



ICRC Bulletin



NIGERIA'S RAILWAY SYSTEM: DEVELOPMENT, DECLINE AND REBIRTH

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THE PRESIDENCY

MESSAGE FROM EDITOR-IN-CHIEF



Dear Reader,

The ICRC Bulletin Editorial team is pleased to present the last edition for the year 2020.

Like we all know, the year 2020 was a unique and challenging one for individuals, corporations and governments alike because of the outbreak of Covid 19. The pandemic not only affected global economies but also the way people work, live, travel and interact.

Despite these challenges, the Commission strived in 2020 and achieved its mandate while recording several successes in terms of milestone achievements for projects at different stages, PPP capacity building exercises, inauguration of the Nigerian Institute for Infrastructure and Public Private Partnership (NII3P) which is the training arm of the ICRC, signing of the Special Concession Account (SCA) Finance circular by the Honourable Minister of Finance, among other things.

Our knowledge management article in this edition is titled ‘Nigeria’s Railway System: Development, Decline and Rebirth’. As the subject suggests, it details how railway development in Nigeria started, its decline and steps currently being taken by the Federal government to revamp the sector including through the instrument of PPPs.

Our second knowledge management story is on the subject “Transportation Sector PPP Projects” written by Mr. Adamu Umar, an Assistant Director in the Transport Infrastructure Department of ICRC. It details among others, PPP projects in various transportation sub- sectors including Rail, Road, Marine and Aviation.

Our feature story is from the Global Railway Review on the subject **‘Successful Public Private Partnerships In Rail? Yes, We Can!’**. It is a review of some PPP projects in the European Union – some that worked well and others that have issues. It shares lessons learnt and steps that can be taken to ensure that PPPs work in the rail sector. Nigeria, as well as other countries, have something to learn from this.

Happy reading.

Manji Yarling

DG'S STATEMENT



I am delighted to communicate with you through this medium. Let me take this opportunity once again to give thanks to God on behalf of the entire ICRC family for his bountiful mercies in all our lives at this very challenging moment in human history.

It is gratifying to note that the ICRC has not recorded any serious incidence occasioned by the COVID 19 pandemic so far.

I continue to hope that we remain safe until the vaccines become readily available for all and things normalize.

Despite the scourge of the Corona virus in preceding quarters, the Commission recorded some notable achievements in the quarter under review worth mentioning.

The Federal Executive Council (FEC), approved three Full Business Cases in respect of the Bonny Deep Water Port Project, the Nigerian Correctional Service (NCS) Shoe and Garment Factories Projects in Aba and the Janguza Tannery Factory Project in Kano, the Port Harcourt Industrial Park Project and the Port Harcourt – Maiduguri Narrow Gauge with O&M phase as Concession. The combined investment value of these Joint Venture (JV) projects is 3.9 billion dollars.

Some other Outline Business Case (OBC) and Full Business Case (FBC) compliance certificates issued include:

- K'MAOUN Complex Ijora in Lagos State; a project of the Ogun Osun River Basin Development Authority(OBC),
- Marina Land Development into a Port Terminal, a project of the National Inland Waterways Authority(OBC),
- Deployment of Police Specialized Services Automation project by the Nigerian Police Force (FBC).

As we may be aware, the Nigeria PPP Network (NPPPN) is a collaboration between ICRC and the Nigeria Governors Forum aimed at instituting a harmonious and integrated regulatory

framework between the states and federal government towards a successful national PPP program. This forum attracts heads of PPP bodies from the 36 States of the Federation as well as the FCT; and provides a platform for knowledge and experience-sharing, opportunities, successes and challenges of PPP in their States.

The second meeting of the Nigeria PPP Network held virtually on November 26, 2020. There were several enriching discussions including one by Dr. Eyup Vural, a seasoned PPP expert with many years of industry experience; he spoke on the topic ‘Turkish PPP Experience during the pandemic: Next Steps and Recovery Plans’. Another presentation made was by Prof. Paul Kibuuka on the theme “Amid and Post Covid-19 Government Macro-economic and Financial Recovery Policies to facilitate PPPs”. State representatives had the chance to give briefs on PPP projects in their jurisdictions.

The Commission continuously seeks to consolidate PPP knowledge and capacity through training programmes organised by the recently established Nigeria Institute of Infrastructure and Public Private Partnership (NII3P). This quarter, the Institute conducted a capacity building training virtually for twenty five (25) staff of the Office of the Head of Civil Service of the Federation on the Basics of Public Private Partnership.

The need for us all to remain focused on the goal of revamping Nigeria’s infrastructure through PPPs cannot be over emphasized. Therefore, we must not lose sight of the enormous responsibility thrust upon us by the Commission’s mandate and as such, rededicate ourselves to its attainment.

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

Engr. Chidi K. C. Izuwah

DG/CEO, ICRC

FEATURE STORY

NIGERIA'S RAILWAY SYSTEM: DEVELOPMENT, DECLINE AND REBIRTH



Figure 1: <https://www.bing.com/images/search?q=pictures+of+new+standard+gauge+train> accessed 05/01/21

Railway Development

The development of railways in Nigeria started from Lagos Colony to Ibadan in March 1896, by the British government. The Lagos Government Railway began operations in March 1901 and was extended to Minna, Niger State, in 1911, where it met the Baro–Kano Railway Station that was built by the government of Northern Nigeria between 1907 and 1911. The two



Figure 2: <https://www.bing.com/images/search?q=colonial+era+rail+locomotives+in+nigeria> accessed 05/01/21

lines were amalgamated in 1912 into the Government Department of Railways (GDR), the predecessor to the Nigerian Railway Corporation (NRC). The railway reached its north eastern terminus of Nguru in Yobe State in 1930. Following the discovery of coal at Udi, the Eastern Railway was built to Port Harcourt between 1913 and 1916. This railway was extended to Kaduna in 1927, connecting the Eastern Railway to the Lagos–Kano Railway. The Eastern Railway was extended to its north eastern terminus of Maiduguri between 1958 and 1964 by the administration of Sir Abubakar Tafawa Balewa.

The Nigerian Railway Corporation (NRC) under the 1995 Act, operates the nation's rail system and consists of 3,505 km of 3 ft 6 in (1,067 mm) Cape gauge lines and 507 km of standard gauge lines. The Nigerian railways has same track gauge used in most other British colonies in Africa. The two major Cape-gauge rail lines are the the Western Line connects Lagos on the Bight of Benin to Nguru in the north eastern state of Yobe, over a distance of 1,126 km (700 mi).

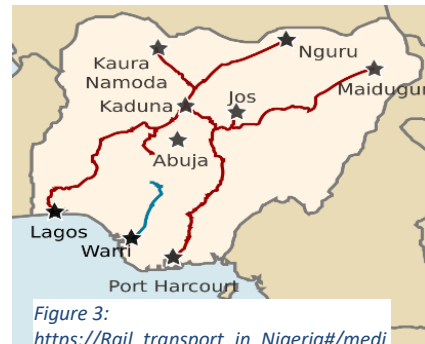


Figure 3:
https://Rail_transport_in_Nigeria#/media/File:Nigeria_railway_map.svg

The Eastern Line connects Port Harcourt in the Niger Delta region to Maiduguri in the north eastern state of Borno, near the border with Chad. There are also several branch lines:

- a) The Linking Line connects Kaduna on the Western Line to Kafanchan on the Eastern Line.
- b) Ifaw–Ilaro (Western Line), 20 kilometers (12 mi)
- c) Minna–Baro (Western Line), 150 kilometers (93 mi)
- d) Zaria–Kaura Namoda (Western Line), 245 kilometers (152 mi).
- e) Kuru–Jos (Eastern Line), 55 kilometers (34 mi)
- f) Baro-Kano Railway Station (Northern Line), 200 kilometer (120 mi).

The 2 ft 6 in (762 mm) gauge Bauchi Light Railway operated between Zaria and Bukuru over a distance 143 miles and was opened in stages between 1912 and 1914. In 1927 the ten mile section between Jos and Bukuru was converted to 3 ft 6 in (1,067 mm) becoming part of the Kafanchan to Jos branch line. The 2ft 6in Zaria - Jos section continued to operate until 1957 when it was abandoned. There was also the short lived 2ft 6in gauge Wushishi Tramway which connected Wushishi with Zungeru (12 miles) in 1901 and which was extended in 1902 from Wushishi to Bari-Juko (10 miles). It closed circa 1911 with its two Hunslet built 0-6-2T locomotives being transferred to the Bauchi Light Railway. Mention must also be made of the Lagos Steam Tramway (1902) and the Lagos Sanitary Tramway (1906), both of 2ft 6in gauge.

At present, there are no railway links with adjacent countries as Nigeria does not use the same track gauge as its neighbours, where the French and German colonial government built metre gauge railway networks. There were plans to establish rail links to Niger through Illela in Sokoto state and Cameroon, but these have not yet been built.

