ICRC Bulletin

THE PRESIDENCY

THIRD QUARTER 2023

Value for Money – Source: Freepik

GETTING VALUE FOR MONEY IN PUBLIC-PRIVATE PARTNERSHIP PROCUREMENT

INSIDE THIS ISSUE

EDITOR – IN – CHIEF'S DESK

Dear Reader,

The ICRC Bulletin Editorial Team is pleased to present the third quarter edition for the year 2023. The theme for this edition is "Getting Value For Money In Public-Private Partnership Procurement".

Our feature story, which has same title as the theme of the Bulletin was written by Mr. Togunde Dada, the Director of Internal Audit of ICRC.

In the article, he notes that since the inauguration of the ICRC Board in 2008, Nigerians have expressed divergent opinions on whether the country is getting value-for-money (VfM) in Public-Private Partnerships (PPPs). He explained that VfM is considered the relative balance between the value and the cost of different available infrastructure delivery options. The value aspect of VfM comprises the quality and quantity of the service (i.e., the performance level) delivered throughout the PPP. The cost aspect usually represents the cost to the payer (i.e., the public authority and/or end-users) over the same period to deliver the associated value of the different delivery options, including the costs of managing the risks.

Our knowledge management story is on "Why countries should implement asset recycling, and where to get good guidance", written by David Ngrishabh Jain. The article notes that asset recycling allows governments to concession or lease existing brownfield infrastructure assets, such as toll roads, airports, ports, rail, and electricity transmission assets that have the potential for private sector efficiencies in their operations and maintenance. He noted that governments, in turn, can invest the realized proceeds into building new, sustainable greenfield infrastructure assets thereby creating a virtuous cycle whereby the public accesses improved services provided by the private sector (operating existing assets) and benefits from additional services delivered by investment in new infrastructure assets.

Jain proposes four key reasons for implementing asset recycling including meeting infrastructure investment needs and gaps, alleviating constraints in raising financing and funding, leveraging private sector efficiencies for better service delivery of existing infrastructure assets, and promoting infrastructure as an asset class for domestic and foreign institutional investors.

In our health and wellness section, we share on "child maltreatment" which is the abuse and neglect that occurs to children under 18 years of age and includes all types of physical and/or emotional ill-treatment, sexual abuse, neglect, negligence, and commercial or other exploitation, which results in actual or potential harm to a child's health, survival, development or dignity in the context of a relationship of responsibility, trust or power. The article discusses the scope of the problem, consequences, risk factors, and prevention of child maltreatment.

We do hope you will find this edition educating.

Manji Yarling

DG's STATEMENT

The vision of the Infrastructure Concession Regulatory Commission is to "be a credible regulatory institution in the development of public infrastructure and services through Public Private Partnerships (PPP) for the creation of wealth and economic development".

Since its establishment by an Act of Parliament in 2005 and commencement of operations from 2008, the Commission has continued to provide effective regulatory guidance to Ministries, Departments and Agencies (MDAs) of the Federal Government to undertake key infrastructure projects using PPPs.

Over the years, the ICRC has been responsible for providing regulatory guidance on 103 PPP projects which will inject a total of over N11 trillion of private sector funds into infrastructure development, and this investment will eventually yield billions of dollars to the nation's economy.

In addition, the Commission has been providing a platform through the Nigerian Public Private Partnership Network for states to share knowledge and experience in PPP procurement. Also, The Commission provides guidance on projects which require Federal Government support as contained in the Exclusive list of the 1999 Constitution from the year 2008 when the ICRC Board was inaugurated by then President Umaru Musa Yarádua, GCFR to the last administration of President Muhammadu Buhari, the Commission has recorded great milestones in Nigeria's infrastructure development space.

Currently, under the new administration of President Bola Ahmed Tinubu, GCFR, the Commission has continued to receive several inquiries from MDAs that want to utilise the PPP option in procuring some of their infrastructure projects.

In the lead of such interests is the Federal Ministry of Works, whose Minister H.E Sen Dave Umahi announced plans by the Ministry to undertake some of its legacy road projects through PPP while also overseeing other road projects, including the Highway Development and Management Initiative, that were approved for PPPs at the twilight of the last administration.

At present, the Commission has a number of proposed PPP projects that have received the Full Business Case (FBC) Certificate of Compliance and awaiting submission to the Federal Executive Council (FEC) by the line Ministry for approval. It is our hope that upon the resumption of regular meeting of the Executive Council, most of these projects will receive approvals.

As we have stated, we remain committed as a Commission to ensure that we provide effective regulatory guidance to support the effort of this administration, under its renewed hope mantra, in meeting the infrastructure needs of Nigerians.

In this third quarter of the year 2023, our training arm: the Nigerian Institute of Infrastructure and Public Private Partnership (NII3P) has conducted several forms of trainings for PPP units of government establishments and for other private individuals and firms.

Currently, through the efforts of the NII3P, the number of ICRC staff who are globally and fully certified as PPP professionals has risen from two to fifteen, which is no mean feat. It is expected that more staff will be certified before the end of the year.

These efforts demonstrate our commitment to providing effective PPP regulation – By empowering and equipping staff with the right tools, knowledge as well as hands-on experience, PPP regulation in Nigeria is sure to take a quantum leap.

J. A. Michael Ohiani
Director General

FEATURE STORY

GETTING VALUE FOR MONEY IN PUBLIC-PRIVATE PARTNERSHIP PROCUREMENT

By Mr. Togunde Dada – Director, Internal Audit Department, ICRC

Value for Money - Source - Freepik

Since the inauguration of the ICRC Board in 2008 under the Infrastructure Concession Regulatory Commission (Establishment, etc.) Act, 2005, Nigerians have expressed divergent opinions on whether Africa's most populous nation is getting value-for-money (VfM) in Public-Private Partnerships (PPPs).

