



ICRC Bulletin

1st QUARTER 2021 EDITION

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EDITOR – IN – CHIEF’S DESK



Dear Reader,

The ICRC Bulletin Editorial team is pleased to present the 1st edition for the year 2021.

Like we all know, the year 2020 was a very challenging one for individuals, corporations and governments alike because of the effects of the COVID 19 pandemic. This in turn significantly affected economies and the way people work, live and relate. Pleasant to note that within the review period, Nigeria received its 1st dose of the

AstraZeneca Covid 19 vaccines and hopefully, we anticipate a continuous and gradual reduction in the infection and death rates as the year progresses.

Year 2021 offers the ICRC an auspicious opportunity to build on the successes recorded in 2020. Sadly though, during the review period, the DG of the Commission, Engr. Chidi Izuwah who was sick for a few months passed on 16th March 2021. It was shocking to say the least - family, friends, colleagues and well-wishers kept praying and hoping that he would get well and return to the Commission soon, but alas, the Almighty had other plans. May his soul RIP.

Given the huge impact and immense contributions of Engr. Chidi not only in ICRC but also in the Nigerian/African PPP space, the Bulletin Editorial Team chose to dedicate this special edition to the honour of his memory by showcasing and celebrating some of his successes and achievements.

Our feature story is an interview late Engr. Chidi Izuwah had on 28th September 2020 with Dr. Obinna Nwachukwu, member, Editorial Board of the BusinessDay newspaper. It is very engaging and informative. We appreciate Dr. Nwachukwu for approving the use of that interview in this Bulletin.

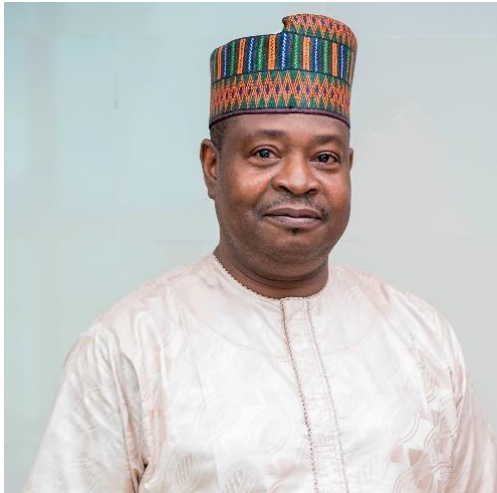
We have included a biography of Engr. Chidi Izuwah written by his sister, Dr. Mrs. Ngozi Izuwah-Njoku. It details his early years, career progression, family life, work with special needs children, etc. We have also shared some of the glowing tributes written by a variety of stakeholders, including some pictures of his activities and engagements while at ICRC.

Our health and wellness section is an article titled “Africa’s ‘Wicked’ Healthcare Problems And How To Fix Them” written by Ola Brown, a medical doctor, economist, finance expert, entrepreneur and investor with one of the leading healthcare technology & infrastructure (PPP) portfolios on the African continent.

We do hope you enjoy reading this edition.

Manji Yarling

ACTING DG's STATEMENT



It has been a rather sobering few couple of weeks for all of us at the Commission. As the nation and the world continues to confront the COVID-19 pandemic and the attendant excruciating consequences, we at the Commission were faced with the unfortunate and untimely death of our amiable, ebullient Director General, Engr. Chidi Izuwah.

This sad event occurred on March 16, 2021 at the Nisa Premier Hospital in Abuja after a protracted battle with ill health.

There is no doubt about the fact that Engr. Chidi as he was fondly called by colleagues, friends and admirers alike would be greatly missed not only within the Public Private Partnership (PPP) space across the continent but by all of those who came in contact with him personally and/or in the line of duty.

History would certainly judge him kindly. His place in the annals of Nigeria's PPP evolution and development is certainly assured. He was passionate, dedicated and driven as our former DG. I feel a deep sense of grief on his sad demise and I believe I speak the minds of my colleagues at the ICRC, some of whom have worked with him from the inauguration of the Commission many years ago.

There was never a dull moment around him. His energy was infectious, there was always something to take away from an engagement with him no matter how brief.

We have a duty to build on the numerous successes recorded under our departed DG especially in the Public Private Partnership space, it is in doing this that his memory would be kept alive. Details of his burial plans will be communicated as soon as they are finalized and shared by his family.

In the period under review, Outline Business Case (OBC) Compliance Certificates in respect of the Revalidation of Burutu Port, Truck Transit Part in Obollo Afor and the Jabi Lake Tourism Development Project in Abuja were issued. The Honourable Minister of Works and Housing, Babatunde Fashola also received the OBC Certificate for the Highway Development & Management Initiative (HDMI) on 29 January, 2021. Similarly, the commissioning of PPP Office and inauguration of Project Steering Committee of the University of Abuja held within the period.

We have secured approval from the Office of the Secretary to the Government of the Federation to commence the 2020 and 2021 promotion exercises. A date and time will be fixed for the exercise and communicated to staff appropriately.

Once again, let me take this opportunity to enjoin all ICRC staff and our PPP stakeholders to not only see this period as one for sober reflection but also to rededicate ourselves to the cause of the Commission and our dear country. The task of revamping Nigeria's infrastructure through PPP is a task that must be done.

God bless us all.

J. A. M. Ohiani
Ag. Director General, ICRC

FEATURE STORY

INTERVIEW

Dr. Obinna Nwachukwu

Member, Business Day Editorial Board

WE HAVE ATTRACTED OVER \$10.7 BN INVESTMENT TO NIGERIA AND READY TO DO MORE – CHIDI IZUWAH

***Chidi K.C. Izuwah Snr** Chidi has a first degree in Civil Engineering from the University of Nigeria, Nsukka and a Master's degree in Hydraulic Engineering from the University of New Castle Upon Tyne in the United Kingdom. He is a Harvard, Wharton, Columbia University and Indian Institute of Management Ahmedabad Executive Education Alumni. A former Chairman of the Nigerian Society of Engineers' Presidential Committee on Infrastructure and PPPs, he started his career as a lecturer in fluid mechanics, fluvial hydraulics and hydropower engineering at the University of Port Harcourt, in 1986. Thereafter, he held several senior oil & gas asset management positions in a career spanning over 21 years with SPDC (Shell Nigeria) and Shell International USA and Europe. Izuwah is currently the Director General/CEO of the Infrastructure Concession Regulatory Commission in the Presidency. In this no-hold barred exclusive interview with BusinessDay Editorial Board Member, **Obinna F. Nwachukwu**, the renowned infrastructure concession expert gives the scorecard of the commission under his administration.*

Sir, what was the state of ICRC when you took over and what have you done to make it better?

I will leave that to others to say. I don't think it is prudent to talk about the state of what your bosses did, we were brought up in a particular way. ICRC is a child of circumstance, the law was designed to solve Nigerian infrastructure deficit, and at the time I took over, I was very determined to take things to the next level. I'm extremely happy to say that we have done that, we have a lot more projects that have reached commercial and financial close out. We have been able to take Lekki deep water port which was a project that started a long time ago to a financial close, the construction is ongoing as we speak now. ICRC have issued about 86 outline businesses and 37 full business case Certificates. As at August 2020, we had 151 PPP projects at different stages of our contract regulation. We had about 73 PPP projects at various levels of post contract regulation and if you look at the period of time, we attracted 8.5billion dollars of investment into the economy of Nigeria. Is it significant? It is, is it enough? No, it's not, because you know what our deficit is. We need to do more. If you look at what is happening to our revenue, our infrastructure deficit with roads, hospitals, water, university, everywhere. A lot has been done, but a lot needs to be done, what we need to focus our energy on is how can we do more, because Public Private Partnership is a multi-sectoral thing, it's not the responsibility of one agency of government, it's the ability of the regulator to work with everybody across the PPP

space to be able to deliver, that is partly what my focus has been to make sure that you create an ecosystem, that everybody is on the same page to take Nigeria to the next level. One of the biggest problems I met here, when I came was capacity, PPP is a very complex technical financial process, so, you need to have public servants who have the skills to be able to deliver those projects, you also need to have a private sector which is able to do that. And I'm very pleased to note that we have established the Nigerian Institute for Infrastructure and Public Private Partnership, an institute which is designed, and running virtually, creating capacity for Nigerians. In addition to that, one of the first things that we also did was to work with the world bank to develop a disclosure portal, we are the first country in the world to establish a PPP disclosure portal. So, if you go to our website, you will see the ICRC disclosure portal. Everything about our PPPs in Nigeria is disclosed there. If you remember at a time people misunderstood government's objective about the national carrier, everybody went to ICRC portal and saw the business case there, the certificate and everything was open. The same thing also happened with the airport transaction, people have now gone and found out that the certificate is for the airport terminals, and there is no plan by government to concession the airport. What the government is putting up on concession are the airport terminals and the airport consists of the terminals, the run way, the air side, the land side etc. People have also found that out for themselves because of the power of the disclosure portal. And that disclosure portal also makes every Nigerian some sort of contract compliance monitor, because you are able to go there look at the contracts and what the private sector have done and then you can give ICRC. In ICRC, we have a contract compliance department, but we cannot be everywhere. For example, now that we have the COVID-19 situation, we are not able to carry out compliance for safety reasons, but we expect citizens to go there, look at the disclosure portal and give us feedback. What I would say is that the Nigerian PPP market is very healthy. You would recall that recently, NNPC advertised on a BoT basis for her terminals of pipelines, and got 78 responses. that shows you that the next level agenda of his Excellency, President Muhammadu Buhari to attract private capital to Nigeria and the work that we have done over the years in ICRC is in full swing, and is working. It is attractive, Nigeria is open to business with the private sector. We also have this new project that we have been working overtime with the federal ministry of works, that would change our highways; the Highway Development Initiative, it will turn our highways into 24 hr business opportunities. That, in a nutshell, is what we have been able to do. Going further, my focus when I came here was projects and revenue, we need to bring in projects that people can see. By bringing in those projects, we increase the revenue that are available to government. And we do everything that is underlying, there are conditions precedent to deliver, in terms of capacity, working across ministries, and working with FEC. Two other powerful things that we did was that, when we came, we used to go to FEC twice for the approval of the outline business case and for the approval of the full business case, but we were able to reduce it to one, because that is in line with the ease of doing business arrangement of President Buhari. Additionally, when I became the DG, the ICRC, was charging an OBC fee of N5million and N7million for FBC, I also made an

approval for that to be disused, we are trying to build a market. There is a funny case I will share with you. There was a university somewhere, where somebody wanted to own apartment with the university and build students hostel. The land in the place is sold for 2 million Naira, so the person found out that getting this into ICRC, he will have to pay N13 million. So, it's not worth it, it is not a business opportunity, so we were able to take it out. That has created an opportunity for this massive amount of off-takes of projects. So, we will continue in that line. There are other wonderful things that we have. One of them is the Lekki deep sea water port project which I talked about earlier. We also have approved a student hostel, the first one in Kaduna polytechnic, which is ongoing, and FEC has approved it. Gurara dam that was built has been there. There is a Power plant there containing 10 megawatts of power stranded. The concession agreement has been signed; the fee has been paid. That will start to generate power very soon. We also have the Onitsha River port, Ibom deep water port, which is near commercial close. That will decongest Lagos, Lagos will not be decongested by traffic measures, you will need to create additional port capacity. We are looking at the dry ports, Ibadan dry port and other dry ports around the country to be able to create additional capacity. There are also the silos which have been given out on concession and the physical handing over was supposed to take place tomorrow, but was put on hold because of the planned strike by labour. That would change post-harvest in our country. There is also the DICON factory which is currently being built in Kaduna. We played a regulatory role in building the AKK pipeline. So, we certainly feel very good where we are, but have we solved all the problems of the country? No! It's a work in progress, but, when we look back, we can say that good progress has been made.

What informed the Lekki Deep Water Port Project and what does it hold for the economy?

A fundamental problem I mentioned is that all our ports in this country are River ports, in fact many of the ports have been encumbered by urbanization. The Port Harcourt port is now a town, same thing with Apapa port. And because it is a river port, the biggest draft we have here is about 11 to 12 meters in Lagos, and the vessels you have now are 16 meters draft. Cotonou in Benin Republic has 16 meters. So, when people say their ships go to Cotonou, they go there because of the draft. They have a better draft than us, those big vessels cannot come here. So, there is need to build deep water port, if you can dredge the water up to 16 meters that will cost a lot. And in fact the PS may collapse, because the PS was not built for that depth, but now we are having purpose built Port, Lekki is a purpose built Port, 16 to 18 meters water depth, it is built for import and export activities. If you are aware, opposite the Lekki deep water port is the biggest factory in West Africa, so many of the goods will be exported in foreign currency. Diversification will improve our balance of payment. Diversification is manufacturing, if you manufacture, you need opportunities to export them and in a competitive manner. So, Lekki is being built to expand our port capacity in a competitive manner, so that we can bring in big vessels that can bring in goods at a reduced cost, we can also take out goods at a reduced cost. A good

example; if you look at the Dangote refinery, many of the big equipment that were used for that, went to Apapa. Do you know what they did to the roads? If the Lekki ports were there they would have gone through the port. I am sure if you do a calculation from a logistics point of view, the Dangote refinery would have been 10 percent cheaper to build if the Lekki port was there. So, that is why transforming Lekki ports is important. The cheapest form of international transport is Maritime ports and you need competitive ports to drive your economy. Go to a place like Djibouti, they have a population of less than a million, but they have 8 deep water ports.

