421	1,076
Postages, Telephone & Internet	4,301	2,070
Office stationeries and computer consumables	2,775	859
Electricity & Water rates	7,728	10,638
Sewage Charges	300	-
Bank/ GIFMIS charges	-	239
Refreshment & Meals	3,725	3,252
Newspaper, Magazines and periodicals	792	726
Subscriptions	1,313	4,591
Advert and publicity	3,450	6,585
Cleaning & fumigation expenses	7,055	7,580
Audit fees and expenses	-	4,406
Carry forward	<b>1,055,517</b>	<b>1,651,287</b>

# Statement of Actual Receipts and Payments

FOR THE YEAR ENDED DECEMBER 31, 2020

	2020 N'000	2019 N'000
<b>Brought forward</b>	1,055,517	1,651,287
Consultancy fees	209	-
Information Technology Consulting	1,444	-
Local travel and transport - Training	-	3,370
Local Training	3,855	1,022
Legal services	199	285
Security expenses	3,120	2,612
Medical/Welfare Expenses	2,574	3,478
Insurance	4,846	1,778
Honorarium/Sitting allowance	2,767	830
Plant/Generator Fuel Cost	2,268	3,344
Transferred to CRF	-	682
Printing Of Non- Security Documents	1,559	1,175
Printing Of Security Documents	62	168
Accrued expenses	12,973	10,873
Total payments	<u>1,091,393</u>	<u>1,680,904</u>
	<u>12,975</u>	<u>4</u>
<b>Represented by:</b>		
Central Bank of Nigeria balance	<u>2</u>	<u>-</u>
	<u>2</u>	<u>4</u>

## Five Year Financial Summary

	2020 N'000	2019 N'000	2018 N'000	2017 N'000	2016 N'000
<b>Recurrent Subventions</b>	<b><u>1,014,012</u></b>	<b><u>1,010,120</u></b>	<b><u>975,016</u></b>	<b><u>802,094</u></b>	<b><u>783,887</u></b>
<b>Employment of funds</b>					
Property, plant and equipment	1,220,915	1,310,946	1,011,240	1,464,928	1,555,192
Net current assets	<u>(2,748)</u>	<u>107,031</u>	<u>26,138</u>	<u>(2,657)</u>	<u>16,095</u>
<b>Net assets</b>	<b><u>1,218,167</u></b>	<b><u>1,417,977</u></b>	<b><u>1,037,378</u></b>	<b><u>1,462,271</u></b>	<b><u>1,571,287</u></b>
<b>Funds employed</b>					
Capital Grant	2,143,552	2,167,483	1,550,809	1,498,037	1,473,488
Retained earnings	<u>(925,385)</u>	<u>(749,506)</u>	<u>(513,431)</u>	<u>(35,766)</u>	<u>97,799</u>
	<b><u>1,218,167</u></b>	<b><u>1,417,977</u></b>	<b><u>1,037,378</u></b>	<b><u>1,462,271</u></b>	<b><u>1,571,287</u></b>



## APPENDIX I: PRE-CONTRACT PROJECTS (AT DEVELOPMENT AND PROCUREMENT) STATUS REPORT, AS AT 31st DECEMBER, 2020 (IN ALPHABETICAL SECTOR FORMAT)

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
1	Federal Ministry of Agriculture and Rural Development	<b>Deployment of 2,000 units of tractors and other mechanized equipment</b> 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
2	Federal Ministry of Agriculture and Rural Development	<b>Projects, involving PPPs on:</b> 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.  A letter was received on 22 <sup>nd</sup> July, 2020 from the Ministry for advice on underlying issues regarding the process of engaging the two preferred partners on Ebughu and Borokiri Terminals.	Procurement
3	Federal Ministry of Aviation	<b>Concession of Mallam Aminu Kano International Airport, Kano</b> The FGN proposed to concession the Mallam Aminu Kano International Airport Terminal Building, Kano State as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TA).  ICRC received revised Outline Business Case (OBC) report on 22 <sup>nd</sup> Oct, 2019; and issued OBC compliance certificate on 22 <sup>nd</sup> June, 2020  <b>Next step:</b> Procurement of suitable investor for the project	Procurement
4	Federal Ministry of Aviation	<b>Concession of Port Harcourt International Airport</b> The FGN proposed to concession the Port Harcourt International Airport Terminal Building, Rivers State as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TAs).  ICRC received revised Outline Business Case (OBC) report on 22 <sup>nd</sup> Oct, 2019; and issued OBC compliance certificate on 22 <sup>nd</sup> June, 2020  <b>Next step:</b> Procurement of suitable investor for the project	Procurement
5	Federal Ministry of Aviation	<b>Concession of Murtala Muhammed International Airport, Lagos</b> The FGN proposed to concession the Murtala Muhammed International Airport Terminal Building, Lagos State as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TAs).  ICRC received revised Outline Business Case (OBC) report on 22 <sup>nd</sup> Oct, 2019; and issued OBC compliance certificate on 22 <sup>nd</sup> June, 2020  <b>Next step:</b> Procurement of suitable investor for the project	Procurement
6	Federal Ministry of Aviation	<b>Concession of Nnamdi Azikiwe International Airport, Abuja</b> The FGN proposed to concession the Nnamdi Azikiwe International Airport Terminal Building, Abuja -FCT as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TAs). ICRC received revised Outline Business Case (OBC) report on 22 <sup>nd</sup> Oct, 2019; and issued OBC compliance certificate on 22 <sup>nd</sup> June, 2020  <b>Next step:</b>	Procurement
7	Federal Ministry of Aviation	<b>Development of a Maintenance, Repairs and Overhaul (MRO) Facility</b> 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 21 <sup>st</sup> May, 2018.  The Ministry approved the RFQ evaluation report for the selection of concessionaire.  RFP was issued to the qualified bidders and Bidders' Conference held on 24 <sup>th</sup> February, 2020  Submission of Proposal by the qualified bidders for evaluation.  <b>Next step:</b> Awaiting report of the evaluation process with selection of the preferred bidder from the Ministry	Procurement

8	Federal Ministry of Aviation	<b>Establishment of an Aviation Leasing Company (ALC)</b> 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 Advisers (TAs).  OBC Compliance Certificate issued 21 <sup>st</sup> May, 2018.  The Ministry approved the RFQ evaluation report for the selection of concessionaire.  RFP has been issued to the qualified bidders and Bidders' Conference held on 24 <sup>th</sup> February, 2020 Submission of Proposal by the qualified bidders for evaluation.  <b>Next step:</b> Awaiting report of the evaluation process with selection of the preferred bidder from the Ministry	Procurement
9	Federal Ministry of Aviation	<b>Development of an Aerotropolis (Airport City)</b> 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 <sup>th</sup> Oct, 2019.  <b>Next step:</b> Awaiting response from the Ministry in line with the observations/comments.	Development
10	Federal Ministry of Aviation	<b>Development of a 6 Cargo/Agro Airports in the Geo - Political zones</b> 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 (TIB) Consortium was procured as Transaction Advisers (TAs) The Commission received an Outline Business Case (OBS) report and currently been reviewed.  <b>Next step:</b> Certification of OBC report	Development
11	Federal Ministry of Aviation	<b>Establishment of a National Carrier</b> 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	Federal Executive Council has approved to replace Lufthansa Consulting with Airline Management Group (AMG) to undertake the Transaction Advisory assignment. <ul style="list-style-type: none"> <li>The Project Proposal received on 29<sup>th</sup> June, 2018</li> <li>OBC Certificate of Compliance Issued by ICRC on 6<sup>th</sup> July, 2018</li> </ul> The official Name (Nigeria Air) and Logo were unveiled with an Investor Teaser at Farnborough Air show on 18 <sup>th</sup> July 2018 <ul style="list-style-type: none"> <li>OBC Certificate was revalidated 25<sup>th</sup> November, 2019</li> </ul> The Commission once again revalidated and re-issued OBC Compliance Certificate to the FMOA on 28 <sup>th</sup> September, 2020  The Commission withdrew the OBC Certificate issued on 28 <sup>th</sup> September, 2020 and re-issued another OBC Certificate of Compliance dated 18 <sup>th</sup> December, 2020 to enable the Aviation Ministry proceed to procurement stage.  <b>Next step:</b> Procurement process for the selection of suitable investor	Procurement
12	National Commission for Museums & Monuments/ Federal Ministry of Information & Culture	<b>Development of Recreational Park within the Museum premises, Enugu.</b> <b>(Unsolicited Proposal):</b> An unsolicited proposal submitted to the National Commission for Museums & Monuments to develop recreational park in Enugu, within the Museum premises.	Culture	OBC Compliance Certificate 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.  <b>Next Step:</b> Submission and Evaluation of EoIs.	Development
13	Federal Ministry of Information and Culture	<b>National Theatre (Solicited Proposal):</b> 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. Ministry is to submit FBC for approval by FEC	Procurement

14	Ministry of Information and Culture	<b>Development of National Council for Arts and Culture's land through PPP</b> 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, 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
15	Federal Ministry of Education	<b>PPPs involving the following:</b> i. Upgrade of the ICT Laboratories/Business Centers in Federal Schools ii. Upgrade of existing libraries 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
16	Federal Ministry of Education	<b>National Mathematical Center</b> i. Development of an International Conference Center 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
17	Federal Ministry of Education / Federal University Gusau (FUG)	<b>PPPs involving the following:</b> 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. 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
18	Federal Ministry of Education	<b>Computer Based Test Centre (National Business and Technical Examinations Board)</b> 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
19	Federal Ministry of Education	<b>Development of Commercial Hub at National Open University of Nigeria (NOUN)</b> 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	ICRC issued an OBC Certificate of Compliance on the October 7, 2017	Development
20	Federal Ministry of Education/ University of Abuja	<b>Development of Students Hostel at University of Abuja</b> 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
21	Upgrade and concession of hostel at Public Service Institute of Nigeria	<b>Upgrade and Concession of Properties through PPP methodology</b> 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
22	Federal Ministry of Health/UCH, Ibadan	<b>Development of Shopping Mall, University College Hospital (UCH), Ibadan</b> 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 Arrangements are in place to regularize the existing MoU with the Concessionaire. A meeting took place at Federal Ministry of Health in October 2020.	Development
23	Federal University, Wukari/Federal Ministry of Education	<b>Development of hostel facilities and accommodation for Staff and Students</b>	Education	The submitted project proposal document has been reviewed and the University was advised to prepare an OBC. Awaiting the University's response.	Development
24	Federal Ministry of Education / Federal College of Education, Ogun State	<b>Development of Student Hostels at Federal College of Education Abeokuta, Ogun State</b> 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 <sup>th</sup> , 2019.	Development

25	Federal Ministry of Power	<b>Energizing Education Program</b> 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
26	University of Calabar/ Federal Ministry of Education	<b>400 Room Students Hostel</b> 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
27	Kaduna Polytechnic / Ministry of Education	<b>Rehabilitation of Students' hostel</b> In line with the desire to bridge the infrastructural gap in Kaduna Polytechnic, the Institution is committed to develop solutions its infrastructural decay and to solicit for financiers for the institution's infrastructure development Projects. Namely; the Renovation of Students' hostel.	Education	FBC issued on 12th February 2020 FEC approval FBC on 8 <sup>th</sup> July 2020. Concession Agreement signed on 21 <sup>st</sup> August, 2020	Procurement
28	Federal Ministry of Education/ National Commission for Colleges of Education (NCCE)	<b>Development of Hostel Accommodation for Colleges of Education</b> 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 17th April, 2019 to discuss the unsolicited proposal by Adonai Ventures Ltd to build hostel accommodation for Colleges of Education in Nigeria.	Development
29	Federal Ministry of Education/University of Port-Harcourt	Regularization of Build Operate and Transfer Process for the development of Retail and Entertainment Centre The University of Port -Harcourt seeks to regularize an ongoing PPP Project to conform with National PPP Laws	Education	ICRC reviewed a signed agreement with regards to the project with the aim of regularizing and legalizing the PPP process that was started by the University, but which had not gone through ICRC, to conform with the ICRC Act.	Development
30	Federal Ministry of Education/University of Port-Harcourt	Development and Construction Of Private Students' Hostel Accommodation For University Of Port-Harcourt	Education	The Commission has reviewed the submitted OBC and has advised the University accordingly.	Development
31	Federal Ministry of Education/University of Port-Harcourt	Regularization of Build Operate and Transfer Process for the development of Entertainment Centre The University of Port-Harcourt seeks to regularize an ongoing PPP Project to conform with National PPP Laws	Education	The review of the Project Structuring report is ongoing	Development
32	Federal Ministry of Education/University of Abuja	Construction of 2 Nos 400 Rooms Students Hostels at University of Abuja Through Public Private Partnership (PPP)	Education	The review of the Outline Business Case report is ongoing ICRC's Letter of nomination for the PSC and PDT membership written on 13 <sup>th</sup> Nov 2020  Meeting with the PPP Unit, UNIABUJA held on 16th December, 2020, to discuss the way forward on the proposed hostel development in the University. The Commission had issued an OBC Compliance Certificate to the University but included some requirements that must be met before the project could proceed.	Development
33	Federal Ministry of Education/ University of Uyo	<b>Construction Of students Hostels on a PPP arrangement.</b> The University of Uyo is seeking to collaborate with a Private Proponent for the development of students hostels at the various campuses of the University with a capacity for 12,000 bed spaces.	Education	Review of the OBC is ongoing	Development
34	Federal Ministry of Water Resources	<b>Gurara 1 Multi -Purpose Dam, Kaduna State: (Solicited Proposal):</b> 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 <sup>th</sup> , 2019  Concession Agreement signed on May 12, 2020.  Preferred bidder paid Fixed Entry and 5 Year Upfront Annual Fees to FGN on 2 <sup>nd</sup> July, 2020	Procurement
35	Federal Ministry of Water Resources	<b>Gurara 2 Greenfield Multi-Purpose Dam</b> The Concession of the Gurara 2 Greenfield multipurpose 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. Awaiting the Ministry's response	Development
36	Federal Ministry of Water Resources	<b>Owena Multi-Purpose Dam water supply (Unsolicited Proposal)</b> 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
37	Federal Ministry of Water Resources	<b>Development of 9MW Oyan Dam Unsolicited</b> 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