While proponents of PPPs list some of its merits to include better value-for-money for public infrastructure, better services over the long term, attracting private sector financing, relief for the public organization from bearing the costs of design and construction of projects as well as transfer of certain risks to the private sector, critics highlight the pitfalls to include more expensive infrastructure or services, difficulty in accessing funds, poor financial projections and possible politicization of PPPs.

However, with the Infrastructure Concession Regulatory Commission (ICRC) living up to its mandate of ensuring robust, transparent, efficient, and equitable processes for managing the selection, development, procurement, implementation, and monitoring of PPP projects, it has helped ensure that the advantages and requirements of PPPs are well appreciated at the national level amongst potential investors and other relevant stakeholders. For instance, cases of poor financial projections and politicization of concessions have been minimized.

In all buy or procurement decisions, considering Value for Money has always been a significant factor; this is equally the case when deciding on a personal level when we haggle on prices after being convinced of the quality. The management of public resources requires a higher level of accountability and integrity; thus, the decision is expected to be taken in the public interest. Value for money is a critical focus of PPP procurement as it allows procuring agencies to establish whether service delivery has been structured to appropriately meet the service output while continuing to ensure reasonable stewardship of financial resources.

To the World Bank, PPPs are a win-win for both government and the private sector, as they are a mechanism for governments to procure and provide public infrastructure and/or services using the resources and expertise of the private sector. It noted that where governments face aging or lack of infrastructure and require more efficient services, a partnership with the private sector can help provide new solutions and bring finance.

According to the International Development Organisation, "PPPs combine the skills and resources of both the public and private sectors by sharing risks and responsibilities. This enables governments to benefit from the expertise of the private sector and allows them to focus instead on policy, planning, and regulation by delegating day-to-day operations. A careful analysis of the long-term development objectives and risk allocation is essential to achieve a successful PPP. The legal and institutional framework in the country also needs to support this new service delivery model and provide effective governance and monitoring mechanisms for PPPs. A well-drafted PPP agreement for the project should clearly allocate risks and responsibilities".

PPPs play an important role in our infrastructure development and economic growth. In Nigeria, PPPs are primarily regulated by the Infrastructure Concession Regulatory Commission (ICRC) under its Establishment Act of 2005 and have been implemented in sectors such as transportation, energy, water supply, aviation, healthcare, and housing, among others. Specifically, in the last thirteen years, the government, through the ICRC, has been actively promoting PPPs across various sectors by leveraging private sector expertise and resources to support the country's development goals.

Value for money - Source - Freepik.com

1Value for money - Source: researchgate.net

A glance at some of the concessions approved by the Federal Executive Council (FEC) between 2010 and 2023 revealed that 103 projects valued at N10.8 trillion have been approved under the regulatory guidance of ICRC. Some of the projects include the Lekki Deep Sea Port (N504billion), ECOWAS Biometric ID Cards System (N14.7bn), E-Ticketing Solution, Abuja -Kaduna Rail corridor (N900m), Port Harcourt Railway Industrial Park ($291m), Bonny Deep Sea Port ($550m), Concession of Shiroro Hydro Electric Power Plant to improve national power generation (N48billion), Development of Phase 4B Port Facilities at Onne Oil and Gas Free-Zone (N1.02 trillion), Presidential Initiative to modernize and digitalize the operations of Nigeria Custom Service ($3.1 billion), and Ibom Deep Sea Port Project ($2 billion).

Others are the development of Hydroelectric power plants across the country, namely - Bakolori Dam (Zamfara State), Ikere Gorge Dam (Oyo State), Omi – Kampe Dam (Kogi State), and Zobe Dam and Jibiya Dams (Katsina State), worth over N1.5 billion. Also included are the Operation and Management Concession of the 700 MW Zungeru Hydroelectric Power Plant (N552 billion); the 360 MW Gurara 2

Multipurpose Dam Project (N516.6 billion), and the 40 MW Kashimbila HydroPower Dam at (HPP) Project (N7.68 billion).

In the Transportation sector, the following were approved within the period under review: Abuja-Baro-Itakpe-Ajaokuta-Warri Railway Line (269.12km) with branch and extension lines to Jakura-Lokoja (41km) and Agbarho-Warri (5km) at N3.2 billion; Design, Development, Deployment, and Management of a Secure Automated Fare Collection (AFC) Solution for the Nigerian Railway Corporation (NRC) Rail Network at NGN900 Million; Development of Port Harcourt Railway Industrial Park equipped with rolling stock assembly, Textile Industrial Park as well as Light Industry Park for Fast Moving Commodities and Goods (N133 billion); Development of Bonny Deep Sea Port (N253 billion); Ibom Deep Sea Port Project in Akwa Ibom State (N927.5 billion); Onitsha River Port project (N3.9 billion).

Similarly, the Development of Deep-Sea Port in Badagry, Lagos (N1.28 trillion); Construction and Maintenance of 12 corridors under a Highway Development and Management Initiative (HDMI) at a total cost of N1.57 trillion covering 1,374km roads with concession periods of between 25 and 27 years.

More specifically, in the Aviation sub-sector, PPP projects include the development of a Maintenance, Repairs, and Overhaul (MRO) Facility (N690 Million), and concession of Abuja and Kano International Airport Terminals (N47.6 billion).

In considering whether PPP procurements offer value for money, the government must first establish that it has funds to pay for a project. While PPPs may change the financing and delivery of an infrastructure asset, they do not change the funding responsibility that ultimately resides with taxpayers and/or users. Government fiscal authorities eventually bear responsibility for the costs of PPPs, in which case the government foregoes a new revenue stream in favor of the PPP concessionaire. The initial capital cost is often financed wholly or partly by the private sector under a PPP project. Fiscal authorities, however, still pay the cost of a PPP project, but it is spread out over time through availability payments or contingent liabilities.