Apart from Lekki, do you have similar plans for places like Warri, Onitsha and other ports?

Not everywhere is suitable for a deep water port, the point with a deep water port is that you have to have a natural water depth for it, because capital dredging is very expensive. We have a deep water port already planned for Lekki, Badagry, Warri, Bonny, Ibom and Bakassi, but they will have to happen in stages, because these are all privately initiated projects. So the private sector will have to do the proper studies, do the planning and schedule them in a manner that they will be able to recover their investment.

Why are aviation workers against concession of airports if the project is as good as you said?

let me ask you this question. Do you like the way our airports look? I'm talking about the general aviation terminal, do you like the way it looks? It is like somebody protesting against the improvement of our hospitals, the person has never fallen sick.

...(cuts in) but the workers are afraid of job loss

What government is putting up on concession is the airport terminal. How many Federal Airport Authority of Nigeria (FAAN) staff work at the terminal? The only FAAN staff that work there are access staff, the aviation security. Who is accountable for security, it's the government. Government is only granting concession over the operations of the terminal building. If you go to the terminal today, the man who takes tickets, is he a FAAN staff? The aviation handling companies will still do aviation handling, the luggage handling companies will still do luggage handling. Go and ask them why they are protesting, you have a duty to ask them that. The problem sometimes is that your flight is faster than getting your luggage, you have a flight of an hour, then you spend another hour waiting for your luggage. So what we are doing is to concession, because the passenger experience is in the terminal, look at the aero bridges, when it is raining how comfortable is it flying in this country? Do you have that experience anywhere else, you don't care if it is raining or not because you walk through an aero bridge that is well maintained. So, we are bringing the private sector to improve the condition, the conveyor belt, to improve the aero and non aero avenue. And who will be earning the concession fees, where will the money go to? It will go to FAAN. What I hear from the protesters are emotive statements, I haven't seen fact, they talked about job losses, but there is probably not more than 10 FAAN staff

working at the airport. Those staff can be reassigned to other duties. FAAN has an ongoing responsibility to ensure that the concessionaire performs according to what they have to do. So, there is no threat anywhere. If there was a threat, the MD of FAAN will not support the concession. Could it be that there is a communication gap? Because the impression is that concession is being granted over the entire airport. That's why I said go to our disclosure portal, I will show you a copy of the OBC certificate, it's a public document, it's not hidden. There is a Project Delivery Team (PDT), there is a Project Steering Committee (PSC) which they are part of. It doesn't happen anywhere in the world, but the minister of aviation insisted that the unions are part of the PDT and PSC. So, why would somebody not wish his country well,

Is it true that ICRC is taking over the responsibility of Bureau of Public Enterprises (BPE)?

Read the Act establishing BPE, the organisation is established to do Privatization and commercialization. ICRC was established to do concessions and PPP, are they the same thing? They are not, so how can we take over their responsibility?

What then brought about the disagreement over the National Theatre and other issues?

I cannot comment about self help. For me, the role of ICRC is very clear. The Attorney General of the Federation has given his opinion on the matter and we follow what the Attorney-General has said, but I don't have the power to control what other people do or say. I am a diligent person, I face my assignment. Have you ever heard me abuse any another organization or ICRC say anything about any other organization? Because we are very busy. The deficit of infrastructure in this country is serious. As I sit with you, a child somewhere is going to die because he doesn't have medical care, those things pain my conscience. Somebody will die in an accident today because the road is not well maintained. It's the infrastructure challenge that we have. We are lifting people out of poverty, we are creating opportunities for wealth. If you go to the DICON factory that is being built in Kaduna today, people who would not have had jobs and would have joined Boko Haram or banditry are very busy working. That is our focus, the same thing, if you go to Lekki people who would normally cause trouble are busy working and that is how you create wealth in an economy. The government doesn't have the resources anymore. In addition to that, we have also created a special concession account, which I want to thank president Muhammadu Buhari for. PPPs have become a strong revenue earner for government and as we speak today, within three months of creating that account, we have 2. 7 billion naira in the account. Our focus is not quarreling with anybody, the work to move Nigeria forward is too serious and too busy for us. Every hand has to be on deck. And there is no law in this country that prevent agencies of government collaborating together. So, I want to say categorically that the ICRC is not in competition with anybody or any organization. ICRC is a regulator, if you watch what we say, the ICRC Act says in section one that " As from the commencement of this Act, any federal government ministry, agency, cooperation or body, involved in the financing, construction, operation or

maintenance of infrastructure by whatever name called may enter into a contract with, or grant concession to any duly pre-qualified project proponent in the private sector for the financing, construction or operation or maintenance of any infrastructure that is financially viable, or any development facility of the federal government in accordance to the provisions of this Act." The Act is very clear. Our role is to enforce the provisions of the Act.

What is ICRC doing about road infrastructure?

Roads are very important. I want to share a wonderful quote from John F Kennedy, he says "America has good roads not because America is rich, America is rich because it has good roads". There is a nexus between wealth and your road network. Only two roads have been concessioned in this country, the Lekki road, which was a state concession and the Lagos-Ibadan highway which was a federal concession. Unfortunately, when government was trying to concession the Lagos-Ibadan highway, ICRC was against it because when you want to concession a road, there are certain levels of studies you have to do and there are certain processes you follow. But, government did not follow those processes and we wrote to government that if you concession this, it will fail and that is exactly what has happened, what is happening now is that we are doing it properly because we are the regulator and not the owners of assets. The owner is federal ministry of works, and we are working closely with that ministry and regulating the process. So, we have chosen 10 corridors, it's called the HDMI project, the Highway Development and Management Initiative. Some of the corridors that are there are Sagamu, Benin, Asaba, Onitsha to Aba, and across all the geopolitical zones, in our website you will see all the full names of those roads. We are currently expecting that the business case will be completed this month, it will come to us for certification and hopefully by October/November, we will commence the procurement process through a request for qualification. So, that process is ongoing. You need to do a lot of investment studies because not all the roads will have the number of traffic that you can recover the money from. You may have to have other sources of revenue. Because what you also don't want is to put extra burden on government, because there is mechanism of PPP called annuity payments, we don't want to go for that because you and I understand where the fiscal situation is. So you want financially free standing bills and to get that, you need to go into the rigour of that.

Do we already have some private sector organizations interested in the roads?

Yes, we did a workshop which was very well attended. We had a market sounding for investors, which was attended by 150 investors around the world. So, the interest is very high. But the real taste of the pudding is when we go into the procurement process. Because the ICRC Act requires that everything is done openly and competitively. So you will see the advert just like the NNPC advert, it will not happen behind you.

Is there any effort made by ICRC to get states to embrace concession?

Yes, recently ICRC, working with the NGF (Nigerian Governors Forum) and the Lagos PPP office created what is called the Nigerian PPP Network, the Nigerian PPP network links us and the state PPP units. We have no jurisdictional control over the states, however the national policy on PPP, requires ICRC to be a centre of excellence for PPP in the country. So, by doing that Nigerian PPP network, we are helping states with PPP laws and utilization. In one of the meetings we had, we brought in PPP experts from across the world to make presentations. Already some states are doing very well in PPPs, like Lagos state, Kaduna, Akwa Ibom, Cross River etc. Akwa Ibom is building Ibom deep water ports, Cross River is building Bakassi. You can see that Lagos has a number of PPPs including the 3rd and 4th main land bridges and things like that including Kaduna. So what we are trying to do is to see other states do the same thing. Rivers State government advertised for lots of things on the PPP basis. The other point I also make to people is that, what will develop Nigeria is not just federal infrastructure, because the infrastructure that touches people is the state and local governments'. Local governments need to do PPPs, to provide infrastructure for their people, because the money is no longer enough. A good example is that when we were doing roads, people say 80 percent of the traffic is on federal highways and I ask them where 80 percent of traffic originates from. It originates from local roads. How many people leave on federal highways? Majority of Nigerians don't live on the federal highways. For a road to be efficient there has to be a network. So, there is a lot of effort and I think the taste of the pudding is in the eating. States are competing to use PPP as a preferred procurement model to deliver infrastructure for their people.

What is the problem with the Lagos trade fair complex? Why were the traders not given first right of refusal?

One thing about this life is that it is very easy to blame your father, if you are the one you could have done it better because you know what is happening. At the time the trade fair transaction was done, there were many people who had capital to do anything at the level government wanted it done. There were also all sorts of intergovernmental issues. So, government really wanted to do something about it, but I think what is happening now is that, there is an intervention by government. It's like when your child has a problem, you don't give up on the child, rather you continue to work with the child. So, let us not be held back by the past, let us look at the glorious future of our country. That the trade fair complex is a beautiful asset of government and all parties should come together, let us have one purpose. If that purpose is to create a country that is fair to everybody we will not quarrel, we will all put our hands together and make a better infrastructure for everybody. So, all the stakeholders will come together and solve that problem.

Recently it was in the news that the Kainji dam embankment was collapsing. What assurance are you giving Nigeria over the Kainji dam?
Kainji dam retains 16 billion litres of water , if the embankment in Kainji collapses, it will be the worst incident in West Africa. There is something called a dam break will, it is similar to a tsunami. You know Hadejia has flooded, there is no dam in Hadejia,

because the water level this year is higher than normal. People in Niger are suffering flooding from the Niger. But the thing is that when Mainstream took over in Kainji, they put in one of the most sophisticated reservoir management systems in the world. So, along the river, upstream and downstream, there are gauge monitors, so the volume of water is known. There is also a certain level of water that is unsafe for the dam. If you allow that sort of water in the dam, you risk the dam overturning; The point is that, it will be irresponsible to allow this to happen. So once the water is rising, what do you do? You open the spillway and then drop the water. What happens is that the water level downstream will rise more, this is a regulated release of water, to make sure that the water in the dam is at the safe level it's supposed to be. And yes, the water you are releasing is above the normal statutory level, so, the water level at the downstream will rise and may lead to some flooding. But what is better: is it the flooding or the collapse of the dam? I saw a message about Kainji collapsing, If Kainji collapses, they won't send that message because by that time they are already answering questions about life.

COVID-19 has exposed the decadence in our health care system. Is ICRC doing anything about the health sector?

Yes, we have a project with the federal ministry of health. We have also written to the president about using mobile health clinics, something the Indians have done successfully to address primary health care issues. We have about 20,000 PHCs in the country and only about 10 percent are working. The way to improve health care is through primary health care. My wife is a doctor, if you post her to a PHC in a remote village do you think she will go there? Let's be honest, there are things that make people choose where they will go to. However, the advantage of the mobile clinic is that the mobile medical clinics can go to Keffi from Abuja to provide world class medical care, and when they finish they come back to base and they'll do it every day. In the tertiary care, we are working on a medical equipment scheme, because when you go to many of our hospitals, our doctors are very competent, but there is a lack of equipment. So, what this medical equipment scheme means is that we will get equipment manufacturer. For example; If you go to any hospital in Nigeria, if the MRI is not working, why not bring the working MRI into the hospital? So you pay for the same service in the hospital, you don't have to start moving the person 30 minutes away and the person will die in the process and that have happened several times. Like you said, COVID has exposed our medical care system in a very dangerous manner and we need to save our lives. There is a lot of work on that area to improve health care facilities.

The president recently charged MDAs to defend the administration by publicizing their activities. What is ICRC doing in this regard?

Our work speaks for itself. If you look at what we have just done with e-customs, the e-customs alone will in 20 years bring in about 3.1 billion dollars investment into the economy and I did not add the 8.5 billion dollars investment I talked about. What is e-customs, today, as I speak with you, one of the delays we have with importation is

manual inspection, those things will be a thing of the past. There will be scanners all over the place at the airports, everywhere. It's completely paperless customs, it's what Ethiopia has done and it's being done now in Nigeria. The customs officer will have a hand held unit, so, when you come anywhere, the officer will just put in the hand held unit and see what you have, you go in to the system, check what your duty is and you pay. There is no interaction. It has an i-gate system, when you carry your container, you get to the gate, the gate will look at it, if it's okay, the gate will open. That will solve corruption, and that is why president Buhari is on top of it. What has ICRC done to the economy, we are humble about it, but we have been a great contributor to the progress of this country and in the next 20 years we will continue that process. Those who come after me, I pray they will continue on this path. A society progresses by collaboration between the public and the private. The public doesn't have all the solutions, the private doesn't have., But when we combine them together, bring the best of the public and the best of the private for the progress of Nigeria, the citizens will benefit. That's what the ICRC is driving, for our infrastructure sector. On roads, in 5 years time, our highways will become highways of prosperity. So you'll be able to drive from Sokoto to Lagos in 3 hours. I assure you.

What informed your involvement in autism? Was it based on a personal experience?