38	Federal Ministry of Water Resources	<b>Development of 220MW River Mada Medium hydropower plant in Nasarawa State</b> 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
39	Federal Ministry of Water Resources	<b>Other PPP Projects:</b> i. Development of Tede Dam for Hydro power and other purposes. ii. Concession of Oturkpo Dam for Hydro Power and other purposes. 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
40	Federal Ministry of Mines and Steel	<b>Ajaokuta Steel company Ltd &amp; National Iron Ore Mining Company (NIOMCO)</b> 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 <sup>th</sup> - 26 <sup>th</sup> April, 2018.) Selection of Transaction Adviser for the concession of Ajaokuta Steel Company (ASCL) is ongoing.	Procurement/ Implementation
41	Federal Ministry of Power/Nigerian Electricity Management Services Agency (NEMSA)	<b>Transformer Repair Services</b> 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 wrote a letter to Nigerian Electricity Management Services Agency (NEMSA) on 3rd January, 2020 inviting the MD to note the observations and recommendations with respect to the draft Concession Agreement. Extension of time for submission of the RFP by the bidder was granted by the Commission.  The Commission accompanied an inspection team lead by NEMSA to inspect the project site in Lagos in 18 <sup>th</sup> -20 <sup>th</sup> November 2020 in readiness for the RFP submission by the Bidder	Procurement
42	Federal Capital Territory/ Abuja Infrastructure Investment Center (AIIC)	<b>Small Hydropower Embedded Power from the Wupa Water Treatment Plant Effluent Discharge</b> 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
43	Federal Ministry of Power	<b>Concession of 1.2MW Grid Connected PV Solar Power Plant</b> 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 13th September, 2017. An updated project Concept Note is being awaited from FMPW&H.	Development
44	Federal Ministry of Petroleum Resources	<b>NNPC Refineries Rehabilitation Project</b> The project will involve the rehabilitation of refineries across the country.	Energy	A meeting took place between ICRC and an NNPC Team to discuss the Rehabilitation and PPP O&M of Nigeria's Refineries (Port-Harcourt, Warri and Kaduna) on 6 <sup>th</sup> July, 2020.  Virtual Bid Opening for EPC Contracts on Port-Harcourt Refinery took place on July 24, 2020.  Virtual Bid Opening for EPC Contracts on Warri and Kaduna Refineries took place on 25 August, 2020.	Development
45	Federal Ministry of Petroleum Resources	<b>Construction Of LPG And Ethanol/Methanol Plants At Emede Uzere Delta State (On Public Private Partnership (PPP) Basis)</b> 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
46	Federal Ministry of Petroleum Resources/NNPC	<b>Rehabilitation of NNPC Pipelines Network and Storage Facilities Under a BOT Model</b>	Petroleum	The project has been submitted by NNPC providing a Business Case for the BOT Model for the rehabilitation of the NNPC's pipeline Network and Storage Facilities. Evaluations REOI/RfQ ongoing, which commenced on September 24, 2020	Development
47	Federal Ministry of Power	FMoP 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. Concession and development of 1.2MW Solar facilities at Lower Usuma Dam.	Energy	The Commission received concept notes on April 12, 2018. The Ministry has been requested to update the Concept Notes and engage a TA to assist with the process.	Development

48	Federal Ministry of Education	<b>University of Benin 15MW Solar Project (Unsolicited Proposal)</b> 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.  RFP evaluation exercise has been conducted by UNIBEN. A virtual meeting was held between ICRC E&U Unit and UNIBEN project Team on the 3 <sup>rd</sup> November 2020 to discuss critical dynamics of the project structure to ensure commercial close can be successful achieved.  UNIBEN Team is to revert with all the actionable steps discussed and agreed.	Development
49	Federal Ministry of Water Resources	<b>Development of Hydro power from Kiri Dam</b>	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. The Attorney General and Minister of Justice has issued a Legal Opinion for guidance vide a letter on 22 <sup>nd</sup> July, 2002 on the Kiri suit.	Development
50	Federal Ministry of Water Resources	<b>Gurara Facility Management</b> 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 <sup>th</sup> April 2019 Concession Agreement was signed 30 <sup>th</sup> December, 2019.	Procurement
51	Federal Ministry of Power/ Electrification Agency	<b>Solar Power Off-Grid Rural Electrification</b> 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 was Revalidated 7 <sup>th</sup> October 2020.	Procurement
52	Federal Ministry of Power	<b>40 MW Kashimbila Dam Hydropower Station</b> 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 multi-level intakes and outlet structure.	Energy	The Commission granted OBC Compliance Certification on October 15th, 2018.	Procurement
53	Federal Ministry of Power	<b>Makurdi Hydropower Project</b> 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 15th, 2018.	Procurement
54	Federal Ministry of Water Resources	Development of 136 MW Manya Hydropower Generation Facility, Taraba State	Energy	OBC Certificate of Compliance granted on March 18 <sup>th</sup> , 2019  The OBC compliance certificate was Revalidated 26 <sup>th</sup> October 2020.	Procurement
55	Federal Ministry of Water Resources	Development of 182 MW Bawarku Hydropower Generation, Benue State	Energy	OBC Certificate of Compliance granted on March 18 <sup>th</sup> , 2019  The OBC compliance certificate was Revalidated 26 <sup>th</sup> October 2020.	Procurement
56	Federal Ministry of Power(Power)/ Federal Ministry of Water Resources	Development of Hydroelectric power from existing 6 Small & Medium from dams across the Country Federal Executive Council (FEC) gave an approval on the 30 <sup>th</sup> November 2016 for 6 dams. 1. Bakolori Dam, Zamfara State 2. Omi - Kampe Dam, Kogi State 3. Doma Dam, Nasarawa State 4. Jibiya Dam, Katsina State 5. Zobe Dam, Katsina State Ikere Gorge Dam, Oyo State	Energy	Ongoing finalization of the Concession Agreements between the Ministry and the Preferred Bidders for onward transmission to the Federal Ministry of Justice for vetting.  A meeting took place between ICRC, FMOP, and their Legal Advisers AELEX Partners on 27 August 2020 to discuss ICRC's recommendations for Ikere Gorge, Omi Kampe, Bakolori and Zobe & Jibiya hydro power plant Concession Agreements	Procurement

57	Federal Ministry of Power	<p><b>Development of Small, Medium and Large Hydropower Project Phase 2</b> Development of hydroelectric power from existing small, medium &amp; large hydro dams in twelve (12) locations nationwide. As shown below:</p> <p><b>Lot 3A</b></p> <ul style="list-style-type: none"> <li>7MW Girmi Earth Hydropower Plant, Kaduna State (Brownfield)</li> <li>1.2 MW Lower Usuma Hydropower Plant FCT (Brownfield)</li> <li>9MW Oyan Hydropower Plant, Ogun State (Brownfield)</li> </ul> <p><b>Lot 3B</b></p> <ul style="list-style-type: none"> <li>138MW Dasin Hausa Hydropower Plant, Adamawa State (Greenfield)</li> <li>40MW Kashimbilla Hydropower Plant, Taraba State (Brownfield)</li> <li>92MW Garin Dalli Hydropower Plant, Benue State (Greenfield)</li> </ul> <p><b>Lot 3C</b></p> <ul style="list-style-type: none"> <li>182MW Bawarku Hydropower Plant, Benue State (Greenfield)</li> <li>136MW Many Hydropower Plant, Taraba State (Greenfield)</li> <li>109MW Katsina Ala Hydropower Plant, Benue State (Greenfield)</li> </ul> <p><b>Lot 3D</b></p> <ul style="list-style-type: none"> <li>700MW Oguma Hydropower Plant, Kogi State (Greenfield)</li> <li>1500MW Makurdi Hydropower Plant, Benue State (Greenfield)</li> <li>441MW Onitsha Hydropower Plant, Anambra State (Greenfield)</li> </ul>	Energy	The preferred and reserve bidders' TA list will be communicated to the Commission once all assessments have been finalized by FMOF.	Development
58	Federal Ministry of Environment (FMOE)	<p>Identification of PPP Projects for screening, prioritization and approval for procurement through PPP Signed Memorandum of Understanding for Potential areas of collaboration :</p> <p><b>The following projects are under consideration</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>Framework for Plastic Industry and other private sector companies to take plastic waste off the streets by 2019</li> <li>Development of a New Head Office for the Federal Ministry of Environment (to be completed in 2018)</li> <li>Establishment of Scrap metal recycling facility, Sokoto, Sokoto State.</li> <li>Establishment of Scrap metal recycling facility, Kaduna, Kaduna State.</li> <li>Establishment of Scrap metal recycling plant, Emuoha, Rivers State.</li> <li>Establishment of Scrap metal recycling plant, Owerri, Imo State.</li> <li>Establishment of Ozone village in Ikenne Ogun State.</li> <li>A pilot indigenous project to capture Biogas from faeces/ urine in Federal Government Girls Secondary School, Abaji, Abuja FCT</li> </ol> <p>Development of Pilot Cotter Mitigation from landfill for Energy production Wupa Landfill, Wupa Village Abuja</p>	Environment	Meeting held on 30th 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
59	Federal Ministry of Environment	<p><b>Establishment of a Bamboo Value Chain</b> Establishment of a Bamboo Value Chain Business including maintaining, managing and scaling up the Bamboo factory in Lokoja, Kogi state</p>	Environment	Awaiting the submission of an updated OBC by the Ministry.	Development
60	Federal Ministry of Health	<p><b>Management Equipment Services (MES) project: To provide Medical Equipment and services in Government Hospitals</b></p>	Health	Meeting on MES sub-committee held on the 3 <sup>rd</sup> and 29 <sup>th</sup> of July 2019 review MES Concept note	Development
61	Federal Ministry of Health / University of Port Harcourt Teaching Hospital (UPTH)	<p><b>Construction of staff housing estate, shopping complex and new House Officers' (Doctors') quarters</b></p>	Health	The joint OBC/FBC is being reviewed for management approval	Procurement

