



THE PRESIDENCY

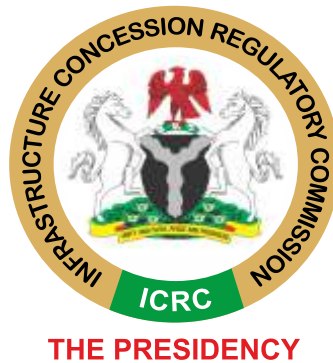
## INFRASTRUCTURE CONCESSION REGULATORY COMMISSION



# 2021

## ANNUAL REPORT & ACCOUNTS

► INFRASTRUCTURE ► REGULATIONS ► COMPLIANCE ► ECONOMIC DEVELOPMENT



**A REPORT  
ON THE ACTIVITIES OF THE  
INFRASTRUCTURE CONCESSION  
REGULATORY COMMISSION  
AND  
THE AUDITED ACCOUNTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2021**

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In order to harness private sector technical and financial resources for the provision of public infrastructure and service, the FGN enacted the ICRC Act in 2005 and inaugurated the Governing Board in

November 2008.

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

## ICRC ESTABLISHMENT ACT 2005

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

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

## ICRC MANDATE

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

## ICRC STRATEGIC OBJECTIVE

## EXECUTIVE MANAGEMENT TEAM

● Mr. J. A. Michael Ohiani	-	Ag. Director General/Director, PPP Resource Department
● Mr. Mohammed A. Bamalli	-	Director, Change Management Department
● Mr. Emmanuel Onwodi	-	Director, Transport Infrastructure Department (TID)
● Mr. Dada Hammed Togunde	-	Director, Internal Audit Department
● Dr. Jobson Ewalefoh	-	Director, Contract Compliance Department (CCD)
● Dr. Evelyn Alaye-Ogan	-	Director, Support Services Department (SSD)
● Mr. Odili Onu	-	Director, Revenue Investment & Project Finance Department
● Dr. Felix Ogbera	-	Director, Planning & Research Department

## GENERAL MANAGEMENT TEAM

Mr. J. A. Michael Ohiani	-	Ag. Director General/Director, PPP Resource Department
Mr. Mohammed A Bamalli	-	Director, Change Management Department
Mr. Emmanuel Onwodi	-	Director, Transport Infrastructure Department
Mr. Dada Hammed Togunde	-	Director, Internal Audit Department
Dr. Jobson Ewalefoh	-	Director, Contract Compliance Department
Dr. Evelyn Alaye-Ogan	-	Director, Support Services Department
Mr. Odili Onu	-	Director, Revenue, Investment & Project Finance Department
Dr. Felix Ogbera	-	Director, Planning & Research Department
Mr. Ahmed Abdulrazaq	-	Deputy Director/Head, Monitoring & Compliance, CCD
Mr. Shehu S. Danmusa	-	Deputy Director, P3RD
Mrs. Linda Amego	-	Deputy Director/Head, Legal & Governance Unit, DG's Office
Mrs. Deborah Okafor	-	Deputy Director, Planning & Research Department
Mr. Olusola Ogunsola	-	Deputy Director/Head, Health & Social Infrastructure P3RD
Engr. Muktar Usman	-	Deputy Director/Head, Procurement, DG's Office
Dr. Amanze Okere	-	Deputy Director/Ag. Coordinator, NII3P & Head, Special Projects Unit P3RD
Mrs. Halima Tukur-Modibbo	-	Asst. Director, Change Management Department
Mr. Adamu Umar	-	Asst. Director/Head, Rail/Roads/Bridges – TID
Mr. Akwu Okolo	-	Asst Director/Head, Energy and Urban Infrastructure, P3RD
Mr. Yusuf Haruna	-	Asst. Director/Head, Marine & Aviation –TID
Mr. Aminu Salihi	-	Asst Director, Health & Social Infrastructure - P3RD
Mr. Ahmed Bello Dogondaji	-	Asst. Director/Ag. Head, Human Resources & Administration, SSD
Mr. Mustapha Junaidu	-	Asst. Director, P3RD
Mr. Jide Olagunju	-	Asst. Director/Head, Monitoring & Compliance CCD
Mrs. Evelyn Okonofua	-	Asst. Director/NII3P
Ms. Adeyinka Iyanda	-	Asst. Director, Energy & Urban Infrastructure, P3RD
Mrs. Mary Dare	-	Asst. Director, Change Management Department
Mr. Filibus Daniel	-	Asst. Director, Human Resources & Administration, SSD
Mr. Bello Akilu	-	Head Finance & Accounts, SSD
Mrs. Manji Yarling	-	Ag. Head, Media & Publicity, DG's Office
Mr. Adeola Omilade	-	Ag. Head, ICT, SSD

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# GLOSSARY

AfDB	African Development Bank
AGF	Accountant General of the Federation
BPE	Bureau of Public Enterprises
PEBEC	Presidential Enabling Business Environment Council
CCD	Contract Compliance Department
CBN	Central Bank of Nigeria
DFBOT	Design, Finance, Build, Operate and Transfer
DFIs	Development Finance Institutions
DG	Director-General
DMO	Debt Management Office
ED	Executive Director
Eoi	Expression of Interest
EMC	Executive Management Committee
FAAN	Federal Airports Authority of Nigeria
FBC	Full Business Case
FCT	Federal Capital Territory
FCTA	Federal Capital Territory Administration
FEC	Federal Executive Council
FGN	Federal Government of Nigeria
FIRS	Federal Inland Revenue Service
FMANR	Federal Ministry of Agriculture and Natural Resources
FMA	Federal Ministry of Aviation
FMoD	Federal Ministry of Defense
FMoEYD	Federal Ministry of Education and Youth Development
FMoEnv	Federal Ministry of Environment
FMFBNP	Federal Ministry of Finance, Budget and National Planning
FMoIC	Federal Ministry of Information and Communications
FMoI	Federal Ministry of Interior
FMoJ	Federal Ministry of Justice
FMoWH	Federal Ministry of Works and Housing
FMWR	Federal Ministry of Water Resources
FMITI	Federal Ministry of Industry, Trade and Investment
FERMA	Federal Road Maintenance Agency
FMoT	Federal Ministry of Transport
FMoH	Federal Ministry of Health
FSS2020	Financial Systems Strategy 2020
FOI	Freedom of Information
GAT	General Aviation Terminal
GMT	General Management Team
HDMI	Highway Development and Management Initiative
ICD	Inland Container Depot
ICPC	Independent Corrupt Practices and Other Related Offences Commission
ICRC/Commission	Infrastructure Concession Regulatory Commission
ICT	Information and Communications Technology
IMF	International Monetary Fund



# GLOSSARY

LBS	Lagos Business School
LCC	Lekki Concession Company
LITFC	Lagos International Trade Fair Complex
MDAs	Ministries, Departments and Agencies
MMA	Murtala Mohammed Airport
MMA2	Murtala Mohammed Airport Terminal 2
MoU	Memorandum of Understanding
NIAF	Nigerian Infrastructure Advisory Facility
NIMASA	Nigerian Maritime Administration and Safety Agency
NIWA	National Inland Waterways Authority
NEMT	National Economic Management Team
NESG	Nigerian Economic Summit Group
N4P	National Policy on Public Private Partnership
NIMC	National Identity Management Commission
NIIMP	National Integrated Infrastructure Master Plan
NEPAD	New Partnership for Africa's Development
NNPC	Nigerian National Petroleum Corporation
NPA	Nigerian Ports Authority
NPPPN	Nigerian PPP Network
NPC	National Planning Commission
NRC	Nigerian Railway Corporation
NSC	Nigerian Shippers' Council
NSIA	Nigerian Sovereign Investment Authority
NTIBC	National Trade and International Business Centre
OBC	Outline Business Case
OHCSOF	Office of the Head of the Civil Service of the Federation
O&M	Operations and Maintenance
PDT	Project Delivery Team
PSC	Project Steering Committee
PICI	Presidential Infrastructure Champion Initiative
PPP	Public Private Partnership
3PUCF	PPP Units Consultative Forum
PPDC	Public and Private Development Centre
P3RD	Public Private Partnership Resource Department
RBDA	River Basin Development Authority
RfP	Request for Proposal
ROT	Rehabilitate, Operate and Transfer
RIPFD	Revenue Investment and Project Finance Department
SCA	Special Concession Account
SGF	Secretary to the Government of the Federation
SGRD	Strategic Grain Reserve Department
TBS	Tafawa Balewa Square
TCN	Transmission Company of Nigeria
TSGP	Trans-Saharan Gas Pipeline
TID	Transport Infrastructure Department
VGF	Viability Gap Fund
WBI	World Bank Institute



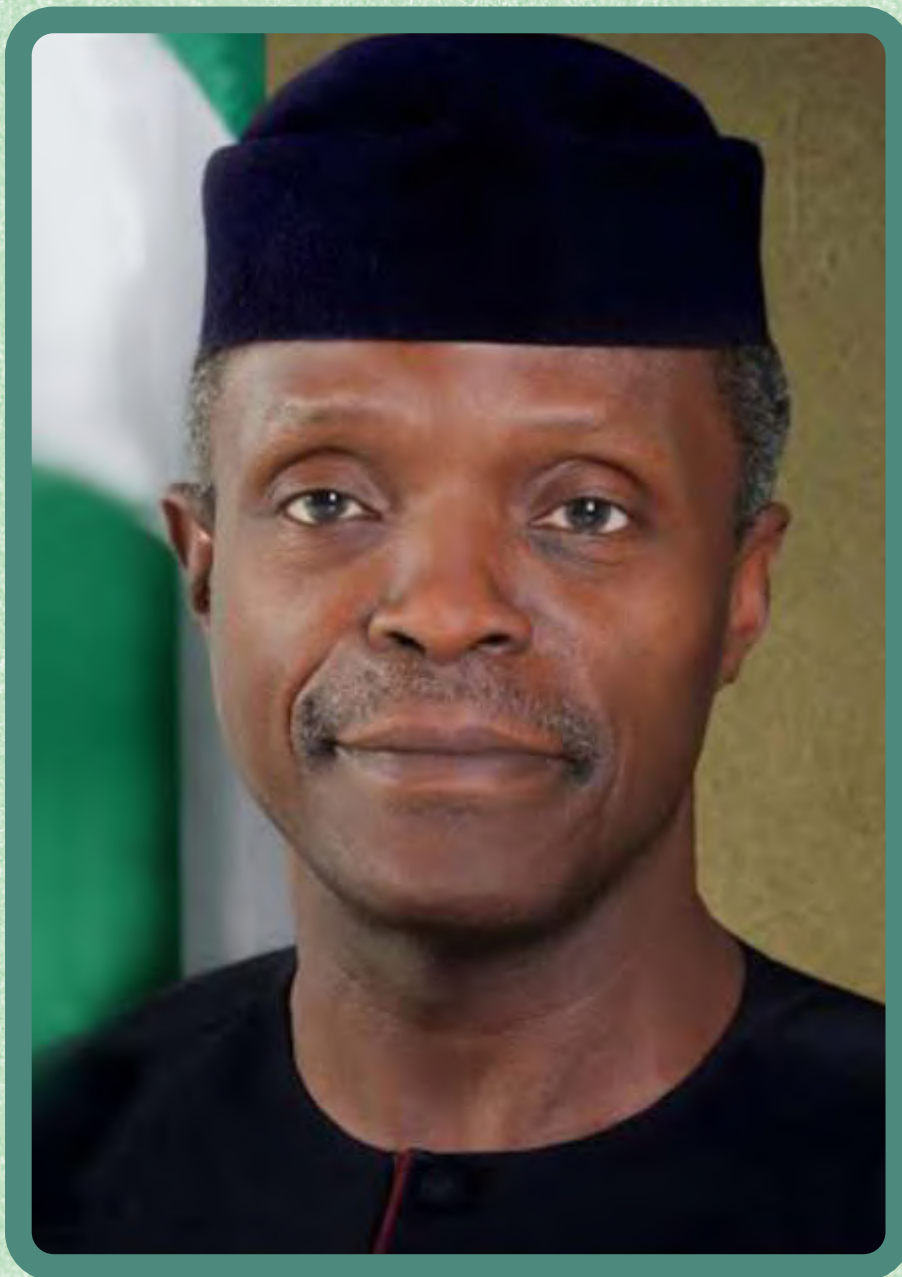


HIS EXCELLENCY

**MUHAMMADU BUHARI** GCFR

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





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





## **MR. BOSS MUSTAPHA**

SECRETARY TO THE GOVERNMENT OF THE FEDERATION  
FEDERAL REPUBLIC OF NIGERIA





## **MR. J. A. MICHAEL OHIANI**

AG. DIRECTOR GENERAL/CEO  
INFRASTRUCTURE CONCESSION REGULATORY COMMISSION



# ICRC EXECUTIVE MANAGEMENT TEAM



**Mr. J. A. Michael OHIANI**  
*Ag. Director General/  
Director, PPP Resource Department*



**Mr. Mohammed A. BAMALLI**  
*Director, Change Management  
Department*



**Mr. Emmanuel ONWODI**  
*Director, Transport  
Infrastructure Department*



**Mr. Dada Hammed TOGUNDE**  
*Director, Internal Audit  
Department*



**Dr. Jobson EWALEFOH**  
*Director, Contract Compliance  
Department*



**Dr. Evelyn ALAYE-OGAN**  
*Director, Support Services  
Department*



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



**Dr. Felix OGBERA**  
*Director, Research & Planning  
Department*

# DIRECTOR-GENERAL'S STATEMENT

*"... Engr. Izuwah was a vocal champion for PPP."*



vocal champion of the PPP program in Nigeria. There is no doubt that Engr. Izuwah worked tirelessly to make PPPs a successful reality in Nigeria. I can categorically say that, though the Commission misses him greatly, we are happy of the solid imprint he left in the sands of the PPP space and the direction he had charted for the Commission in this regard. We pray that his soul continues to rest in perfect peace and that the Almighty God will give the family, Commission and the country, as a whole, the fortitude to bear the loss.

## Painful Exit

The first quarter of the year 2021 was a very painful period for the Commission which was shockingly jolted with the passing on of the Director General Engr. Chidi Kennedy Izuwah on 16th March, 2021 after a protracted illness. He was 56 years old at the time of his demise. He served the Commission for 12 years as an Executive Director in the PPP Resource Department and later in the Support Services Department, before his elevation to Director General. Grappling with the loss was a trying moment for the staff, his family and the country, considering the huge vacuum he left as a provider, leader and a

## Resolute Commitment to the PPP Programme

The Year 2021 was quite eventful for the Commission and witnessed not only the continuation of the PPP programme but the solidification of the gains of the previous years. Thankfully the COVID 19 pandemic, which reduced PPP activities and efforts during a time of quarantine, restricted travel, curfews, social distancing, and shift to work-from-home, also underscored the importance of productive collaboration between the government and the private sector in overcoming crisis of such magnitude. Despite the difficulties the country faced as a result, the ICRC remained committed in

*"The Commission maintained its steadfastness towards ensuring the projects in the pipeline progress to various stages of development, procurement and execution".*

*"~~₦~~ 2.4 billion has accrued to the government as the concession fee for the development of the Gurara Dam II project."*



boosting our capacity for growth and supporting our socioeconomic recovery plans through infrastructure projects that can impact the lives of many Nigerians.

Within the review year, the Commission maintained its steadfastness towards ensuring the projects in the pipeline progress to various stages of development, procurement and execution. Consequently, it issued 19 Outline Business Cases (OBCs) and 5 Full Business Cases (FBCs) in 2021. Some of the projects for which OBC Certificates were given included: the Tincan Island, Truck Transit Park, National Carrier (Nigeria Air), International Airport Terminals in Abuja, Lagos, Kano and Port Harcourt and the Highway Development and Management Initiative (HDMI) for 12 selected routes, among others. These projects are expected to proceed to the procurement phase for the emergence of a preferred bidder through a competitive process. In the same vein, the Commission issued FBC certificates for the development of the National Fire Data Repository Centre, Federal Coastal Fishery Terminal, Akwa Ibom, and Onitsha River Port. These projects had subsequently been approved by the Federal Executive Council, thus paving way for the eventual commercial closure after the necessary due diligence.

The Commission's effort to continually deepen and strengthen the capacity of ICRC staff and staff in Federal/States PPP Units to structure PPP transactions resulted in the capacitation of 60 officers under the World Bank APMG Certified PPP Practitioner (CP3P) course. The certification which is in three-fold is ongoing and the successful completion will accord the participants global recognition as PPP experts. It is our belief that the country can draw from this thriving pool of professionals for its future PPP programmes and endeavors. The Nigerian Institute of Infrastructure and PPP (NII3P), which serves as knowledge centre for training

and harnessing requisite capacity in PPP transactions, conducted various online and physical trainings on Basic, Intermediate and Advanced courses on PPP for MDAs/States practitioners. The Institute, in collaboration with Malaysia University of Science and Technology, is currently running an MBA programme in PPP that provides participants with globally recognized certification and an optional certified PPP professional certificate.

Another aspect of the Commission's mandate which commanded its attention in 2021 is the monitoring of PPP projects to ensure their efficient execution. Onsite visits were made to various projects under development and implementation and, in some cases, undertaken jointly with members of the House of Representatives as part of their oversight function. Thankfully, the monitoring exercise afforded the House members the opportunity of having a practical experience of these projects and challenges, if any, hindering their efficient execution.

### **Revenue Generation from PPP**

It is pertinent to note that the Commission had intensified its revenue generation processes that may require charging certain fees in line with the ICRC Act and ICRC Regulations. During the year, continued efforts were made to sensitise the MDAs about the establishment of the Special Concession Account (SCA), which is mandated by the ICRC Establishment Act to ensure revenues accruing to government from PPP transactions are properly accounted for. The implementation of the SCA continues to be a challenge for the Commission as it urges the cooperation and support from the project implementing agencies, as well as the political will, to make it functional. Already, 2.4 billion naira has accrued to the government as the concession fee for the development of the Gurara Dam II project. It is expected that as

more projects in the pipeline are successfully procured and closed, more of such fees will be netted into the SCA.

For 2022, ICRC has set the following priorities, among other ones: (1) assist agencies that are pursuing PPPs to achieve the milestones they have targeted for 2022; (2) pursue reforms and process improvements including the passage of the PPP Regulatory Commission Bill 2022, which reflects practical wholesome amendment of the present ICRC Act currently before the National Assembly; (3) fill gaps in capacities of agencies pursuing PPP projects and as much as possible, begin building a crop of PPP professionals; (4) roll out knowledge products to support capacity building; and (5) work together with the Federal Ministry of Finance, Budget and National Planning to establish a system of reporting of government fiscal exposure in PPP projects.

### Gratitude

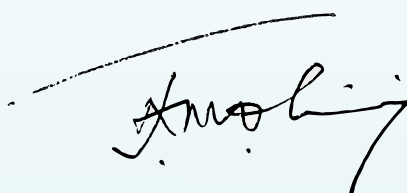
As economic activities eventually return to normal after the COVID-19 crisis, the ICRC, through its PPP programme, will continue to play a vital role in supporting the present administration's quest to increase national infrastructure stock by ramping up infrastructure delivery in priority sectors of the economy.

I express my deep gratitude to His Excellency, President Muhammadu Buhari GCFR for his

political commitment in this regard. I equally thank the Vice-President, Prof. Yemi Osinbajo GCON, who has enabled the programme in so many ways. What would I have done without the constant guidance and support of the Secretary to the Government of the Federation – Mr. Boss Mustapha. I remain grateful and loyal for all his inspiration throughout the reporting year. I wish to thank immensely the National Assembly, most especially the Senate Committee on Works under the leadership of its Chairman, Senator Muhammad Adamu Aliero and the House Committee on Special Duties for their unflinching support towards ensuring that the Commission fulfils its mandate.

I also wish to acknowledge my colleagues from the Ministries, Department and Agencies for their continued belief in and commitment to the process. Lastly, I commend the astounding work of my colleagues in ICRC this past year. Their efforts towards the Commission's modest achievements in 2021 were simply phenomenal.

Signed,



**Michael Ohiani**

*Ag. Director General*

# EXECUTIVE SUMMARY

## Introduction

The 2021 Budget was expected to consolidate the fiscal policy of the Federal Government which was to strengthen the macroeconomic environment, improve investment in critical infrastructure and human capital development, incentivize private sector participation and increase social investment programmes. The National Development Plan (NDP) 2021-25, which is a successor to the Economic Recovery and Growth Plan (ERGP) became the foundation on which Nigeria's actions towards building a globally competitive economy was rested, and formed the basis of the medium-term fiscal strategy for 2020 to 2022 upon which the Budget was prepared.

Invariably, the Commission took a cue from this strategic direction and shaped its 2021 goals and objectives/strategies to support those key priorities of government, especially in the area of ramping up investment in critical infrastructure and ensuring the government created an enabling environment for private sector participation.

## Key Projections for the Year 2021

- Effectively regulate PPPs by creating a sound regulatory environment.
- Actively support partner MDAs to structure transactions that are bankable and ensure as many projects as possible scale through the procurement phase, towards effective implementation.
- Continue the advocacy on the value proposition of the activated Special Concession Account which is to ensure PPP monies due to government are properly accounted for, and further shore up the

account by ensuring fees from concluded PPP contracts are duly paid into the account.

- Continue building the broad stakeholder groups and network needed to intensify advocacy on strengthening the framework for a successful PPP programme in Nigeria.
- Update and issue PPP policies, regulations and guidelines needed to guide practitioners to proper understanding and effective application of the process in developing and delivering projects;
- Continue to support States to develop the framework for implementation of viable PPP projects through the Nigerian PPP Network platform to successfully drive this process.
- Leverage on already developed capacity building programmes to enhance skills of staff, MDAs and other practitioners. The Nigeria Institute of Infrastructure and PPP (NII3P) will be utilized to mobilize the required competencies and skills in this case. Also, engagements with development agencies and other PPP institutions for needed technical assistance and funding would be paramount.
- Effectively monitor the implementation of all PPP contracts to ensure compliance with terms of contract – this would entail: proactive employment of designed monitoring tools to nip potential problem areas in the bud; strategic engagements with concerned stakeholders to defuse areas of possible strife in the partnership; and resolution of existing issues in an impartial and transparent manner.

The ICRC began its 2021 programme in earnest,



having rebounded from the disruption of 2020 economic activities due to the COVID-19 pandemic and the subsequent months of lockdown. During the year, the Commission sustained the engagement of its critical stakeholders to advance the PPP programme and surmount the enormous challenges posed by the pandemic in the delivery of critical infrastructure in the preceding year. In this regard, it collaborated with Ministries, Departments and Agencies (MDAs), the executive, legislature, judiciary, sub-nationals, regional and international organizations in continuing efforts to address policy gaps in the PPP programme, in order to fast-track implementation, stimulate deeper knowledge and awareness and increase its acceptance. The Commission equally lent its technical expertise to the MDAs towards the development of infrastructure projects earmarked as priority in the 2021 PPP project pipeline.

Sadly, the first quarter of 2021 witnessed the

passing on of the Commission's Director General – Engr. Chidi Kennedy Izuwah Snr, on March 16, 2021 after a prolonged illness. It was a painful period for management and staff who had hoped for his recovery and eventual resumption of work. In conjunction with ICRC and other stakeholders in the infrastructure space, the family held a colloquium in his honour on May 10, 2021 in Abuja. The event afforded stakeholders the sobering opportunity to celebrate the life and times of Izuwah, who made valuable contributions to PPPs and infrastructure development in Nigeria. Stakeholders agreed on the need to sustain the platform and use it to engender meaningful dialogue and advance the PPP

model as an alternate mechanism for infrastructure delivery in Nigeria. The Commission remains grateful to the Presidency, Vice-Presidency, SGF, FEC members, State Governments, Heads of Agencies, Parastatals and the private sector who rallied round ICRC during its period of bereavement.



The Ag. DG of ICRC Mr. Michael Ohiani paid his last respect to his former boss Engr. Chidi K.C. Izuwah at the colloquium



Hon. Minister of Interior HE Ogbeni Rauf Aregbesola paid his last respect to Engr. Chidi K.C. Izuwah at the colloquium





Students from JSS Garki Abuja paid their last tribute to late Engr. Chidi K.C. Izuwah at the colloquium



The former Gov. of Abia State HE Theodore Afamefule Orji sympathize with the family of Engr Chidi K.C Izuwah at the colloquium



Mrs Doris Izuwah, Wife and Children of Late Engr. Chidi K. C. Izuwah



Some ICRC staff paid the last respect to Late Engr. Chidi K.C. Izuwah at the funeral in Abia State





Lying in state at his home town Maryland Palace, Amaede- Ovungwu , Isiala Ngwa South ,Abia state



Final Internment of Late DG ICRC Engr. Chidi K C Izuwah



Funeral of Late DG ICRC Engr Chidi K.C. Izuwah



# MAJOR ACTIVITIES DURING THE YEAR

During the year under review, the Federal Executive Council (FEC) gave approvals for several projects, which were earlier granted the Full Business Case Compliance (FBC) Certificates by the Commission, to pave way for eventual contract signing. These projects included:

- The Naval Dockyard, Lagos (Certificate Revalidation)
- Development of National Fire Data Repository Centre
- Federal Coastal Fishery Terminal, Ebughu, Akwa Ibom
- Development of shopping complex at its landed property located at Hajj Complex, along Katsina Road, Kano State.
- Deployment of a Revenue Assurance System (RAS)

Feasibility studies were concluded for some key projects in the transportation sector of the economy with the issuing of the Outline Business Case (OBC) Certificates by the Commission. Some of these projects have proceeded to the procurement stage and others are being prepared to start the process. They included:

- Establishment of a National Carrier (Nigeria Air)
- Establishment of an Aviation Leasing Company (ALC)
- Development of an Aerotropolis (Airport City)
- Concession of the 4 International Airport Terminal in Abuja, Lagos, Kano and Port Harcourt
- The Federal Ministry of Works and

Housing Highway Development and Management Initiative (HDMI) for 12 selected routes.

An integral part of the Commission's function is to conduct regular project site visits in order to monitor the performance of PPP projects that have already been awarded and are now at various stages of implementation. One notable activity embarked upon by the Commission during the review period, in fulfilment of its obligations of ensuring efficient execution of PPP contracts, was the conduct of regimented site visits to the 22 ports concessions in the Eastern and Western ports complexes, in conjunction with the House of Representatives Ad-Hoc Committee on Expired Leases Duty. The overriding objective of the exercise was to ensure that revenues generated from federal government leases were appropriately remitted for the purpose of funding the national budget and reducing future Government borrowing. Other objectives of the exercise included to: review and assess all agreements of the Federal Government entered into with private entities, by whatever name called, for the purpose of: ensuring Value for Money, correcting deficiencies in operations and the general administration in the contracts, and identifying concessionaires whose business models were not in compliance with the laws of Nigeria and the agreements.

One of the key findings during the exercise was the discovery of certain lease agreements which had been entered into with the NPA and which were not in compliance with the ICRC Act

2005, which states that the Commission “will take custody of every concession agreement to monitor its efficient execution”. It was discovered during the monitoring visit that ICRC did not have in its custody the agreements between NPA, ACL/ ICSTL/ Dangote BAIL, Creekshore and Jetty Operators.

Consequently, ICRC had communicated with the NPA on this anomaly and reiterated the mandatory submission of all lease agreements (Jetties, terminals & services) with the private sector.

The Commission on its part visited the Lekki Deep Water Port – Lagos State, which was under construction to ascertain the extent of work done in view of its scheduled commissioning in 2022. Findings at the site revealed that significant work had been done and the concessionaire had assured of its completion within the deadline. The Commission also visited Garki Hospital Abuja to establish the concessionaire's preparedness to hand-back the project after the contract's tenure in 2022, and to further ensure parties to the PPP contract resolve all lingering issues that would likely impede the hand-back process.

Other site visits were jointly conducted with the relevant MDAs with the aim to appraise the projects, so as to improve on their development and execution. It was also to enhance transparency and accountability in the concession process. In addition to the visits, periodic project updates were sought from project managers through physical meetings, online meetings and telephone calls, also, enquiries were made on peculiar situations that arose.

The Commission continued to maintain a secure and centrally managed database of PPP projects uploaded in the ICRC Disclosure Portal

and made available to the public. In all cases, the public sector retains full oversight of the projects as they undergo the various stages of identification, development, procurement and implementation. In line with its mandate of supporting Government's efforts to develop critical infrastructure to meet its agriculture, education, health care, transportation services, ICT and other infrastructure goals, the Commission, by the end of 2021, provided regulatory oversight on 180 projects at development and procurement stages and 77 PPP contracts in its custody.

### **Stakeholder Engagements**

The Commission engaged various segments of its stakeholders - MDAs, local and international organizations, States and the National Assembly - on diverse issues in its efforts to strengthen the institutional and regulatory framework for the PPP programme in Nigeria. Wider stakeholder group presentations, one-on-one meetings, focus group discussions, collaborative platforms and MOUs with vital stakeholder institutions helped to ensure that the Commission understood and addressed the needs of its stakeholders.

### **Capacity Building Programmes**

The Commission initiated and executed capacity building programmes to create awareness and develop the requisite skills necessary to lay a strong and lasting foundation for PPP practice in the country. Through the efforts of the Nigerian Institute of Infrastructure and Public Private Partnership (NII3P), training courses centered on developing PPP core competences in practitioners were conducted. The institute partnered with local and international stakeholder partners towards this purpose. The Commission, through the Institute, collaborated with World Bank in November 2021 to facilitate both APMG PPP Foundation and Preparation Certification Courses and



Examination for 60 participants consisting of ICRC Staff and stakeholders from various MDAs and States.

### **Governance and Management**

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

- i. Revenue Generation for the Federal Government from Concession Agreements
- ii. ICRC Regulatory Fees
- iii. Review of ICRC processes and Projects delivery
- iv. Capacity building for Ministries, Departments and Agencies
- v. Strategic Direction for the Commission /Restructuring
- vi. Regulatory Notice to MDAs and other Stakeholders
- vii. Review of Concession Agreements and ICRC Governance documents

The Commission submitted the 2020 Annual Report and Audited Accounts to the President in line with Section 26(1) of the ICRC Act.

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

In its bid to strengthen its capacities to provide implementing agencies with a more dynamic and effective technical assistance, the ICRC has been constantly investing in its human capital through local and foreign funded trainings and career development for its staff. ICRC effectively used the Nigerian Institute of Infrastructure and Public Private Partnership (NII3P) as a veritable platform to achieve its capacity building purposes in this regard.

### **Finance and Accounts**

During the year ended 31st December 2021, the Commission received a total of N176, 088,

459.63, representing 100% of the total overhead expenditure budget. In addition, it received a capital budget of N353, 678, 953.00 representing 100% of the total capital budget for the year.

### **Challenges**

1. The Commission experienced funding constraints that created some operational challenges and affected actualisation of set goals and objectives.
2. Lack of dedicated funding to develop, promote and implement PPP projects continues to present setbacks and slow down the development of some projects.
3. Capacity gap in the MDAs to structure bankable transactions ready for the PPP market constantly poses a problem. Moreover, trained PPP professionals are continuously reposted to other establishments or assignments during the annual restructuring of civil servants by the Office of the Head of Civil Service of the Federation. The Commission has been advocating for the creation of a PPP Cadre to stem the obvious drawback this exercise presents to the programme.
4. Lack of adequate enforcement powers over PPP contract agreements and disputes. A bill to address identified gaps in the existing law of the Commission is pending before the National Assembly. The proposed amendment seeks to rename the ICRC as PPP Commission and expand its powers to ensure compliance with the provisions of the Act and regulations thereof. The urgent passage of the bill would help ICRC to establish its independence, improve its regulatory oversight and exercise adequate control over the process.