Yes, it is a personal experience. My first and only son was diagnosed of autism at 18 months and we did not know what to do. To the glory of God, we took it very serious and we recovered him fully. He is well, he wrote JAMB and passed. He just finished his SCCE. This was somebody who could not look after himself, had no speech, he was hyper active. So, you can see what has happened. We are hopeful that he will do well and move on to the university. So, I called my wife and told her that there is reason why God has allowed us to go through this, because not everybody had the successful outcome we have. In fact, a friend of ours , his son was diagnosed at the same time with our son , but the child did not recover speech, he is still hyper active and what it meant is that the mother has not done any work for the past 15 years. That is why we started an advocacy on autism. We have a centre in Port Harcourt and Abuja. Autism used to be an abomination, but it's no longer that. When you say autism, people thought you were talking about a devil possessed child. Then, people chased away their wives because of autism. Marriages broke down, but that's no longer happening. I recall, the first day I was on national Television talking about my son's experience, immediately I finished, my friend who is the MD of a bank called me and asked if I was mad talking about this on TV. He said he would not do that and his son has the same problem. They had locked their son in the village with their grandmother, so we were able to pressurize him to bring out the boy. To the glory of God, that boy is an engineering student in the UK, so this kid who had autism has a potential. What they need is early intervention and that is what our focus has been. If you can intervene in the child before the child is 2 years old, you stand the chance of having full recovery. We have made moves to make sure that every child is screened for autism, and we will continue with that advocacy. It is something that I am deeply involved in. The centre in Port Harcourt has about 30 children, the one in Abuja has about 70 children

and we have applied to FCDA to expand it. In addition to that, it has created jobs, because we have about 30 therapists who are all graduates and earning decent living for themselves. We are also trying to attract financing and others. My wife is a doctor and pediatrician, what she has also tried to do via her specialization is that she runs neo developmental clinic for autism. We felt that we could turn this setback that we had initially into a blessing to others. One of the kids we had, is a world artist now, who is invited to art exhibition around the world. And we have had kids who have gone to other countries in the world and done very well, some are doing very well in Nigeria.

As DG ICRC, what legacy do you intend to leave?
“What I will be remembered for is that, I came, I saw, and I transformed beyond what I saw. That I was able to create a stable organization of professionals that are dedicated, that have integrity, are honest and focused. And that the projects we are working are yielding benefits to Nigeria and that PPP procurement is the preferred methodology for public infrastructure, funding and financing in Nigeria that will reduce the pressure on government”.

We have 24-hour roads that are running on PPP, we have ports that are running on PPP, people will now boast about our airports, the way we boast about airports in other countries. We have world class medical services, because our doctors are some of the best in the world, we will reverse medical tourism, with PPP infrastructure. In the recent past, UCH Ibadan was the 8th best hospital in the Commonwealth and commonwealth included countries like Canada, Australia. If you recall in 1971 the University of Nigeria did open heart surgery. Professor Makub who was the world heart surgeon in London, could not believe it. He flew to Nsukka to sit down and watch black men open somebody, change the heart and put him back alive. When he came there, he saw that the Anastasia machine that Professor Eziachi had manufactured in Enugu was superior to what they were using in London. When you go around the world, Nigerians are making waves. My legacy will be that, we use PPP as a methodology to reverse brain drain. That those facilities are now provided and Nigerians can come here. I came from the oil industry. I left a legacy in the oil industry in Shell and people remember me for the things I did. I would like to be remembered for historic projects and the historic organisation that is playing a crucial role in line with the agenda of the president and the larger vision for us to create a Nigeria of our dreams. I believe we can create a prosperous Nigeria, I believe that Nigeria can lead the world, Nigeria is a blessed country, but, public and private sectors need to partner to realize Nigeria's real potential. And my legacy will be that ICRC played a key role in doing that in a very short period, because our people deserve the best and we can, we should and we must. God will not forgive us, history will judge us if we do not find an innovative way for the private sector to fund infrastructure in Nigeria. I want history to judge me at the positive side.

End

SPECIAL REPORT

CONTRIBUTIONS OF ICRC TO NATIONAL DEVELOPMENT SINCE ASSUMPTION OF OFFICE BY ENGR. CHIDI IZUWAH AS ACTING DG AND DG (2017 – SEPTEMBER 2020)

As at 31st August 2020, the ICRC has issued 86 Outline Business Case compliance certificates and 37 Full Business Case compliance certificates.

- As at 31st August 2020, there are 151 PPP projects at different stages of pre-contract regulation.
- As at 31st August 2020, there are 73 PPP projects at different stages of post-contract regulation
- The ICRC has continued to collaborate with the Office of the Head of Civil Service of the Federation (OHCSF) to establish PPP Units in Ministries, Departments & Agencies (MDAs) principally to facilitate infrastructure service delivery through well-prepared and viable PPP projects. As of date, about 59 MDAs have inaugurated their PPP units, which are manned by experienced professionals in the field of PPP courtesy of the Commission.
- ICRC launched the first ever PPP Contracts Information Disclosure Web Portal on 22nd September 2017 in Abuja. One of the key objectives of the disclosure among others is to entrench accountability, integrity and transparency in PPP transactions in Nigeria.
- As part of its hand-holding efforts with MDAs, ICRC inaugurated the Public Private Partnership Units Consultative Forum (3PUCF) to provide a knowledge and experience sharing platform for Heads of PPP Units in the Federal MDAs. The meetings holds every quarter. The last two very successful and well attended 3PUCF held on 11th June 2020 and 3rd September 2020 via the Zoom platform because of the COVID 19 movement restrictions. The ICRC coordinates the activities of these PPP Units through the PPP Units Consultative Forum (3PUCF) as the Secretariat, with the OHCSF as the Chair
- The Commission championed the formation and establishment of the Nigerian Public Private Partnership Network (NPPPN). This Network has as its members, all Heads of State PPP units. The NPPPN was established as a collaborative platform for knowledge and experience sharing amongst PPP agencies at the Federal and sub-national level. The network also provides capacity building for PPP project development, procurement and implementation as well as championing the standardization of sub-national PPP guidelines and practices.



Official Pictures from NPPPN 27th October, 2018

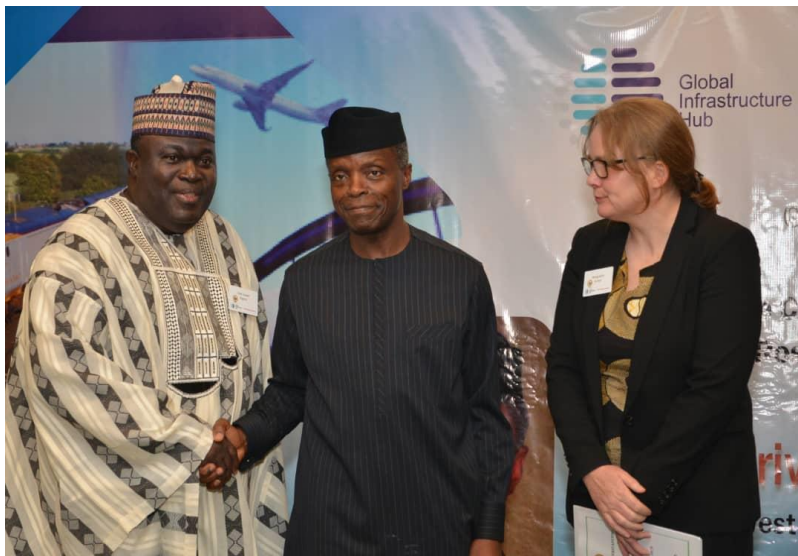
In September 2018 and in collaboration with the Nigerian Governor's Forum, ICRC relaunched the NPPPN in Abuja. The 2019 meeting took place on Thursday 21st November 2019; while the 2020 meeting took place on Thursday 24th September, 2020 using a virtual platform due to the COVID 19 pandemic.

- The Commission was named the Africa Infrastructure Regulator of the Year at the African Infrastructure (AI) Investment Awards ceremony, hosted in conjunction with the Ai/Africa 50 CEO Infrastructure Project Developers Summit held on the 18th June 2018 at the St. Regis Hotel, in Le Morne Mauritius.



African Investor (AI) Award

- In October 2018, ICRC collaborated with the Global Infrastructure Hub to host the 'PPP Risk Allocation and Contract Management Tool' workshop in Abuja; first of its kind within the African continent. The event was declared open by HE, the Vice President, Prof. Yemi Osinbajo GCON, SAN.



Global Infrastructure Hub & Infrastructure Concession Regulatory Commission Workshop 17th October, 2018

In 2019, Federal Executive Council (FEC) gave approvals for several projects which were earlier granted the Full Business Case Compliance Certificates by the Commission. These projects include the Development of SME Portal by the Federal Ministry of Industry, Trade & Investment and the procurement of an automated electronic gateway platform for the processing of Import Duty Exemption Certificates (IDEC) as well as Vehicle Identification and Registration Numbers (VREG) under the Federal Ministry of Finance, Budget and National Planning.

- In May 2019, the N1.56 billion Warehouse in a Box (WIB) Project contract was signed between the Federal Ministry of Health and MDS Logistics. Some of the benefits of the project include a more efficient and integrated health sector supply chain management and effective storage of pharmaceutical commodities. This project also integrates Nigeria's National Health Strategy which focuses on protecting children from diseases and infection by providing a good facility for the storage of drugs and vaccines.
- In May 2019, the Federal Ministry of Agriculture and Rural Development signed agreements for the concession of 19 silos in various parts of the country hence bringing the projects to commercial close.
- The Federal Ministry of Power Headquarters Roof Top Solar Power Project reached commercial close with the signing of the concession contract in May 2019. The Power House Project is a hybrid solar power plant which is expected to deliver 750kW energy at day time and 75kW during the night time.

- In October 2019, the Lagos state government signed a \$629 million financing facility aimed at completion of the Lekki Deep Seaport project with Chinese Development Bank through PPP. The project has therefore reached financial close.
- The \$2.8bn Ajaokuta Kaduna-Kano (AKK) Natural Gas Pipeline Project – Construction of the 614km-long pipeline being developed by NNPC has commenced under Lots 1 & 2 after Presidential Flag Off.



Implementation of the NNPC Independent Power Programme and the AKK Project. 10th March, 2020

- Bonny Deepwater Port FBC Certification, Ibom Deep Water Port, Akwa Ibom State nearing commercial close.
- Signing of concession agreement for the 30MW Gurara 1 Hydropower Plant, Kaduna state.



FBC presentation for Gurara Hydro Project to the Minister of Water Resources in Abuja

- PPP for Nigeria's National Highway Development and Management Initiative being driven by the Federal Ministry of Works and Housing to transform highways.

- Presentation of OBC Certificates of Compliance for the concession of 4 International Airports in Abuja, Lagos, Kano and Port Harcourt has been given to the Federal Ministry of Aviation. 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 Certificate to Minister of Aviation for Concession of 4 International Airports

The ECOWAS Biometric Cards project, which proposes the adoption of smart card and biometric technology to secure the identification of migrants and enhance regional security, was approved by FEC in November 2019 and has proceeded to contract signing.



ECOWAS Biometric Passport Concession Signing 16th April, 2019

- PPP projects that have been approved by FEC to date is approximately 3 Trillion NGN.
- In October 2019, ICRC hosted Africa's First Conference on Strengthening Women's Involvement in Public Private Partnerships (SWIP3) in collaboration with the

Australian Government. It was a bold move set to revolutionise the integration and administration of infrastructure development. It led to the launch of the first gender guidelines in infrastructure PPPs for Nigeria. SWIP3 was a response to the call to eliminate gender disparities in infrastructure development and access.



Strengthening Women's Involvement in Public Private Partnerships (SWIP3) 4th October, 2019
Transcorp Hilton

- A joint PPP Units Consultative Forum (3PUCF)/Nigerian PPP Network was held in Abuja in November 2019. The idea of the joint forum of strategic enablers within the PPP ecosystem was to strengthen synergy among key policy drivers across the PPP environment in Nigeria. The theme of the conference was “Accelerating Bankable PPP Project Development in Nigeria”. Its main objective was to identify, as well as improve the bankability of selected PPP projects in Nigeria with a view to accessing project funding from the African Export-Import Bank (Afreximbank) facility.
- In December 2019, the Commission hosted the ‘Nigeria- South Africa Road Transport Infrastructure and PPP Collaboration Initiative’ in collaboration with the Office of the Head of Civil Service of the Federation (OHCSF), Federal Road Maintenance Agency (FERMA), Development Bank of Southern Africa (DBSA) & various South African entities. The idea of the event was to produce and support a West African focused regional transport and logistics infrastructure development program.



DBSA /FERMA /ICRC Road Infrastructure Summit 2nd December, 2019

To consolidate on its PPP knowledge and capacity through training programmes, the Commission registered its PPP Academy under the Corporate Affairs Commission in December 2019, with the name Nigeria Institute of Infrastructure and Public Private Partnership (NII3P).

• In 2020, and in the pre-COVID 19 era, the ICRC through the NII3P conducted the PPP capacity building programmes for the following MDAs:

- i. Federal Ministry of Police Affairs
- ii. Nigeria Police Force
- iii. Voice of Nigeria
- iv. Federal Ministry of Mines and Steel Development
- v. Federal Ministry of Niger Delta Affairs
- vi. Nigeria Immigrations Services

During the COVID 19 era, the Institute also facilitated several PPP capacity building exercises via the Zoom platform.