Rail System Decline

Figure 4: African Railways -Nigeria railway statistical data on passenger and freight, World Bank 2007

Passenger Traffic		Freight traffic	
Year	Volume	Year	Tones
1964	11,288,000	1964	2,960,000
1974	4,342,000	1974	1,098,000
1978	6,700,000	2000	<100,000
1984	15,500,000		
1991	3,000,000		
2003	1,600,000		

The decline experienced in terms of passenger and freight movements over the decades was as a result of differed investments for both the locomotive and rolling stocks. Obsolete locomotives and rolling stocks have reduced the capacity and utility of the rail system as reflect in the passenger and cargo traffic data 1964-2003. By early 2013, the only operational segment of Nigeria's rail network was between Lagos and Kano. Passenger trains took 31 hours to complete the journey at an average speed of 45 km/h.

25-Year Strategic Vision (Rail System Rebirth)

The Federal Government is committed to the implementation of the 25-year strategic plan for the railway transport subsector as a key component for socio-economic transformation agenda. The strategic railway plan, which includes the rehabilitation of all the existing narrow gauge rail line, construction of new standard gauge line and their operations and maintenance in the country. This would require potential huge resources much of which are envisioned to be resourced through private sector investment, to give the Nigerian people modern railway system comparable globally. The sole aim of the strategic vision is to connect all the 36 States and the Abuja FCT and to provide rail links to the nation's airports and river port terminals thereby reducing pressure on the Nigeria's road network which at the moment handles more than 80% of passenger and cargo traffics. The absence of functional railway system is greatly hampering longevity of the road network and its negative impact on the nation's treasury.

a) Abuja to Kaduna

A standard gauge railway connects the national capital of Abuja to the city of Kaduna, an important junction point on the Cape gauge railway network. The 187 km line is the first segment of the planned Lagos–Kano Standard Gauge Railway to be completed. In 2018 the Federal Government



Figure 5:<https://www.nairaland.com/3247880/photos-idu-railway-station-abuja>

through the Federal Ministry of Transportation awarded a contract to China Civil Engineering Construction Corporation (CCECC) to complete the remaining portions of the line which preparatory work to launched the project has reached an advance stage.

b) Central Railway Standard Gauge Line

In 1987, a contract was awarded to build the Central Line, a standard gauge railway to connect the iron ore deposits at Itakpe to the Ajaokuta Steel Mill, both in Kogi State and the Atlantic Ocean port of Warri. The railway was originally planned for completion in five years, but sporadic funding stretched out its construction period over 30 years. The standard gauge line covering a distance of 320 km line has been completed, test run in 2018 and now operational now operational.



Figure 6:<https://www.nairaland.com/6148489/see-photos-goodluck-jonathan-railway>

It is worthy to note that the Warri–Itakpe standard gauge line was originally conceived for the movement of iron-ore and finished steel products but was later remodeled to accommodate passenger services by erection of passenger train stations along the rail line. In October 2019, the Federal Government approved the implementation of the contract through PPP arrangement to extend the railway to Abuja and up to Baro port in Niger State.

c) Lagos to Kano and Kano to Maradi (Niger Republic) Standard Gauge Lines

In 2006, the government contracted with the China Civil Engineering Construction Corporation (CCECC) to build the Lagos–Kano Standard Gauge Railway. It was later decided to complete the project in segments due to a lack of requisite funds. After many delays, the segment from Abuja to Kaduna (187 km) opened officially on 26 July 2016. The Lagos–Ibadan section began construction in March 2017 and now completed and operations commenced in December 2020 following the acquisition of locomotives and rolling stocks to render both passenger and cargo services.

The project is to connect the nation's two largest cities, the Atlantic Ocean port of Lagos in the southwest, and Kano, near the border with the Niger Republic, in the north, by way of the third-largest city Ibadan (also in the southwest) and the national capital Abuja in the centre. The

railway will run parallel to the British-built Cape gauge line. The other segment of the standard gauge line are Ibadan-Ilorin, Ilorin-Minna, Minna-Kaduna, and Kaduna-Zaria-Kano. Arrangements have reached advance stage to construct a standard gauge rail line to connect Kano to Maradi through Daura and Katsina. The proposed rail line is expected to socio-economic activities between Federal Republic of Nigeria and Niger Republic.

d) Coastal Rail Line

Substantial preparatory has been completed for the construction of Coastal Railway from Lagos to Calabar. The government has approved for funding to be source from foreign loan and counter-part fund by the Nigeria. The project expected to cut across states in the South West, South East and South-south geo-political zones.

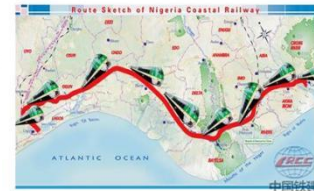


Figure 7: www.nairaland.com/3802670/route-map-new-nigeria-coastal

Metro systems

To further promote the use of rail services in Nigeria’s urban centres, several metro systems are active or under construction:

- a) Abuja Light Rail , opened in late 2017
- b) Lagos Rail Mass Transit
- c) Rivers Monorail in Port Harcourt
- d) Calabar Monorail
- e) Kaduna State Light rail



Figure 8: www.nairaland.com/3802670/route-map-Abuja-Rail-Mass-Transits

Public-Private Partnership (PPP)

In order to remedy the poor condition, efficiency, and profitability of the nation's narrow gauge rail networks comprising Lagos to Kano and Port Harcourt to Maiduguri, the Federal Government is desirous to concession the railway network through Public-Private Partnership (PPP) arrangement. Under the proposed concession exercise, the railways will be split into manageable concessions and each to be awarded under the terms and conditions to be mutually between the government and prospective concessionaires.

Conclusion

The rehabilitation of existing rail lines and development standard gauge will no doubt promote intermodal transport system with connections to the nation's seaport and riverports as well as connection to airport and major bus terminals across the country. The introduction of intermodal transport system will greatly help in the movement of passengers as well as raw-materials, semi-finished and final goods to industrial plants and markets and thereby creating new business and employment opportunities. The high cost of haulage in Nigeria is largely due to absence or poor connectivity of rail system with other modes of transport as being practiced other jurisdictions. The entrenchment of PPP regimes in the entire gamut of the nation's transport industry will have a significant on the Nigeria's Gross Domestic Product (GDP) growth in no distant future.

Reference:

[www.researchgate.net/publication/236986093 Rebuilding Rail Infrastructure in Nigeria - Policy Problems and Prospects](http://www.researchgate.net/publication/236986093_Rebuilding_Rail_Infrastructure_in_Nigeria_-_Policy_Problems_and_Prospects) - accessed on 19/04/21

www.railway-technology.com/features/rail-projects-set-for-completion-in-2021/



TRANSPORTATION SECTOR PPP PROJECTS

By Mr. Adamu Umar

Assistant Director

Transport Infrastructure Department Plus, ICRC



Figure 9: Google Images

The importance of transportation in developing or advanced economies cannot be over emphasized. Transport is one of the main sectors that remains the cornerstone of every nation in achieving economic development and growth, as well as gaining political and economic independence. The scope of the National Policy on Public-Private Partnership (PPP) covers all segments of the transportation sector (aviation, road, marine, and railway). The respective Ministries, Departments and Agencies (MDAs) saddled with the responsibility of developing requisite infrastructure and service provisions are encouraged to partner with the private sector for technical competence, managerial capacity and financial resources for the provision of such infrastructure and services through PPP contract.

It is in fulfillment of this National PPP Policy requirements, that the Infrastructure Concession Regulatory Commission (ICRC) through the Transport Infrastructure Department Plus (TID+), is committed to providing PPP pre-contract regulatory guidance for over 27 transactor sector projects to MDAs. These projects are domiciled in the Federal Ministry of

Transportation (FMOT), Federal Ministry of Works & Housing (FMW&H) and Federal Ministry of Aviation and their agencies respectively.

