



ICRC Bulletin

THIRD QUARTER 2021



DELIVERING SUSTAINABLE RENEWABLE POWER INFRASTRUCTURE THROUGH PUBLIC PRIVATE PARTNERSHIPS

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Dear Reader,

The ICRC Bulletin Editorial Team is pleased to present the 3rd edition for the year 2021. The theme for this quarter’s edition is **Delivering Sustainable Renewable Power Infrastructure Through Public Private Partnerships.**

Our feature story is on the concession of the 30MW power component of the Gurara 1 multi-purpose dam. It was written by Adeyinka Iyanda and Jamila Alhassan both seasoned professionals in the Energy & Urban Infrastructure unit of ICRC. The article gives a background and objectives of Gurara project. It also explains the rationale for the use of a PPP arrangement including describing the development, procurement, contract award and signing of the Project by the Federal Ministry of Water Resources.

This edition has a new column added for concessionaire news. We will like to appreciate Mainstream Energy Solutions Limited, the concessionaires of Jebba Hydro Power Plant for sending us a story on the Rehabilitation of Generating Unit 2G6 of the plant.

Our knowledge management article is titled ‘What is the Public Sector’s Role in Mobilizing Private Finance for Solar Energy?’. The article notes that given the urgent call to accelerate global energy transition, sunlight being the fastest-growing source of renewable energy can be captured for large-scale power generation. It also sheds light on the different kinds of public interventions that have been successful in mobilizing commercial financing for utility-scale solar projects using a comprehensive assessment across seven developing countries including Chile, India, Maldives, Morocco, the Philippines, Senegal, and South Africa.

Our health and wellness section is on “Five things to know about the Delta variant”. Like we may be aware, just when the world started to feel very hopeful that the Covid 19 pandemic was gradually coming to an end, there was the emergence of a new mutation of the virus that is even more deadly. This section highlights to the reader certain things to note about this new variant.

We do hope you enjoy reading this edition.

Manji Yarling

AG. DG's STATEMENT



In recent times, Public Private Partnerships (PPPs) have proven to be a viable tool for infrastructural development. Building modern, sustainable, and reliable infrastructure is vital for meeting the rising aspirations of Nigerians especially when planned and implemented in an unbiased regulatory environment. While we might have different views on certain issues at any given time, I believe we share a vision of a Nigeria in which businesses and individuals have the resources, infrastructure and incentives they need to prosper through hard work, fair competition and bold ideas.

I also believe that a strengthened relationship between government and the private sector will help us strike an appropriate balance between necessary regulation and unrestricted enterprise, a balance that helps us move towards our vision of opportunity and national growth.

Within the period under review, the Commission issued a revalidated Full Business Case (FBC) Compliance Certificate with respect to the Onitsha River Port Concession in Anambra State, to the Federal Ministry of Transportation and Nigerian Inland Waterways Authority (NIWA). Similarly, a revalidated FBC Compliance Certificate was given to the Federal Ministry of Agriculture and Rural Development for the Lease of the Federal Coastal Fishery Terminal, Ebughu, Akwa Ibom State.

Outline Business Case (OBC) Compliance Certificates were also issued to the National Space Research & Development Agency (NASRDA) for the Concession of a Planetarium and Museum. The project seeks to equip, operate and maintain the Planetarium and Museum at the Obasanjo Space Centre in Abuja. In the same vein, the National Hajj Commission of Nigeria plans to develop a shopping complex in Kano through PPP. The Commission also issued an OBC Certificate to Federal Ministry of Petroleum Resources /NNPC to Rehabilitate the NNPC Pipeline Network and Storage Facilities under a BOT Model.

The Nigeria Public Private Partnership Network (NPPPN) in partnership with the Nigerian Governors Forum held virtually on the 26th August 2021 with the theme “*States/Federal Government collaboration on PPP projects*”. The forum engaged participants and state representatives across the country and was a good opportunity for experience sharing.

I will like to use this platform to announce that lectures have commenced for the pioneer students of the MBA in PPP Class on Saturday 17th July 2021 in the Commission’s training arm – the National Institute of Infrastructure and Public Private Partnerships (NII3P). The programme amongst other objectives is designed to provide an in-depth understanding of the principles, theories and concepts of PPP.

Finally, I wish to once again reassure you that the efforts of ICRC are, and will always be, a work in progress. We will continually strive for an infrastructure ecosystem where transparency, viability, affordability and bankability will be the order of the day.

God bless the Federal Republic of Nigeria. God bless the ICRC.

J. A. M Ohiani

Acting Director General/CEO

FEATURE STORY

CONCESSION OF THE 30MW POWER COMPONENT OF THE GURARA 1 MULTI-PURPOSE DAM

by
Adeyinka Iyanda, Team Lead Energy & Urban Infrastructure, ICRC
and
Jamila Sani-Alhassan, Energy & Urban Infrastructure, ICRC

Background

The Federal Ministry of Water Resources (FMWR) as the custodian of all dams and water resource activities in the country, concluded plans to c as part of its interventions to support the realization of the renewable clean energy agenda in Nigeria. The Ministry is currently playing a major role in Dam development for both agriculture and electricity generation use.

The Gurara Dam was originally constructed by the Ministry across the Gurara River to meet the demand for water in the Federal Capital Territory, (FCT). The Dam, situated 75km from the FCT, was designed and constructed with the main purpose of supplying water to the Lower Usuma dam to meet demand for water. In addition to fulfilling the water supply needs, the Dam was equipped with world-class amenities for hydropower generation, irrigation, farming, tourism development and fishery farming. In order to maximize the use of the Dam, the Ministry established the Gurara Water Management Authority (GWMA) to oversee the Dam and facilitate the initiation and construction of the hydro power plant. The plant was completed in 2011.

The project has the following components;

- (i) A reservoir of 880million cubic meters.
- (ii) A capacity to supply raw water to the FCT;
- (iii) A capacity to generate 30MW hydropower and;
- (iv) Irrigation and aquaculture potential

Federal Government's Renewable Energy Policy

The project is in line with the various policies developed and adopted by Federal Ministry of Power on diversification of energy sources and energy mix target; including the adoption of policy of achieving 30,000MW by year 2030 using 30% renewable energy sources approved by the National Council on Power.

Project Objectives

The primary objective of the project was concentrated on the concession of the Gurara 30MW Phase 1 Hydropower Plant, towards supporting the Federal Government in realizing its Economic Recovery and Growth Plan (ERGP) and promoting the clean renewable energy agenda.

The choice of Public Private Partnership (PPP) financing methodology in the delivery of this project was made deliberately by the Federal Ministry of Water Resources. This was driven by Federal Government's new direction in creating an enabling environment for private investors to support bankable infrastructure development across the country and also the Electric Power Sector Reform (EPSR) Act of 2005 while government's efforts would be concentrated on the provision of other social amenities. In order to move the Gurara Hydropower plant forward, the Ministry conducted the transaction preparation and provided justification for private sector

participation in accordance with the ICRC Establishment Act (2005), hence the procurement process that followed in the designation of the preferred bidder/concessionaire.