- In line with Section 9 of the ICRC (Establishment Act, etc) 2005, the Commission opened the Special Concession Account (SCA) at the end of 2018. The SCA 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.
- In May 2020, the Honourable Minister of Finance signed the SCA Finance Circular and issued same for immediate implementation by MDAs. The activation of this account will help the Federal Government to be able to determine the exact amount accruing from PPP projects for the purpose of transparency, accountability and probity. It is instructive to note that the SCA has within a few months of its operation, yielded the sum of N2,400,689,340.00 (Two billion Four Hundred Million Six Hundred and Eighty-Nine Thousand Three Hundred and Forty naira).

LIFE & TIMES OF ENGR. CHIDI IZUWAH IN PICTURES

“I have a dream that someday, Nigeria’s Infrastructure potential will be so bright, you will need sunglasses to look at it” – Engr. Chidi Izuwah



Inter - Ministerial Committee Meeting at the Federal Capital Development Authority on 27th July, 2017 in Abuja.



Monitoring Visit to Lekki Deep Seaport Project in Lagos. 25th-27th January 2017



Enyimba Economic City MOU Signing in Abuja. 7th December, 2018



Farmborough International Air show in UK. 17th July, 2018



Imo State PPP Unit Launch 27th April, 2018



Meeting with the House Committee on Special Duties 27th November 2018



Meeting with the MD NIGCOMSAT Mrs. Abimbola Alale in Abuja. 10th August, 2018



Monitoring Visit to Garki Hospital, Abuja. 12th July, 2018



OBC Presentation to Ministry of Agriculture 30th May, 2018



Official flag off of Lekki Deep Seaport Project in Lagos. 29th March, 2018



Presentation of FBC to Federal Ministry of Agriculture for various Silos Projects 14th June, 2018



Presentation of OBC to the Executive Secretary, Nigeria Shipper's Council (NSC) on Truck Transit Park on 16th August, 2018



Presentation of the African Investment Award to the SGF in Abuja. 29th July, 2018



Working Visit to Nigeria Ports Authority (NPA) Headquarters in Lagos. 11th April, 2018



Birthday Celebration of Engr. Chidi Izuwah 25th March, 2019



Courtesy visit to EFCC Headquarters in Abuja on 22nd August, 2019



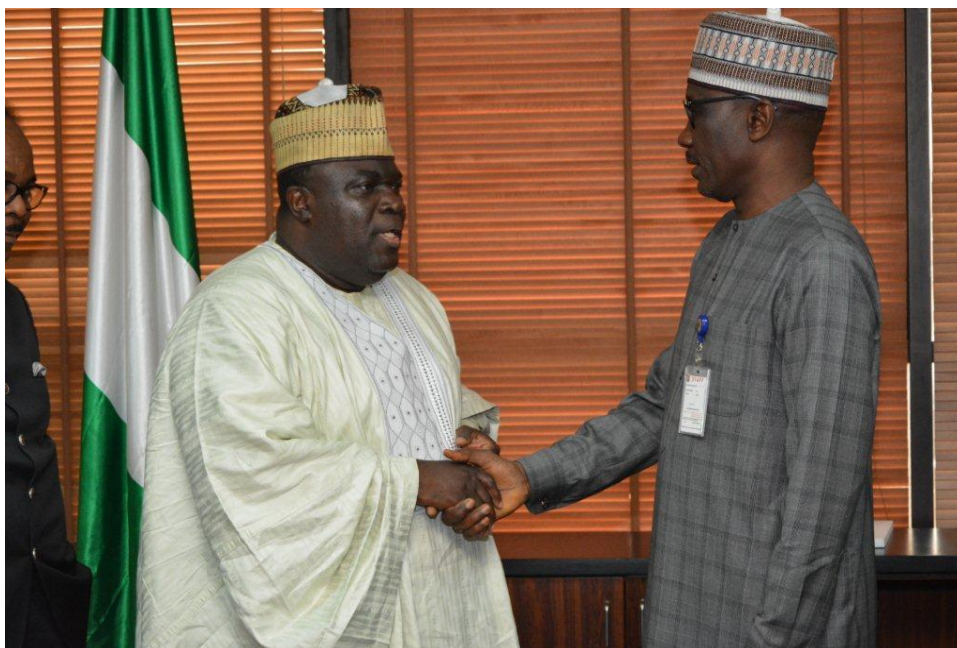
Courtesy visit to Ministry of Niger Delta Affairs in Abuja on 10th October, 2019



Courtesy visit to Ministry of Petroleum in Abuja. 15th October, 2019



Joint Nigeria PPP Network & 3PUCF Meeting held in Abuja



Meeting with GMD, NNPC, Mele Kyari at NNPC Headquarters in Abuja. 14th August, 2019



Monitoring visit to Marina Quayside in Lagos. 28th March, 2019



Presentation of OBC to Governor of Cross River State on Development of Bakassi Agro Deep Seaport Project 30th September, 2019



Warehouse in a Box Contract Signing by Federal Ministry of Health in Abuja. 14th May, 2019



Courtesy visit to the Federal Ministry of Interior to discuss current and potential PPP Projects in the Ministry 21st January, 2020



Meeting with Federal Ministry of Youth and Sports Development to discuss PPP Projects in the Ministry 17th March, 2020



Presentation of FBC Certificate to Federal Ministry of Transportation (FMOT) for Ibom Deep Seaport 1st June, 2020



Courtesy visit to the Commission by Indonesian Ambassador to Nigeria Usra Hendra Harahap on 2nd July, 2020



Contract signing ceremony for Jebba Hydro Power 19th February, 2020

BIOGRAPHY OF ENGR. CHIDI KENNEDY CHIKEZIE IZUWAH

by Dr. Mrs. Ngozi Izuwah-Njoku (sister)



Engr. Chidi Kennedy Chikezie Izuwah was born to HRH Eze (Sir) Augustine E.N Izuwah (KSJI) and Professor Lucy U.N Izuwah on the 23rd March 1965 at Umunko Health Centre in Isiala Ngwa LGA, Abia state. Chidi was the first of seven siblings and as culture demanded, fondly addressed as **Dede** by all his younger ones.

Chidi was an extremely intelligent student, he passed his secondary school entrance examination and was offered a place at Government

College Umuahia (GCU), one of the foremost secondary schools established by the then British colonial government.

Chidi excelled academically and sat for the West African School Certificate Examination (WASC) in his fourth year, a year earlier than usual. He passed all his papers but his father insisted that he finish his fifth year because he was very young. The next year, he secured admission into the University of Nigeria Nsukka to study Civil Engineering.

He completed his National Youth Service Corp programme in 1986 at Dowell Slumberger Oil Service Company in Rivers state and later went on to work as a lecturer in fluid mechanics, fluvial hydraulics and hydropower Engineering at the University of Port Harcourt from 1987. While working there, he won a place to proceed for his master's degree in Hydraulics Engineering at the University of Newcastle.

On his return from England, he secured a job in Shell Petroleum Development Company (SPDC) in 1989. Engr. Chidi had a very successful 20 year career in the oil and gas sector. Some of the projects he managed include the Bonny Terminal Major Tank Rehabilitation Project, Port Harcourt Industrial Area Standby Central Power Plant High Pressure Gas Supply Project, Bonga floating production Storage and Offloading (FPSO) Mooring and Installation etc.

Engr. Chidi got married to Dr. Doris Ngozichukwuka Duruewuru on the 11th of November 2000 and their marriage is blessed with three children - Chidi Jnr, Angelica and Michelle Izuwah.

Engr. Chidi joined the Infrastructure Concession Regulatory Commission in 2009 as the pioneer Executive Director, Public Private Partnership Resource Department (ED

P3RD) and rose to the position of Acting Director General (DG) in 2017 and substantive DG in 2019. As ED P3RD, he set up a highly functional and result oriented Department from scratch.

He facilitated the initiation and continuous collaboration of ICRC with the Office of the Head of Civil Service of the Federation (OHCSF) to establish PPP Units in Ministries, Departments & Agencies (MDAs) principally to facilitate infrastructure service delivery through well-prepared and viable PPP projects.

He superintended over the inauguration of the Public Private Partnership Units Consultative Forum (3PUCF) to provide a knowledge and experience sharing platform for Heads of PPP Units in the Federal MDAs. The meetings still hold every quarter. He always made sure the Forums were educative and resourceful.

He championed the formation and establishment of the Nigerian Public Private Partnership Network (NPPPN), a network that has as its members, all heads of state PPP units.



Joint Nigeria PPP Network & 3PUCF Meeting held in Abuja. 21st November, 2019

As Acting DG of ICRC in 2017, Engr. Chidi worked with the ICRC and World Bank Group to build and launch the first in the world - PPP Contracts Information Disclosure Web Portal. One of the key objectives of the disclosure portal is among others is to entrench accountability, integrity and transparency in PPP transactions in Nigeria.

The hosting of Africa's First Conference on Strengthening Women's Involvement in Public Private Partnerships (SWIP3) in collaboration with the Australian Government could not have been achieved without Engr. Chidi's doggedness.



Strengthening Women's Involvement in Public Private Partnerships (SWIP3) 4th October, 2019 Transcorp Hilton

Another major milestone ICRC recorded under Engr. Chidi was the activation and operationalization of the Special Concession Account (SCA). The activation of this account has helped the Federal Government of Nigeria to determine the exact amount accruing from PPP projects for the purpose of transparency, accountability and probity.

To consolidate on its PPP knowledge and capacity through training programmes, the Commission under the guidance of Engr. Chidi established a PPP Academy with the name Nigeria Institute of Infrastructure and Public Private Partnership (NII3P). NII3P is the first dedicated infrastructure and PPP capacity building institute in West Africa and runs world class PPP trainings.

Sadly, Chidi became unwell and despite every effort to save him, we lost him on the 16th of March 2021. Good night to a dear husband, great father, loving brother, caring uncle, friendly cousin, concerned nephew, good in-law, etc.

Go in peace, away from all the pain and wickedness of this world, we love you and promise to do our best to carry on your legacy.

TRIBUTES TO ENGR. CHIDI IZUWAH BY STAFF OF ICRC

We have lost a gem. May almighty God grant his family, friends and colleagues the fortitude to bear this big loss. I pray his soul rests with our risen Lord, amen – **Michael Ohiani - Ag. DG, ICRC**

May the soul of Engr. Chidi rest in peace. ICRC and the PPP ecosystem will miss his huge influence – **M.A Bamalli – ICRC**

You have come and it's the will of God to call you back to him. The country and ICRC will forever remember your contribution to the development of infrastructure in Nigeria and your passion for PPP. May your soul rest in peace – **D.H Togunde – ICRC**

Unbelievable but it's the will of the almighty. You fought a good fight and took the country to a commendable height in PPP space. Nwannem, continue to rest in the bosom of the Lord till we see to part no more – **Odili Onu – ICRC**

DG, may your soul rest in perfect peace. Well done for your contribution to the PPP space in Nigeria and Africa that you did with so much passion and zeal – **Dr. Evelyn Alaye Ogan – ICRC**

Engr. Chidi, may your soul find rest in perfect peace. Your memories will never be forgotten. You have played your part. Goodbye till we meet to part no more - **Onwodi Emmanuel – ICRC**

DG Sir, words are not enough for me to express. I take solace in the fact that you worked passionately for the betterment of this country. Those of us behind will continue to work hard to keep your memory alive. My thoughts will continue to be with your family – **Jobson Ewalefoh – ICRC**

‘In all things give thanks to Almighty God’ I thank God for the opportunity of knowing you and how you have impacted your generation, we remain grateful. Rest in the bosom of our Lord Jesus Christ till we meet again - **Femi Pat-Natson – ICRC**

God giveth, and God taketh, words cannot explain how I feel when I heard the news of the demise of Engr. Chidi K.C Izuwah our beloved DG. I pray His soul find a resting place with the Almighty God, grace and the fortitude for the wife and family to bear the irreplaceable loss - **Anthony Y. Iyegere – ICRC**

Knowing you, becoming your friend, your son and your mentee, has been a life time honour. You are a rare gem – one of a kind, you stand out, tall amongst your peers. Your visionary personality and lifestyle cannot be rivalled. You have set a very high standard in the ICRC that will be difficult for anyone to surpass. Adieu my Friend, my mentor and my second Dad. Ije-oma Dede - **Ezeja C. Chidiebere – ICRC**

Engr. Chidi, you meant so much to so many people including me. Your sense of humour was unequalled, your intelligence was second to none. Your demise came as a shock to me. I am yet to fully understand the situation and come to terms with reality.