The essence of the PPP collaborative efforts is to develop the requisite transportation infrastructure and services that would pave way for the introduction of intermodal transport system that would adequately respond to the dynamics of the transport industry in terms of technical competence, managerial capacity, and financial resources. Other objectives of the PPP collective efforts is to meet the yearnings of Nigerians towards an efficient, effective and affordable transport/logistic service. The projects being handled under PPP arrangements at present include:

- Concession of Abuja, Lagos, Kano and Port Harcourt International Airports
- Establishment of Aviation Leasing Company
- Establishment of aviation Maintenance, Repairs & Overhaul (MRO)
- Establishment of Aviation Aerotropolis
- Rehabilitation and concession of Western and Eastern narrow gauge rail lines
- Railway e-ticketing Project (to enable passengers books tickets at their comforts)
- Development and operations of Central Railway Line (Warri-Itakpe-Lokojo-Abuja-Baro)
- Development and operations of Kano-Daura-Katsina-Maradi (Niger Republic) standard gauge railway line with spur line to Dutse, Jigawa State
- Development and operations of Railway Industrial Park, Ubima, Rivers State
- Bonny Deep Sea Port with rail connection from Port Harcourt
- Badagry Deep Sea Port, Badagry, Lagos
- Ibom Deep Sea Port, Akwa Ibom State (procurement and negotiation stages)
- Bakassi Deep Sea Port, Cross River State
- Port of Ondo, Ondo State
- Kirikiri Lighter Terminals I&II, Lagos
- River Ports at Onitsha, Oguta, Lokoja and Baro
- Ibadan Dry Port, Ibadan, Oyo State
- Dala Inland Container Depot, Zawachi, Kano

- Lolo Inland Container Depot, Lolo, Kebbi State
- Jos Inland Container Depot, Jos, Plateau State
- Funtua Inland Container Depot, Funtua, Katsina State
- Truck Transit Parks at Obolla-for, Enugu State
- Truck Transit Park at Jamata, Lokoja, Kogi State
- Illela Truck Transit Park, Sokoto
- Benin Truck Transit Park, Edo State
- Highway Development & Management Initiative (HDMI): Concession of 12 roads across the six geo-political zones

Route	Lot	State(s)
Asaba-Agbor	1	Delta/Edo
Abuja-Lokoja	2	FCT/Kogi
Kano-Katsina	3	Kano/Katsina
Onitsha-Aba	4	Anambra/Abia
Shagamu-Benin	5	Ogun/Edo
Abuja-Akwanga	6	FCT/Nasarawa
Kano-Shuari (Kano to Maiduguri Highway)	7(1)	Kano
Potiskum-Damaturu (Kano to Maiduguri Highway)	7(2)	Yobe
Lokoja-Auchi	8	Kogi/Edo
Enugu-Port Harcourt	9	Enugu/Rivers
Ilorin-Jebba	10	Kwara/Niger
Lagos-Abeokuta	11	Lagos/Ogun
Lagos-Badagry	12	Lagos

In conclusion, the successful preparation, procurement, and implementation of these PPP projects will no-doubt provide a platform for the introduction of intermodal transport system in Nigeria which is aimed at improving passenger and cargo movements cross the nation with an ease of connectivity.

Market sounding and industry stakeholder engagements recently conducted have revealed strong desire by prospective investors and the financial markets to partner the government

towards the realization of these projects. The Commission remains committed based on the unflinching efforts shown by the respective Ministries, Departments and Agencies (MDAs) in course of these projects.

[www.researchgate.net/publication/236986093 Rebuilding Rail Infrastructure in Nigeria - Policy Problems and Prospects](http://www.researchgate.net/publication/236986093_Rebuilding_Rail_Infrastructure_in_Nigeria_-_Policy_Problems_and_Prospects) - accessed on 19/04/21



REBALANCING AIRPORT PPPS, EVEN AS THE COVID-19 WINDS STILL BLOW

By JEFF DELMON, ANDY RICOVER



Airport during thunderstorm / © NIKON D1X, pxhere.com

Imagine a tightrope walker, hundreds of feet in the air. Her balance bar has just the right amount of weight on each end and she's pushing a wheelbarrow, it too with just the right amount of weight. Then the winds of COVID-19 begin to blow. The weight is no longer just right; it needs to be redistributed to avoid disaster. How much redistribution is just right? If there is too little weight taken off, too much weight left on, or any other imbalance created in the process, the whole venture fails.

No sector is worse hit by coronavirus than air transport. Even tourism will see domestic visitors long before airports recover significant international traffic levels. Current air travel is at some 5–10% of normal levels, and has been for several months. Even after recovery, air transport is likely to suffer: 2021 is likely to be 30% lower than 2019, with growth at 2–3% rather than the 4–5% that we expected pre-crisis. The entire air transport business model is evolving, with the potential permanent or semi-permanent reduction of lucrative business passengers—one of the key sources of revenues for airlines and airports alike).

Airport PPPs raise additional challenges, with contractual structures designed to respond to the air transport reality before Covid-19 hit. Most planned investments should be postponed if they don't relate to safety for two reasons: to save money so the business can stay afloat and then to adapt to the lower traffic levels. This will mean amending PPP agreements to defer planned investment and agree to any implications like fees and revenue sharing.

Airports that invested in capacity levels anticipating future demand growth are unlikely to see those traffic levels, and may not be able to repay debt borrowed—much less interest to equity investors. Arrangements will need to be made with lenders and investors in the short term. In the long term, we'll need to find a more sustainable solution for the loss of revenues and the change in operating context.

If the PPP contract does not include sharing of this risk, governments can choose to leave the tightrope walker to her own devices, hoping she finds a way to progress despite the strong wind. Given COVID-19's massive effects, including the economic and debt maelstrom it's driving, this is unlikely. Air travel is, and will continue to be, important to the economic growth and recovery the world will so sorely need. Government needs to step in to help carry the burden. What would this look like?

Reduction of PPP costs. Government could reduce taxes. Colombia, for example, reduced VAT from 19 percent to 5 percent. Also, the scope of work and services to be delivered under the PPP can be reduced to keep down costs. Another idea is for government to replace some of the project debt by lending money to the project at lower interest rates, refinancing existing debt.

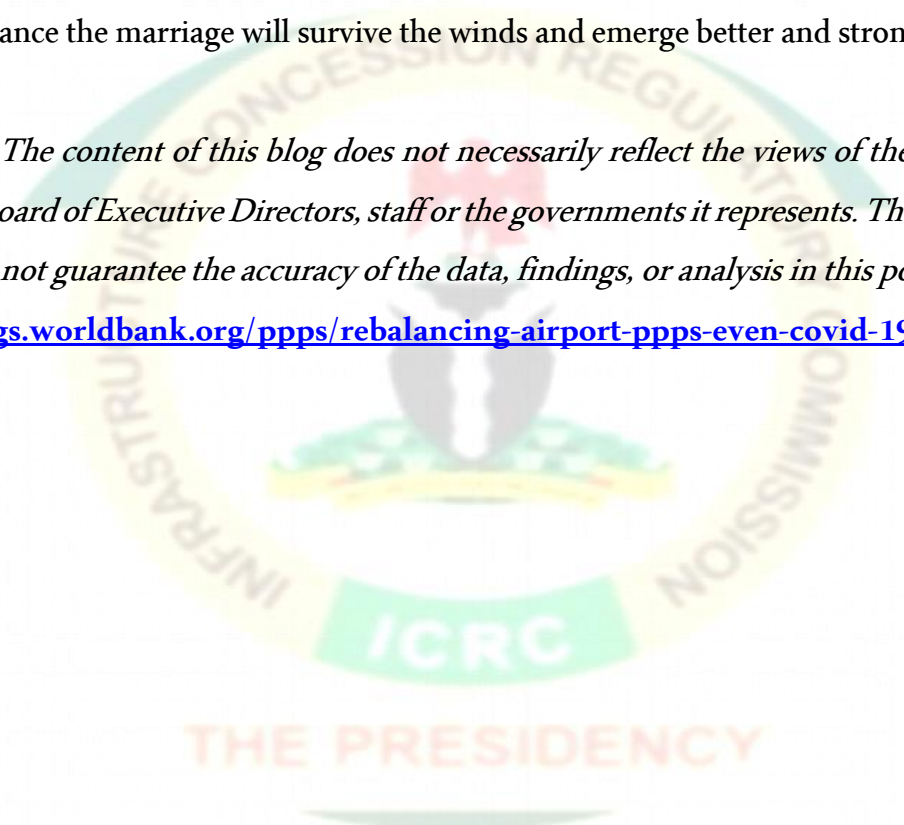
Increase of revenues. In order to replace lost revenues, government may wish to award an extension of the concession term (to the extent financially attractive for investors and legally permitted), allowing lenders and investors to receive high aggregate returns over a longer time. While tempting, airport fees cannot be increased—as airlines are even harder hit than airports and therefore fees are more likely to be reduced to be affordable. More practically, the government may agree to a reduction of the concession fees (often a percentage of revenues) to be paid by the PPP to the government.

This analysis will be done without enough data and based on the current situation, which changes daily. This means it must be revisited periodically as the airport reality adjusts. Equally, where airport traffic recovers in a manner better than anticipated, or airports are able to obtain new revenues from other sources, government should benefit from this recovery. An open book approach will be critical to finding and maintaining this balance.

These are challenging times. This is where the third “P” in this model, the “partnership” is truly tested. Renegotiation can be very tricky and government will need good advice. If we can find the right balance the marriage will survive the winds and emerge better and stronger.