When deciding whether to use Public Private Partnership as a means of project delivery, VfM is considered the relative balance between the value and the cost of the different available delivery options. The value aspect of VfM comprises the quality and quantity of the service (i.e., the performance level) delivered over the period of the PPP. The cost aspect usually represents the cost to the payer (i.e., the public authority and/or end-users) over the same period to deliver the associated value of the different delivery options, including the costs of managing the risks.

VfM should be the key driver of PPP procurement, not a notion of fiscal space or perceived fiscal constraints. There is no intrinsic difference in the fiscal impact of a PPP versus traditional procurement. It creates liabilities for the government in three ways: the present value of future availability payment, the creation of contingent liabilities, and forgone revenue. The value of liability created by PPP procurement is the same as that created through traditional procurement.

The assessment of value for money encompasses all aspects of the proposal, including quantitative and qualitative elements. The former involves sense-checking the rationale for using PPP—that is, asking whether a proposed project is of a type likely to be suitable for private financing. This often takes place at a relatively early stage of PPP development and involves qualitative analysis requiring the presentation of non-financial benefits of PPP. It also includes the expertise the private sector might be able to contribute to the specific project.

However, some frameworks focus on a quantitative approach requiring comparing the cost of the PPP against the cost of traditional delivery, represented by a Public Sector Comparator (PSC). Quantitative VfM analysis typically compares two options: a "preferred" PPP model against a Public Sector Comparator (PSC).

Interestingly, qualitative VfM analysis has the advantage over quantitative analysis of not relying on uncertain numerical assumptions; however, qualitative analysis is inevitably subjective.

It is worth emphasizing that while PPPs offer several benefits, they also come with challenges, such as the need for robust regulation, transparent oversight, and thorough risk assessment. Balancing the interests of both parties is essential for a successful and sustainable partnership, ultimately ensuring the efficient delivery of public services and infrastructure.

Industry watchers say Public Private Partnerships (PPPs) can provide value for money to the private sector and government in several ways. Benefits for the private sector include profit opportunities, risk sharing, stable revenue streams, innovation, and efficiency. At the same time, the government benefits by way of cost efficiency, transfer of risk, quality service delivery, and faster project implementation.

In conclusion, it is important to note that the success of PPPs depends on proper planning, risk allocation, and effective collaboration between the public and private sectors. When well structured, PPPs can offer all parties value for money.

References

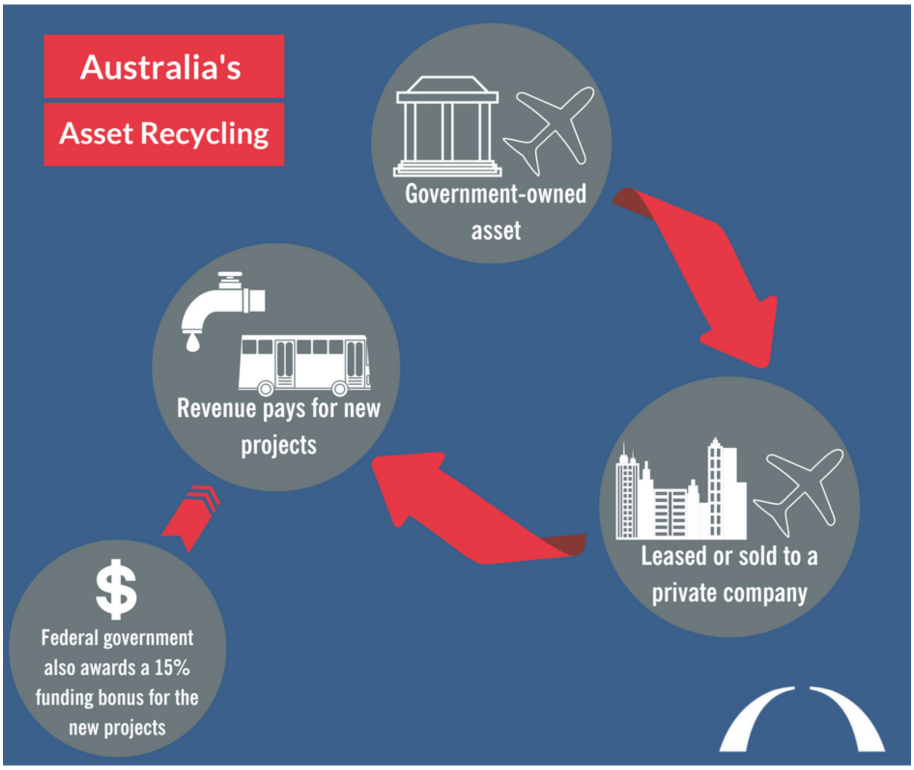
1) National Policy on Public-Private Partnership: A document of the Infrastructure Concession Regulatory Commission.
2) A guide to the Qualitative and quantitative assessment of Value for Money in PPPs – European PPP Expertise Centre
3) Value for Money in Public-Private Partnerships – An Infrastructure Governance Approach – Asian Development Bank
4) National Public Private Partnership Guidelines. Public Sector Comparator Guidance. Australian Government Department of Infrastructure and Regional Development
5) Appraising PPP Projects: The APMG Public Private Partnership (PPP) Certification Guide- ADB, EBRD, IDB, IsDB, MIF and WBG.
6) Public Procurement Act, 2007
7) Infrastructure Concession Regulatory Commission Act, 2005

KNOWLEDGE MANAGEMENT

Why countries should implement asset recycling, and where to get good guidance

BY DAVID NGRISHABH JAIN

SEPTEMBER 22, 2023



Asset-Recycling- Source - Australian Bipartisan Policy Centre

What if governments were able to leverage existing, aging infrastructure to raise funds for new development? Many countries are realizing that this is in fact possible through an approach called "asset recycling." To see this approach in action, let's look to India, which is on its way to creating a $5 trillion dollar economy by 2025.