The overarching elements of the project output specifications include the following:

- Deployment of appropriate strategies and concepts for programme management, risk management, quality assurance, revenue assurance, communication management, value management
- Delivery of world-class customer services to enhance customer service experience;
- Devising the optimal operating structure that will enhance business operations and provide effective coordination;
- Monitoring, evaluation and the provision of corrective actions to key activities in order to ensure overall objectives are met;
- Management of the human, financial and physical resources for the facilities;
- Defining a detailed stakeholder management plan and provide strategies for engagement of strategic partners.



Figure 1Ariel view of Gurara Dam

Rationale for the Public Private Partnership (PPP) arrangement

The consideration for private sector investment was designed to achieve the following objectives:

- Accelerate investment in new infrastructure and facilitate the rejuvenation of existing assets to a satisfactory standard that meets public's needs and aspirations;
- Achieve worthwhile value for money investment that is affordable and beneficial to the government and public at large;
- Improve the availability, quality, and efficiency of public services in order to increase economic growth, productivity, competitiveness and access to markets;

- Increase the capacity and diversity of the private sector’s participation in infrastructure development and by providing opportunities for Nigerians, international investors and contractors in the provision of public infrastructure, encouraging efficiency, innovation, and productivity.

The Public Private Partnership (PPP) Model

The arrangement involved the implementation of a Rehabilitate, Operate, and Transfer (ROT) PPP arrangement. All these efforts were targeted at enhancing the credibility, marketability and bankability of the project.

THE PPP TRANSACTION

Project Development: Engagement of Transaction Advisers

The project development/concession process was developed in line with the ICRC Establishment Act 2005, as part of a broader initiative to support FGN’s PPP Programme. The Ministry with the collaboration of the Nigerian Infrastructure Advisory Facility (NIAF) in 2015 entered into an agreement for the development of an Outline Business Case (OBC) to assist in attracting a private sector operator for the concession of the plant. After following due process, the Ministry engaged the services of Messrs. Halcrow Infrastructure Consortium to provide transaction advisory services involving procurement of the private partner, conducting negotiations alongside the Project Delivery Team and who supported the project to achieve commercial and financial close leading to the preparation of a Full Business Case (FBC).

Outline Business Case Certificate of Compliance

Outline Business Case was submitted to ICRC for review which was granted on 25th October 2016.

Stakeholder Engagement

The full buy-in of all relevant stakeholders towards successful delivery of the transaction was carried out at various stages of the transaction with members of the Project Delivery Team and other relevant officials in the electricity supply industry. Some of the engaged stakeholders were as follows:

- Representatives of Federal Ministry of Water Resources (FMWR) – Authority
- Representatives from the Department of Dams (FMWR)
- Representatives from the Infrastructure Concession and Regulatory Commission (ICRC)- PPP Regulator
- Representatives from the Federal Ministry of Power, Works & Housing
- Representatives of Nigeria Bulk Electricity Trading (NBET)
- Representatives of Nigerian Electricity Regulatory Commission (NERC) – Energy Regulator
- Representatives of Transmission Company of Nigeria (TCN)
- Representatives of Federal Ministry of Environment
- Representatives of the National Integrated Water Resources Management Commission
- Kaduna Disco

Environmental and Social Impact Assessment

A preliminary Environmental and Social Impact Assessment was carried in the course of the Outline Business Case development in order to comply with international best practices when accessing funding from external (and even internal) sources.

The Federal Ministry of Environment after careful evaluation of the Project Impact Assessment (PIA) of the project submitted by FMWR in accordance with extant rules and payment of the statutory fees issued a PIA certificate for the power plant.

THE PROCUREMENT PROCESS

1. Expressions of Interest:

Calls for Expressions of Interest (EOI) were published in July, 2017. The advertisements for EOIs were published in multiple newspapers with wide spread publication. At the deadline of 12noon Monday 31st August, 2017 a total of ten investors submitted responses to advertisements leading to a shortlist of five investors who were qualified to proceed to the Request for Proposal (RFP) stage.

2. Request for Proposals (RFP) Technical Evaluation Process:

Request for Proposals (RFP) was issued to pre-qualified bidders and after approval by the Minister of Water Resources, the project site visits and due diligence exercise were carried out by the bidders to assess the power plant and determine its current status. Bidders also visited the Kudenda-Mando transmission sub-station in Kaduna for on-the-spot assessment of the transmission line.

A Bidders' Conference took place on 20th December, 2017 and the purpose of the conference was to explain the transaction dynamics and accommodate bidders' comments and observations. Based on requests, the bid submission deadline was extended by another six weeks to allow for proper and detailed submissions. The new deadline for submission was fixed on 20th February, 2018 and eventually two firms submitted before the deadline. The two firms passed the minimum qualifying score for the technical evaluations and were recommended to have their financial bids opened.

3. Financial Bid Opening and Evaluation:

The Financial Evaluation process started with the Financial Bid opening which was held at the Federal Ministry of Water Resources, Abuja on the 10th April, 2018 with representatives of each bidding firm present.

4. Designation of Preferred Bidder:

The result of the technical and financial bid evaluation exercise confirmed North South Power Company Limited as the designated Preferred Bidder having met the minimum requirements of the bidding process, while Mainstream Energy Solutions was designated as the Reserve Bidder.

5. Negotiations

The Project Delivery Team (PDT) and the Transaction Advisers conducted negotiations with the preferred bidder to finalize the Concession Agreement terms and annexures. The final draft Concession Agreement was submitted to the Federal Ministry of Justice for review and endorsement.

ICRC Full Business Case Certification

Full Business Case was submitted to ICRC for review and FBC Certificate of Compliance was granted on 18th March, 2019 for onward submission to the Federal Executive Council (FEC) for approval and contract award.



Figure 2: Gurara Power House

Risk Management and Appropriate Allocation of Risks:

Transmission Line connection (Kudenda – Mando): There was an uncompleted work on one of the transmission lines from Kudenda – Mando sub-station. Consequently, a 110 km 132 kV transmission line connecting the hydro power plant to the TCN’s Kudenda sub-station is being constructed. The construction of the transmission line had however witnessed undue delays attributable to funding challenges. But in order to avoid the possible risk of non-completion, the Project Steering Committee (PSC) incorporated the completion of the transmission line as part of the concession agreement and funding for its completion to be completed from the upfront payment of concession fees. A critical action by the PSC to manage important risk elements associated with PPPS.

Contract and Project Mechanisms

The transaction is underpinned by a Concession Agreement and Post-Award Contract Management plan that ensure that the concession of the Gurara hydro-electric power plant incorporates the suitable level of risk sharing, appropriate oversight and reporting and clear covenants for the obligations and rights of the concessionaires and FMWR (as Grantor) with rights in respect to operations and termination.

Set up of a Contract Management Team: The role of the Contract Management Team is to ensure coordination amongst the various stakeholders throughout the life of the concession agreement and to ensure efficient communication between the Concessionaire, the FMWR and the ICRC.

CONTRACT AWARD AND COMMERCIAL CLOSE

The Federal Executive Council (FEC) approved the project on 19th May 2019. North South Power Limited signed the Concession agreement on 12th May 2020 for a concession tenure of twenty-five years (25).



