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FG LIFTS SUSPENSION ON EMIRATES AIRLINE



L-R Dr Muktar Mohammed, National Incidence Manager, Presidential Steering Committee on COVID 19; Geoffrey Oyeama, Minister of Foreign Affairs; Sen. Hadi Sirika, Minister of Aviation during a media conference to announce the lifting of a ban on Emirate airlines in Abuja

In response to the yearnings of Nigerian travellers, the Federal Government Friday night announced the lifting of the ban it previous placed on Emirates Airline from flying into Nigeria. This however came after painstaking

negotiations with the United Arab Emirates (UAE), Emirates Airlines home country, according to the Minister of Aviation, Senator. Hadi Sirika who made the announcement. Briefing journalists in the company of

contd. in pg 2

FAAN TAKES STEP TO TACKLE INCESSANT EXTORTION AT THE NATION'S AIRPORTS

The Federal Airports Authority of Nigeria has declared that henceforth any public or private sector official at the airport found to be involved in whatever form of extortion and corrupt practice would lose his or her On Duty Card permanently.

It said this and other measures had become necessary following the repeated trending online videos of passengers who were allegedly extorted by airports' personnel and the embarrassment which such videos had brought to the country.

The Managing Director, FAAN, Capt. Rabiú Yadudu, disclosed this in Abuja after a meeting with security agencies and presidency officials on the eradication of

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■ Capt. Rabiú Yadudu, Managing Director, Federal Airports Authority of Nigeria

...FG LIFTS SUSPENSION ON EMIRATES AIRLINE *contd. from pg 1*



■ Minister of Foreign, Incidence Manager COVID 19, Minister of Aviation discussing after the media conference in Abuja

Minister of Foreign Affairs, Geoffrey Oyeama and the National Incidence Manager of Presidential Steering Committee on Covid-19, Dr Muktar Mohammed, Senator Hadi Sirika told newsmen that UAE has also removed all travel restrictions on Nigerians.

The FG had previously barred Emirates from flying into Nigeria over discriminatory policies on Nigerians as regards to COVID-19 protocols by the UAE. He however disclosed that

the lifting of the ban was without conditions.

"Today we received communication from UAE removing some of the conditions of travel of which we had concerns about. Having done so, we feel we should lift the ban on the suspension of Emirates Airline" he said.

He said the day of this media conference all the impediments on Emirates has been lifted and that the airline can now operate in Nigeria.

Sirika expressed his appreciation for the understanding shown by Nigerians despite the obvious hardships experienced as a result of the spat between the two countries.

Also speaking at the briefing, Minister of Foreign Affairs, Geoffrey Oyeama noted that the Nigerian Government recognises that the United Arab Emirates has a responsibility to protect the lives of her citizens thus whatever measures that they had taken was for the interest of her citizens.

He said the negotiation that led to the renewed relationship was a balanced one and that it was a win-win for both countries

He reiterated that though Nigeria has always had an excellent relationship with UAE, the negotiations had made the relationship even stronger.

On his part, the National Incidence Manager of the Presidential Steering Committee on Covid-19, Dr Muktar Mohammed commended the leadership provided by members of the Committee in ensuring the resolution of the impasse between the two countries.

He also disclosed that the Presidential Steering Committee was watching closely the developments within the Southern African regions with regards to the discovery of a new variant of the virus, saying everything necessary to prevent its entrance into Nigeria would be done.

...FAAN TAKES STEP TO TACKLE INCESSANT EXTORTION AT THE NATION'S AIRPORTS *contd. from pg 1*

indiscipline and other corrupt practices at airports.

He said, "We will have meetings with all the airports' chiefs and heads of departments. After the meeting with them, we will meet with other stakeholders in the agencies and private entities.

"And this is primarily to inform them that henceforth all violators recorded or caught shall be escalated by FAAN, not necessarily within the airport anymore, rather we will write to the department at the airport, to the agency or company headquarters

and the violator will lose his On Duty Card.

"This means that you will lose your access card into the terminal and we agreed that it will be permanent. So once you lose your ODC at Nigerian airport, henceforth you will not get it back."

Yadudu added, "If you are from a private company, they have to get a new staff. If it is an agency, they have to get another personnel. When you lose your On Duty Card you lose your privilege to come into the terminal permanently."

He said FAAN would ensure that the names were very visible and that all stakeholders must have their names prominently written on their shirts within airport terminals.

"If you are caught in the terminal and your name is not well written, that is another violation and you must lose your ODC," Yadudu stated.