However, as Christians and especially Catholics, there is no end to life, rather there is transition you transit into the bosom of the Almighty, may your gentle soul rest in perfect peace, Dede. Farewell-Bon aventure- adieu - **Ogoke, Ijeoma – ICRC**

Boss, your death came as a shock to us as you left the country full of energy. The will of the Almighty always prevails. You will be remembered for the impact you made your leadership skill and mentorship. Rest in Peace - **Ibrahim Mu'azu – ICRC**

Sir you made your mark in the PPP space in Nigeria and in the lives of many who encountered you. You will be greatly missed, history will be kind to you. Rest well in the bosom of the Lord. Amen - **Patrick Ederaro – ICRC**

Nigeria and the whole of Africa has a great son. The PPP Infrastructure space in the country and Africa will never be the same. Your death has created a “Black hole” in our midst. But we are consoled by the fact that you have lived well and you will be remembered for the good things that you were known for. May your soul rest in peace - **Engr. Mukhtar Usman – ICRC**

I am deeply saddened by the loss of our dear DG. May your soul rest in peace and I'm yet to believe you are no more with us. May God comfort your family, ICRC, and PPP world you left behind. Rest in the Lord - **Victor Fakorode – ICRC**

TRIBUTES BY MEMBERS OF THE PPP UNITS CONSULTATIVE FORUM (3PUCF): THE FEDERAL MDAs' PLATFORM OF PPP UNIT HEADS, WITH ICRC AS THE SECRETARIAT

Oh God of Mercy, may his Soul Rest in eternal peace. – **Musa Masoud (Nigeria Immigrations Service)**

Oooo, what a loss, to the country. A gentleman per excellence. May his soul rest in peace and may God grant us all the fortitude to bear this loss. 🙏🙏🙏🙏🙏🙏 – **Agu Chidozie (NIMASA)**

May his gentle soul rest in perfect peace. Amen. – **Dr. Akor (Rtd. Director, NIWA)**

Ohhhhh what a great loss to all of us and the PPP sector. May his gentle soul rest in peace while I urge us to take solace in the Lord. From National Mathematical Centre team – **Phillip Nongha (NMC)**

Why now? I pray this is a bad dream and one wakes up from the nightmare. May his soul rest in peace. May God give his immediate family, ICRC, 3PCUF and indeed the nation the courage to bear the loss. Adieu, the technocrat par excellence! – **Laiye Adebayo (Former Head PPP Unit, Ministry of Mines & Steel Development)**

May God comfort his family and grant them the fortitude to bear the loss. A great loss to our country and the infrastructure space. A great leader per excellence. May his gentle soul rest in perfect peace. Amen – **Ibrahim Sadiq (NERDC)**

Ohh what a sad day indeed. May his soul rest in perfect peace and give the family the fortitude to bear this irreplaceable loss amen. He will sorely be missed. – **Arc. Eucharia Alozie (Former Head, PPP Unit, FMW&H)**

Surreal – **Dr. Emeka Agbasi (FERMA)**

May his gentle soul rest in peace and May God Almighty give the family, ICRC and Nigeria in general the fortitude to bear in irreparable loss. – **Umar Adamu (NASRDA)**

This is a rude shock!!! May God almighty continue to guide and guard all those he left behind. May his gentle soul rest in perfect peace. Ameeeeeeen. – **James Olowofoyeku (Former rep. of Chair, 3PUCF)**

So difficult to believe that the effervescent Chidi, has left us. My sincere condolences to his family, the ICRC, and the PPP community. May the Almighty God grant him eternal rest. – **Biodun Alibaloye (Ministry of Power)**

May his soul rest in peace. My condolences to his family and the ICRC – **Jummai Katagum (Ministry of Finance)**

May his soul Rest in Peace. Our condolences to ICRC and the family – **Dr. Abubakar Muawiya (ABU, Zaria)**

He was a near perfect gentleman. May his gentle soul rest in peace. May God Almighty the comforter, the husband of the widow and father of the fatherless, comfort the family and grant them the fortitude to bear the irreplaceable loss. My condolences also to staff of ICRC and the entire PPP family in Nigeria – **Engr. Abu Ozigi (SMEDAN)**

OMG 🤖 This life is really transient. – **Dr. Stephen Ogaji (NDPHC)**

What is the matter with infrastructure development in Nigeria? One man working tirelessly to revolutionize things dies midstream. This is one loss that will affect everything. Oh Lord, help us. Let this be a dream. My condolences to his family, 3PUCF and ICRC in general. Chidi, see you on resurrection morning. – **Glory Enojedo (Former Head PPP Unit, NSC)**

May his gentle soul rest in peace. My condolences 🙏 to staff of ICRC and PPP Forum. – **Mustapha Zubairu (NSC)**

May his kind and gentle soul rest in perfect peace, Amen. – **Mrs. Awu (Former PPP Unit staff, Interior)**

Oh God of Israel!!!, May his soul rest in peace, God Almighty will grant his family the fortitude to bear the irreparable loss. Heartily I submit my deep condolence to the entire staff of ICRC. – **L. Okoro (Niger Delta)**

It hurts, but who are we, mere mortals, to question God's ways. May God accept his soul and grant him rest. – **Mrs Amadi (Former Head PPP, NIWA)**

Every soul must taste death. May his gentle soul rest in perfect peace. Amen. Indeed this is a colossal loss to the nation. – **Yunusa Abdulsalami (Aviation)**

What a calamity that cerebral Izuwah is no more. May his gentle soul rest in peace – **Uche Alaeto (Transportation)**

What a loss, may the Almighty God grant him eternal rest. Amen – **Emmanuel Inya (Federal Fire Service)**

What a bad news today. What a loss to the driving force of PPP projects. My condolences to the family and staff of ICRC. May he find peaceful rest in the bosom of the Lord. – **Kpakol Cyprian Eddey (Petroleum Resources)**

Ooooh nooooo. What a loss to his family and Nigeria as a whole. May God grant his family grace to bear the irreplaceable loss and his soul, eternal rest. Amen. – **Ngozi Ogwumike (PSIN)**


I'm so short of words. Am still in shock. My condolences to his Family and the ICRC family. May his soul rest in peace. Only God can comfort his loved ones. – **Edna Jumbo (Border Commission)**

Yea! What a sudden exit, our beloved DG, a man of experience per excellence, we love you but Jesus loves you most. May your gentle soul rest in perfect peace. My condolences to family and the ICRC. – **Alabi Kolawole (NEMSA)**

We chatted frequently and I was always praying for him till 5th March 2021 when he stopped coming online and didn't open his chats thereafter but I was hopeful that he will bounce back and now this. May the Lord console his immediate family and the entire ICRC crew. Rest on boss. – **Mike Yawe (FRCN)**

This is regrettably sad. May his soul RIP – **Sunday Ogbada (Nigeria Police)**

What a sad news. Highly regrettably sad. – **Dr. Muhktar Habib (KadPoly)**

Engr Chidi's dream was to play a key role in collaborating with others to create an infrastructure-sufficient Nigeria, where infrastructure delivery is powered by effective, world-class PPPs. May God comfort his family , ICRC, PPP stakeholders, the Nation and grant us all the fortitude to bear the loss. He will surely be missed and will for ever be remembered. Adieu Engr Chidi, RIP. May your dream and legacy live on – **Rakiya (NIMASA)**

May his gentle soul rest in peace. – **Elisha Usoro (Former Head PPP, NPA)**

Dear family and friends of ICRC and the PPP family at large, please accept my condolences. This is a huge loss. May Chidi's rest in peace. I will miss his brilliant analysis of PPP issues and his warm camaraderie. He embraced life fully and made friends from all tongues and nations. May the Holy Spirit comfort the family and all of us – **Barr. Moremi Onijala (Interior)**

ICRC family, on behalf of the Management and staff of the Energy Commission of Nigeria, please accept our deepest condolences on the passing of Dr Chidi. We pray that his gentle soul rest in peace and may you all find the fortitude to bear the loss. Please take heart and we will always be with you. A loss to one is a loss to all. From DG/CEO ECN – **Abdelnasser Abdallah (ECN)**

May his gentle soul rest in peace and I pray God gives the family the fortitude to bear the great loss Ameen – **Oba Kadir (UTH, Ilorin)**

TRIBUTES BY MEMBERS OF THE NIGERIA PPP NETWORK (NPPPN): THE STATES' PLATFORM OF PPP UNIT HEADS, WITH ICRC AS THE SECRETARIAT

OMG. What a sad day 🥹 - **Udiba Udiba (Cross River)**

This is the saddest news I have heard in a long time. Mr Chidi was a special person. He was always jovial and very helpful. May his soul rest in peace. On behalf of the people and government of Jigawa State. I wish to extend our heartfelt sympathy to his family and the entire ICRC staff. – **Jamila Farouk (Jigawa)**

This is sad! – **Kunle Olusina (Oyo)**

This is very sad . May his soul rest in perfect peace – **Barr. Chioma Nweze (Ebonyi)**

May your amazing soul find eternal rest Chidi. This is yet another painful event. I am consoled that you impacted your nation in the most outstanding ways. Rest in Peace my DG extraordinaire 🥹 – **Udeme Etukeyen (Akwa Ibom)**

This is quite shocking! – **Nufi Yohanna (Kaduna)**

Two bad news in a day, lost a classmate and this one. May his gentle soul rest in peace – **Ibrahim Eddy Mark (Rivers)**

This is indeed a great loss. So sad. Rest on sir. – **Nzoz Nwanebu (Former PPP Head, Imo)**

A very sad news, may your soul rest in peace. Amen. Was he sick? – **Toloko Sylvester (Former Head PPP, Bayelsa)**

Am shocked and Speechless. A very sad day for PPP in Nigeria! May his amiable soul rest in peace Amen. Deepest condolences to the ICRC Team. – **Emma Ezeala (Abia)**

This is sad, very sad! 🥹 But we are consoled by the fact that Engr. Chidi left some indelible footprints in Nigeria's PPP space. 🙏 – **David J. Wuyep (Plateau)**

May your soul rest in peace our DG, you will always be remembered. – **Bashir Nuhu (Gombe)**

@ICRC D-G, Engr. Chidi Izuwah...core professional, enigmatic, innovative, amiable and very effective. We shall miss him sorely. My sincere condolences to his nuclear

family, ICRC, all of us in this platform and indeed Nigeria. May God bless his gentle soul. 🙏🙏🙏 **Olorogun Lucky Oghene-Omoru. Director General, Delta State Investments Development Agency (DIDA)**

This is a loss to the entire P3 family. May his gentle soul rest in peace. Amin – **Bashiru Ahmad (SSG, Adamawa)**

Its indeed sunset at dawn!!!

Nigeria has lost one of its very brilliant and passionate development drivers. Engr Chidi Izuwah was a global authority on Public Private Partnership (PPP) striving so hard to stimulate the sector back home while representing Nigeria with class at every international fora on PPP.

I recall with pride how the Director of the PPP centre of Excellence in Istanbul, Turkey had to bring their emerging PPP experts numbering about 20 to the DG for some hours of pep talk and drills on sectoral expertise when we attended the PPP week in 2019. For hours, he spoke brilliantly on the critical success factors of the PPP space to the delight of all.

He was always ready to offer help, insights, support and hand-holding to sub-nationals and other players in a bid to enhance the success of PPPs as a veritable source of engendering infrastructural development in the country.

We will sorely miss you our shining star. We love you and appreciate your uncommon accomplishments in the sector. We are however consoled by the fact that you were able to witness the coming to light and fruition of some of the most critical projects you have strived hard to achieve in the sector last year. Adieu!!! May the Almighty comfort his family and grant every one of us the fortitude to bear this irreplaceable loss. My condolences to the ICRC family – **Abdoul (Kwara)**

He will be greatly missed by the PPP family. An encyclopaedia of PPP lost. May his soul rest in the bosom of the Lord and may God comfort his family members – **Aminu Ibrahim (Kogi).**

On behalf of the PPP Unit in Lagos, please accept our sincere condolences. Our dear brother Chidi was an absolutely fantastic gentleman. Always offering advice and always ready to lend a listening ear. We pray the good Lord grants him eternal rest. – **Ope George (Lagos)**

What a great loss, may his soul rest in peace – **Mohammed E. Y. Sallau (Niger)**

I met with him only once in one of our meetings. Very impressionable and sound character. My condolence and prayers to his family and friends on this irreplaceable loss. – **Jibrilla Mohammed (Kano)**

**OUTLINE BUSINESS CASE/FULL BUSINESS CASE COMPLIANCE CERTIFICATES
ISSUED BY THE COMMISSION IN THE FIRST QUARTER 2021**

N/O	MDA	PPP PROJECT	DATE
1	Federal Ministry of Works & Housing	OBC Certificate for Highway Development & Management Initiative (HDMI)	29 January, 2021
2	Federal Ministry of Transportation	Revalidation of OBC for the Rehabilitation and expansion of Burutu Port	February 1, 2021
3	Federal Ministry of Transportation/Enugu State Government	Revalidation of OBC for Obollo-Afor Truck Transit Park Project	February 15, 2021
4	Federal Ministry of Transportation/NIMASA	OBC in respect of the Operation of NIMASA Modular Floating Dry Dock	March 3, 2021

FIRST QUARTER 2021 3PUCF REPORT

The First Quarter 2021 Public Private Partnership Unit Consultative Forum (3PUCF) meeting, a knowledge and experience sharing platform comprising of Heads of PPP Units across Federal MDAs held Thursday, 04 March, 2021 via the Zoom platform.

In his welcome remarks, Ag. DG of the ICRC, Mike Ohiani, thanked the Forum members for their dedication and determination that it has ensured the entrenchment of PPP procurement in Nigeria. In his words:

‘I wish to thank this forum for the dedication and determination that it has shown towards the entrenchment of PPP in our dear country, especially in the challenging period that we find ourselves in now’.