### **Conclusion**

The year 2021 witnessed the determination of ICRC to consolidate on the PPP process and provide regulatory support for more viable



projects into the market through increased cooperation with MDAs. The Commission made significant effort in getting more projects through to procurement and implementation phases. During the year, the leadership continued its engagement of critical stakeholders with increased vigour and the Commission intensified its advocacy by

focusing discussions on critical infrastructure sectors – aviation, health, roads, power - and how the nation can effectively deploy PPPs in these areas. Also, it embarked on capacity building activities through knowledge sharing sessions on various PPP related topics to gain the requisite knowledge and develop core competencies in the country.

## SECTION 2: ROLE & MANDATE

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

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

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

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

financially viable or any development facility of the Federal Government.

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

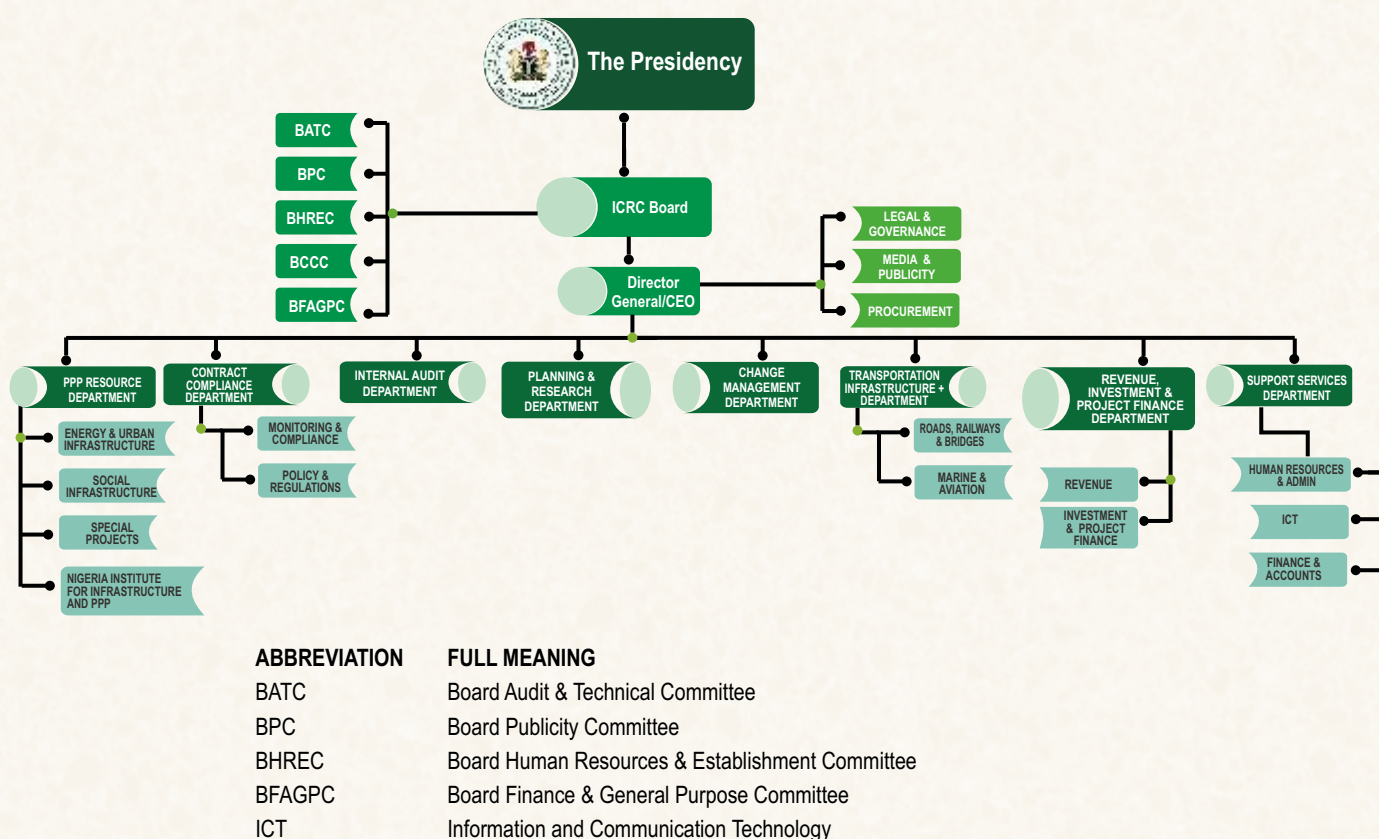
- Promoting, facilitating, supporting, coordinating and implementing a sound PPP process; while ensuring that the principles of good governance are applied to all of the functions that form part of it;
- Providing transaction support and building capacity in all Federal Government MDAs for project development,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



# SECTION 3: INSTITUTIONAL STRUCTURE AND GOVERNANCE

## 3.1. Structure and Functions

Fig. 2: ICRC Organogram



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

Board for policy formulation and other statutory functions. Table 1 below shows the ICRC Governing Board Structure.

**Table 1: ICRC Governing Board Structure**

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

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

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

However, within the review period, a new Board was not constituted, and as such all matters relating to the Board were brought to the

attention of the SGF which provided oversight on the Commission's operations.

### **3.2. Executive Management Committee**

Reporting directly to the Director General (DG) are eight (8) Directors manning the various directorates comprising:

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

The DG and all eight directors, as well as the Head Legal and Governance, constituted the Executive Management Committee (EMC) of



the ICRC, which met regularly during the period under review. In 2021, the Commission continuously reviewed its internal operations, activities and programmes to ensure that it delivered on its mandate effectively and efficiently. In the course of the year, the Executive Management continued to discharge its responsibilities to enthrone a functional and robust PPP programme in Nigeria.

The Commission recognized the need to actively sensitize its stakeholders in the PPP space on the need to comply with ICRC processes and guidelines for the effective implementation and delivery of PPPs in Nigeria. To achieve this, the Executive Management approved the issuance of the Regulatory Notice, which mandated all MDAs of the Federal Government to desist from engaging with the private sector in Public Private Partnerships, outside the provisions of the ICRC (Establishment) Act 2005. The Notice also directed that all concession Agreements over Federal Government Assets should be submitted to be kept under the Commission's custody. The Regulatory Notice further mandated stakeholders to ensure that all monies accruing to the Federal Government from PPPs were paid into the Special Concession Account duly established for that purpose.

The EMC also engaged in several interactions with members of the National Assembly on strategies to strengthen the Regulatory oversight of the Commission. It provided oversight over collaborations with Ministries, Departments and Agencies (MDAs) of the Federal Government and multilateral agencies - like the World Bank and African Development Bank, to ensure Government Agencies are

capacitated for the efficient preparation, development and execution of priority Federal Government infrastructure projects through PPPs.

The EMC deliberated upon and provided guidance on other emerging issues, such as:

- i. Revenue Generation for the Federal Government from Concession Agreements
- ii. ICRC Regulatory Fees
- iii. Review of ICRC processes & projects delivery
- iv. Strategic Direction for the Commission and restructuring
- v. Review of Concession Agreements and ICRC Governance documents

### **3.3. General Management Team**

The General Management Team comprises all staff in the directorate cadre manning the Departments and Units. The Directors oversee the Departments, while the Units are under other categories of staff in the management cadre.

The General Management Team met eight (8) times during the year under review. The meetings of the GMT were streamlined as technical sessions in a bid to ensure continuous capacity building within the Team and to keep members abreast of the status of projects under the supervision and custody of the Commission.

### **3.4 Transmission of 2020 Annual Report & Audited Accounts**

The Commission submitted the 2020 Annual Report and Audited Accounts to the President in line with Section 26(1) of the ICRC Act.

## SECTION 4: KEY ACTIVITIES IN 2021

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

### **The Commission:**

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

### **4.1 Pre-Contract Activities Projects Initiation, Development and Procurement**

The following pre-contract activities were collaborative efforts by ICRC's internal and external stakeholders. They were carried out to ensure the PPP programme in Nigeria advanced rapidly through leveraging private capital and expertise to implement critical brownfield/greenfield projects towards closing the infrastructure deficit.

At the close of the year, ICRC had one hundred and eighty (180) projects at various stages of development or procurement covering various sectors and sub-sectors of the economy, including agriculture, energy, trade /investment, urban development, seaports, security, health, ICT, culture, aviation, rail, etc.

#### **4.1.1 2021 PPP Projects Highlights**

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

#### **Transportation Sector –Aviation, Railway, Seaport, Riverport, Water Ways**

##### ***The Rehabilitation and Expansion of the Burutu Port***

The Commission revalidated the updated OBC



on 1st February, 2021. Burutu Port is located in Burutu Local Government Area of Delta State. The current Port is on 40.716 hectares of land and was originally built as a logistic Port for the export of solid minerals and agricultural produce as well as importation and transportation of foreign goods from Europe for onward movement to the hinterland River Ports via the inland waterways.

Offshore Waste Reception Facility (OWREF) Concession under a Design, Finance, Build, Operate, Maintain and Transfer (DFBOMT) PPP arrangement. (Lagos, Warri, Port Harcourt) OBC Certificate of Compliance was issued for the proposed project on 3rd September, 2021. The provision of Offshore Waste Reception Facilities in Nigerian waters is well overdue and the country is currently failing in its obligations to ratify international treaties and conventions. This failure is putting Nigeria's membership in the International Maritime Organization (IMO) at risk. In line with NIMASA's vision, the Agency attempted to address the issue by setting up Offshore Reception Facilities that will be a plus to the transportation sector and the Federal Ministry of Transportation has the mandate for the overall articulation and implementation of policies in the Maritime sector of the Nigerian economy.

### ***Development of Vehicle Transit Area (VTA) in Obollo-Afor, Enugu State***

The Commission revalidated the OBC on 15th February, 2021. The NSC proposes to facilitate the development of VTAs through PPP with facilities for short-term breaks as well as long-term parking services where truck drivers can get fuel, food, restrooms, showers and basic supplies like oil and spare parts as well as servicing and repairs of haulage vehicles. The VTAs will have the following facilities including but not limited Gas Station, Hotel and Motel, Restaurants, Mechanic Workshop, Fire Station, Police Post, Automated Cargo Tracking System.

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

In view of the challenges experienced in managing the existing platform of Nigeria Railway, there is the need for the Corporation to mitigate leakages in ticketing and collection of revenue. The proposed automation will enhance efficiency for NRC by deploying the technology and human capital through a portal to establish transparency and prompt service delivery aimed at generating revenue for it.

### ***Secure Ticketing Solution for the Lagos – Ibadan and Warri-Itakpe Standard Train Service.***

To effectively harness the benefit of the development taking place in the Nigeria railway by way of revenue generation, there is need to put in place a ticketing solution on the Lagos – Ibadan Standard Train Service that will enable passengers to buy their tickets from their offices and homes without physically doing same at the train station. This will help NRC manage the demand for tickets using the PPP option under Design, Finance, Build, Operate, Maintain and Transfer Model.

### ***Concession of 12 roads under the Highway Development & Management Initiative (HDMI)***

The twelve roads include:

1. Asaba-Agbor (Delta/Edo States)
2. Abuja-Lokoja (FCT/Kogi)
3. Kano-Katsina (Kano/Katsina)
4. Onitsha-Aba (Anambra/Abia)
5. Shagamu-Benin (Ogun/Edo)
6. Abuja-Akwanga (FCT/Nasarawa)
7. Kano-Shuuri [lot 1] (Kano State); Potiskum-Damaturu [lot 2] (Yobe State)
8. Lokoja-Auchi (Kogi/Edo)
9. Enugu-Port Harcourt (Enugu/Rivers)
10. Ilorin-Jebba (Kwara/Niger)
11. Lagos-Abeokuta (Lagos/Ogun)

## 12. Lagos-Badagry (Lagos)

### ***Development of a Maintenance, Repairs and Overhaul (MRO) Facility***

The FGN intends to establish an MRO facility for aircraft maintenance, inspections and supply of parts to the aviation sector. Due diligence was conducted on Glovesly Consortium (the preferred bidder) to ascertain their technical and managerial competence from 28th - 29th October 2021.

### **Energy and Urban- Power, Oil/Gas, Telecommunications**

Rehabilitation of Port Harcourt, Warri and Kaduna Refineries Projects

The project will involve the rehabilitation of refineries across the country. In July 2020, The Nigerian National Petroleum Corporation (NNPC) began procurement activities for the Rehabilitation and Operations & Maintenance contracts for the Port Harcourt, Warri and Kaduna Refineries.

### **Rehabilitation of the NNPC's Pipelines Network and Storage Facilities Project**

Under the Commission's oversight, a significant milestone was recorded in the Rehabilitation of NNPC Pipelines Network and Storage Facilities project, which is a Build – Operate – Transfer (BOT) PPP. The Corporation had already issued a Request for Proposal (RfP) to qualified bidders.

### **Deployment of Revenue Assurance System and Device Management System**

The Deployment of Revenue Assurance System and Device Management System, both projects of the Nigerian Communications Commission

made appreciable progress during the period under review. The Revenue Assurance System project was issued an FBC Certificate of Compliance in December by the Commission, while the Device Management System project is at the procurement stage.

### **Social Sector – Education/Health Projects**

Many Universities across the country, received regulatory guidance for the development of critical social infrastructure especially student hostels on campuses. These include Ahmadu Bello University, Zaria; Airforce Institute of Technology (AFIT), Kaduna; Federal Universities in Gusau, Wukari, Dutse, and Uyo; University of Port Harcourt; and University of Ibadan, among others.

The health sector recorded progress in various projects aimed at upgrading medical facilities towards revitalising healthcare in the country. These included the Radiology and Oncology Centres in six teaching hospitals; the 3rd phase of teaching hospital rehabilitation project, which seeks to rehabilitate seven teaching hospitals and construct a 500-bed state-of-the-art specialist hospital through PPP; and various projects in the University of Calabar Teaching Hospital, the Dala Orthopedic Hospital Kano, University of Port Harcourt Teaching Hospital and University College Hospital Ibadan.

Most of these projects are at the procurement phase with the issuance of Requests for Proposal (RfP) from selected bidders.





Inauguration of PSC and PDT at the University of Uyo, a 12,000 Bed space PPP project on 17th August, 2021



Kaduna Polytechnic Hostel Renovation PPP project site visit on August 24th, 2021



## Special Projects

Due to the peculiar nature of some projects and the need to fast-track their delivery, the Commission had listed them under the Special Projects category. These included projects from the Nigeria Police Force - such as the proposed Redevelopment of the 42m2 Deputy Inspector General of Police (DIG) Quarters in Abuja; and the Federal Ministry of Interior/Federal Fire Service Projects such as the Safety Systems Networking and the Monitoring and Dispatcher Real-time

Integration System (LSSNMDI). All projects had been issued OBC certificates of compliance and could proceed to the procurement phase.

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

ICRC received several Outline/Full Business Cases from MDAs which were issued Compliance Certificates after detailed reviews, during the reporting period. The summaries are shown in Tables 3 and 4 below:

**Table 2: Summary of Outline Business Case Compliance Certificates Granted in 2021**

S/N	MINISTRY / MDA	PROJECT	DATE
1	Federal Ministry of Transportation	Revalidation of the Rehabilitation and expansion of Burutu Port	February 01, 2021
2	Federal Ministry of Transportation/Enugu State Government	Revalidation of Obollo-Afor Truck Transit Park Project	February 15, 2021
3	Federal Capital Territory / Abuja Infrastructure Investment Centre (AIIC)	Development of Jabi Lake Tourism & Recreation Development Project.	February 19, 2021
4	Federal Ministry of Transportation/NIMASA	The Operation of NIMASA Modular Floating Dry Dock	March 03, 2021
5	Federal Ministry of Finance, Budget and National Planning	Concession of Expatriate Employment Levy (EEL) collection	May 19, 2021.
6	Federal Fire Service/Federal Ministry of Interior	Safety Systems Networking, Monitoring and Dispatcher real-time Integration System (LSSNMDI)	June 21, 2021
7	National Hajj Commission of Nigeria (NAHCON)	Design Finance Build Operate Transfer (DFBOT) for shopping complex	June 21, 2021
8	National Space Research & Development Agency (NASRDA)	Research and Development of Satellite Technology and Equipment for the Provision of cost -effective satellite broadband to rural Nigeria.	June 22, 2021
9	Nigerian Correctional Services (NCS)	The Resuscitation of the NCS Farm Center, Ozalla, Edo State	July 06, 2021
10	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
11	Federal Ministry of Works & Housing	Federal Site and Services Housing Scheme AVU-Owerri Imo State	July 22, 2021
12	Federal Ministry of Petroleum Resources/NNPC	Rehabilitation of NNPC Pipelines Network and Storage Facilities Under a BOT Model	July 22, 2021
13	Nigerian Maritime Administration & Safety Agency (NIMASA)	Offshore Waste Reception Facility (OWREF) Concession under a Design, Finance, Build, Operate, Maintain and Transfer (DFBOMT) under a PPP arrangement.	September 03, 2021
14	National Hajj Commission of Nigeria (NAHCON)	PPP Project with SW Global Limited - development of shopping Complex in Kano	September 06, 2021
15	Federal Ministry of Education/Federal University of Petroleum Resources, Effurun, Delta State	Establishment of a Bespoke food Court on Design, Finance, Build, Operate and Transfer (DFBOT) Scheme. Facility Marina, Lagos	September 30 2021
16	Nigeria Police Force	The proposed redevelopment of the 42m2 Deputy Inspector General of Police (DIG) Quarters situated at Plot 834, Cadastral Zone A06 Gana Street Maitama District Abuja FCT through a Public-Private Partnership (PPP) arrangement.	October 15, 2021
17	Federal Ministry of Industry, Trade & Investment	Proposed concession of Calabar and Kano Special Economic Zones (SEZs)	November 17, 2021
18	Federal Ministry of Works & Housing	The Concession of Central Workshop, Ijora, Lagos.	December 21, 2021



Presentation of OBC Certificate to FCT Minister of State Dr. Ramatu Tijjani Aliyu by Ag. DG. Mr Michael Ohiani for the Jabi Lake Development Project. February 19th 2021



OBC presentation to NIMASA DG Dr. Bashir Yusuf Jamoh for the operation of NIMASA Modular Floating Dry Dock on March 10th 2021



**Table 3: Summary of Full Business Case Compliance Certificates Granted in 2021**

S/N	MINISTRY/MDA	PROJECT NAME	DATE
1	Federal Ministry of Defence	The Naval Ship Dockyard, Lagos (Certificate Revalidation)	April 14, 2021
2	Federal Ministry of Interior/Federal Fire Service	Development of National Fire Data Repository Centre (NFDRC)	June 21, 2021
3	Federal Ministry of Agriculture and Rural Development	Federal Coastal Fishery Terminal, Ebughu, Akwa Ibom State (certificate revalidation)	September 27, 2021
4	National Hajj Commission of Nigeria (NAHCON)	Development of shopping complex at its landed property located at Hajj Complex, along Katsina Road, Kano State.	November 22, 2021
5	Federal Ministry of Communications/Nigeria Communications Commission (NCC)	Deployment of a Revenue Assurance System (RAS)	December 17, 2021



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



OBC presentation to Chairman of NAHCON, Alhaji Zikrullah Kunle Hassan for the Development of a Shopping Complex in Kano via PPP. 6th September 2021



Presentation of OBC compliance certificate by the Ag. DG ICRC, Mr. Michael Ohiani to the Honourable Minister of Interior, Rauf Aregbesola and Inauguration of Project Steering Committee for Life Safety Systems, Networking, Monitoring and Dispatcher Real-Time Integration System (LSSNMDI) Project on 11th November 2021 in Abuja



Presentation of OBC Certificate for Warri-Itakpe E-Ticketing Standard Gauge Operation to the MD, Nigerian Railway Corporation (NRC), Fidat Okhiria on 19th November, 2021

### 4.1.3 Pre-Contract Projects Progress Updates/Status

At the end of 2021 and following monthly updates of projects status, a full disclosure of all pre-contract PPP projects under the regulatory guidance of the Commission was published on the ICRC website which can be accessed using [www.icrc.gov.ng](http://www.icrc.gov.ng). In addition, the Pipeline of Eligible PPP Projects was gazetted and published. This list highlights the projects that are eligible and available for investment as PPPs.

## 4.2 Post-Contract Activities – Projects Monitoring & Compliance

### 4.2.1 Post-Contract Regulatory Functions

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

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

**Table 4: PPP Contracts under ICRC Custody**

S/No	Sectors/Projects under Contracts	Number of Projects under Contracts	% Composition of PPPs by Sector
1	Sea Ports and Marine Services	26	33.76%
2	Agriculture Infrastructure Sector	18	23.37%
3	Inland Container Depot Infrastructure Sector	6	7.79%
4	Electricity Infrastructure Sector	6	7.79%
5	Aviation Infrastructure Sector	4	5.19%
6	Government Building Infrastructure Sector	2	4.16%
7	Telecommunications Infrastructure Sector	2	2.77%
8	Healthcare Infrastructure Sector	2	2.77%
9	Marine Security Infrastructure Sector	1	1.29%
10	District Infrastructure Sector	1	1.29%
11	Housing Development Infrastructure Sector	1	1.29%
12	Mining Infrastructure Sector	1	1.29%
13	Information Technology and Communication Infrastructure Sector	4	5.19%
14	Defence Infrastructure Sector	3	3.89%
	<b>TOTAL</b>	<b>77</b>	<b>100%</b>



### 4.2.2 Contracts under the Commission's Custody

Key activities in the 2021 financial year included: monitoring of concession agreements; mediation; issuance of regulatory notice; review of performance efficiencies and alignment of remittances with the ICRC Concession Account for ease of tracking of Federal Government revenues accruing from PPP concessions.

The Commission designed strategic measures aimed at achieving its mandate during the period of the global COVID-19 pandemic, which extended into the year 2021. These strategic measures and approaches included strengthening the Commission's virtual engagements both internally and externally with parties to the PPP contracts and other stakeholders involved in the projects.

### 4.2.3 Mediation on Contract Disputes

The Commission continued the facilitation of the resolution of the dispute between Federal Airports Authority of Nigeria and Messrs. MAEVIS Limited. In this instance the Commission guided the process in the most appropriate and objective manner towards resolving the dispute in a way satisfactory to both parties.

### 4.2.4 Project Monitoring with the National Assembly

An integral part of the Commission's function is to conduct regular project site visits in order to monitor the performance of PPP projects that have already been awarded and are now in various stages of implementation. To this end, the Commission visited the 22 ports concessions in the Eastern and Western ports complexes in conjunction with the House of Representatives Ad-Hoc Committee on Expired Leases Duty.

The overriding objective of the exercise was to

ensure that revenues generated from federal government leases were appropriately remitted for the purpose of funding the national budget and reducing future Government borrowing. Other objectives of the exercise included to: review and assess all agreements of the Federal Government entered into with private entities, by whatever name called, for the purpose of: ensuring value for money, correcting deficiencies in operations and the general administration in the contracts, and identifying concessionaires whose business models were not in compliance with the laws of Nigeria and the agreements.

One of the key findings during the exercise was the discovery of certain lease agreements which had been entered into with the NPA and which were not in compliance with the ICRC Act 2005, which states that the Commission 'will take custody of every concession agreement to monitor its efficient execution'. It was discovered during the monitoring visit that ICRC did not have in its custody the agreements between NPA, ACL /ICSTL /Dangote BAIL, Creekshore and Jetty Operators. Consequently, ICRC had communicated with the NPA on this anomaly and reiterated the mandatory submission of all lease agreements (jetties, terminals & services) with the private sector.

In fulfilment of this obligation, the following PPP projects were visited by both parties in 2021:

### 4.2.5 Findings from the Joint Monitoring Visits

#### Eastern Ports–Port Harcourt /Onne /Calabar/Delta Ports Complexes

##### Port Harcourt Ports Complex - Rivers State

The Port Harcourt Ports Complex consist of

**Table 5: Ports visited by Monitoring Team**

S/N	Port Terminal Description	Concessionaire	Location
1.	Port Harcourt Port Terminal A	Port Terminal Operators Ltd (PTOL)	Port Harcourt, Rivers State
2.	Port Harcourt Port Terminal B	BUA Ports & Terminals	Port Harcourt, Rivers State
3	Warri Old Port Terminal A	Integrated Logistics Services Ltd	Warri, Rivers State
4	Warri Old Port Terminal B	Ocean and Cargo Terminal Services Ltd	Warri, Rivers State
5	Warri Old Port Terminal C	Julius Berger Services Nigeria Ltd	Warri, Rivers State
6	Warri New Port Terminal A	Associated Maritime Services (AMS) Ltd	Warri, Rivers State
7	Warri New Port Terminal B	Integrated Logistics Services Ltd	Warri, Rivers State
8	Federal Ocean Terminal (FOT) A	Integrated Logistics Services Ltd	Onne, Rivers State
9	Federal Lighter Terminal (FLT) B	Integrated Logistics Services Ltd	Onne, Rivers State
10	Federal Lighter Terminal (FOT) A	Brawal Oil Services Ltd	Onne/Ikpokiri, Rivers State
11	Federal Ocean Terminal (FOT) B	West Africa Container Terminal (WACT)	Onne, Rivers State
12	Calabar New Port Terminal A	Integrated Logistics Services Ltd	Calabar, Cross River State
13	Calabar New Port Terminal B	Eco Marine Terminals Ltd	Calabar, Cross River State
14	Calabar Old Port Terminal	Shoreline Logistics Nigeria Ltd	Calabar, Cross River State
15	Apapa Port Terminal A & B	Apapa Bulk Terminal Ltd (ABTL)	Apapa, Lagos
16	Apapa Port Terminal C & D	ENL Consortium Limited	Apapa, Lagos
17	Apapa Port Terminal E	Greenview Development Nigeria Limited (GDNL)	Apapa, Lagos
18	Apapa Port Container Terminal	AP Moller (APM) Terminals	Apapa, Lagos
19	Tin-Can Island Port Terminal A	Josepdam Port Services Nigeria Limited	Tin Can Island, Lagos
20	Tin-Can Island Port Terminal B	Tin Can Island Container Terminal Limited	Tin Can Island, Lagos
21	Tin-Can Island RoRo Port Terminal D	Five Star Logistics Limited	Tin Can Island, Lagos
22	Tin-Can Island New RoRo Port Terminal	Port and Terminal Multiservices Limited	Tin Can Island, Lagos

Port Harcourt Terminal A and Port Harcourt Terminal B. The visit revealed that:

- The challenge on Port Harcourt Port Terminal A was related to an outstanding debt of USD \$3.9M owed to NPA as at July 12th 2021. The concessionaire - Port Terminal Operators Ltd (PTOL), in its defence, stated that the quay aprons on Berths 1–3 were rebuilt and upgraded to the tune of USD \$45M, and that it received approval from NPA on all purchases and all work stages that had been executed. As a way forward the House Committee requested both the concessionaire and NPA to submit all invoices of equipment bought during the operations with all approvals received.
- Port Harcourt Port Terminal B visit revealed that the operations and the port-handling activities at the terminal were progressing as contractually agreed, except for subsisting encroachment of about 6,000 sqm of land within the 8.1 hectares allocated for the port operations. This had impacted the revenues remitted to the Federation Account as the terminal operator – BUA Ports and Terminals - deducted the value of the encumbered land area from the lease payment obligations to NPA, while NPA reflected these deductions as debts on the



contract. As a way forward, the operator had recommended a relocation of the services as the preferred option. A key achievement of this port is its liberation from any loan exposures; however, the concession has a lease fee debt of USD \$3,079,152.85 and a throughput debt of USD \$140,404.31 owed to the Federal Government as of July 2021.

### **Onne Ports Complex, Rivers State**

The Onne Ports Complex comprises the Federal Lighter Terminal A, Federal Lighter Terminal B, Federal Ocean Terminal A, Federal Ocean Terminal B, and West African Container Terminal. The port operators stated the urgent need for the provision of rail-lines and other logistics networks to achieve significant upgrades and improvements in the operations of the facilities. Findings revealed that all land-lease approvals subsisting in the ports were approved by NPA, and it included a Temporary Occupational License (TOL). It was emphasized to the concessionaires that for any agreements entered into on a Federal Government asset or service to be considered valid and executable, they should comply with the ICRC Act 2005.

Specifically, the monitoring visits revealed the following:

- Optimal operations were ongoing at the Federal Ocean Terminal A; however, NPA indicated that the operator - INTELS Ltd - had an outstanding lease payment to the tune of USD \$638,000 and USD \$192,000 of throughput charges yet to be remitted to the Federation Account. INTELS Ltd was further required to submit audited accounts for the 2014 – 2020 as part of an ongoing investigation into its activities.
- Situation assessment at the Federal Lighter Terminal A showed that port operations were ongoing according to the concession agreement and the concessionaire –

Brawal Services - had no lease fee payments outstanding; however, the operator complained that port activities were hampered by space constraints within the Federal Ocean Terminal (FOT) axis, such that the berth could only accommodate two (2) vessels. Another challenge was that the 8.5m channel draught was shallow for the expected containerized vessels. The operator requested for additional berths to improve their operational throughput and expressed interest towards increasing the acreage to Berth 2, which had been left fallow and un-operational for over last 10 years.

- The status of the Federal Ocean Terminal B, operated by West African Container Terminal (WACT), as of 2021 showed the current volumes in the terminal were viable; however, the challenges on the terminal were high-yard density leading to overcrowding due to activities on the port. There was also the issue of prolonged container-stay at harbour, with over 1,500 unclaimed containers occupying significant space within the container-tacking/handling area. Consequently, four (4) additional spaces had been leased from INTELS Ltd to assist with decongesting the terminal. ICRC updated the House Ad-hoc Committee on an inter-agency committee set up in 2018, compromising NPA, BPE and ICRC to review the subsisting agreements of the ports and to develop supplementary contracts, during which the Commission had advised NPA to harmonize the WACT agreement with a view to adding value to the Government. Issues being resolved included establishing that the terminal operator, and not the end-user, was responsible for paying the 1.5% FZA levy and that an outstanding NGN 940 million is to be

refunded to customers who were already surcharged the fee.

On the way forward NPA & WACT were to submit their position papers to the Ad-Hoc Committee for review while the terminal operator was expected to submit their revenue schedules and all administrative charges and

sharing ratios, with schedule inventory which would be ceded to government at first instance.

### **Calabar Ports Complex - Cross River State**

The visit to Calabar Ports Complex – New Port Terminal A, Calabar New Port Terminal B, and Calabar Old Port Terminal - comprised

#### **Pictures from monitoring Visit of the ICRC team and House of Representatives Committee on Expired Lease Duty**



Committee meeting with NPA & Rivers Port Complex Management



Committee visit Africa Circle Ltd, Port Harcourt, Rivers State



Inspection of water-front at Onne Port Harcourt



Committee meeting with Port Harcourt Port Terminal A operators PTOL in Rivers



Committee meeting with BUA of the Port Harcourt Port Terminal B



Committee meeting with NPA & Onne Port Complex Management in Rivers State





Committee meeting with Dangote BAIL Port Harcourt



Committee meeting with INTELS Port Harcourt



Committee meeting with Oil &amp; Gas Free Zone Authority (OGFZA) Port Harcourt

assessments of facilities and review meetings with the port concessionaires and the

management of Nigerian Ports Authority. It was discovered that some agreements entered into with NPA were not in the custody of ICRC as the procurements were done outside the framework approved by the ICRC Act 2005. These included leases and rentals of assets owned by the Federal Government of Nigeria to private operators. Additionally, there were agreements with other private sector operators who acted as money collecting agencies. Subsequently, NPA was requested to present all financial positions of the concessionaires including outstanding obligations due to the Federal Government.



Ongoing Meeting at NPA Complex Calabar 1



Meeting at NPA Calabar New Port Terminal B Office

- Key challenges facing the Calabar New Port Terminal A as posited by the concessionaire – INTELS Ltd - included conflicts of roles and functions of Government agencies as regards the operations, resulting in revenue losses; non-removal of abandoned rig located at about 500 yards from the terminal berth resulting in skeletal operations, lack of pilotage equipment, and non-dredging of the water channels to the required depth of 9.4 meters. As part of the way forward, NPA and ICRC are liaising with AMCON to ensure removal of the rig by the latter, who is the current owner of the rig, since resources needed for the exercise had been sourced and were available.