He added, "We also agreed that we must ensure that this message is well received, as the airports will have to include this in their announcements and we will put very large signs within the airport about this."

NATIONAL CARRIER TAKES OFF IN 2022

The Nigerian National Carrier is expected to take off by the first quarter in 2022, the Minister of Aviation Senator Hadi Sirika has disclosed.

The Minister stated this after Federal Executive Council (FEC) meeting presided over by President Muhammadu Buhari, at the Presidential Villa, Abuja.

Sirika, the national carrier will be run by a private company in which the government will hold a 5% stake, Nigerian entrepreneurs holding 46%



■ L-R Permanent Secretary Ministry of Aviation, Abel Olumuyiwa Enitan; Transaction Advisor to Nigeria Air, Tilmann Gabriel; Minister of Aviation, Sen. Hadi Sirika briefing journalists on National Carrier takes off



■ Minister of Aviation, Sen. Hadi Sirika

while the remaining 49% will be reserved for yet to be assigned strategic equity partners, including foreign investors.

He further noted that the national carrier, when operational, will create about 70,000 jobs for Nigerians.

In another development, the Minister has reaffirmed the feasibility for the take-off of Nigeria Air in April 2022 at

a media briefing held in his office, saying the process has already started when the brand and label was launched in 2018 at Farmborough Air Show in the UK. The Minister stated this.

He said the National Carrier, got a boost after the Federal Executive Council approved the Outlines Business Case for the airlines.

2022 BUDGET: MINISTRY OF AVIATION PROPOSED 60 BILLION FOR CAPITAL PROJECTS

...Construction Abuja Second Runway to Commence

The Hon. Minister of Aviation, Sen. Hadi Sirika has presented a proposed budget of N60,680,008,041.00 Billion Naira for capital projects for the Ministry to the National assembly, as the construction of Abuja second runway to commence.

Presenting the budget to the Senate Committee on Aviation and House Committee of Aviation respectively, the Minister disclosed that the total Capital Appropriation for the Ministry of Aviation for 2021 was N 59,141,310,809.00, out of which the sum of N 36,424,399,408.80, representing (62%), was released to the Ministry as at 31st September, 2021.

Sirika said "efforts will be geared

towards sustaining the infrastructural renewal at our airports nationwide by continuing with remodelling projects and upgrading the necessary air navigational and weather forecast equipment. Special attention will also be given to safety and security infrastructure, bearing in mind their unique importance in the global aviation industry, and keeping with ICAO standards on safety and security".

He further added that the ministry determined to ensure that the Nation's airports and all the needed equipment necessary for safety and security are provided to meet global standards as outlined by universal Aviation bodies such as the International Civil Aviation Organization (ICAO), the World

Meteorological Organisation (WMO), Airports Council International (ACI) & International Air Transport Association (IATA)".

Providing an update on airports concession status, the Minister revealed that "efforts are being made for the concession of four (4) major International Airports in the country as only the Terminal Buildings of Murtala Mohammed International Airport, Lagos, which accounts for about 60% of International Flights in Nigeria, Mallam Aminu Kano International Airport, Port Harcourt International Airport and Nnamdi Azikiwe International Airport, Abuja, are to be concessioned to the private sector transparently, to run efficiently

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...2022 BUDGET: MINISTRY OF AVIATION PROPOSED 60 BILLION FOR CAPITAL PROJECTS

contd. from pg 3

and profitably”.

“We have called for submission of bids for the concession and are at the stage of evaluation of Request for Qualification (RFQ), further to which the remaining processes would be accomplished expeditiously with your usual support and cooperation, in the overall interest of our dear country”. “The tenure of the concession is subject to negotiations such as to enable private investors to own, operate and recoup their investments. Again, this exercise will be conducted without a single job loss”. He stated.

On the Abuja airport second runway, Sirika said “consultants have been appointed for the Design and Supervision of the Construction of the Project as well as provision of Ancillary Infrastructure and Facilities.



■ Minister of Aviation, Sen. Hadi Sirika; PS Ministry of Aviation, Abel Olumuyiwa Enitan and Heads of Aviation agencies presenting 2022 budget to the House Committee on Aviation at National Assembly, Abuja



■ Minister of Aviation, Sen. Hadi Sirika; PS Ministry of Aviation, Abel Olumuyiwa Enitan, Heads of Aviation agencies and Directors during 2022 budget defence at the Senate Committee on Aviation, National Assembly, Abuja

While the Consultants have since commenced work and their Reports will be ready by the week, the procurement process for the selection of the Construction of the Runway. Presently, the request for Selective Tendering of the Contractor has been forwarded to the BPP. We hope to receive their approval to go to the next stage of the procurement process in due course”.