To meet this ambitious target, the government of India is seeking large-scale infrastructure investment, with asset recycling—or monetization of existing infrastructure assets—as a key pillar of sustainable infrastructure financing. The government's National Monetization Pipeline (NMP), backed by a comprehensive framework developed by the Ministry of Finance, NITI Aayog (a government policy think-tank), and other relevant ministries, aims to generate $72.8 billion by leasing out public infrastructure assets between 2022 and 2025. The proceeds from the asset recycling initiative will be invested in new infrastructure assets, thus supporting the government's large-scale infrastructure investment plan of close to $1.4 billion, the National Infrastructure Pipeline (NIP).

Asset recycling allows governments to concession out or lease existing, brownfield infrastructure assets, such as toll roads, airports, ports, rail, and electricity transmission assets that have the potential for private sector efficiencies in their operations and maintenance. Governments, in turn, can invest the realized proceeds into building new, sustainable greenfield infrastructure assets. This creates a virtuous cycle whereby the public accesses improved services provided by the private sector (operating existing assets) and benefits from additional services delivered by investment in new infrastructure assets. As seen in the case of India, there are four key reasons for implementing asset recycling :

1. **Meet infrastructure investment needs and gaps**

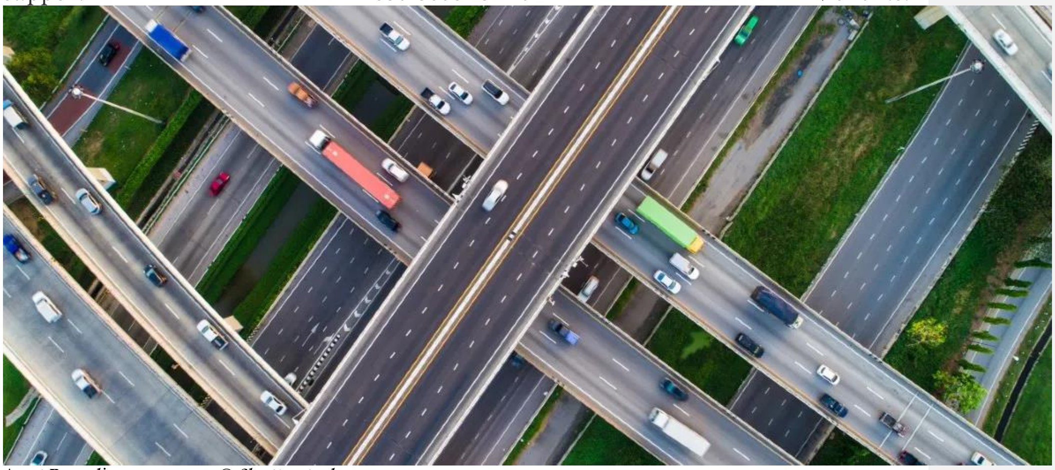
The development of new infrastructure—a critical need in emerging and developing economies (EMDEs)—is estimated to require between 2-8% of a country's annual gross domestic product (GDP) until 2030 to achieve infrastructure-related SDGs. An average annual investment of 4.5% of GDP is needed to enable EMDEs to limit climate change to below 2°C.

In addition, resources are required for the operation and maintenance of existing infrastructure to ensure the quality of services provided by the infrastructure asset. This is estimated to cost EMDEs an additional 2.7% of GDP each year.

The rehabilitation of infrastructure assets and capital improvements to ensure climate resilience require an additional upfront capital investment of 3% of GDP.

2. **Alleviate constraints in raising financing and funding**

In EMDEs, government debt as a percentage of GDP has increased substantially over the last decade, resulting in a rising proportion of tax revenue used to service debt. This has impacted the ability of the government to spend on other critical public services. The median government debt service to tax revenue ratio of EMDEs has increased from approximately 33% in 2013 to 42% in 2021. Debt service is taking up an increasing proportion of tax revenue and preventing spending on measures that support socioeconomic benefits.



Asset Recycling - source - © Shutterstock

With public budgets constrained by this factor, as well as by intertwined global crises and growing populations, governments in EMDEs are struggling to meet demand for infrastructure spending. This is a key reason why countries need to seek out alternative options—including asset recycling—to finance infrastructure needs.

3. **Leverage private sector efficiencies for better service delivery of existing infrastructure assets**

Private sector participation in public infrastructure can help introduce efficiencies by leveraging the private sector's technical expertise and innovation. Supported by contractual obligations that impose service delivery quality, under an asset recycling scheme there can be long-term gains in efficiency and effectiveness in the management and operations of assets. Open and competitive tendering processes can also help governments realize cost efficiencies while maintaining service level and quality.

4. **Promote infrastructure as an asset class for domestic and foreign institutional investors**

An investment pipeline of brownfield infrastructure with a demonstrated history of operations can attract and mobilize private capital from foreign and domestic investors as well as institutional capital.

When a country's financial institutions, such as pension funds or sovereign wealth funds, invest, they can effectively curb capital outflows; and at the same time, facilitate diversification of their portfolios and support the development of domestic infrastructure projects.

Guidelines for implementing asset recycling

Clearly, much can potentially be achieved from pursuing asset recycling.