62	Federal Ministry of Health	<b>Abuja Medical Mall/City</b> 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
63	Federal Ministry of Health	<b>Development of Oncology Centre of Excellence for Cancer Care in 8 Teaching Hospitals across the Geopolitical zones Federal Ministry of Health</b> The FGN through the Federal Ministry of Health seeks to procure and manage Oncology equipment 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
64	Federal Ministry of Health	<b>Upgrade of the 3rd Phase of Teaching Hospital Rehabilitation Project</b> 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 revalidated and re-issued to the Federal Ministry of Health on the 24 <sup>th</sup> of August, 2020, for an accelerated negotiated PPP pilot scheme for six (6) teaching hospitals, one in each of the Nation's geopolitical zones.	Development
65	Federal Ministry of Health	<b>Orthopedic Hospital, Dala- Kano</b> 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
66	Federal Ministry of Health (FMOH)	<b>Establishment of Anti-Snake Venom Production Facility in Nigeria through PPP</b> The Ministry seeks the Establishment of Anti-Snake Venom Production Facility through PPP.	Health	Inter-Ministerial Committee meeting held on 27 <sup>th</sup> May, 2019 on proposed EDTV. OBC report submitted on 12 <sup>th</sup> October 2020, currently under review	Development
67	Federal Ministry of Health/Federal College of Education (Technical) Bichi, Kano State.	<b>Development of hostel facilities and supermarket</b> 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
68	University of Calabar Teaching Hospital/Federal Ministry of Health	<b>Students &amp; Staff residential accommodation</b> 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
69	Federal Ministry of Health	<b>Radiotherapy and Oncology Centre and Operation of Oxygen Gas Plant at Aminu Kano Teaching Hospital, Kano</b> 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 <sup>th</sup> , 2018.	Development
70	Federal Ministry of Health	<b>Deployment of Thermal Health Scanners at the entry and exit points in Nigeria</b> 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 5 <sup>th</sup> July, 2019 to discuss issues raised by Federal Ministry of Finance on the OBC.	Development
71	Federal Ministry of Health	<b>Abuja Healthcare City project</b>	Health	PDT meeting held on 13 <sup>th</sup> May 2019 to assess draft OBC.	Development
72	National Veterinary Research Institute/ Federal Ministry of Health	<b>Vaccine Production Facility</b> National Veterinary Research Institute (NVRI) is desirous to commercialize vaccine production within the institute.	Agri-Health	The Commission advised NVRI on the composition of the Project Steering Committee (PSC).  ICRC is awaiting the confirmation of a suitable date for the inauguration of the PSC.	Development
73	Federal Ministry of Health	<b>National Orthopaedic Hospital, Enugu</b>	Health	OBC Certificate of Compliance was withheld pending adjustments. Letter was dispatched on 20 <sup>th</sup> July, 2020.	Development



74	Federal Ministry of Health/Usmanu Danfodio University, Sokoto	Public Private Partnership Initiative on Pharmaceutical Products and Surgical Consumables and Diagnostic Laboratory Services at Usmanu Danfodio University Teaching Hospital, Sokoto	Health	The Commission has reviewed the submitted document and advised the University to provide more information to confirm viability and bankability of the project.	Development
75	Federal Ministry of Health	<b>Development of Advanced Surgeries Centres in Nigeria Government Hospitals</b> The Federal Ministry of Health, submitted an unsolicited proposal developed by LAANJ International Ltd, requesting the Federal Government to allocate specific departments in three Nigerian Public hospitals, one each in Abuja, Jos and Port Harcourt, where they can bring in experts from India at intervals to perform advanced surgeries. The proposal aimed to be established as an Operation and Management (O & M) Public Private Partnership (PPP) model	Health	Review of the OBC is ongoing	Development
76	Federal Ministry of Communication Technology / NIPOST	<b>CBN-NIPOST Financial Inclusion</b> 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
77	Federal Ministry of Interior	<b>Development of Advanced Passenger Information API, and Passenger Name Record PNR Portals</b> 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 <sup>nd</sup> - 27 <sup>th</sup> , 2019.	Development
78	National Lottery Regulatory Commission/ National Lottery Trust Fund	<b>Deployment of Central Management System Platform</b> The National Lottery Regulatory Commission/ National Lottery Trust Fund are seeking to deploy of Central Management System Platform	ICT	RFP Bid evaluations have taken place for selection of a Transaction Adviser on the project.  Negotiations are ongoing between the PDT and preferred TA bidder	Development
79	Federal Fire Service	<b>Development of National Fire Data Repository Center (NFDRC)</b> 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. The project will cover the design and development of the NFDRC systems.	ICT	The Commission granted an OBC Compliance Certificate on 5 <sup>th</sup> of November 2018  The Service submitted RfP bid documents to the Commission for guidance on May 2019.  ICRC to advise FFS once review is complete.	Development
80	Federal Ministry of Finance, Budget and National Planning	<b>Development, deployment and management of Automated Customs Gateway Portal for Import Duty Exemption Certificate (IDEC) and Imported Vehicle identification Number Registration (VREG)</b>	ICT	FBC Certificate has been issued and presented on 22nd May, 2019  The Commission revalidated the Full Business Case (FBC) Compliance Certificate on 29 <sup>th</sup> November, 2019.	Procurement
81	National Communications Commission	<b>Deployment of a Centralized Device Management System (DMS)</b> The procurement of Device Management Solutions (DMS) to combat counterfeit and sub- standard ICT devices in Nigeria.	ICT / Communications	1. Engagement of TA has been concluded. 2. A presentation was made to the newly implemented PPP Unit on PPPs 3. An introductory meeting was held with the PPP Unit on the way forward regarding the Unit.	Procurement
82	Federal Ministry of Justice	<b>Criminal Justice Management Information System (CJMIS)</b> The Federal Ministry of Justice (FMoJ) has received an Unsolicited Proposal from ECR Technology Services Limited (ECR) seeking to utilize the application of a Criminal Justice Management Information System (CJMIS) that will enable the achievement of an economically viable way of implementing the Criminal Justice Act (2015).	ICT	The Commission advised the Ministry through a letter on March 27 <sup>th</sup> , 2018 to commence a 2 -Stage competitive bidding in accordance to ICRC guidelines. The Commission received a revised OBC from the Federal ministry of Justice on September 2020 and is currently under review. An OBC certificate was issued on November 4, 2020 for the pilot phase of the project	
83	National Communications Commission	<b>Deployment of a Revenue Assurance System (RAS)</b> The procurement of Revenue Assurance (RAS) to combat revenue leakages amounting to N1Trillion naira annually in the telecoms market generally.	ICT / Communications	Engagement of Individual Consultants namely; PPP Expert and PPP Financial Modeller has been concluded.  A PDT meeting was held to explore swift ways of regularizing the project and concluding negotiations with the preferred bidder which emerged under the PPA 2007 governance framework to enable the preparation of an FBC and draft PPP Agreement for ICRC's review and compliance certification.	Procurement

84	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<b>The Dagbolu Inland Container Depot (ICD): (Solicited Proposal)</b> 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	The Commission reviewed the RFP and approved it for NSC to issue to the prequalified bidders.	Procurement
85	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<b>Development of Inland Container Depot (ICD) in Lolo, Kebbi State: (Unsolicited Proposal):</b> 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.  <b>Next step:</b> Due diligence and negotiation with the preferred concessionaire, Deltatlantic Nigeria Limited.	Procurement
86	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<b>Development of Inland Container Depot (ICD) in Onitsha, Anambra State:</b> This has a design that consists of an annual 5,000 TEUs capacity facility which can be expanded with increasing throughput.	Ports	The Commission issued an OBC Certificate November 8, 2017. Next step: Advertisement in the print media for the selection of preferred concessionaire.	Procurement
87	Federal Ministry of Transportation (FMOT)/ National Inland Waterways Authority (NIWA)	<b>Onitsha River Port Concession (Solicited Proposal):</b> 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	Negotiations with preferred bidder (Universal Elysium Consortium) are ongoing.  Next Step: Awaiting the outcome of negotiations and submission of FBC to ICRC for review	Procurement
88	Federal Ministry of Transportation / Akwa Ibom State Government	<b>Ibom Deep Sea Port Project (Solicited Proposal):</b> 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	Preliminary negotiation meeting with the preferred bidder, (Bollere/Power China Consortium) was done on January 9th, 2020 in Lagos.  The Commission Revalidated the Full Business Compliance certificate to the FMOT/NPA on 12 <sup>th</sup> Feb, 2020  After expiration of certificate, the Commission once again revalidated and re-issued FBC certificate on 17 <sup>th</sup> September, 2020 with 6 months validity.  FEC approved the FBC on 16 <sup>th</sup> December  <b>Next Steps:</b> Commercial Close Financial Close	Procurement
89	Federal Ministry of Transportation (FMOT) / Nigeria Ports Authority (NPA)	<b>Kirikiri Port Lighter Terminal I &amp; II (Solicited Proposal):</b> 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.  <b>Project Structure:</b> 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.	Ports	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 took place 11th – 14th June, 2018.  <b>Next Step:</b> Conclusion of Negotiation with preferred bidder and submission of FBC to ICRC and FEC for approval.	Procurement

90	Federal Ministry of Transport/ Nigerian Ports Authority	<b>The Development of Deep Sea Port in Badagry, Lagos</b> 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
91	Federal Ministry of Transportation	<b>The Development of the Bakassi Deep Sea Port</b> 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
92	Federal Ministry of Transportation / NPA	<b>Port Single Window</b> 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.	Ports Sector	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. <b>Next step:</b> Awaiting procurement of TA and preparation of OBC	Development
93	Federal Ministry of Transportation / NPA	<b>National Freight Intelligence and Transportation Hub (NAFITH)</b> 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.	Ports Sector	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. <b>Next step:</b> Awaiting procurement of TA and preparation of OBC	Development
94	Federal Ministry of Transportation / NPA	<b>Koko Port Concession</b> 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. A plan view of the Koko Terminal lease will consist of the following facilities: 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. Not included in this transaction are the jetty and other facilities or equipment currently used by Tower Petroleum for bulk liquid (bitumen) handling.	Ports Sector	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. <b>Next Step:</b> Awaiting procurement of TA and preparation of OBC	Development
95	Federal Ministry of Transportation / (NPA)	<b>Ikorodu Lighter Terminals</b> 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.	Ports Sector	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. <b>Next Step:</b> Awaiting procurement of TA and preparation of OBC	Development
96	Federal Ministry of Transportation / (NPA)	<b>Provision of Utilities to the Ports</b> 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.	Ports Sector	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. <b>Next Step:</b> Awaiting procurement of TA and preparation of OBC	Development

97	Federal Ministry of Transportation / (NIMASA)	<ul style="list-style-type: none"> <li>i. Ship building yard with breaking, recycling technology and wreck identification and removal.</li> <li>ii. Management and operations of the modular/floating dry dock (outsourcing).</li> <li>iii. Procurement of operational vessels, maritime patrol aircraft, coordination/surveillance centre and other operational equipment (Finance lease)</li> <li>iv. Outsourcing of NIMASA's Training Centre and Guest House at Nigerian Maritime Resource Development Centre (NMRDC), Kirikiri, Lagos state.</li> <li>v. PPPs to develop a Multilevel car park at NIMASA Headquarters</li> <li>vi. Unsolicited proposal for Development of platform for pollution</li> </ul> <p>Verification Gross Mass Imo Solar- safety of life at sea</p>	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><b>Next Step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development
98	Federal Ministry of Transportation (FMOT)/ National Inland Waterways Authority (NIWA)	<p><b>PPPs for the following facilities:</b></p> <ul style="list-style-type: none"> <li>i. Warri Dockyard</li> <li>ii. Lokoja Dockyard</li> <li>iii. Concession of Abam Ama Jetty at Port Harcourt</li> <li>iv. Buoyage Vessels (B/V Anam at Onitsha)</li> <li>v. Buoyage Vessels (B/V Bajibo at Lokoja, Kogi State)</li> <li>vi. Buoyage Vessels (B/V Nembe at Lokoja, Kogi State)</li> <li>vii. Buoyage Vessels (B/V Numan at Lokoja, Kogi State)</li> <li>viii. Motor Ferry (M/F Calabar at Lokoja, Kogi State)</li> <li>ix. Motor Ferry (M/F Effiat Mbo at Lokoja, Kogi State)</li> <li>x. Motor Ferry (M/F Donga at Makurdi, Benue State)</li> <li>xi. Water Bus (W/B) at Yauri, Kebbi State</li> <li>xii. 3 Nos. 40-45 Passenger Sitter Ferries at Lokoja, Kogi State</li> <li>xiii. Water Hyacinth Clearing Equipment (Water Master Classic III at Onitsha)</li> <li>xiv. 2 Nos. 40-45 Passenger Sitter Ferries at Lagos</li> <li>xv. Marina Jetty at Lagos</li> <li>xvi. Apapa Jetty at Lagos</li> <li>xvii. Oyingbo Jetty at Lagos</li> <li>xviii. Maraoko Jetty at Lagos</li> <li>xix. Abayomi Drive Jetty at Lagos</li> <li>xx. Osborne Jetty at Lagos</li> <li>Calabar Jetty at Calabar</li> </ul>	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><b>Next Step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development
99	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<p><b>Development of Inland Container Depot (ICD) in Benin, Edo State</b></p> <p>The Benin Dry Port is proposed to act as a port of destination for container cargoes 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 has written to the NSC on 26<sup>th</sup> Oct. 2018 and give its support for the project to be implemented under the following guidelines:</p> <ul style="list-style-type: none"> <li>• NSC to give all necessary permits for the operation of the facility as an inland Dry Port</li> <li>• NSC to seek all necessary Ministerial approvals and set a date for negotiation</li> </ul> <p><b>Next step:</b> According to the NSC, there is need to conduct Gap-Analysis with a view of advising the proponent on the steps to be taken before declaring the project as port of Origin and port of Destination.</p>	Development
100	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<p><b>Development of Truck Transit Park (TTP) in Obollo - Afor, Enugu State</b></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 15<sup>th</sup> August, 2018</p> <p>The commission received RFQ, RfP and Information Memorandum on December 20<sup>th</sup>, 2018 which has been reviewed and certified.</p> <p>Upon expiration of certificate, NSC forwarded revised/update OBC to the Commission for recertification. Updated OBC is currently under review.</p> <p><b>Next Step:</b> Process leading to the selection of concessionaire.</p>	Procurement
101	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<p><b>Development of Truck Transit Park (TTP) in Lokoja, Kogi State</b></p> <p>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.</p>	Ports Sector	<p>Halcrow Infrastructure Consortium appointed as Transaction Adviser.</p> <p>OBC Certificate of Compliance was issued for the proposed project on 24<sup>th</sup> October, 2018</p> <p><b>Next Step:</b> Commencement of procurement process for the selection of concessionaire.</p>	Procurement