The Senate Committee Chairman, Senator Smart Adeyemi and House Committee chairman Hon. Nnoli Nnaji who remarked separately said they were aware that the 2021 budget was still ongoing, as they will soon embark on oversight functions to see how far the Ministry has gone in the execution of its projects. They promised to provide all the necessary support for the transformation of the aviation sector.

FG PROVIDES 12,000 HECTARES OF LAND FOR MRO IN ABUJA

The Hon. Minister of Aviation, Hadi Sirika has disclosed that the government has provided 12,000 hectares of land in Abuja for the construction of the Maintenance, Repair and Overhaul (MRO) facility which is designated as a Special Economic Zone.

Sirika made this known in Abuja during a press conference jointly held with the Transaction Adviser Nigeria Air, Gabriel Tilmann where he said that in the next few days, with developmental plans on the ground, aviation will come back on top as the fastest growing sector of Nigeria economy.

He said the Maintenance, Repair and Overhaul (MRO) facility which will be sited at the Nnamdi Azikiwe International Airport, Abuja, will also run through Public-Private Partnership (PPP) using the Build, Operate and Transfer model and will

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...FG PROVIDES 12,000 HECTARES OF LAND FOR MRO IN ABUJA *contd. from pg 4*

have the capacity to service both Narrow Body (Jet and Turboprop) and Wide Body aircraft.

"The Maintenance Repair and overhaul facility would be cited in Abuja and government has given 12,000 hectares of land in Abuja for the development of Abuja Airport. In that 12,000 hectares of land, which all is a special economic zone, the government has designated it a free zone and there will be a MRO facility, there will be a second runway and there would be a new terminal building there and various services of manufacturing, it is going to be a whole airport city around that 12,000 hectares of land" he said.

"The MRO is even faster than the airline, currently the MRO Transaction advisers have given the

OBC, they have gone to market, they have found partners and they have found people to do it and it would be going to FEC for final approval, once FEC approves it, we are good to start. The location has been cited and all things have been concluded".

"The market is big enough for us and it is good for our economy and I can assure you the next few quarters aviation will come back on top as the fastest growing sector of Nigeria economy" He added.

It would recall, on 11th January 2021, the Ministry announced the Consortium of A J Walters Aviation Limited, EgyptAir Maintenance & Engineering (EGME) and Glovesly Pro-Project Limited as the preferred bidder to establish the Maintenance, Repair and Overhaul Centre.



Sen. Hadi Sirika, Minister of Aviation

Frequently Asked Questions (FAQs) About Airport Concession

1. Why concession these airports?

The delivery of this project helps Nigeria achieve its objective in terms of air transport value chain growth by developing and profitably managing customer-centric airport facilities for safe, secure and efficient carriage of passengers and goods at world-class standards.

Nigeria is Africa's largest economy and most populous nation, with a broad range of investment and tourism opportunities. Investing in and continuously developing the asset up for concession is key to unlocking these opportunities. Our airports have huge potential, but they are currently operating at a suboptimal level due to a myriad of factors that will be addressed through their concession.

2. Why are you not concessioning all the airports?

Infrastructure concessions are very complex and sensitive programmes. They often requiring years of planning and preparation to secure the requisite inputs and approvals from the relevant regulatory bodies. We are starting with the most strategic assets because successful delivery of this concession programme will give all stakeholders the confidence required to consider other possibilities in the sector.

3. What parts or sections of the 'airport' are to be concessioned?

The concession applies to the non-aeronautic assets of the airports located in the Passenger and Cargo terminals. They are thus comprised of the assets from the entry door of the airport to the point of embarking a plane, and from deplaning to the exit doors. This space commonly referred to as the Passenger terminal is comprised of retail spaces, waiting and seating areas, airport and airline lounges, baggage collection, check-in counters as well as administrative offices. The Cargo terminals are comprised of the facilities between the point of entry and up to loading and offloading points, including administrative offices within said facilities.

4. Are you selling the airports?

No, there shall be no change in the ownership structure of the airports involved in this programme. What has been mandated by the Federal Executive Council is a Concession programme. A concession is governed by a concession agreement whereby two parties – A private sector investor and a Public sector owner of an asset enter into an agreement that gives the Private sector investor the right to operate said asset for a specific business and within the Governments jurisdiction, subject to certain terms that are agreed upon by both parties during the negotiation and contracting phase. It is thus a form of Public-Private Partnership whereby there is no transfer of equity between the contracting parties.