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

<https://blogs.worldbank.org/ppps/rebalancing-airport-ppps-even-covid-19-winds-still-blow>



KNOWLEDGE MANAGEMENT

SUCCESSFUL PUBLIC PRIVATE PARTNERSHIPS IN RAIL? YES, WE CAN!



Source: Google images

Michael Robson argues that public private partnerships (PPPs) in the railway sector are a way of riding out the economic crisis and can improve competitiveness and sustainability across the EU.

At a time when the financial crisis dominates headlines around the world, speaking about increasing investments in rail infrastructure might seem risky or simply not timely. An even more challenging exercise is to speak about the use of public private partnerships (PPPs) in the railway sector, considering that rail PPPs are not widespread so far. However, the real challenge is to argue that rail PPPs are actually a way of riding out the crisis and can improve the competitiveness and sustainability of the EU.

This ambitious view is shared by the European Commission (the executive arm of the European Union), which is keen for the private sector and private capital to be brought into projects as soon as possible.

“It is difficult to understand what the long-term effects of the crisis will be. I am rather optimistic because infrastructure projects provide a more attractive harbour for investors than some of the recent investment opportunities in finance”, said Jonathan Scheele, Director for Transport Logistics, TEN-T and Co-Modality at the European Commission’s Transport department in an interview for the EIM “Finding the Funds” brochure¹.

On a similar note, in a resolution on the European Economic Recovery Plan, the European Parliament (the institution representing the citizens of Europe) “emphasizes the European Investment Bank’s role in refinancing existing public private partnerships” and explicitly stresses the need for “new methods of financing transport infrastructure” as well as the need “to take measures that accelerate and facilitate investments”².

Debunking myths

There is a myth in the railways that PPPs simply do not work, or do not deliver the expected results. This has indeed been the case for some well known projects, such as:

- The Prague airport link project, blocked due to differing interests amongst too many stakeholders
- The Eurotunnel between France and the UK. Although the consortium was created in 1985 and the tunnel was opened in 1994, it paid shareholders their first-ever dividend only in 2009
- The HSL South in the Netherlands was completed almost two years behind schedule because problems were experienced in the implementation of the ERTMS system

However, rail PPPs are not just a sad story.

Liefkenshoek project

In January 2009, Infrabel’s Liefkenshoek rail PPP project was awarded the ‘Infrastructure Deal of the Year 2008’ by the British magazine PFI. The prestigious award recognises the original way in which one of Belgium’s largest mobility projects is being financed. The aim of the project

is to expand and renew the rail infrastructure on the Left Bank of the port of Antwerp, in order to absorb the expected 8% to 15% increase in rail traffic through the port by 2020. This project will be financed through a PPP for the construction work. A private consortium (LOCORAIL NV) will be responsible for the construction and financing of the direct rail link between Antwerp's Left Bank and Right Bank harbour area.

Infrabel will be allowed to use the infrastructure for 38 years on the condition that it pays an annual compensation of approximately €50 million. After that period, Infrabel will receive full ownership of the infrastructure without further obligations.

Diabolo project

Last year, another Infrabel PPP – the Diabolo project was awarded the “Transport Deal of the Year 2007” in recognition of its original financing scheme.

The Diabolo is intended to help address growing road congestion by doubling rail's share of the airport market to 30% by 2030.

This project represents a total investment of €550 million: €300 million financed as part of a PPP and €250 million financed by Infrabel. It will directly link the train station at the airport to major Belgian rail arteries as well as to various European cities, such as Amsterdam, Paris and Frankfurt.

Under the PPP agreement, Northern Diabolo NV will be responsible for maintaining the airport line for the next 35 years, until the assets are transferred to state ownership in June 2047

Sweden

If you are starting to think that successful rail PPPs are unique to Belgium, a valid counter-example can be found in Sweden, where two major rail related projects – the Arlanda airport link and the Öresund Bridge – have been brought forward by PPP schemes, with some success. The new line connecting Stockholm city centre with Arlanda airport was built as a Build-Operate-Transfer (BOT) project. The line was completed on time in 1999 and almost within budget. Operations have been profitable since 2005 and the line provides very punctual services (97% on time).

In 1991, Sweden and Denmark reached an agreement to build a fixed connection over the Öresund strait. It is a combined two-track rail and four-lane road bridge-tunnel linking Copenhagen with Malmö.

The Swedish and Danish states took over the bridge once it had been completed (in 2000) by a private consortium and its subcontractors.

As a final result, the current volumes of traffic have surpassed the initial expectations.

Portuguese High-Speed Network

PPPs have played a major role in financing the Portuguese High-Speed Network. In particular, the construction of high-speed stations of Évora, Oeste, Leiria and Aveiro as well as signalling, telecommunications, substructure and superstructure of the Lisbon-Poçoirão HSL have been carried out as a PPP. The realisation of the network is still ongoing and will contribute to reducing the drawbacks from the country's peripheral position, speeding up the economic and technological development and achieving a better modal distribution, both for passenger and freight, thus reducing the actual hegemony of road transport.

France

Finally, in order to debunk the myth of 'general lack of confidence in rail PPPs', it is useful to bear in mind that the French rail infrastructure manager RFF is developing the South Europe Atlantic High-Speed Link Project (SEA HSL) as a PPP. Construction works will start in 2012 and it should become operational as of 2016, generating from 3.5 to 5 million additional passengers per annum.

From a private sector perspective, a consortium led by TDF has been recently selected by RFF as preferred bidder to fund, construct, operate and maintain a 14,000km GSM-R radio communications network in France. The consortium includes Vinci Energie, Vinci Concessions, telecoms group SFR and AXA Investment Managers Paris.

Alstom is also looking into a number of possible projects in France, Italy and Portugal, including the Lyon-Turin rail link.

The truth about PPPs

Having shown that successful PPPs are possible in the railways, it is worth focussing on the most common challenges faced in the implementation of PPPs and possible solutions.

The impact of cultural issues is often underestimated when it comes to PPPs. However, they need to be taken seriously because there are significant differences among EU countries – the motto of the EU is not “united in diversity” for nothing. As an example, the UK has quite a long tradition of PPPs, whereas Eastern European countries are still a bit suspicious about the involvement of private actors in railway projects.

Moreover, it is of utmost importance to avoid complex consortia and to define a clear division of tasks amongst all partners involved in the project. Someone once said that a PPP is like a marriage: not everything can be foreseen in the long-term and the objective should be from the beginning to establish a long-term relationship which creates a sustainable impact. As for every marriage worthy of this name, the partners should be able to have a quick and well coordinated reaction to any unforeseen event, re-structuring the contract when necessary. Common commitment, willingness and motivation are basic. The “if everything else fails, try a PPP” approach just does not work. Therefore, the partners should work together to build, develop and improve a solid partnership and avoid prescriptive contracts.

Asked to suggest the magic formula of a successful PPP project, Jonathan Scheele admitted that actually this formula is still to be discovered: “Each PPP project has its own characteristics. Based on the past experiences, I can say that a PPP project will not work if it is treated purely as an accounting exercise. PPP projects should generate sufficient revenues to account for higher private capital investments and to generate a profit for private investors; moreover, risk sharing must be made clear and there should be a clear division of roles”. All in all, the structure of a good PPP project is not set in a stone and ‘flexibility’ seems to be the password to the success.

Legislation has not been specifically designed for PPPs, but rather for general contracting processes, such as public procurement and concessions. New legislation could be used to create more clarity, for instance on the rules that should be applied when entrusting tasks to third

parties. Moreover, the distinction between the different financial instruments (Loan Guarantee Instrument for Trans-European Transport Network, EU contribution to availability payment, Trans European Network Risk capital facility) remains uneasy and further clarifications on their practical use are needed. In order to solve these problems, the Commission might provide clear guidelines and foster the spread of best practices.

What future for rail PPPs?

The launch of the European PPP Expertise Centre (EPEC) in September 2008 is definitely a good step forward in order to strengthen the organisational capacity of the public sector to engage in PPP transactions. EPEC was jointly setup by the Commission and the EIB and allows PPP taskforces in EU Member and candidate countries to share experience and expertise, analysis and best practice relating to PPP transactions.

Although there is a widespread belief that the current financial crisis will lead to the end of PPPs, EIM prefers to embrace the opposite and more optimistic school of thought according to which the role of PPPs can instead be strengthened by the credit crunch.

In fact, in order to re-launch the EU economy, active cooperation between private and public actors is of essence, as private involvement creates efficiency gains. Moreover, as a lesson learnt from the current situation, investors should consider infrastructure projects to be safer and more attractive than financial products subject to fluctuation. Therefore, Member States should foster infrastructure investments rather than adopt the defensive strategy of protectionism. At the same time, this could be the right moment to address the long expected 'green breakthrough' of the European economy.