- NPA noted compliance issues with the operations at the Calabar New Port Terminal B, alleging the operator's non-submission of audited accounts, including a 2-year delay in remittance of fees due to the Federal Government. The Concessionaire - Eco Marines Terminal - reported its inability to implement its development plans due to non-dredging by NPA, thus impeding incremental development in the terminal and negatively impacting the recovery of revenues accruing to the Federal government from the concession.

- Concerning the Calabar Old Port Terminal, NPA revealed that the operator - Shoreline Logistics Nig Ltd - had invested over \$700,000 on the development plan in line with the concession agreement; however, lease fees and audited accounts of the project were still outstanding. Some of the challenges on the project included the collapse of the jetty in 2018 which impacted the terminal operations although no investments were committed to the repairs of the jetty at the time. In view of the state of some of the ports where investments had been minimal, capacity to invest in upgrading facilities is a prerequisite for obtaining approvals of supplemental agreements.

### **Delta Ports Complex – Delta State**

The Delta ports complex consists of six (6) terminals - New Port Terminal A, New Port Terminal B, Old Port Terminal B, Old Port Terminal C, Old Port Terminal D and Koko Port. Prior to the area becoming a Free-Trade-Zone, accrued VAT charges were being owed to the Federal Government. The computation of the indebtedness of these concessions to the Federal Government had been initiated and the report will be submitted upon completion.

- Monitoring activity at the Warri Old Port Terminal A revealed that water level in the channel had become too low for effective movement of vessels, which also affected business operations of the company. The Terminal had also been under litigation since 2006, which had inadvertently caused a decline not only in investor confidence but also in its ability to attract business. It was reported that the operator – INTELS Ltd - had not achieved complete implementation of the port's development plan and was owing USD \$32,460.34 of lease fees and USD \$2,166,884.74 of throughput charges as of July 2021. The terminal operator had complied with the request for submission of annual reports, and was further mandated to submit, to the House Ad-Hoc Committee, a register of all vessels docked within the past 6 years and the litigation documents for the latter's review.

- At the Warri New Port Terminal A, the joint team was informed by the concessionaire – Associated Marines Ltd – that the quay wall collapsed about eight (8) months into the commencement of terminal operations and caused the terminal operator to relocate its services, on a temporary operation lease (TOL), to the New Port Complex. However, there was no interruption in the payment of fees due to Federal Government.

The operator had confirmed payment of the



commencement fee and secured extension of the contract by BPE in 2014.

- The Warri Old Port Terminal B Concessionaire - Ocean & Cargo Terminal Services Ltd - complained that at the finalization of their agreement with NPA, it was assured of a 9 meters deep berth. However, upon taking possession of the site the operator realized a depth of 4.2 meters draught, which had impacted significantly on its shipment projections. The operator resolved to dredge the berth and amortize the cost in agreement with NPA. NPA confirmed that the terminal operator is in compliance with the contractually agreed development plan; however, the operator's insurance policy



Committee at Delta-Warri Port Complex Management



Warri Port Inspection



Committee meeting with NPA & Delta-Warri Port Complex Management



Committee meeting with AMS Ltd concessionaire of New terminal A Warri Delta state

document was incomplete due to the fact that the 'General Liability' sum of USD 10m had not been settled.

### **Western Ports – Apapa and Tin-Can Island Ports Complexes Lagos**

The visit to the Western ports comprised of meetings with the terminal operators /concessionaires at the respective port locations in Tin-Can Island and Apapa, both in Lagos.

#### **Tin-Can Island Ports Complex**

This comprises Tin-Can Island Port Terminal A; Tin-Can Island Port Terminal B; Tin-Can Island Container Terminal; Tin-Can Island RoRo Port Terminal D; Tin-Can Island New RoRo Port Terminal

- The operator of Tin-Can Island Port Terminal A: - Josepdam Port Services Nigeria Limited – highlighted their contract challenges and issues as: interference of Honeywell Flour Mills Plc on the lease premises, which hampers optimal operations of the Terminal. They also noted that the volume of exported products through the terminal had not improved within this period because 25% of total terminal space was being encumbered. Poor access road to the ports and epileptic power supply at the terminal also hampers their operations. However, the concessionaire confirmed it had no outstanding debt owed to NPA and had accomplished all their developmental plan as stated in the contract.

- At the Tin-Can Island Port Terminal B, the operator - Tin Can Island Container Terminal Limited (TICT) – enumerated its challenges as epileptic power supply from the national grid, periodic security challenges at the waterfront, reduction in throughput due to government ban on importation of certain items and decrease in volume of export. The concessionaire confirmed TICT was in

discussion with NPA about its outstanding debt and also said all its development plans would be completed before the end of the contract.

- The Management of Five Star Logistics Limited – operator of Tin-Can Island RoRo Port Terminal D – told the visiting team that their operations were hampered by sub-optimal power supply from the national grid, periodic security challenges at the waterfront, decreased export volume due to government ban on importation, among others. The concessionaire confirmed indebtedness to NPA due to decreased revenue arising from the importation ban and appealed for 75% downward review of its lease fee.

- The situation at Tin-Can Island New RoRo Port Terminal operated by Port and Terminal Multi Services Ltd showed that the terminal was beset by issues of encumbered access road to the port, congestion within the terminal, reduction of throughput due to NPA as a result of government ban on importation of certain items, sub-optimal power supply and security challenges at the water front. The operator confirmed outstanding payment due to NPA.

#### **Apapa Ports Complex**

The complex covers Apapa Port Terminal A& B; Apapa Port Terminals C&D; Apapa Terminal E; Apapa Container Terminal.

- The site visit to the Apapa Port Terminals A& B by the joint monitoring team revealed that operations at the terminals were seriously affected by the ongoing rail track construction. In addition, the operator - Apapa Bulk Terminal Limited – expressed frustration with the poor power supply situation and security challenges at the waterfront. On the issue of outstanding payments to NPA, it said both terminals had defaulted on lease fees.

- The team's visit to Apapa Terminals C&D operated by ENL Consortium revealed they faced similar challenges as in the other



terminals before it, such as the impact of the ongoing rail track construction, poor access road to the ports, and congestion due to the abandonment of over 5,000 empty containers at the terminals.

- Presenting the current status of operations at the Apapa Container Terminal, the operator - AP Moller (APM) – highlighted issues of power, security and downtime caused by the ongoing rail track construction. On the issue of lease fees and other contractual obligations, APM reported that it was indebted to NPA and the

development plan was in progress.

The concessionaire for Apapa Terminal E - Greenview Development Nigeria Limited (GDNL), told the joint monitoring team that it had sought settlement to the tune of US\$59 million for new berth it constructed. Other challenges included security threats from the adjoining village, operational downtime from the rail track construction, and throughput reduction due to government ban on importation of specific items.



Site visit of Apapa Port terminal A, Lagos



Monitoring team meeting with Apapa Bulk terminal operators at Tincan Island Terminal B (Tincan Island Container Terminal) in Lagos



Group photo of members of the monitoring team at the Apapa Port Office in Lagos

#### 4.2.6 Way Forward to Resolving Linger Issues with the Ports Concessions

The House Ad-Hoc Committee and the ICRC deliberated on compliance issues and further requested concessionaires to forward copies of their Ten (10) years audited accounts, insurance policies and details of insurance companies used for the coverage. In conclusion, the ICRC requested NPA to provide copies of all subsisting and expired agreements, supplementary agreements, and lease documents, under all categories of leases, and requested these to be made available to the House Ad-Hoc Committee. Additionally, all documents indicated on the evaluation checklist sent by the House Ad-Hoc Committee, including list of all the Operators of Port Terminals and their details of remittances to NPA were also to be submitted to the delegation.

The Committee also stated that NPA Calabar did not have the capacity and equipment to carry out pilotage services.

ICRC resolved to follow up with NPA and concessionaires to ensure that all requests are made, and concessionaires avail themselves for the Ad-Hoc Committee's hearings when scheduled.

In view of ICRC's obligation to ensuring efficient execution of the ports concessions and addressing all issues with contract parties, including dispute resolutions as necessary, the Commission had scheduled meetings with NPA to discuss the following curated issues:

- Harmonization and regularization of all leases of port terminals within the purview of the Nigeria Ports Authority, including jetties and Build Operate and Transfer (BOT) agreements and all other agreements, by whatever name called, which had been entered into with the private sector and which were not currently in the Commission's custody.

- Expedition of the process towards achieving immediate reinstatement of remittances accrued to the Federal Government, through the Special Concession Account (SCA). This is inclusive of the re-enactment of a payment process and agreed plan that is commensurate to the operations of NPA.

- Engagement in discussions over the issues of monies owed (lease fees & throughput fees, other fees) by concessionaires; the delays were due to variances in NPA's processes of issuing bills and invoices to port operators and private sector partners. It was noted that delayed payments by Port Terminal Operators attracted a 5% interest Libor rate as compensation to NPA; therefore, NPA's efficiency was expedient.

- ICRC and NPA shall engage in discussions over compliance with the ICRC Act 2005 concerning issues of further leases of government assets. For instance, NPA stated it had no recourse to the ICRC Act 2005 because the NPA Act 1999 allows the leasing of assets for up to a period of five years; however, the provisions in the ICRC Act 2005 superseded the provisions in the NPA Act. Consequently, NPA is enjoined to comply with establishing compliance processes that are in accordance with the ICRC Act for the lease of assets and properties to the private sector.

#### 4.2.7 Regular Project Monitoring Activities

The Commission on its part visited the Lekki Deep Water Port – Lagos State, which is under construction to ascertain the extent of work done in view of its scheduled commissioning in 2022. Findings at the site revealed that significant work had been done and the concessionaire had assured of its completion within the deadline. The Commission also visited Garki Hospital Abuja to establish the concessionaire's preparedness to hand-back the project after the contract's tenure in 2022, and to further ensure parties to the PPP



contract resolve all lingering issues that would likely impede the handover process.

Other site visits were jointly conducted with the relevant MDAs during the period with the aim to appraise the projects, so as to improve on their development and execution. It was also to enhance transparency and accountability in the concession process. In addition to the visits, periodic project updates were sought from project managers through physical and online meetings and telephone calls, and enquiries were made on peculiar situations that arose.

#### 4.2.8 Special Report on Lekki Deep Water Port Project in Lekki, Lagos

The Lekki Deep Water Port is a 45-year concession awarded by the Nigerian Ports Authority, on a Build, Own, Operate and Transfer (BOOT) PPP model. The port, when completed, will feature three operational sub-concessions of Container Terminal, Liquid Terminal, and Dry Bulk Terminal. The government party to the PPP concession contract is the Nigerian Ports Authority and Lagos State Government while the concessionaire is the Lekki Port LFTZ Enterprises, under an international consortium called Tolaram Group. China Harbour LFTZ Enterprise (CHELE) was awarded the Engineering Procurement and Construction contract to Design and Build the Lekki Deep Water Port. The Lekki Deep Water Port will have an estimated aggregate impact of US\$361 bn over 45 years. Project offers a multiplier effect of more than 230 times of total cost of US\$1.53bn. Construction is expected to be completed in Q3, 2022 and the target period for commencement of commercial operation is in Q4, 2022.

About 11.16 million m<sup>3</sup> of sand has been dredged from the channel and basin cumulatively resulting to about 69.8% of completion in total and a total volume of 3.5



ICRC team site visit to Lekki Port in Lagos led by Ag. DG Michael Ohiani on 16th September, 2021

million m<sup>3</sup> of sand reclaimed for the man-made beach. The main breakwater rock core has attained 1909m of completed length and this is about 75% of the completed scope achieved so far. The Groyne rock core fill is 83%

completed, while the Eastern breakwater rock core fill has attained 315m of the completed length, about 80% of the total length requirement. Additionally, the dynamic ground compaction has attained 386,644m<sup>2</sup> completion which is 90% of the total area required for the project.

The key challenge with the project is the evacuation facilities to the port. Lagos State Government is collaborating with the Federal Government to expedite work toward completion of the evacuation facilities.

#### 4.2.9 Policy and Regulation Activities

With a view to addressing the recurring trends observed within some MDAs during the issuance of Expressions of Interests (EOI), Requests for Proposals (RfP) and other PPP procurements of various classifications without compliance with the ICRC (Establishment) Act 2005 and the National Policy on Public Private Partnership (N4P), ICRC took steps towards remedying the situation. The goals were to support the Federal Government's drive towards increased revenue for the country, standardize PPP transactions, and in fulfilment of the ICRC (Establishment, Etc) Act 2005.

Consequently, and in line with the goals above, the Commission published the Infrastructure Concession Regulatory Notice in two national dailies on the March 16 & 17, 2021.

In furtherance of the Regulatory Notice, therefore, all MDAs were mandated to forward to the Commission, all MOUs, MOAs, concession agreements, lease agreements, by

whatever name called, which have been entered into with the private sector for ICRC's review and regularization. ICRC sent out a total of 494 letters to various MDAs requesting that all contractual arrangements entered into, with private sectors, be forwarded to the Commission for regularization. Following the expiration date of May 17, 2021 given in the Regulatory Notice for these submissions, ICRC received 63 responses and a total of 89 of such Agreements in 2021. The received agreements have been reviewed accordingly.

#### 4.3 PPP Capacity Building Activities

Through the efforts of the Nigerian Institute of Infrastructure and Public Private Partnership (NII3P), training courses centered on developing PPP core competences in practitioners were conducted.

##### APMG PPP Foundation and Preparation Certificate Courses

The Commission, through the Institute, collaborated with World Bank in November 2021 to facilitate the APMG PPP Foundation Certification Course and Examination for 30 participants consisting of ICRC Staff and practitioners from various MDAs. In the same vein, the Preparation Certification Course and Examination for 30 participants comprising staff from the ICRC, MDAs and States was executed under the same collaboration. Both trainings took place at Hawthorne Hotel and Suites, Abuja.

Table 6 shows other PPP trainings conducted by the Commission within the review period:

**Table 6: PPP Training Schedule 2021**

S/N	MDA	DATE	TYPE OF COURSE	TRAINER	Number of Participants
1	Federal Road Safety Corps	February 4-5, 2021	PPP Basic Course	NII3P	16
2	ICRC	August 16-19, 2021	PPP Basic Course	NII3P	20
3	National Hajj Commission of Nigeria	August 19-20, 2021	PPP Basic Course	NII3P	25
4	Federal Ministry of Niger Delta Affairs	September 6-9, 2021	PPP Basic Course	NII3P	11
5	Cross Section of MDAs	September 20-23, 2021	PPP Basic and Intermediate Courses	NII3P	14
6	Federal Ministry of Power	December 15-16, 2021	PPP Basic Course	NII3P	18





Dr. Amanze Okere, Ag. Coordinator Nigerian Institute of Infrastructure and Public Private Partnerships (NII3P) with participants from the FRSC during the PPP Basic Course Training



PPP Basic training by NII3P for staff of National Hajj Commission of Nigeria



Cross session of MDAs during a 3-day capacity building programme on PPPs



NII3P team on a 3-day Basic PPP training for staff of Federal Ministry of Power



## 4.4 Sustaining PPP Advocacy and Stakeholders' Engagements

Regular engagement with PPP stakeholders is one of the key activities of ICRC in its role as the driver of the PPP programme in Nigeria. Its successes can be attributed to years of sustained advocacy towards enhancing the framework, creating a policy responsive environment and strengthening alliances and partnerships that help address gaps in resources and policies. The ICRC has used various platforms to achieve this unique purpose, including the PPP Unit Consultative Forum, the Nigerian Public Private Partnership Network, and most recently the Nigerian Institute of Infrastructure and Public Private Partnership (NII3P), which is also known as the PPP Academy.

### 4.4.1 PPP Unit Consultative Forum (3PUCF)

The quarterly 3PUCF meetings continued to record successes through virtual and physical

meetings in 2021. The Commission is the secretariat of the Forum, which serves as a knowledge and experience sharing platform for Heads of PPP Units in the Federal MDAs, and has since its inauguration on December 5, 2013 been chaired by the Office of the Head of Civil Service of the Federation with Federal Ministry of Finance, Budget and National Planning as co-chair.

*Table 7: Schedule of the 2021 PPP Units Consultative Forum (3PUCF) meetings*

**Table 7: Schedule of the 2021 PPP Units Consultative Forum (3PUCF) meetings**

Quarter	Date	Host/Venue	Topic
Q1	March 04, 2021	ICRC - Virtual	1. FGN HDMI Roads Concession – Federal Ministry of Works & Housing 2. COVID 19 Impact on Nigeria's PPP Development- Federal Ministry of Health
Q2	June 17, 2021	FERMA - Conference Room, Federal Ministry of Works & Housing, Mabushi, Abuja	1. Special Presentation on FERMA PPP Projects 2. Contract Renewal, Termination & Extension 3. Delivering the Aviation Sector Roadmap through - PPPs: Case Study of the Maintenance, Repairs and Overhaul (MRO) Facility.
Q3	September 02, 2021	ICRC – Virtual	1. Overview of Nigeria's Medium -Term Macro, FMB&NP National Development Plan 2021 -2025: The Imperative of PPP. 2. Guidelines for preparation of Financial Models for OBC and FBC documents
Q4	December 03, 2021	Nigeria Police – Nigeria Police Officer's Mess Garki Abuja	1. Alternative Dispute Resolution on PPP Projects - Chartered Institute of Arbitrators. 2. Nigeria's PPP Journey & Accomplishments- ICRC



Second Quarter 3PUCF Meeting Held on the 17<sup>th</sup> June 2021 in Abuja





4th Quarter Public Private Partnership Consultative Forum Meeting (3PUCF) held at Police Officers Mess Conference Hall on 2<sup>nd</sup> December, 2021



#### 4.4.2 Nigeria Public Private Partnership Network (NPPPN)

The collaboration between the ICRC and the Nigeria Governors Forum which birthed the NPPPN was designed to incorporate the States of the Federation into the PPP space. The

success of this network has seen the increase in the enactment of PPP Laws in the States. So far, a total of 28 States of the Federation have enacted PPP Laws. In 2021, the NPPPN meetings were held virtually and physically as seen in Table 8.

**Table 8: Schedule of the 2021 Nigeria PPP Network (NPPPN) Meetings**

Session / Date	Host/Venue	Activities
First May 6 2021	ICRC - Virtual	1. Presentation by Mashora Group 2. Presentation by IF Component Lead (UKNIAF)
Second August 26 2021	ICRC - Virtual	1. Presentation on Ibom Deep Sea Port Concession 2. Presentation on Bakassi Deep Sea Port Concession 3. Presentation on Project Advisory and Support Services by IMPPACT Global Alliance
Third December 8th – 9th 2021	Lagos State Government (Bon Hotel Ikeja GRA, Lagos)	The Role of PPPs in the 2021-2025 National Development Plan” 1. Presentation by Lagos State PPP Office 2. Technical session – roundtable discussions featuring States’ Presentations on PPP Journeys



Ag. DG, Michael Ohiani, with participants at the Nigeria Public Private Partnership Network (NPPPN) Forum held on 8th December, 2021 in Lagos

## 4.5 Support Services for Organisational Developments

### 4.5.1 Staff Career Growth/Rewarding Excellence and Teamwork

Hard work, collaboration, and commitment among the workforce were crucial in securing stability and achieving success for the ICRC during the year. In the same vein the ICRC values its employees and provides them with opportunities for career advancement. In 2021, 36 employees were promoted. They were selected based on the ICRC scheme of service approved criteria for promotion of staff which included job performance evaluation, written and oral examinations. In performing this, the Commission strictly observed the principles of merit.

### 4.5.2 Sustaining Human Resources and Capacity

Investing in its employees was one of the Commission's priorities in 2021. Putting premium on the growth of all employees, the management laid out an enabling environment to develop skills and competencies, enhance capabilities, and address the competency gaps. Employees underwent various trainings and development activities targeted at improvement in PPP knowledge and skills. During the year, the HR maintained its strategy of providing an attractive workplace by offering avenues for the staff to enhance and sustain their personal, career and professional development and to keep them engaged and motivated at all times. Various trainings/briefings were conducted to address issues on health, safety & security, social issues, and other aspects of professional development

**Table 9: 2021 Staff Training and Development**

S/No	Title of Course	Training Provider	Location	Number of Staff	Date
1.	Basic PPP Training for new staff of ICRC and Youth Corps Members	ICRC	ICRC Boardroom	16	16-18 August, 2021
2.	Workshop on Workforce Planning and Budgeting	Office of the Head of Civil Service of the Federation	Keffi Hotel, Nasarawa State	4	12 – 17 September, 2021
3.	Public Speaking Master Class	Eugenia Abu Media Ltd.	Bon Hotel, No 3, Negro Crescent, Maitama, Abuja	2	14-17 September, 2021
4.	Budget Preparation Training for MDAs	Federal Ministry of Finance, Budget and National Planning	Public Service Institute, Kubwa Road, Abuja	6	20 – 22 September, 2021
5.	A two day Sensitization Workshop/Portal Training for Desk Officers of MDAs	Federal Character Commission	Anti-corruption Academy, Keffi	3	7-8 October, 2021
6.	Integrated Payroll and Personnel Information System Training	Office of the Accountant General of the Federation	Justice Idris Kutigi House, Minna	3	28-29 October, 2021
7.	Public Speaking Master Class	Eugenia Abu Media Ltd	Abuja	2	4-6 November, 2021



on home ownership, public finance, and interpersonal relations, amongst others.

Table below shows the schedule of training courses/workshops in collaboration with public and private stakeholder partners /organisations.

#### **4.5.3 Information and Communications**

The Commission recognizes the importance of effective communication with its internal and external stakeholders.

In the year under review, the following activities were carried out:

- Ensured continuous update of a content

rich, attractive and user-friendly ICRC website.

- Effectively managed social media platforms and constantly engaged stakeholders on same.
- Maintained a positive public profile of the Commission through effective and proactive media management and engagement, thereby upscaling visibility through increased media mentions.
- Ensured comprehensive media coverage of all ICRC activities.
- Produced content rich editions of the ICRC quarterly bulletins which provided periodic information on ICRC activities.

## OTHER ACTIVITIES OF THE COMMISSION IN 2021



Courtesy visit by ICRC Management to the Voice of Nigeria (VON) Headquarters on Friday 13th August, 2021 in Abuja



Sensitization Seminar on the National Vehicle Registry (VREG) by the Federal Ministry of Finance on 12th August, 2021 in Abuja



2 days Seminar of the Nigerian Institute of Transport Technology in collaboration with Federal Ministry of Transportation (FMoT) on 18th August, 2021





Petroleum Equalisation Fund Management Board (PEF) Visit to ICRC on Thursday 19th August, 2021



Courtesy visit to ICRC by Dr. Ibrahim Goni, the Conservator General of the Federation on August 20th, 2021



Courtesy visit to ICRC by the National Research Institute for Chemical Technology (NARICT) on Friday 20th August 2021



Nigeria Institute for Transport Technology (NITT) Courtesy visit to ICRC on 26th August, 2021



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



Courtesy Visit by Chartered Institute of Arbitrators Abuja Branch to the Commission, 17th November, 2021



Participants at a 1week APMG/CP3P Training Course organized by World Bank from 21st to 29th November, 2021 in Abuja



## SECTION 5: CHALLENGES AND CONSTRAINTS

### 5.1 Funding

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

### 5.2 Regulatory & Institutional Environment

A Bill to address the identified gaps in the existing law is pending before the National Assembly. The proposed amendment seeks to rename the Commission as PPP Commission and expand its powers to:

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

The bill has passed first and second readings

and awaiting the third and final reading.

### 5.3 Long Term Finance for Infrastructure Development

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

In the light of this, the government should support the development of funding sources and instruments with longer gestations by doing the following:

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

## SECTION 6: 2022 OUTLOOK

### 6.1 Key Projections for 2022

There is much to look forward to as the Commission enters the year 2022. The past decade was filled with noteworthy experiences that have helped to shape the Commission to its present state—confident and more experienced, as it continues to support the directions and plans of the current administration in its economic agenda, including the development of requisite infrastructure projects. In order to sustain these gains, the Commission approaches 2022 with a defined target on the particular sectors to focus on and the collaborations that it will be pursuing to strengthen the gains made in 2021.

The Commission will continue its commitment to work on the goals it has established in terms of growing the pipeline and the actions it will seek to make the ICRC more responsive to the needs of the implementing MDAs. The Commission will keep its relevance in the bigger economic blueprint of the country with the same tenacity and ability that has made it valuable.

For 2022, the Commission plans to focus on developing projects that will address the current needs of the Nigerian people in various emerging sectors—health, renewable energy, information and communications technology, agriculture and food security, and tourism. While the Commission focuses on these sectors, it will also maintain its support in the traditional sectors of transportation, power and educational facilities, creating a diverse

and attractive portfolio of PPP projects for investors.

The Commission plans to consolidate on its PPP knowledge and capacity by organizing training programmes through its PPP Academy – Nigerian Institute of Infrastructure and PPP (NII3P) which has become fully functional during the review year. The Academy conducted several capacity training programmes during the 2021 review period.

The Commission has begun the operationalisation of the Special Concession Account (SCA) to ensure accountability in PPP revenue, effective monitoring of revenue accruing to the Federal Government from PPP projects, and self-sustainability of the ICRC. The next plan of action in 2022 is to draw up operational guidelines and sensitise stakeholders on them.

The amendment of the ICRC Act as encapsulated in the proposed PPP Commission Bill is still one of the most urgent policy reforms that the Commission will push to institutionalize the best practices and lessons learnt in the past to secure the sustainability of the Nigerian PPP programme and projects.

To foster a competitive and transparent PPP environment, the ICRC will continue to introduce policy enhancements and updated regulations. Following the passage of the much-needed PPP Commission Act, other policy instruments aimed at guiding



stakeholders and making the PPP process more efficient and robust will be formulated and submitted to the appropriate authorities for approval.

- As the central regulatory agency for PPPs, the ICRC is committed to ensuring that the Nigerian PPP environment is attractive to international and local investors. It will ensure that the national and sub-national governments are capable and ready to implement an increasing number of PPP projects—in partnership with the private sector and other PPP stakeholders. It will continue to promote PPPs at the state level, partnering with states through the Nigerian PPP Network initiative and empowering them to take that first step in developing their PPP framework.

- Project development and monitoring assistance is a continuous priority for ICRC as it is desirous of establishing a project fund for this purpose that will be judiciously managed to attain its objectives of funding high-quality feasibility studies for projects with PPP potential. Parallel to this effort, the Commission will continue to monitor the progress of

projects which have been awarded or completed. This is to ensure that contractual obligations are being met, and to work with these parties in resolving issues that may arise.

- Close coordination with development partners will be undertaken to ensure that the Commission is adequately equipped to respond to the needs of its stakeholders. Accomplishing this requires having a competent and highly capable workforce. Hence, it will continue to build up its human resources and staff capabilities in the form of training programmes and new learning, among others.

- Overall, the ICRC will play a significant role in the Federal Government's effort to address the infrastructure needs of the country and deliver quality and affordable infrastructure to its teeming population through effective PPPs.

We see 2022 and beyond as an era of opportunities for the Commission and the national PPP programme to significantly contribute to the next level agenda of the Federal Government through the development and execution of high priority projects.

# SECTION 7: FINANCIAL SUMMARY

## 7.1 Finance and Accounts

During the year ended 31st December 2021, the Commission received a sum of N176,088,459.63 representing 100% of the total overhead expenditure budget. In

addition, the sum of N353,678,953.00 also representing 100% of the total capital expenditure budget for the year was received.

Audited Financial Accounts attached as separate report in this section.





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THE PRESIDENCY

**INFRASTRUCTURE CONCESSION REGULATORY COMMISSION  
ABUJA**

# FINANCIAL STATEMENTS

FOR THE  
YEAR ENDED  
DECEMBER 31, 2021



## **Auditors**

Adenusi & Company  
(Chartered Accountants),  
2nd Floor, Wing B City Plaza,  
7, Rubuku Close, Off Nkwere Street,  
Off Ahmadu Bello Way, Garki - Abuja



# Management & Professional Advisers

## Governing Board

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

## Executive Management Team

Mr. J. A. Michael Ohiani	Ag. Director General/Director, PPP Resource Department
Mr. Mohammed A. Bamalli	Director, Change Management Department
Mr. Emmanuel Onwodi	Director, Transport Infrastructure Department (TID)
Mr. Dada Hammed Togunde	Director, Internal Audit Department
Dr. Jobson Ewalefoh	Director, Contract Compliance Department (CCD)
Dr. Evelyn Alaye-Ogan	Director, Support Services Department (SSD)
Mr. Odili Onu	Director, Revenue Investment & Project Finance Department
Dr. Felix Ogbera	Director, Planning & Research Department

## General Management Team

Mr. J. A. Michael Ohiani	Ag. Director General/Director, PPP Resource Department
Mr. Mohammed A Bamalli	Director, Change Management Department
Mr. Emmanuel Onwodi	Director, Transport Infrastructure Department
Mr. Dada Hammed Togunde	Director, Internal Audit Department
Dr. Jobson Ewalefoh	Director, Contract Compliance Department
Dr. Evelyn Alaye-Ogan	Director, Support Services Department
Mr. Odili Onu	Director, Revenue, Investment & Project Finance Department
Dr. Felix Ogbera	Director, Planning & Research Department
Mr. Ahmed Abdulrazaq	Deputy Director/Head, Monitoring & Compliance, CCD
Mr. Shehu S. Danmusa	Deputy Director, P3RD
Mrs. Linda Amego	Deputy Director/Head, Legal & Governance Unit, DG's Office
Mrs. Deborah Okafor	Deputy Director, Planning & Research Department
Mr. Olusola Ogunsola	Deputy Director/Head, Health & Social Infrastructure P3RD
Engr. Muktar Usman	Deputy Director/Head, Procurement, DG's Office
Dr. Amanze Okere	Deputy Director/Ag. Coordinator, NII3P & Head, Special Projects Unit P3RD
Mrs. Halima Tukur-Modibbo	Asst. Director, Change Management Department
Mr. Adamu Umar	Asst. Director/Head, Rail/Roads/Bridges – TID
Mr. Akwu Okolo	Asst Director/Head, Energy and Urban Infrastructure, P3RD
Mr. Yusuf Haruna	Asst. Director/Head, Marine & Aviation –TID
Mr. Aminu Salihi	Asst Director, Health & Social Infrastructure - P3RD
Mr. Ahmed Bello Dogondaji	Asst. Director/Ag. Head, Human Resources & Administration, SSD
Mr. Mustapha Junaidu	Asst. Director, P3RD
Mr. Jide Olagunju	Asst. Director/Head, Monitoring & Compliance CCD
Mrs. Evelyn Okonofua	Asst. Director/NII3P
Ms. Adeyinka Iyanda	Asst. Director, Energy & Urban Infrastructure, P3RD
Mrs. Mary Dare	Asst. Director, Change Management Department
Mr. Filibus Daniel	Asst. Director, Human Resources & Administration, SSD
Mr. Bello Akilu	Head Finance & Accounts, SSD
Mrs. Manji Yarling	Ag. Head, Media & Publicity, DG's Office
Mr. Adeola Omilade	Ag. Head, ICT, SSD

## Office

Plot 1270 Ayangba Street, Area 11 Garki, Abuja.