Figure 3: Late DG ICRC Engr. Chidi Izuwah (2nd left, standing) witnessing the contract signing between the Federal Ministry of Water Resources and North South Power Company Limited

The Concession Agreements was presented to the Commission by the Honourable Minister of Water Resources after the signing and handover of the Concession Agreement to ICRC as required under Section 20 of the ICRC Act.

FINANCIAL BENEFIT TO THE FEDERAL GOVERNMENT OF NIGERIA

The project will generate the following distinct direct revenue streams as Concession Fees:

| | |
|-------------------------------|---|
| Commencement Fee: | \$6,845,000.00 for 5 years (discounted) |
| Fixed Entry Fee: | \$1,000,000.00 |
| Fixed Annual Concession Fees: | \$1,671,605.00 from year 6 to 25 |
| Annual Royalty Fees: | 5% of pre-tax gross sales revenue (sum total for 25 years). |
| Water Rights Fees: | Statutory payments. |

ICRC Regulatory Fees: The ICRC Act allows for payments from concessions to the ICRC linked to performance. The current proposal is for these fees to be payable from the Profit share component of the fees and are levied as an increasing percentage of the project revenues within the concession tenure.

The Commencement and Fixed Entry Fees of NGN2,094,689,501.25 and NGN306,000,161.25 respectively have already been paid to the Federal Government of Nigeria (FGN).

MAINSTREAM ENERGY SOLUTIONS LIMITED BEGINS REHABILITATION OF GENERATING UNIT 2G6 OF JEBBA HPP (NIGERIA)



Figure 4: Ariel View of Jebba Hydro power Complex

The Jebba Hydropower Plant, which is one of the key power plants for electricity supply in Nigeria, is located in North-Central Nigeria on the Niger River, 103 km downstream of Kainji Dam. The power plant, which was commissioned in 1984, is equipped with six generating units and has the function of a multiple purpose scheme fit for power generation, flood control and, in principle, also navigation.

Jebba Hydropower Plant is equipped with propeller type turbines having a rated capacity of 96.4 MW each, at a rated net head of 27.6 m and a discharge of 385 m³/s. The runner diameter is 7.1m. Each turbine can generate a maximum output of 102.9 MW at a max net head of 29.3m. All turbines have a clockwise rotational speed of 93.75 r.p.m; the propeller type turbines were originally manufactured by Andritz (former Escher Wyss) and the generators were supplied by Hitachi (Japan).

Mainstream Energy Solutions Ltd. (MESL), the concessionaire company of Jebba Hydropower Plant, has awarded to the international technology group Andritz Hydro the integral rehabilitation of the generating unit 2G6 of Jebba Hydropower Plant.

The scope of supply and services includes the full rehabilitation of the intake gate, turbine, generator, and all unit related auxiliary systems. In the context of these rehabilitation works, new digital turbine governor, new excitation system, new unit control system as well as a new main step-up transformer will be supplied for the generating unit 2G6.

The project execution period is 2 years.

In addition to the described rehabilitation works on the generating unit 2G6 at Jebba Hydropower Plant, MESL is planning extensive rehabilitation works on further generating units at Jebba Hydropower Plant and at Kainji Hydropower Plant.



Figure 5: Ariel View of Jebba Hydro power plant



Figure 6: Generating unit Jebba Hydropower plant

BASIC PROJECT INFORMATION FROM ICRC

PROJECT NEED

Nigeria, with a population of 180 million people, has a total installed electricity generation capacity of 8,644 MW. However, the peak generation is much lower at around 4,000 MW. The reasons for the shortfall in generation can be attributed to the inadequate fuel supply to thermal plants, which constitute over 80% of the installed capacity, hydrological factors for hydropower stations, maintenance outages at power plants, and transmission and distribution outages. The peak demand is forecasted at 12,800 MW. When seen against the available power of less than 4,000 MW, there is a peak load shortage of more than 8,000 MW. Thus, the available generation capacity is less than one-third of the total peak demand for electricity.

DESCRIPTION OF ASSET

The dam is built on the Niger River, just upstream of Kainji Island, and has two rockfill embankments separated by an intake dam and spillway. The plant consists of eight units with a total installed capacity of 760 MW. Kainji Dam is located in Borgu LGA of Niger state. Kainji Dam

comprises the civil dam structure, gated spillway, hydroelectric turbine and generators, and a navigation lock, with monitoring and control systems for all these. The development perimeter comprises the main concrete gravity dam with earth embanked dams on either side of the main and saddle dams, which closes a secondary valley, and two gates. The main dam is 550m long with a maximum height of 64m. It comprises the water intakes, flood evacuator, and abutments. The powerhouse is located downstream of the dam, on the right bank, and at right angles to the water intakes. The reservoir, which presently forms Lake Kainji, is 136km long and has a capacity of 15 billion m³. The Kainji powerhouse is equipped with eight turbine-alternator groups, including four Kaplan-type rated at 80 MW, two turbines also Kaplan-type rated at 100 MW, and two propeller turbines rated at 120 MW. The available head ranges between 23.8m and 41.2m, according to the water level in the reservoir. The development perimeter comprises the main concrete gravity dam, with earth embanked dams on either side of the main and saddle dams, which closes a secondary valley, and two gates.

DESCRIPTION OF SERVICES

The PPP contract is to operate, maintain, refurbish, and expand the power stations; design and conduct restorations; generate power; sell the electricity; and provide ancillary services. These services are to be performed in such a way as to increase the available capacity of the power station. The dam stores and safely releases water to generate hydroelectric power, provides flood protection, and supports navigation. The dam generates renewable energy.

RATIONALE FOR SELECTION OF PPP MODEL

The project was conceptualized for the design, rehabilitate, operate, maintain (recover capacity), and provision of ancillary services. Hydropower is a clean, efficient, and dependable source of electric power at affordable prices. The technology for small hydro is mature and has been in use for decades. The nature of a hydropower project causes limited impact on the flora and fauna of the project area, and has no displacement or rehabilitation impact on humans. The services in the project require the operation and maintenance of the existing capacity of the power station to restore generation capacity, which is currently damaged, and to design, construct, operate, and maintain new generation capacity and comply with the performance requirements and standards detailed in the agreement.

STAKEHOLDER CONSULTATIONS

Stakeholder engagement was carried out during the PPP process. Stakeholder identification and vulnerability analysis of existing communities carried out implementation and periodic review of the stakeholder engagement plan to address issues of power supply equity in surrounding communities. Project update consultation events were undertaken with communities in the environmental and social areas of influence. Public grievance mechanisms (PGM) were developed for appropriate use for local communities, based on existing standards. PGM was disseminated to communities in the areas of influence through respective channels. The PGM addresses how parties can raise grievances with the management directly and has been distributed to residents in the surrounding communities.

KNOWLEDGE MANAGEMENT

WHAT IS THE PUBLIC SECTOR'S ROLE IN MOBILIZING PRIVATE FINANCE FOR SOLAR ENERGY?