He listed some achievements of the forum since its last meeting to include:

- Federal Executive Council approval granted to the Ibom Deep Seaport; a project jointly developed by the Federal Ministry of Transportation and the Akwa Ibom State Government.
- The Nigerian Correctional Service Aba Shoe and Garment Factory, and the Janguza Tannery in Kano Projects attained Commercial Close. The Ground-breaking ceremony was done by the Minister of Interior, Rauf Aregbesola in January, 2021.
- The Nigerian National Petroleum Corporation (NNPC) commenced two new PPP projects; the Refineries Rehabilitation and Pipelines Network and Storage Facilities Projects.
- The Nigeria Institute of Infrastructure and Public Private Partnership (NII3P) has rolled out programmes, and is due to commence the first MBA PPP in March 2021, in collaboration with the Malaysian University of Science and Technology (MUST).
- The Nigeria Police Force receipt of a Full Business Case Certificate for the Police Specialised Services Automation Project (Po-SSAP)

Additionally, Ohiani noted that following the success of the Kaduna Polytechnic project, tertiary institutions have made moves to adopt similar model towards the development and rehabilitation of critical infrastructure in their institutions. For instance, University of Abuja and Ahmadu Bello University Zaria have inaugurated their Project Delivery Teams and Project Steering Committees respectively.

He further noted with delight, that despite the challenges of the pandemic, in 2020, the Commission issued a total of 21 OBC Compliance Certificates and 9 FBC Compliance Certificates. This brought the total OBC and FBC Compliance Certificates issued since inception of the Commission to 96 and 41 respectively.

In her remarks, the Head of the Civil Service of the Federation, Mrs. Folashade Yemi Esan who was represented by Mrs. Ibiene Roberts, Permanent Secretary, Special Duties, Office of the Head of the Civil Service of the Federation, called on participants across MDAs to come up with a list of viable projects which can be financed through PPP in view of the lean resources available to government. She said:

“It is pertinent to note that the present economic downturn precipitated by the COVID-19 pandemic has resulted in decrease in the amount of revenue being generated by Governments at all levels. This has affected allocations to MDAs adversely.

In view of this, it is therefore necessary to focus on identifying critical projects with possible positive impact on the infrastructural development drive of the Federal Government, and which can be financed through PPP arrangement for implementation, to reduce the over reliance on the lean resources available to the Government. This will also augment releases from Government coffers to MDAs and allow them meet up with other incidental costs.” She noted that the pandemic provides an opportunity for MDAs to explore new ideas on projects that will assist in the Economic Recovery Growth Plan (ERGP) effort of the Federal Government.

Arc. Abimbola Asein Head, PPP Unit, Federal Ministry of Works & Housing in his presentation which centred around the Highway Development & Management Initiative (HDMI), disclosed that the initiative is hinged on private sector engagement and it is broken down into two categories: The Value-Added Concession (VAC) II and the Unbundled Assets Approvals (UAA).

According to him, under the VAC, the concessionaire is responsible for managing the entire Right of Way as well as developing the route and is able to recoup its investment through the revenue generating assets that it will develop on the route.

Under the UAA on the other hand, the revenue generating assets on the route are unbundled and are then given out to individual companies on a Build, Operate and Maintain basis as the case may be. He stressed that Nigeria stands to benefit immensely from the initiative.

HEALTH & WELLNESS

AFRICA'S 'WICKED' HEALTHCARE PROBLEMS AND HOW TO FIX THEM

By Ola Brown

As a medical doctor, economist, finance expert, entrepreneur and investor with one of the leading healthcare technology & infrastructure (PPP) portfolios on the continent I have written extensively about healthcare on the continent. Learn about our \$200m portfolio of healthcare assets on our website www.fdinvestmentcompany.com.

This article will highlight some of the major challenges that healthcare provision faces as well as the solutions that can impact millions of lives across the continent. I will begin this article by describing the three main reasons for why healthcare in Africa is overwhelmingly “the worst in the world” as described by the InterIFC. 1. Poverty 2. Poverty 3. Poverty

There are many other secondary reasons that people give such as corruption, medical tourism, brain drain, lack of innovation, macroeconomic policy, low insurance coverage & political will; all which will be addressed in this article. But the most important reason is poverty. This article describes the impact of poverty as well as the other secondary factors contributing to poor healthcare in Africa before moving onto the more important issue of how to solve these problems.

On poverty

Poverty tends to increase the need for healthcare whilst simultaneously reducing the ability of African countries to pay for it. The wealthiest countries in the world struggle with healthcare. The entire government of Finland resigned due to issues with their healthcare system in 2019. The lack NHS funding is always a major issue during elections in the UK. In America, Obamacare vs Trump care Vs Medicare for all-type debates are aggressive and split people across and within the various political parties.

These are countries where the average amount of money generated per person (GDP per capita) is between \$40,000 and \$100,000. Whereas in Nigeria the GDP per capita is less than \$2000, in countries like Malawi, it's less than \$500. Prof Jon Guber from MIT points out that in 1950, the American government spent 5% of GDP on healthcare. In 2012, it spent almost 20% of GDP on healthcare. By 2075, its projected to be 40%. That means 40 cents out of every \$1 generated in America will go to healthcare.

No country in the world has achieved universal healthcare without massive state support. Even in America, the spiritual home of capitalism. The government spends about \$20,000 per capita on healthcare for each citizen, Norway spends about \$7000, the UK spends about \$4000. Nigeria spends \$6 considering the Federal budget only. This rises to about \$50- \$80 when you add in the military and state spending. But

much of this money is budgeted, but not disbursed for macroeconomic reasons, common to most African countries, that I will come back to in the sections below.

Even in high income countries whose citizens are exponentially wealthier than their African counterparts, majority of those citizens would not be able to afford quality healthcare without state support.

Yet, as you can see from the graph above, most Africans live on less than \$10 per day & are still expected to pay out of pocket for healthcare with little or no state support. These levels of poverty aren't seen in other emerging markets such as Vietnam, India, Mexico and Brazil where their numbers of people that live on under \$10 per day typically constitute 50% or less of their population.

And sadly, there are more individuals in Ghana, living on more than \$10 per day than there are in Nigeria. This is despite the fact that Nigeria has a population of 201m and Ghana just 30m. In other words, only 2% of Nigeria's population, 16% of Ghana's population, 0.8% of Congo DRC's population live on more than \$3,650 dollars per year or \$300 monthly. This means even though Nigeria is many times larger population wise and economically, Ghana has a larger tax bracket. (more people able to pay tax). This leads us to another problem because many developed countries fund healthcare through taxation. But it's difficult to tax people that can't afford food.

This leaves a high number of people paying out of pocket unable to afford insurance premiums or receive state support. Lack of political will is a factor, but the fact is that most African countries are heavily indebted, spending up to 90% of their revenue on debt servicing. You can't say that a man that earns N20,000 monthly (About \$40; minimum wage in Nigeria) and has to use N14,000 of it to pay back debts, lacks the will to send his 12 children to Harvard. Even if he had the will, he clearly doesn't have the money!

The fiscal problems are worsened by currency devaluation, high inflation, overreliance on income from volatile commodities like oil, low tax to GDP ratios & lack of infrastructure/poor structural policy making it harder to start or scale businesses. African governments must be able to invest in healthcare. They need more fiscal space to do so I have discussed poverty extensively, as I think this is the primary issue. But briefly will touch on the secondary issues. Medical tourism is the most famous. Many people think that if only we could stop people travelling abroad for medical care; then automatically healthcare would improve in Africa. Nigeria is one of the wealthier countries in Africa. According to the statistics we have we lose \$1bn yearly in medical tourism. But just over 1m-2m people leave Nigeria for international travel in total. Let's say 1% leave for medical reasons that's about 10,000..ish people. Out of 200m. The number is smaller in other African countries.

However, many people across Africa have convinced themselves that providing better healthcare for a tiny rich elite will make healthcare better for everyone. If we can just

get those +/-10,000 people to be treated in Nigeria, the remaining 200, 990m will somehow magically be better off.

The disparities in American healthcare however, tell us this isn't true. The last time I was in Los Angeles in California, my uber driver told me how he was almost killed in Mexico seeking treatment for his knee injury. I wondered why with all the great hospitals including the advanced \$1bn facility in Stanford University, why on earth he would go to Mexico for medical treatment.

He told me it's because he couldn't afford insurance and obviously couldn't pay out of pocket. The story highlighted the fact that a country can have the most advanced medical facilities in the entire world; but they don't benefit the poor, because the poor don't have access to them without some form of state subsidy.

The capital flight argument doesn't really stand up to scrutiny either. Nigerian dollars that go on medical bills, actually don't take up a significant proportion of forex. We spend over twice as much on foreign education as we do on medical care.

The second erroneous belief is around the role of insurance as a magic bullet that will solve all African healthcare problems. There is no doubt that risk pooling decreases the out-of-pocket costs for healthcare. This fact is supported by practically irrefutable evidence.

However, in a rich, high income, capitalist country like America, the state still covers the health expenses of 1 in 3 citizens directly. Employers cover the cost of 50% and 16% are uninsured. For most Americans, private health insurance is dependent on employment. Insurance would be unaffordable if paid out of pocket. However, most Africans are unemployed, underemployed or work in the informal sector where such benefits do not exist.

My health insurance in Nigeria costs my household of N500, 000 (about \$1,300) per year. It is mediocre and doesn't cover most of my basic medical needs.

In a country where the average citizen spends over 65% of their income on food...the numbers don't quite add up. Some suggest the cross subsidy models in India would work in Nigeria/Africa. This is possible. But I must point out that India has a much larger middle class than most African countries. To cross subsidize you need enough wealthy people to cross subsidize with. There are about 12,000 millionaires in Nigeria, compared to nearly 1m in India. And just 2m households earning over \$9000 per year in Nigeria compared to 100m in India. There are 40m Indians living above \$10 per day compared to just 3m in Nigeria & 500m in Zambia as the chart above shows. This makes cross subsidization in Africa difficult, but not impossible.

The solutions

So now I have laid out the problems. What are the solutions? The NHS budget is

about \$250bn for 65 million people, Nigeria is \$1bn for 200m we need to do not just more with less, but better with less. By increasing the money that goes into the healthcare budget income and reduce what goes out.

1. Creative income generation

In 2018, Cuba made \$11bn dollars from contracting its doctors to work abroad. This was almost as much as Nigeria made from oil in the same year.

Cuba operates a managed migration system where doctors are placed in countries across the world and remit part of their salary back to the country that trained them free of charge.

Nigerian doctors receive grossly subsidised training. Approximately 20,000 Nigerian medical doctors are currently working outside the country. A survey by NOIPolls found that about eight out of 10 doctors who remained in Nigeria were looking for jobs overseas. There is currently no plan to monetise African doctors in any type of outsourcing program. Perhaps this is something to consider.

Nigeria could potentially make \$10-\$30bn in annual income from a similar type of outsourcing scheme, which isn't just more stable than earnings from commodities like oil. But it could also be ringfenced to open up more medical training facilities, improve hospitals and provide funding for free/subsidized income to public sector patients.

2. Public Private Partnership (PPP's)

To create the fiscal space. Nigeria spends nearly 70% of its budgeting servicing debt and an additional 20% of recurring expenses such as salaries. This leaves little room for infrastructure projects, medical equipment & other elements that contribute to the cost of care for patients.

PPP's can provide lump sums to governments that can finance healthcare projects. These instruments can then be paid back over time, reducing the upfront cost that needs to be taken on by government.

Last year, my company, the Flying Doctors Healthcare Investment Company participated (funding/construction/operation/equipment supply) in two hospital projects, 3 laboratory projects, one digital health project and 12 other diagnostic projects using the PPP model.

3. Technology

I have been investing in technology since 2014 and have seen first-hand the transformative power of technology in healthcare. Technology can help African countries leapfrog over some of the more traditional expensive ways of delivering care employed in developed countries whilst reducing the cost of care. Learn how some of our portfolio companies have done this on our website www.fdinvestmentcompany.com

4. Family planning

Improved access will increase economic productivity and reduce uncontrolled population growth.

5. Diaspora funding

This is a potential source of income that remains largely untapped. Increased engagement with the African diaspora holds the potential to bring both investment and expertise

6. Task shifting

Reduces cost of care and effect of brain drain by training healthcare workers that are not doctors to perform tasks that doctors would traditionally do. Download my book, 'Fixing healthcare in Nigeria' for an in-depth review of the evidence on task shifting.

7. Focus on primary care

The proportion of healthcare spending that goes on tertiary care in hospitals for the catastrophically unwell is too high. Increasing the quality of primary healthcare will reduce costs.

8. Less magpie-ism

Many African governments feel that our hospitals should have the same aesthetic with exactly the same type of equipment as hospitals. However, shiny things won't necessarily solve our healthcare issues, functional things will. There is nothing wrong with being poor, the problem is when poor countries begin to spend like are rich.

9. Our Donors

Working with our donor communities in a more effective and transparent way can encourage more donations as well as improve outcomes

10. Learn from the exemplars

There are examples of countries across the world that have improve healthcare outcomes on very low budgets. We can learn from them.