## Bankers

Central Bank of Nigeria, Abuja

## Auditors

Adenusi & Company  
(Chartered Accountants),  
2nd Floor, Wing B City Plaza,  
7, Rubuku Close, Off Nkwere Street,  
Off Ahmadu Bello Way, Garki - Abuja


# Financial Highlights

FOR THE YEAR ENDED 31 DECEMBER, 2021

	2021	2020
	₤ '000	₤ '000
<b>Personnel and Overhead Subvention</b>	<b>1,214,473</b>	<b>1,014,012</b>
<b>Deficit for the Year</b>	<b>(175,072)</b>	<b>(175,879)</b>
<b>Capital Expenditure</b>	<b>127,073</b>	<b>100,868</b>
<b>Total Assets</b>	<b>1,401,074</b>	<b>1,220,917</b>
<b>Capital Grant</b>	<b>2,497,233</b>	<b>2,143,552</b>



# Report of the Auditor on the Financial Statement of Infrastructure Concession Regulatory Commission




**ADENUSI & COMPANY**  
(CHARTERED ACCOUNTANTS)  
INDEPENDENT MEMBER FIRM OF PRIMEGLOBAL

Audit • Tax • Consulting • Financial Advisory

**Abuja Office:** 2nd Floor, Wing B City Plaza, 7, Kuleba Close Off Newere Street, Off Ahmadu Bello Way, Garki, Abuja P. O. Box 7560 Wuse Abuja  
Tel: +234 062215498, 08023183737  
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**Lagos Office:** 42, Ayodele Oluwole Street, Gbagada, Lagos  
Tel: 01-8775138, 08033045371, 08023321855

**Other Office:** Ibadan, Ijebu-Ode & Maiduguri



**Prime Global**

**REPORT OF THE AUDITOR ON THE FINANCIAL STATEMENTS OF INFRASTRUCTURE CONCESSION REGULATORY COMMISSION FOR THE YEAR ENDED 31 DECEMBER, 2021.**

**Our Opinion**

In our opinion, the financial statements give a true and fair view of the financial position of the Commission for the year ended 31 December, 2021, and of the financial performance and cash flows for the year then ended in accordance with the requirements of the Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020, and the Financial Reporting Council of Nigeria Act 2011.

**What We Have Audited**

Infrastructure Concession Regulatory Commission financial statements comprise:

- The statement of financial position for the year ended 31 December, 2021
- The Statement of financial performance for the period then ended
- The statement of changes in net assets/funds for the period ended
- The statement of cash flows for the period then ended and
- The notes to the financial statements, which include a summary of significant accounting policies.

**Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing ("ISA"). Our responsibilities under those standards are further described in the Auditors' Responsibilities section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Independence**

We are independent of the Infrastructure Concession Regulatory Commission (ICRC) in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountant Non-compliance with Laws and Regulations (IESBA NOCLAR Code) together with the ethical requirements that are relevant to our audit of the financial statements.

We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA NOCLAR Code.

**Other Information**

The Management of Infrastructure Concession Regulatory Commission are responsible for the other information.

The other information include Corporate information, Internal control and risk management systems in relation to the financial reporting, Statement of Board Management responsibilities, Regulatory requirements under IPSAS regime, Operational risk management, history which we obtained prior to the date of this auditor's report, and the Management's report and Corporate directory.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read reports not made available to us before the date of this auditor's report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

### **Responsibilities of the Commission and those charged with governance for the financial statements**

The Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with International Public Sector Accounting Standards and the requirements of the Companies and Allied Matters Act, the Financial Reporting Council of Nigeria Act, and for such internal control as the Management team determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

### **Auditor's responsibilities for the audit of the financial statements**

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

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

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

We also:

- Identified and assessed the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtained audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtained an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluated the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Concluded on the appropriateness of the management team's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or,



if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern.

- Evaluated the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtained sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Commission to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Commission audit. We remain solely responsible for our audit opinion.

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

We also provided those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determined those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on Other Legal and Regulatory Requirements

*Compliance with the requirements of Schedule 5 of the Companies and Allied Matters Act, Laws of the Federation of Nigeria, 2020.*

We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit. In our opinion, proper books of account have been kept by the Commission, so far as appears from our examination of those books and the Commission's statement of financial position and statement of financial performance are in agreement with the books of account.



Ahmed Tunde Adenusi, FCA  
FRC/2013/ICAN/00000001986

For: Adenusi & Company  
Chartered Accountants

ABUJA, Nigeria.

14<sup>th</sup> June, 2022.



# Statement of Financial Performance

FOR THE YEAR ENDED 31 DECEMBER, 2021

	Notes	2021 # '000	2020 # '000
<b>Revenue</b>			
Recurrent Subventions	4	1,163,155	1,014,012
Other Revenue - Contingency	4.3	51,318	-
Total Revenue		1,214,473	1,014,012
Accrued Expenses Paid	-	(12,973)	
<b>Net Revenue for the year</b>		<b>1,214,473</b>	<b>1,001,039</b>
<b>Expenses</b>			
Salaries and Allowances	5	987,066	906,991
Travel and Transport	6	38,427	15,495
Utilities	7	25,415	12,092
Materials and Supplies	8	8,575	5,189
Maintenance Services	9	17,707	9,541
Training	10	5,233	3,855
Other Services	11	10,721	10,175
Consulting and Professional Fees	12	18,698	4,602
Fuel and Lubricants	13	16,580	3,964
Financial Charges	14	9,396	4,846
Miscellaneous Expenses	15	26,885	19,780
Other Capital Expenses	16	48,884	79,841
Depreciation Charges	17	124,640	100,547
Contingency	18	51,318	-
<b>Total Expenses</b>		<b>1,389,545</b>	<b>1,176,918</b>
<b>Deficit of Revenue Over Expenditure</b>		<b>(175,072)</b>	<b>(175,879)</b>

## Note: Other Capital Expenses

These are expenditures incurred from Capital Vote

The accounting policies and notes form an integral part of these financial statements.

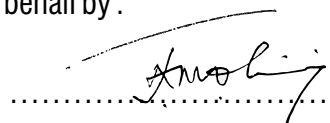


# Statement of Financial Position

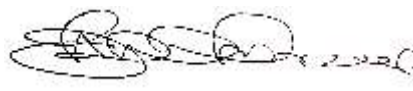
FOR THE YEAR ENDED 31 DECEMBER, 2021

	Notes	2021	2020
<b>Assets</b>		<b># '000</b>	<b># '000</b>
Non current assets			
Property, plant and equipment	17	1,174,465	1,220,915
		1,174,465	1,220,915
<b>Current assets</b>			
Receivables	18	-	-
Cash & Cash equivalent	19	226,609	2
		226,609	2
<b>Total assets</b>		<b>1,401,074</b>	<b>1,220,917</b>
<b>Liabilities</b>			
Current Liabilities			
Other Payables & Accruals	20	4,300	2,750
<b>Total Liabilities</b>		<b>4,300</b>	<b>2,750</b>
<b>Net Assets</b>		<b>1,396,774</b>	<b>1,218,167</b>
<b>Net Assets/Equity</b>			
<b>Contributed by:</b>			
Capital Grant	21	2,497,233	2,143,552
Accumulated Deficit		(1,100,459)	(925,385)
<b>Total Net Assets/Equity</b>		<b>1,396,774</b>	<b>1,218,167</b>

The Financial Statements were approved by the Executive Management Team on 9th of June, 2022 and signed on its behalf by :



**J. A. M. Ohiani**  
Ag. Director General



**Bello Akilu**  
Head, Finance & Account

The accounting policies and notes form an integral part of these financial statements.

# Statement of Changes in Net Assets/ Equity

## FOR THE YEAR ENDED 31 DECEMBER, 2021

	General Grant # '000	Accumulated Surplus/(Deficit) # '000	Total Equity # '000
At 1 January, 2020	2,167,483	(749,506)	1,417,977
<b>Changes in Net Assets/Equity for 2020</b>			
Capital Subvention receipts during the year	90,351		90,351
Refund of Grant to CRF in the year	(114,282)		(114,282)
Deficit for the year	-	(175,879)	(175,879)
	<hr/>	<hr/>	<hr/>
At 31 December, 2020	<b><u>2,143,552</u></b>	<b><u>(925,385)</u></b>	<b><u>1,218,167</u></b>
At 1 January, 2021	2,143,552	(925,385)	1,218,167
<b>Changes in Net Assets/Equity for 2021</b>			
Capital Subvention receipts during the year	353,681	-	353,681
Refund of Grant to CRF in the year	-	-	-
Deficit for the year	-	(175,072)	(175,072)
Adjustment	-	(2)	(2)
	<hr/>	<hr/>	<hr/>
At 31 December, 2021	<b><u>2,497,233</u></b>	<b><u>(1,100,459)</u></b>	<b><u>1,396,774</u></b>

The accounting policies and notes form an integral part of these financial statements.



# Statement of Cashflow

## FOR THE YEAR ENDED 31 DECEMBER, 2021

	Notes	2021 # '000	2020 # '000
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
Deficit of Revenue Over Expenditure		(175,072)	(175,879)
<b>ADJUSTMENT</b>			
Depreciation		124,640	100,547
Adjustment		(2)	-
<b>Cash Flow before changes in working capital</b>		<b>(50,434)</b>	<b>(75,332)</b>
<b>WORKING CAPITAL CHANGES</b>			
(Increase)/Decrease in Debtors & Prepayment		-	120,000
(Increase)/Decrease in Creditors & Accruals		1,550	(10,223)
(Increase)/Decrease in Stocks		-	-
<b>Net Cash Inflow/from Operating Activities</b>		<b>(48,884)</b>	<b>34,443</b>
<b>CASH FLOW INVESTING ACTIVITIES</b>			
Purchase of Fixed Assets		(78,188)	(10,514)
		-	-
<b>Net Cash Outflow from Investing Activities</b>		<b>(78,188)</b>	<b>(10,514)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>			
Capital Subvention		353,681	90,351
Transfer to CRF		-	(114,282)
<b>Net Cash Outflow from Financing Activities</b>		<b>353,681</b>	<b>(23,931)</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>		<b>226,609</b>	<b>(2)</b>
Cash and Cash equivalent as at 1st January		-	4
Cash and Cash as at 31 December, 2021.	19	<b>226,609</b>	<b>2</b>

The accounting policies and notes form an integral part of these financial statements.

# Statement of Comparism of Budget and Actual Amount

FOR THE YEAR ENDED 31 DECEMBER, 2021

	Budget	Actual	Variance	%	Budget	Actual	Variance	%
	# '000	# '000	# '000		# '000	# '000	# '000	
<b>Personnel Cost</b>								
Salaries and Allowances	1,013,246	987,066	26,180	3	946,531	906,991	39,540	4
<b>Other Recurrent Costs</b>								
Travel and Transport	37,500	38,427	(927)	(2)	46,688	15,495	31,193	67
Utilities	26,628	25,415	1,213	5	29,700	12,092	17,608	59
Materials and Supplies	9,350	8,575	775	8	8,050	5,189	2,861	36
Maintenance Services	16,960	17,707	(747)	(4)	15,000	9,541	5,459	36
Training	5,000	5,233	(233)	(5)	5,000	3,855	1,145	23
Other Services	10,400	10,721	(321)	(3)	10,000	10,175	(175)	(2)
Consulting and Professional Services	19,200	18,698	502	3	9,500	4,602	4,898	52
Fuel and Lubricants	16,500	16,580	(80)	(0)	16,500	3,964	12,536	76
Financial Charges	11,000	9,396	1,604	15	10,000	4,846	5,154	52
Miscellaneous	23,550	26,885	(3,335)	(14)	25,650	19,780	5,870	23
<b>Capital Expenditure</b>								
<b>Purchase of Fixed Assets</b>								
Purchase of Office Buildings	-	-	-	-	21,000	-	21,000	100
Purchase of Motor Vehicle	30,000	29,708	292	1	40,000	-	40,000	100
Purchase of Office Furniture and Fittings	23,000	22,600	400	2	41,000	-	41,000	100
Purchase of Computers	13,000	12,881	119	-	10,000	10,514	(514)	(5)
<b>Rehabilitation / Repairs</b>								
Rehabilitation / Repairs of Fixed Assets	13,000	13,000	-	-	40,000	-	40,000	100
Construction/Provision of Infrastructure	-	-	-	-	-	-	-	-
<b>Other Capital Expenses</b>								
Review of Concession Agreement	-	-	-	-	-	-	-	-
Research and Development	274,679	48,884	225,795	82	80,352	79,841	511	0.64
Monitoring and Evaluation	-	-	-	-	-	-	-	-
	<b>1,543,013</b>	<b>1,291,776</b>	<b>251,237</b>	<b>88</b>	<b>1,354,971</b>	<b>1,086,885</b>	<b>268,086</b>	<b>821</b>

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



# Notes to the Financial Statements

## FOR THE YEAR ENDED 31 DECEMBER, 2021

### 1 Reporting Entity

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

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

- 1 Provide general PPP policy guidelines, rules and regulations;
  - 2 Take custody of every concession agreement;
  - 3 Ensure efficient execution of any concession agreement or contract entered into the Federal Government, and the compliance of the parties.
- The Act also provides for MDAs to enter into contracts with or grant concession to any duly pre-qualified private sector proponent for the Financing, Construction, Operation, and Maintenance of any infrastructure that is financially viable or any development facility of the Federal Government.

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

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

### 2 Basis of Preparation

#### (a) Statement of Compliance

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

#### (b) Basis of Measurement

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

#### (c) Functional and Presentation Currency

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

#### (d) Use of Judgements and Estimates

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

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

#### (e) Critical Accounting Estimates and Judgement

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

### 3 Significant Accounting Policies

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

# Notes to the Financial Statements (Contd)

statements.

- (a) **Revenue**  
Revenue comprises of subventions received from the Federal Government of Nigeria during the year net of transfers to Consolidated Revenue Fund, and other internally generated revenue.
- (b) **Expenses**  
All expenses are reported on an accrual basis, expenses are recognized in the period they are incurred or when the related services are enjoyed, irrespective of when the payment is made.
- (c) **Cash and Cash Equivalent**  
Cash and cash equivalents include cash balances on hand, held in Central Bank Accounts.
- (d) **Receivables**  
Receivables comprises fees, taxes, and fines as well as social benefits receivables that do not arise out of a contract.
- (e) **Property, Plant and Equipment**

## (i) Recognition and Measurement

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

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

## (ii) Subsequent Costs

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

## (iii) Depreciation

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

The estimated useful lives for the year are as follows:

<b>Asset Class</b>	<b>Basis %</b>
Land	Lease Period
Buildings	2
Motor Vehicles	25
Office Furniture & Equipment	25
Office Equipment	25
Plant and Machinery	15
Library and Books	25

## (f) Payables

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

Accrued expenses for which payments is due in the next 12 months shall be classified as current liabilities. Where payments are due beyond 12 months, it shall be accounted for as Non current liabilities.

## (g) Capital Grant

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

## (h) Reserves

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



# Notes to the Accounts

	2021 # '000	2020 # '000
<b>4 Recurrent Subventions</b>		
4.1 Overhead Subvention	176,089	107,021
Received during the year	<u>176,089</u>	<u>107,021</u>
<b>4.2 Personnel Subvention</b>		
Received during the year	987,066	906,991
Transferred to CRF in the year	<u>-</u>	<u>-</u>
	<u>987,066</u>	<u>906,991</u>
<b>4.3 Other Revenue - Contingency</b>		
Contingency Fund Received	51,318	-
	<u>51,318</u>	<u>-</u>
	<u>1,214,473</u>	<u>1,014,012</u>
<b>4.4 Other Revenue</b>		
PPP Concession Fees	-	2,400,689
Sale of Fixed Assets	-	10,857
Transferred to Special Concession account (CBN)	-	(2,400,689)
Transferred to CRF in the year	<u>-</u>	<u>(10,857)</u>
	<u>-</u>	<u>-</u>
<b>5 Salaries and Allowances</b>		
Salaries	909,564	839,948
NHIS Contribution	8,859	7,734
Contributory Pension	<u>68,643</u>	<u>59,309</u>
	<u>987,066</u>	<u>906,991</u>
<b>6 Travel and Transport</b>		
Local travel and transport - Others	6,448	15,286
Local travel and transport - Training	19,224	209
International travel and transport - Others	<u>12,755</u>	<u>-</u>
	<u>38,427</u>	<u>15,495</u>
<b>7 Utilities</b>		
Electricity Charges	12,115	6,671
Telephone Charges	4,460	1,419
Internet Access Charges	6,758	2,645
Water Rates	1,482	1,057
Sewage Charges	<u>600</u>	<u>300</u>
	<u>25,415</u>	<u>12,092</u>

The accounting policies and notes form an integral part of these financial statements.

# Notes to the Accounts (Contd)

		2021 # '000	2020 # '000
<b>8</b>	<b>Materials and Supplies</b>		
	Office Stationeries and computer consumables	4,942	2,775
	Books	130	-
	Newspaper	701	792
	Magazines and Periodicals	100	-
	Printing of Non Security Documents	2,238	1,559
	Printing of Security Documents	164	-
	Uniforms and Other Clothing	300	63
		<b>8,575</b>	<b>5,189</b>
<b>9</b>	<b>Maintenance Services</b>		
	Maintenance of Motor Vehicles	4,192	1,655
	Maintenance of Office Furniture	820	42
	Maintenance of Office Building/ Residential Quarters	3,950	2,888
	Maintenance of Office ICT Equipment	2,515	3,305
	Maintenance of Plants / Generators	4,306	230
	Other Maintenance Services	1,924	1,421
		<b>17,707</b>	<b>9,541</b>
<b>10</b>	<b>Training</b>		
	Local Training	5,233	3,855
		<b>5,233</b>	<b>3,855</b>
<b>11</b>	<b>Other Services</b>		
	Security Services	3,080	3,120
	Cleaning and Fumigation Services	7,641	7,055
		<b>10,721</b>	<b>10,175</b>
<b>12</b>	<b>Consulting and Professional Fees</b>		
	Financial Consulting	10,235	209
	Information Technology Consulting	1,431	1,444
	Legal Services	2,732	199
	Auditing of Accounts	4,300	2,750
		<b>18,698</b>	<b>4,602</b>
<b>13</b>	<b>Fuel and Lubricants</b>		
	Vehicle Running Cost	6,080	1,696
	Plant/Generator Fuel Cost	10,500	2,268
		<b>16,580</b>	<b>3,964</b>
<b>14</b>	<b>Financial Charges</b>		
	Bank Charges	-	-
	Insurance	9,396	4,846
		<b>9,396</b>	<b>4,846</b>



# Notes to the Accounts (Contd)

	# '000	# '000
<b>15 Miscellaneous Expenses</b>		
Refreshment and Meals	4,309	3,725
Honorarium/Sitting Allowance	2,158	2,767
Publicity and Advertisement	6,835	3,450
Postages and Courier Services	473	237
Welfare Packages	11,005	2,574
Non Refundable Withholding Tax (WHT)		
Paid to FIRS	-	5,714
Subscription to Professional Bodies	2,105	1,313
	<b>26,885</b>	<b>19,780</b>
<b>16 Other Capital Expenditure</b>		
Research and Development	48,884	79,841
	<b>48,884</b>	<b>79,841</b>

The accounting policies and notes form an integral part of these financial statements.

## 17 Property, Plant & Equipment

	Building N'000	Plant & Machinery N'000	Motor Vehicles N'000	Office Equipment N'000	Furniture & Fittings N'000	Total N'000
<b>Cost</b>						
As at 1 January, 2020	1,309,741	21,324	222,136	62,000	32,900	1,648,101
Additions during the year	-	-	-	10,514	-	10,514
Balance at 1 January, 2021	<b>1,309,741</b>	<b>21,324</b>	<b>222,136</b>	<b>72,514</b>	<b>32,900</b>	<b>1,658,615</b>
Additions during the year	13,000	-	29,708	12,881	22,600	78,189
<b>Balance as at 31 December, 2021</b>	<b>1,322,741</b>	<b>21,324</b>	<b>251,844</b>	<b>85,395</b>	<b>55,500</b>	<b>1,736,804</b>
<b>Depreciation</b>						
As at 1st January, 2020	250,499	21,324	46,294	13,276	5,759	337,152
Charges for the year	26,195	-	52,036	15,028	7,288	100,547
As at 1st January, 2021	276,694	21,324	98,330	28,304	13,047	437,699
Charges for the year	26,455	-	62,961	21,349	13,875	124,640
Balance as at 31 December, 2021	<b>303,149</b>	<b>21,324</b>	<b>161,291</b>	<b>49,653</b>	<b>26,922</b>	<b>562,339</b>
<b>Carrying Amount</b>						
As at 31/12/2021	<b>1,019,592</b>	<b>-</b>	<b>90,553</b>	<b>35,742</b>	<b>28,578</b>	<b>1,174,465</b>
As at 31/12/2020	<b>1,033,047</b>	<b>-</b>	<b>123,806</b>	<b>44,210</b>	<b>19,853</b>	<b>1,220,916</b>

# Notes to the Accounts (Contd)

	2021 # '000	2020 # '000
<b>18 Contingency</b>		
Contingency Expense	51,318	-
	<b>51,318</b>	<b>-</b>
This represents total expenses incurred in respect of the late Director General of the Commission.		
<b>19 Cash and Bank Balance</b>		
CBN TSA Capital	226,610	2
CBN TSA Overhead	1	-
Transferred to CRF	(2)	-
	<b>226,609</b>	<b>2</b>
<b>20 Other Payables</b>		
Professional Fees	4,300	2,750
	<b>4,300</b>	<b>2,750</b>
<b>21 Capital Grants to Date</b>		
Balance B/FWD	2,143,552	2,167,483
Addition during the year	353,681	90,351
Refund	-	(114,282)
	<b>2,497,233</b>	<b>2,143,552</b>
<b>22 Reconciliation of Deficit in the Statement of Performance 2021</b>		
Transfer to CFR	(2)	-
Non Refundable Withholding Tax (WHT) by FIRS	-	5,714
Depreciation Charges	124,640	100,547
Provision for Audit Fee	4,300	2,750
Recurrent Expenses paid through Capital Vote	48,884	79,841
2020 Account Payables Paid in 2021	(2,750)	(12,973)
	<b>175,072</b>	<b>175,879</b>

The accounting policies and notes form an integral part of these financial statements.



# Statement of Actual Receipts and Payments

## FOR THE YEAR ENDED 31 DECEMBER, 2021

### RECEIPTS

Cash and Bank Balances as at 01/01/2021	
Capital Subvention	
Overhead Subvention	
Personnel Subvention	
Other Income	

2021 # '000	2020 # '000
2	4
353,681	90,351
176,089	107,021
987,066	906,991
51,318	-
<b>1,568,156</b>	<b>1,104,367</b>

### PAYMENTS

Addition to Land and Building	
Addition to Motor Vehicles	
Addition to Furniture and Fittings	
Addition to Computer and ICT Equipment	
Research and Development	
Salaries and Allowances	
Travel and Transport Expenses	
Books	
Vehicle Running Costs	
Maintenance - Furniture & Equipment	
Maintenance - Computer & IT Equipment	
Maintenance - Motor Vehicles	
Maintenance - Office Building	
Maintenance - Plant & Generators	
Maintenance - Other Services	
Telephone & Internet	
Office Stationeries and Computer Consumables	
Electricity & Water Rates	
Sewage Charges	
Refreshment & Meals	
Newspaper, Magazines and Periodicals	
Subscriptions	
Advert and Publicity	
Cleaning & Fumigation Expenses	
Audit Fees and Expenses	
Consultancy Fees	
Information Technology Consulting	
Local Training	
Legal Services	
Security Expenses	
Medical/Welfare Expenses	
Insurance	
Honorarium/Sitting Allowance	
Plant/Generator Fuel Cost	
Transferred to CRF	
Printing of Non Security Documents	
Postages & Courier Services	
Contingency	
Uniform and Other Clothings	
Printing of Security Documents	
Accrued Expenses	

13,000	-
29,708	-
22,600	-
12,881	10,514
48,884	79,841
987,066	906,991
38,427	15,495
130	-
6,080	1,696
820	42
2,515	3,305
4,192	1,655
3,950	2,888
4,306	230
1,924	1,421
11,218	4,301
4,942	2,775
13,597	7,728
600	300
4,309	3,725
801	792
2,105	1,313
6,835	3,450
7,642	7,055
-	-
12,985	209
1,431	1,444
5,233	3,855
2,732	199
3,080	3,120
11,005	2,574
9,396	4,846
2,158	2,767
10,500	2,268
2	-
2,238	1,559
473	-
51,318	-
300	-
164	62
-	12,973
<b>1,341,547</b>	<b>1,091,393</b>
<b>226,609</b>	<b>12,975</b>

# Five Year Financial Summary

FOR THE YEAR ENDED 31 DECEMBER, 2021

	2021 # '000	2020 # '000	2019 # '000	2018 # '000	2017 # '000
Recurrent Subventions	1,214,472 <b>1,214,472</b>	1,014,012 <b>1,014,012</b>	1,010,120 <b>1,010,120</b>	975,016 <b>975,016</b>	802,094 <b>802,094</b>
<b>Employment of Funds</b>					
Property, Plant and Equipment	1,174,465	1,220,915	1,310,946	1,011,240	1,464,928
Net Current Assets	222,309	(2,748)	107,031	26,138	(2,657)
<b>Net Assets</b>	<b>1,396,774</b>	<b>1,218,167</b>	<b>1,417,977</b>	<b>1,037,378</b>	<b>1,462,271</b>
<b>Funds Employed</b>					
Capital Grant	2,497,233	2,143,552	2,167,483	1,550,809	1,498,037
Retained Earnings	(1,100,459)	(925,385)	(749,506)	(513,431)	(35,766)
	<b>1,396,774</b>	<b>1,218,167</b>	<b>1,417,977</b>	<b>1,037,378</b>	<b>1,462,271</b>

## APPENDIX I: PRE-CONTRACT PROJECTS (AT DEVELOPMENT AND PROCUREMENT) STATUS REPORT, AS AT 31st DECEMBER 2021 (IN SECTOR FORMAT)

S/N	MDA	PROJECT / DESCRIPTION	SECTOR	STATUS	PHASE
1	Federal Ministry of Agriculture and Rural Development	<b>Deployment of 2,000 units of tractors and other mechanized equipment</b> to Federal Ministry of Agriculture and Rural Development through SMART total mechanization package.	Agriculture	On April 16, 2018 representatives of FMARD and Nigeria Agriculture Mechanization and Equipment Leasing Limited (NAMEL) made a presentation to the Commission on the proposed PPP arrangement titled 'Solutions for Sustainable Food Production'.	Development
2	Federal Ministry of Agriculture and Rural Development	<b>Projects, involving PPPs on:</b> i. Federal Coastal Fishery Terminal, Ebughu, Akwa Ibom State ii. Federal Coastal Fishery Terminal, Borokiri Rivers State iii. Fish Processing Centre, Jebba, Kwara State iv. Agro Aviation Hangar, Kaduna	Agriculture	The Commission granted joint OBC/FBC Compliance Certificates for the Akwa Ibom and Rivers State projects on February 28, 2018.  The Ministry applied for the revalidation of the Full Business Case (FBC) Certificate for the Federal Coastal Fishery Terminal Ebughu-Akwa Ibom State. Sequel to reviews, this was revalidated on September 27, 2021	Procurement
3	National Veterinary Research Institute (NVRI) / Federal Ministry of Health	<b>Vaccine Production Facility</b>  National Veterinary Research Institute (NVRI) is desirous to commercialize vaccine production within the institute.	Agri-Health	The Commission advised NVRI on the composition of the Project Steering Committee (PSC).  ICRC is awaiting the confirmation of a suitable date for the inauguration of the PSC.	Development
4	Federal Ministry of Aviation	<b>Concession of Mallam Aminu Kano International Airport, Kano</b>  The FGN proposed to concession the Mallam Aminu Kano International Airport Terminal Building, Kano State as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TA).  ICRC received revised Outline Business Case (OBC) report on 22nd Oct, 2019; and issued OBC compliance certificate on 22nd June, 2020  <b>Next step:</b> Procurement of suitable investor for the project	Procurement
5	Federal Ministry of Aviation	<b>Concession of Port Harcourt International Airport</b>  The FGN proposed to concession the Port Harcourt International Airport Terminal Building, Rivers State as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TAs).  ICRC received revised Outline Business Case (OBC) report on 22nd Oct, 2019; and issued OBC compliance certificate on 22nd June, 2020  <b>Next step:</b> Procurement of suitable investor for the project	Procurement
6	Federal Ministry of Aviation	<b>Concession of Murtala Muhammed International Airport, Lagos</b>  The FGN proposed to concession the Murtala Muhammed International Airport Terminal Building, Lagos State as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TAs).  ICRC received revised Outline Business Case (OBC) report on 22nd Oct, 2019; and issued OBC compliance certificate on 22nd June, 2020  <b>Next step:</b> Procurement of suitable investor for the project	Procurement
7	Federal Ministry of Aviation	<b>Concession of Nnamdi Azikiwe International Airport, Abuja</b>  The FGN proposed to concession the Nnamdi Azikiwe International Airport Terminal Building, Abuja -FCT as part of aviation sector reform programme	Aviation	Proserve Consortium was procured as Transaction Advisers (TAs).  ICRC received revised Outline Business Case (OBC) report on 22nd Oct, 2019; and issued OBC compliance certificate on 22nd June, 2020  <b>Next step:</b> Procurement of suitable investor for the project	Procurement
8	Federal Ministry of Aviation	<b>Development of a Maintenance, Repairs and Overhaul (MRO) Facility</b>  The FGN intends to establish an MRO facility for aircraft maintenance, inspections and supply of parts to the aviation sector	Aviation	Catamaran Consortium was procured as Transaction Advisers (TAs).  OBC Compliance Certificate issued 21st May, 2018.  The Ministry approved the RFQ evaluation report for the selection of concessionaire; which was issued to the qualified bidders. Bidders' Conference took place on 24th February, 2020. Qualified bidders for evaluation have submitted their proposals.  <b>Next step:</b> Awaiting report of the evaluation process with selection of the preferred bidder from the Ministry	Procurement



9	Federal Ministry of Aviation	<p><b>Establishment of an Aviation Leasing Company (ALC)</b></p> <p>The FGN intends to establish an ALC for the leasing of aircrafts to operators in the country and the continent as none exist in Africa at the moment.</p>	Aviation	<p>Catamaran Consortium was procured as Transaction Advisers (TAs).</p> <p>OBC Compliance Certificate issued 21st May, 2018.</p> <p>The Ministry approved the RFQ evaluation report for the selection of concessionaire; which was issued to the qualified bidders. Bidders' Conference held on 24th February, 2020. Qualified bidders for evaluation have submitted their proposals</p> <p><b>Next step:</b> Awaiting report of the evaluation process with selection of the preferred bidder from the Ministry Draft Contract Agreement for the project was sent to the Commission on June 21, 2021</p>	Procurement
10	Federal Ministry of Aviation	<p><b>Development of an Aerotropolis (Airport City)</b></p> <p>The FGN intends to develop an Aerotropolis in a suitable location to be determined by the Transaction Adviser. This entails the setting up and development of structures that will support the activities around the airport and aviation in general.</p>	Aviation	<p>The Commission received an Updated Outline Business Case report on 25th May, 2021. The review of the OBC is ongoing while waiting on a detailed Financial Model to conclude the review process.</p> <p><b>Next step:</b> Awaiting detailed Financial Model to conclude the review process.</p>	Development
11	Federal Ministry of Aviation	<p><b>Development of a 6 Cargo/Agro Airports in the Geo-Political zones</b></p> <p>The FGN intends to develop 6 Cargo/Agro airports in each of the geo-political zones to provide cargo handling and specialized logistics for agro products.</p>	Aviation	<p>The Infrastructure Bank (TIB) Consortium was procured as Transaction Advisers (TAs)</p> <p>The Commission received an Outline Business Case (OBS) report and currently under reviewing.</p> <p><b>Next step:</b> Certification of OBC report</p>	Development
12	Federal Ministry of Aviation	<p><b>Establishment of a National Carrier</b></p> <p>The FGN intends to establish a National Carrier for the country through a PPP arrangement. The national carrier will have a hub in a designated airport as one of the outcomes of the assignment from the TA.</p>	Aviation	<p>Federal Executive Council has approved to replace Lufthansa Consulting with Airline Management Group (AMG) to undertake the Transaction Advisory assignment.</p> <ul style="list-style-type: none"> <li>• The Project Proposal received on 29th June, 2018</li> <li>• OBC Certificate of Compliance Issued by ICRC on 6th July, 2018</li> </ul> <p>The official Name (Nigeria Air) and Logo were unveiled with an Investor Teaser at Farnborough Air show on 18th July 2018</p> <ul style="list-style-type: none"> <li>• OBC Certificate was revalidated 25th November, 2019</li> </ul> <p>The Commission once again revalidated and re-issued OBC Compliance Certificate to the FMOA on 28th September, 2020</p> <p>The Commission withdrew the OBC Certificate issued on 28th September, 2020 and re-issued another OBC Certificate of Compliance dated 18th December, 2020 to enable the Aviation Ministry proceed to procurement stage.</p> <p><b>Next step:</b> Procurement process for the selection of suitable investor</p>	Procurement
13	National Commission for Museums & Monuments/ Federal Ministry of Information & Culture	<p><b>Development of Recreational Park within the Museum premises, Enugu.</b></p> <p>(Unsolicited Proposal): An unsolicited proposal submitted to the National Commission for Museums &amp; Monuments to develop recreational park in Enugu, within the Museum premises.</p>	Culture	<p>OBC Compliance Certificate granted on October 16, 2017.</p> <p>Eol has been prepared for advert.</p> <p>As an unsolicited proposal the project shall go through Swiss Challenge methodology to ensure competition and Transparency.</p> <p><b>Next Step:</b> Submission and Evaluation of Eols.</p>	Development
14	Federal Ministry of Information and Culture	<p><b>National Theatre (Solicited Proposal):</b> The project involves the development of 65 hectares of the 134 hectares fallow land around the National Theatre by building 5-star hotel, office buildings, leisure Park, shopping mall and Multi Level car park.</p>	Culture	<p>Full Business Case (FBC) Certificate of Compliance revalidation has been granted by ICRC.</p> <p>Ministry is to submit FBC for approval by FEC</p>	Procurement