MONYL TOGA

DANIELLA VAN LEGGEO PADILLA



Figure 7: Rooftop Solar in India

Sunlight is the fastest-growing source of renewable energy that can be captured for large-scale power generation. In the past decade, solar photovoltaic (PV) technology and solar PV plants have grown ten-fold, bringing solar PV capacity up to 500 GW compared to only 22 GW in 2009. And global cumulative concentrated solar power (CSP) installed capacity grew from 0.8 GW to slightly 5 GW over the same period.

Given the urgent call to accelerate a global energy transition, to which a mature global solar market can greatly contribute, we saw a real need to shed more light on the different kinds of public interventions that have been successful in mobilizing commercial financing for utility-scale solar projects.

After undertaking a comprehensive assessment across seven developing countries—Chile, India, Maldives, Morocco, the Philippines, Senegal, and South Africa—we arrived at the following five key takeaways:

-Countries that have predictable policies and offer long-term visibility build market confidence. For example in India, following the liberalization of the power market in the 2000s, the central government announced the National Solar Mission that set a very ambitious goal of 100 GW of solar power by 2022. By setting up numerous government and state entities to help bolster the solar market, resolving congestion issues, and mitigating off-taker risks, India sent a strong signal to investors about their commitment to harnessing the country's significant solar potential. They have since become a global leader in solar power.

- Reforms that create strong regulatory and legal frameworks and financially sustainable power utilities are essential. While solar deployment can be supported by credit enhancement mechanisms such as guarantees in the short-to-medium term, over the long term, reforms are

needed to avoid the recurrent need for state guarantees and similar instruments that impact national budgets. In Chile, a fully unbundled and liberalized electricity sector that is grounded in privatization reforms that took place more than 30 years ago has fostered a vibrant renewables sector over the past decade. Their established regulatory framework and the presence of strong off-takers have been key to the rapid scale-up of solar investment in the country. Coupled with their commitment to decarbonization, Chile is credited to be the most attractive emerging market for clean energy investment.

-Countries must build the capacity of key institutional stakeholders to face challenges associated with the scale-up of solar power. This means ensuring that institutional stakeholders stay abreast of the development of solar technologies and their applications to design fit-for-purpose responses to maximize the value added and attract commercial interest. In South Africa for example, a well-designed competitive procurement process was instrumental in unlocking the commercial grid-connected solar market and opened the door for participation by international developers. An efficient bidding process and high-quality contractual documents, which reflected a deep understanding of the private sector's perspective, helped ensure a high response rate to the tenders.

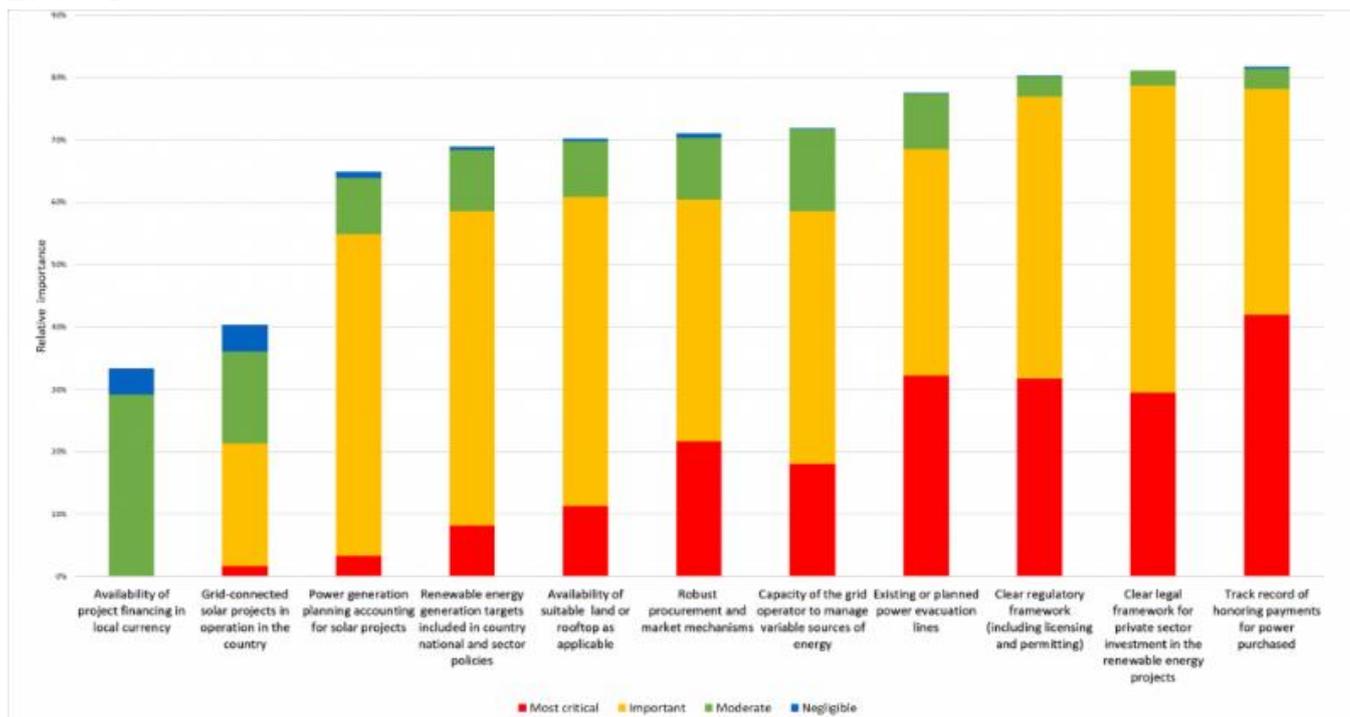
-A lack of investment in grid infrastructure can limit solar development. Grid integration and variable renewable energy dispatch capability are important considerations for commercial investors regardless of the market size. Although Senegal has achieved remarkable success in attracting commercial finance for grid-connected solar, the capacity of their grid to absorb variable power remains the key limitation to further significant solar developments. In relatively small and weakly interconnected power markets, grid absorption capacity can become an issue as soon as solar plants are commissioned.

-One Size Does Not Fit All. Looking across the countries we analysed, we realized that there is no one-size-fits-all approach to financing solar energy projects. For example, we saw that Morocco used a substantial amount of concessional financing starting in the early 2010s to establish itself as a world's leader in CSP technology, while Chile developed its solar market PV without public concessional financing—achieving record-low prices. Around the same time, South Africa invited private investment through public auctions, while the Philippines determined that a feed-in tariff policy was the best course of action.