But this is a relatively new approach, and countries need guidance to implement it effectively. With that in mind, the World Bank, with the assistance of KPMG, has developed a set of Asset Recycling Guidelines to support governments in selecting, preparing, and delivering asset recycling transactions using long-term concession and lease models.

The asset recycling guidelines offer a structured approach to asset recycling transactions. Specifically, sections 3-8 of the guidelines outline the necessary steps that governments should follow to execute asset recycling transactions successfully—set out as follows:

- Section 3: **Asset Selection Process** undertaken by the government in selecting an asset that is appropriate for asset recycling. These include conducting operational checks, financial/commercial checks, legal and environmental checks, and social and environmental checks.
- Section 4: **Project Preparation Process**, including the due diligence process, project structuring, and market sounding activities.

- Section 5: **Tendering Process** for the asset recycling transaction, from development of the request for proposal (RFP) to bid award and contract finalization.
- Section 6: **Financing options and instruments** available for asset recycling transactions.
- Section 7: **Contract Management** process post-contract award; this includes guidelines for developing the contract management plan, monitoring and reporting, and dispute resolution mechanism.
- Section 8: **Mechanisms for the use of proceeds** realized from an asset recycling transaction based on international best practices.

Asset recycling can be applied across many infrastructure sectors. Accordingly, the guidelines also provide sector-specific examples of due diligence requirements, a risk allocation matrix, and terms of reference for the selection of transaction advisors.

The guidelines are also supplemented with information to support asset recycling transactions. These include:

- **Template for a term sheet** for concession/ lease model
- **Range of bid parameters** for a typical concession/ lease model
- **Bundling and unbundling criteria** for assets considered for asset recycling transaction
- **Details of climate finance and Islamic finance** as a financing option for asset recycling transactions.

You can find the Guidelines for Implementing Asset Recycling Transactions online at the Public-Private Partnership Legal Resource Center (PPPLRC), or download the PDF version here.

Disclaimer: *The content of this blog does not necessarily reflect the views of the World Bank, its Board of Executive Directors, staff, or the governments it represents. The World Bank does not guarantee the accuracy of the data, findings, or analysis in this post.*

https://blogs.worldbank.org/ppps/why-countries-should-implement-asset-recycling-and-where-get-good-guidance

MEETINGS – WORKSHOPS - TRAININGS - CONFERENCES – SUMMITS

Public Private Partnership Consultative Forum meeting – July 2023

ICRC DG, other EMC members receive delegation from Niger Delta Power Holding Company (NDPHC) and other power sector stakeholders – August 8, 2023

PPP Training for ICRC Corp Members – 5th - 6th September 2023

Monitoring Visit to Police DIG Quarters Maitama Abuja, a PPP project – 8th September 2023

Monitoring Visit to Abuja-Kaduna e-ticketing office – September 13, 2023

Nigeria Economic Summit Group (NESG) Health Thematic Group visits ICRC – 13th September 2023

ICRC team on a monitoring visit to the Abuja Prenier Medical Warehouse– 14th September 2023

ICRC DG, other Management staff receive delegation of Nigerian Institute of Facility Engineering Management – 19th September 2023

Director Contract Compliance Departments, represents DG ICRC at an award conferment by Council of Nigerian Youth Advocates– September 22, 2023

ICRC IN THE NEWS

Reps suspend concession of Nigerian Airports

…As Senate probes process

By Levinus Nwabughiogu & Gift Chapi-Odekina

July 7, 2023

The House of Representatives has resolved to suspend the concession of airports in Nigeria

Moving the motion, Nkemanma noted that the most viable airports in Nigeria were commissioned to foreign firms through resolutions by the Federal Executive Council resolutions deviating from due process, public accountability, and established laws of the land.

According to the lawmaker, the eventual outcome of the opaque concession exercise is the enrichment of a few unpatriotic Nigerians and their foreign cohorts at the detriment of Nigerians and the eventual enslavement of these public infrastructures to foreigners for many decades.

He recalled: "that our major airports in Lagos, Abuja, and Kano have remained consistent subjects of controversies due to entrenched personal interests that have undermined the laws of the land, irrespective of the occasional efforts of our anti-corruption agencies like the Economic and Financial Crimes Commission and Independent Corrupt Practices Commission".

https://www.thisdaylive.com/index.php/2023/07/07/senate-probes-buharis-airport-concession-advocates-stakeholders-involvement-2

https://www.vanguardngr.com/2023/07/reps-suspend-concession-of-nigerian-airports/

MOFI to collaborate with infrastructure regulatory agency to unlock Nigeria's public wealth value

Targets growing FG's assets to N100 Trillion

July/14/2023

By Bassey Udo

Nigeria's premier asset holding and investment management company, Ministry of Finance Incorporated (MFI), says it will collaborate with the Infrastructure Concession Regulatory Commission (ICRC) to develop strategies to unlock the value of the country's public wealth.

The Managing Director of MOFI, Amstrong Takang, said at the Second quarterly meeting of the Public-Private Partnership (PPP) Units Consultative Forum (3PUCF) in Abuja on Thursday that the collaboration would focus on identifying, collating, and organizing information and data on all Federal Government's investments and assets with a view to optimizing their value.

Takang disclosed that MOFI plans to create a National Assets Register (NAR) – an inventory of all assets and investments owned by the Federal Government in a single window, to enhance strategic oversight and management of the nation's public wealth.

https://mediatracnet.com/2023/07/mofi-to-collaborate-with-infrastructure-regulatory-agency-to-unlock-nigerias-public-wealth-value/

https://www.thecable.ng/mofi-targets-growing-fgs-assets-to-n100trn-in-10-years

FG reiterates commitment to improving Nigeria's infrastructure economy through PPP

By Okeogene Akubuike

July 14, 2023

The Federal Government says it remains committed to the success of Public-Private Partnership (PPP) projects to improve Nigeria's infrastructure economy and national development.