5. Is there a conflict between this concession programme and the terms of the EXIM Bank loan agreement entered into between the FG and the Peoples Republic of China which has seen CCECC build new passenger terminals in Lagos, Abuja, Kano, Port Harcourt and Enugu Airport?

There is no conflict. China Civil Engineering Construction Corporation (CCECC) was contracted to deliver a number of infrastructure projects throughout Nigeria in 2013. The Passenger Terminal development works are a small part of this, and the Federal Government has every intention to service its obligation.

6. Why are you concessioning as opposed to selling or fully privatising these facilities?

The Passenger and Cargo terminals of each airport, although separated for the purpose of the concession programme, are within the various federal airport complexes and as such, are of tremendous national importance from an economic and security perspective. We believe it remains in Nigeria's best interest to maintain ownership for this reason. Furthermore, as is often the case with large, multifaceted infrastructure developments, the scale of investment required to build the airport complexes envisaged in the aviation sector roadmap will require the support of the Sovereign Wealth Fund in a way that an outright privatisation will not allow at this time.

7. Why concession only the passenger terminals?

We are not. The cargo terminals for all the four (4) airports will also be part of the programme.

8. Who are the ideal concessionaires/ partners?

We are looking for partners who have the financial, technical and operational capabilities to manage these assets profitably and responsibly.

9. How will you select the successful bidders?

The Infrastructure Concession Regulatory Commission (ICRC) – the institution that oversees all concession and Public-Private-Partnerships in Nigeria has clearly laid out processes governing a transaction like this. The Transaction Advisors – a coalition of independent and reputable organisation have been mandated by the Ministry of Aviation (having received approval from the Bureau of Public Procurement for their appointment) to drive this process transparently, ensuring that regulations laid out by the ICRC are followed whilst also ensuring that Nigeria gets the best partner(s) and deal possible given the unique attributes of the assets to be concessioned.

10. When will the public procurement process go live?

We now have OBC Certificates of Compliance from the Infrastructure Concession Regulatory Commission. We are currently finalizing the documents required for the procurement phase, after which we will commence the

next stage of the process, i.e. publishing a Request for Qualifications (RFQ) – a critical phase of the public procurement process. The RFQ will give interested parties, local and international, ample time to prepare their submissions. Once the deadline for submission has been crossed, we will then begin the pre-qualification process. Only Pre-qualified parties will be invited to respond to a Request for Proposal (RFP), which will also be published as per ICRC guidelines and general best practice in Public Procurement.

11. Will you invite foreign firms to participate?

We are looking for partners who have the financial, technical and operational capabilities to manage these assets profitably and responsibly. We envisage a competitive process and as such we will be advertising broadly. All qualified companies or consortiums shall be allowed to submit proof of relevant qualifications once we have published a request for qualifications (RFQ).

12. What is the tenure of the concession?

Infrastructure concessions of this nature come with a significant financial obligation which any responsible concessionaire will no doubt be keen to recoup. To this end we envisage a minimum of twenty (20) to thirty (30) years for the programme, which may be extended depending on performance and Nigeria's best interests. That said – the duration is not set in stone and will be subject to negotiation and then final approval by the Federal Executive Council.

13. How might issues related to the MM2 concession affect this process?

These are two entirely independent concession programmes and as such we are not at liberty to comment or join issues. We do however hope that all stakeholders appreciate that the concession programme we are focused on right now operates in an environment of enhanced Governance with enabling structures and processes. At the time the MM2 Concession programme was initiated on there was no ICRC. We are now operating in a much more evolved and mature environment as regards governance related to infrastructure concession programmes.

14. How much does the FG intend to generate through this process?

A typical airport concession transaction might rely on a deal structure comprised of an investment commitment by the concessionaire for a minimum duration, an annual concession fee and a share of net operating income. These are prized aviation assets and as such we expect to generate a significant amount of direct investment in what we intend to be an equitable deal for all parties. That said, the initial or short-term objective is to deliver significant cost savings to the Federal Government. FAAN will no longer be solely responsible for maintenance, investments and day to day management into these airports.