Conclusion

My company, the Flying Doctors Investment Company invests and operates companies across the healthcare value chain in Africa. We invest in both public private partnerships and the technologies that enable them resulting in a virtuous cycle of transformative impact for healthcare across the continent.

- Dr Ola Brown is Founder, Flying Doctors Healthcare Investment Company.
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NEWS FROM THE COMMISSION

08 January, 2021

KADUNA POLYTECHNIC RENAMES HOSTEL

The Management of the Kaduna Polytechnic, Friday, renamed one of its newly renovated hostels, formerly Barnawa Hostels, after the late Deputy Director, Energy & Urban Infrastructure at the Infrastructure Concession Regulatory Commission, (ICRC), High Chief Olusa Busari. The decision was made known by the Deputy Rector, Academics of the institution, Dr. Rosemary Kato in a message to the Director General of the ICRC, Engr. Chidi Izuwah. According to her, this is in recognition of his valuable input as the Officer in Charge of the project.

In his reaction to the gesture, the DG expressed delight at the decision to honour the late Chief. In his words “Deputy Rector I jump for joy at this recognition of Busari’s efforts.”

The Kaduna Polytechnic Hostel Renovation project, the first in the education sector in Nigeria, which spans 18 blocks of hostels, spread across three campuses of the polytechnic, is a Public Private Partnership initiative facilitated by the ICRC in line with its Establishment Act 2005. It has the capacity to accommodate 4000 students.

The contract agreement for the Project was signed on August 26, 2020, in a virtual ceremony between Kaduna Polytechnic and Mark Point Limited under a Rehabilitate, Operate, and Transfer (ROT) PPP arrangement for a concession period of 16 years .

The DG, ICRC, had during the agreement signing ceremony, requested the management of the institution to consider renaming one of its newly renovated hostels after the late Chief Olusa Busari in recognition of his invaluable contributions to the success of the project. Chief Busari passed on after a brief illness on 6th July, 2020.

Manji Yarling

Ag. Head, Media & Publicity

SCA HAS GENERATED N2.4BN FOR FG, SAYS ICRC

February 1, 2021

The Special Concession Account (SCA) has generated N2,400,689,340.00 few months it was launched, the Infrastructure Concession Regulatory Commission (ICRC) has said.

The agency said the funds are lodged with the Central Bank of Nigeria under the SCA.

ICRC’s Director General Chidi Izuwah said the objective of the SCA is to streamline the receipt of all Public Private Partnership (PPP) payments in the country for transparency, accountability and probity.

A statement yesterday in Abuja by the agency's Acting Head, Media and Publicity, Manji Yarling, said: "This is to notify the investing public that the Special Concession Account (SCA) has become operational and has, within a few months of its operation, yielded N2,400,689,340.00, which has duly reflected in the SCA with the CBN.

"It may be recalled that in line with Presidential directives to ensure that all revenues from PPPs go into one dedicated Treasury Single Account (TSA) and to ensure that proper data in terms of investment and revenues coming in from the PPPs are properly accounted for, the Office of the Accountant General of the Federation (OAGF) issued a Federal Treasury Circular, dated November 7, 2018, causing to be opened with the CBN, an SCA.

"According to Izuwah, the objective of the SCA, among others, is to streamline the receipt of all PPP payments in the country for transparency, accountability and probity.

"Presently, the revenue accruing to government via concession and PPP arrangements is not known and this may lead to abuse and leakages by Ministries, Departments and Agencies (MDAs) and Concessionaires.

"He (Izuwah) listed the benefits of the SCA to include effective monitoring of revenue accruing to government from PPP projects, assisting government in economic planning, national budgeting and redistribution of income/revenue allocation, supporting the Federal Government Economic Recovery and Growth Plan (ERGP) initiative on infrastructure provision, providing information to policy and decision makers, among others.

"Consequently, the Minister of Finance, Budget and National Planning issued a Finance Circular (HMFBNP/OHMFBNP/CIRCULAR/SCA/2020) to the MDAs/concessionaires to remit all monies accruing from PPP agreements (with the exception of proceeds from asset sale and liquidation) into the SCA domiciled in the CBN but still under the TSA."

<https://thenationonlineng.net/sca-has-generated-n2-4bn-for-fg-says-icrc/>

HIGHWAY DEVELOPMENT MANAGEMENT INITIATIVE LAUNCHED

26/03/2021

The nation's infrastructure stock is set to witness significant boost with Tuesday's launch of the Highway Development Management Initiative (HDMI), a novel initiative aimed at further attracting private sector funds in roads construction and rehabilitation across the country.

Speaking at the procurement process for the concession of 12 major roads under the scheme, covering all the six geopolitical zones of the country, Acting Director General of the Infrastructure Concession Regulatory Commission, ICRC, Mike Ohiani, stated thus:

"The primary objective of the HDMI is to attract private sector technical expertise, managerial capacity and financial resources to improve the quantity and quality of the road assets in Nigeria with a view to propelling rapid economic development and growth through the haulage of passengers and goods".

Speaking further, he disclosed that the ICRC, in exercise of its statutory mandate, reviewed and certified the 12 OBCs to enable the project move to private sector procurement stage.

In doing that, the Commission provided PPP pre – contract regulatory guidance to the Federal Ministry of Works for the Bid documents.

According to Ohiani, after the evaluation of the Request for Qualification (RfQ), qualified bidders will be issued with the Request for Proposals (RfP) to submit technical and financial proposals for their chosen project lots for evaluation. He said any firm/consortium that is found to have met the minimum requirements as stipulated in the RfP will enter into project negotiation phase with the Federal Ministry of Works and Housing to enable the preparation of a Full Business Case (FBC) for the Commission's review and compliance certification. The FBC Compliance certification is to enable the Honourable Minister present the project to the Federal Executive Council (FEC) for approval.

Minister of Works and Housing, Mr. Babatunde Fashola, (SAN), stated at the ceremony in Abuja that the aggregate total of 1,963 kilometres, which is 5.6 per cent of the 35,000-kilometre federal road network, would be affected by the development.

He said the 12 roads were chosen to ensure the coverage of each of the six geo-political zones, adding that the initial capital investments would be about N1.134 trillion.

The roads are Benin-Asaba (125km), Abuja-Lokoja (193km), Kano-Katsina (150km), Onitsha-Owerri-Aba (161km), Shagamu-Benin (258km), Abuja-Keffi-Akwanga (122km), Kano-Shuari (100km), Potiskum-Damaturu (96.24km), Lokoja-Benin (270km), Enugu-Port Harcourt (200km), Ilorin-Jebba (129km), Lagos-Otta-Abeokuta (80km), and Lagos-Badagry-Seme (79km).

According to him, the project could create 50,000 direct and 200,000 indirect jobs.

Manji Yarling

Ag. Head, Media & Publicity

SETBACK FOR INFRASTRUCTURE DEVELOPMENT AS ICRC BOSS, IZUWAH, DIES AT 55

By Dr. Obinna Nwachukwu. Mar 17, 2021

Chidi Izuwah, director-general/Chief Executive Officer (CEO) Infrastructure Concession

The director-general/Chief Executive Officer of the Infrastructure Concession Regulatory Commission (ICRC), Chidi Izuwah, has passed on at the age of 55. The sad event took place Tuesday, March 16, 2021, after a protracted illness, according to sources within the organisation.

His death marks a huge setback to the nation's quest for infrastructure development, a project that the late Izuwah was passionate about. In the last two years, his efforts yielded over \$15 billion to the national treasury. Two months ago, his Commission began the process of concessioning 12 key federal roads through Public-Private Partnership (PPP) estimated to generate millions of naira to the economy and improve road infrastructure.

In a message to staff of the Commission on Tuesday, Mike Ohiani, acting director-general of the Commission, wrote: "With a heavy heart I announce the passing away of our DG, Engr. Chidi Izuwah. You will be notified in due course about the burial arrangement. May his soul rest in peace amen."

Known for his anti-corruption posture, his recent timely intervention through the Federal Ministry of Finance to block sources of revenue leakage by streamlining the receipt of all

revenues from the PPPs yielded positive result with a sum of N2,400,689,340.00 being paid into a Special Concession Account (SCA) within few months of its operation. The special account was Izuwah's initiative for which he made so many enemies.

Before then, funds generated from PPPs were neither accounted for nor the whereabouts of such funds known both to the government and the public.

According to the late director-general, "Prior to opening of the account, the revenue accruing to government via concession and PPP arrangements is not known and this had led to abuse and leakages by Ministries Departments and Agencies (MDAs) and Concessionaires."

He listed the benefits of the SCA to include, effective monitoring of revenue accruing to Government from PPP projects, assisting Government in economic planning, national budgeting and redistribution of income/revenue allocation, supporting the Federal Government Economic Recovery & Growth Plan (ERGP) initiative on infrastructure provision, providing information to policy & decision makers, among others.

Izuwah was appointed substantive DG of the ICRC by President Muhammadu Buhari in 2019 upon confirmation by the Senate. Prior to that he was executive director, Public Private Partnership Resource Department, and director, Support Services Department in the Commission. And that was after an impactful period of exceptional achievements in acting capacity including the declaration of the ICRC as the African Infrastructure Regulator of the Year 2018 by Africa Investor Magazine,

He joined the ICRC in 2009 as the pioneer executive director, Public Private Partnership Resource Department (ED P3RD) where he set up the Department from scratch. In this role, he was responsible for catalysing Public and Private expertise and resources towards putting in place a world class PPP pre-contract regulatory framework and guidelines for driving the preparation and development phase of Federal PPP Projects. During his period as ED P3RD, the ICRC was declared the African PPP Champion for the year 2010. Engr. Izuwah was the ED P3RD until June 2016 when he was made the Executive Director, Support Services Department (EDSS).

A graduate of Civil Engineering from the University of Nigeria, Nsukka and a Master's degree in Hydraulic Engineering from the University of New Castle Upon Tyne in the United Kingdom, Izuwah is a Harvard, Wharton, Columbia University and Indian Institute of Management Ahmedabad Executive Education Alumni.

He started his career as a lecturer in Fluvial Hydraulics and Water Power Engineering at the University of Port Harcourt, Nigeria in 1986. Thereafter, he held several senior oil & gas asset management positions in a career spanning over 21 years with SPDC (Shell Nigeria). He was at various times Project Manager and Contract Manager for the Deepwater Bonga Mooring and Installation Contract, in this role Izuwah led the team that towed and moored the Bonga FPSO (the largest FPSO in the world then) offshore Nigeria. He also led the team that fabricated the Bonga SPM Buoy (largest and most technological advanced deepwater offloading buoy then). Both the Bonga FPSO and SPM Buoy are currently serving the nation producing and exporting crude from the world class Bonga field and earning huge revenues for Nigeria's development and prosperity.

Already, reactions have trailed the announcement of Izuwah's death. Emeka Wogu, former minister of labour and productivity, Victor Ndoma-Egba, former Senate leader and chairman, Niger Delta Development Commission (NDDC) and Nkechi Nwogu, chairman, Governing Council, University of Calabar, all described Izuwah's death as very sad and

pathetic. Wogu said it was regrettable that the ICRC DG, died fighting corruption in Nigeria, stressing that his efforts in improving the level of infrastructure development in Nigeria would not be in vain.

Also reacting to the death, Manji Yarling, a close aide of the late DG and acting head of media, ICRC, said, “We were told yesterday (Tuesday) in the office platform that he was back to Nigeria and was recuperating and we were happy. We had no idea that the recuperation will be in eternity as at today.”

<https://businessday.ng/news/article/setback-for-infrastructure-development-as-icrc-boss-izuwah-dies-at-55/>

REMEMBERING CKC IZUWAH (1965 – 2021)

By Zerry Ihekwaba, 25th March 2021

It was at the University of Nigeria, Nsukka, UNN, that we first met over 40 years ago. We were part of the 1980 matriculating class of the Department of Civil Engineering of the Agbebi College of Engineering. He was young, conspicuous, and everywhere striking acquaintances. The round-faced, ebony black, chubby fellow would walk up to anyone, male and female alike, with confidence and good cheer to introduce himself as “Big Fish”. It was a special case of youthful novelty and genuine merriment. In art and in life, persons often tend to assume a moniker for sundry reasons or to emphasize mission. I never got to find out why a medium sized lad and one not particularly gifted with the height of a basketballer would choose such an unforgettable and debonaire nickname. Not many in the freshman class, assembled from all parts of the country and elsewhere, would ever forget our friend. His boldness was memorable and stylish, with a voluptuous taste of urbane feel and charming disposition.

Ever since that momentous beginning, his unique indefinability has remained his social vita and a subtle canvass to remember. It took several months after that memorable introduction before many realized his natal name was Chidi Kennedy Chikezie Izuwah, or as he would prefer to write it simply as CKC Izuwah. He came from royalty and was the oldest scion of the now late Eze A.E.N. Izuwah, Eze Udo I of Amaitolu Ovungwu Autonomous Community in Isiala Ngwa South Local Government Area of Abia State, and the late Ugoeze (Professor) Lucy Izuwah. Eze A.E.N Izuwah was a doyen of the civil service in the erstwhile East Central State and successfully retired as a Permanent Secretary in the old Imo State. While the family patriarch reigned as the traditional ruler of his community till death, our friend and classmate, Chidi Izuwah, kept to the rule book of his ecclesiastical suasion. This he did by mixing it with the unique social mores and cultural confines of his ancestry whilst maintaining the fraternity of his youth, just as he went on to achieve a glorious professional career in Nigeria’s public service sector.