Mr Michael Ohiani, Director-General, Infrastructure Concession Regulatory Commission (ICRC), said this at the second 2023 Public-Private Partnership Consultative Forum (3PUCF) Meeting in Abuja on Thursday.

The News Agency of Nigeria (NAN) reports that the meeting was hosted and sponsored by the Ministry of Finance Incorporated (MOFI).

MOFI is a corporation vested with the responsibility to manage all federal government investments and assets aimed at unlocking value from the assets managed to drive economic development.

Ohiani said since the inception of the ICRC in 2010, a total of 103 PPP projects had been approved by the Federal Executive Council (FEC).

https://nannews.ng/2023/07/14/fg-reiterates-commitment-to-improving-nigerias-infrastructure-economy-through-ppp/#:~:text=The%20Federal%20Government%20says%20it,infrastructure%20economy%20and%20national%20development

Asset concession will generate N185.2bn revenue in 2023 – ICRC

By Damilola Aina

September 23, 2023

The Director-General of the Infrastructure Concession Regulatory Commission, Michael Ohiani, says concessions of various assets will generate revenue N185.2bn to the treasury account of the Federal Government in 2023, The DG said this in the commissions' second quarter bulletin obtained by *Saturday PUNCH* on Friday.

He stated that the projects which would inject billions of dollars in private sector investment to the tune of N10.8tn, would contribute greatly to bridging the nation's infrastructure deficit.

The private-public partnership was not only imperative to close infrastructure gaps, but also important for job creation and to boost economic growth both at the state and federal level, he stated.

https://punchng.com/asset-concession-will-generate-n185-2bn-revenue-in-2023-icrc/

ICRC emerges best in FOI implementation

By Fred Ezeh

September 27, 2023

From Fred Ezeh, Abuja

The Infrastructure Concession Regulatory Commission (ICRC) has emerged the best in the implementation of Freedom of Information (FO1) Act, an indication that they are top in providing information on public expenditure and other things.

Commented [MY1]: You were looking for information to flesh up DG's speech, we could have added this.

The Bureau of Public Enterprise (BPE), Development Bank of Nigeria (DBN), National Human Rights Commission (NHRC), Tertiary Education Trust Fund (TETFund), Debt Management Office (DMO), Nigerian Communication Satellite Limited (NIGCOMSAT) and Bureau for Public Service Reforms (BPSR), were among the top 10 Agencies of government that have also improved in the implementation of FOI Act.

At the bottom of the table are; National Primary Health Care Development Agency (NPHCDA), New Partnership for Africa Development (NEPAD), Nigerian Airspace Management Agency (NAMA), Nigerian Tourism Development Corporation (NTDC), Radiographers Registration Board of Nigeria (RRBN).

https://sunnewsonline.com/icrc-emerges-best-in-foi-implementation/

OUTLINE BUSINESS CASE/FULL BUSINESS CASE (FBC)COMPLIANCE CERTIFICATES ISSUED BY THE COMMISSION IN THE SECOND QUARTER 2023

OBC compliance certificates issued

S/N	MDA	PPP Project	Date Certificate Issued
1.	National Commission for Museums and Monuments	Construction of a New Commercial Building at Victoria Island, Lagos	26th July 2023
2.	National Commission for Museums and Monuments	Construction of a New Commercial Building at Onikan Museum, Lagos – 500 Square meters	26th July 2023
3.	National Commission for Museums and Monuments	Construction of a New Commercial Building at Onikan Museum in Lagos – 2,245 Square meters	26th July 2023
4.	Usmanu Danfodio Teaching Hospital (UDUTH)	Establishment of a state of the art & ultra-modern medical and diagnostic centre and provision of medical and Laboratory services.	31st July 2023
5.	Industrial Training Fund (ITF)	The Design and Development of ITF's Landed Asset in Hotoro Kano	14th August 2023
6.	Bureau of Public Enterprise (BPE)	Development of 1650MW Makurdi Hydropower Project in Benue State	14th August 2023
7.	Federal Ministry of Education (FME)	Establishment of the National Education Repository and Databank Project, FCT	15th August 2023
8.	Bureau of Public Enterprise (BPE)/FMoP	Development of 9MW Oyan Hydropower Project in Ogun State	20th Sept. 2023 (Certificate revalidation)
9.	University of Ilorin	Establishment of Maize and Soyabean Farm Enterprises in partnership with the University of Ilorin in Kwara State	25th September 2023

FBC compliance certificates issued

S/N	MDA	PPP Project	Date Certificate Issued
1.	Nigeria Immigration Service	Design, Development and Deployment of an address verification database system	August 15, 2023

FEC Approved Projects

The Federal Executive Council was constituted and inaugurated within this quarter and as such there was no FEC meeting. There are already FBC Certificates of Compliance currently pending approval by the Council.

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

1.0 The Nigeria Institute of Infrastructure and Public Private Partnership (NII3P), established by the ICRC, held the following activities in the third quarter of 2023:

Trainings

- 4th - 6th July

Basic PPP Training for staff from ICRC, University of Abuja, Federal Polytechnic Nekede & Nigeria Bar Association.

- 24th - 31st July

CP3P Execution Class for ICRC, MBA students and MDAs

- 15th - 18th August

Intermediate PPP Training for Federal Polytechnic Nekede, Federal University Lafia etc

- 28th - 30th August

Basic PPP Training for Adeyemi College of Education, Federal Polytechnic Nekede, Ahmadu Bello University

- 5th- 6th September

Basic PPP Training for ICRC new staff & Corp members

- 12th - 15th September

Advance PPP Training for University of Ibadan, Nigerian Shippers Council and Ministry of Interior

- The institute held its 3PUCF Quarterly Meeting (Online) 7th September, 2023

Kindly contact the institute for more details. https://www.nii3p.org/

Quarterly 3PUCF Meeting

The third quarter Public Private Partnership Consultative Forum (3PUCF) held online via Zoom with participants from across Nigeria joining.

