

FOURTH QUARTER 2023



Source: Sapientvendors.com

PETROL SUBSIDY REMOVAL, EXCHANGE RATE FLOATING AND PUBLIC PRIVATE PARTNERSHIPS EXECUTION IN NIGERIA

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EDITOR – IN – CHIEF’S DESK

Dear Reader,

The ICRC Bulletin Editorial Team is pleased to present the fourth quarter edition for the year 2023. The theme for this edition is “Petrol Subsidy Removal, Exchange Rate Floating and Public Private Partnerships Execution in Nigeria”.

Our feature story, which has same title as the theme of the Bulletin was written by the Financial Modelling team of the ICRC ably led by Mr. Gbemiga Oladele.

The article states that some of the effects of fuel subsidy removal on PPP Projects could include higher operating costs for Projects that rely on energy resources, reduction in the demand for some services due to higher costs which in turn may also affect revenue streams and debt service challenges that may affect the financial structuring of some projects, among other things.

It went ahead to note that some of the likely impacts of floating exchange rate on PPP Projects may include increases in construction costs, cost of foreign contractor payments, cost of debt servicing if the project is financed with foreign-denominated debt, and costs of maintaining and operating the project.

Our knowledge management story is titled “Five ways PPPs deliver impact” and written by Emmanuel Nyirinkindi, Vice President of Cross-Cutting Solutions at the International Finance Corporation (IFC). In the article, he notes that developing countries face significant financing gaps that constrain their ability to invest but by partnering with the private sector through PPPs, governments can do more with less.

He also notes that properly designed PPPs help the public and private sectors share risks so governments don’t have to bear the entire burden adding that PPPs can help governments expand public access to services such as water, healthcare, education, etc. Continuing, he said PPP projects can also bolster gender equality and economic inclusion by incorporating standards to ensure development gains reach women, youth, and underserved or marginalized communities.

In our health and wellness section, we share key facts on hypertension (high blood pressure) which is when the pressure in an individual’s blood vessels is too high i.e. 140/90 mmHg or higher. The article notes that an estimated 1.28 billion adults aged 30–79 years worldwide have hypertension with most (two-thirds) living in low- and middle-income countries. It added that an estimated 46% of adults with hypertension are unaware that they have the condition yet it is a major cause of premature death worldwide. It presents symptoms, prevention and cure for the condition.

We hope you will enjoy reading this edition.

Manji Yarling



DG's STATEMENT

The year 2023 has indeed been an eventful one for infrastructure development in Nigeria using the Public Private Partnerships (PPPs) model. During the review year, the Federal Executive Council (FEC) approved the highest number of PPP projects since the inception of the Commission. It was also a year when some notable PPP projects like the Lekki Deep Sea Port, Customs Modernisation and Lagos/Ibadan as well as Warri/Itakpe e-ticketing concessions all began operations.



In fact, the Lekki Deep Seaport which was commissioned in January 2023 has already begun to berth large vessels like the NAVIOS NERINE by COSCO, the MAERSK EDIRNE and the CMA CGM SCANDOLA, a 15000 TEU container ship. This has translated into income generation for the government through the various agencies operating at the port as well as the private sector operators.

Other projects that have recorded milestone successes include the Custom Modernisation Project, e-Ticketing concession for Abuja-Lagos, Warri-Itakpe and Lagos-Ibadan; where technology has been infused to bring about efficiency.

In 2023 alone, over 30 PPP projects got the approval of the Federal Executive Council (FEC), this constitutes over 35 percent of the 103 projects that have been approved since the establishment of the Commission. These PPP projects will inject private sector funds into infrastructure development.

Public Private Partnerships (PPPs) hold the key to unlocking Nigeria's developmental potential and the Infrastructure Concession Regulatory Commission (ICRC) has been saddled with the responsibility of enforcing the guidelines that regulate the processes before the PPP contract is executed, during its execution and at hand-back to the government.

PPPs remain the gateway to ensuring Nigeria meets its infrastructure needs by complementing the government's investment efforts to bridge the deficits.

The Commission in the fourth quarter of the year, opened talks with the Austrian government to partner in advancing the development of transportation infrastructure. An Austrian delegation led by Its Ambassador to Nigeria, Thomas Schlesinge, visited the Commission on November 28, 2023.

The ICRC will continue to play a significant role in the current administration's commitment to address the infrastructure needs of the country and to deliver quality and affordable infrastructure to its teeming population through effective PPPs.

With this in mind, the ICRC shall now prioritize its energies and resources to better adapt to the changing landscape – with significant refinements to how it delivers its mandate.

We see 2024 and beyond as an era of opportunities for the Commission and the national PPP programme to significantly contribute to the agenda of the government through the development and execution of high-priority green and brownfield infrastructure projects.

J. A. Michael Ohiani
Director General

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EFFECT OF PETROL SUBSIDY REMOVAL, EXCHANGE RATE FLOATING AND INFLATION RATE ON PPP PROJECTS

By Gbemiga Oladele; Chidiebere Ezeja; Zubaida Gumi & Najiyah Sulayman



Source: vuringroup.com

In January 2012, President Jonathan's administration made a significant announcement regarding the deregulation of the downstream sector, commonly referred to as the removal of fuel subsidies. This move was met with opposition from influential Nigerian individuals who organized protests. The International Monetary Fund (IMF)/World Bank's global outlook for Africa and Nigeria also advised against continuing the fuel subsidy due to its association with wastage and financial leakages. Nigerian economists concurred that the subsidy system was not sustainable. It primarily favoured the wealthy and facilitated arbitrage opportunities, as well as the illegal transportation of petroleum products to neighbouring countries.

On May 29, 2023, Bola Ahmed Tinubu, the President of Nigeria, officially terminated the fuel subsidy during his inaugural address. The subsidy, initially implemented in the 1970s to maintain affordable fuel prices, had gradually become financially burdensome. Remarkably, within 24 hours of his speech, this decision

was implemented. Oil marketers and fuel station managers swiftly adjusted their operations, resulting in an increase in petrol prices per litre.

By the subsequent day, NNPC Limited, the exclusive supplier of refined products in the country, declared a revised pricing structure for petrol. The cost per litre was adjusted from N195 to a range between N480 and N570, representing a substantial over 200% increase in the pump price of petrol. This change was justified by citing the All-Progressive Congress (APC) party's commitment, made during the 2023 general election campaign, to remove the fuel subsidy. The elimination of the subsidy had been a prominent topic throughout the campaign, with nearly every major political party promising its removal.

Shortly after the removal of the fuel subsidy, the central bank, in alignment with the federal government's instructions, unveiled a decision to consolidate all sectors of the foreign exchange market. This marked the conclusion of its regulation over the foreign exchange market. This new approach entails that the nation's exchange rate, established through a floating mechanism, will permit the forces of supply and demand within the Foreign Exchange market to ascertain the value of the Nigerian naira. This change was put into effect on June 14, 2023. Consequently, the valuation of the domestic currency has since been influenced by market dynamics.