102	Federal Ministry of Transport/ Nigerian Ports Authority	<b>The Rehabilitation and Expansion of the Burutu Port</b> Burutu Port is located in Burutu Local Government Area of Delta State. The current Port is on a 40.716 Hectares of Land and was originally built as a logistic Port for the export of Solid minerals and Agricultural Produce as well as importation and transportation of foreign goods from Europe for onward movement to the hinterland River Ports via the inland waterways	Port	The Commission issued Full Business Compliance Certificate (FBC) to the NPA on 28 <sup>th</sup> November, 2019 to enable the project proceeds to the PPP procurement phase.  Next step: Advertisement in the print media for the selection of preferred concessionaire.	Procurement
103	Nigerian Shippers' Council	<b>Development of Ibadan Inland Dry Port (IDP) under PPP Model</b> 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	PDT meeting was held on 9 <sup>th</sup> of January, 2020 at the FMOt to deliberate on the TAs comments on the draft FBC report prepared by CRCC Construction Company Limited, review the status of the project and identify project challenges and proffer possible solutions.  Meeting held between NSC, ICRC and Transaction Adviser (TA) on 5 <sup>th</sup> June, 2020 to review some of the contentious issues in both the Full Business Case (FBC) and the Concession Agreement (CA) with view at arriving at a common position during the negotiation.  <b>Next steps:</b> <ul style="list-style-type: none"> <li>Conclusion and forwarding of FBC report to the Commission for issuance of compliance certificate.</li> <li>FEC approval</li> <li>Commercial Close</li> <li>Financial Close</li> </ul>	Development
104	Federal Ministry of Transportation (FMOt)	<b>Development of Bonny Deep Water Port</b> The FGN intends to develop the Bonny Deep Water Port through PPP arrangements in order to improve transportation opportunities and boost economic activities along south-south, south east, north central and north east geo-political economic corridors and ease pressure on the western ports – Apapa and Tin Can Island which at the moment handles about 90% of cargo throughput in the country.	Ports	The Commission granted the OBC Compliance Certificate on 22 <sup>nd</sup> June, 2020; and granted the FBC Compliance Certificate on 24 <sup>th</sup> August, 2020  FEC approved by the FBC on 7 <sup>th</sup> October, 2020  Next Step: <ul style="list-style-type: none"> <li>Commercial Close</li> <li>Financial Close</li> </ul>	Procurement
105	Federal Ministry of Transportation (FMOt)/ National Inland Waterways Authority (NIWA)	<b>Re-development of NIWA Marina Land, Lagos State</b> The project involves the re-development of a narrow strip land measuring 3.9 hectares with plans to reclaim 39.2 hectares to a total of 41.1 hectares in Marina, Lagos; both the land and water areas are under the jurisdiction of the National Inland Waterways Authority (NIWA). The facility is currently being used for berthing and docking of passengers' boats and other vessel services referred to as "marina land".	Ports	The Commission reviewed and granted the OBC Compliance Certificate to the Honourable Minister of Transportation on 29 <sup>th</sup> December, 2020.  <b>Next Step:</b> Commencement of procurement process for the selection of concessionaire.	Procurement
106	Federal Capital Territory (FCT), Abuja. FCTA	<b>ONEX through Mpape -Gurku-Ado/Gurku-Nyanya in the Federal Capital Territory (FCT), Abuja. FCTA</b> 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
107	Federal Ministry of Works & Housing (FMW&H)	<b>Development Of Abuja-Ibadan Expressway Project (Unsolicited by TIB &amp; AEC Group)</b> 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 FMW&H for consideration FMW&H transmitted the unsolicited proposals to ICRC for review and regulatory guidance ICRC reviewed OBCs and recommended that the three proponents 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 recommended to the FMW&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 Ministry's further action on the project based on ICRC regulatory guidance.	Procurement

108	Federal Ministry of Works & Housing (FMW&H)	<p>Concession of 10 roads under the Highway Development &amp; Management Initiative (HDMI)</p> <ol style="list-style-type: none"> <li>1. Asaba-Agbor (Delta/Edo States)</li> <li>2. Abuja-Lokoja (FCT/Kogi)</li> <li>3. Kano-Katsina (Kano/Katsina)</li> <li>4. Onitsha-Aba (Anambra/Abia)</li> <li>5. Shagamu-Benin (Ogun/Edo)</li> <li>6. Abuja-Akwanga (FCT/Nasarawa)</li> <li>7. Kano-Shuuri [lot 1] (Kano State); Potiskum-Damaturu [lot 2] (Yobe State)</li> <li>8. Lokoja-Auchi (Kogi/Edo)</li> <li>9. Enugu-Port Harcourt (Enugu/Rivers)</li> <li>10. Ilorin-Jebba (Kwara/Niger)</li> <li>11. Lagos-Abeokuta (Lagos/Ogun)</li> <li>12. Lagos-Badagry (Lagos)</li> </ol> <p>These routes have been selected for the 1<sup>st</sup> phase of the VAC.</p> <p>The routes have been further broken down into lots. This is to ease management and development, ensuring that the entire route is adequately accounted for.</p> <p>Certain criteria have been used to ensure that the most suitable 1<sup>st</sup> phase routes have been chosen.</p>	Roads & Bridges	<p>Twelve (12) OBC reports have been submitted by Federal Ministry of Works &amp; Housing (Works) to the Commission for validation.</p> <p>The Commission after review of the 12 OBC reports granted OBC compliance Certificate to all 12 reports on 21<sup>st</sup> December, 2020.</p> <p><b>Next Step:</b> Commencement of procurement process for the selection of concessionaire.</p>	Development
109	Federal Ministry of Transport/ Nigerian Railway Corporation	<p><b>Greenfield Railway Lines across Nigeria</b></p> <ul style="list-style-type: none"> <li>• Lagos – Shagamu- Ijebu Ode - Ore- Benin City (300km) (standard gauge)</li> <li>• Benin- Agbor-Ogwashe Uku- Asaba- Onitsha –Nnewi-Owerri-Aba with additional line from Onitsha –Enugu-Abakaliki (500km) (standard gauge)</li> <li>• Ajaokuta(Eganyi)-Obajana-Jakura-Baro-Abuja with additional line from Ajaokuta – Otukpo(533km) (standard gauge)</li> <li>• Zaria- Funtua- Tsafe- Gusau- Kaura- Namoda-Sokoto-Illela-Birnin Koni (520Km) (standard gauge)</li> <li>• Lagos –Ibadan- Oshogbo-Baro-Abuja (615KM) (high speed).</li> </ul>	Rail	<p>The OBCs on these projects are being awaited.</p> <p>Next step: Awaiting procurement of TA and preparation of OBC</p>	Development
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"> <li>i. Abuja-Baro-Itakpe-Ajaokuta-Warri Railway Line (269.12km) with branch and extension lines to Jakura-Lokoja (41km) and Agbarho-Warri (5km)</li> <li>ii. Development of Warri new Seaport, Warri, Delta State</li> </ol> <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-modal 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)) was competitively procured to develop these projects under a PPP arrangement.</p> <p>Process included joint due diligence on the CRCC(I) offices in China by ICRC, FMOT, Federal Ministry of Finance, Nigerian Railway Corporation to confirm technical and financial capabilities to undertake the Project</p> <p>ICRC issued FBC Compliance Certificate on 27<sup>th</sup> November, 2018</p> <p><b>FEC approval of FBC obtained 2018</b> Incorporation of Special Purpose Vehicle for the project commenced in October 2020</p>	Procurement
111	Federal Ministry of Transportation	<p><b>Provision Of Enterprise Resource Planning (ERP) Solution for the Council for Regulation of Freight Forwarding in Nigeria (CRFFN)</b></p> <p>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.</p> <p>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.</p>	Railway	<p>Full Business Case submitted by CRFFN, reviewed and certificate of compliance issued 12<sup>th</sup> February, 2019 for the <b>Design, Build, Operate and Transfer (DBOT) of an Enterprise Resource Planning Solution</b> under a PPP arrangement with <b>Messrs SW Global (SWG)</b> as the Preferred PPP partner based on their old service provision performance.</p> <p>Next Step: Submission of FBC to FEC for approval</p>	Procurement

112	Federal Ministry of Transport/ Nigerian Railway Corporation	<p><b>Design, Development, Deployment and Management of a Secure Automated Fare Collection (AFC) Solution for the Nigerian Railway Corporation (NRC) Rail Network.</b></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>FEC has approved FBC Compliance Certificate for the proposed project on 29<sup>th</sup> January, 2020</p> <p><b>NEXT STEP:</b> Concession agreement to be finalized.</p>	Procurement
113	Federal Ministry of Transportation (FMOT)	<p><b>Development of Railway Industrial Park in Port Harcourt</b></p> <p>The FGN intends to develop a Railway Industrial Park in Ubima, Rivers State through PPP arrangements with the following facility components for commercial vehicles and rolling stock assembly, Oil and Gas materials supply Industrial Park, Textile Industrial Park, Light Industry Park for Fast Moving Commodities and Goods (FMCGs).</p>	Railway	<p>The Commission granted the OBC Compliance Certificate on 22<sup>nd</sup> June, 2020; and also granted the FBC Compliance Certificate on 24<sup>th</sup> August, 2020.</p> <p>FEC approved the FBC on 7<sup>th</sup> October, 2020</p> <p>Next Step:</p> <ul style="list-style-type: none"> <li>Commercial Close</li> <li>Financial Close</li> </ul>	Procurement
114	Federal Ministry of Interior/ Nigeria Immigration Service	<p><b>Establishment of Nigerian Passport Application Support Centers in the US, Canada etc (Solicited Proposal):</b></p> <p>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.</p> <p>The Passport Application Support Centers will be equipped with appropriate facilities and data capture equipment with servers linked electronically to the Nigerian Embassies in the selected locations.</p>	Security	<p>RFQ opening took place on 15<sup>th</sup> July, 2019. Pre-qualification assessment on the received RFQ's took place on 29<sup>th</sup> - 30<sup>th</sup> October, 2019.</p> <p>NIS has received the Request for Proposals (RFP) from prequalified bidders.</p>	Procurement
115	Federal Ministry of Interior	<p><b>ECOWAS Biometric ID Cards System</b></p> <p>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.</p>	Security	<p>The Ministry was issued an FBC Certificate of Compliance on May 24, 2018.</p> <p>FEC approval for the project 28<sup>th</sup> November, 2018</p> <p>Concession Agreement was signed on April 16, 2019</p>	Procurement
116	Federal Ministry of Defence (FMoD)	<p><b>Concession of Defence Jetty, Marina Lagos</b></p> <p>Messrs. Inspium 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.</p> <p>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 &amp; Café, Professional Training Services.</p>	Security	<p>The Commission issued an Outline Business Case Certificate November 8, 2017.</p> <p>Full Business Case Certificate of Compliance was issued on 29<sup>th</sup> November, 2018</p>	Procurement
117	Federal Ministry of Police Affairs	<p><b>Contingent Owned Equipment (COE)</b></p> <p>Supply Own and Operate (SOO) for Peace Keeping Missions in CAR, South Sudan, Somalia, Dafur and Liberia</p>	Security	<p>Joint OBC/FBC Compliance Certificate issued for presentation to FEC.</p> <p>Next step: Submission of FBC to FEC for approval</p>	Procurement
118	Nigerian Correctional Service (formerly Prisons)	<p>Concession of Nigerian Prisons Land Swap Correctional Facility, Industrial Laundry Facility &amp; Integrated Farm Facility</p>	Security	<p>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</p>	Procurement
119	Nigerian Correctional Service	<p><b>Rehabilitation, Expansion and Operation of the Nigerian Correctional Service Shoe, Garment and Leather Factories</b></p> <p>An unsolicited proposal for the Rehabilitation, Expansion and Operation of the Nigerian Correctional Service Shoe Factory (NCS SF) Aba, Abia State under Public Private Partnership between Erojim Investment limited (EIL) and the Nigeria Prisons Service.</p>	Security	<p>Sequel to viability appraisal and FGN policy directive on local sourcing, the project scope was expanded to accommodate the establishment of a Garment Factory within the premises of Aba Shoe Factory and the establishment of Janguza Leather Factory Kano, Kano State in order to feed Aba Shoe Factory with high quality finished leather products.</p> <p>After project re-negotiation and submission of a revised FBC, ICRC granted a compliance certificate on 6<sup>th</sup> May, 2020.</p> <p>FEC approved the FBC on 7<sup>th</sup> October, 2020</p> <p>Next Step:</p> <ul style="list-style-type: none"> <li>Commercial Close</li> <li>Financial Close</li> </ul>	Procurement