The meeting hosted by the Infrastructure Concession Regulatory Commission (ICRC) had in attendance participants from PPP units of federal government ministries and agencies as well as the Office of the Head of Civil Service of the Federation.

The meeting was opened by the Director General of ICRC, Mr. Michael Ohiani who intimated participants of the plan by the Federal Government to generate 1,650mw of electricity from the Makuurdi Hydro Power Plant Project.

Ohiani said that the project had already been conceptualized and submitted to the Commission, and the ICRC had reviewed the concept and issued an Outline Business Case Certificate of Compliance (OBC), affirming that the project is viable, bankable and can proceed to procurement.

He said that the OBC for the power plant is one of many others which had been issued by the Commission in its bid to play its role in bridging the infrastructure gap.

He listed other OBCs issued including: OBC for Design & Development of ITF Landed Asset in Hotoro, Kano, Establishment of the National Education Repository & Databank Project for the Ministry of Education and for a state-of-the-art & ultra-modern medical and diagnostic centre and provision of medical and laboratory services for Usmanu Danfodiyo Teaching Hospital (UDUTH).

Ohiani added that there were other projects that have been issued Full Business Case Certificate of Compliance (FBC) by the commission and were now awaiting consideration and possible approval by the Federal Executive Council (FEC).

The DG said that as the PPP sphere in Nigeria widens, there is a growing need for more PPP professionals hence the need for PPP trainings and such meetings like the 3PUCF to broaden knowledge.

"It is my pleasure to announce to you that some of the pioneer students of our MBA in PPP programme under the Nigeria Institute for Infrastructure and Public Private Partnership (NII3P) will be graduating by next month. The convocation ceremony is scheduled for Saturday 14th October, 2023. We also welcome new students. The knowledge and the international certificate is worth it.

"During the period under review, the Institute facilitated the full Certified PPP Professional (CP3P) certification of some PPP professionals, with 9 of them coming from the ICRC staff fold. Congratulations to all of them," he said.

The meeting also featured presentation of a paper titled: "Value For Money In PPP Procurement" by Mr Togunde Dada, the Director of Internal Audit of ICRC. Details of this presentation have been captured in the featured article of this edition.

Participants were also enthused by a presentation on "Standard Clauses in a PPP Contract" made by Mr. Femi Pat-Natson of the Legal Unit of ICRC. Some of the clauses Pat-Natson dwelt on include the obligations of parties to the agreement, Tenure/Duration of contract, Ownership of land and facility, sector specific issues, Allocation of risks, Construction, operation and maintenance of the facility, Performance requirements and Payment and other financial matters, among others.

After a question and answer session, the meeting closed, and a date for the 4th quarter meeting was set for December 7, 2023.

Child maltreatment

Child Maltreatment - Photo Source: Psychiatric advisor

Key facts

- Nearly 3 in 4 children - or 300 million children - aged 2–4 years regularly suffer physical punishment and/or psychological violence at the hands of parents and caregivers
- One in 5 women and 1 in 13 men report having been sexually abused as a child aged 0-17 years.
- 120 million girls and young women under 20 years of age have suffered some form of forced sexual contact.
- Consequences of child maltreatment include impaired lifelong physical and mental health, and the social and occupational outcomes can ultimately slow a country's economic and social development.
- Child maltreatment is often hidden. Only a fraction of child victims of maltreatment ever gets support from health professionals.
- A child who is abused is more likely to abuse others as an adult so that violence is passed down from one generation to the next. It is therefore critical to break this cycle of violence, and in so doing create positive multi-generational impacts.
- Preventing child maltreatment before it starts is possible and requires a multisectoral approach.

- **Effective prevention approaches include supporting parents and teaching positive parenting skills, and enhancing laws to prohibit violent punishment.**
- **Ongoing care of children and families can reduce the risk of maltreatment reoccurring and can minimize its consequences.**

Child maltreatment is the abuse and neglect that occurs to children under 18 years of age. It includes all types of physical and/or emotional ill-treatment, sexual abuse, neglect, negligence and commercial or other exploitation, which results in actual or potential harm to the child's health, survival, development or dignity in the context of a relationship of responsibility, trust or power.

Scope of the problem

Child maltreatment is a global problem with serious life-long consequences. In spite of recent national surveys in several low- and middle-income countries, data from many countries are still lacking.

Child maltreatment is complex and difficult to study. Current estimates vary widely depending on the country and the method of research used. Estimates depend on:

- the definitions of child maltreatment used;
- the type of child maltreatment studied;
- the coverage and quality of official statistics;
- the coverage and quality of surveys that request self-reports from victims, parents or caregivers.

Nonetheless, international studies reveal that nearly 3 in 4 children aged 2-4 years regularly suffer physical punishment and/or psychological violence at the hands of parents and caregivers, and 1 in 5 women and 1 in 13 men report having been sexually abused as a child.

Every year, there are an estimated 40 150 homicide deaths in children under 18 years of age, some of which are likely due to child maltreatment. This number almost certainly underestimates the true extent of the problem, since a significant proportion of deaths due to child maltreatment are incorrectly attributed to falls, burns, drowning and other causes.

In armed conflict and refugee settings, girls are particularly vulnerable to sexual violence, exploitation and abuse by combatants, security forces, members of their communities, aid workers and others.