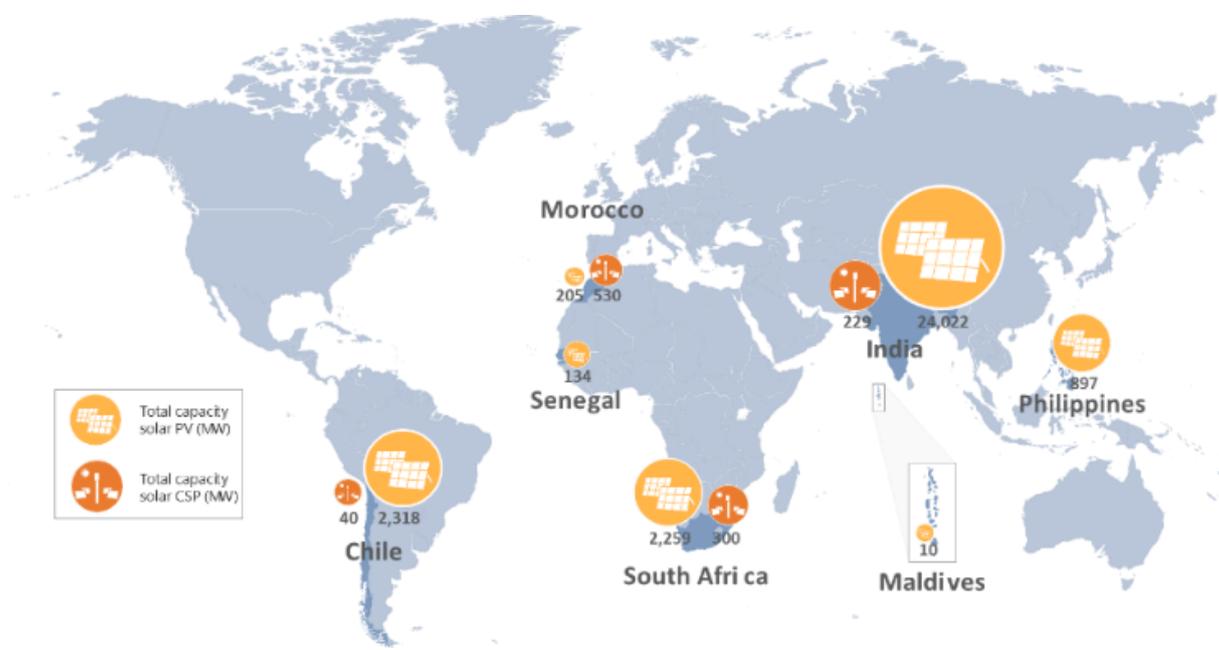
What do commercial investors need most?

Let's now look at this from the investors' side. According to a survey of private investors that we conducted for the report, the most important investment driver is the ability of a public off-taker to pay for the power it purchases. After that, we see the importance of clear rules governing private investment and regulatory aspects—in addition to technical and operational considerations such as power evacuation and grid connection.

Ranking of drivers of commercial investment in grid-connected solar power according to private investors



Our hope is that these takeaways and new evidence brought forth in our report “The Role of the Public Sector in Mobilizing Commercial Finance for Grid-Connected Solar Projects” can inform policy makers’ decisions regarding the allocation of public financing. We also hope that it provides new and practical perspectives for development partners that are working to attract non-public sources of financing in support of the sustainable solar energy agenda.



Case study countries and estimated solar market size at end 2018

<https://blogs.worldbank.org/ppps/what-public-sectors-role-mobilizing-private-finance-solar-energy>



3rd QUARTER 2021 3PUCF MEETING REPORT

The Third Quarter Public Private Partnership Unit Consultative Forum (3PUCF) meeting, a knowledge and experience sharing platform comprising of Heads of PPP Units across federal MDAs held on Thursday, 2nd September 2021 and was hosted by the Forum Secretariat via the Zoom platform

Mr. Michael Ohiani, Ag. DG ICRC in his opening remarks welcomed everyone to the Forum and appreciated all the MDAs for their continuous efforts in developing the forum through their consistent participation even though virtual. He expressed delight over the progress of PPP projects in various sectors since the last meeting. He also cited a number of projects currently being developed by MDAs via the PPP model stating that it showed wide acceptance and adoption of PPP as a funding alternative.

Speaking further, Mr. Ohiani noted that one of the key important aspects of the Commission's mandate is capacity building which ICRC takes very seriously. ICRC provides capacity building for MDAs through programmes/workshops for the investing and stake holding private sector on agreed benchmarks and output requirements, aimed at improvement of PPP knowledge for practice and implementation.

He reiterated that to enhance the effectiveness of PPP Capacity Building programmes and highlight their importance, the Nigeria Institute of Infrastructure and Public Private Partnerships (NII3P), the training arm of the Commission, was working tirelessly to be able to operate competently with high global standards by collaborating in some instances with international institutions. In addition, he assured that the Commission will continue to notify the forum of other national and international PPP activities that would be of benefit to them. He urged the MDAs to continue to take advantage of these opportunities presented in order to build more competence.

He concluded his address by commending the participants for their patriotism and determination to develop critical Nigerian infrastructure through PPPs.

A detailed presentation was made by Mr. Gbemiga Oladele, ICRC's financial modeller on the topic "*Guidelines for preparation of Financial Models for OBC and FBC documents*" in which he explained the various parts to a financial model document.

He concluded by highlighting the importance of getting the financial model right because the document prepared is to simulate the financial future of a project or venture. It will become the basis for which financial decisions are taken both pre and post commencement of the project.

Another enlightening presentation was made by Mr. D.T. Adeosun of the Federal Ministry of Finance, Budget & National Planning on *“Nigeria’s Medium Term National Development Plan 2021-2025; Imperative of PPP”*

He highlighted the objectives and various components of Nigeria’s Medium Term National Development Plan 2021-2025 to include:

- Build a thriving and sustainable economy
- Enlarge agriculture output for food security
- Attain energy sufficiency in power and petroleum products
- Expand transport and other infrastructure development
- Expand business growth Entrepreneurship and industrialization
- Improve access to quality education, affordable healthcare and productivity
- Enhance social inclusion and reduce poverty
- Build systems to fight corruption improve governance and create national cohesion
- Improve security for all

He concluded by stating that in order to achieve the plan, there was need to explore innovative financing mechanisms by leveraging the full suite of available options for infrastructure financing including credit enhancement, viability gap funding, contingent liability management, minimum revenue guarantees, project development and assessment facilities, public-private partnerships, concessions, and capital recycling.

WORKSHOPS - TRAININGS - CONFERENCES – SUMMITTS – SYMPOSIUMS



Courtesy visit to Nigeria Correctional Service (NCoS) Controller General Haliru Nababa & presentation of OBC for Ozalla farm in Edo State on 13th July 2021



Two days seminar in Nigeria Institute of Transport Technology in collaboration with Federal Ministry of Transport (FMoT) held in Abuja on 18th August, 2021



Two days training on Basic of PPP with National Hajj Commission on 9th August, 2021 in Abuja



Courtesy visit led by the Permanent Secretary of the Federal Ministry of Aviation, Mr. Hassan Musa and his team to ICRC on 25th August, 2021



Courtesy visit of Director General of National Research Institute for Chemical Technology (NARICT), Prof. Jeffrey Barminas and his team to ICRC on Friday 20th August 2021



Courtesy visit of ICRC Executive Management team to Voice of Nigeria (VON) on Friday 13th August, 2021 at VON Headquarters in Abuja.



ICRC new staff and corps members on three-day induction and training on Basic PPP from 16th-18th August 2021 in Abuja.