120	Ministry of Defence (MOD)	<b>The Naval Ship Dockyard, Lagos</b> 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	FBC Certificate of Compliance was issued to FMOd on 11 <sup>th</sup> September, 2018  The Commission revalidated and re-issued the FBC certificate of compliance to MOD on 16 <sup>th</sup> September, 2020 after receiving:  A letter indicating their willingness to proceed with the project at the same investments levels and costs bearing in mind the effects of inflation and other possible post covid -19 pressures on the project cash flow.  A letter from their financiers indicating their willingness also to finance the project and to mention any possible term sheet variations if any, that may affect the project dynamics and implementation.  <b>Next Step:</b> Submission of FBC to FEC for approval	Procurement
121	Federal Ministry of Interior	<b>Immigration and Border Line Management</b> 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  <b>Next Step:</b> Awaiting commencement process by Ministry	Procurement
122	Nigeria Police Force	<b>Development of senior police officers quarters at Ikeja, Lagos through PPP arrangement</b> 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
123	Federal Ministry of Interior	<b>Development and Deployment of a National Security and Civil registration system:</b> 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.	Security	The Commission has reviewed the submitted OBC and has advised the Ministry accordingly.  The Commission is awaiting the submission of an updated OBC.	Development
124	Federal Ministry of Interior	<b>Production of Emergency Passports</b> 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 <sup>th</sup> , 2019	Procurement
125	Federal Ministry of Defence	<b>Supply, Operate &amp; Maintain arrangement for equipment to Federal Ministry of Defence (FMOd) for leasing to the UN under CoE system on a letter of assist basis.</b>	Security	ICRC attended a Pre-Negotiation meeting between FMOd and the Concessionaire (Messrs Barnes & Tubbies) on the draft Full Business Case (FBC) and the Concession agreement.  The Commission granted Conditional FBC Certificate of Compliance on 2 <sup>nd</sup> September, 2019. <b>Final FBC Certificate granted 5<sup>th</sup> December, 2019</b> on successful completion of the conditions  <b>Next Step:</b> Awaiting Presidential Approval.	Procurement
126	Nigeria Customs Services (NCS)	<b>E-Customs Project (Establishment of a Digital/Paperless Customs Administration) under PPP arrangement.</b> The Nigeria Customs Service (NSC) has undertaken a survey of its operations and has identified challenges hindering its smooth operations. The NSC has decided to implement an e-Customs Solution, which is a program that will update the NSC ICT infrastructure and deployment of smart technologies under PPP arrangement.	Security	The Commission revalidated FBC Certificate for the proposed project on January 17 <sup>th</sup> , 2020  FEC approved the FBC in 2020  <b>Next Step:</b> Commercial close	Procurement
127	Federal Ministry of Interior (FMOI)/ Nigerian Police Service (NPS)	<b>National Public Security Communication System (NPSCS)</b> 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.	Security	Bid conference held on Wed, 14 <sup>th</sup> Aug, 2019 to select the Baseline Auditor for the NPSCS Network  Meeting of the subcommittee of the Network Baseline Audit of the NPSCS held on 20 <sup>th</sup> Aug, 2019 Presentation of report on the Network Baseline Audit of NPSCS to the Project Management Team (PMT) held on 29 <sup>th</sup> Aug, 2019.  FEC Approval obtained Wednesday 16 <sup>th</sup> December 2020  <b>Next Step</b> Commercial close	Implementation



128	Federal Ministry of Youth and Sports	<b>PPPs involving the following:</b> i. Upgrading/rebuilding of National Stadium, Lagos ii. Completion of Athletes' hostel, Abuja	Sports	PDT meeting held on September 19 <sup>th</sup> , 2018. The Ministry has been advised to submit an OBC to the Commission. RFQ bids evaluated on 25 <sup>th</sup> November 2020 Evaluation Team to submit report to PDT on 2 <sup>nd</sup> December 2020  PDT Meeting held on Wednesday, the 2 <sup>nd</sup> of December, 2020	Development
129	Federal Ministry of Youth and Sports	<b>Development of Multipurpose Facility at National Stadium, Abuja</b> 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 (FMYS) on March 27, 2018  RFQ Advert for the two projects published on the 31 <sup>st</sup> August 2020.  RFQ advert extended by 2 weeks	Development
130	Federal Ministry of Youth and Sports	<b>Sponsorship And Promotion Of The National Sports Festival (NSF)</b>	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
131	Federal Ministry of Youth and Sports	The Federal Ministry of Youth and Sports Development seeks to Concession a) National Stadium Complex & Athletes' Hostel Surulere, Lagos. B) Athletes' hostel Abuja	Sports	RFQ Advert for the two projects published on the 31 <sup>st</sup> August 2020	Procurement
132	Federal Ministry of Industry Trade and Investment/ National Automotive Council	<b>Development of World Class Training Centre of Excellence: (Solicited Proposal):</b> The National Automotive Design Development Council wishes to develop a World Class Training Centre of Excellence through a PPP.	Trade and Investment	The Commission held a meeting on 31 <sup>st</sup> January, 2020 to establish a way forward on the project. It was agreed an updated Business Case will be sent to the Commission for review on 9 <sup>th</sup> March, 2020.	Procurement
133	Federal Ministry of Trade & Investment / Tafawa Balewa Square Management Board (TBSMB)	<b>Rehabilitation, Management and Operation of the National Trade and International Business Centre, Lagos (NTIBC)</b> 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 FMIT 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 Restaurants & lounge bar	Trade & Investment	The bid submission closed on 18 <sup>th</sup> November 2020 (1600) and two (2) bids were received.  A presentation was made by both bidders on 23 <sup>rd</sup> November 2020 for the Evaluation of Innovative solutions within the project.  Bid evaluations for technical and financials commenced on 30 <sup>th</sup> November 2020, in Lagos. The bid submission closed on 18 <sup>th</sup> 18 <sup>th</sup> November 2020 (1600) and two (2) bids were received.  A presentation was made by both bidders on 23 <sup>rd</sup> November 2020 for the Evaluation of Innovative solutions within the project.  Bid evaluations for technical and financials commenced 30 <sup>th</sup> November 2020 and concluded on 2 <sup>nd</sup> December 2020 in Lagos.	Development
134	Federal Ministry of Trade & Investment / National Automotive Council (NAC)	<b>Establishment of the Mechanic's Villages</b> 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 <sup>st</sup> , 2019  Site Visit took place on February 27 <sup>th</sup> , 2019  Awaiting Sensitivity analysis to be run by both parties and to be sent to the Commission for review	Development

135	Federal Ministry of Trade & Investment / Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)	<b>Development of 23 Industrial Development Clusters (IDCs)</b> 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 23rd, 2018 for six (6) identified IDCs namely; Idu, Maiduguri, Owerri, Ikorodu, Port Harcourt and Sokoto.	Procurement
136	Federal Ministry of Industry Trade and Investment	<b>Federal Ministry of Industry Trade and Investment Abuja Head Office Building Project</b> 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 on-going.	Trade & Investment	Project Conceptualization is currently on-going.	Development
137	Federal Ministry of Trade, Industry & Investments	<b>Development of SME Portal</b> 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 26th April, 2019. FEC has approved the FBC certificate	Procurement
138	Federal Ministry of Industry, Trade and Investment	<b>Development of Okerete Transnational Border Market at Saki West LGA, Oyo State</b> 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 geopolitical 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
139	Federal Ministry of Industry, Trade, & Investments and Niger State	<b>Babanna Transnational Border &amp; Regional Market Project</b> 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.	Industry, Trade and Investment	A Technical Committee meeting held on 23 <sup>rd</sup> January, 2020 to chart a way forward for the project. The meeting agreed to develop a TOR for the engagement of TA on the project.	Development
140	Federal Capital Territory/ Abuja Infrastructure Investment Center (AIIC)	<b>IGR Automated Platform for AEPB:</b> <b>Project Description (Solicited Proposal):</b> 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 <b>Next Step:</b> Awaiting FBC submission for review.	Procurement
141	Ogun Osun River Basin Development Authority	K'MAOUN Complex in IJORA Lagos State	Urban Development	The Commission held a meeting with the Ogun Osun River Basin Development Authority and the project proponent on the 20 <sup>th</sup> October 2020, to discuss the OBC reviewed by the Commission.  The OBC was updated addressing all the issues outlined by the Commission and submitted to the Commission for OBC Compliance Certificate.  OBC Compliance certificate was issued by the commission on the 12 December 2020	Development
142	Federal Ministry of Works & Housing And Council for the Regulation of Engineering in Nigeria (COREN)	<b>COREN Head Office Project (Solicited Proposal):</b> 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
143	Federal Capital Development Authority (FCDA)	<b>Automated Parking Centres</b> 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
144	Federal Housing Authority (FHA)	<b>PPPs involving the following:</b> 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
145	Federal Ministry of Works & Housing	<b>Marina Quayside Strip Project</b> 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
146	Federal Ministry of Works & Housing	<b>New Eko Development Project, (Lagoon City) in Lagos</b> 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 FMO&H.	Development
147	Office of the Head of Civil Service of the Federation (OHCSF)	<b>Federal Civil Service Staff Club</b> The Office of the Head of Civil Service of the Federation (OHCSF) wishes to embark on a brownfield PPP project	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

148	Federal Capital Territory	<b>Light Rail Lot 2 PPP Project</b> 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
149	National Commission for Museums and Monuments	<b>Lease of Land at National Museum, Jos for the development of Filling Station</b> 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
150	National Sugar Development Council	<b>Operation and Management of Sugarcane Bio-Factory, Zaria</b> 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
151	Centre for Management Development	<b>Development of CMD Headquarters, Abuja</b> 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
152	Office of the Head of Civil Service of the Federation (OHCSF)	<b>The Concession of Ground Floor of the Federal Secretariat Complex, Phase II to Commercial Use under PPP Arrangement</b> 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: - Creche/Nursery - Supermarket - Laundry - Car Park commercialization - Complementary Transportation to and from 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.  <b>Next step:</b> 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
153	Federal Housing Authority	<b>Development of Federal Housing Authority (FHA) Shopping Complex, Gwarinpa, Abuja</b> 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 relocated 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 <sup>th</sup> , 2018  Bid opening held on July 11 <sup>th</sup> , 2018 with two (2) proposals submitted for evaluation; which took place and none of the bidders met the requirements of the RFQ  Awaiting detailed report from FHA on the procurement process.	Procurement
154	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	Meeting held with NASS/ PASAN on 20 <sup>th</sup> May, 2019 regarding reviewed PSR and way forward for project.  NASS/ PASAN have been advised to procure a TA to develop a standard PSR for the project.	Development
155	Federal Radio Corporation of Nigeria (FRCN)	<b>FRCN Land Lease, Owerri, Imo State.</b> 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. The project consists of a high-end luxury estate with recreational support facilities, luxurious hotel and office blocks for commercial purposes.	Urban Development	The Commission has reviewed the submitted OBC and has advised the Corporation accordingly. The Corporation resubmitted an OBC for the project on November 9, 2020 and is currently under review	Development
156	Federal Radio Corporation of Nigeria (FRCN)	<b>Federal Radio Corporation of Nigeria Properties</b> 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
157	Niger Delta Development Commission	<b>Proposed Niger Delta Broadband Development Initiative (NDBDI) for a Region-Wide High-Speed Next Generation Broadband Infrastructure.</b> 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
158	National Hajj Commission of Nigeria (NAHCON)	The NAHCON seek to engage a private sector operator to DFBO a building at its landed property located at Hajj Complex, along Katsina Road, Kano State. The plan is to build a 4blocks complex housing 376 units of shops, 8 portal steel block, a mosque, convenience and parking spaces.	Urban Development	Chairman/CEO of NAHCON and his team visited the ICRC on the 5 <sup>th</sup> November 2020 to discuss and explore areas of Public Private Partnership (PPP) opportunities in National Hajj Commission of Nigeria. A review of the project structuring report is ongoing.	Development