The convergence of these two transformations – the elimination of fuel subsidies and the adoption of a floating exchange rate – precipitated a swift escalation in inflation rates. In just two months, inflation surged from 22.40% in May to its current level of 24.08% as of July. This development has sparked fear among millions of Nigerians due to the ripple effects it has triggered in their daily lives. Many are anxious about their ability to manage the amplified expenses of education, nourishment, and healthcare, compounded by the surge in transportation costs. This situation has led to prevalent concerns about widespread hunger, heightened unemployment, and a rapid decline in the overall quality of life. Moreover, it is important not to overlook the impact these changes have exerted on Public-Private Partnership (PPP) projects.

A Public-Private Partnership (PPP) involves the partnership between a government entity and a private company to jointly undertake a project, such as infrastructure development or public services. The government and the private sector share resources, risks, and rewards. Studying the impact of economic factors on PPP projects is crucial because economic conditions can influence the financing, feasibility, and viability of the project. Understanding these factors helps optimize project planning, risk assessment, and the overall success of PPP initiatives.

Inflation refers to the general increase in the prices of goods and services in an economy over a period of time. It means that the purchasing power of money decreases, and each unit of currency buys fewer goods and services than it did before. Inflation is usually expressed as a percentage increase in the average price level of a basket of goods and services over a specific period.



Abuja Millennium-Tower prototype. Source: Sapient Vendors

On the other hand, a floating exchange rate is a type of exchange rate regime in which the value of a country's currency is determined by the foreign exchange market through the forces of supply and demand. Under a floating exchange rate system, the currency's value fluctuates freely and is not officially pegged or fixed to any specific value against another currency or a basket of currencies. The exchange rate is allowed to adjust continuously based on various economic factors, such as interest rates, inflation rates, trade balances, capital flows, and market sentiment.

Meanwhile, fuel subsidies refer to government policies that involve providing financial support to consumers or producers of energy resources, particularly fossil fuels such as gasoline, diesel, natural gas, and coal. These subsidies aim to lower the cost of energy for end-users, thereby making it more affordable. The primary goal of fuel subsidies is to provide social, economic, or political benefits to certain groups within a society.

THE IMPACT OF INFLATION ON PPP PROJECTS:

Inflation can have notable impacts on project costs and funding in Public-Private Partnership (PPP) projects due to its influence on various economic factors. An increase in inflation rate can increase the overall project costs due to higher input costs, including construction materials, labour wages, and other operational expenses. On the other hand, a decrease in inflation can have a positive impact on PPP projects as it helps in stabilizing costs and improving the project's financial viability. Additionally, inflation can also affect the revenue generated from the project, especially if the project involves long-term contracts with fixed prices or user-pay revenues generated from the citizens of the country.

Effect of Inflation on Project Costs:

1. **Construction Costs:** Inflation can lead to higher construction costs. The prices of materials, labour, and equipment used in construction can increase during periods of inflation, driving up the overall cost of building infrastructure projects.

2. **Operating and Maintenance Costs:** Inflation affects ongoing operational and maintenance expenses. The costs of utilities, labour, and other resources required for the functioning of the infrastructure can rise, impacting the project's long-term financial viability.

3. **Capital Expenditures:** Inflation can increase the cost of capital expenditures needed to replace or upgrade equipment and facilities during the project's operational phase.

4. **Debt Service Costs:** If the project is financed with debt, inflation can influence interest rates. Higher inflation may lead to higher borrowing costs, increasing the debt service payments for the project.

Effect of Inflation on Funding:

1. **Revenue Projections:** Inflation can influence revenue projections for PPP projects. If revenue streams (e.g., user fees, tolls, rents) do not keep pace with inflation, the project's ability to cover costs and generate returns for private investors might be compromised. During the period of high inflation, the purchasing power of the populace reduces which affects the affordability of services provided by the infrastructure. For example, an increase in fuel cost will reduce the number of vehicle traffic on a road thereby reducing the toll revenue generated at a toll point.

2. **Investor Appetite:** Inflation can affect investor appetite for PPP projects. Higher inflation can lead to increased uncertainty and risk, potentially making investors more cautious or demanding higher returns to compensate for the added risk.

3. **Budget Constraints:** Inflation can strain public budgets, potentially limiting the government's ability to meet its payment commitments under a government-pay PPP project.



Eco Atlantib prototype. Source: Sapient Vendors

Mitigation Strategies:

1. **Inflation Indexing:** Contracts can be structured with provisions for adjusting payments, revenues, and costs based on inflation indices. This helps maintain the balance between project costs and revenues.
2. **Hedging Instruments:** Financial instruments, such as inflation swaps or inflation-linked bonds, can help manage inflation risk by providing a mechanism to offset potential losses due to inflation. In a volatile economy, this strategy is usually too expensive to embark on.
3. **Long-Term Contracts:** Long-term contracts with fixed pricing arrangements can help both parties (public and private) plan for inflation and mitigate its impact.
4. **Risk Allocation:** Clearly defining the allocation of inflation-related risks in the contract can ensure that parties responsible for managing inflation-related costs are adequately incentivized and compensated.
5. **Contingency Planning:** Including contingency plans in the project design to address inflation-related cost increases can help manage unexpected changes in project economics.

- In conclusion, inflation can significantly impact project costs and funding in PPP projects by affecting construction, operation, financing costs, and revenue streams. Proper risk assessment, contract structuring, and mitigation strategies are essential to ensure that PPP projects remain financially viable and successful despite inflationary pressures.

IMPACT OF FLOATING EXCHANGE RATE ON PPP PROJECTS:

Exchange rate floating can affect the financial viability of a PPP project, especially if revenues are earned in a different currency than the project cost. This can impact PPP projects in several ways. Firstly, if the project relies heavily on imported materials or equipment, a depreciation in the local currency can increase the cost of these inputs, potentially affecting profitability. Conversely, an appreciation in the local currency can reduce costs but may also impact the revenue generated from the project if it is denominated in a foreign currency. When the project debt is denominated in a foreign currency, a depreciation of the local currency can increase the debt burden and repayment costs, potentially making the project financially unviable or impacting the project's profitability making the project less attractive for private investors.

Effect of Exchange Rate Floating on Costs:

1. **Construction Costs:** Currency fluctuations can influence the cost of imported materials and equipment needed for construction. If the local currency depreciates against the currency of the exporting country, the cost of imported inputs can rise, potentially leading to higher construction expenses.

2. **Foreign Contractor Payments:** If the project involves foreign contractors, currency fluctuations can affect the cost of payments to these contractors. A stronger local currency might reduce the cost of foreign payments, while a weaker local currency can increase costs.