15	<b>Federal Ministry of Information and Culture</b>	<p><b><u>Development of National Council for Arts and Culture's land through PPP</u></b></p> <p>The Council is desirous of developing an edifice on its parcel of Land located at Central Business District, Abuja through PPP that will comprise the following:</p> <ul style="list-style-type: none"> <li>i. Culture and Arts Theatre</li> <li>ii. Office Development for use by NCAC</li> <li>iii. Conference and event exhibition hall, Shopping Mall</li> </ul>	Culture	The Ministry is required to engage a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability.	Development
16	<b>Federal Ministry of Education</b>	<p><b><u>PPPs involving the following:</u></b></p> <ul style="list-style-type: none"> <li>i. Upgrade of the ICT Laboratories/Business Centers in Federal Schools</li> <li>ii. Upgrade of existing libraries</li> <li>Upgrade of vocational schools</li> </ul>	Education	The Ministry is in the process of procuring Transaction Advisers to prepare Outline Business Cases to determine the projects' viability and bankability.	Development
17	<b>Federal Ministry of Education</b>	<p><b><u>National Mathematical Center</u></b></p> <ul style="list-style-type: none"> <li>i. Development of an International Conference Center</li> </ul> <p>Construction of National Mathematical Centre-International Science Academy (NMC-IMSA)</p>	Education	The Ministry is in the process of procuring Transaction Advisers to prepare Outline Business Cases to determine the projects' viability and bankability.	Development
18	<b>Federal Ministry of Education / Federal University Gusau (FUG)</b>	<p><b><u>PPPs involving the following:</u></b></p> <ul style="list-style-type: none"> <li>i. Proposed construction of Students Hostel, 500-Units of Staff Housing, Roads &amp; Drainages, Shopping Mall, Staff/Students Cafeteria, Bio-gas Electricity Power plant and Poultry Farm</li> <li>ii. On-line application System for e-registration platform, Computation / compilation of Students' results, e-Learning and web portal development.</li> </ul> <p>Proposed construction of Vice Chancellor's Lodge, Pro-Chancellor's Lodge, Principal Officers' Quarters, Senior Staff Housing, Junior Staff Housing, External Electrification, Borehole &amp; Overhead Tanks, etc</p>	Education	The University is in the process of procuring Transaction Advisers to prepare an Outline Business Cases to determine the projects' viability and bankability ICRC reviewed the submitted documents in line with statutory processes. University written to supply additional information on the project and also confirm availability of land space for the entire project.	Development
19	<b>Federal Ministry of Education</b>	<p><b><u>Computer Based Test Centre (National Business and Technical Examinations Board)</u></b></p> <p>The Computer Based Test (CBT) Centre project is to enhance efficiencies of candidates in Technical and Vocational Education through Information and Computer Technology.</p>	Education	<p>The Project is currently functional but the NABTEB has been asked by the Commission to forward relevant documents on the project to the Commission.</p> <p>The Business Case and Executed Contract Agreement were reviewed and it was found that it did not satisfy the key features of PPP contracts. The Commission requested additional documents to incorporate the issues raised.</p> <p>The Board has been advised to submit a Joint OBC/FBC for review.</p>	Procurement
20	<b>Federal Ministry of Education</b>	<p><b><u>Development of Commercial Hub at National Open University of Nigeria (NOUN)</u></b></p> <p>The National Open University of Nigeria is desirous of building a commercial hub for the University Community within the campus at Jabi, Abuja using the PPP arrangement. The complex will have the following facilities Banking malls, Supermarket, Restaurants, Bookstore, retail shops etc</p>	Education	ICRC issued an OBC Certificate of Compliance on the October 7, 2017	Development
21	<b>Federal Ministry of Education/ University of Abuja</b>	<p><b><u>Development of Students Hostel at University of Abuja</u></b></p> <p>The University intends to build hostels for its teeming students as well as staff housing estate using PPP</p>	Education	<p>OBC certificate of Compliance was granted on 23rd September, 2020.</p> <p>Letter nominating PSC and PDT members was sent to UNIABUJA on 20/11/2020</p> <p>Meeting with the PPP Unit, UNIABUJA held on Wednesday, the 16th of December, 2020. The meeting was at the request of UNIABUJA to discuss the way forward on the proposed hostel development in the University. The Commission had issued an OBC Compliance Certificate to the University but included some requirements that must be met before the project could proceed.</p> <p>20 Prospective bidders submitted their bids and Technical Evaluation of the bids was carried out between Friday 22 - Monday 25 January 2021 .</p> <p>Inauguration of PSC and PDT held on the 26th January 2021. Next step is the submission of Evaluation report.</p> <p>Meeting of the PDT held on February 4, 2021 at the Bursars Conference Room, Main Campus.</p> <p>RFP issued to bidders. Pre -bidders conference held on the 13th April, 2021. Review of the Concession Agreement on-going.</p> <p>Reviewed the RFP &amp; Contract agreement documents and advised that the draft Contract agreement be recalled and amended on the 28th May 2021.</p>	Development

22	Upgrade and concession of hostel at Public Service Institute of Nigeria	<b>Upgrade and Concession of Properties through PPP methodology</b> Public Service Institute of Nigeria is desirous of using PPP procurement methodology to upgrade and concession to private party its 108 rooms female hostel and another 27 rooms purpose built guest chalet.	Education	The project is currently in development phase. The Institute is working with consultants to prepare an Outline Business Case to determine project viability and bankability.	Development
23	Federal Ministry of Health/UCH, Ibadan	<b>Development of Shopping Mall, University College Hospital (UCH), Ibadan</b>  UCH seeks to develop a Shopping Mall through PPP Procurement.	Education	Sensitization workshop and Inaugural PDT meeting held on October 17 & 19, 2017 at the Hospital premises  Arrangements are in place to regularize the existing MoU with the Concessionaire. A meeting took place at Federal Ministry of Health in October 2020.	Development
24	Federal University, Wukari/Federal Ministry of Education	<b>Development of hostel facilities and accommodation for Staff and Students</b>	Education	The submitted project proposal document has been reviewed and the University was advised to prepare an OBC. Awaiting the University's response.	Development
25	Federal Ministry of Education / Federal College of Education, Ogun State	<b>Development of Student Hostels at Federal College of Education Abeokuta, Ogun State</b>  Federal College of Education Abeokuta seeks guidance to develop hostel accommodation using PPP procurement process.	Education	The necessary documents and additional information requested by the Commission have been reviewed and the University has been advised accordingly through a letter written January 25th, 2019.	Development
26	Federal Ministry of Power	<b>Energizing Education Program</b> Electrification Program of Tertiary Institutions initiated by the FMPW&H to develop off-grid power plant projects in order to provide uninterrupted and dedicated power supply to forty (40) Federal Universities and neighboring University Teaching Hospitals across the Federation.	Education	The FMPW&H is to prepare a structuring report and submit to ICRC	Development
27	University of Calabar/ Federal Ministry of Education	<b>400 Room Students Hostel</b> The project consists of two hostels that will comprise 400 rooms on a 1.9 Hectares land within the University of Calabar premises and is estimated to cost N1,326,000,000 with a completion period of 9 months. On completion, each Hostel will house 1,600 students, making a total of 3,200 students for the two Hostels.	Education	UNICAL has been advised to repackage the project to meet requirements of N4P and ICRC Act	Development
28	Kaduna Polytechnic / Ministry of Education	<b>Rehabilitation of Students' hostel</b> In line with the desire to bridge the infrastructural gap in Kaduna Polytechnic, the Institution is committed to develop solutions for its infrastructural decay and to solicit for financiers for the institution's infrastructure development Projects. Namely; the Renovation of Students' hostel.	Education	FBC issued on 12th February 2020 FEC approval FBC on 8th July 2020. Concession Agreement signed on 21st August, 2020	Procurement
29	Federal Ministry of Education/ National Commission for Colleges of Education (NCCE)	<b>Development of Hostel Accommodation for Colleges of Education</b> The Ministry received an unsolicited proposal by Adonai Ventures Ltd to build hostel accommodation for Colleges of Education in Nigeria.	Education	A stakeholders meeting held on 17th April, 2019 to discuss the unsolicited proposal by Adonai Ventures Ltd to build hostel accommodation for Colleges of Education in Nigeria.	Development
30	Federal Ministry of Education/University of Port-Harcourt	<b>Regularization of Build Operate and Transfer Process for the development of Retail and Entertainment Centre</b> The University of Port-Harcourt seeks to regularize an ongoing PPP Project to conform with National PPP Laws	Education	ICRC reviewed a signed agreement with regards to the project with the aim of regularizing and legalizing the PPP process that was started by the University, but which had not gone through ICRC, to conform with the ICRC Act.	Development
31	Federal Ministry of Education/University of Port-Harcourt	Development and Construction Of Private Students' Hostel Accommodation For University Of Port-Harcourt	Education	The Commission has reviewed the submitted OBC and has advised the University accordingly.	Development
32	Federal Ministry of Education/University of Port-Harcourt	<b>Regularization of Build Operate and Transfer Process for the development of Entertainment Centre</b> The University of Port-Harcourt seeks to regularize an ongoing PPP Project to conform with National PPP Laws	Education	The review of the Project Structuring report is ongoing	Development
33	Federal Ministry of Education/Federal University of Petroleum Resources, Effurun, Delta State	Establishment of a Bespoke food Court on Design, Finance, Build, Operate and Transfer (DFBOT) Scheme.	Education	Received the OBC document on 27 <sup>th</sup> April 2021 and review is ongoing in line with pre-contract regulatory guidance. A letter issued to the University on 11th June, 2021 declining the issuance of OBC Certificate. Received an updated OBC from the University on the 30/8/2021 and review is on-going. OBC Compliance Certificate issued on the 30th of September, 2021	Development
34	Federal Ministry of Education/University of Port Harcourt	The University seeks to develop and construct 110 units of shops. The shopping complex is to be procured via PPP with OSIWOKS Nig. Ltd and is to be located close to the Presidential and Medical hostels in the Abuja Park.	Education	Declined issuance of OBC Certificate of Compliance via letter dated 30 <sup>th</sup> Dec, 2021 pending provision of more information in line with N4P.	Development



35	<b>Federal Ministry of Education/University of Port Harcourt</b>	The University seeks for the establishment of a Loading Bay for Taxis/Buses, University Park by the main gate area (Abuja Park).	Education	The document has been reviewed and a letter issued to the University on 11 <sup>th</sup> June, 2021 declining the issuance of OBC Certificate.  Declined again, the issuance of OBC Certificate of Compliance via letter dated 30 <sup>th</sup> Dec, 2021 pending provision of more information in line with N4P.	Development
36	<b>Federal Ministry of Education/University of Uyo</b>	<b><u>Construction Of students Hostels on a PPP arrangement.</u></b> The University of Uyo is seeking to collaborate with a Private Proponent for the development of students hostels at the various campuses of the University with a capacity for 12,000 bed spaces.	Education	The Commission has reviewed the OBC document and advised the University to provide more information to confirm viability and bankability of the project. Nominated members of the PSC and PDT to represent ICR for UNIUYO hostel project on 26th May 2021. Inauguration of PSC & PDT scheduled for the 9th and 10th of August respectively. PSC & PDT was inaugurated on 9th August, inaugural PDT meeting and site visit to the allocated land held same day.	Development
37	<b>Federal Ministry of Health/University College Hospital Ibadan</b>	Establishment and Operation of an Independent Power Plant in the Hospital	Education/ Energy	A letter dated 2 <sup>nd</sup> July, 2021 was sent to the Ministry to provide more information to confirm viability and bankability of the project.	Development
38	<b>Federal Ministry of Health/ University of Ibadan College Hospital</b>	<b><u>Re: Request for Approval for the Establishment and Operation of an Independent Power Plant in the University College Hospital</u></b>	Education/ Power	Review of Power Purchase agreement between BU Power Ltd and University is on-going.  Reviewed the Power Purchase agreement between BU Power Ltd and our comments submitted on the 17th May to DCCD as the head of task team	Development
39	<b>Airforce Institute of Technology, Kaduna</b>	Unsolicited proposal submitted by private proponents on the development of students' hostels	Education/ Urban Development	Met with the Management team on the 9 <sup>th</sup> June 2021 and highlighted the processes of Solicited and Unsolicited processes.	Development
40	<b>Ahmadu Bello University Zaria</b>	<b><u>Development of Shopping Complex and Luxury Apartments at GRA Zaria through a PPP arrangement</u></b>	Education/Urban Development	The University proposes to develop infrastructure through PPP, and have submitted a concept note for review.	Development
41	<b>Federal Ministry of Water Resources</b>	<b><u>Gurara 2 Greenfield Multi-Purpose Dam</u></b> The Concession of the Gurara 2 Greenfield multi-purpose Dam, Niger State includes 300MW of hydropower components of the dam.	Energy	The project is currently in Development Phase. The project land is encumbered and the Ministry is resolving the issue. Thereafter, the Outline Business Case is expected to be forwarded to ICRC. Awaiting the Ministry's response	Development
42	<b>Federal Ministry of Water Resources</b>	<b><u>Owena Multi-Purpose Dam water supply (Unsolicited Proposal)</u></b> The project will provide about 1.5kwh of electricity to the national grid.	Energy	The Commission granted OBC Certificate of Compliance on March 10, 2017.	Development
43	<b>Federal Ministry of Water Resources</b>	<b><u>Development of 9MW Oyan Dam Unsolicited</u></b> This involves the Operations and Maintenance of 9MW hydroelectric power.	Energy	The Commission has revalidated the OBC Certificate of Compliance (which expired on March 8, 2018) since all key parameters remained the same	Development
44	<b>Federal Ministry of Water Resources</b>	<b><u>Development of 220MW River Mada Medium hydropower plant in Nasarawa State</u></b> This involves the Operations and Maintenance of 220MW hydroelectric power.	Energy	The Commission reviewed the updated OBC and issued a Compliance Certificate on February 23, 2018.	Development
45	<b>Federal Ministry of Water Resources</b>	<b><u>Other PPP Projects:</u></b> i. Development of Tede Dam for Hydro power and other purposes. ii. Concession of Oturkpo Dam for Hydro Power and other purposes. Development of Dasin Hausa Dam for Hydro power and other purposes.	Energy	The Ministry has been advised to procure a Transaction Adviser that will prepare a bankable OBC report for the project.	Development
46	<b>Federal Ministry of Mines and Steel</b>	<b><u>Ajaokuta Steel company Ltd &amp; National Iron Ore Mining Company (NIOMCO)</u></b> Rehabilitation, completion, management and operation of Ajaokuta Steel Company and National Iron Ore Mining Company (NIOMCO) through PPP Concession agreement.	Energy	Monitoring visit took place to Ajaokuta Steel Complex and National Iron Ore Mining Corporation, Itakpe (from 24th - 26th April, 2018.) Selection of Transaction Adviser for the concession of Ajaokuta Steel Company (ASCL) is ongoing.	Development
47	<b>Federal Ministry of Power/Nigerian Electricity Management Services Agency (NEMSA)</b>	<b><u>Transformer Repair Services</u></b>  The project is an unsolicited proposal submitted by Kilowatt Electrics Limited (KWEL) to the NEMSA. KWEL is proposing a joint venture partnership with NEMSA to operate the transformer repairs workshop in Ijora Lagos and construction of transformer repair workshops in Port Harcourt and Kaduna centers. The partnership will also include the role of electrical inspection, testing and certification of all electrical installation hitherto performed by NEMSA.	Energy	The Commission wrote a letter to Nigerian Electricity Management Services Agency (NEMSA) on 3rd January, 2020 inviting the MD to note the observations and recommendations with respect to the draft Concession Agreement. Extension of time for submission of the RFP by the lone bidder was granted by the Commission. The Commission accompanied an inspection team lead by NEMSA to inspect the project site in Lagos in 18th-20th November 2020 in readiness for the RfP submission by the Bidder PDT meeting held on April 15, 2021. Deadline for RfP submission was put at April 30, 2021. Technical Bid opening for concessionaire took place on May 17, 2021 Financial Bid opening for concessionaire took place on June 7, 2021	Procurement

48	Federal Capital Territory/ Abuja Infrastructure Investment Center (AIIC)	<b><u>Small Hydropower Embedded Power from the Wupa Water Treatment Plant Effluent Discharge</u></b> Wupa Water Treatment Plant Project on a Build Operate and Transfer (BOT) PPP model to produce electric power from the effluent discharge from the plant. Power generation capacity is estimated at 3,346.29kW/day which would power the WWTP and also provide the input for the production of fertilizer and plastics. The power plant is expected to sell excess power to the national grid.	Energy	Draft OBC sent by MDA and reviewed by the Commission August 8, 2017  Meeting held with project stakeholders on August 16, 2017	Development
49	Federal Ministry of Power	<b><u>Concession of 1.2MW Grid Connected PV Solar Power Plant</u></b> Concession of 1.2MW Grid Connected PV Solar Power Plant at Lower Usuma Dam, Abuja under the Japanese Grant-In-Aid to the FGN	Energy	OBC Certificate of Compliance was issued on 13th September, 2017. An updated project Concept Note is being awaited from FMPW&H.	Development
50	Federal Ministry of Petroleum Resources	<b><u>NNPC Refineries Rehabilitation Project</u></b>  The project will involve the rehabilitation of refineries across the country.	Energy	A meeting took place between ICRC and an NNPC Team to discuss the Rehabilitation and PPP O&M of Nigeria's Refineries (Port-Harcourt, Warri and Kaduna) on 6th July, 2020.  Virtual Bid Opening for EPC Contracts on Port-Harcourt Refinery took place on July 24, 2020.  Virtual Bid Opening for EPC Contracts on Warri and Kaduna Refineries took place on 25 August, 2020.	Development
51	Federal Ministry of Petroleum Resources	<b><u>Construction Of LPG And Ethanol/Methanol Plants At Emede Uzere Delta State (On Public Private Partnership (PPP) Basis)</u></b> The construction of an LPG and Ethanol/Methanol Plant at Emede Uzere, Delta State from Everlink Sourcing Ltd to the Ministry of Petroleum Resources. Identification of Public Private Partnership projects for Petroleum Equalization Fund,	Energy	Project site inspection was conducted by the Commission. Meeting with the management staff of PEF and ICRC on the 19th day of August. PEF yet to decide projects to be undertaken as PPPs.	Procurement
52	Federal Ministry of Power	<b><u>700 MW Zungeru Hydro Electric Power Plant.</u></b>	Energy	Technical bid opening and evaluation for TA selection took place on June 23, 2021.	Development
53	Federal Ministry of Petroleum Resources/NNPC	FMoP have sent concept notes to the Commission and are keen to develop the following projects; i. Concession and development of 25MW Katsina Wind Farm ii. Concession and development of 215MW Kaduna Power Plant iii. Concession and development of 10MW lake Chad Basin Development Authority, Borno. Concession and development of 1.2MW Solar facilities at Lower Usuma Dam.	Energy	The Commission received concept notes on April 12, 2018. The Ministry has been requested to update the Concept Notes and engage a TA to assist with the process.	Development
54	Federal Ministry of Power	<b><u>University of Benin 15MW Solar Project (Unsolicited Proposal)</u></b> The project is a 15MW PV Solar power to be sited on a 30Hectare parcel of land at the University of Benin Ugbowo Campus.	Energy	OBC Certificate of Compliance was granted on March 19, 2018.  RFP evaluation exercise has been conducted by UNIBEN. A virtual meeting was held between ICRC E&U Unit and UNIBEN project Team on the 3rd November 2020 to discuss critical dynamics of the project structure to ensure commercial close can be successful achieved.  UNIBEN Team is to revert with all the actionable steps discussed and agreed.	Development
55	Federal Ministry of Education	<b><u>Development of Hydro power from Kiri Dam</u></b>	Energy	Settlement meeting in Suit No. FHC/ABJ/CS/110/2019 – Kiri Hydropower Ltd V. Minister, Federal Ministry of Water Resources & 5 Ors held on 14th Aug, 2019. The Attorney General and Minister of Justice has issued a Legal Opinion for guidance vide a letter on 22nd July, 2020 on the Kiri suit.  At the meeting held with the Minister on May 17 2021, ICRC informed that this procurement should be conducted through a solicited process, hence the ministry should engage a transaction adviser to prepare OBC and Financial Model.	Development
56	Federal Ministry of Water Resources	<b><u>Solar Power Off-Grid Rural Electrification</u></b> The project involves the provision of off-grid solar power to the remote rural communities in Taraba, Gombe, Niger, Kogi, Ebonyi, Oyo, Ogun, Edo, Akwa Ibom, Katsina and Kebbi states	Energy	The Agency requested compliance certification for the OBC/FBC Request for Proposal (RfP) has been sent to qualified bidder. Evaluation of the RFP has been concluded  Joint OBC/FBC compliance certificate was Revalidated 7th October 2020.	Procurement

57	<b>Federal Ministry of Power/ Electrification Agency</b>	<b>40 MW Kashimbilla Dam Hydropower Station</b> Kashimbilla Dam is a 32m high composite dam with a 40 MW hydropower station located on the Katsina-Ala River, Taraba State, a tributary of the Benue River, approximately 20 km downstream of the Nigeria-Cameroon border. It comprises a zoned rockfill embankment with a central mass gravity ogee spillway, an outlet works which consist of multi-level intakes and outlet structure.	Energy	The Commission granted OBC Compliance Certification on October 15th, 2018.  Meeting between ICRC and the Transaction Adviser on the re-alignment of the items in the OBC to enable take-off of the project on April 19, 2021  PDT meeting took place on June 22, 2021 to discuss the RfQ publication.	Procurement
58	<b>Federal Ministry of Power</b>	<b>Makurdi Hydropower Project</b> The Makurdi Hydropower Project (Makurdi HPP) was originally conceived as part of the Plan for Electric Power System Development issued by the then National Electric Power Authority [NEPA] in 1974. The planned dam site is located on the Benue River, the primary tributary of the Niger River in Nigeria, about 10 ~ 15 km upstream of Makurdi, the capital of Benue State.	Energy	The Commission granted OBC Compliance Certification on October 15th, 2018.	Procurement
59	<b>Federal Ministry of Power</b>	Development of 136 MW Many Hydropower Generation Facility, Taraba State	Energy	OBC Certificate of Compliance granted on March 18th, 2019  The OBC compliance certificate was Revalidated 26th October 2020.	Procurement
60	<b>Federal Ministry of Water Resources</b>	Development of 182 MW Bawarku Hydropower Generation, Benue State	Energy	OBC Certificate of Compliance granted on March 18th, 2019  The OBC compliance certificate was Revalidated 26th October 2020.	Procurement
61	<b>Federal Ministry of Water Resources</b>	Development of Hydroelectric power from existing 6 Small & Medium from dams across the Country Federal Executive Council (FEC) gave an approval on the 30th November 2016 for 6 dams. 1. Bakolori Dam, Zamfara State 2. Omi - Kampe Dam, Kogi State 3. Doma Dam, Nasarawa State 4. Jibiya Dam, Katsina State 5. Zobe Dam, Katsina State 6. Ikere Gorge Dam, Oyo State	Energy	Ongoing finalization of the Concession Agreements between the Ministry and the Preferred Bidders for onward transmission to the Federal Ministry of Justice for vetting.  A meeting took place between ICRC, FMOP, and their Legal Advisers AELEX Partners on 27 August 2020 to discuss ICRC's recommendations for Ikere Gorge, Omi Kampe, Bakolori and Zobe & Jibiya hydro power plant Concession Agreements	Procurement
62	<b>Federal Ministry of Power(Power)/ Federal Ministry of Water Resources</b>	<ul style="list-style-type: none"> <li><b>Development of Small, Medium and Large Hydropower Project Phase 2</b> Development of hydroelectric power from existing small, medium &amp; large hydro dams in twelve (12) locations nationwide. As shown below:  <b>Lot 3A</b> <ul style="list-style-type: none"> <li>• 7MW Girmi Earth Hydropower Plant, Kaduna State (Brownfield)</li> <li>• 1.2 MW Lower Usuma Hydropower Plant FCT (Brownfield)</li> <li>• 9MW Oyan Hydropower Plant, Ogun State (Brownfield)</li> </ul> <b>Lot 3B</b> <ul style="list-style-type: none"> <li>• 138MW Dasin Hausa Hydropower Plant, Adamawa State (Greenfield)</li> <li>• 40MW Kashimbilla Hydropower Plant, Taraba State (Brownfield)</li> <li>• 92MW Garin Dalli Hydropower Plant, Benue State (Greenfield)</li> </ul> <b>Lot 3C</b> <ul style="list-style-type: none"> <li>• 182MW Bawarku Hydropower Plant, Benue State (Greenfield)</li> <li>• 136MW Many Hydropower Plant, Taraba State (Greenfield)</li> <li>• 109MW Katsina Ala Hydropower Plant, Benue State (Greenfield)</li> </ul> <b>Lot 3D</b> <ul style="list-style-type: none"> <li>• 700MW Oguma Hydropower Plant, Kogi State (Greenfield)</li> <li>• 1500MW Makurdi Hydropower Plant, Benue State (Greenfield)</li> <li>• 441MW Onitsha Hydropower Plant, Anambra State (Greenfield)</li> </ul> </li> </ul>	Energy	The preferred and reserve bidders' TA list will be communicated to the Commission once all assessments have been finalized by FMOP.	Development



63	National Research Institute for Chemical Technology	Pyrolysis plant for the production of carbon black and diesel oil	Energy	OBC has been reviewed prior to the meeting and a report has been sent. Meeting between ICRC and the technical team of NARICT was held on the 20th of August 2021 to discuss on the OBC. NARICT is meant to re-submit the OBC effecting the corrections.	Development
64	National Research Institute for Chemical Technology	Plant for the production of polyester yarn from waste materials	Energy	OBC has been reviewed prior to the meeting and a report has been sent. Meeting between ICRC and the technical team of NARICT was held on the 20th of August 2021 to discuss on the OBC. NARICT is meant to re-submit the OBC effecting the corrections.	Development
65	National Research Institute for Chemical Technology	Plant for the production of Bioplastic from biomass	Energy	OBC has been reviewed prior to the meeting and a report has been sent. Meeting between ICRC and the technical team of NARICT was held on the 20th of August 2021 to discuss on the OBC. NARICT is meant to re-submit the OBC effecting the corrections.	Development
66	Petroleum Equalization Fund	Identification of Public Private Partnership projects	Energy	Meeting with the management staff of PEF and ICRC on the 19th day of August. PEF yet to decide projects to be undertaken as PPPs.	Development
67	Federal Ministry of Power	<p>Identification of PPP Projects for screening, prioritization and approval for procurement through PPP.</p> <p>Signed Memorandum of Understanding for Potential areas of collaboration.</p> <p><b>The following projects are under consideration:</b></p> <ul style="list-style-type: none"> <li>i. Establishment of Federal Ministry of Environment's Clean and Green Campaign to end open defecation in public areas by 2019 by providing Public Toilets nationwide. Pilots to be in FCT public schools, motor parks and market places; and extended to the 36 States.</li> <li>ii. Framework for Plastic Industry and other private sector companies to take plastic waste off the streets by 2019</li> <li>iii. Development of a New Head Office for the Federal Ministry of Environment (to be completed in 2018)</li> <li>iv. Establishment of Scrap metal recycling facility, Sokoto, Sokoto State.</li> <li>v. Establishment of Scrap metal recycling facility, Kaduna, Kaduna State.</li> <li>vi. Establishment of Scrap metal recycling plant, Emuoha, Rivers State.</li> <li>vii. Establishment of Scrap metal recycling plant, Owerri, Imo State.</li> <li>viii. Establishment of Ozone village in Ikenne Ogun State.</li> <li>ix. A pilot indigenous project to capture Biogas from faeces/ urine in Federal Government Girls Secondary School, Abaji, Abuja FCT</li> </ul> <p>Development of Pilot Cotter Mitigation from landfill for Energy production Wupa Landfill, Wupa Village Abuja</p>	Environment	Meeting held on 30th May, 2019 between Ministry of Environment and ICRC regarding pipeline projects submitted to the Commission in 2018 and the way forward for reviving PPPs within the Ministry.	Development
68	Federal Ministry of Environment (FMoE)	<p><b>Establishment of a Bamboo Value Chain</b></p> <p>Establishment of a Bamboo Value Chain Business including maintaining, managing and scaling up the Bamboo factory in Lokoja, Kogi state</p>	Environment	Awaiting the submission of an updated OBC by the Ministry.	Development
69	Federal Ministry of Environment	<b>Management Equipment Services (MES) project: To provide Medical Equipment and services in Government Hospitals</b>	Health	Meeting on MES sub-committee held on the 3 <sup>rd</sup> and 29 <sup>th</sup> of July 2019 review MES Concept note	Development
70	Federal Ministry of Health	<b>Construction of staff housing estate, shopping complex and new House Officers' (Doctors') quarters</b>	Health	The joint OBC/FBC is being reviewed for management approval	Procurement
71	Federal Ministry of Health / University of Port Harcourt Teaching Hospital (UPTH)	<p><b>Abuja Medical Mall/City</b></p> <p>This involves the development of a tertiary medical facility (Medical Mall/City) on a greenfield site in Abuja to harness the potential of the private health sector and provide high quality alternatives to Nigerians who require specialist medical care in the country.</p>	Health	The Ministry is in the process of procuring a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability.	Development
72	Federal Ministry of Health	<p><b>Development of Oncology Centre of Excellence for Cancer Care in 8 Teaching Hospitals across the Geopolitical zones Federal Ministry of Health</b></p> <p>The FGN through the Federal Ministry of Health seeks to procure and manage Oncology equipment in Federal Teaching Hospitals across the Country.</p>	Health	The PDT has adopted the option of Traditional Procurement / Leasing where payment is tied to equipment management and service/the continuous function of the machine on service delivery. Awaiting further steps from the Ministry.	Development