## APPENDIX 2: STATUS OF PPP CONTRACTS UNDER IMPLEMENTATION – YEAR 2020

Contracts/Duration	MDAs/Concessionaire	Activities
<b>Western Ports – Lagos</b>		
<p>Concession for the Development, Finance, Maintenance, Operate and Transfer of 12 Port terminals.</p> <p><b>Terminals:</b> 6 in Apapa, and 5 in Tin Can Island</p> <p><b>Duration:</b> Between 10 to 25 years.</p>	<p><b>MDA:</b> Federal Ministry of Transportation/Nigerian Ports Authority (NPA)</p> <p><b>Concessionaires: Apapa Port</b></p> <ul style="list-style-type: none"> <li>▪ Apapa Bulk Terminals Limited for Terminals A &amp; B</li> <li>▪ ENL Consortium for Terminals C &amp; D</li> <li>▪ Greenview Development Nigeria Limited for Terminal E</li> <li>▪ APM Terminals Limited for Container Terminal</li> </ul> <p><b>Tin-Can Island Port</b></p> <ul style="list-style-type: none"> <li>▪ Five Star Logistics Limited</li> <li>▪ Ports and Terminal Multi-Services Limited</li> <li>▪ Ports and Cargo Handlings Services Limited</li> <li>▪ Tin-Can Island Container Terminal Limited</li> <li>▪ Josepdam Ports Services Limited</li> </ul>	<p><b>Status:</b> Concession contracts are under Implementation</p> <p>The Commission in collaboration with the NPA visited some selected Port Terminals in Tincan Island, Lagos in February, 2020.</p> <p><b>Summary of findings</b></p> <p>High level of compliance in terms of payment of Lease fees were reported for operators in Apapa and Tincan Island ports.</p> <p>The construction works of standard rail gauge to connect the port to the hinterland have reached an advanced stage.</p> <p>Some structures within the port terminals in Apapa were demolished such as Warehouse shade 1, Security Post, Parameter fence at Apapa Port Terminal A &amp; B as of the rail line construction work;</p> <p>Rail evacuation of cargoes has been suspended until the current construction work is completed;</p> <p>Rehabilitation work on the Apapa port access road was completed in 2020, however, the gridlock is yet to disappear due to number of vehicles trying to access the ports;</p> <p><b>Challenges:</b></p> <p>The following challenges were listed by the Terminal Operators:</p> <ul style="list-style-type: none"> <li>▪ Inadequate supply of electricity to the terminals</li> <li>▪ Scanners installed at the ports have stopped working, hence 100% physical examination of cargoes is being carried out,</li> <li>▪ High congestions within the port;</li> <li>▪ The access road to the port needs to be re-habilitated;</li> <li>▪ Security concerns at the water front and the channels are worried some.</li> </ul>



**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"> <li>▪ Bua Ports and Terminals Ltd</li> <li>▪ Port &amp; Terminals Operators Nig Ltd</li> </ul> <p><b>Onne Port</b></p> <ul style="list-style-type: none"> <li>▪ Brawal Oil Services Ltd</li> <li>▪ Intels Nigeria Ltd – FLT</li> <li>▪ Intels Nigeria Ltd – FOT</li> <li>▪ West African Container Terminals Ltd</li> </ul> <p><b>Calabar Port</b></p> <ul style="list-style-type: none"> <li>▪ Intels Nigeria Limited</li> <li>▪ Ecomarine Terminals L td</li> <li>▪ Shoreline Logistics Ltd</li> </ul> <p><b>Warri Port</b></p> <ul style="list-style-type: none"> <li>▪ Intels Nig Ltd – Old Port Terminal A</li> <li>▪ Intels Nig Ltd – New Port Terminal B</li> <li>▪ Associated Maritime Services Ltd</li> <li>▪ Julius Berger Port Services Ltd – Old Port Terminal C</li> </ul>	<p><b>Status:</b> Concessions Under Implementation</p> <p>The Commission could not visit the port terminals in Calabar, Cross River State within the year 2020 as a result of the Covid-19 Pandemic and the restriction of movement, however, performance updates were obtained from the NPA and Terminal Operators at the port.</p> <p><b>Summary of findings</b></p> <p>The dredging of the Calabar port water channel was not completed in 2020 as a result of the pending litigation on the matter.</p> <p>The Delta Queen Rig stationed at Intels Terminal in Calabar Port was sold by AMCON within the year, while demobilization of the Rig and its subsequent removal from the terminal started in July, 2020 and is expected to last for one (1) year.</p> <p>The Nigerian Customs Service has directed that the Shoreline Logistics terminal be reopened only for cargo operations after being closed down since September, 2019. The terminal was however restricted from carrying out its passenger ferry services to neighboring countries;</p> <p>Shoreline Logistic Terminal has started work on the final design for the reconstruction of collapsed berth and Jetty.</p> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>▪ Access road to the port requires urgent rehabilitation</li> <li>▪ Dredging and fixing of fenders needs to be carried out by the Grantor</li> <li>▪ Security situation around the business environment became challenging after the lockdown</li> <li>▪ Business activities/volume of traffic was quite low in 2020;</li> <li>▪ Lessor could not embark on dredging of the channel due to an on-going court case.</li> </ul>
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Healthcare Infrastructure Sector		
<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><b>Duration</b> 15 Years March 20 2007 – March 19 2022</p>	<p><b>MDA:</b></p> <ul style="list-style-type: none"> <li>Federal Capital Territory Administration (FCTA)/ Health and Human Services Secretariat</li> </ul> <p><b>Concessionaire:</b></p> <ul style="list-style-type: none"> <li>NISA Premier Hospital Ltd</li> </ul>	<p><b>Status:</b> Contract is under Implementation</p> <p><b>Progress</b> The Contract Compliance Department visited and had meetings with parties to the Garki Hospital Concession in 2019.</p> <p><b>Areas of Contract Compliance by Parties</b></p> <ul style="list-style-type: none"> <li>Provision of efficient health care services by Concessionaire</li> <li>Staff training and upgrade of hospital infrastructure/facilities</li> <li>Procurement of modern medical equipment and fulfillment of financial obligations to government</li> <li>Support towards efficient service delivery by Grantor</li> </ul> <p><b>Areas of Non-Contract Compliance by Parties</b></p> <ul style="list-style-type: none"> <li>Parties not getting finance to treat indigene patients</li> </ul> <p><b>Contractual Issues</b></p> <ul style="list-style-type: none"> <li>Re-training of staff on customer service, legal aspect of care and basic life support were carried out by the hospital management</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Indebtedness to the Hospital by National Health Insurance Scheme (NHIS) and FCT Health Services Scheme (FHSS) especially for secondary care (free-for-service).</li> <li>Continuous exit of doctors, nurses and other health care workers to other countries</li> </ul> <p><b>Action taken:</b> Contract Compliance Department advised parties to review each parties contract performances as a guide towards the future of the project.</p>
<p>Concession of A Warehouse in a Box Project</p>	<ul style="list-style-type: none"> <li><b>Government Agency</b> Federal Ministry of Health</li> <li><b>Concessionaire</b> MDS Logistics Ltd</li> </ul>	<ul style="list-style-type: none"> <li>The two facilities in Lagos and Abuja are fully operational;</li> <li>Material handling equipment deployed to Abuja and Lagos Federal Warehouses.</li> <li>Currently has 4 clients at the facilities in Abuja and Lagos</li> <li>Operations were seriously affected by the lockdown which came with high delivery cost to client's location;</li> </ul> <p>Challenges with certain clauses in the contract and the Ministry had agreed to a 6 months review which has not been concluded.</p>

**INLAND CONTAINER DEPOT INFRASTRUCTURE SECTOR**

<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><b>MDA:</b> Federal Ministry of Transportation/Nigerian Shippers Council (NSC)</p> <p><b>Concessionaires:</b></p> <ul style="list-style-type: none"> <li>Eastgate Inland Container Depot Ltd</li> <li>Catamaran Logistics Ltd</li> <li>Duncan Maritime Ventures Nigeria Ltd</li> <li>Dala Inland Dry Port Nig. Ltd</li> <li>Equatorial Marine Oil and Gas Company Ltd</li> <li>Migfo Nigeria Limited</li> </ul>	<p><b>Status:</b> 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><b>Progress made at Each ICD locations</b></p> <p><b>Abia ICD:</b></p> <ul style="list-style-type: none"> <li>This contract is under review by the Parties</li> <li>Concessionaire has completed arrangement with foreign technical and financial partners on the ICD.</li> <li>Construction work is 5% completed at the site</li> <li>The parties are currently renegotiating the contract terms.</li> </ul> <p><b>Oyo ICD:</b></p> <ul style="list-style-type: none"> <li>Construction work is 10% completed at the site.</li> <li>Concessionaires have been ordered by the Minister of State, Transport, to commence implementation of the contract without further delay.</li> <li>The parties are currently renegotiating the contract terms.</li> </ul> <p><b>Plateau ICD:</b></p> <ul style="list-style-type: none"> <li>There is good access road provided by Plateau state government.</li> <li>Construction work is about 65% completed at the site.</li> <li>The parties are currently renegotiating the contract terms.</li> </ul> <p><b>Kano ICD:</b></p> <ul style="list-style-type: none"> <li>Construction work is 5% completed at site.</li> <li>Concessionaire is engaging with an investor to dilute its shares by 80% to bring in needed finances for the project.</li> <li>The parties are currently renegotiating the contract terms.</li> </ul> <p><b>Katsina ICD:</b></p> <ul style="list-style-type: none"> <li>Construction work is 55% completed at the site</li> <li>Have inherited some warehouses from the government</li> <li>The parties are currently renegotiating the contract terms.</li> </ul> <p><b>Borno ICD:</b></p> <ul style="list-style-type: none"> <li>5% construction work completed at the site.</li> <li>Project site has been relocated to another part of the state</li> <li>The parties are currently renegotiating the contract terms.</li> </ul>
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ELECTRICITY INFRASTRUCTURE SECTOR		
<p>Concession for the Design, Construct, Install, Operate and Maintain the Dadin Kowa Hydro Dam for the purpose of Electricity Generation with a capacity of 39 MW – Gombe State</p> <p><b>Duration</b> 25 years from 4<sup>th</sup> July, 2005</p>	<p><b>MDA</b> Federal Ministry of Water Resources</p> <p><b>Concessionaire:</b> Mabon Limited</p> <p>Addendum to the agreement signed on 4<sup>th</sup> 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><b>Status:</b> Under Implementation</p> <p>The Commission and other stakeholders jointly visited the Dadin Kowa Multi-Purpose Dam on 24<sup>th</sup> February, 2020 to monitor the progress of work and parties' compliance with the terms and conditions of the contract.</p> <p><b>Progress</b></p> <ul style="list-style-type: none"> <li>▪ The Concessionaire has acquired necessary equipment for the project and the Dam is ready to be commissioned;</li> <li>▪ Acquired a new completed 40-megawatt plant consisting of two 20 megawatt turbines.</li> <li>▪ Testing of Capacity Plant equipment was done in March 2020.</li> <li>▪ Awaiting Nigerian Bulk Electricity Trading PLC (NBET) to process and approve the Power Purchase Agreement (PPA).</li> <li>▪ Awaiting the Federal Ministry of Water Resources to process and approve the Water License.</li> <li>▪ Gombe State Government has indicated interest to off-take the power generated at the power station.</li> </ul> <p><b>Contract Challenges</b></p> <ul style="list-style-type: none"> <li>▪ Security challenges</li> <li>▪ Water license Agreement</li> <li>▪ Power Purchase Agreement</li> </ul>
<p>Concession for the Operation, Restoration and Maintenance of Hydroelectricity Power production facilities – Niger State.</p> <p>Duration for Kainji/Jebba 30 Years from 1st November, 2013</p> <p>Duration for Shiroro 30 Years from 21st February, 2013</p>	<p><b>MDA:</b> Federal Ministry of Power/Kainji &amp; Shiroro Hydro Electricity Plc</p> <p><b>Concessionaire:</b></p> <ul style="list-style-type: none"> <li>▪ North South Power company Ltd – Shiroro</li> <li>▪ Mainstream Energy Solutions Ltd – Kainji/Jebba Hydro Plant</li> </ul>	<p><b>Status:</b> Under Implementation.</p> <p>The Commission could not visit the Hydro Dams due to the lockdown. Information obtained from the Concessionaires revealed the following:</p> <p><b>Shiroro Hydro:</b></p> <ul style="list-style-type: none"> <li>▪ One of the generating units at Shiroro was shut down in March, 2020 for overhauling. North South Power company Ltd deployed its Engineers to carry out the repairs as the expatriates hired initially could not continue as a result of the Covid-19 Lockdown. The unit was fully restored as at October, 2020</li> <li>▪ The Hydro station was on a generating capacity of 450mw for the better part of year, 2020 due to the maintenance work on one of the units.</li> <li>▪ The Concessionaire also revealed that part payment has been made by The Nigerian Bulk Electricity Trading (NBET) Plc for outstanding invoices.</li> </ul> <p><b>Kainji/Jebba Hydro</b></p> <ul style="list-style-type: none"> <li>▪ Concessionaire is exploring eligible customer policy to sell generated (un-taken) electricity to other eligible customers.</li> <li>▪ Increased Personal Protective Equipment (PPE) in view of COVID 19 protocols at the project site.</li> <li>▪ The Lake level as at 7<sup>th</sup> December, 2020 remains at 141.73m for Kainji and 102.44m for Jebba.</li> <li>▪ An unprecedented inflow of 10,887m<sup>3</sup>/s in an 8hrs average was recorded on 15<sup>th</sup> September, 2020, marking the highest in the history of the Dam;</li> <li>▪ Kainji reservoir began its filling operation on 17<sup>th</sup> July, 2020 with the level of 132.06m and continued till the level of 141.73m on 22<sup>nd</sup> October, 2020.</li> <li>▪ The heavy spillage in Jebba during the White Flood resulted in gross low generation output and two units at Jebba Dam (2G4 and 2G5) could not be synchronized to the grid.</li> <li>▪ Rip-rap reinforcement on the right side of the spillway channel to reclaim the Tail Race embankment at Kainji;</li> <li>▪ Construction of retaining wall at the right side of the right Tail Race at Jebba;</li> <li>▪ Replacement of the 2 Hydraulic Power Unit (HPU) at Kainji and 3 sets of HPU at Jebba;</li> <li>▪ All stations flood and drainage pumps in the power houses are made ready for the unforeseen.</li> </ul>