3. **Debt Servicing:** If the project is financed with foreign-denominated debt, currency fluctuations can impact the cost of debt servicing. A stronger local currency might reduce the amount required for debt repayment, while a weaker local currency can increase the burden of debt.

4. **Operating and Maintenance Costs:** Currency fluctuations can impact the cost of imported equipment, spare parts, and maintenance services. A weaker local currency can increase the costs of maintaining and operating the project.



World Trade Centre Abuja prototype. – Source: Sapient Vendors

Effect of Exchange Rate Floating on Revenue Streams:

1. **User Fees and Tariffs:** PPP projects often generate revenue through user fees, tolls, tariffs, or other charges. Currency fluctuations can influence the purchasing power of users. A weaker local currency might make the fees more expensive for foreign-denominated tariffs, potentially affecting demand and revenue.

2. **Export Revenues:** If the project involves export-oriented industries or services, currency fluctuations can impact the revenue generated from exports. A stronger local currency can make exports more expensive for foreign buyers, potentially affecting demand and revenue.

3. **Currency Mismatch:** If project revenues are in one currency and project expenses (such as debt repayment) are in another currency, currency fluctuations can create a currency mismatch, leading to imbalances between revenues and expenses.

Mitigation Strategies:

1. **Hedging:** Use financial instruments like forward contracts or currency options to hedge against adverse currency movements, reducing the risk of unexpected losses.

2. **Revenue Indexing:** Structure contracts to include provisions for revenue adjustments based on changes in exchange rates, ensuring that revenue streams keep pace with currency fluctuations.

3. **Cost Pass-Through:** Negotiate contracts that allow for the pass-through of currency-related cost increases to the relevant parties, ensuring that the impact of currency fluctuations is shared appropriately.

4. **Diversification:** Diversify funding sources and revenue streams to reduce reliance on a single currency or market, providing a buffer against currency risks.

5. **Local Currency Financing:** Consider financing arrangements in the local currency to avoid foreign currency exposure and potential mismatches.

6. **Scenario Analysis:** Conduct scenario analysis to assess the potential impact of different currency scenarios on project economics, allowing for informed decision-making.

- In conclusion, currency fluctuations can have substantial effects on the cost and revenue streams of PPP projects. Proper risk assessment, careful contract structuring, and the implementation of appropriate risk management strategies are essential to ensure the financial viability and success of PPP projects in the face of currency-related challenges.

IMPACT OF FUEL SUBSIDY REMOVAL ON PPP PROJECTS:

The removal of fuel subsidies can have a significant impact on Public-Private Partnership (PPP) projects, particularly those in sectors that are heavily dependent on energy resources, such as transportation, energy production, and infrastructure. In such cases, the removal of subsidies would lead to an increase in fuel prices, which will increase the construction and operating costs of businesses potentially affecting the project's profitability. On the other hand, if the removal of fuel subsidies leads to a decrease in fuel prices, it can benefit PPP projects by reducing operational costs and improving profitability. Fuel subsidies are often implemented to make energy more affordable for consumers, but their removal can lead to changes in energy prices and consumption patterns, which in turn can affect the economics of PPP projects.

Effect of Fuel Subsidy removal on PPP projects:

1. **Operating Costs:** PPP projects that rely on energy resources, such as toll roads, airports, and power plants, might experience an increase in operating costs if the cost of energy rises due to the removal of subsidies. Higher energy costs can directly impact the project's profitability and financial viability.
2. **Revenue Streams:** In PPP projects where user fees, tariffs, or tolls are charged to consumers, the removal of fuel subsidies can potentially affect the demand for these services. If the cost of transportation or energy-intensive services increases, consumer behaviour might change, leading to changes in revenue projections.
3. **Demand for Services:** Higher energy costs resulting from subsidy removal can impact the overall demand for services provided by PPP projects. For example, increased transportation costs might lead to decreased usage of toll roads or public transportation systems.
4. **Project Viability:** The removal of fuel subsidies can lead to shifts in consumer behaviour, affecting the long-term viability of PPP projects. If projects were initially projected based on lower energy costs due to subsidies, their overall financial sustainability might be called into question.
5. **Financial Structuring:** If PPP projects were financed based on assumptions that included subsidized energy costs, the removal of these subsidies could lead to debt service challenges. This could require a revaluation of the financial structure of the project, potentially leading to renegotiations with lenders and investors.

Mitigation Strategies:

1. **Engagement with Stakeholders:** Effective communication with project stakeholders, including the public, investors, lenders, and local communities, is crucial. Transparent communication about the potential impacts of fuel subsidy removal and the strategies in place to address them can foster support and understanding.
 2. **Diversification of Energy Sources:** Depending solely on fossil fuels can make PPP projects vulnerable to fuel price volatility. Exploring alternative energy sources or hybrid solutions that rely on renewable energy can provide more stable cost structures over the long term.
 3. **Renegotiation of Contracts:** Existing PPP contracts may need to be revisited and renegotiated to account for the increased operating costs resulting from higher fuel prices. This could involve adjustments to pricing mechanisms, cost-sharing arrangements, and revenue-sharing models to ensure that both the private and public sectors remain viable partners.
- In conclusion, the removal of fuel subsidies can have wide-ranging impacts on PPP projects that rely on energy resources. Governments, public authorities, and private partners need to carefully assess the potential effects of subsidy removal on project economics, revenue streams, and consumer

behaviour. Effective risk management, contract adjustments, and stakeholder communication are crucial to navigating the challenges arising from such policy changes.

CONCLUSION

- ❖ This write-up explores the effects of inflation rates, floating exchange rates, and the removal of fuel subsidies on Public-Private Partnership (PPP) projects:

1. Inflation Rate:

- Inflation escalates PPP project costs, potentially jeopardizing long-term financial stability due to strained budgets.
- Effective risk assessment and financial planning are critical to maintaining project viability amid inflation.

2. Floating Exchange Rates:

- PPP projects are vulnerable to floating exchange rates, impacting expenses and revenues.
- Currency fluctuations influence project finances, affecting materials, foreign debt, and contractor payments.
- Exchange rate changes can alter revenue streams through adjustments in user fees and tariffs.

3. Removal of Fuel Subsidy:

- Removing fuel subsidies can disrupt PPP projects heavily reliant on energy:
- Operating expenses might increase due to elevated energy costs.
- Reduced user demand resulting from higher energy expenses can impact revenue streams.
- The project's viability and profitability could be challenged as project economics shift.
- Mitigation requires adaptable contracts, meticulous risk assessment, and stakeholder engagement.

Lastly, these economic factors significantly impact PPP projects, influencing their financial feasibility, profitability, and sustainability. Effective risk management, financial modelling, and adaptable strategies are vital for navigating the consequences of inflation, floating exchange rates, and the removal of fuel subsidies within PPP projects.