Bearing in mind that rail is the most environmentally friendly transport mode, such a positive approach would result in increased interest in rail infrastructure PPPs and the generation of benefits for European citizens through economic growth, improved environmental protection and the development of the European transport system.

It goes without saying that the European Institutions have an important role to play in triggering this positive 'chain reaction'. In particular, financial instruments should be tailor-

made for the railways and should be linked to environmental performance as well as to the implementation of the EU legislation.

EIM itself is keen to ensure that all financing opportunities are explored to create a basis for executing as many rail infrastructure projects as possible. In this regard, EIM acts as a forum for the exchange of information on PPP in rail infrastructure projects.

To conclude, PPPs as such are not the panacea of the EU economy. A structured change of the EU economy is needed in order to address a positive change following the recent major crisis. However, it is worth looking into PPPs with a 'yes, we can' approach and learning from best (and worst) practices rather than giving up on the basis of mere myths.

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2. <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P6-TA-2009-0123+0+DOC+XML+V0//EN>

Source: <https://www.globalrailwayreview.com/article/44/successful-public-private-partnerships-in-rail-yes-we-can/>

4TH QUARTER 3PUCF MEETING REPORT



The fourth quarter 2020 Public Private Partnership Unit Consultative Forum (3PUCF) meeting, a knowledge and experience sharing platform for Heads of PPP Units across federal MDAs held on Thursday, 3rd December, virtually via the Zoom platform.

The Ag. DG ICRC, Mr. Mike Ohiani welcomed participants at the Forum and thanked the Almighty God for sparing the lives of everyone. He also appreciated the Federal Ministry of Interior that initially promised to host the 2nd quarter of the 3PUCF before the unfortunate outbreak of COVID 19 and still kept to that promise by hosting the 4th.

He confirmed that the ICRC has issued 14 OBC and 8 FBC Certificates of Compliance so far in 2020, bringing the total number of compliance certificates granted by ICRC since inception to 90 OBC and 40 FBC compliance certificates.

The Head of the Civil Service of the Federation was represented at the Forum by Mrs. Ibiene Roberts, the Permanent Secretary Special Duties, Office of the Head of the Civil Service of the Federation (OHOCSE). In her brief opening address commended the ICRC for its non-relenting efforts in running the 3PUCF Secretariat.

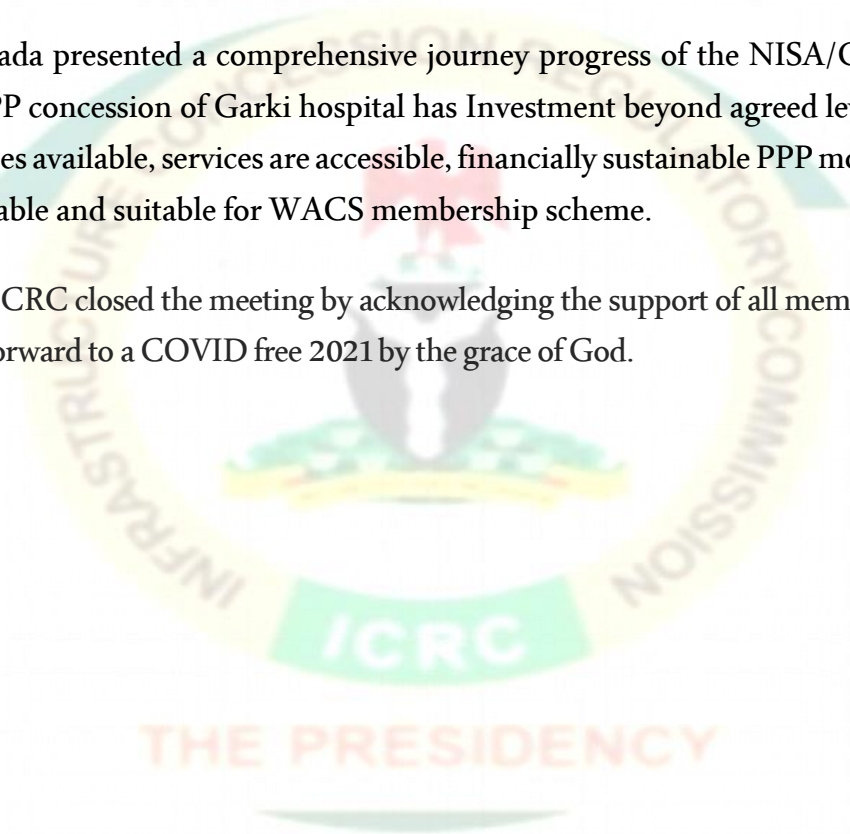
She stated that the measures of Budget reduction and cut down on administrative expenses put in place by the Federal Government to mitigate the effect of the pandemic will no doubt affect the Public Private Partnership activities in Ministries, Department and Agencies (MDAs). Nonetheless, she appreciated all Infrastructure based MDAs for their resilience and steadfastness in carrying on with their projects despite short falls in budget allocations.

She noted that the OHCSF is working on the eight (8) priority areas of Federal Civil Service Implementation Plan (FCSSIP) under the Economic Recovery and Growth Plan (ERGP) of the present administration.

A detailed presentation was made by Mr. Adamu Umar of the Transportation Infrastructure Department of ICRC on the topic “*Aba Shoe and Garment Factory, Aba and Janguza Tannery, Kano PPP Project Case Study*”. According to him the project is an unsolicited proposal submitted by Erojim Investment Limited in collaboration with its technical partner, China Poly Technologies, Beijing for the resuscitation of NCS Aba Shoe Factory.

Dr. Ibrahim Wada presented a comprehensive journey progress of the NISA/Garki Hospital PPP, he said PPP concession of Garki hospital has Investment beyond agreed levels, full scope of clinical services available, services are accessible, financially sustainable PPP model and Garki hospital is available and suitable for WACS membership scheme.

The Ag. DG of ICRC closed the meeting by acknowledging the support of all members and noted that he looked forward to a COVID free 2021 by the grace of God.



OBC/FBC COMPLIANCE CERTIFICATES PRESENTED IN 4TH QUARTER 2020

MDA	PROJECT	DATE
Federal Ministry of Power/ Rural Electrification Agency	Solar Power Off-Grid Rural Electrification (Certificate Revalidation)	7 th Oct 2020
Federal Ministry of Water Resources	136 MW Manya Hydropower Generation Facility, Taraba State and 182 MW Bawarku Hydropower Generation, Benue State (Certificate Revalidation)	26 th Oct 2020
Federal Ministry of Justice	Criminal Justice Management Information System (CJMIS)	4 th November 2020
Federal Ministry of Works and Housing/Council for the Regulation of Engineering in Nigeria	COREN Head Office Project	8 th November 2020
Ogun Osun River Basin Development Authority	K'MAOUN Complex in Ijora Lagos State	12 th December 2020
Federal Ministry of Transportation (Aviation)	The Establishment of a National Carrier (Nigeria Air) (Certificate Revalidation)	December 18 th 2020
Federal Ministry of Works and Housing	Highway Development Management initiative (HDMI) 12 Road projects across the country	December 21 st 2020
National Inland Waterways Authority	Marina Land Development into a Port Terminal	December 29 th 2020
Federal Ministry of Power/ Rural Electrification Agency	Solar Power Off-Grid Rural Electrification (Certificate Revalidation)	7 th Oct 2020
Federal Ministry of Water Resources	136 MW Manya Hydropower Generation Facility, Taraba State and 182 MW Bawarku Hydropower Generation, Benue State (Certificate Revalidation)	26 th Oct 2020
Federal Ministry of Justice	Criminal Justice Management Information System (CJMIS)	4 th November 2020

Federal Ministry of Works and Housing/Council for the Regulation of Engineering in Nigeria	COREN Head Office Project	8 th November 2020
Ogun Osun River Basin Development Authority	K'MAOUN Complex in IJORA Lagos State	12 th December 2020
Federal Ministry of Transportation (Aviation)	The Establishment of a National Carrier (Nigeria Air) (Certificate Revalidation)	December 18 th 2020
Federal Ministry of Works and Housing	Highway Development Management initiative (HDMI) 12 Road projects across the country	December 21 st 2020
National Inland Waterways Authority	Marina Land Development into a Port Terminal	December 29 th 2020

4th Quarter FBC Certificates

MDA	PROJECT	DATE
Federal Ministry of Power / Rural Electrification Agency	Solar Power Off-Grid Rural Electrification (OBC / FBC was Revalidated)	7 th Oct 2020
Nigeria Police Force	Deployment of Police Specialised Services Automation project	15 th Dec 2020

FEC APPROVALS FOR THE QUARTER

MDA	PROJECT	DATE
Ministry of Transport	Bonny Deep Water Port Project	10 th October 2020
Nigerian Correctional Service	Shoe and Garment Factories Projects in Aba	10 th October 2020
Ministry of Trade and Industry	Janguza Tannery Factory Project in Kano	10 th October 2020
Ministry of Transport	Port Harcourt Industrial Park Project	10 th October 2020
Ministry of Transport	Maiduguri Narrow Gauge	10 th October 2020

ICRC IN THE NEWS

FEC APPROVES FOUR MAJOR JVs AND 3.9BILLION DOLLARS WORTH INVESTMENTS

The Federal Executive Council (FEC), approved three Full Business Cases in respect of the Bonny Deep Water Port Project, the Nigerian Correctional Service (NCS) Shoe and Garment Factories Projects in Aba and the Janguza Tannery Factory Project in Kano, the Port Harcourt Industrial Park Project and the Port Harcourt – Maiduguri Narrow Gauge with O&M phase as Concession. The combined investment value of these Joint Venture (JV) projects is 3.9 billion dollars.