Chidi Izuwah meant many things to many of his contemporaries and admirers. He effortlessly charted himself well into success in academia, his engineering career, and

his subsequent foray into the national establishment. He was focused and determined to excel by challenging conventions through a determined effort to promote a homily of humanistic ideals. CKC Izuwah believed in sustaining lifelong friendships without abandoning the cultural demands of filial bonds. Comradeship and chivalry were key aspects of his social engagement even as he built harmony with folks. He stubbornly refused to stray from those paths, and without remiss, insisted that icons of negative tribal accoutrements must be scrupulously redirected as he maintained his thought cues. Those were testimonial reminiscences of a past era while we cavorted and perused the campus and throughout the over 40 years of association.

CKC Izuwah served his NYSC year from 1985 through 1986 in Port Harcourt with Shell Petroleum Development Company. Serendipity meant that we must meet again at a recruitment session with University of Port Harcourt where three classmates competed for a position. He secured the offer and proceeded to the University of New Castle Upon Tyne in the United Kingdom for a Master's degree in hydraulic engineering whilst Dr Emeka Agbasi went on to Imperial College in London for a Master's and Doctoral programme in materials engineering, and myself to Queen's University in Kingston Ontario, Canada for a similar Master's and Doctoral programme. He was a recurring presence in kindling the bond of friendship amongst us and the other Agbebites, as we fondly call engineering graduates of UNN. Several years after, during a visit from the United States, we met again and this time he had become a staff of Shell Petroleum Development Company after his brief stint with University of Port Harcourt.

He promptly invited me over for lunch at his home on Faith Avenue, Woji, in Port Harcourt where I met his wife, Doris, for the first time. I realised then that Chidi's in-laws were from my old local government area in Imo State. It was a time of great nostalgia recounting our journey and the exuberances of youth and maturity as married men! Chidi was such a good fare to socialise with. He was later to pay me a visit in my ancestral village of Nkwerre in Imo State in 2007 when I returned to pay my last respects to my departed dear mother. He was joined by Prof Okey Onyemelukwe during the Sunday outing service in the local church. They were preceded in the visit by several fellow Agbebites in the previous days, notably Paul Nwafor, Ike Egbogah, Ovoks Anyaegbunam, Chibuzor Njoku, Dozie Eze, Hazel Anele, as well as others who either visited or reached out through other means. Again, the bond of friendship was strongly aglow in that moment of loss and mourning. This much we owe Chidi's family now.

Sometime in early 2009, he expressed his desire to join the Infrastructure Concession and Regulatory Commission, ICRC, in Abuja. We talked and shared ideas of mutual interest. He successfully joined the ICRC as its pioneer executive director for Public Private Partnership Resource department. He quickly settled into bringing international best practices to his ICRC work and went about it by engaging the right professionals in the right places. He reached out extensively and participated in several international forums and conferences on infrastructure finance and Public-

Private Partnership, PPP, contracting process. In 2013, he visited the United States and we met at a local manufacturer's facility in Broward County, Florida while he inspected the process for fabricating and assembling modular buildings and tilt-up construction.

Over lunch at a boutique restaurant along Las Olas Boulevard in the dainty part of downtown Fort Lauderdale, we reviewed and he requested for a copy of a paper I had delivered at the National Infrastructure Renewal Summit in Fort Lauderdale in 2012. He was persistent in seeking novel, tried and tested models for delivering excellent and fiscally prudent infrastructure assets. Chidi Izuwah was a leader extraordinaire and he rolled out reliability-based regulatory framework and guidelines for many of the ICRC initiatives. No wonder in 2016, he became its Executive Director for the cross-disciplinary Support Services department. His trajectory included breaking grounds and charting new courses so much as to be recognised as a leader amongst peers when the ICRC under his purview was named by Africa Investor Magazine as the African Infrastructure Regulator of the Year in 2018. In 2019, he easily earned his promotion as the Director-General of the ICRC when Nigeria's government under President Muhammadu Buhari announced his appointment and the Senate, Nigeria's upper legislative body, easily concurred, to everyone's admiration. In all his assignments, he was hugely successful as he garnered laurels and recognition in the industry, and through his tireless work, ICRC was named as an African PPP Champion in 2020. Together with his wife, Dr Doris Izuwah, they promoted civic causes and community efforts, especially by committing personal resources. They established and successfully operated the OLG Health Foundation and Autism Centre in Port Harcourt and Abuja as a vehicle for sensitising and promoting public awareness about autism. Their primary constituency was childhood autism, especially as a treatable ailment, while suing for corporate engagement, supportive environment and clinical intervention. It was obvious in all our interactions that he was onto something big as he focused his many inquiries on transformative ideas not just about infrastructure and asset management protocols but also about the health and wellbeing of the community. CKC Izuwah honed his skills through professional engagements, researches and in-person participation at programmatic short courses offered by Harvard University, Wharton Business School at University of Pennsylvania, Columbia University, and others. We kept in touch until he recently suffered health challenges and needed time to attend to it. Then came that dreadful news early one Tuesday morning that we had lost him. It took a couple of our mutual friends to confirm the sad reality of this huge loss. Our thoughts and prayers will remain for his young family and loved ones, as we ask God to provide succour and strength for them. As Chidi crosses the threshold of eternal realm, we wish the self-styled "Big Fish" a forever good sail with the foregone ones. Good night, Chidi. Dr Ihekwebi wrote from Florida, USA.

<https://www.vanguardngr.com/2021/03/tribute-remembering-ckc-izuwah-1965-2021/>



THE PRESIDENCY

INFRASTRUCTURE CONCESSION REGULATORY COMMISSION

REGULATORY NOTICE

The Infrastructure Concession Regulatory Commission (ICRC) has observed the following disturbing trends and practices by some Federal Ministries, Departments and Agencies (MDAs):

- Issuing of Expressions of Interest, Requests for Qualification (RfQ) and Requests for Proposals (RfP) for the engagement of private partners on projects in the form of Concessions, Joint Ventures, Leases, Management Contracts, Service Contracts, Operations and Maintenance, or other forms of private sector participation on Federal Government Facilities or Assets. These engagements by MDAs involve investments, private financing and risk transfer on the part of the private sector partners at early or advanced stages. Some MDAs are doing these without recourse to the ICRC (Establishment) Act 2005 and the National Policy on PPPs (N4P) as routinely published in newspapers and tender journals. It is important to note that many of these actions subsequently deny government of its rightful revenues.

Contravening MDAs are invited to note that their actions constitute an act of economic sabotage to the Government and an infringement of Sections 1(1), (2) and 20 of the ICRC Act. These sections with explanatory notes are detailed below:

Section 1:

(1) As from the commencement of this Act, any Federal Government Ministry, Agency, Corporation or body involved in the financing, construction, operation or maintenance of infrastructure, by whatever name called, may enter into a contract with or grant concession to any duly pre-qualified project proponent in the private sector for the financing, construction, operation or maintenance of any infrastructure that is financially viable or any development facility of the Federal Government in accordance with the provisions of this Act.

(2) This Act applies to investment and development projects relating to any infrastructure of any Federal Government Ministry, Agency, Corporation or Body.

Section 20:
The Commission shall:

- take custody of every concession agreement made under this Act and monitor compliance with the terms and conditions of such agreement;
- ensure efficient execution of any concession agreement or contract entered into by the Government.

2. Execution of Memoranda of Understanding (MoUs), Memoranda of Association (MoAs) and various Contract Instruments between some MDAs and Private Parties under the guise of different Public Private Partnership (PPP) arrangements, without recourse to the extant provisions of the ICRC (Establishment) Act 2005, the National Policy on PPPs (N4P), Circulars from the Office of the Secretary to the Government of the Federation (OSGF), the Office of the Attorney General of the Federation and the Minister of Justice with respect to compliance by MDAs to extant Laws, Regulations, and Policies on PPPs in the country.

The Commission wishes to state that the aforementioned practices between MDAs and Private Parties without the regulatory guidance of the Commission and strict adherence to the provisions of the ICRC (Establishment) Act 2005, promotes:

- Negative value for money for the Government;
- Poorly prepared and developed PPP projects with the potential of:
 - crystalizing unmitigated risks that have no contingent liability provision,
 - mortgaging the fiscal health and balance sheet of the Nigerian Government,
 - retaining substantial risks within MDAs leading to liability claims like the P&ID suit, and
 - weakening the sanctity of contracts;
- Stunted growth of Nigeria's PPP ecosystem;
- Credibility crises for Nigeria's overall PPP programme designed to close the nation's infrastructure gap through the injection of private capital and skills;
- Procurement mismatch (that is, PPP versus Conventional/Traditional Procurement) and
- Failed PPP Contracts.

On this premise, we hereby issue this Regulatory Notice and caution MDAs, Bankers, Financiers, Venture Capital Firms, Transaction Advisers, International Development Partners, Civil Societies, the General Public and other stakeholders in the PPP space to desist forthwith from further perpetuation of above trends as it is a clear contravention of the law and may lead to colossal damage of the fiscal health of our nation, Nigeria.

Pursuant to the above, the Commission hereby directs that:

- MDAs should suspend and stay action on any current process of engaging Private Partnerships in contravention of the provisions of the ICRC (Establishment) Act and contact the Commission immediately;
- All executed MoUs, MoAs, and Contractual Instruments between MDAs and the Private Sector should be transferred to ICRC immediately for review and realignment where possible;
- All MoUs, MoAs or Contracts for PPP arrangements (by whatever name called) MUST be in accordance with the provisions of the ICRC (Establishment) Act 2005;
- All monies accruing to Government from such arrangements should immediately be remitted to Nigeria's Special Concession Account (SCA) in line with the mandate of the Presidential Initiative on Continuous Audit (PICA) and the Finance Circular of the Honourable Minister of Finance, Budget and National Planning (Circular Reference HMFBNP/OHMFBNP/CIRCULAR/SCA/2020 dated May 16th 2020);
- All parties interested in engaging in activities in the PPP ecosystem should execute same in strict compliance with the requirements of the ICRC (Establishment) Act 2005;
- All submissions and stakeholder enquiries on the above should be addressed to:

The Director General
Infrastructure Concession Regulatory Commission
Plot 1270 Ayangba Crescent, Area 11, Garki, Abuja.

Attention: Director, Contract Compliance Department
Email: compliance@icrc.gov.ng

- All submissions should reach the Commission sixty (60) days from the date of this publication, after which the Commission will consider these practices as economic sabotage and it will be treated accordingly.

Signed:
ICRC MANAGEMENT

ICRC HEAD OFFICE:

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COMMISSION'S EVENTS IN PICTURES



Ag. DG, ICRC presenting the OBC Certificate for the HDMI project to Minister of Works & Housing, Babatunde Fashola on 29 January, 2021 in Abuja.



Ag. DG, ICRC, Mike Ohiani at the Commissioning of PPP Office & Inauguration of Project Steering Committee for University of Abuja Students Hostel Project



Ag. DG, ICRC, Mike Ohiani at the Commissioning of PPP Office & Inauguration of Project Steering Committee for University of Abuja Students Hostel Project



Ag. DG, ICRC, Mike Ohiani at the Commissioning of PPP Office & Inauguration of Project Steering Committee for University of Abuja Students Hostel Project



Basic PPP training for staff of the FRSC, 04, February, 2021

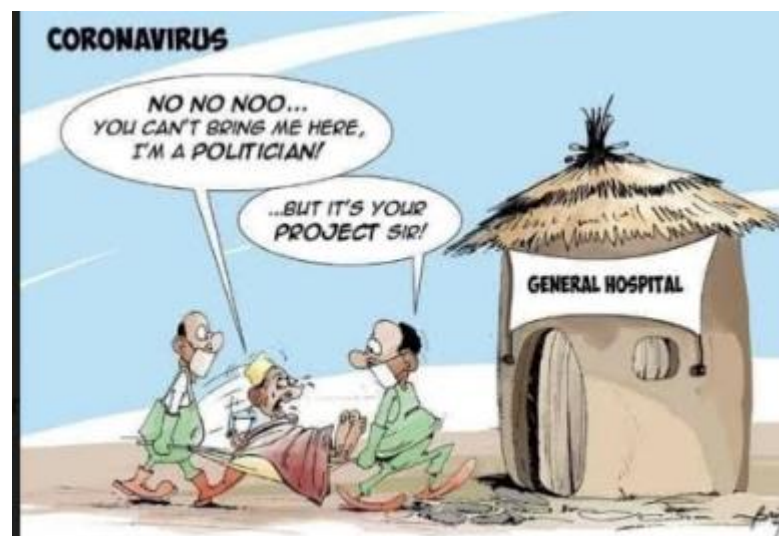


Pictures from reconciliatory Meeting between ICRC and BPE 05th February, 2021



Fact finding visit by NIPOST Management to the Commission 17 February, 2021

ON A LIGHTER NOTE



ABOUT THE PUBLICATION

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

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

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