Consequences of maltreatment

Child maltreatment has often severe short- and long-term physical, sexual and mental health consequences. These include injuries, including head injuries and severe disability, in particular in young children; post-traumatic stress, anxiety, depression, and sexually transmitted infections (STIs) including HIV. Adolescent girls may face additional health issues, including gynaecological disorders and unwanted pregnancy. Child maltreatment can affect cognitive and academic performance and is strongly associated with alcohol and drug abuse and smoking – key risk factors for noncommunicable diseases (NCDs) such as cardiovascular diseases and cancer.

Maltreatment causes stress that is associated with disruption in early brain development. Extreme stress can impair the development of the nervous and immune systems. Consequently, as adults, maltreated children are at increased risk for behavioural, physical and mental health problems such as:

- perpetrating or being a victim of violence
- depression
- smoking
- obesity
- high-risk sexual behaviours
- unintended pregnancy
- alcohol and drug misuse.

Children Hawking – Photo Source: The Guardian Newspaper

Violence against children is also a contributor to inequalities in education. Children who experienced any form of violence in childhood have a 13% greater likelihood of not graduating from school.

Beyond the health, social and educational consequences of child maltreatment, there is an economic impact, including costs of hospitalization, mental health treatment, child welfare, and longer-term health costs.

Risk factors

Several risk factors for child maltreatment have been identified. Not all risk factors are present in all social and cultural contexts, and the list here provides an overview when attempting to understand the causes of child maltreatment.

Child

It is important to emphasize that children are the victims and are never to blame for maltreatment. Characteristics of an individual child that may increase the likelihood of being maltreated include:

- being either under four years old or an adolescent
- being unwanted, or failing to fulfil the expectations of parents
- having special needs, crying persistently or having abnormal physical features
- having an intellectual disability or neurological disorder
- identifying as or being identified as lesbian, gay, bisexual or transgender.

Parent or caregiver

Characteristics of a parent or caregiver that may increase the risk of child maltreatment include:

- difficulty bonding with a newborn
- not nurturing the child
- having been maltreated themselves as a child
- lacking awareness of child development or having unrealistic expectations
- misusing alcohol or drugs, including during pregnancy
- having low self-esteem
- suffering from poor impulse control
- having a mental or neurological disorder
- being involved in criminal activity
- experiencing financial difficulties.

Relationship

Characteristics of the relationships within families or among intimate partners, friends and peers that may increase the risk of child maltreatment include:

- family breakdown or violence between other family members
- being isolated in the community or lacking a support network
- a breakdown of support in child rearing from the extended family.

Community and societal factors

Characteristics of communities and societies that may increase the risk of child maltreatment include:

- gender and social inequality;
- lack of adequate housing or services to support families and institutions;
- high levels of unemployment or poverty;
- the easy availability of alcohol and drugs;
- inadequate policies and programmes to prevent child maltreatment, child pornography, child prostitution and child labour;
- social and cultural norms that promote or glorify violence towards others, support the use of corporal punishment, demand rigid gender roles, or diminish the status of the child in parent–child relationships;

- social, economic, health and education policies that lead to poor living standards, or to socioeconomic inequality or instability.

Prevention

Preventing and responding to child maltreatment requires a multisectoral approach.

The earlier such interventions occur in children's lives, the greater the benefits to the child (e.g. cognitive development, behavioural and social competence, educational attainment) and to society (e.g. reduced delinquency and crime).

Effective and promising interventions include:

- Parent and caregiver support: Information and skill-building sessions to support the development of nurturing, non-violent parenting delivered by nurses, social workers, or trained lay workers through a series of home visits or in a community setting.
- Education and life skills approaches:
    - Increasing enrolment in quality education to allow children acquire knowledge, skills and experiences that build resilience and reduce risk factors for violence
    - Programmes to prevent sexual abuse that build awareness and teach skills to help children and adolescents understand consent, avoid and prevent sexual abuse and exploitation, and to seek help and support
    - Interventions to build a positive school climate and violence-free environment, and strengthening relationships between students, teachers, and administrators
- Norms and values approaches: Programmes to transform restrictive and harmful gender and social norms around child-rearing, child discipline and gender equality and promote the nurturing role of fathers
- Implementation and enforcement of laws: laws to prohibit violent punishment and to protect children from sexual abuse and exploitation.
- Response and support services: Early case recognition coupled with ongoing care of child victims and families to help reduce reoccurrence of maltreatment and lessen its consequences.

To maximize the effects of prevention and care, WHO recommends that interventions are delivered as part of a four-step public health approach:

- defining the problem;
- identifying causes and risk factors;
- designing and testing interventions aimed at minimizing the risk factors;
- disseminating information about the effectiveness of interventions and increasing the scale of proven effective interventions.

WHO response

WHO, in collaboration with partners:

- provides guidance for evidence-based child maltreatment prevention; see INSPIRE Seven strategies to end violence against children

- provides evidence-based guidance to help frontline healthcare providers recognize children who have suffered from violence and neglect and provide evidence-based first line support; see Responding to child maltreatment: a clinical handbook for health professionals.
- advocates for increased international support for and investment in evidence-based child maltreatment prevention;
- provides technical support for evidence-based child maltreatment prevention programmes in several low- and middle-income countries.

ON A LIGHTER NOTE:

Cheque Book

As a Man lost his cheque booklet, He decided to go to the bank after 2 days to report. Here is the conversation between him and the bank manager.Bank manager : But I warned you to be careful with your cheque book because anyone can forge your signature.Man: I am not a fool, I have already signed all

the cheques, so they won't have space to forge

my signature!

ABOUT THE PUBLICATION

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

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

Publisher: J.A. Michael Ohiani

Editor-in-Chief: Manji Yarling

Editor: Ifeanyi C. Nwoko

Contributor: Emmanuel Tor Oryiman