An Article by the Financial Modeling Unit of ICRC.

Team members: ‘Gbemiga Oladele; Chidiebere Ezeja; Zubaida Gumi & Najiyah Sulayman

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FIVE WAYS PPPS DELIVER IMPACT

By Emmanuel Nyirinkindi

November 30, 2023



By partnering with the private sector through PPPs, governments are paving the way for a seamless integration of ports and logistics, unlocking efficiency and innovation. Photo source: Shutterstock.

The world's infrastructure needs are enormous. Nearly 675 million people have no access to electricity. About 2 billion people don't have safe drinking water. And 2.7 billion people—roughly one-third of the global population—remain unconnected to the Internet.

As we head into COP28 in Dubai, the World Bank Group's vision for a livable planet supported by climate-resilient infrastructure takes on more urgency. I believe this is also the moment for public-private partnerships (PPPs), a mechanism that has proven to accelerate the building of sustainable infrastructure by allowing governments, the private sector, and multilateral institutions such as the World Bank Group to work closely together.

I have seen the impact of PPPs firsthand. At IFC—often working with our colleagues at the World Bank and MIGA—we have helped governments successfully deliver projects such as for public transportation, renewable energy, and hospitals. It's humbling to see governments find ways to improve people's quality of life and create jobs by tapping into the resources, expertise, and innovations of private enterprises. I see five ways PPPs can deliver even greater impact for people and our planet.

1. Do more with less

Developing countries face significant financing gaps that constrain their ability to invest. By partnering with the private sector through PPPs, governments can do more with less.



Abuja Gateway Airport prototype. – Source: Sapient Vendors

Take Tibar Bay port in Timor-Leste. The government calculated it would have to spend \$1 billion to build a new port. Instead, the government worked with IFC to design a PPP. Bolloré Africa Logistics, a global logistics company, invested \$150 million in the first stage of the port's construction, with the government only contributing \$130 million. Today, Tibar Bay port is fully operational, benefiting people and the economy.

2. Share risk to make projects bankable

Properly designed PPPs help the public and private sectors share risks so governments don't have to bear the entire burden.

The Clean Ganga project is rejuvenating the Ganges River in India, improving people's health and livelihoods. Under a hybrid-annuity model, the government paid 40 percent of the project costs as construction milestones were met. The remaining 60 percent was paid to the private concessionaire over 15 years, along with operation and maintenance expenses, as performance targets were met.

This approach allowed for the simultaneous implementation of a number of projects, because the government didn't have to pay all costs up front. More importantly, it created a structure to ensure accountability and optimal performance over the life of the project. The World Bank also provided more than \$1 billion on the public sector side.

The IFC and World Bank team helped the government find creative ways to boost revenue for bidders, increase the bankability of projects, and ensure their operations

are sustainable. The project has helped curb pollution and strengthen the sustainable management of the river basin, home to over 500 million people.

3. Improve public service delivery

Governments, by definition, govern. However, they sometimes struggle to deliver water, healthcare, and education services that are essential for the greater good of society. PPPs can help governments expand access to these services.

In Uzbekistan, IFC worked with the government on the country's first health PPP, which is providing life-saving dialysis care for over 1,000 patients across the country. Recipient of the IJGlobal ESG Social Infrastructure Award, this PPP also introduced peritoneal dialysis to Uzbekistan, which has extended the reach of dialysis to patients in rural and remote areas.

4. Boost infrastructure resilience to climate change

Some governments have successfully incorporated innovative climate mitigation measures in their infrastructure PPPs, moving them closer to meeting their Paris Agreement goals.

With \$575 million in private investment, India's 750MW Rewa Ultra Mega Solar PPP has reduced greenhouse gas emissions by 1 million tons a year since becoming operational. The state government of Madhya Pradesh further enhanced the solar park's resilience to climate change by installing drainage at the site, which tended to flood under extreme weather conditions. Building on this success, a second round of solar projects totaling 1,500 MW is being built, having mobilized \$590 million in private investment. A third set totaling 1,400 MW, which blends solar power with wind power and energy storage, is currently under preparation.

5. Improve gender equality and economic inclusion

PPP projects can bolster gender equality and economic inclusion by incorporating standards to ensure development gains reach women, youth, and underserved or marginalized communities.

In the Solomon Islands, IFC helped the government develop a PPP to build and operate a hydropower facility on the Tina River. Once completed, it will lower electricity costs and reduce the country's greenhouse gas emissions by 2.5 times its 2025 target. Working closely with the World Bank, IFC helped the government develop an innovative benefit-sharing scheme to boost inclusion, allowing project royalties to be shared with more than 4,000 people living around the Tina River.

In these five ways, we can tap into the power of PPPs to achieve development impact in a more inclusive and sustainable manner, benefiting people and the planet. But we know we cannot address today's complex development challenges on our own. We are counting on everyone—government officials, civil society organizations, community leaders, private sector investors, and development partners—to join us. Together, we can and must deliver.

<https://blogs.worldbank.org/ppps/five-ways-ppps-deliver-impact>

MEETINGS – WORKSHOPS - TRAININGS - CONFERENCES – SUMMITS



Abuja Investment Summit and Expo held on November. 13, 2023



ICRC management team led by DG, Michael Ohiani; receives Austrian Ambassador to Nigeria, Thomas Schlesinger and VP of Kapsch TrafficCom, Gerd Grobminger – Nov. 29, 2023.



Fourth Quarter meeting of the Public Private Partnership Units' Consultative Forum (3PUCF) held on December 18, 2023 at Fraser Suites in Abuja.

FLASHBACK:

3rd Quarter, 2023



Public Private Partnership Unit 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



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



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

2nd Quarter, 2023



Stakeholders hold financial negotiation at ICRC for the operation and management concession for Gurara II Hydro Power Plant – April 17, 2023.



First Quarter 3PUCF meeting and inauguration of State House PPP Unit – April 27, 2023



ICRC DG J.A. Michael Ohiani addresses Governors'-Elect at a forum organized by the Nigeria Governor's Forum (NGF) at the Presidential Villa in Abuja – May 16, 2023





Minister of Works and Housing, Babatunde Fashola, DG ICRC J.A. Michael Ohiani and others during the commercial close for the Highway Development and Management Initiative (HDMI) – May 26, 2023



DG ICRC, other staff receive Executive Secretary, National Agricultural Land Development Agency seeking ICRC guidance for PPP projects – June 9, 2023



Team from Backbone Infrastructure Nigeria Limited visit ICRC to discuss PPP Infrastructure Development proposal. Received by DG and other management staff – June 20, 2023





DG, Executive Management Committee (EMC) receive delegation from South African High Commission in Nigeria led by High Commissioner Thamsanqa Mseleku to discuss areas of mutual collaboration on PPPs – June 22, 2023.