This formed part of the outcome of today's Federal Executive Council meeting at the Presidential Villa, Abuja.

The Bonny Deep Water Port has the potential to bridge the maritime infrastructure gap and boost economic activities along the South-South, South East, North Central and North East geo-political zones. It would also ease pressure on the Western Ports (Apapa and Tin Can Island) which at the moment handles about 90% of container and cargo traffic into the country. The 35 year concession project cost about \$550M.

<https://www.icrc.gov.ng/fec-approves-four-major-jvs-and-3-9billion-dollars-worth-investments/>

GOVT SHOULD USE PPP TO REVIVE HUNDREDS OF NON-PERFORMING PROJECTS THAT LITTER THE ENVIRONMENT

16th October 2020

The recent federal government's approval of the concession of some non-performing public infrastructure in the country could not have come at a better time than now as they have remained drain pipes to the national purse. With COVID-19 challenges, poor infrastructure all over the country, staggering local and foreign debts standing at \$31.477 billion as at June 2020, according to the Debt Management Office (DMO), dwindling crude and crude non-oil revenue and fears of another recession, Nigeria cannot afford to waste public funds on facilities that contribute little or nothing to economy.

It is heart-warming that the government has realised the need for public-private sector participation in rebuilding dilapidated infrastructure as a means of restoring their usefulness and providing needed services to the populace. This is the global practice and our country cannot be an exception.

On Wednesday 7th October, 2020, Federal Executive Council approved three Full Business Cases in respect of the Bonny Deep Water Port Project, the Nigerian Correctional Service (NCS) Shoe and Garment Factories Projects in Aba and the Janguza Tannery Factory Project in Kano, the Portharcourt Industrial Park Project and the Port Harcourt – Maiduguri Narrow Gauge with O&M phase as Concession. The combined investment value of these Joint Venture (JV) projects is \$3.9 billion.

FEC also gave approval for the rehabilitation and reconstruction of Port Harcourt – Maiduguri Eastern Narrow-Gauge Railway at a cost of about \$3billion dollars. These projects when completed would substantially support efforts of the government for economic recovery from damage caused by insurgency and COVID- 19 pandemic. The concession is facilitated by the Infrastructure Concession and Regulatory Commission (ICRC) in alliance with relevant MDAs.

<https://www.icrc.gov.ng/govt-should-use-ppp-to-revive-hundreds-of-non-performing-projects-that-litter-the-environment/>

MINISTRY OF INTERIOR'S AUTOMATION PLATFORM RAKES IN N2.17BN- PERMANENT SECRETARY

By Folasade Akpan

Abuja, Dec. 3, 2020

Mr Shuaib Belgore, the Permanent Secretary, Ministry of Interior says N2.17 billion has been generated into Federal Government coffers since inception of its ECITIBIZ (e-citizenship) automation platform.

Belgore said this on Thursday in Abuja at the Fourth Quarter 2020 Public-Private Partnership Consultative Forum (Q4 2020 3PUCF).

The permanent secretary was represented by Mrs Moremi Soyinka-Onijala, the Director, Citizenship and Business.

He said that the ministry had since the inception of its e-citizenship automation platform in September 2018, processed and received more than 38,000 applications for citizenship and 45,000 applications for the business side.

According to him, the platform, a PPP automates the services of the citizenship and business department responsible for the issuance of expatriate quota and related services, issuance of business permits to all companies either wholly or partially foreign-owned.

“It is also responsible for the supervision of all federal marriage registries in the nation and the issuance and renewal of licenses to public places of worship that conduct statutory marriages in line with the Marriage Act.”

Belgore said that automation had enhanced transparency, reduced the time for processing applications which used to be fraught with a lot of complains.

Other areas the ministry has attracted PPP projects include immigration and borderline management, production of emergency passports and expansion and development of of the Nigerian Correctional Service shoe and garment factories in Aba, Abia state.

Mr Chidi Izuwah, the Director-General, Infrastructure Concession Regulatory Commission (ICRC), said that as at Nov. 30, the organisation had issued 14 Outline Business Case (OBC) Compliance certificates and eight Full Business Case (FBC) Compliance certificates.

“This brings the total compliance certificates granted since inception of ICRC to 90 OBC and 40 FBC compliance certificates.”

According to him, a joint project monitoring and evaluation team visited and confirmed that construction of DICON Sur corporate wear military and paramilitary clothing and accessories factory was at 48.7 percent completion.

Mrs. Folasade Yemi-Esan, the Head of Civil Service of the Federation, urged all ministries, departments and agencies to be proactive in handling PPP projects.

Represented by Mrs. Ibiene Roberts, the Permanent Secretary, Special Duties, she said that they should endeavour to focus on projects that would generate high returns on investments.

According to her, profits generated will be re-invested in the economy.

<https://naija247news.com/2020/12/04/ministry-of-interiors-automation-platform-rakes-in-n2-17bn-perm-sec/#.X8oBKbfTVow>

APPROVAL FOR IBOM DEEP SEAPORT, COMMISSIONING OF INDUSTRIES EXCITE EMMANUEL

22nd December 2020

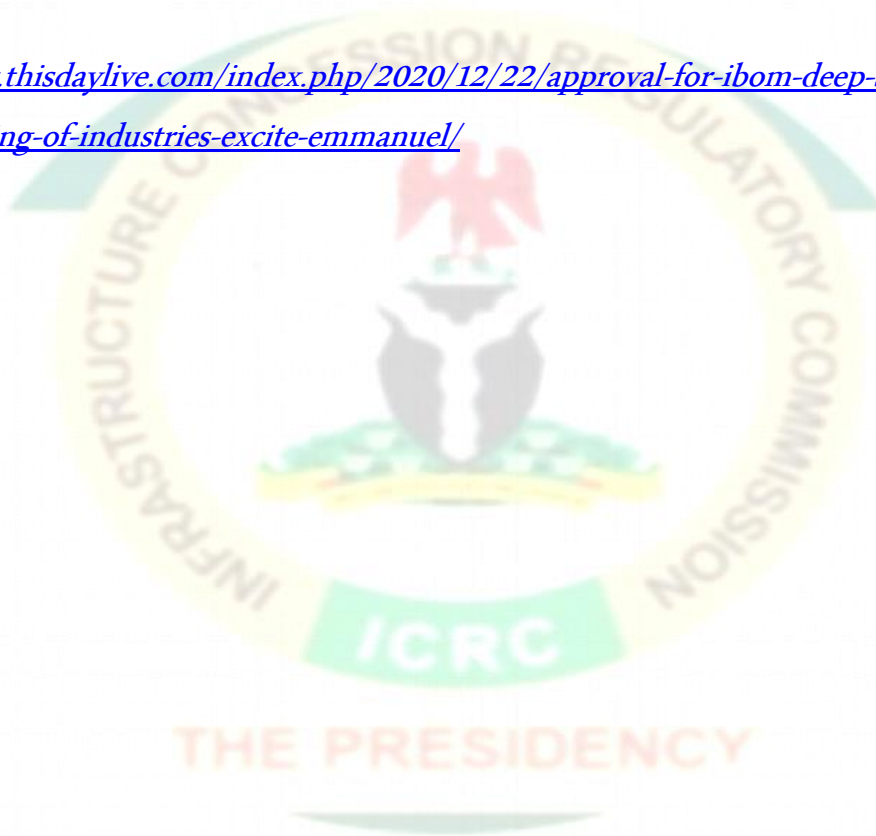
Nseobong Okon-Ekong writes that Akwa Ibom State is in a celebratory mood over some landmark attainments that gives credence to Governor Udom Emmanuel’s completion agenda

There is celebration in the air in Akwa Ibom State as the year draws to an end. Although, the global health challenge, COVID-19 pandemic has led to the unfortunate cancellation of the crowd-pulling and globally celebrated Christmas Carols Festival, which usually turns the attention of the world to Uyo, at this time of the year, the Akwa Ibom State government has

secured a couple of heart-warming achievements that call for celebration. A few days ago, the Federal Executive Council (FEC) approved the construction of the Ibom Deep seaport project.