73	Federal Ministry of Health	<p><b><u>Upgrade of the 3rd Phase of Teaching Hospital Rehabilitation Project</u></b></p> <p>The contracts for rehabilitation and modernization of select Federal Teaching Hospitals (8 in phase 1 and 6 in phase 2) were awarded in November 2002 and September 2006 respectively to VAMED Engineering Ltd and a Presidential Project Implementation Committee was set up to monitor proper and timely execution of the projects.</p> <p>The remaining 7 Teaching hospitals were supposed to be rehabilitated and modernized through PPP and a Technical Working Group (TWG) with membership drawn from FMOH, NSIA, ICRC, and four members from private sector was set up to deliberate and agree with VAMED/CPL Group on the most suitable PPP model to be adopted for phase 3.</p>	Health	OBC Certificate of Compliance was revalidated and re-issued to the Federal Ministry of Health on the 24 <sup>th</sup> of August, 2020, for an accelerated negotiated PPP pilot scheme for six (6) teaching hospitals, one in each of the Nation's geopolitical zones.	Development
74	Federal Ministry of Health	<p><b><u>Orthopedic Hospital, Dala- Kano</u></b></p> <p>The proposed PPP seeks to construct staff quarters within the premises, conversion of existing bungalow within the hospital premises to commercial guest house, equipping of the Hospital mortuary building and Equipping, Furnishing and Operation of a Private wing of the Hospital.</p>	Health	The Ministry is in the process of procuring a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability.	Development
75	Federal Ministry of Health (FMOH)	<p><b><u>Establishment of Anti-Snake Venom Production Facility in Nigeria through PPP</u></b></p> <p>The Ministry seeks the Establishment of Anti-Snake Venom Production Facility through PPP.</p>	Health	Inter-Ministerial Committee meeting held on 27th May, 2019 on proposed EDTV. OBC report submitted on 12th October 2020, currently under review	Development
76	Federal Ministry of Health\ Federal College of Education (Technical) Bichi, Kano State.	<p><b><u>Development of hostel facilities and supermarket</u></b></p> <p>FCE Bichi (Technical) seeks guidance to develop hostel accommodation.</p>	Health	The submitted document has been reviewed and the College has been asked to submit additional documents. The Commission is awaiting response from FCE Bichi.	Development
77	University of Calabar Teaching Hospital. Federal Ministry of Health	<p><b><u>Students &amp; Staff residential accommodation</u></b></p> <p>Unsolicited proposal for the Design, Build, Manage and Transfer of Students &amp; Staff residential accommodation within the Hospital premises on PPP arrangement (Proposed by PETROBARA).</p>	Health	Review of Document in Progress	Development Development
78	Federal Ministry of Health	<p><b><u>Radiotherapy and Oncology Centre and Operation of Oxygen Gas Plant at Aminu Kano Teaching Hospital, Kano</u></b></p> <p>The management of Aminu Kano Teaching Hospital, kano wrote to the Honourable Minister proposing the implementation of the following projects through PPP: Establishment of Radiotherapy/Oncology Centre and Operation of Oxygen Gas Plant.</p>	Health	A PDT meeting was held on September 12 <sup>th</sup> , 2018.	Development
79	Federal Ministry of Health	<p><b><u>Deployment of Thermal Health Scanners at the entry and exit points in Nigeria</u></b></p> <p>In Compliance with International Health Regulations 2005 (IHR 2005) for the prevention and spread of diseases the Ministry of Health is desirous of deploying thermal health scanners at entry/exit points of the country.</p>	Health	A PDT meeting was held on 5th July, 2019 to discuss issues raised by Federal Ministry of Finance on the OBC.	
80	Federal Ministry of Health	<b><u>Abuja Healthcare City project</u></b>	Health	PDT meeting held on 13 <sup>th</sup> May 2019 to assess draft OBC.	Development
81	Federal Ministry of Health	<b><u>National Orthopaedic Hospital, Enugu</u></b>	Health	OBC Certificate of Compliance was withheld pending adjustments. Letter was dispatched on 20th July, 2020.	Development
82	Federal Ministry of Health/Usmanu Danfodio University, Sokoto	Public Private Partnership Initiative on Pharmaceutical Products and Surgical Consumables and Diagnostic Laboratory Services li Usmanu Danfodio University Teaching Hospital, Sokoto	Health	The Commission has reviewed the submitted document and advised the University to provide more information to confirm viability and bankability of the project.	Development
83	Federal Ministry of Health	<p><b><u>DEVELOPMENT OF ADVANCED SURGERIES CENTRES IN NIGERIA</u></b> GOVERNMENT HOSPITALS</p> <p>The Federal Ministry of Health, submitted an unsolicited proposal developed by LAANJ International Ltd, requesting the Federal Government to allocate specific departments in three Nigerian Public hospitals, one each in Abuja, Jos and Port Harcourt, where they can bring in experts from India at intervals to perform advanced surgeries. The proposal aimed to be established as an Operation and Management (O &amp; M) Public Private Partnership (PPP) model</p>	Health	Review of the OBC is ongoing	Development

84	Federal capital Territory Administration / Abuja Properties Development Company APDC	<b>Development of District Hospitals</b> Development of district hospitals in Wuye, Galadimawa and Lugbe Districts of the Federal Capital City.	Health	Meeting between ICRC and officials of the FCT Hospitals Management Board held on February 17th 2021 on commencement of the PPP for the development of the hospitals.	Development
85	Federal Ministry of Health	<b>MEMORANDUM OF UNDERSTANDING FOR THE PUBLIC PRIVATE PARTNERSHIP ON MEDICAL LABORATORY DIAGNOSTIC SERVICES AT THEAHMADU BELLO UNIVERSITY TEACHING HOSPITAL, ZARIA (ABUTH, ZARIA).</b> Federal Ministry of Health submitted an unsolicited proposal requesting the ABUTH Zaria to allocate space, electricity, water and security. While DNA LABS will supply all equipment and provide efficient Lab services in the following areas: i. Chemical Pathology ii. Immunology iii. Microbiology iv. Hematology v. Forensics vi. Molecular Diagnostics  The Medical Laboratory Diagnostics Services is proposed to be established as a Supply, Operate and Management Pubic Private Partnership (PPP) which aims at making huge improvement in the quality-of-service delivery and earning capacity of the Hospital.	Health	The Commission has reviewed the document and advised the Ministry to provide more information to confirm viability and bankability of the project.	Development
86	Federal Ministry of Interior	<b>Development of Advanced Passenger Information API, and Passenger Name Record PNR Portals</b> The Nigeria Immigration Service (NIS) through the Ministry of Interior are developing an Advanced Passenger Information API, and Passenger Name record PNR portals.	ICT	ICRC attended the bid opening for the engagement of a Transaction Adviser for the project on January 28, 2019. Evaluation for the engagement of TA took place from March 22nd - 27th, 2019.	Development
87	National Lottery Regulatory Commission/ National Lottery Trust Fund	<b>Deployment of Central Management System Platform</b> The National Lottery Regulatory Commission/ National Lottery Trust Fund are seeking to deploy of Central Management System Platform	ICT	RFP Bid evaluations have taken place for selection of a Transaction Adviser on the project.  Negotiations are ongoing between the PDT and preferred TA bidder	Development
88	Federal Fire Service	<b>Development of National Fire Data Repository Center (NFDRC)</b> The project involves the upgrade, rehabilitation, operation and maintenance of the NFDRC Enterprise Unit for the purpose of controlling the indiscriminate importation and distribution of fire Extinguishers through a PPP arrangement. The project will cover the design and development of the NFDRC systems.	ICT	The Commission granted an OBC Compliance Certificate on 5th of November 2018  The Service submitted RfP bid documents to the Commission for guidance on May 2019.  ICRC to advise FFS once review is complete. Full Business Case (FBC) certificate issued on June 21, 2021 FBC certificate of compliance issued on June 21, 2021	Development
89	Federal Fire Service/ Federal Ministry of Interior	SAFETY SYSTEMS NETWORKING, MONITORING AND DISPATCHER REAL-TIME INTEGRATION SYSTEM (LSSNMDI)	ICT	OBC submitted and is under review OBC certificate of compliance issued on June 21, 2021	Development
90	Federal Ministry of Finance, Budget and National Planning	<b>Development, deployment and management of Automated Customs Gateway Portal for Import Duty Exemption Certificate (IDEC) and Imported Vehicle identification Number Registration (VREG)</b>	ICT	FBC Certificate has been issued and presented on 22nd May, 2019  The Commission revalidated the Full Business Case (FBC) Compliance Certificate on 29th November, 2019.	Procurement
91	Federal Ministry of Justice	<b>Criminal Justice Management Information System (CJMIS)</b> The Federal Ministry of Justice (FMOJ) has received an Unsolicited Proposal from ECR Technology Services Limited (ECR) seeking to utilize the application of a Criminal Justice Management Information System (CJMIS) that will enable the achievement of an economically viable way of implementing the Criminal Justice Act (2015).	ICT	The Commission advised the Ministry through a letter on March 27th, 2018 to commence a 2-Stage competitive bidding in accordance to ICRC guidelines. The Commission received a revised OBC from the Federal Ministry of Justice on September 2020 and issued the Compliance Certificate on November 4, 2020 for the pilot phase of the project	
92	Federal Ministry of Industry, Trade & Investment (FMITI)	<b>Digital Industry Trade and Investment Platform (DITIP)</b>	ICT	A letter dated 30th June, 2021 was sent to the Ministry advising the Ministry to provide more information to confirm viability and bankability of the project.	Development
93	National Communications Commission	<b>Deployment of a Centralized Device Management System (DMS)</b> The procurement of Device Management Solutions (DMS) to combat counterfeit and sub-standard ICT devices in Nigeria.	ICT / Communications	Engagement of TA has been concluded and Contract agreement signed with TA  Inception report submitted and awaiting OBC submission.	Procurement



94	<b>National Communications Commission</b>	<b>Deployment of a Revenue Assurance System (RMS)</b>  The procurement of Revenue Assurance (RAS) to combat revenue leakages amounting to N1Trillion naira annually in the telecoms market generally.	ICT / Communications	Draft copy of the FBC was submitted to ICRC in May 2021  FBC review meeting by PDT and legal experts took place on June 9, 2021.  Negotiations between NCC, preferred bidder and Legal expert held on 4 <sup>th</sup> and 5 <sup>th</sup> December 2021.  FBC Certificate of Compliance issued to NCC on 17 <sup>th</sup> December 2021.	Procurement
95	<b>National Space Research &amp; Development Agency (NASRDA)</b>	<b>Research and Development of Satellite Technology and Equipment for the Provision of cost-effective satellite broadband to rural Nigeria.</b>	ICT / Communications	OBC certificate issued on June 22, 2021  PDT inaugurated on July 8, 2021. RFQ advert published on July 22nd 2021 with an August 19 deadline  Review of draft RfP documents ongoing.	Development
96	<b>National Space Research &amp; Development Agency (NASRDA)</b>	<b>Concession of Planetarium and Museum</b> The project seeks to equip, operate and maintain the Planetarium and Museum at the Obasanjo Space Centre Abuja.	ICT / Communications	OBC submitted on June 9, 2021.  OBC Certificate of Compliance issued on July 13, 2021  RfQ for the Swiss Challenge process was published on August 27, 2021  RfQ Bids closed on September 22, 2021 and evaluation took place on September 30, 2021	Procurement
97	<b>Federal Ministry of Industry, Trade &amp; Investment</b>	<b>Development of SME Portal</b> A technology enabled platform project that will encourage more MSMEs to be attracted into the formal sector. The project is currently in Development Phase.	Industry, Trade and Investment	FBC Certificate of Compliance was issued on the 26th April, 2019. FEC has approved the FBC certificate	Procurement
98	<b>Federal Ministry of Industry, Trade and Investment</b>	<b>Development of Okerete Transnational Border Market at Saki West LGA, Oyo State</b>  The Ministry intends to establish transnational border markets to promote regional integration, create employment in rural areas and reduce high incidence of smuggling across Nigeria's borders. The intention is to create them at 6 geo-political zones of the country starting with Okerete, in South West region.	Industry, Trade and Investment	The Ministry is in the process of procuring a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability. It was unanimously agreed at the Technical Committee meeting that the road leading to the site should be graded and tarred as well as include the construction of a bridge that will link Nigeria and the Republic of Benin.	Development
99	<b>Federal Ministry of Industry, Trade &amp; Investment and Niger State</b>	<b>Babanna Transnational Border &amp; Regional Market Project</b> Integration of informal trade with the formal sector, Elimination of smuggling, Revenue generation, Enhancement of bilateral integration and trade, Enhancement of security along the border are all aspects of this Transnational border project.	Industry, Trade and Investment	A Technical Committee meeting held on 23rd January, 2020 to chart a way forward for the project.  The meeting agreed to develop a TOR for the engagement of TA on the project.	Development
100	<b>Federal Ministry of Petroleum Resources &amp; NNPC</b>	<b>Rehabilitation of NNPC Pipelines Network and Storage Facilities Under a BOT Model</b>	Petroleum/ Energy	The project has been submitted by NNPC providing a Business Case for the BOT Model for the rehabilitation of the NNPC's pipeline Network and Storage Facilities. Evaluations REOI/RfQ ongoing, which commenced on September 24, 2020  PDT meeting held weekly in the month of May 2021 on Fridays OBC Certificate of Compliance issued on July 22, 2021 Awaiting the issuance of RfP to pre-qualified bidders expected before the end of September 2021. Awaiting the issuance of RfP to pre-qualified bidders.	Development
101	<b>Nigerian Shippers' Council</b>	Development of Ibadan Inland Dry Port (IDP) under PPP Model The Nigerian Shippers' Council (NSC) in pursuit of its function of facilitating trade and protection of cargo interest in all transport modes and its mandate as the economic port regulator is promoting the development of Ibadan Inland Dry Port (IIDP) in Ibadan, Oyo State under PPP arrangement. The NSC in partnership with Oyo State Government intend to enter into joint-venture PPP with a top tier private sector partner to establish an Inland Dry Port at Olorisaoko on the Iseyin-Ibadan road, Ibadan, Oyo State.	Port/ICD	PDT meeting was held on 9th of January, 2020 at the FMOt to deliberate on the TAs comments on the draft FBC report prepared by CRCC Construction Company Limited, review the status of the project and identify project challenges and proffer possible solutions.  Meeting held between NSC, ICRC and Transaction Adviser (TA) on 5th June, 2020 to review some of the contentious issues in both the Full Business Case (FBC) and the Concession Agreement (CA) with view at arriving at a common position during the negotiation.  <b>Next steps:</b> • Conclusion and forwarding of FBC report to the Commission for issuance of compliance certificate. • FEC approval • Commercial Close • Financial Close	Development

102	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<b>The Dagbolu Inland Container Depot (ICD):</b> (Solicited Proposal) The project concerns the development of a Greenfield ICD in Osun State, South - West Nigeria. The ICD is being developed to exploit the strategic advantages in Nigeria's huge export and import market by making the country a trans -shipment hub for the West African region. The ICD when developed would provide storage and cargo handling facilities for export and import of containerized cargos to and from the hinterland of Nigeria especial ly around the Southwest states of Ondo, Ekiti, Osun; Edo State and Kwara State.	Ports Sector	The Commission reviewed the RFP and approved it for NSC to issue to the prequalified bidders.	Procurement
103	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<b>Development of Inland Container Depot (ICD) in Lolo, Kebbi State: (Unsolicited Proposal):</b> The FGN, as part of the Economic Reform Programme, approved the setting up of Lolo Inland Container Depots (ICD) to provide port services to shippers. Outline Business Case (OBC) received from the Nigeria Shippers Council (NSC) in respect of the unsolicited proposal developed by Deltatlantic Nigeria Ltd.	Ports Sector	The Commission re-issued an OBC Certificate November 8, 2017.  <b>Next step:</b> Due diligence and negotiation with the preferred concessionaire, Deltatlantic Nigeria Limited.	Procurement
104	Federal Ministry of Transportation / Nigeria Shippers Council (NSC)	<b>Development of Inland Container Depot (ICD) in Onitsha, Anambra State:</b> This has a design that consists of an annual 5,000 TEUs capacity facility which can be expanded with increasing throughput.	Ports Sector	The Commission issued an OBC Certificate November 8, 2017.  <b>Next step:</b> Advertisement in the print media for the selection of preferred concessionaire.	Procurement
105	Federal Ministry of Transportation (FMoT)/ National Inland Waterways Authority (NIWA)	<b>Onitsha River Port Concession</b> (Solicited Proposal): The FGN adopted PPP arrangements to develop four river ports in the Lower Niger, namely: i. Onitsha ii. Lokoja iii. Baro and iv. Oguta River Ports. Onitsha River Port was selected as the pilot case. The World Bank is sponsoring the project development and procurement phases for the Inland Port Concession.	Ports Sector	Negotiations with preferred bidder (Universal Elysium Consortium) are ongoing.  <b>Next Step:</b> Awaiting the outcome of negotiations and submission of FBC to ICRC for review	Procurement
106	Federal Ministry of Transportation / Akwa Ibom State Government	<b>Ibom Deep Sea Port Project</b> (Solicited Proposal): The Ibom Deep Sea Port (IDSP) project involves the development of a Greenfield Deepsea Port and accompanying Free Trade Zone (FTZ) in Akwa Ibom State in the South-South geopolitical zone of Nigeria. The proposed Port and FTZ are part of the proposed Ibom Industrial City initiative that will be established on a 14,400hectare site donated by the Akwa Ibom State Government (AKSG) at no value. The IDSP project is intended to become a major national and regional economic gateway that will provide additional container handling capacity for the country. In addition to containers, the IDSP is expected to handle petroleum products (export and import), crude oil and natural gas (export), vehicles (import) and bulk trade in natural resources (import and export). It is planned to be the deepest port in the West African sub-region.	Ports Sector	Preliminary negotiation meeting with the preferred bidder, (Bollore/Power China Consortium) was done on January 9th, 2020 in Lagos.  The Commission Revalidated the Full Business Compliance certificate to the FMoT/NPA on 12th Feb, 2020  After expiration of certificate, the Commission once again revalidated and re-issued FBC certificate on 17th September, 2020 with 6 months validity.  FEC approved the FBC on 16th December  <b>Next Steps:</b> Commercial Close Financial Close	Procurement
107	Federal Ministry of Transportation (FMoT) / Nigeria Ports Authority (NPA)	<b>Kirikiri Port Lighter Terminal I &amp; II</b> (Solicited Proposal): The Federal Government aims to procure concessionaires to rehabilitate and upgrade these terminals which were hitherto selected as fishing terminals. The project development and procurement costs are being sponsored under International Development Association (IDA) Credit to the Federal Government of Nigeria for PPP support.  <b>Project Structure:</b> A landlord approach (BOT) proposed as applied to the existing terminals concession embarked upon in 2005/2006 20-Year concession tenor through an SPV with NPA as landlord.	Ports Sector	The Financial bids for KLT II was opened and Tin Can Inland Container Terminal Limited (TICT) emerged as the preferred bidder.  Project Closeout & Negotiation with TICT for Kirikiri Lighter Terminals took place 11th – 14th June, 2018.  <b>Next Step:</b> Conclusion of Negotiation with preferred bidder and submission of FBC to ICRC and FEC for approval.	Procurement
108	Federal Ministry of Transportation/ Nigerian Ports Authority	<b>The Development of Deep Sea Port in Badagry, Lagos</b> The project is a Greenfield development designed to cater for containers, dry bulk, liquids, Ro-Ro, oil & gas products, and also operate a free trade and local logistic zones.	Ports Sector	FEC approval for OBC has been obtained.  Next step: NPA is in the process of procuring a Transaction Adviser to guide the concessionaire.	Procurement

109	<b>Federal Ministry of Transportation/Cross River State Government (CRSG)</b>	<p><b>The Development of the Bakassi Deep Sea Port</b></p> <p>The Cross River State Government intends to develop a sea port at Bakassi under a PPP arrangement, in pursuance of which it sought the collaboration of the Federal Government of Nigeria in accordance with existing legal framework for port development in implementing the proposal.</p>	Ports Sector	<p>Outline Business Case Certificate of Compliance was granted for the project on 25th September, 2019 to enable the project to proceed to procurement phase.</p> <p>Request for Qualification (RfQ) was advertised in the print media on 1st February, 2021 seeking proposal from investors for the Design, Build, Finance, Operate and Transfer (DBFOT) of the Bakassi Integrated Deep Seaport and Calabar-Ogoja-Gakem Super Highway.</p> <p><b>Next Step:</b> Submission of RfQ proposals by interested investors and evaluation of proposals.</p> <p>Issuance of Request for Proposal (RfP) to qualified investors</p>	Procurement
110	<b>Federal Ministry of Transportation / NPA</b>	<p><b>Port Single Window</b></p> <p>The project involves the introduction of electronic single window platform that can effectively coordinate all port related/cargo clearance activities capable of potentially transforming port operations to a seamless, paperless system by eliminating redundant procedures and duplications.</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p>Next step: Awaiting procurement of TA and preparation of OBC</p>	Development
111	<b>Federal Ministry of Transportation / NPA</b>	<p><b>National Freight Intelligence and Transportation Hub (NAFITH)</b></p> <p>The project involves an application of information and communications technology (ICT) in the management of transport problems. It seeks to leverage on new innovation to provide needed solutions to the teething transport problems in Apapa.</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p><b>Next step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development
112	<b>Federal Ministry of Transportation / NPA</b>	<p><b>Koko Port Concession</b></p> <p>FGN is seeking to grant a new Concession over the Koko Port in 2017. NPA is conducting hydrographic studies to determine the best way the channels leading to Koko port could be optimally utilized. The transaction described herein will consist of the contiguous NPA lands and NPA facilities between the river and the public roadway that runs behind the port property and including the area behind the existing quay. The transaction for this general cargo port will consist of a 180 m quay and apron, and a transit shed. A plan view of the Koko Terminal lease will consist of the following facilities:</p> <ul style="list-style-type: none"> <li>• A 175 m long quay and apron;</li> <li>• Additional waterfront for future expansion;</li> <li>• A five-bay transit shed;</li> <li>• The port administrative buildings and entrance gate;</li> <li>• Port support buildings including the fire station, security police building, the power station with backup generator, and the maintenance shops; and</li> <li>• A disused warehouse and miscellaneous buildings behind the quay area, and all other lands and buildings inside the Koko Port perimeter.</li> </ul> <p>Not included in this transaction are the jetty and other facilities or equipment currently used by Tower Petroleum for bulk liquid (bitumen) handling.</p>	Ports Sector	<p>The NPA is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p><b>Next Step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development
113	<b>Federal Ministry of Transportation / (NPA)</b>	<p><b>Ikorodu Lighter Terminals</b></p> <p>The port is dedicated to salvaging unclaimed or overtime containers in the ports, with a view to providing needed solutions to port congestions and pave way to smoothen the new concessionaire's operations in the ports.</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p><b>Next Step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development
114	<b>Federal Ministry of Transportation / (NPA)</b>	<p><b>Provision of Utilities to the Ports</b></p> <p>The FGN is desirous in using PPP procurement method for the provision of utilities to the ports. These include, but are not limited to the provisions of power and water.</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Adviser (TA) to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p><b>Next Step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development



115	<b>Federal Ministry of Transportation / (NIMASA)</b>	<p>i. Ship building yard with breaking, recycling technology and wreck identification and removal.</p> <p>ii. Management and operations of the modular/floating dry dock (outsourcing).</p> <p>iii. Procurement of operational vessels, maritime patrol aircraft, coordination/surveillance centre and other operational equipment (Finance lease)</p> <p>iv. Outsourcing of NIMASA's Training Centre and Guest House at Nigerian Maritime Resource Development Centre (NMRDC), Kirikiri, Lagos state.</p> <p>v. PPPs to develop a Multilevel car park at NIMASA Headquarters</p> <p>vi. Unsolicited proposal for Development of platform for pollution Verification Gross Mass Imo Solar- safety of life at sea</p>	Ports Sector	<p>The Ministry is in the process of procuring a Transaction Advisers to prepare an Outline Business Case to determine the project's viability and bankability.</p> <p><b>Next Step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development
116	<b>Federal Ministry of Transportation (FMOT)/ National Inland Waterways Authority (NIWA)</b>	<p><b>PPPs for the following facilities:</b></p> <p>i. Warri Dockyard</p> <p>ii. Lokoja Dockyard</p> <p>iii. Concession of Abam Ama Jetty at Port Harcourt</p> <p>iv. Buoyage Vessels (B/V Anam at Onitsha)</p> <p>v. Buoyage Vessels (B/V Bajibo at Lokoja, Kogi State)</p> <p>vi. Buoyage Vessels (B/V Nembe at Lokoja, Kogi State)</p> <p>vii. Buoyage Vessels (B/V Numan at Lokoja, Kogi State)</p> <p>viii. Motor Ferry (M/F Calabar at Lokoja, Kogi State)</p> <p>ix. Motor Ferry (M/F Effiat Mbo at Lokoja, Kogi State)</p> <p>x. Motor Ferry (M/F Donga at Makurdi, Benue State)</p> <p>xi. Water Bus (W/B) at Yauri, Kebbi State</p> <p>xii. 3 Nos. 40-45 Passenger Sitter Ferries at Lokoja, Kogi State</p> <p>xiii. Water Hyacinth Clearing Equipment (Water Master Classic III at Onitsha)</p> <p>xiv. 2 Nos. 40-45 Passenger Sitter Ferries at Lagos</p> <p>xv. Marina Jetty at Lagos</p> <p>xvi. Apapa Jetty at Lagos</p> <p>xvii. Oyingbo Jetty at Lagos</p> <p>xviii. Maraoko Jetty at Lagos</p> <p>xix. Abayomi Drive Jetty at Lagos</p> <p>xx. Osborne Jetty at Lagos</p> <p>Calabar Jetty at Calabar</p>	Ports Sector	<p>The Ministry is in the process of procuring Transaction Advisers (TAs) to prepare an Outline Business Case to determine the projects' viability and bankability.</p> <p><b>Next Step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development
117	<b>Federal Ministry of Transportation / Nigeria Shippers Council (NSC)</b>	<p><b>Development of Inland Container Depot (ICD) in Benin, Edo State</b></p> <p>The Benin Dry Port is proposed to act as a port of destination for container cargoes waiting for further delivery instructions. It is also proposed to provide services for the unloading of full container loads and breaking them down into smaller lots per consignee. The primary objective of establishing the BENIN DRY PORT is to provide a one stop cargo reception and clearance facility to boost exports from and imports into Edo State particularly and Nigeria's South-South, South East and some States in the Middle Belt regions in general. It is expected to provide proper handling and logistics services which emphasize promptness, dependability and cost effectiveness.</p>	Ports Sector	<p>The Commission has written to the NSC on 26th Oct. 2018 and give its support for the project to be implemented under the following guidelines:</p> <ul style="list-style-type: none"> <li>• NSC to give all necessary permits for the operation of the facility as an inland Dry Port</li> <li>• NSC to seek all necessary Ministerial approvals and set a date for negotiation</li> </ul> <p><b>Next step:</b> According to the NSC, there is need to conduct Gap-Analysis with a view of advising the proponent on the steps to be taken before declaring the project as port of Origin and port of Destination.</p>	Development
118	<b>Federal Ministry of Transportation / Nigeria Shippers Council (NSC)</b>	<p><b>Development of Vehicle Transit Area (VTA) in Obollo-Afor, Enugu State</b></p> <p>The NSC proposes to facilitate the development of VTAs through PPP with facilities for short-term breaks as well as long-term parking services where truck drivers can get fuel, food, restrooms, showers and basic supplies like oil and spare parts as well as servicing and repairs of haulage vehicles. The VTAs will have the following facilities including but not limited Gas Station, Hotel and Motel, Restaurants, Mechanic Workshop, Fire Station, Police Post, Automated Cargo Tracking System.</p>	Ports Sector	<p>Catamaran Nigeria Limited has been appointed as Transaction Adviser.</p> <p>OBC Certificate of Compliance was issued for the proposed project on 15th August, 2018</p> <p>The commission received RFQ, RfP and Information Memorandum on December 20th, 2018 which has been reviewed and certified.</p> <p>Upon expiration of certificate, NSC forwarded revised/update OBC to the Commission for recertification.</p> <p>The Commission revalidated the OBC 15th February, 2021.</p> <p><b>Next Step:</b> Process leading to the selection of concessionaire.</p>	Procurement

119	<b>Federal Ministry of Transportation / Nigeria Shippers Council (NSC)</b>	<p><b><u>Development of Vehicle Transit Area (VTA) in Lokoja, Kogi State</u></b></p> <p>The NSC proposes to facilitate the development of VTAs through PPP with facilities for short-term breaks and also long-term parking services where truck drivers can get fuel, food, restrooms, showers and basic supplies like oil and spare parts as well as servicing and repairs of haulage vehicles. The VTA will have the following facilities including but not limited to Gas Station, Hotel and Motel, Restaurants, Mechanic Workshop, Fire Station, Police Post, Automated Cargo Tracking System.</p>	Ports Sector	<p>Halcrow Infrastructure Consortium appointed as Transaction Adviser.</p> <p>OBC Certificate of Compliance was issued for the proposed project on 24th October, 2018</p> <p><b>Next Step:</b> Commencement of procurement process for the selection of concessionaire. The Commission after review of updated OBC report revalidated the OBC 24th June, 2021</p>	Procurement
120	<b>Federal Ministry of Transport/Nigerian Ports Authority</b>	<p><b><u>The Rehabilitation and Expansion of the Burutu Port</u></b></p> <p>Burutu Port is located in Burutu Local Government Area of Delta State. The current Port is on a 40.716 Hectares of Land and was originally built as a logistic Port for the export of Solid minerals and Agricultural Produce as well as importation and transportation of foreign goods from Europe for onward movement to the hinterland River Ports via the inland waterways</p>	Ports Sector	<p>The Commission issued Outline Business Compliance Certificate (OBC) to the NPA on 28th November, 2019 to enable the project proceeds to the PPP procurement phase.</p> <p>Upon expiration of OBC certificate, NPA resubmitted and updated OBC for recertification.</p> <p>The Commission revalidated the updated OBC on 1st February, 2021</p> <p><b>Next step:</b> Advertisement in the print media for the selection of preferred concessionaire through Modified Swiss Challenge.</p> <p>Site visit to the Burutu port project took place 28th-30th July, 2021</p>	Procurement
121	<b>Federal Ministry of Transportation (FMOT)</b>	<p><b><u>Development of Bonny Deep Water Port</u></b></p> <p>The FGN intends to develop the Bonny Deep Water Port through PPP arrangements in order to improve transportation opportunities and boost economic activities along south-south, south east, north central and north east geo-political economic corridors and ease pressure on the western ports – Apapa and Tin Can Island which at the moment handles about 90% of cargo throughput in the country.</p>	Ports Sector	<p>The Commission granted the OBC Compliance Certificate on 22nd June, 2020; and granted the FBC Compliance Certificate on 24th August, 2020</p> <p>FEC approved by the FBC on 7th October, 2020</p> <p><b>Next Step:</b> • Commercial Close • Financial Close</p>	Procurement
122	<b>Federal Ministry of Transportation (FMOT)/ National Inland Waterways Authority (NIWA)</b>	<p><b><u>Re-development of NIWA Marina Land, Lagos State</u></b></p> <p>The project involves the re-development of a narrow strip land measuring 3.9 hectares with plans to reclaim 39.2 hectares to a total of 41.1 hectares in Marina, Lagos; both the land and water areas are under the jurisdiction of the National Inland Waterways Authority (NIWA). The facility is currently being used for berthing and docking of passengers' boats and other vessel services referred to as "marina land".</p>	Ports Sector	<p>The Commission reviewed and granted the OBC Compliance Certificate to the Honourable Minister of Transportation on 29th December, 2020.</p> <p><b>Next Step:</b> Commencement of procurement process for the selection of concessionaire.</p>	Procurement
123	<b>Federal Ministry of Transportation / (NIMASA)</b>	<p><b><u>Management Contract to Operate, Maintain and Transfer (OMT) of NIMASA Floating Dry Dock, Lagos</u></b></p> <p>The concessionaire is to seek a management contract for the Management and Operations of the Modular/Floating Dry Dock to assist to put in place a Project Management Company for the Outsourcing of the operation and management of its Floating Dry Dock (FDD) through a competitive bidding process as technical partners on a commercial basis.</p> <p>The NIMASA Modular Dry-Dock for the dry-docking of all possible vessels, including tugs supply vessels, fishing vessels and normal vessels has the following dimensions:</p> <ul style="list-style-type: none"> <li>• Length over all – 110 m.</li> <li>• Beam: 30.2m external.</li> <li>• Depth: 12m</li> <li>• Vessels draught docking capacity: 6m.</li> <li>• Dry-dock lifting capacity: 5000 ton</li> </ul>	Ports Sector	<p>The Commission issued NIMASA an Outline Business Case Compliance Certificate on 3rd March, 2021 and therefore advice that the project proceeds to procurement phase that would lead to emergence of a preferred operator.</p>	Procurement
124	<b>Federal Ministry of Transportation/ Nigerian Railway Corporation</b>	<p><b><u>Greenfield Railway Lines across Nigeria</u></b></p> <ul style="list-style-type: none"> <li>• Lagos – Shagamu- Ijebu Ode- Ore- Benin City (300km) (standard gauge)</li> <li>• Benin- Agbor-Ogwashe Uku- Asaba- Onitsha –Nnewi-Owerri-Aba with additional line from Onitsha-Enugu-Abakaliki (500km) (standard gauge)</li> <li>• Ajaokuta(Eganyi)-Obajana-Jakura-Baro-Abuja with additional line from Ajaokuta- Otukpo(533km) (standard gauge)</li> <li>• Zaria- Funtua- Tsafe- Gusau- Kaura- Namoda-</li> </ul>	Rail	<p>The OBCs on these projects are being awaited.</p> <p><b>Next step:</b> Awaiting procurement of TA and preparation of OBC</p>	Development