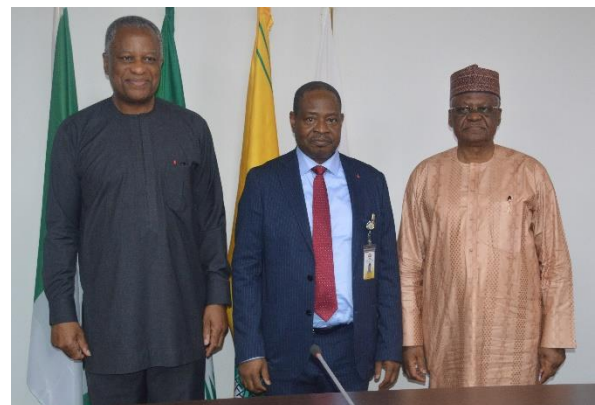
Q1 2023



Dr Emmanuel Onwodi represents DG ICRC Michael Ohiani at the flagship interview programme of the NTA: Tuesday Live. With him in the studio is Isa Pantami, Minister of Communications and Digital Economy



President Muhammadu Buhari Commissions the Lekki Deep Seaport for operation – January 23, 2023: Photo source – NAN/Punch



ICRC DG and Team, recieved by Minister of Foreign Affairs, Geoffery Onyeama during a visit to the Ministry – January 31, 2023.

63rd INDEPENDENCE ANNIVERSARY MESSAGE BY DG ICRC

...As Senate probes process

By ICRC

Oct. 1, 2023

The Management and Staff of the Infrastructure Concession Regulatory Commission (ICRC) heartily congratulate H.E. President Bola Ahmed Tinubu, GCFR, H.E. Vice President Kashim Shettima, GCON and the good people of the Federal Republic of Nigeria on the celebration of the nation's 63rd Independence Anniversary.

At 63, Nigeria has indeed come a long way: with 24 years of uninterrupted democracy and the coming of a new administration led by President Bola Tinubu and a promise of renewed hope, the nation is set for greatness.

As anticipated, the new administration has already begun to look to Public Private Partnerships (PPPs) to deliver on the much needed infrastructure development, the Commission is poised to provide the requisite regulations that will ensure that such ventures contribute greatly to bridging the infrastructure deficit in the country.

<https://www.icrc.gov.ng/63rd-independence-anniversary-message-by-dg-icrc/>

Works Ministry seeks easier procurement process for road construction

Oct. 5, 2023

By John Alechenu

The Federal Ministry of Works has requested for a seamless procedure for the procurement processes to the Infrastructure Concession Regulatory Commission (ICRC), to ease access to funds for road construction.

The Minister of Works, David Umahi, made the request in Abuja, on Thursday.

He explained that the procurement process as it is currently is quite cumbersome and time-consuming leading to unnecessary delays in the takeoff of planned road projects.

Umahi stated this when he had an audience with officials of the Infrastructure Concession Regulatory Commission, ICRC, in his Mabushi office.

<https://www.vanguardngr.com/2023/10/works-ministry-seeks-easier-procurement-process-for-road-construction/>

Why FEC rejected applications for renewal of port concession agreements

By Godwin Oritse

Oct. 10, 2023

The immediate past Federal Executive Council, FEC, under President Mohammadu Buhari's administration turned down the applications for the renewal of concession agreements by four terminal operators for failing to meet the Key Performance Indicators, KPIs, and other benchmarks.

Meanwhile, a source at the Ministry of Marine and Blue Economy said that the immediate past Minister of Transportation, Mr. Muazu Sambo, could not get the new concession agreements approved by the FEC because much holes were identified in the presentations for the renewal.

Recall that the former Minister gave a marching order to the leadership of the Nigerian Ports Authority, NPA, to conclude the Port concession renewal agreement within a specific period of time before the exit of the regime.

The source also stated that the Minister was, however, directed to take the application on a case-by-case basis for clarity and ease of performance review.

<https://www.vanguardngr.com/2023/10/why-fec-rejected-applications-for-renewal-of-port-concession-agreements/>

FG to generate N28.1bn from Ijora workshop concession – ICRC

By Damilola Aina

October 19, 2023

...facility to manufacture, maintain and provide engineering services

The Infrastructure Concession Regulatory Commission says the Federal Government will generate N28.1 billion from the 20-year concession of the Central Workshop Ijora.

In a statement on Thursday, the Head of Media and Publicity, Manji Yarling, said the workshop was used for the maintenance of vehicles, sewage treatment plants, and water supply equipment during the colonial era.

According to her, the concession will adopt a Rehabilitate-Operate-Maintain-Transfer PPP model to upgrade the Central Workshop till its functions are realised.

<https://punchng.com/fg-to-generate-n28-1bn-from-ijora-workshop-concession-icrc/>

ICRC Restates Commitment To Bridge Infrastructure Deficit

October 2023

By Leadership Newspaper

The Infrastructure Concession Regulatory Commission (ICRC) has restated its commitment to providing the needed regulation to support the current administration in its bid to further bridge the nation's infrastructure deficit.

Director General, ICRC, Michael Ohiani, said this in his Independence Anniversary Message in Abuja on Sunday.

“The management and staff of the ICRC heartily congratulate His Excellency, President Bola Tinubu, the Vice-President, Kashim Shettima, and the good people of the Federal Republic of Nigeria on the celebration of the nation's 63rd Independence Anniversary.

<https://leadership.ng/icrc-restates-commitment-to-bridge-infrastructure-deficit/>

Austrian Government to partner Nigeria

November 30

By Okeogene Akubuike

The Government of Austria has sought partnership with the Federal Government of Nigeria in the provision of transportation infrastructure as well as other areas of Public-Private Partnerships (PPPs).

This is contained in a statement signed by Manji Yarling, Acting Head, Media and Publicity, Infrastructure Concession Regulatory Commission (ICRC), in Abuja on Wednesday.

Yarling said the partnership was sought when the Austrian Ambassador to Nigeria, Thomas Schlesinger paid a courtesy visit to the Director-General, ICRC, Michael Ohiani, and the ICRC Management team.

<https://nannews.ng/2023/11/30/austrian-govt-to-partner-nigeria-on-transportation-infrastructure-icrc/>

ICRC plans to sanction erring concessionaires

December 20, 2023

By Damilola Aina

The Infrastructure Concession Regulatory Commission says it plans to sanction erring concessionaires of public infrastructure when the ongoing amendment of the agency's Act is finalised.

The commission said it had taken steps to ensure the act would give it teeth to bite and punish private investors who abandon

This announcement was made by a member of the ICRC Legal Unit, Barrister Komommo Okoi, at a consultative forum meeting held on Tuesday in Abuja.