This finally set commencement of the transformational project on course, with Bollere and Power China Consultants as preferred bidders. The total cost of the project is \$4.6 billion, while the first phase which would be executed at \$2.016 billion has been approved by the federal government. The project would be built on private public partnership. It is expected that the project would address the unemployment problem in the state and also ensure that huge amounts of monies enter into the coffers of the federal and state governments.

<https://www.thisdaylive.com/index.php/2020/12/22/approval-for-ibom-deep-seaport-commissioning-of-industries-excite-emmanuel/>



WORKSHOPS - TRAININGS - CONFERENCES – SUMMITS – SYMPOSIUMS



Courtesy visit of National Hajj Commission of Nigeria (NAHCON) 5th November 2020



Monitoring and Evaluation at Dicon Sur Military and Para Military Clothing Factory in Kaduna on 22nd October 2020

HOW TO COMBAT ZOOM FATIGUE

by Liz Fosslien and Mollie West Duffy

April 29, 2020



Summary.

Why do we find video calls so draining? In part, it's because they force us to focus more intently on conversations in order to absorb information. They also require us to stare directly at a screen for minutes at a time without any visual or mental break, which is... more

In these difficult times, we've made a number of our coronavirus articles free for all readers. To get all of HBR's content delivered to your inbox, sign up for the Daily Alert newsletter.

If you're finding that you're more exhausted at the end of your workday than you used to be, you're not alone. Over the past few weeks, mentions of "Zoom fatigue" have popped up more and more on social media, and Google searches for the same phrase have steadily increased since early March.

Why do we find video calls so draining? There are a few reasons.

In part, it's because they force us to focus more intently on conversations in order to absorb information. Think of it this way: when you're sitting in a conference room, you can rely on whispered side exchanges to catch you up if you get distracted or answer quick, clarifying questions. During a video call, however, it's impossible to do this unless you use the private chat feature or awkwardly try to find a moment to unmute and ask a colleague to repeat themselves.

The problem isn't helped by the fact that video calls make it easier than ever to lose focus. We've all done it: decided that, why yes, we absolutely can listen intently, check our email, text a friend, and post a smiley face on Slack within the same thirty seconds. Except, of course, we don't end up doing much listening at all when we're distracted. Adding fuel to the fire is many of our work-from-home situations. We're no longer just dialing into one or two virtual meetings. We're also continuously finding polite new ways to ask our loved ones not to disturb us, or tuning them out as they army crawl across the floor to grab their headphones off the dining table. For those who don't have a private space to work, it is especially challenging.

Finally, "Zoom fatigue" stems from how we process information over video. On a video call the only way to show we're paying attention is to look at the camera. But, in real life, how often do you stand within three feet of a colleague and stare at their face? Probably never. This is because having to engage in a "constant gaze" makes us uncomfortable — and tired. In person, we are able to use our peripheral vision to glance out the window or look at others in the room. On a video call, because we are all sitting in different homes, if we turn to look out the window, we worry it might seem like we're not paying attention. Not to mention, most of us are also staring at a small window of ourselves, making us hyper-aware of every wrinkle, expression, and how it might be interpreted. Without the visual breaks we need to refocus, our brains grow fatigued.

If this all sounds like bad news, don't despair. We have five research-based tips that can help make video calls less exhausting.

Avoid multitasking.

It's easy to think that you can use the opportunity to do more in less time, but research shows that trying to do multiple things at once cuts into performance. Because you have to turn certain parts of your brain off and on for different types of work, switching between tasks can cost you as much as 40 percent of your productive time. Researchers at Stanford found that people who

multitask can't remember things as well as their more singularly focused peers. The next time you're on a video chat, close any tabs or programs that might distract you (e.g. your inbox or Slack), put your phone away, and stay present. We know it's tempting, but try to remind yourself that the Slack message you just got can wait 15 minutes, and that you'll be able to craft a better response when you're not also on a video chat.

Build in breaks.

Take mini breaks from video during longer calls by minimizing the window, moving it to behind your open applications, or just looking away from your computer completely for a few seconds now and then. We're all more used to being on video now (and to the stressors that come with nonstop facetime). Your colleagues probably understand more than you think — it is possible to listen without staring at the screen for a full thirty minutes. This is not an invitation to start doing something else, but to let your eyes rest for a moment. For days when you can't avoid back-to-back calls, consider making meetings 25 or 50 minutes (instead of the standard half-hour and hour) to give yourself enough time in between to get up and move around for a bit. If you are on an hour-long video call, make it okay for people to turn off their cameras for parts of the call.

Reduce onscreen stimuli.

Research shows that when you're on video, you tend to spend the most time gazing at your own face. This can be easily avoided by [hiding yourself from view](#). Still, onscreen distractions go far beyond yourself. You may be surprised to learn that on video, we not only focus on other's faces, but on their backgrounds as well. If you're on a call with five people, you may feel like you're in five different rooms at once. You can see their furniture, plants, and wallpaper. You might even strain to see what books they have on their shelves. The brain has to process all of these visual environmental cues at the same time. To combat mental fatigue, encourage people to use plain backgrounds (e.g. a poster of a peaceful beach scene), or agree as a group to have everyone who is not talking turn off their video.

Make virtual social events opt-in.

After a long day of back-to-back video calls, it's normal to feel drained, particularly if you're an introvert. That's why virtual social sessions should be kept opt-in, meaning whoever owns the event makes it explicit that people are welcome, but not obligated, to join. You might also consider appointing a facilitator if you're expecting a large group. This person can open by asking a question,

and then make it clear in what order people should speak, so everyone gets to hear from one another and the group doesn't start talking all at once. It's easy to get overwhelmed if we don't know what's expected of us, or if we're constantly trying to figure out when we should or should not chime in.

Switch to phone calls or email.

Check your calendar for the next few days to see if there are any conversations you could have over Slack or email instead. If 4PM rolls around and you're Zoomed-out but have an upcoming one-on-one, ask the person to switch to a phone call or suggest picking up the conversation later so you can both recharge. Try something like, "I'd love a break from video calls. Do you mind if we do this over the phone?" Most likely the other person will be relieved by the switch, too.

For external calls, avoid defaulting to video, especially if you don't know each other well.

Many people now feel a tendency to treat video as the default for all communication. In situations where you're communicating with people outside of your organization (clients, vendors, networking, etc.) — conversations for which you used to rely on phone calls — you may feel obligated to send out a Zoom link instead. But a video call is fairly intimate and can even feel invasive in some situations. For example, if you're asked to do a career advice call and you don't know the person you're talking to, sticking to phone is often a safer choice. If your client FaceTimes you with no warning, it's okay to decline and suggest a call instead.

Some of these tips might be hard to follow at first (especially that one about resisting the urge to tab-surf during your next Zoom call). But taking these steps can help you prevent feeling so exhausted at the thought of another video chat. It's tiring enough trying to adapt to this new normal. Make video calls a little easier for yourself.

<https://hbr.org/2020/04/how-to-combat-zoom-fatigue>



FROM THE NIGERIA INSTITUTE OF INFRASTRUCTURE AND PPP

4th Quarter 2020, training activities

In line with its objective to train government MDAs, the Nigeria Institute of Infrastructure and Public Private Partnership (NII3P) in the 4th Quarter of 2020 conducted Capacity building training for 15 officers of the PPP unit of the Nigeria Police Force at the Nigeria Police Force Headquarters, Louis Edet House Abuja. The training was conducted on Essentials of Project Financing and Financial Modelling.

The Institute also conducted a capacity building training virtually for 25 staff of the Office of the Head of Civil Service of the Federation on the Basics of Public Private Partnership

NIGERIA INSTITUTE OF INFRASTRUCTURE AND PUBLIC PRIVATE PARTNERSHIP
in collaboration with: **MALAYSIA UNIVERSITY OF SCIENCE AND TECHNOLOGY (MUST)**

introduces a

3 Semester Masters in Business Administration (MBA) in Public-Private Partnership (PPP)

At the end of the programme, participants would receive:

- The globally recognised MBA Certificate from MUST, and
- The Certified PPP Professional Certificate (CP3P) (Optional)

For further details, please contact:

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COURSE OBJECTIVES

The objectives of this Public Private Partnerships (PPP) course include:

- ◆ To provide an in-depth understanding of all principles, theories, concepts, and information related to Public-Private Partnerships
- ◆ To provide the required exposure, experience and expertise to determine the type of PPP that would be best suited to the requirement at hand
- ◆ To build skills and capabilities as well as the confidence to work with advanced technologies and innovative products of the private sector to better the services and products of the public sector
- ◆ To provide more exposure and better perspective to strategize and implement next steps and project plans across sectors
- ◆ To enhance abilities and experience to work on large-scale projects impacting thousands of citizens nationwide
- ◆ To develop enhanced skill, exposure, experience and understanding to grow in one's role within the organization or across sectors, thus increasing opportunities for professional growth and development

WHO SHOULD ATTEND?