Inauguration of PPP Unit at Federal University Lafia (FULafia), Nasarawa State, on 11th August 2021



Inauguration of PSC and PDT for 1200 bed space PPP project of the University of Uyo on 17th August 2021 @ Uniuyo, Akwa Ibom State



Kaduna Polytechnic Student's Hostel Renovation Project site visit on August 24th, 2021



The Director General of Nigeria Institute for Transport Technology (NITT), Dr. Bayero Salih Farah and his team on a courtesy visit to ICRC on 26th August 2021



Ag. DG ICRC, Mr. Michael Ohiani at the Sensitization Seminar on the National Vehicle Registry (VREG) by the Federal Ministry of Finance on 12th August, 2021 in Abuja.



ICRC monitoring visit to Nigeria Ports Authority, Calabar on 17th September 2021



ICRC monitoring visit to the Lekki Deepsea Port on 16th September 2021 in Lagos



ICRC team visit to the National Parks Service in Abuja on 16th September 2021

ICRC IN THE NEWS

– SAYS BI-COURTNEY, ARIK OWE N14 BILLION, N13 BILLION RESPECTIVELY – VOWS TO RECOVER EVERY KOBO – FIXES 2022 FOR NATIONAL CARRIER

8th July 2021

From Juliana Taiwo-Obalonye, Abuja

Minister of Aviation Hadi Sirika has disclosed that Nigerian airlines are owing federal agencies to the tune of N37 billion.

He said while Arik owes about N13 or N14 billion, Bi-Courtney is owing the Federal Airports Authority of Nigeria (FAAN) about N14 billion, adding that for the past 13 years since it began operations, it has not remitted a single dime to them as stipulated in the agreement.

Sirika, who was the guest at this week's ministerial press briefing organised by the Presidential Communication Team at the presidential villa, Abuja, said the debt was owed to agencies including the Federal Airports Authority of Nigeria (FAAN), Nigerian Airspace Management Agency (NAMA), Nigerian Civil Aviation Authority (NCAA) among others.

<https://www.icrc.gov.ng/airlines-owe-federal-agencies-n37-billion-sirika/>

ICRC, NCOS TO BEGIN RICE, PALM KERNEL PRODUCTION IN EDO

14th July 2021

The Infrastructure Concession Regulatory Commission (ICRC) has issued an Outlined Business Case (OBC) Certificate to Nigeria Correctional Service (NCoS) in respect of the Ozalla farm, Edo state for production of rice and Palm kernel.

Speaking during a courtesy visit to the Controller General, NCoS, the Acting Director General, ICRC, Mr Michael Ohiani, on Tuesday in Abuja, urged the service to go into immediate procurement phase, as recommended by the commission.

He said that the farm in Edo state was about 1,900 hectares, majorly for [rice](#) and palm kernel production.

He said the project would not only add value to inmates and correctional service but also help in reduction of importation of palm oil.

<https://www.icrc.gov.ng/icrc-ncos-to-begin-rice-palm-kernel-production-in-edo/>

SPECIAL POLICE SCHEME TO GENERATE N124.7BN IN 10 YEARS — ICRC

23rd July 2021

The Specialised Police Service Automation Project for the Nigeria Police Force (NPF) is expected to generate N5.2 billion in the first year and N124.7 billion over a 10-year period to the nation.

The Infrastructure Concession Regulatory Commission (ICRC) made this known in a statement issued by Manji Yarling, its Acting Head, Media and Publicity, on Friday in Abuja.

It stated that the Public Private Partnership (PPP) initiative approved by the Federal Executive Council (FEC) on Wednesday would enable the Police improve revenue and make operations more efficient.

The ICRC, which applauded the initiative, also said that it would ensure transparency and accountability.

It added that the Ministry of Police Affairs had earlier sought and received Full Business Case (FBC) approval from the commission.

It also said that the project was a product of a collaboration between the Ministry of Police Affairs and the Ministry of Finance, Budget and National Planning and organised by ICRC.

(NAN)

[Special Police scheme to generate N124.7bn in 10 years — ICRC \(vanguardngr.com\)](https://www.vanguardngr.com)

<https://www.icrc.gov.ng/special-police-scheme-to-generate-n124-7bn-in-10-years-%e2%80%95-icrc/>

ICRC INCORPORATES 158 PROJECTS INTO PPP PIPELINE IN 2020 — REPORT

26th July 2021

THE Infrastructure Concession Regulatory Commission (ICRC) said 158 projects from different sectors were incorporated into the Public Private Partnership (PPP) project pipeline in 2020.

This is according to the 2020 Annual Report and Accounts of the organisation.

According to the report which was obtained by the News Agency of Nigeria (NAN) on Sunday in Abuja, the projects went through various stages of development, procurement and implementation.

It also said the Federal Executive Council (FEC) gave approvals for some vital projects, which were earlier granted the Full Business Case (FBC) Compliance Certificates by the commission to pave way for eventual contract signing and commercial close.

The projects included development of the Bonny Deep Seaport in Rivers, development of Ibom Deep Sea Port in Akwa Ibom and automated ticketing portal for the Nigerian Railway Corporation.

<https://www.icrc.gov.ng/icrc-incorporates-158-projects-into-ppp-pipeline-in-2020-report/>

NCC VOWS TO ENSURE APPROPRIATE INFRASTRUCTURE BEFITTING MODERN DIGITAL ECONOMIC

30th July 2021

The Executive Vice Chairman, EVC, and Chief Executive Officer, CEO, of the Nigerian Communications Commission, NCC, has said the role of public-private partnership, PPP, in infrastructure development in Nigeria cannot be over emphasised.

The EVC also reiterated that the Commission is committed to continuously engaging relevant stakeholders, both in the public and private sectors, in the country and beyond, in order to ensure that appropriate infrastructure befitting a modern digital economic system is available in the country.

This is as the Nigerian government through the Galaxy Backbone Limited, has revealed move to boost data domestication and sovereignty in the country.

The government said it has entered a partnership with a tech company have to provide seamless cloud edge services to Nigerians.

The NCC boss pointed out that an adequate, robust and functioning infrastructure is the bedrock of communal and societal development and would help deepen government's determination and commitment to total digital transformation of services in the country.

Source: [NCC vows to ensure appropriate infrastructure befitting modern digital economic – Daily Post Nigeria](https://www.icrc.gov.ng/ncc-vows-to-ensure-appropriate-infrastructure-befitting-modern-digital-economic)

<https://www.icrc.gov.ng/ncc-vows-to-ensure-appropriate-infrastructure-befitting-modern-digital-economic/>

NIGERIA'S MAJOR AIRPORTS NOT DESIGNED FOR INTERNATIONAL OPERATIONS – FG

Okechukwu Nnodim

11th August 2021

The four major airports in Nigeria located in Lagos, Abuja, Port Harcourt and Kano were not designed as international facilities, the Federal Government said on Tuesday.

Minister of Aviation, Hadi Sirika, said this was why the facilities had been put up for concession, adding that the airports were operating below expectations.

Sirika disclosed this at a stakeholders' webinar during his presentation on Nigerian Airport Concession Strategy.

They include the Murtala Muhammed International Airport, Lagos: international and cargo terminals; and the Nnamdi Azikiwe International Airport, Abuja: international, domestic and cargo terminals.