<https://punchng.com/icrc-plans-to-sanction-erring-concessionaires/>

**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 of Issue
1.	Federal Ministry of Environment	Development of Commercial Duplexes at Federal School of Forestry, Bauchi Road, Jos.	3rd October, 2023
2.	Federal Ministry of Transportation. (Nigerian Institute of Transport Technology:	Auto Gas Project for Lot 1 (North West, North East and FCT)	4th October, 2023
3.	Federal Ministry of Transportation. (Nigerian Institute of Transport Technology)	Auto Gas Project for Lot 2 (Southwest, North Central)	4th October, 2023
4.	Federal Ministry of Transportation. (Nigerian Institute of Transport Technology)	Auto Gas Project for Lot 3 (South-South and South East Region)	4th October, 2023
5.	Federal Ministry of Transportation. (Nigerian Institute of Transport Technology)	National Transport DataBank and other integrated technologies project	13th October, 2023
6.	Federal Ministry of Education/University of Port Harcourt	Establishment of Restaurant at the University of Port Harcourt	30th of October, 2023
7.	Federal Ministry of Education/University of Port Harcourt	Development of 4000 Bed Space Hostel on a (DBFOT)	31st of October, 2023
8.	Federal Ministry of Health (National Veterinary Research Institute	Expression of Animal Vaccine Production through PPP	1st November 2023 (Re-validated)
9.	Federal Ministry of Interior (Nigeria Immigration Service)	Enhance courier Service Project for the NIS	7th November 2023
10.	Federal Ministry of Interior	The Nigeria Security and Civil Defence Corps Centralized Domestic Staff Management System	7th November 2023

11.	Federal Ministry of Interior	The Nigeria Security and Civil Defence Corps Special Services and Private Guards Management System	7th November 2023
12.	Federal Ministry of Health (FMOH)	Rehabilitation/Upgrade of Radiation on Oncology Centre at the University College Hospital, Ibadan, Oyo state	23rd November 2023
13.	Federal Ministry of Agriculture and Food Security	Development of a Green House Office Complex along Hajj Camp Market, Kano State	29th November 2023
14.	Federal Ministry of Transportation	Standard Gauge Railway Project Network Linking Port-Harcourt to Abuja Project	27th December 2023

FBC compliance certificates issued

S/N	MDA	PPP Project	Date Certificate Issued
1.	Federal Ministry of Culture, Tourism and National Orientation (National Commission for Museums and Monuments)	Construction of a New Commercial Building at Onikan Museum – 2,245 Square meters	October 12, 2023
2.	Federal Ministry of Health/UCH Ibadan)	Rehabilitation/Upgrade of Hostel Accommodation at the University College Hospital (UCH), Ibadan, Oyo State	October 30, 2023
3.	Federal Ministry of Interior	Centralized Domestic Staff Management System	November 7, 2023
4.	Federal Ministry of Interior	Special Services and Private Guards Management System	November 7, 2023
5.	Federal Ministry of Interior (Nigeria Immigration Services) (NIS)	Enhanced Courier Service for Nigerian Passports	November 7, 2023
6.	Federal Capital Territory Administration (FCTA) Abuja Infrastructure Investment Centre (AIIC)	Production, Supply, Installation and Maintenance of Lison Cupero GPRS STS Smart Water Meter for Billing Elimination and Maximization of Revenue Collection	November 30, 2023 (Revalidated)
7.	Office of the Secretary to the Government of the Federation (OSGF) - Implementation of the	National Drivers' License Identity Management and Card Production System	December 21, 2023

	National Drivers' License Identity Management and Card Production System		
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FEC Approved Projects

S/N	Project Name & Description /	MDA / Grantor	FEC Approval Date/Duration of Concession	Concessionaire	Value of Concession / Project cost
1.	Federal Ministry of Works - Concession of the Central Workshop Ijora The rehabilitation and optimal operation of the facility to manufacture, maintain and provide engineering services through a Rehabilitate- Operate- Maintain-Transfer PPP model. PPP Process: Unsolicited	Federal Ministry of Works	Approved October 19, 2023	Beta Transport Nigeria limited	NGN888.1m



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 fourth quarter of 2023:

Trainings

- 3rd to 4th October: Intermediate PPP Training (Nasarawa) 3rd -6th October.
- 9th- 11th October: Basic PPP Training (Abuja)
- 31st October- 3rd November: Advanced PPP Training (Nasarawa)
- 20th -24th November: Intermediate PPP Training (Nasarawa)
- 4th - 8th December: PPP Short Course on Contract negotiation and management (Tanzania)
- 1st December: Sensitization Workshop for Ministry of Youth & Sports Development.

Quarterly 3PUCF Meeting

Participants at the fourth quarter, 2023 meeting of the Public Private Partnership Units' Consultative Forum (3PUCF), held on December 18, 2023 at Fraiser Suite in Abuja, resolved to remain dauntless in their commitment to advancing Public Private Partnership (PPP) in Nigeria.

The meeting featured participants from PPP Units of various government organisations including:

Nigeria Institute of Transport Technology (NITT), Zaria, Nigerian Meteorological Agency (NIMET), State House, Nigeria Port Authority (NPA), Ministry for Youths and Sports, Federal Polytechnic Nekede, Nigeria Police Force, Nigerian Maritime Administration and Safety Agency (NIMASA). Office of the Head of Civil Service of the Federation (OHSCF), and the ICRC.

The meeting commenced with an opening address by the representative of the Head of Civil Service of the Federation, Mrs Agalasi E. Ehigie, Director Infrastructure OHSCF, who welcomed all MDAs present and appreciated ICRC. She also delivered felicitations from the Head of Civil Service of the Federation.

“The journey of 1000 miles starts with a step; we are now seeing more MDAs setting up PPP units in their various organizations” she said. The Chairperson welcomed all members of the 3PUCF once again while wishing them a fruitful deliberation,”

In his welcome address, the Director General of the ICRC, Michael Ohiani showcased the Commission's remarkable achievements for the year and commended all for their tireless efforts in seeing PPPs thrive.

Ohiani said that in the last quarter, the commission had successfully issued Outline and Full Business Case Compliance Certificates in respect to key PPP projects from several MDAs.

He said between October and December 2023, the commission issued 15 Outline Business Case (OBC) Compliance Certificates and eight Full Business Case (FBC) Compliance Certificates.

Ohiani said the Commission, in the fourth quarter, also secured Federal Executive Council approval in respect of the Central Workshop Ijora, a project under the Federal Ministry of Works.

He added that other projects that had been issued OBC Compliance Certificates in the fourth quarter included the Development of Commercial Duplexes and Lock-up Shops at Afforestation Programme Coordinating Unit Premises, Kano.

"Others are the Development of Commercial Duplexes at Federal School of Forestry, Jos, Auto Gas Project Lot in the six geo-political zones and the FCT, and National Transport Data Bank and other Integrated Technologies Project," he said.