- ◆ Senior officials from the public and/or private sectors responsible to make decisions with regard to PPPs
- ◆ Investors who show interest and play an important part in investment-related discussions, negotiations and decisions
- ◆ Regulatory agencies and legal authorities responsible for ensuring a strong, robust and risk-free regulatory and legal framework
- ◆ Policy makers responsible for framing all necessary policies and guidelines for conduct, professional ethics etc. around a PPP agreement.
- ◆ Auditors and compliance experts to ensure that contracts and agreements comply with the standards that are universally accepted.
- ◆ Any other public and/or private sector employee who plays or would play a role in PPP implementation and management

THE MBA STRUCTURE

A combination of 8 core MBA Modules and 4 PPP Modules. The PPP modules will be 4 in number with a blended syllabus designed to deliver combo benefits/outcomes like Global PPP Certification, Seminars, and Practicum etc

CORE MBA COURSES

1. Managerial Economics (4 credits)
2. Leaderships and Management in Organization (4 credits)
3. Business Statics (4 Credits)
4. Financial Management (4 Credits)
5. Managerial Accounting (4 Credits)
6. Corporate Strategy (4 Credits)
7. Business Law and Ethics (4 Credits)
8. Research Methods (8 Credits)
9. Project Paper

HEALTH & WELLNESS

THE 15 BEST SUPPLEMENTS TO BOOST YOUR IMMUNE SYSTEM RIGHT NOW

An important note: No supplement will cure or prevent disease.

With the 2019 coronavirus COVID-19 pandemic, it's especially important to understand that no supplement, diet, or other lifestyle modification other than physical distancing, also known as social distancing, and proper hygiene practices can protect you from COVID-19.

Currently, no research supports the use of any supplement to protect against COVID-19 specifically.

Your immune system consists of a complex collection of cells, processes, and chemicals that constantly defends your body against invading pathogens, including viruses, toxins, and bacteria.

Keeping your immune system healthy all year-round is key to preventing infection and disease. Making healthy lifestyle choices by consuming nutritious foods and getting enough sleep and exercise are the most important ways to boost your immune system.

In addition, research has shown that supplementing with certain vitamins, minerals, herbs, and other substances can improve immune response and potentially protect against illness.

However, note that some supplements can interact with prescription or over-the-counter medications you're taking. Some may not be appropriate for people with certain health conditions. Be sure to talk with your healthcare provider before starting any supplements.

Here are 15 supplements that are known for their immune-boosting potential.



Image from Pinterest

1. Vitamin D

Vitamin D is essential for immune function. Healthy levels of this vitamin may help lower your risk of respiratory infections.

2. Zinc

Supplementing with zinc may help protect against respiratory tract infections and reduce the duration of these infections.

3. Vitamin C

Vitamin C is vital for immune health. Supplementing with this nutrient may reduce the duration and severity of upper respiratory tract infections, including the common cold.

4. Elderberry

Taking elderberry supplements may reduce upper respiratory symptoms caused by viral infections and help alleviate flu symptoms. However, more research is needed.

5. Medicinal mushrooms

Many types of medicinal mushrooms, including cordyceps and turkey tail, may offer immune-enhancing and antibacterial effects.

6. Astragalus. Astragalus is an herb commonly used in Traditional Chinese medicine (TCM). Animal research suggests that its extract may significantly improve immune-related responses.

7. Selenium. Selenium is a mineral that's essential for immune health. Animal research demonstrates that selenium supplements may enhance antiviral defense against influenza strains, including H1N1.

8. Garlic. Garlic has powerful anti-inflammatory and antiviral properties. It has been shown to enhance immune health by stimulating protective white blood cells like NK cells and macrophages. However, human research is limited.

9. Andrographis. This herb contains andrographolide, a terpenoid compound found to have antiviral effects against respiratory-disease-causing viruses, including enterovirus D68 and influenza A.

10. Licorice. Licorice contains many substances, including glycyrrhizin, that may help protect against viral infections. According to test-tube research, glycyrrhizin exhibits antiviral activity against severe acute respiratory-syndrome-related coronavirus (SARS-CoV).

11. Pelargonium sidoides. Some human research supports the use of this plant's extract for alleviating symptoms of acute viral respiratory infections, including the common cold and bronchitis. Still, results are mixed, and more research is needed.

12. B complex vitamins. B vitamins, including B12 and B6, are important for healthy immune response. Yet, many adults are deficient in them, which may negatively affect immune health.

13. Curcumin. Curcumin is the main active compound in turmeric. It has powerful anti-inflammatory properties, and animal studies indicate that it may help improve immune function.

14. Echinacea. Echinacea is a genus of plants in the daisy family. Certain species have been shown to improve immune health and may have antiviral effects against several respiratory viruses, including respiratory syncytial virus and rhinoviruses.

15. Propolis. Propolis is a resin-like material produced by honeybees for use as a sealant in hives. Though it has impressive immune-enhancing effects and may have antiviral properties as well, more human research is needed.

According to results from scientific research, the supplements listed above may offer immune-boosting properties.

However, keep in mind that many of these supplements' potential effects on immune health have not been thoroughly tested in humans, highlighting the need for future studies.

The bottom line

Many supplements on the market may help improve immune health. Zinc, elderberry, and vitamins C and D are just some of the substances that have been researched for their immune-enhancing potential.

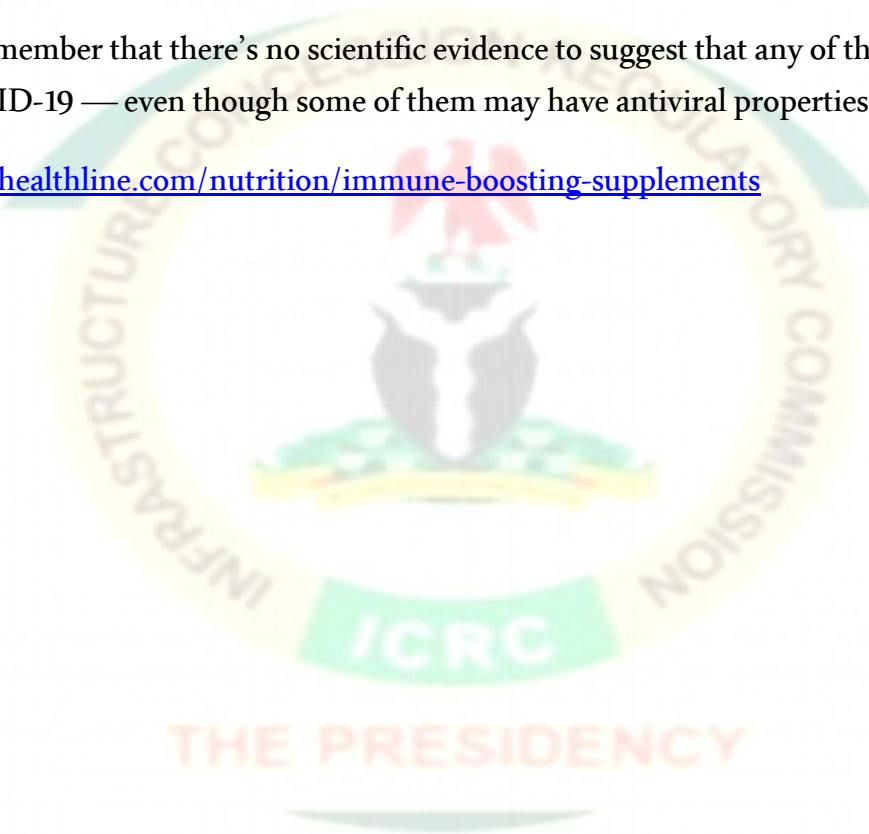
However, although these supplements may offer a small benefit for immune health, they should not and cannot be used as a replacement for a healthy lifestyle.

Maintaining a balanced diet, getting enough sleep, engaging in regular physical activity, and not smoking are some of the most important ways to help keep your immune system healthy and reduce your chances of infection and disease.

If you decide that you want to try a supplement, speak with your healthcare provider first, as some supplements may interact with certain medications or are inappropriate for some people.

Moreover, remember that there's no scientific evidence to suggest that any of them can protect against COVID-19 — even though some of them may have antiviral properties.

<https://www.healthline.com/nutrition/immune-boosting-supplements>



ON A LIGHTER NOTE



The Lies We Sang During Primary School Days.

"I Remember When I Was A Soldier" ❖

When Was That Self?

When you fall down
from bike but your **crush**
is passing by 😂



ABOUT THE PUBLICATION

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

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

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