125	Federal Ministry of Transportation	<p><b><u>Provision Of Enterprise Resource Planning (ERP) Solution for the Council for Regulation of Freight Forwarding in Nigeria (CRFFN)</u></b></p> <p>The Council for the Regulation of Freight Forwarding in Nigeria Act No. 16 of 2007 was enacted into law on April 30, 2007. The Council is charged with, amongst other responsibilities, regulating and controlling the practice of Freight Forwarding in Nigeria, and promoting the highest standards of competence, practice and conduct among members of the profession.</p> <p>Given the challenges experienced in managing the existing platform and the need for the Federal Government to ensure that Freight Forwarders comply with law and that Terminal Operators take certificates issued by CRFFN as part of import clearing documents; the SW Global (SWG) Platform is being procured on a PPP basis to enhance efficiency by the Nigerian Ports Authority (NPA), Nigeria Customs Service (NCS) and Nigerian Civil Aviation Authority (NCAA) for transparency and prompt service delivery aimed at generating revenue for the Government.</p>	Rail	<p>Full Business Case submitted by CRFFN, reviewed and certificate of compliance issued 12th February, 2019 for the Design, Build, Operate and Transfer (DBOT) of an Enterprise Resource Planning Solution under a PPP arrangement with Messrs SW Global (SWG) as the Preferred PPP partner based on their old service provision performance.</p> <p><b>Next Step:</b> Submission of FBC to FEC for approval</p>	Procurement
126	Federal Ministry of Transportation/ Nigerian Railway Corporation	<p><b><u>Design, Development, Deployment and Management of a Secure Automated Fare Collection (AFC) Solution for the Nigerian Railway Corporation (NRC) Rail Network.</u></b></p> <p>Given the challenges experienced in managing the existing platform of Nigeria Railway and the need for Nigeria Railway Corporation (NRC) to mitigate leakages in ticketing and collection of revenue and the possible automation to enhance efficiency for NCR by deploying the technology and human capital through a portal to established transparency and prompt service delivery aimed at generating revenue for NRC</p>	Rail	<p>FEC has approved FBC Compliance Certificate for the proposed project on 29th January, 2020</p> <p>Concession Agreement (CA) finalized and signed 18th November, 2020.</p> <p>ICRC has taken Custody of the CA (January, 2021)</p>	Implementation
127	Federal Ministry of Transportation (FMOT)	<p><b><u>Development of Railway Industrial Park in Port Harcourt</u></b></p> <p>The FGN intends to develop a Railway Industrial Park in Ubima, Rivers State through PPP arrangements with the following facility components for commercial vehicles and rolling stock assembly, Oil and Gas materials supply Industrial Park, Textile Industrial Park, Light Industry Park for Fast Moving Commodities and Goods (FMCGs).</p>	Rail	<p>The Commission granted the OBC Compliance Certificate on 22nd June, 2020; and also granted the FBC Compliance Certificate on 24th August, 2020.</p> <p>FEC approved the FBC on 7th October, 2020</p> <p><b>Next Step:</b></p> <ul style="list-style-type: none"> <li>• Commercial Close</li> <li>• Financial Close</li> </ul>	Procurement
128	Federal Ministry of Transport/ Nigerian Railway Corporation	<p><b><u>THE DEVELOPMENT OF ABUJA-BARO-ITAKPE-AJAKUTA-WARRI RAILWAY LINE (269.12KM) WITH BRANCH LINE AND EXTENSIONS FROM JAKURA-LOKOJA (41KM) AND AGBARHO-WARRI (5KM) AND WARRI NEW SEAPORT</u></b></p> <p>The 2-projects are:</p> <ol style="list-style-type: none"> <li>Abuja-Baro-Itakpe-Ajakuta-Warri Railway Line (269.12km) with branch and extension lines to Jakura-Lokoja (41km) and Agbarho-Warri (5km)</li> <li>Development of Warri new Seaport, Warri, Delta State</li> </ol> <p>The preferred PPP project model is Design-Build-Operate and Transfer (DBOT) model where CRCC will recoup its investments through user-fees. The proposed projects were designed to promote passenger and freight services, promote regional infrastructure development, preserve the life span of roads, encourage inter-modal transport system, job creation and promote economic recovery and growth plans of the Federal Government, etc.</p>	Rail/ Port	<p>Messrs. China Railway Construction Company International (CRCC(I)) was competitively procured to develop these projects under a PPP arrangement.</p> <p>Process included joint due diligence on the CRCC(I) offices in China by ICRC, FMOT, Federal Ministry of Finance, Nigerian Railway Corporation to confirm technical and financial capabilities to undertake the Project</p> <p>ICRC issued FBC Compliance Certificate on 27th November, 2018</p> <p>FEC approval of FBC obtained 2018</p> <p>Incorporation of Special Purpose Vehicle for the project commenced in October 2020</p>	Procurement
129	Federal Capital Territory (FCT), Abuja. FCTA	<p><b><u>ONEX through Mpape-Gurku-Ado/Gurku-Nyanya in the Federal Capital Territory (FCT), Abuja. FCTA</u></b></p> <p>The project involves the construction, operation and maintenance of Dual Carriage way from Outer Northern Express Way (Murtala Mohammed Way) through Mpape to Gurku, through Ado/Gurku. The project was designed to ease congestion on Nyanya road and its surrounding axis.</p>	Road	<p>The project is at development phase involving procurement of Transaction Adviser and preparation of Outline Business Case</p>	Development
130	Federal Ministry of Works & Housing (FMW&H)	<p><b><u>Development Of Abuja-Ibadan Expressway Project (Unsolicited by TIB &amp; AEC Group)</u></b></p> <p>The proposed PPP project entails the development of</p>	Roads & Bridges	<p>AEC Group Limited, China Harbour Engineering Company Limited and TIB Consortium individually submitted unsolicited business proposals to the</p>	Procurement



131	<b>Federal Ministry of Works &amp; Housing (FMW&amp;H)</b>	<p><b><u>Concession of 10 roads under the Highway Development &amp; Management Initiative (HDMI)</u></b></p> <ol style="list-style-type: none"> <li>1. Asaba-Agbor (Delta/Edo States)</li> <li>2. Abuja-Lokoja (FCT/Kogi)</li> <li>3. Kano-Katsina (Kano/Katsina)</li> <li>4. Onitsha-Aba (Anambra/Abia)</li> <li>5. Shagamu-Benin (Ogun/Edo)</li> <li>6. Abuja-Akwanga (FCT/Nasarawa)</li> <li>7a. Kano-Shuuri [lot 1] (Kano State);</li> <li>7b. Potiskum-Damaturu [lot 2] (Yobe State)</li> <li>8. Lokoja-Auchi (Kogi/Edo)</li> <li>9. Enugu-Port Harcourt (Enugu/Rivers)</li> <li>10. Ilorin-Jebba (Kwara/Niger)</li> <li>11. Lagos-Abeokuta (Lagos/Ogun)</li> <li>12. Lagos-Badagry (Lagos)</li> </ol> <p>These routes have been selected for the 1st phase of the VAC.</p> <p>The routes have been further broken down into lots. This is to ease management and development, ensuring that the entire route is adequately accounted for.</p> <p>Certain criteria have been used to ensure that the most suitable 1st phase routes have been chosen.</p>	Roads & Bridges	<p>Twelve (12) OBC reports have been submitted by Federal Ministry of Works &amp; Housing (Works) to the Commission for validation.</p> <p>The Commission after review of the 12 OBC reports granted OBC compliance Certificate to all 12 reports on 21st December, 2020.</p> <p>Presentation of OBC certificates to the Honorable Minister held 29th January, 2021 at the Ministry Conference room.</p> <p><b>Next Step:</b> Commencement of procurement process for the selection of concessionaire. RFQ adverts for HDMI projects in print media on 29th March, 2021 With deadline of submission on 3rd May, 2021.</p>	Procurement
132	<b>Federal Ministry of Interior/Nigeria Immigration Service</b>	<p><b><u>Establishment of Nigerian Passport Application Support Centers in the US, Canada etc (Solicited Proposal):</u></b></p> <p>This project has been designed by the Nigeria Immigration Service (NIS) to alleviate the hardship, difficulties and inconvenience experienced by Nigerians living in USA, United Kingdom, Continental Europe, Asia and South America in their bid to procure or renew their international passports.</p> <p>The Passport Application Support Centers will be equipped with appropriate facilities and data capture equipment with servers linked electronically to the Nigerian Embassies in the selected locations.</p>	Security	<p>RFQ opening took place on 15th July, 2019.</p> <p>Pre-qualification assessment on the received RFQ's took place on 29th - 30th October, 2019.</p> <p>NIS has received the Request for Proposals (RFP) from prequalified bidders.</p>	Procurement
133	<b>Federal Ministry of Defence (FMoD)</b>	<p><b><u>Concession of Defence Jetty, Marina Lagos</u></b></p> <p>Messrs. Inspium Multi-Services Limited (IMSL) is proposing through a Build-Operate and Transfer (BOT) PPP model the rehabilitation and construction of the Ministry of Defence Jetty at Marina, Lagos.</p> <p>Once Complete the following services will be available: Ferry Service Parking, Helicopter Parking, Car Parking, Office Letting, Berthing Services, Afloat Repair Services, Warehousing Services, Restaurants &amp; Café, Professional Training Services.</p>	Security	<p>The Commission issued an Outline Business Case Certificate November 8, 2017.</p> <p>Full Business Case Certificate of Compliance was issued on 29th November, 2018</p>	Procurement
134	<b>Federal Ministry of Police Affairs</b>	<p><b><u>Contingent Owned Equipment (COE)</u></b></p> <p>Supply Own and Operate (SOO) for Peace Keeping Missions in CAR, South Sudan, Somalia, Dafur and Liberia</p>	Security	<p>Joint OBC/FBC Compliance Certificate issued for presentation to FEC.</p> <p><b>Next step:</b> Submission of FBC to FEC for approval</p>	Procurement
135	<b>Nigerian Correctional Service (formerly Prisons)</b>	<p>Concession of Nigerian Prisons Land Swap Correctional Facility, Industrial Laundry Facility &amp; Integrated Farm Facility</p>	Security	<p>First phase of Negotiation with preferred bidders for both Land Swap Correctional Facility (Halcrow Infrastructure Consortium) and Integrated Farm Facility (Nestoti Consortium) projects took place on June 28, 2016</p>	Procurement
136	<b>Nigerian Correctional Service</b>	<p><b><u>Rehabilitation, Expansion and Operation of the Nigerian Correctional Service Shoe, Garment and Leather Factories</u></b></p> <p>An unsolicited proposal for the Rehabilitation, Expansion and Operation of the Nigerian Correctional Service Shoe Factory (NCS SF) Aba, Abia State under Public Private Partnership between Erojim Investment limited (EIL) and the Nigeria Prisons Service.</p>	Security	<p>Sequel to viability appraisal and FGN policy directive on local sourcing, the project scope was expanded to accommodate the establishment of a Garment Factory within the premises of Aba Shoe Factory and the establishment of Janguza Leather Factory Kano, Kano State in order to feed Aba Shoe Factory with high quality finished leather products.</p> <p>After project re-negotiation and submission of a revised FBC, ICRC granted a compliance certificate on 6th May, 2020.</p> <p>FEC approved the FBC on 7th October, 2020.</p> <p>Commercial Close attained and Ground-breaking ceremony for the factory by the Minister of Interior, Rauf Aregbesola held on 28th January, 2021.</p>	Procurement

137	<b>Ministry of Defence (MOD)</b>	The Naval Ship Dockyard, Lagos This involves optimizing the capacity and functioning of the Naval Dockyard to attend to the maintenance services of existing fleet and facilitate building of new naval and commercial vessels under a PPP arrangement.	Security	FBC Certificate of Compliance was issued to FMOd on 11th September, 2018  The Commission revalidated and re-issued the FBC certificate of compliance to MOD on 16th September, 2020 after receiving:  Next Step: Submission of FBC to FEC for approval  The Commission once again revalidated and re-issued the FBC certificate of compliance to MOD on 14th April, 2021  <b>Next Step:</b> Submission of FBC to FEC for approval	Procurement
138	<b>Federal Ministry of Interior</b>	<b>Immigration and Border Line Management</b> The Ministry seeks to use PPP procurement to design and develop an Intelligent Border Management System to reinforce the Federal Government's capability to enhance border management processes, by comprehensively overhauling the surveillance and monitoring of passengers arriving or departing through the country's major entry points	Security	The Commission has issued OBC Compliance Certification  <b>Next Step:</b> Awaiting commencement process by Ministry	Procurement
139	<b>Nigeria Police Force</b>	i. <b>Development of senior police officers quarters at Ikeja, Lagos through PPP arrangement</b> The redevelopment of 6.750 hectare of land at Ikeja into senior police officer's housing units using 2.1 hectares of the land and use of 4.65 hectares for the development of 130 four-bedroom duplex housing units.	Security	OBC Certificate of Compliance was granted to NPF on January 21, 2019.	Procurement
140	<b>Federal Ministry of Interior</b>	<b>Development and Deployment of a National Security and Civil registration system:</b> This involves the developing and deploying an ICT-based system to collate and up-to-date demographic, migration, biometric and bio-data on segments of the nation's civil population, primarily employed in informal sectors, most of whom are generally invisible, to improve intelligence information on civilian population, in line with the Ministry's civil defense and internal security mandate.	Security	The Commission has reviewed the submitted OBC and has advised the Ministry accordingly.  The Commission is awaiting the submission of an updated OBC.	Development
141	<b>Federal Ministry of Interior</b>	<b>Production of Emergency Passports</b> Federal Ministry of Interior seeks to commence the production of Emergency Passports on a Public Private Partnership (PPP) Arrangement.	Security	FBC Certificate of Compliance was granted on January 25th, 2019	Procurement
142	<b>Federal Ministry of Defence</b>	<b>Supply, Operate &amp; Maintain arrangement for equipment to Federal Ministry of Defence (FMOd) for leasing to the UN under CoE system on a letter of assist basis.</b>	Security	ICRC attended a Pre-Negotiation meeting between FMOd and the Concessionaire (Messrs Barnes & Tubbies) on the draft Full Business Case (FBC) and the Concession agreement.  The Commission granted Conditional FBC Certificate of Compliance on 2nd September, 2019. <b>Final FBC Certificate granted 5th December, 2019</b> on successful completion of the conditions  <b>Next Step:</b> Awaiting Presidential Approval.	Procurement
143	<b>Nigeria Customs Services (NCS)</b>	<b>E-Customs Project (Establishment of a Digital/Paperless Customs Administration) under PPP arrangement.</b> The Nigeria Customs Service (NSC) has undertaken a survey of its operations and has identified challenges hindering its smooth operations. The NSC has decided to implement an e-Customs Solution, which is a program that will update the NSC ICT infrastructure and deployment of smart technologies under PPP arrangement.	Security	The Commission revalidated FBC Certificate for the proposed project on January 17th, 2020  FEC approved the FBC in 2020  <b>Next Step:</b> Commercial close	Procurement
144	<b>Federal Ministry of Interior (FMol)/ Nigerian Police Service (NPS)</b>	<b>National Public Security Communication System (NPSCS)</b>  The NPSCS project aims to provide of a robust, reliable, secure and independent multimedia communications system for the Police and other agencies. Using the latest broadband technologies both current and future network standards will be managed to deliver quadruple-play (4x) telecommunications services for improved capacity in crime prevention and investigation as well as a reduction in the need for	Security	Bid conference held on Wed, 14th Aug, 2019 to select the Baseline Auditor for the NPSCS Network  Meeting of the subcommittee of the Network Baseline Audit of the NPSCS held on 20th Aug, 2019 Presentation of report on the Network Baseline Audit of NPSCS to the Project Management Team (PMT) held on 29th Aug, 2019.  FEC Approval obtained Wednesday 16th December 2020	Implementation

145	<b>Nigerian Correctional Services (NCS)</b>	<b>The Resuscitation of the NCoS Farm Center, Ozalla, Edo State</b>  The Nigerian Correctional Service is desirous of exploring PPP options for the development and operations of the farm centers debuting with the Federal Correctional Farm Centre, Ozalla, Edo State as a pilot scheme.	Security	The Commission issued NCS an Outline Business Case Compliance Certificate on 6th July, 2021 to enable the project proceed to private sector procurement stage through a Swiss Challenge approach	Procurement
146	<b>Federal Ministry of Youth and Sports</b>	<b>PPPs involving the following:</b>  i. Upgrading/rebuilding of National Stadium, Lagos ii. Completion of Athletes' hostel, Abuja	Sports	PDT meeting held on September 19th, 2018. The Ministry has been advised to submit an OBC to the Commission. RFQ bids evaluated on 25th November 2020 Evaluation Team to submit report to PDT on 2nd December 2020  PDT Meeting held on Wednesday, the 2nd of December, 2020	Development
147	<b>Federal Ministry of Youth and Sports</b>	<b>Development of Multipurpose Facility at National Stadium, Abuja</b> The Federal Ministry of Sports & Youth Development seeks to develop Multipurpose Facility at National Stadium Abuja through PPP	Sports	Meeting on a proposal for Long Lease of Part of the Public Parking Lot in the National Stadium, Abuja held at the Federal Ministry of Youth & Sports Development (FMYSD) on March 27, 2018  RFQ Advert for the two projects published on the 31st August 2020.  RFQ advert extended by 2 weeks	Development
148	<b>Federal Ministry of Youth and Sports</b>	<b>Sponsorship And Promotion of The National Sports Festival (NSF)</b>	Sports	Attended the MOU signing ceremony for sponsorship, marketing and promotion of National Sports Festival on 11 Jul 2018. Following request by the Ministry through letter on 6/09/18 for a waiver to allow Abuja National Stadium to bear the name 'GLO' for the next two years, the Commission replied requesting for the draft Agreement to be forwarded to it and Federal Ministry of Justice (FMOJ) for review before execution.	Development
149	<b>Federal Ministry of Youth and Sports</b>	The Federal Ministry of Youth and Sports Development seeks to Concession a) National Stadium Complex & Athletes' Hostel Surulere, Lagos. B) Athletes' hostel Abuja	Sports	RFQ Advert for the two projects published on the 31st August 2020	Procurement
150	<b>Federal Ministry of Industry, Trade and Investment/National Automotive Council</b>	<b>Development of World Class Training Centre of Excellence:</b>  (Solicited Proposal): The National Automotive Design Development Council wishes to develop a World Class Training Centre of Excellence through a PPP.	Trade and Investment	The Commission held a meeting on 31st January, 2020 to establish a way forward on the project. It was agreed an updated Business Case will be sent to the Commission for review on 9th March, 2020.	Procurement
151	<b>Federal Ministry of Industry, Trade &amp; Investment / Tafawa Balewa Square Management Board (TBSMB)</b>	<b>Rehabilitation, Management and Operation of the National Trade and International Business Centre, Lagos (NTIBC)</b> The development of the NTIBC was conceived against the background of the FGN's desire to develop one-stop investment hubs in order to sustain economic growth by encouraging export, enterprise and investments. The Independence building was built in 1959. The building consists of 25 floors, has approximately 8,100 square meters and a separate parking lot directly opposite with an area of 2,650 square meters. The proposed NTIBC building will be a mixed-use facility to cater for businesses on a let basis, provide space for TBSMB and also residential usage. The proposed facility will be multi-functional, to include: i. Office for agencies under the FMITI ii. Offices for other government MDAs iii. Information hub on trade & investment in Nigeria iv. Office for Blue-Chip companies v. Conference & meeting rooms vi. Exhibition and banquet halls Restaurants & lounge bar	Trade and Investment	The bid submission closed on 18th November 2020 (1600hrs) and two bids were received. A presentation was made by both bidders on 23rd November 2020 for the Evaluation of Innovative solutions within the project. Bid evaluations for PPP Partner (technical and financials) commenced on 30th November 2020, in Lagos. RfP evaluated and concluded with emergence of a preferred bidder A PDT meeting took place to consider the combined evaluation report for concessionaire selection on June 3, 2021. Procurement report submitted to Minister of Industry, Trade and Investment and approval granted to proceed to Negotiations.  <b>Next Steps:</b> Negotiations with preferred bidder.	Development
152	<b>Federal Ministry of Industry, Trade &amp; Investment / National Automotive Council (NAC)</b>	<b>Establishment of the Mechanic's Villages</b> The mechanics' villages' project is an initiative of NAC, a body established pursuant to the National Automotive Council Act, Cap N8, Laws of the Federation of Nigeria, with responsibility for the development of the automotive industry in Nigeria. The objective for the establishment of the mechanic's villages is, among other things, to stimulate the growth and development of the mechanic business in a specialized and orderly manner. The project is aimed at developing the automotive value chain via the provision	Trade and Investment	Meeting for review and negotiation of concession fees held on February 21st, 2019  Site Visit took place on February 27th, 2019  Awaiting Sensitivity analysis to be run by both parties and to be sent to the Commission for review	Development



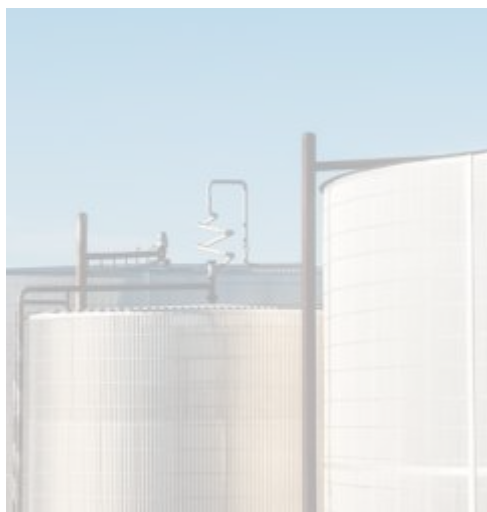
153	<b>Federal Ministry of Industry, Trade &amp; Investment / Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)</b>	<b>Development of 23 Industrial Development Clusters (IDCs)</b> The objective of the project is to redevelop 23 Industrial Development Centers (IDCs) into Industrial Clusters across Nigeria (in 6 geopolitical zones) using the PPP Model.	Trade and Investment	OBC Certificate of Compliance was granted on October 23rd, 2018 for six (6) identified IDCs namely; Idu, Maiduguri, Owerri, Ikorodu, Port Harcourt and Sokoto.	Procurement
154	<b>Federal Ministry of Industry, Trade &amp; Investment</b>	<b>Federal Ministry of Industry Trade and Investment Abuja Head office Building Project</b> The Federal Ministry of Industry Trade and Investment is desirous to build their Abuja Head Office through a PPP Procurement method. Project Conceptualization is currently on-going.	Trade and Investment	Project Conceptualization is currently on-going.	Development
155	<b>Federal Ministry of Industry, Trade &amp; Investment</b>	Proposed concession of Calabar and Kano Special Economic Zones (SEZs)	Trade and Investment	A letter dated 14 <sup>th</sup> of October, 2021 acknowledging receipt of OBC was issued to the Ministry	Development
156	<b>Federal Capital Territory/ Abuja Infrastructure Investment Center (AIIC)</b>	<b>IGR Automated Platform for AEPB:</b> Project Description (Solicited Proposal): The MDA proposes providing an automated system for managing revenue collections, via an e-Payment platform that incorporates Mobile POS devices and a powerful AEPB office revenue administration and monitoring platform.	Urban Development	Evidence of competitive bidding process and all documentation and approvals during the process were sent by AIIC to the Commission on October 3, 2017  <b>Next Step:</b> Awaiting FBC submission for review.	Procurement
157	<b>Ogun Osun River Basin Development Authority</b>	K'MAOUN Complex in IJORA Lagos State	Urban Development	The Commission held a meeting with the River Basin Development Authority and the project proponent on the 20th October 2020, to discuss the OBC reviewed by the Commission.  OBC Compliance certificate was issued on the 12 December 2020  Virtual meeting on 1 <sup>st</sup> December 2021 with stakeholders on re-aligning project revenue streams amongst others which include rent and tenancy agreements.  Draft FBC and Concession Agreement under review	Development
158	<b>Federal Ministry of Works &amp; Housing And Council for the Regulation of Engineering in Nigeria (COREN)</b>	<b>COREN Head Office Project</b> (Solicited Proposal): The proposal will involve the Construction of COREN head office complex in Abuja using PPP procurement methodology.	Urban Development	The Commission granted an OBC Certificate of Compliance on November 8, 2016 for the project COREN has been advised to proceed to procurement.	Procurement
159	<b>Federal Capital Development Authority (FCDA)</b>	<b>Automated Parking Centres</b> This involves the construction of Automated Parking Centres in designated car parks in the FCT.	Urban Development	FCDA is in the process of procuring a Transaction Adviser to prepare an Outline Business Case to determine project viability and bankability.	Development
160	<b>Federal Housing Authority (FHA)</b>	<b>PPPs involving the following:</b> i. Development of new towns in Abuja at Kwali and Bwari Area Councils ii. PPP to develop corporate head office of Federal Housing Authority (FHA) in Abuja located at the Central Business District of Abuja.	Urban Development	FHA is in the process of procuring Transaction Advisers to prepare an Outline Business Cases. Projects will soon be advertised for procurement of Transaction Adviser.	Development
161	<b>Federal Ministry of Works &amp; Housing</b>	<b>Marina Quayside Strip Project</b> The proposed project is a transformative urban/waterfront development Project intended to be a tourism centre that will provide Hotels, Condominiums, Commercial Complexes, Water Sports, Restaurants, Art Galleries, Cinemas, Shops, Car Parks, Bus Transport Terminals, Museums, Offices, Residential buildings, Rented Houses, Theme parks, Parks, Port Authorities, Cruise Ship Facilities, Jetties, Boardwalks, Marinas, Aquaria, Sports Complexes, Casinos, Medical Facilities and Marine Transport.	Urban Development	Outline Business Case Certificate of Compliance granted on August 16, 2017.  Meeting held with the PPP Unit regarding current status of project on 4th April, 2019. It was resolved that the PPP Unit would inform the project proponent to return from finance-sourcing abroad and conclude the pre-development phase requirements for the project.  ICRC and Ministry to agree on updated workplan with timelines for the project.	Development
162	<b>Federal Ministry of Works &amp; Housing</b>	<b>New Eko Development Project, (Lagoon City) in Lagos</b> The project proposal involves the Sand-filling and reclamation of water bodies within the vicinity of existing Banana Island Estate. The project would redefine the Banana Island landscape and complement the development of Lagos lagoon to reflect its mega-city status.	Urban Development	The OBC is currently a work in progress by the FMW&H.	Development

163	Federal Capital Territory	<b>Light Rail Lot 2 PPP Project</b> The proposed Abuja Light Rail PPP project includes the financing, designing, construction, operation and maintenance of the rail transit network route. The covering distance is 54.1 kilometers from Garki Area 11 passing through the interchange centre at Eagle Square to Gudu and down to Nyanya, Karu axis, in Abuja. It also connects to sector Centre D through Hilton Hotel, Gwarimpa FHA Estate and the light railway Lot 1 (Blue line currently under construction)	Urban Development	A meeting was held on December 22, 2017 at the SGF's office where the private proponent (IRMG) made another presentation on the way forward with the project. No conclusive agreements were reached, due to absence of some stakeholders. The meeting was adjourned to a later date. New date to be communicated to the Commission.	Development
164	National Commission for Museums and Monuments	<b>Lease of Land at National Museum, Jos for the development of Filling Station</b> The National Commission for Museums and Monuments seeks to develop part of its land via PPP	Urban Development	The Commission granted an OBC Certificate of Compliance on February 27, 2018	Development
165	National Sugar Development Council	<b>Operation and Management of Sugarcane Bio-Factory, Zaria</b> The Council is proposing a PPP procurement in the Management and Operation of the facility to make it more efficient and productive after sinking in so much money with little output.	Urban Development	PDT met on March 23, 2018. ICRC has advised the Council of the need to procure a TA that will guide in the conduct of the Swiss Challenge procurement and also prepare a RFQ and RFP documents.	Development
166	Centre for Management Development	<b>Development of CMD Headquarters, Abuja</b> The Centre for Management Development is desirous of constructing National Headquarters in Abuja.	Urban Development	Profile of two contractors sent to the commission by CMD. The Commission reminded through letter of March 27, 2018 to develop and submit Project Structuring Report.	Development
167	Office of the Head of Civil Service of the Federation (OHCSF)	<b>The Concession of Ground Floor of the Federal Secretariat Complex, Phase II to Commercial Use under PPP Arrangement Modalities on how to commercialize the ground floor of the Office of the Head of Civil Service of the Federation (OHCSF) building complex as a PPP pilot project under PPP arrangement.</b> some of the possible services that can be considered in the proposed scheme: - Creche/Nursery - Supermarket - Laundry - Car Park commercialization - Complementary Transportation to and fro across the various routes of the Federal Secretariat (Staff Bus)	Urban Development	ICRC issued Pilot Implementation Certificate on 10th July, 2019 to fast-track improved facility management via a pilot PPP arrangement.  <b>Next step:</b> The head of Service is to obtain endorsement of the Federal Ministry of Justice and the approval of the president for the Implementation phase prior to signing the Pilot Concession Agreement.	Procurement
168	Federal Housing Authority	<b>Development of Federal Housing Authority (FHA) Shopping Complex, Gwarinpa, Abuja</b> FHA currently has a site office located on 2,500sqm along 3rd Avenue Gwarinpa. There is an existing bungalow housing the Annex office of the Federal Housing Authority on the land. The building will be demolished to give way for a modern shopping complex. The FHA Annex office will be relocated to a temporary location in Gwarinpa. On completion of the plaza, some of the offices will be retained for the FHA Annex.	Urban Development	OBC Certificate of Compliance was granted on June 12th, 2018  Bid opening held on July 11th, 2018 with two (2) proposals submitted for evaluation; which took place and none of the bidders met the requirements of the RfQ  Awaiting detailed report from FHA on the procurement process.	Procurement
169	National Assembly/ PASAN Staff Housing	The National Assembly's commitment to acquire housing for their civil service staff under the steer of the Parliamentary Staff Association of Nigeria (PASAN)	Urban Development	Meeting held with NASS/ PASAN on 20th May, 2019 regarding reviewed PSR and way forward for project.  NASS/ PASAN have been advised to procure a TA to develop a standard PSR for the project.	Development
170	Federal Radio Corporation of Nigeria (FRCN)	<b>FRCN Land Lease, Owerri, Imo State.</b> The Federal Radio Corporation of Nigeria is interested in constructing and developing mixed-use development on 14 Hectares of its 21.11 Hectare landed property at Km-15 Umuahia Road, Owerri, Imo State. The project consists of a high-end luxury estate with recreational support facilities, luxurious hotel and office blocks for commercial purposes.	Urban Development	The Commission has reviewed the submitted OBC and has advised the Corporation accordingly. The Corporation resubmitted an OBC for the project on November 9, 2020 and is currently under review. Financial Model resubmitted for further review on June 6, 2021	Development
171	Federal Radio Corporation of Nigeria (FRCN)	<b>Federal Radio Corporation of Nigeria Properties</b> The Radio Corporation are desirous to develop its 10-Hectares of land into a mixed-use facility in Lagos.	Urban Development	FBC Certificate of Compliance was granted to FRCN on October 28, 2018	Procurement