In her remarks, the Executive Director Risks at Ministry of Finance Incorporated (MOFI), Mrs. Kemi Owonubi, who represented the DG/CEO MOFI, she gave a brief overview about MOFI activities.

She underscored the importance of MOFI's collaboration with ICRC in the aspect of keeping track of all Federal Government Assets.

She highlighted the three mandates of MOFI to include: Identify what Federal Government of Nigeria owns, optimize the value of Federal Governments Assets and make new investments on behalf of the Federal Government.

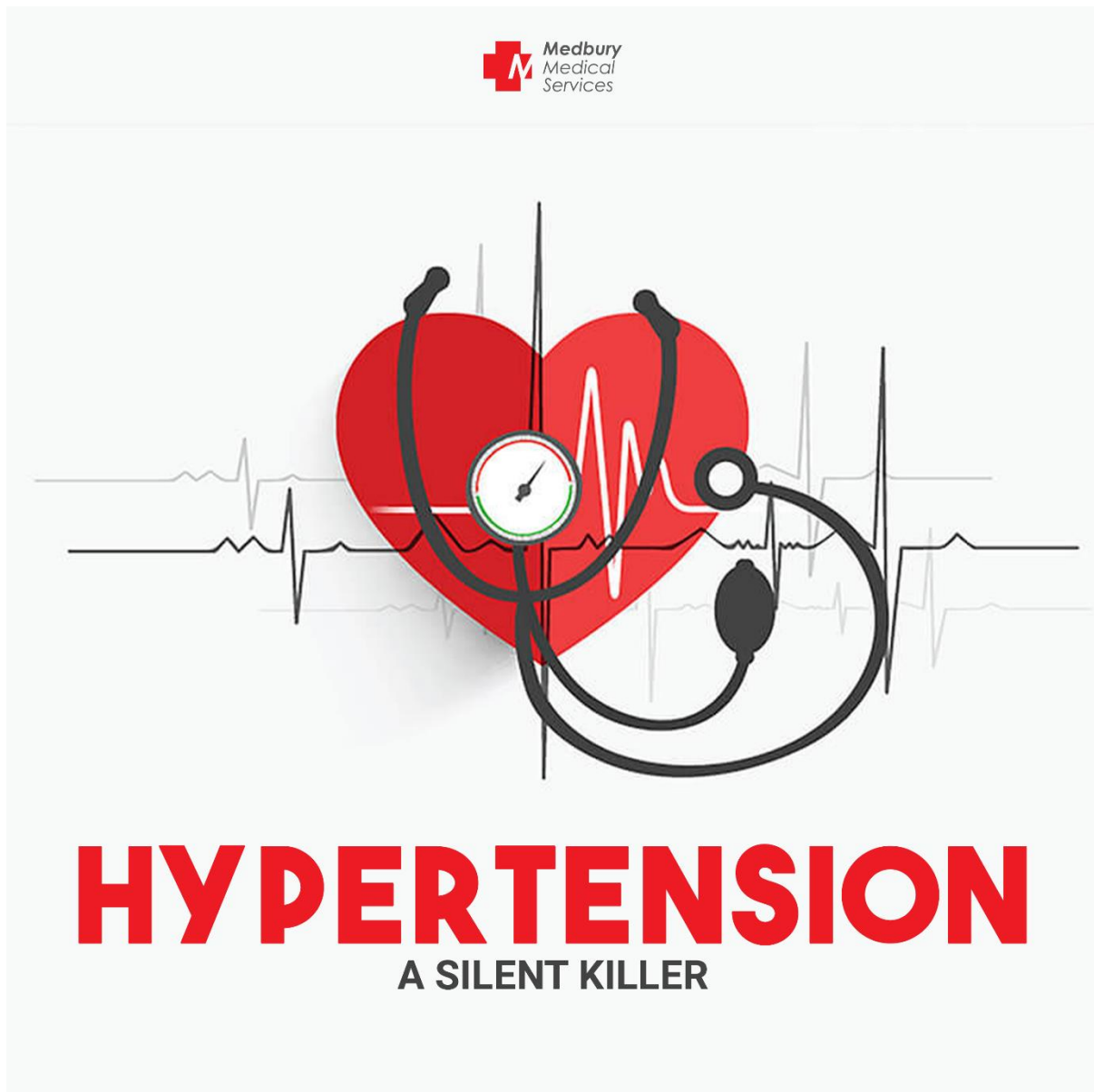
The meeting also featured a presentation by Barr. Komomo Okoi, a member of the Legal Unit at ICRC, who dwelt on strengthening the ICRC Act.

Her presentation was titled: "Legal and Regulatory Landscape; ICRC Act, Nigeria's PPP process (Law and Policy) & other best practices)".

The meeting ended with a business session by members of the 3PUCE, followed by a vote of thanks by ACP Emeka Offor from the Nigeria Police.

Dr. Ejike PPP Unit Head Nekede Polytechnic, moved for 2024 Adjournment and Halirat Sulieman from FERMA seconded the motion.

Hypertension



Hypertension, the Silent Killer - Source: medburymedicals.com

Key facts

- An estimated 1.28 billion adults aged 30–79 years worldwide have hypertension, most (two-thirds) living in low- and middle-income countries
- An estimated 46% of adults with hypertension are unaware that they have the condition.
- Less than half of adults (42%) with hypertension are diagnosed and treated.
- Approximately 1 in 5 adults (21%) with hypertension have it under control.

- Hypertension is a major cause of premature death worldwide.
- One of the global targets for noncommunicable diseases is to reduce the prevalence of hypertension by 33% between 2010 and 2030.

Overview

Hypertension (high blood pressure) is when the pressure in your blood vessels is too high (140/90 mmHg or higher). It is common but can be serious if not treated.

People with high blood pressure may not feel symptoms. The only way to know is to get your blood pressure checked.

Things that increase the risk of having high blood pressure include:

- Older age
- Genetics
- Being overweight or obese
- Not being physically active
- High-salt diet
- Drinking too much alcohol

Lifestyle changes like eating a healthier diet, quitting tobacco and being more active can help lower blood pressure. Some people may still need to take medicines.

Blood pressure is written as two numbers. The first (systolic) number represents the pressure in blood vessels when the heart contracts or beats. The second (diastolic) number represents the pressure in the vessels when the heart rests between beats.

Hypertension is diagnosed if, when it is measured on two different days, the systolic blood pressure readings on both days is ≥ 140 mmHg and/or the diastolic blood pressure readings on both days is ≥ 90 mmHg.

Risk factors

Modifiable risk factors include unhealthy diets (excessive salt consumption, a diet high in saturated fat and trans fats, low intake of fruits and vegetables), physical inactivity, consumption of tobacco and alcohol, and being overweight or obese.

Non-modifiable risk factors include a family history of hypertension, age over 65 years and co-existing diseases such as diabetes or kidney disease.