		<p><b>Challenges to Kainji/Jebba</b></p> <ul style="list-style-type: none"> <li>▪ Ramp- Down requests</li> <li>▪ Low level of invoice payments</li> <li>▪ High level of insecurity around the power station neighborhood area.</li> <li>▪ Non-Utilization of excess generated electricity to willing buyers through bi-lateral process.</li> </ul> <p><b>Actions taken:</b> The Commission is mediating with parties to resolve the challenges in 2021.</p>
<p>Concession of the 30 Megawatts (MW) Gurara Hydropower Plant</p> <p><b>Contract Duration</b></p> <ul style="list-style-type: none"> <li>▪ The Contract period is for 25 years</li> <li>▪ From: 12<sup>th</sup> May 2020 to 11<sup>th</sup> May 2045</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Government Agency</b> Federal Ministry of Power</li> <li>▪ <b>Concessionaire</b> North South Nigeria Ltd</li> </ul>	<p><b>Status:</b> Under Implementation</p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>▪ Concessionaire has moved to site and the process of rehabilitation of 3 units of 10 megawatts has commenced.</li> <li>▪ Concessionaire has paid the upfront fee payment to the Special Concession Government Account opened for that purpose.</li> </ul>
<p>Concession for the Service Management of Gurara Phase 1 Multipurpose Dam Facilities</p> <p><b>Contract Duration</b></p> <ul style="list-style-type: none"> <li>▪ Contract is for 10 years</li> <li>▪ From: 30<sup>th</sup> December 2019 to 29<sup>th</sup> December 2029</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Government Agency</b> Federal Ministry of Water Resources</li> <li>▪ <b>Concessionaire</b> Messrs Gams and Abell Ltd, in conjunction with Ryzyn Global Inc. USA</li> </ul>	<p><b>Status:</b> Under Implementation</p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>▪ ICRC has taken custody of the Concession Contract and commenced monitoring parties' compliance;</li> <li>▪ The Concessionaires has commenced the implementation of the contract;</li> <li>▪ Security operatives have been hired to secure the facility and there is collaboration with the security operatives for the safety of lives and properties;</li> <li>▪ The Concessionaire is making efforts to attract more investments to the facility;</li> </ul>
<p>Concession of Rooftop Solar Power Project.</p> <p><b>Contract Duration</b></p> <ul style="list-style-type: none"> <li>▪ Contract is for 10 years</li> <li>▪ From: 14<sup>th</sup> March 2019 to 13<sup>th</sup> March 2029</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Government Agency</b> Federal Ministry of Power</li> <li>▪ <b>Concessionaire</b> Proserve Energy Services Ltd</li> </ul>	<p><b>Status:</b> Under Implementation</p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>▪ Concessionaire made efforts to attain financial close in 2020 fiscal year.</li> <li>▪ Power Purchase Agreement (PPA) has been signed</li> <li>▪ Federal Government Guarantee obtained in February, 2020 from the Federal Ministry of Finance</li> <li>▪ EPC contractor is expected to complete work within 6 months once financial close is achieved</li> </ul>
<b>Telecommunications Infrastructure Sector</b>		
<p>Concession Agreements to Develop, Upgrade and Commercialize TCN's Fibre Optic Telecommunication Infrastructure in Nigeria.</p> <p><b>Duration</b> 15 Years from March 2007</p>	<p><b>MDA:</b> Federal Ministry of Power, Works and Housing/Transmission Company of Nigeria (TCN)</p> <p><b>Concessionaires:</b></p> <ul style="list-style-type: none"> <li>▪ Phase 3 Telecom Ltd</li> <li>▪ Alheri Engineering Services Ltd</li> </ul>	<p><b>Status:</b> Contracts have been re-instated and Concessionaires have returned to their operations</p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>▪ Cases filed by the parties have been suspended for an out of Court settlement</li> <li>▪ A Mediation Technical Committee was set up comprising three (3) representations from all the parties, with ICRC as the Chairing the Committee and facilitating the peaceful resolution of the matter,</li> <li>▪ A total of 28 disputed areas were brought before the Committee, and were resolved;</li> <li>▪ The final report of the Committee has been prepared and signed by the parties;</li> <li>▪ Addendum to the principal agreements and the financial models were prepared by the parties.</li> </ul> <p><b>Actions taken:</b></p> <ul style="list-style-type: none"> <li>▪ A Certificate of Compliance were issued by the Commission to enable TCN forward the addendum to the Federal Ministry of Justice for concurrence.</li> </ul>

**AVIATION INFRASTRUCTURE SECTOR**

Concession to Design, Develop, Finance, Construct, Complete, Test, Commission, Operate, Manage, Maintain and Transfer of the MMA2 Terminal (Lagos)	<p><b>MDA:</b> Federal Ministry of Aviation /Federal Airports Authority of Nigeria</p> <p><b>Concessionaire:</b> Bi -Courtney Aviation Services Ltd</p>	<p><b>Status:</b> Under Implementation</p> <p>The Commission could not visit the project site in 2020 as local and international flights were suspended for almost five months in 2020 due to the Covid-19 pandemic.</p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>▪ The Contract Compliance Department continued to monitor compliance with the terms and condition and the efficient execution of the contract.</li> <li>▪ A few domestic terminals were re-opened in June, 2020 months of suspended operations due to the Covid-19 pandemic.</li> <li>▪ Concessionaire has further instituted a legal action against FAAN with Federal Ministry of Justice and ICRC joined in the case of takeover of the airport domestic terminal,</li> <li>▪ Operation is on-going at the airport terminal.</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>▪ On-going litigation on the project over the duration of the contract, cost and operational right over the GAT, Lagos.</li> <li>▪ Inadequate utility supply such as electricity.</li> </ul> <p><b>Actions taken:</b></p> <ul style="list-style-type: none"> <li>▪ The CCD is monitoring the situation as Parties are mediating to resolve the contractual disputes.</li> </ul>
Concession for the Acquisition, Installation, Operation and Management of World Class Integrated System in Designated Airports (MMA – Lagos, Abuja & Kano)	<p><b>MDA:</b> Federal Ministry of Aviation / Federal Airports Authority Nigeria</p> <p><b>Concessionaire:</b></p> <ul style="list-style-type: none"> <li>▪ Maevis Nigeria Ltd</li> </ul>	<p><b>Status:</b> Contract Terminated – Mediation in progress</p> <p>The CCD met with the parties several times both in Abuja and Lagos.</p> <ul style="list-style-type: none"> <li>▪ ICRC was nominated as mediator in the dispute by parties. MAEVIS has submitted its documentation to substantiate claims of debt and compensation following the termination of the contract by FAAN.</li> <li>▪ AMCON appointed a receiver/manager over MAEVIS limited and its assets which temporarily stalled the mediation process however the mediation process is on-going and documents support claims are being reviewed.</li> </ul> <p><b>Actions taken:</b></p> <ul style="list-style-type: none"> <li>▪ ICRC is reviewing the financial documents submitted by the MAEVIS limited on the financial transaction</li> </ul>

**MARITIME SECURITY INFRASTRUCTURE SECTOR**

Concession for the Provision of Security, Monitoring and Enforcement Operational Platforms.	<p><b>Government Agency</b> Federal Ministry of Transportation/Nigerian Maritime Administration &amp; Safety Agency</p> <p><b>Concessionaire:</b> Messrs Global West Vessels</p> <p><b>Payment Structure:</b> 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><b>Status:</b> Suspended – Case was withdrawn from court for an out of court settlement.</p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>▪ The Court has ordered for an out-of-court settlement of the dispute between NIMASA and Global West Vessel Specialist Limited.</li> <li>▪ Parties are now in arbitration to resolve the matter.</li> </ul>
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**Duration**  
10 years  
3<sup>rd</sup> April 2012 - 2<sup>nd</sup> April 2022

**Development Cost:**  
US\$103.4 million

**HOUSING DEVELOPMENT INFRASTRUCTURE SECTOR**

<p>Concession for the Reclamation and Infrastructural Development of Festac Phase II Housing Development Project – Festac Town – Lagos</p> <p><b>Duration</b> 30 Years from 8<sup>th</sup> Sept, 2014</p>	<p><b>Government Agency</b> Federal Ministry of Power, Works &amp; Housing/ Federal Housing Authority (FHA)</p> <p><b>Concessionaire:</b></p> <ul style="list-style-type: none"> <li>▪ New Festac Property Development Company Ltd</li> </ul> <p><b>The Project Milestones</b></p> <ul style="list-style-type: none"> <li>▪ Approval and signing of the concession agreement were done on 8<sup>th</sup> September, 2014;</li> <li>▪ The Project is for 30 years with a 3 years' moratorium;</li> <li>▪ The FG would be paid an annual fee of N1 billion (Premium &amp; Ground rent) for the duration of the concession;</li> <li>▪ Concessionaire is expected to recoup its investment through the sales of plots of land;</li> </ul>	<p><b>Status:</b> Project stalled as a result of Court cases.</p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>▪ The Commission met with the parties within the first quarter, 2020 to discuss issues concerning the project.</li> <li>▪ The project land area still facing issues of encroachment by local settlers;</li> <li>▪ The Commission was notified of a court case coming up on 1<sup>st</sup> December, 2020 at the Supreme Court involving FHA and Amuwo family.</li> <li>▪ Developer reiterated its willingness to continue to partner with FHA in resolving issues affecting the commencement of the project;</li> <li>▪ The EFCC has placed a Caveat Notice on the site, as there were claims of illegal sale of land by the Concessionaire.</li> <li>▪ The quantum of land left to be developed is about 438 hectares out of 1,126 hectares;</li> <li>▪ The Concessionaire has successfully completed all the preliminary works required for the execution of the Festac Phase II project and awaiting Supreme Court Judgement.</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>▪ Despite the Caveat Notice, about 50% of the project land has been encroached upon</li> </ul> <p><b>Next Step</b></p> <ul style="list-style-type: none"> <li>▪ The Commission will continue to engage the Parties and relevant stakeholders.</li> </ul>
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**AGRICULTURE INFRASTRUCTURE SECTOR**