Others include the Port Harcourt International Airport, Port Harcourt: international, domestic and cargo terminals; and Mallam Aminu Kano International Airport, Kano: international, domestic and cargo terminals.

Speaking on the objectives of the concession project at the webinar on Tuesday, Sirika said, "The airports in Nigeria are currently operating in a suboptimal environment, most notably due to factors that will have to be improved as part of the public private partnership programme."

<https://www.icrc.gov.ng/nigerias-major-airports-not-designed-for-international-operations-fg/>

FG RELEASES QUALIFICATION REQUESTS FOR 4 AIRPORTS CONCESSION

20th August 2021

The Federal Government has released a request for qualification for the concession of four International Airport terminals and other related services.

The Permanent Secretary of the Federal Ministry of Aviation, Mr. Hassan Musa, made this announcement in a statement issued to newsmen in Lagos on Monday by the Director, Public Affairs of the ministry, Mr James Odaudu.

Musa said that the ministry released the request in compliance with the Infrastructure Concession Regulatory Commission (ICRC) and National Policy on Public-Private Partnership (N4P).

He said the airports surrounding communities were intended to develop into efficient, profitable, self-sustaining, commercial hubs, which would create more jobs and develop local industries through a Public-Private Partnership (PPP) arrangement.

“The Federal Government through the Ministry of Aviation is inviting bids from reputable Airport Developers/Operators/Financiers/Consortia for pre-qualification for the concession of selected airports terminals under a Public-Private Partnership (PPP) arrangement.

“The airport’s terminal concession is one of the critical projects under the sector roadmap of the FGN and fits well within the scope of the ministry’s strategic plan for the sector.

<https://www.icrc.gov.ng/fg-releases-qualification-requests-for-4-airports-concession/>

TRANSPORT: FG TARGETS 50,000 JOBS FROM HIGHWAY DEV INITIATIVE, SAYS FASHOLA

27th August 2021

By Kasim Sumaina in Abuja

The federal government’s has said that its Highway Development and Management Initiative (HDMI) is expected to create 50,000 direct and over 200,000 indirect jobs,

The Minister of Works and Housing, Babatunde Fashola, made the disclosure at a just-ended national conference on transportation infrastructure development financing in Nigeria, in Abuja.

The conference, organised by the Nigerian Institute of Transport Technology, Zaria, Tagged, “Sustainable Funding for Transport Infrastructure Development in Nigeria,” is to sought ways to sustain funding for transport infrastructure in Nigeria.

Minister of Finance, Budget and National Planning Mrs. Zainab Ahmed who presented the lead paper, opined that infrastructure investment required continuous maintenance and replenishment of the infrastructure stock of any country.

Acting Managing Director/CEO, The Infrastructure Bank PLC, Ross Oluyede as well as the Acting DG, ICRC, Mr. Mike Ohiani identified financial institutions as key to reducing the huge infrastructure deficit in Nigeria, lamenting that sole financing by government has led to an increasingly large budget deficits for transport infrastructure.

Director, Transport Infrastructure Department, Infrastructure Concession Regulatory Commission (ICRC), Mr. Emmanuel Onwodi said adopting PPP in transportation infrastructure development would ensure increasing infrastructure stocks as public financial resources.

[Transport: FG Targets 50,000 Jobs from Highway Dev Initiative, Says Fashola | THISDAYLIVE](https://www.icrc.gov.ng/transport-fg-targets-50000-jobs-from-highway-dev-initiative-says-fashola/)

<https://www.icrc.gov.ng/transport-fg-targets-50000-jobs-from-highway-dev-initiative-says-fashola/>

SOUTHEAST IS STRATEGIC INDUSTRIAL, TRADE HUB — OSINBAJO

27th August 2021

Detailing some of the ongoing and completed Federal Government projects in the Southeast, Vice President Yemi Osinbajo, affirms that the Buhari administration considers the zone a strategic industrial, trade hub, and a major player in Nigeria’s economic growth.

The consideration and the projects would also help in lifting people out of poverty.

Professor Osinbajo stated this earlier today at the inauguration of two completed projects in Anambra State: the MSMEs Shared Facility at the Ogbunike Leather Trading Cluster, and the Awka 120MVA 132/33kV Sub-Station.

The VP observed that the Second Niger Bridge Project which connects Asaba in Delta State and Onitsha in Anambra State has now achieved 65 per cent completion and will be completed by October 2022.

Besides, he noted that the concession of the Onitsha Inland River Port is in its final stages, while both the draft Concession Agreement and the Full Business Case (FBC) have been transmitted to the Infrastructure Concession Regulatory Commission (ICRC) for necessary action.

<https://www.icrc.gov.ng/southeast-is-strategic-industrial-trade-hub-%e2%80%95-osinbajo/>

N50BN MODULAR FLOATING DOCKYARD: ICRC DELIVERS BUSINESS COMPLIANCE

By Steve Agbota

The Infrastructure Concession Regulatory Commission (ICRC) has issued a Certificate of Compliance for an Outline Business Case (OBC) for the operation of the N50 billion Modular Floating Dockyard acquired by the Nigerian Maritime Administration and Safety Agency (NIMASA).

Acting Director General of the commission, Mr. Michael Ohiani, led a team of ICRC officers to the NIMASA headquarters in Lagos to present the certificate.

Ohiani said the agency's OBC for the Modular Floating Dockyard's management contract to be operated, maintained, and transferred under a Public Private Partnership (PPP) arrangement was in compliance with the ICRC Act 2005 and the National Policy on Public Private Partnership.

Speaking while receiving the Certificate of Compliance, Director General of NIMASA, Dr. Bashir Jamoh, said the Modular Floating Dockyard was a national asset.

<https://www.icrc.gov.ng/n50bn-modular-floating-dockyard-icrc-delivers-business-compliance/>

INFRASTRUCTURE: KATSINA GOVT INTENSIFIES DRIVE FOR PUBLIC-PRIVATE PARTNERSHIP

15th September 2021

Katsina State government has reiterated its resolve to work with other governmental organisations and private entities to enhance infrastructural and economic development of the state.

The state deputy governor Mannir Yakubu stated this when he visited the headquarters of Infrastructure Concession and Regulatory Commission (ICRC) in Abuja.

In a statement issued yesterday in Abuja by his chief press secretary, Ibrahim Musa Kallah, the deputy governor said the visit was to increase collaboration between Katsina State and the commission to promote public-private partnership and ensure that all agencies comply with the terms of contract among others.

Yakubu listed the components of the visit as the Funtua Textile and Garment Park, Lambar Rimi Wind Mill Power Project and completion of the Funtua Dry Port among others.