172	<b>Niger Delta Development Commission</b>	<p><b><u>Proposed Niger Delta Broadband Development Initiative (NDBDI) for a Region-Wide High-Speed Next Generation Broadband Infrastructure.</u></b></p> <p>The NDBDI project is about the provision of Broadband Internet Access, Connectivity, and associated Services in the Niger Delta region.</p> <p>The Commission will make a Developmental Contribution for the NDBDI project which will serve as a platform for the recommended SP to deliver the Broadband Internet Services to Subscribers at a reduced cost, using 4G technologies such as LTE (Long Term Evolution) and WAN (Wide Access Networks) which will deliver speeds of over 100Mbps.</p>	Urban Development	OBC Certificate issued on January 10, 2019	Procurement
173	<b>National Hajj Commission of Nigeria (NAHCON)</b>	<p>The NAHCON seek to engage a private sector operator to DFBOT a building at its landed property located at Hajj Complex, along Katsina Road, Kano State. The plan is to build a 4blocks complex housing 376 units of shops, 8 portal steel blocks, a mosque, convenience and parking spaces.</p>	Urban Development	<p>Meeting to review the Project Structuring Report held on 27<sup>th</sup> January 2021.</p> <p>OBC document submitted to ICRC on the 31<sup>st</sup> May 2021.</p> <p>OBC Certificate of Compliance issued on the 9<sup>th</sup> June, 2021</p> <p>Basic PPP Capacity training for NAHCON staff held on 18<sup>th</sup> -19<sup>th</sup> August 2021.</p> <p>Issued FBC Certificate of Compliance on the 22<sup>nd</sup> of November, 2021</p> <p>Project approved by Federal Executive Council (FEC) on December 12, 2021.</p>	Development
174	<b>Federal Ministry of Works and Housing</b>	Federal Site and Services Housing Scheme AVU - Owerri Imo State	Urban Development	OBC certificate issued on July 22, 2021	
175	<b>Federal Capital Territory / Abuja Infrastructure Investment Center (AIIC)</b>	<p><b><u>Development of Jabi Lake Tourism &amp; Recreation Development Project.</u></b></p> <p>The development of the Jabi Lake area into a Tourism and Recreation hub.</p>	Urban Development	<p>OBC Certificate of Compliance issued for the project on February 19, 2021</p> <p>In the process of engaging a TA to conduct a Swiss Challenge process</p>	Development
176	<b>Federal Capital Territory (FCT)</b>	Maximization of revenue from water bills in FCT	Urban Development	Ongoing review of OBC	Development
177	<b>Federal Capital Territory (FCT)</b>	On street park as you pay in the FCT.	Urban Development	Financial Model is being reviewed by Commission	Development
178	<b>Federal Ministry of Education/University of Port-Harcourt</b>	An unsolicited proposal for the development of 4000-bedspace standard green building hostel facility	Urban Development	Response letter sent to UNIPOINT on the 24 <sup>th</sup> of September, 2021	Development
179	<b>The Nigeria Police Force</b>	Redevelopment of the Nigerian Police DIG Quarters at Maitama District, Abuja, through Public Private Partnership arrangement	Urban Development	An OBC was submitted on August 23, 2021. It is currently under review. A meeting was held with the NP to review financial model figures to ensure VfM on the project.	Development
180	<b>Federal Ministry of Health</b>	<p><b><u>Upgrade of the 3rd Phase of Teaching Hospital Rehabilitation Project</u></b></p> <p>The Federal Government through the Federal Ministry of Health seeks to Rehabilitate 7 Teaching Hospitals and Construct a 500-bed state-of-the-art specialist hospital through PPP. This is the 3rd of the Teaching Hospitals rehabilitation process. The 1st and 2nd Phases were done with government funds</p>	Urban Development	<p>OBC Certificate of Compliance was revalidated and re-issued to the Federal Ministry of Health on 24<sup>th</sup> August, 2020, for an accelerated negotiated PPP pilot scheme for six (6) teaching hospitals, one in each of the Nation's geopolitical zones.</p> <p>OBC Certificate of Compliance was revalidated and re-issued to the Federal Ministry of Health with some adjustment of scope by the Ministry on the 30<sup>th</sup> of Dec, 2021.</p>	Development



## APPENDIX II: LIST OF CONCESSION AGREEMENTS UNDER CUSTODY – December 2021



S/N	Infrastructure Sector	Numbers
1	Ports Infrastructure Sector	26
2	Agriculture (Silos- Storage) Infrastructure Sector	18
3	Electricity (Hydro & Solar) Infrastructure Sector	6
4	Inland Container Depot Infrastructure Sector	6
5	Aviation Infrastructure Sector	4
6	Information Technology and Communication Infrastructure Sector	4
7	Defence/Paramilitary/Security Infrastructure Sector	3
8	Healthcare Infrastructure Sector	2
9	Telecommunications (Fibre Optic) Infrastructure Sector	2
10	Public Building Infrastructure Sector	1
11	District Engineering Infrastructure Sector	1
12	Housing Development Infrastructure Sector	1
13	Marine (Security) Infrastructure Sector	1
14	Mining (Iron ore) Infrastructure Sector	1
	<b>Total No of PPP Contracts</b>	<b>77</b>

S/N	PROJECT DESCRIPTION	GOVT AGENCY	CONCESSIONAIRE	DURATION	STATUS
<b>Ports Infrastructure Sector</b>					
<b>LAGOS PORT COMPLEX</b>					
1	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Apapa)	Nigerian Ports Authority (NPA)	Apapa Bulk Terminal Ltd "A"	25years 3 <sup>rd</sup> April 2006 – 2 <sup>nd</sup> April 2031	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
2	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Apapa)	Nigerian Ports Authority (NPA)	Apapa Bulk Terminal Ltd "B"	25years 3 <sup>rd</sup> April 2006 – 2 <sup>nd</sup> April 2031	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
3	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Apapa)	Nigerian Ports Authority (NPA)	ENL Consortium Ltd (Terminal C)	10 years (Initially) 2006 – 2016 15 years 3 <sup>rd</sup> April 2006 – 2 <sup>nd</sup> April 2021  * Extension of additional 5 years granted to expire in 2021	Under review for renewal of Contract  The Commission is monitoring compliance with the terms and conditions of the agreement.  The Commission is engaging the Parties and the Federal Ministry of Transportation on the contract expiration.
4	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Apapa)	Nigerian Ports Authority (NPA)	ENL Consortium Ltd (Terminal D)	10 years (Initially) 2006 – 2016 15 years 3 <sup>rd</sup> April 2006 – 2 <sup>nd</sup> April 2021  * Extension of additional 5 years granted to expire in 2021	Under review for renewal of Contract  The Commission is engaging the Parties and the Federal Ministry of Transportation on the contract renewal.
5	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Apapa)	Nigerian Ports Authority (NPA)	Greenview Development Nigeria Ltd (Terminal E)	25 years 3 <sup>rd</sup> April 2006 – 2 <sup>nd</sup> April 2031	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
6	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Apapa)	Nigerian Ports Authority (NPA)	APMT Terminals Apapa Ltd	25 years 20 <sup>th</sup> March -19 <sup>th</sup> March 2031	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.

TIN CAN PORT COMPLEX					
7.	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Tincan Island)	Nigerian Ports Authority (NPA)	Five Star Logistics Ltd	15 years (Initially) 10 <sup>th</sup> May 2006- 2 <sup>nd</sup> May 2021  * Extension of additional 5yrs granted to expire 2 <sup>nd</sup> May 2026	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
8	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Tincan Island)	Nigerian Ports Authority (NPA)	Ports and Terminal Multi-Service Ltd	25 years 18 <sup>th</sup> August 2009 -17 August 2034	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
9	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Tincan Island)	Nigerian Ports Authority (NPA)	Ports and Cargo Handlings Services Ltd	10 years Initially 10 <sup>th</sup> May 2006 – 9 <sup>th</sup> May 2021 15 years  * Extension of additional 5 years granted to expire in 2021	Under review for renewal of Contract  The Commission is engaging the Parties and the Federal Ministry of Transportation on the contract renewal.
10	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Tincan Island)	Nigerian Ports Authority (NPA)	Tincan Island Container Terminal Ltd (TCIT)	Initially 15 1 <sup>st</sup> June 2006 – 31 <sup>st</sup> May 2026 20 years  * Extension of additional 5 years granted to expire in 2026	Under implementation  The Commission is partnering with other relevant MDAs to consider the status of the Contract after expiration.
11	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Tincan Island)	Nigerian Ports Authority (NPA)	Josepdam Ports Services Nig Ltd	10 years (Initially) 11 <sup>th</sup> May 2006 – 10 <sup>th</sup> May 2021 15 years  *Extension of additional 5yrs granted to expire in 2021	Under review for renewal of Contract  The Commission is engaging the Parties and the Federal Ministry of Transportation on the contract renewal.
ONNE PORT COMPLEX					
12	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Onne)	Nigerian Ports Authority (NPA)	Brawal Oil Services Ltd	25 years 6 <sup>th</sup> August – 5 <sup>th</sup> August 2031	Under implementation  The Commission is partnering with other relevant MDAs to consider the status of the Contract after expiration.
13	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Onne)	Nigerian Ports Authority (NPA)	West African Container Terminal Ltd (WACT)	25 years 1 <sup>st</sup> September, 2007 - 31 <sup>st</sup> August, 2032	Under implementation  The Commission is partnering with other relevant MDAs to consider the status of the Contract after expiration.
14	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Onne)	Nigerian Ports Authority (NPA)	Intels Nigeria Ltd (Onne- FLT)	25 years 22 <sup>nd</sup> June 2006 – 21 <sup>st</sup> June 2031	Under implementation  The Commission is partnering with other relevant MDAs to consider the status of the Contract after expiration.
15	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Onne)	Nigerian Ports Authority (NPA)	Intels Nigeria Ltd (Onne – FOT)	25 years 22 <sup>nd</sup> June 2006 – 21 <sup>st</sup> June 2031	Under implementation  The Commission is partnering with other relevant MDAs to consider the status of the Contract after expiration.



CALABAR PORT COMPLEX					
16	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Calabar)	Nigerian Ports Authority (NPA)	Intels Nigeria Ltd (Calabar)	25 years 21 June 2006 - 20 <sup>th</sup> June 2032	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
17	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Calabar)	Nigerian Ports Authority (NPA)	Shoreline Logistics Nigeria Ltd (Addax Logistics Nig Limited)	25 years 26 <sup>th</sup> May 2007 – 25 <sup>th</sup> May 2032	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
18	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Calabar)	Nigerian Ports Authority (NPA)	Ecomarine (ECM) Terminals Ltd	Initially 25 years 1 <sup>st</sup> August 2007 – 31 <sup>st</sup> July 2037  * Extension of additional 5 years granted to expire in 2037	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
DELTA PORT COMPLEX					
19	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Warri)	Nigerian Ports Authority (NPA)	Intels Nigeria Ltd (Terminal A -Warri)	25 years 21 <sup>st</sup> June 2006 – 22 <sup>nd</sup> June 2031	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
20	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Warri)	Nigerian Ports Authority (NPA)	Intels Nigeria Ltd (Terminal B -Warri)	25 years 21 <sup>st</sup> June 2006 – 22 <sup>nd</sup> June 2031	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
21	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Warri)	Nigerian Ports Authority (NPA)	Associated Maritime Services Ltd	Initially 10 years 11 <sup>th</sup> June 2006 -10 <sup>th</sup> June 2021 15 years.  * Extension of additional 5 years granted to expire in 2022	Under review for renewal of Contract  The Commission is engaging the Parties and the Federal Ministry of Transportation on the contract renewal.
22	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Warri)	Nigerian Ports Authority (NPA)	Julius Berger Services Nigeria Ltd	25 years 1 <sup>st</sup> April 2007 – 31 March 2032	Under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
23	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal B Old Port (Warri)	Nigerian Ports Authority (NPA)	Ocean & cargo Terminal Services	25 years 22 <sup>nd</sup> February, 2019 21 <sup>st</sup> February, 2044	Under Implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.

RIVERS PORT COMPLEX					
24	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Port Harcourt)	Nigerian Ports Authority (NPA)	Port and Terminal Operators Nig Ltd	Initially 15 years 23 <sup>rd</sup> June 2006 -22 <sup>nd</sup> June May 2006 – May 2026 20 years  * Extension of additional 5 years granted to expire in 2026	Under Implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
25	Concession for the Development, Finance, Maintenance, Operate and Transfer of Port Terminal (Port Harcourt)	Nigerian Ports Authority (NPA)	BUA Ports and Terminals Ltd	20 years 9 <sup>th</sup> August 2006 – 8 <sup>th</sup> August 2026	Under Implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
Lekki Deep-Water Port Complex					
26	Development and Operation of Deep-Water Port (Lekki, Lagos)	Lekki Port LFTZ Enterprise Limited	The Nigerian Ports Authority/Lagos State Government	45 years (April 21 <sup>st</sup> 2011 – April 20 <sup>th</sup> 2056)	<b>Under Implementation</b>  <b>Construction works on-going:</b>  The Commission is monitoring compliance with the terms and conditions of the agreement.
Healthcare Infrastructure Sector					
27	Concession for the Operation, Management and Provision of Primary, Secondary and Tertiary Health Care at the Garki Hospital Abuja	Federal Capital Territory Administration (FCTA)	NISA Premier Hospital Ltd	15 Years from 20 <sup>th</sup> March 2007 To 19 <sup>th</sup> March, 2022	Under Implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
28	Concession for the operation and maintenance of two Warehouses located in Lagos and Abuja, through an Operate and Management contract (Warehouse in a Box)	Federal Ministry of Health	MDS Logistics Limited	5 years 14 <sup>th</sup> May – 13 May 2024	Under Implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.
Public Building Infrastructure Sector					
29	Concession for the Design, Finance, Build, Operate, Maintain and Transfer the Debt Management Office's Corporate Office Building, Abuja	The Debt Management Office (DMO)	LOH & OR Construction Nigeria Limited	30 years from effective date Contract Signed in 2015	Contact Stalled  The contract is yet to commence due to the Concessionaire's inability to achieve financial close.  ICRC is engaging the Debt Management Office on its alternative options for the project.
30	Concession for the renovation of 18 Blocks Student Hostel of the Kaduna Polytechnic	Mark Point Project Limited	The Kaduna Polytechnic	Contract is for 14 years from effective date.  Contract Signed on 21 <sup>st</sup> August, 2020. Expire on 20 <sup>th</sup> August 2034.	Under Implementation  Rehabilitation work is on-going on the first 4 Hotels handed over to the Concessionaire as a Pilot phase.  The Commission is engaging with the parties on the need to adhere to the terms and conditions of the contract signed.

## Inland Container Depot Infrastructure Sector

31	Concession for Build, Own, and Operate a Container Freight Station of Inland Container Depot (Abia State)	Nigerian Shippers Council (NSC)	Eastgate Inland Container Depot Ltd	30 Years from 2007	<p>The contract is under review by the Parties</p> <p>No significant progress has been recorded on the contract implementation.</p> <p>Contract Implementation is about 5%</p>
32	Concession for Build, Own, and Operate a Container Freight Station of Inland Container Depot (Oyo State)	Nigerian Shippers Council (NSC)	Catamaran Logistics Ltd	25 Years from 2007	<p>This contract is under review by the Parties</p> <p>No significant progress has been recorded on the contract implementation.</p> <p>Contract Implementation is about 10%</p>
33	Concession for Build, Own, and Operate a Container Freight Station of Inland Container Depot (Plateau State)	Nigerian Shippers Council (NSC)	Duncan Maritime Ventures Nigeria Ltd	25 Years from 2007	<p>Contract Implementation is about 29.70%</p> <p>Land Acquisition and Compensation has been completed</p> <p>Issuance of Letters of Exchange/Certificate of Occupancy Executed</p> <p>Administrative Block - 97% completed.</p>
34	Concession for Build, Own, and Operate a Container Freight Station of Inland Container Depot (Kano State)	Nigerian Shippers Council (NSC)	Dala Inland Dry Port Nigeria Ltd	25 Years from 2007	<p>The new investor for the project has injected N2.5 billion into the project construction work</p> <p>Investor has mobilized to site</p> <p>Contract Implementation is about 55%.</p>
35	Concession for Build, Own, and Operate a Container Freight Station of Inland Container Depot (Katsina State)	Nigerian Shippers Council (NSC)	Equatorial Marine Oil and Gas Company Ltd	25 Years from 2007	<p>A Ministerial Task Force for the completion of Funtua Inland Dry Port has been constituted to ensure completion and commissioning in March, 2022.</p> <p>Construction work and development of the depot is about 68% completed</p>
36	Concession for Build, Own, and Operate a Container Freight Station of Inland Container Depot (Borno State)	Nigerian Shippers Council (NSC)	Migfo Nigeria Limited	25 Years from 2007	<p>No significant progress has been recorded on the contract implementation.</p> <p>Work has been suspended at the site as a result of insecurity.</p> <p>Contract Implementation is about 5%.</p>



**Telecommunications (Fibre Optic) Infrastructure Sector**

37	Concession Agreement for the Design, Build, Finance, Operate TCN's Fibre Optic Cable Telecommunications Infrastructure for the Western part of Nigeria	Transmission Company of Nigeria	Phase 3 Telecom Ltd	15 Years  March 2006 -2021.  Parties have mutually extended the contract for twenty (20) years to expire 30 <sup>th</sup> November 2040	Under Implementation  Parties have signed an Addendum after the mediation exercise facilitated by the Commission.
38	Concession Agreement for the Design, Build, Finance, Operate TCN's Fibre Optic Cable Telecommunications Infrastructure for the Eastern part of Nigeria	Transmission Company of Nigeria	Alheri Engineering Services L td	15 Years  March 2006 -2021  Parties have mutually extended the contract for twenty (20) years to expire 30 <sup>th</sup> November 2040	Under Implementation  Parties have signed an Addendum after the mediation exercise

**Aviation Infrastructure Sector**

39	Concession to Design, Develop, Finance, Construct, Complete, Test, Commission, Operate, Manage, Maintain and Transfer of the Murtala Muhammed Airport Ikeja – Lagos Domestic Terminal (Lagos)	The Federal Airports Authority of Nigeria (FAAN)	Bi -Courtney Ltd	Initially 12 Years April 24 <sup>th</sup> 2003 – April 23 <sup>rd</sup> 2015 Now 36 years  *Extension granted through an Addendum to the Concession Agreement signed by Parties on 2 <sup>nd</sup> February 2007 for an extension of 36 years	Under Implementation  Parties are mediating to resolve contractual issues
40	Concession for the Construction and Development of a Four-Star Hotel at the Murtala Muhammed Airport Ikeja - Lagos	Federal Ministry of Transportation /Federal Airports Authority of Nigeria	Bi -Courtney Ltd	40 Years September 27 <sup>th</sup> 2005 To September 26 <sup>th</sup> 2045	Construction Stalled  Parties are mediating to resolve contractual issues
41	Concession for the Construction and Development of a Conference Centre at the Murtala Muhammed Airport Ikeja - Lagos	Federal Airports Authority of Nigeria	Bi -Courtney Ltd	40 Years November 21 <sup>st</sup> 2006 – 20 <sup>th</sup> November 2046	Construction Stalled  Parties are mediating to resolve contractual issues
42	Concession for the Acquisition, Installation, Operation and Management of World Class Integrated System in Designated Airports (MMA –Lagos, Abuja & Kano)	The Federal Airports Authority of Nigeria (FAAN).	Maevis Nigeria Ltd	10 years October 2007 – October 2017  Terminated -2012	Terminated by FAAN  The Commission is engaging the parties on amicable settlement of the dispute through the Mediation process.

**District Engineering Infrastructure Sector**

43	Concession for the Development of Engineering Infrastructure for Arterial roads, Storm water drainage network, Sewage network, Electrical distribution network and Telcom duct at the Katampe District, Phase II Federal Capital Territory (FCT) Abuja	The Federal Capital Development Authority (FCDA)/ Federal Capital Territory Authority (FCTA)	Deanshanger Project Ltd	5 years October 2010 – October 2015	Contract Execution Stalled  The Inter-Ministerial Committee set up by the Hon. Minister, FCT has concluded its assignment and submitted its report. Another Three – Man Committee has been set-up to review the report of the Committee and present its position.
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Housing Development Infrastructure Sector					
44	Concession Agreement for the Reclamation and Infrastructural Development of FESTAC Phase II Housing Development Project – FESTAC Town, Lagos	Federal Ministry of Lands, Housing and Urban Development/The Federal Housing Authority (FHA)	New FESTAC Property Development Company Ltd	30 years 8 <sup>th</sup> September 2014 - 7 <sup>th</sup> September 2044	Currently stalled as a result of a court case. The Community is in court over land ownership with the Federal Housing Authority (FHA).  The FHA has carried out demolition of illegal structures within the area to grant the developer right of way.
Marine (Security) Infrastructure Sector					
45	Concession for the Tracking of Ships, Cargoes, Enforce Regulatory Compliance and Surveillance of the Entire Nigeria Maritime Domain – Lagos	Nigerian Maritime Administration & Safety Agency (NIMASA)	Messrs Global West Vessels	10 years 3 <sup>rd</sup> April, 2012	Contract Suspended  The Court has ordered for an out-of-court settlement of the dispute between NIMASA and Global West Vessel Specialist Limited.  Parties are in arbitration to resolve the matter.
Mining (Iron ore) Infrastructure Sector					
46	Concession for the Rehabilitation, Completion, Management and Operation of the National Iron Ore Mining Company Ltd, including the right to Expand, Prospect, Explore, Excavate, Extract and Sales of the Ore and Products there from	Federal Ministry of Solid Minerals Development/National Iron Ore Mining Company Ltd	Global Infrastructure Nig Ltd/Global Steel Holdings Ltd	First entered into on 17 <sup>th</sup> February, 2005 Following International Settlement, Modified Concession Agreement entered into Commencement Date: 1 <sup>st</sup> August, 2016  Agreement has duration of Seven (7) Years from Effective Date	Contract Suspended  The Commission is monitoring compliance with the terms and conditions of the agreement.  A Presidential Project Implementation Team (PPIT) has been set up to work out modalities towards resuscitating the Ajaokuta Steel Complex. ICRC is a member of the PPIT.
Defence Infrastructure Sector					
47	Public Private Partnership and Joint Venture Agreement for the Establishment of a Military Clothing Factory Kaduna, Kaduna State	Defence Industries Corporation of Nigeria (DICON)	SUR Corporate Wear Tasarim Dani Manlik GYM SAN VE TIC AS (SUR) Turkey	50 years 24 <sup>th</sup> October 2019 - 23 October 2069	Construction phase under implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.  The Construction work is at advanced stage about 60% completed rate on the factory building.
48	Concession contract for the Design, Finance, Upgrade, Operate and transfer of the Nigerian Correctional Service Shoe and garment Factories at Aba in Abia State and the Leather (Tannery) Factory at Janguza, Kano State, under a Public Private partnership arrangement.	Nigerian Correctional Service (NCoS)	Erojim Invesment Limited	20 years 13th January 2021 - 12th January 2041	Contract Signed  The Commission has taken custody of the Contract and is monitoring compliance with the terms and conditions of the agreement.
49	Concession contract of the integrated digital trunking communications system designed to provide a robust, reliable, secured and independent multimedia communication systems (voice, video and data) for the Nigerian Police Force and other security agencies of government.	Federal Ministry of Police Affairs	Messrs. MPS Technologies Ltd	30 years, with the first 36 months designated for rehabilitation work  Contract signed on the 27 <sup>th</sup> January 2021	Contract Signed  Provision of Power to about 50 Base Stations are ongoing.  A Co-location license has been granted to MPS Tech. by the NCC.

**Information Technology and Communication Infrastructure Sector**

50	Concession for the Production of ECOWAS Biometric Identity Cards	Federal Ministry of Interior	Euphoria Press Limited	10 years 16 <sup>th</sup> April 2019 – 15 April 2029	Contract Signed  Commission has taken custody of Concession Agreements and commenced monitoring of efficient execution of contractual terms.
51	Concession contract for the Design, Development, and Management of a Secured Ticketing solution for the NRC Rail Services for the Five (5) stations along NRC rail Corridor between Abuja and Kaduna.	Nigerian Railway Corporation (NRC)	SecureID Limited	10 years 18 <sup>th</sup> November, 2020 - 17 <sup>th</sup> November, 2030, subject to any future amendment on the contract term	Contract Signed  Commission has taken custody of Concession Agreements and commenced monitoring of efficient execution of contractual terms.
52	Concession Agreement for the Implementation of the Nigeria Harmonised ECOWAS Electronic (SMART) Passport and Autogate Systems	Federal Ministry of Interior formerly Federal Ministry of Internal Affairs	IRIS Smart Technologies Ltd	Implementation was supposed to be for 2 years from 14 <sup>th</sup> May, 2003	Contract in Dispute
53	Concession Agreement for the Process Automation of Citizenship and Business Department (Ecitibiz) using Public Private Partnership	Federal Ministry of Interior (the Grantor) and	Anchor Dataware Solutions Limited (the Concessionaire)	The contract was executed on 24 <sup>th</sup> of April, 2012 for a contract term of 5 years; and was further renewed for another 5 years on 19 <sup>th</sup> January, 2017 to expire on 23 <sup>rd</sup> April, 2022	The Commission is engaging the Parties on the contractual disputes.

**Electricity (Hydro & Solar) Infrastructure Sector**

54	Concession Agreements for the Operation, Maintenance, Design and Sales of electricity produce – Niger State	Kainji Hydro Electricity Plc	Mainstream Energy Solutions Ltd	30 Years 21 <sup>st</sup> February 2013 – 20 <sup>th</sup> February 2043	Under Implementation
55	Concession Agreements for the Operation, Maintenance, Design and Sales of electricity produce – Niger State	Shiroro Hydro Electric Plc	North South Power Company Ltd	30 Years 21 <sup>st</sup> February 2013 – 20 <sup>th</sup> February 2043	Under Implementation
56	Concession for the Design, Construct, Install, Operate and Maintain the Dadin Kowa Hydro Dam for the purpose of Electricity Generation with a capacity of 39 MW – Gombe State	Federal Ministry of Water Resources	Mabon Limited	25 years from 4 <sup>th</sup> July, 2005  Addendum to the agreement signed on 4 <sup>th</sup> August, 2016  Commencement from Effective Date: Upon Reaching Financial Close and PPA	Under Implementation
57	Concession of Gurara Hydro Power Project Kaduna Operate and Maintain PPP project (30 Mega Watts)	Federal Ministry of Water Resources	North South Power Company Limited	25 years from commencement date  Contract Signed; 12 <sup>th</sup> May, 2020	Under Implementation  The Concessionaire is collaborating with TCN to carry out repairs on the transmission lines and substations;  Concessionaire is targeting 2 <sup>nd</sup> Quarter 2022 to commence generation



58	Concession for the Service Management of Gurara Phase 1 Multipurpose Dam Facilities	Federal Ministry of Water Resources	Messrs Gams and Abell Ltd, in Conjunction with Ryzyn Global Inc USA	10 years 30 <sup>th</sup> December 2019 – 29 <sup>th</sup> December 2029	Under Implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.  Concessionaire is liaising with TCN, NBET, NERC to obtain approvals to support service operations.
59	Concession of Rooftop solar Power, 750 kilowatts (KW) solar power system for Federal Ministry of Power, Works and Housing (Power House) building in Abuja	Federal Ministry of Power, Works and Housing (Power Sector)	Proserve Energy Ltd	10 years 14 <sup>th</sup> March 2019 – 13 <sup>th</sup> March 2029	Under Implementation  The Commission is monitoring compliance with the terms and conditions of the agreement.  Concessionaire has secured financing from the Nigerian Infrastructure Development Fund  Power Purchase Agreement (PPA) has been signed
<b>Agriculture (Silos- Storage) Infrastructure Sector</b>					
60	Concession of Grain Storage Facilities for food storage (Silos) in Ado Ekiti	Federal Ministry of Agriculture and Rural Development	Agro-Universal Consortium	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
61	Concession of Grain Storage Facilities for food storage (Silos) in Akure	Federal Ministry of Agriculture and Rural Development	Agro-Universal Consortium	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
62	Concession of Grain Storage Facilities for food storage (Silos) in Gaya	Federal Ministry of Agriculture and Rural Development	Agro-Universal Consortium	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
63	Concession of Grain Storage Facilities for food storage (Silos) in Ikenne	Federal Ministry of Agriculture and Rural Development	Agro-Universal Consortium	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
64	Concession of Grain Storage Facilities for food storage (Silos) in Jos	Federal Ministry of Agriculture and Rural Development	Agro-Universal Consortium	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
65	Concession of Grain Storage Facilities for food storage (Silos) in Ogoja	Federal Ministry of Agriculture and Rural Development	Agro-Universal Consortium	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
66	Concession of Grain Storage Facilities for food storage (Silos) in Sokoto	Federal Ministry of Agriculture and Rural Development	Agro-Universal Consortium	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.

67	Concession of Grain Storage Facilities for food storage (Silos) in Igbariam	Federal Ministry of Agriculture and Rural Development	Coscharis Farms Limited	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
68	Concession of Grain Storage Facilities for food storage (Silos) in Ezillo	Federal Ministry of Agriculture and Rural Development	Ebony Agro Industries Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
69	Concession of Grain Storage Facilities for food storage (Silos) in Ibadan	Federal Ministry of Agriculture and Rural Development	Independent Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
70	Concession of Grain Storage Facilities for food storage (Silos) in Bulasa	Federal Ministry of Agriculture and Rural Development	Matrixville Consortium Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
71	Concession of Grain Storage Facilities for food storage (Silos) in Jahun	Federal Ministry of Agriculture and Rural Development	Matrixville Consortium Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
72	Concession of Grain Storage Facilities for food storage (Silos) in Kaduna	Federal Ministry of Agriculture and Rural Development	Matrixville Consortium Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
73	Concession of Grain Storage Facilities for food storage (Silos) in Kwali,	Federal Ministry of Agriculture and Rural Development	Matrixville Consortium Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
74	Concession of Grain Storage Facilities for food storage (Silos) in Lafagi,	Federal Ministry of Agriculture and Rural Development	Matrixville Consortium Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
75	Concession of Grain Storage Facilities for food storage (Silos) in Uyo	Federal Ministry of Agriculture and Rural Development	Neon Farms Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
76	Concession of Grain Storage Facilities for food storage (Silos) in Gombe	Federal Ministry of Agriculture and Rural Development	Servewell Agricultural Services Limited	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.
77	Concession of Grain Storage Facilities for food storage (Silos) in Makurdi	Federal Ministry of Agriculture and Rural Development	Upland Grains Ltd	10 Years 2018 - 2028	Under Implementation  The Ministry has hired a Post Contract Transaction Adviser to assist it with structuring of contract management processes.







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