<p>Concession contracts for the Silo Complexes Nationwide.</p> <p>The Silo Complexes were constructed to store grains purchased by Strategic Grain Reserve Department (SGRD) on behalf of the FGN and distribute these grains according to government policy.</p> <p><b>Contract Duration</b> 10 Years from 28<sup>th</sup> September, 2020.</p>	<p><b>Government Agency:</b> Federal Ministry of Agriculture</p> <p><b>Concessionaires:</b></p> <ul style="list-style-type: none"> <li>▪ Neon Agro Commodities Limited (Uyo Silo)</li> <li>▪ Agro-Universal Consortium (6 Silos in Jos, Ikenne, Ekiti, Sokoto, Ogoja, Akure)</li> <li>▪ Servewell Agricultural Services Limited (Gombe Silo)</li> <li>▪ Matrixville Consortium (6 Silos in Kwali, Gaya, Bulasa, Jahun, Kaduna, Lafiagi)</li> <li>▪ Upland Grains Production Company Limited (Makurdi Silo)</li> <li>▪ Coscharis Farms Limited (Igbariam Silo)</li> <li>▪ Ebony Agro Industries Limited (Ezilo Silo)</li> <li>▪ Independent Agro Limited (Ibadan Silo)</li> </ul>	<p><b>Status:</b> Under Implementation</p> <ul style="list-style-type: none"> <li>▪ Contract Signed;</li> <li>▪ CCD took custody of Concession Agreements;</li> <li>▪ The Federal Ministry of Agriculture and Rural Development through its letter dated 27<sup>th</sup> October, 2020 informed the Commission that the Silo Complexes have been officially handed over to the Concessionaires to commence full operations;</li> <li>▪ The physical handover of the Silo Complexes was done on 28<sup>th</sup> September, 2020 and this marks the effective date of the Contract.</li> <li>▪ The Ministry planned to carry out an inception visit to the Silo Complex within the first quarter of 2021.</li> </ul> <p><b>Challenge</b></p> <p>Late Handover of assets to the Concessionaires to commenced implementation.</p>
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## OTHER CONTRACTS RECEIVED WITHIN THE YEAR 2020

<p>Concession for the operation and maintenance of two Warehouses located in Lagos and Abuja, through an Operate and Management contract (Warehouse in a Box).</p> <p><b>Contract Period</b></p> <ul style="list-style-type: none"> <li>5 years</li> <li>From 14<sup>th</sup> May 2019 to 13<sup>th</sup> May 2024</li> </ul>	<p><b>Government Agency:</b> Federal Ministry of Health</p> <p><b>Concessionaire:</b> MDS Logistics Limited</p>	<p><b>Status: Under Implementation</b></p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>The two facilities in Lagos and Abuja are fully operational;</li> <li>Material handling equipment deployed to Abuja and Lagos Federal Warehouses.</li> <li>Currently has 4 clients at the facilities in Abuja and Lagos</li> <li>Operations were seriously affected by the lockdown which came with high delivery cost to client's location;</li> <li>Challenges with certain clauses in the contract and the Ministry had agreed to a 6 months review which has not been done.</li> </ul>
<p>Production of Ecowas Biometric Identity Cards</p>	<p><b>Government Agency:</b> Federal Ministry of Interior</p> <p><b>Concessionaire:</b> Euphoria Press Limited. Independence Way Kaduna</p>	<p><b>Status: Under Implementation</b></p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>Contract Signed;</li> <li>CCD took custody of Concession Agreements;</li> <li>CCD commences monitoring of efficient execution of contractual terms in the concession agreements.</li> </ul>
<p>Public Private Partnership and Joint Venture Agreement for the Establishment of a Military Clothing Factory. Kaduna, Kaduna State</p>	<p><b>Government Agency:</b> Defence Industries Corporation of Nigeria (DICON)</p> <p><b>Concessionaires:</b> SUR Corporate Wear Tasarim Dani Manlik GYM SAN VE TIC. AS (SUR) Turkey</p>	<p><b>Status: Under Implementation</b></p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>Contract Signed;</li> <li>CCD took custody of Concession Agreements;</li> <li>CCD commences monitoring of efficient execution of contractual terms in the concession agreements.</li> <li>Construction period is 10 Months</li> <li>The Commission was represented at the joint monitoring visit conducted on 22<sup>nd</sup> October, 2020</li> <li>The visit was aimed at inspecting the level of progress made on the construction works</li> <li>The project is currently at about 55% completion rate</li> <li>Progress has been achieved with the construction work at the 14,500sqm factory building which stood at 55% per cent completed in December 2020.</li> <li>The team advocated the installation of quality equipment and machinery at the factory</li> </ul>



### APPENDIX 3: CIRCULAR ON THE ADMINISTRATION OF THE CONCESSION PROGRAMME OF THE FEDERAL GOVERNMENT OF NIGERIA

#### CIRCULAR

Ref No SGF.50/IS.37/11/749

Office of the Secretary to the  
Government of the Federation,  
The Presidency,  
Shehu Shagari Complex,  
Three Arms Zone,  
Abuja.

14<sup>th</sup> September, 2020


Chief of Staff to the President,  
Deputy Chief of Staff to the President, Office of the Vice-President,  
Honourable Ministers/Ministers of State,  
Head of the Civil Service of the Federation,  
Permanent Secretaries,  
National Security Adviser,  
Special Advisers/Senior Special Assistants,  
Chief of Defence Staff/Service Chiefs/Inspector-General of Police,  
Governor, Central Bank of Nigeria,  
Chairman, Federal Civil Service Commission,  
Chairman, Police Service Commission  
Chairman, Code of Conduct Bureau,  
Chairman, Code of Conduct Tribunal,  
Chairman, Revenue Mobilization, Allocation and Fiscal Commission,  
Chairman, Federal Inland Revenue Service,  
Chairman, Independent National Electoral Commission,  
Chairman, National Population Commission,  
Chairman Independent Compt Practices & Other Related Offences Commission,  
Chairman, Economic & Finance Crimes Commission,  
Chairman, National Drug Law Enforcement Agency,

Chairman, National Salaries, Incomes & Wages Commission,  
Chairman, National Assembly Services Commission,  
Surveyor-General of the Federation,  
Directors-General/Executive Secretaries/Managing Directors.

#### ADMINISTRATION OF CONCESSION PROGRAMME OF THE FEDERAL GOVERNMENT OF NIGERIA

Following the absence of clear distinction between the functions of the Infrastructure Concession Regulatory Commission (ICRC) and Bureau of Public Enterprises (BPE) and its consequences on Investors' confidence in the Nigerian Economy, the Federal Government has approved the following guidelines for use in applying the National Policy on Public Private Partnership (PPP) vis-à-vis the extant laws guiding the operations of the Infrastructure Concession Regulatory Commission (ICRC) and Bureau of Public Enterprises (BPE) in the administration of PPP processes. The guidelines are:

- a. The BPE, in line with the provisions of the Public Enterprises (Privatization and Commercialisation) Order 2012 (as amended) shall:
    - i. Be responsible for the concession of Public Enterprises and Infrastructure already listed in the First and Second Schedules of the Public Enterprises (Privatization and Commercialisation) Act; and
    - ii. Act on behalf of the Federal Government, either alone or in conjunction with relevant Ministry, Agency, Corporation or body, as the counterparty on all infrastructure projects being developed on a Public Private Partnership basis;
  - b. The ICRC shall act as the regulatory Agency for PPP transactions, with powers to inspect, supervise as well as monitor the projects and process, in order to ensure compliance with relevant laws, policies and regulations; and
  - c. In processing any PPP transaction under paragraph (a) above, BPE and the relevant Agency of Government shall ensure compliance with the provisions of the Infrastructure Concession Regulatory Commission (Establishment, Etc.) Act, 2005.
2. This Circular, which supersedes any previous directive on this subject, shall take immediate effect and should be read in conjunction with all Extant Laws, Regulations, Orders and Guidelines.

  
Boss Mustapha  
Secretary to the Government of the Federation

## APPENDIX 4: CIRCULAR ON THE SPECIAL CONCESSION ACCOUNT


**FEDERAL MINISTRY OF FINANCE,  
BUDGET AND NATIONAL PLANNING**

Office of the Honourable Minister

Ahmadu Bello Way,  
Central Business District,  
P.M.B 14 Garki, Abuja  
Nigeria.

☎: 09-6702444  
08180147408

## CIRCULAR

HMFBNP/CHIMFBNP/CIRCULAR/SCA/2020

May 16<sup>th</sup>, 2020

Chief of Staff to the President  
Deputy Chief of Staff to the Vice President  
Honourable Ministers/Ministers of State  
Head of Civil Service of the Federation  
Chief Economic Adviser to the President  
Special Adviser/Senior Special Assistant  
Service Chiefs/Inspector General of Police  
Governor, Central Bank of Nigeria  
Chairman Federal Civil Service Commission  
Chairman, Police Service Commission  
Chairman, Code of Conduct Bureau  
Chairman, Code of Conduct Tribunal  
Chairman, Federal Character Commission  
Chairman, Revenue Mobilization, Allocation and Fiscal Commission  
Chairman, Federal Inland Revenue Service  
Chairman, Independent National Electoral Commission  
Chairman, National Population Commission  
Chairman, Independent Corrupt Practices and other Related Offences Commission  
Chairman, Economic and Financial Crimes Commission  
Chairman, National Drug Law Enforcement Agency  
Chairman, National Assembly Service Commission  
All Permanent Secretaries and Heads of Extra-Ministerial Departments  
Clerk of the National Assembly  
Chief Registrar, Supreme Court of Nigeria  
Secretary, National Judicial Council  
Auditor-General of the Federation  
Accountant-General of the Federation  
All Directors-General/Chief Executive Officers of Parastatals, Agencies, and Government-owned Companies.

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**CREATION OF SPECIAL CONCESSION ACCOUNTS AND NEED FOR REMITTANCES OF  
ALL MONIES ACCRUING TO THE GOVERNMENT FROM PUBLIC PRIVATE  
PARTNERSHIP PROJECTS INTO THE ACCOUNTS**

The Federal Government over the years has not been able to determine the exact amount accruing from Public Private Partnership (PPP) projects for the purpose of transparency, accountability and probity.

2. In line with the provision of Section 1 of the Infrastructure Concession Regulatory Commission (Establishment, ETC.) Act, 2005, "Any Federal Government Ministry, Corporation or body involved in the financing, construction, operation, management, or maintenance of infrastructure, by whatever name called may enter into contract or grant concession to any duly pre-qualified project proponent in the private sector for the financing, construction, operation, management, or maintenance of any infrastructure that is financially viable or any development facility of the Federal Government in accordance with the provisions of the Act".

3. In addition, the provision of Section 9 of the ICRC Act specifies that: "There shall be a Special Concession Account (SCA) into which shall be credited money accruing to the Government and from which shall be defrayed monies to be paid in respect of the concession scheme". Consequently, the Honourable Minister of Finance has directed that all MDAs should remit all monies accruing from Public Private Partnership 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 (OAGF) which is domiciled in the Central Bank of Nigeria (CBN) and still under the Single Treasury Account (TSA) framework.

4. A directive has been issued and the Accountant-General of the Federation has opened two (2) Special Concession Accounts as follows:

## i. Naira Account

Account Name:	Special Concession Account
Bank:	Central Bank of Nigeria (CBN)
Account number:	0020054161318

## ii. Domiciliary Account

Account Name:	Special Concession Account
Bank:	Union Bank UK Plc
Account number:	010147-USD-CDACBN20 (Currency: USD)
Swift Code:	UBN0GB2L

5. Henceforth, in accordance with IPSAS 32, there will be prepared a true financial report showing all revenue/receipts and expenditures from all Concessions, Leases, Rents, Service contracts, Joint Ventures (except for Joint Ventures in the Oil and Gas

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Sector for exploration and production), Management & Operating contracts and any other type of PPP arrangement with the Federal Government for auditing and use by interested parties. The Special Concession Account is aimed at promoting and facilitating best practices and strategies for receipt of specific revenue (PPP payments) as provided for in the Treasury Single Accounting framework in Nigeria.

## 6. This Circular shall-

- i. be read in conjunction with all extant Laws, Regulations, Orders and Guidelines as well as those that may be issued pursuant to this circular;
- ii. take immediate effect; and
- iii. supersede any previous directives on the subject

  
Mrs. (Dr.) Zainab Shamsu Ahmed  
Honourable Minister

www.fmf.gov.ng

### **ICRC HEADQUARTERS**

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near FCDA Headquarters,  
Area 11, Garki, Abuja, Nigeria

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