<https://www.icrc.gov.ng/infrastructure-katsina-govt-intensifies-drive-for-public-private-partnership/>

OUTLINE BUSINESS CASE/FULL BUSINESS CASE (FBC) COMPLIANCE CERTIFICATES ISSUED BY THE COMMISSION IN THE THIRD QUARTER 2021

OBC certificates issued

| | | | |
|---|---|---|--------------------|
| 1 | Nigerian Correctional Services (NCoS) | The resuscitation of the NCoS Farm Center, Ozalla, Edo State | July 6, 2021 |
| 2 | National Space Research & Development Agency (NASRDA) | Concession of Planetarium and Museum The project seeks to equip, operate and maintain the Planetarium and Museum at the Obasanjo Space Centre, Abuja | July 13, 2021 |
| 3 | Federal Ministry of Works & Housing | Federal Site and Services Hosing Scheme AVU- Owerri, Imo State | July 22, 2021 |
| 4 | Federal Ministry of Petroleum Resources /NNPC | Rehabilitation of NNPC pipeline Network and Storage Facilities Under a BOT Model | July 22, 2021 |
| 5 | Federal Ministry of Transportation /NIMASA | Offshore Waste Reception Facility (OWRF) by Nigerian Maritime Administration and Safety Agency (NIMASA) | September 3, 2021 |
| 6 | National Hajj Commission of Nigeria (NAHCON) | PPP Project with SW Global Limited- development of shopping complex in Kano | September 6, 2021 |
| 7 | Federal Ministry of Education/Federal University of Petroleum Resources, Effurum, Delta State | Establishment of a bespoke food court on Design, Finance, Build, Operate and Transfer (DFBOT) scheme | September 30, 2021 |

FBC certificates issued

| | | | |
|---|--|--|--------------------|
| 1 | Federal Ministry of Transportation (FMoT)/National Inland Waterways Authority (NIWA) | Onitsha River Port Concession | August 23, 2021 |
| 2 | Federal Ministry of Agriculture and Rural Development | Federal Coastal Fishery Terminal, Ebughu, Akwa Ibom State (certificate revalidation) | September 27, 2021 |



FROM THE NIGERIA INSTITUTE OF INFRASTRUCTURE AND PUBLIC PRIVATE PARTNERSHIP (NII3P)

❖ The MBA in PPP programme took off with an Orientation Programme on 15th July 2021. The program had 22 students admitted as at the start date. The MBA in PPP program amongst other objectives is designed to provide an in-depth understanding of all principles, theories, concepts & information related to PPP. The programme is expected to provide exposure, build skill and capacity to foster PPP practice in the infrastructure space. The course is a combination of 8 core MBA modules and 4 PPP Modules. The delivery is in form of a blended syllabus designed to deliver benefits/outcomes like Global PPP certification, seminars, practicum, etc

❖ The Nigeria Institute of Infrastructure and Public Private Partnership provided the underlisted trainings in the review period:

- PPP Basic Course for ICRC Staff in Abuja from 16th ~ 19th August 2021
- PPP Basic Course for staff of the National Hajj Commission in Abuja from 19th ~ 20th Aug 2021
- PPP Basic Course for Niger Delta Development Commission Staff in Port Harcourt, Rivers state from 6th ~ 9th September 2021
- Blended Intermediate PPP Course for different MDAs at Abuja from 20th ~ 23rd September 2021

5 THINGS TO KNOW ABOUT THE DELTA VARIANT

BY KATHY KATELLA SEPTEMBER 8, 2021



[Originally published: June 28, 2021. Updated: September 8, 2021.]

The predominant COVID-19 strain has put the focus back on prevention.

Even as people began to feel some hope—or at least cautious optimism—early this summer that the pandemic could recede to the background, there was still the threat that new mutations of the COVID-19 virus could bring it back, and it might be even stronger.

A major worry right now is Delta, a highly contagious SARS-CoV-2 virus strain, which was first identified in India in December 2020. It swept rapidly through that country and UK before reaching the U.S., where it is now the predominant variant.

After a steady decline in cases earlier this year, Delta caused a troubling rise in cases of COVID-19 and an increase in hospitalizations around the country. The variant has turned out to be more than twice as contagious as previous ones, and studies have shown that it is more likely than the original virus to put infected people in the hospital, according to the Centers for Disease Control and Prevention (CDC). People who are not vaccinated are most at risk, and the highest spread of cases and severe outcomes is happening in places with low vaccination rates.

Here are five things you need to know about the Delta variant.

1. Delta is more contagious than the other virus strains.

One thing that is unique about Delta is how quickly it has spread, says F. Perry Wilson, MD, a Yale Medicine epidemiologist. Toward the end of the summer, Delta was the cause of more than 99% of new U.S. COVID-19 cases, according to CDC estimates.

2. Unvaccinated people are at risk.

In the U.S., there is a disproportionate number of unvaccinated people in Southern and Appalachian states including Alabama, Arkansas, Georgia, Mississippi, Missouri, and West Virginia, where vaccination rates are low. (In some of these states, the number of cases is on the rise even as some other states are lifting restrictions because their cases are going down).

3. Delta could lead to 'hyperlocal outbreaks.'

If Delta continues to move fast enough to accelerate the pandemic, Dr. Wilson says the biggest questions will be about the heightened transmissibility. The answer could depend, in part, on where you live—and how many people in your location are vaccinated, he says. “I call it ‘patchwork vaccination,’ where you have these pockets that are highly vaccinated that are adjacent to places that have 20% vaccination,” Dr. Wilson says. “The problem is that this allows the virus to hop, skip, and jump from one poorly vaccinated area to another.”

4. There is still more to learn about Delta.

One important question is whether the Delta strain will make you sicker than the original virus. Early information about the severity of Delta included a study from Scotland, cited by the CDC, that showed the Delta variant was about twice as likely as Alpha to result in hospitalization in unvaccinated individuals.

Another question focuses on how Delta affects the body. There have been reports of symptoms that are different than those associated with the original coronavirus strain, Dr. Yildirim says. “It seems like cough and loss of smell are less common. And headache, sore throat, runny nose, and fever are present based on the most recent surveys in the U.K., where more than 90% of the cases are due to the Delta strain,” she says.

5. Vaccination is the best protection against Delta.

The most important thing you can do to protect yourself from Delta is to get fully vaccinated, the doctors say. At this point, that means if you get a two-dose vaccine like Pfizer or Moderna, for example, you must get both shots and then wait the recommended two-week period for those shots to take full effect.

It’s important to remember that, while the vaccines are highly effective, they don’t provide 100% protection, so as more people are vaccinated, there may be more breakthrough cases, the CDC says. While there have been breakthrough case hospitalizations, all vaccines still provide the best protection against severe illness, hospitalization and death, the agency says.

Of course, there are many people who have not gotten the vaccine, because personal logistics or difficulties have created roadblocks—or they may have chosen not to get it. Will the Delta variant be enough to encourage those who can get vaccinated to do so? No one knows for sure, but it’s possible, says Dr. Wilson, who encourages anyone who has questions about vaccination to talk to their family doctor.

“When there are local outbreaks, vaccine rates go up,” Dr. Wilson says. “We know that if someone you know gets really sick and goes to the hospital, it can change your risk calculus a little bit. That could start happening more. I’m hopeful we see vaccine rates go up.”

<https://www.yalemedicine.org/news/5-things-to-know-delta-variant-covid>

ON A LIGHTER NOTE



Mad Man: Doctor, I have a problem; everyday I dream of cows playing football

Doctor: Here; take these tablets at night

Mad Man: I'll start tomorrow because today is finals ❖

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 opinions. For enquiries, comments and suggestions on this issue, you may email us at info@icrc.gov.ng.

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