Symptoms

Most people with hypertension don't feel any symptoms. Very high blood pressures can cause headaches, blurred vision, chest pain and other symptoms.

Checking your blood pressure is the best way to know if you have high blood pressure. If hypertension isn't treated, it can cause other health conditions like kidney disease, heart disease and stroke.

People with very high blood pressure (usually 180/120 or higher) can experience symptoms including:

- severe headaches
- chest pain
- dizziness
- difficulty breathing
- nausea
- vomiting
- blurred vision or other vision changes
- anxiety
- confusion
- buzzing in the ears
- nosebleeds
- abnormal heart rhythm

If you are experiencing any of these symptoms and a high blood pressure, seek care immediately.

The only way to detect hypertension is to have a health professional measure blood pressure. Having blood pressure measured is quick and painless. Although individuals can measure their own blood pressure using automated devices, an evaluation by a health professional is important for assessment of risk and associated conditions.



Source everydayhealth.com

Treatment

Lifestyle changes can help lower high blood pressure. These include:

- eating a healthy, low-salt diet
- losing weight
- being physically active
- quitting tobacco.

If you have high blood pressure, your doctor may recommend one or more medicines. Your recommended blood pressure goal may depend on what other health conditions you have.

Blood pressure goal is less than 130/80 if you have:

- cardiovascular disease (heart disease or stroke)
- diabetes (high blood sugar)
- chronic kidney disease
- high risk for cardiovascular disease.

For most people, the goal is to have a blood pressure less than 140/90.

There are several common blood pressure medicines:

- ACE inhibitors including enalapril and lisinopril relax blood vessels and prevent kidney damage.

- Angiotensin-2 receptor blockers (ARBs) including losartan and telmisartan relax blood vessels and prevent kidney damage.
- Calcium channel blockers including amlodipine and felodipine relax blood vessels.
- Diuretics including hydrochlorothiazide and chlorthalidone eliminate extra water from the body, lowering blood pressure.

Prevention

Lifestyle changes can help lower high blood pressure and can help anyone with hypertension. Many who make these changes will still need to take medicine.

These lifestyle changes can help prevent and lower high blood pressure.

Do:

- Eat more vegetables and fruits.
- Sit less.
- Be more physically active, which can include walking, running, swimming, dancing or activities that build strength, like lifting weights.
 - Get at least 150 minutes per week of moderate-intensity aerobic activity or 75 minutes per week of vigorous aerobic activity.
 - Do strength building exercises 2 or more days each week.
- Lose weight if you're overweight or obese.
- Take medicines as prescribed by your health care professional.
- Keep appointments with your health care professional.

Don't:

- eat too much salty food (try to stay under 2 grams per day)
- eat foods high in saturated or trans fats
- smoke or use tobacco
- drink too much alcohol (1 drink daily max for women, 2 for men)
- miss or share medication.

Reducing hypertension prevents heart attack, stroke and kidney damage, as well as other health problems.

Reduce the risks of hypertension by:

- reducing and managing stress
- regularly checking blood pressure
- treating high blood pressure
- managing other medical conditions.

Complications of uncontrolled hypertension

Among other complications, hypertension can cause serious damage to the heart. Excessive pressure can harden arteries, decreasing the flow of blood and oxygen to the heart. This elevated pressure and reduced blood flow can cause:

- chest pain, also called angina;
- heart attack, which occurs when the blood supply to the heart is blocked and heart muscle cells die from lack of oxygen. The longer the blood flow is blocked, the greater the damage to the heart;
- heart failure, which occurs when the heart cannot pump enough blood and oxygen to other vital body organs; and
- irregular heart beat which can lead to a sudden death.

Hypertension can also burst or block arteries that supply blood and oxygen to the brain, causing a stroke.

In addition, hypertension can cause kidney damage, leading to kidney failure.

Hypertension in low- and middle-income countries

The prevalence of hypertension varies across regions and country income groups. The WHO African Region has the highest prevalence of hypertension (27%) while the WHO Region of the Americas has the lowest prevalence of hypertension (18%).

The number of adults with hypertension increased from 594 million in 1975 to 1.13 billion in 2015, with the increase seen largely in low- and middle-income countries. This increase is due mainly to a rise in hypertension risk factors in those populations.

WHO response

The World Health Organization (WHO) supports countries to reduce hypertension as a public health problem.

In 2021, WHO released a [new guideline for on the pharmacological treatment of hypertension](#) in adults. The publication provides evidence-based recommendations for the initiation of treatment of hypertension, and recommended intervals for follow-up. The document also includes target blood pressure to be achieved for control, and information on who, in the health-care system, can initiate treatment.

To support governments in strengthening the prevention and control of cardiovascular disease, WHO and the United States Centers for Disease Control and Prevention (U.S. CDC) launched the Global Hearts Initiative in September 2016, which includes the HEARTS technical package. The six modules of the HEARTS technical package (Healthy-lifestyle counselling, Evidence-based treatment protocols, Access to essential medicines and technology, Risk-based management,

Team-based care, and Systems for monitoring) provide a strategic approach to improve cardiovascular health in countries across the world.

In September 2017, WHO began a partnership with Resolve to Save Lives, an initiative of Vital Strategies, to support national governments to implement the Global Hearts Initiative. Other partners contributing to the Global Hearts Initiative are the CDC Foundation, the Global Health Advocacy Incubator, the Johns Hopkins Bloomberg School of Public Health, the Pan American Health Organization (PAHO) and the U.S. CDC. Since implementation of the programme in 2017 in 31 countries low- and middle-income countries, 7.5 million people have been put on protocol-based hypertension treatment through person-centred models of care. These programmes demonstrate the feasibility and effectiveness of standardized hypertension control programmes.

ON A LIGHTER NOTE:

Honest Boss

My boss was honest with me today. He pulled up to work with his sweet new car this morning and I complimented him on it. He replied, "Well, if you work hard, set goals, stay determined and put in long hours, I can get an even better one next year."

Dumb Kid???

A young boy enters a barber shop and the barber whispers to his customer, "This is the dumbest kid in the world. Watch while I prove it to you."

The barber puts a dollar bill in one hand and two quarters in the other, then calls the boy over and asks, "Which do you want, son?" The boy takes the quarters and leaves.

"What did I tell you?" said the barber. "That kid never learns!"

Later, when the customer leaves, he sees the same young boy coming out of the ice cream parlor.

"Hey, son! May I ask you a question? Why did you take the quarters instead of the dollar bill?"

The boy licked his cone and replied:

"Because the day I take the dollar the game is over!"

Watch your tongue

A guy said to God, "God, is it true that to you a billion years is like a second?"

God said yes.

The guy said, "God, is it true that to you a billion dollars is like a penny?"

God said yes.

The guy said, "God, can I have a penny?"

God said, "Sure, just a second."

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

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