15. Is this concession programme legal?

The concession programme, its stakeholders and the Transaction advisors appointed to deliver it have followed all relevant laws and procedures. The Infrastructure Concession Regulatory Commission (ICRC) – the institution that regulates all infrastructure concession programmes and Public-Private-Partnerships in Nigeria has clearly laid out processes governing a transaction like this. The Transaction Advisors – a coalition of independent and reputable organisation have been mandated by the Ministry of Aviation (having received approval from the Bureau of Public Procurement for their appointment) to drive this process transparently, ensuring that procedures prescribed out by the ICRC are followed to the letter. The Ministry of Aviation has also supported the process by consulting widely with all stakeholders, paying particular attention to organised labour who are a critical stakeholder group and very much supportive of this process.

16. Can the Ministry of Aviation / FAAN procure PPPs directly?

In Nigeria, all Federal Government Ministries, Departments and Agencies (MDAs) as well as State Governments can legally procure PPP projects.

17. Has the National Council on Privatisation (NCP) approved this programme? OR Is there overlapping jurisdiction with BPE?

The National Council on Privatisation, which is chaired by His Excellency, Vice-President Yemi Osinbajo, is a policymaking and advisory council enabled by the Public Enterprise (Privatisation and Commercialisation) Act of 1999. It operates through a secretariat – the Bureau of Public Enterprise (BPE). BPE's function is thus to implement the NCP's policies on privatisation and commercialisation. This programme is a concession programme that follows the principles of Public-Private-Partnerships (PPP). This model will see concessionaires sign contracts for the management, development, operation and maintenance of these airports with the Federal Government of Nigeria. There will be no change in the ownership structure of the assets to be concessioned.

ICRC and BPE share information and collaborate regularly (The Director-General, ICRC, is a member of the NCP's Technical Committee). Infrastructure concession programmes are complex transactions involving several stakeholders. In this particular case there is no overlapping jurisdiction with the BPE. The BPE implements the privatisation and commercialisation policies of the National Council on Privatisation. This is not a privatisation project because we are not transferring any ownership of equity in these airports. The mandate is to deliver private sector participation in the management, development, operation and maintenance of the Passenger and Cargo terminals of airports that will remain under the ownership and overall

management of the Federal Airports Authority of Nigeria. The Infrastructure Concession Regulatory Commission (ICRC) Act 2005 is the Act of law governing Public-Private-Partnerships involving infrastructure in Nigeria. The ICRC's enabling act permits Government Ministries, Departments and Agencies, under the guidance of the ICRC, to engage private sector organisations for the development, financing and operation of infrastructure assets. This Act, being a more recent and specific law created especially for the purpose of regulating infrastructure concessions, supersedes the Public Enterprise (Privatisation and Commercialisation) Act of 1999.

18. What potential issues do you foresee based on the FAAN Act 2004, provisions of the Act No. 52 of 1999 (Amended) and Decree No.9 of 1996?

There are no limitations placed on the intended outcomes of this concession process vis-à-vis the FAAN Act 2004 and subsequent amendments.

19. Are there any plans to amend FAAN's enabling legislation to unbundle the organisation as has been proposed by some lawmakers?

We are aware of some proposals to this effect that consider unbundling FAAN with a view to repositioning it as an asset manager. We are unable to comment further at this stage.

20. Have there been broad-based stakeholder consultations?

The Ministry has from the very start worked in partnership with all relevant stakeholders within and outside of government. ICRC's process allows the Ministry some discretion as regards participation of external stakeholders and this was exercised at the Honourable Ministers request when he invited organised labour to participate in the Project Delivery Team. The decision to bring Labour into the Project Delivery Team came about as a result of a deep appreciation of role Labour has to play in delivering the best possible outcome for the Nation. The Ministry continues to engage proactively with all relevant stakeholders in spite of the challenges caused by the ongoing COVID-19 global pandemic.

21. Is the FMA handling the process?

The process is driven by the Transaction advisor who are comprised of independent and reputable private sector companies appointed by the Ministry of Aviation, having gone through a rigorous process as laid out by the Bureau of Public Procurement (BPP). The Transaction advisor has been mandated to manage the technical aspects of the process – working with key stakeholders such as ICRC, FAAN and the Ministry of Aviation to design and deliver the concession programme. The Transaction advisor will continue to work independently with oversight from the Ministry of Aviation and ICRC. Their recommendations will then be submitted to ICRC and the Ministry of

Aviation before being forwarded for review and final approval by the Federal Executive Council.

22. What role will FEC, ICRC, BPP and the Presidency play in this process?

FEC – The Federal Executive Council is the final approving body for this programme.

ICRC – The ICRC regulates all infrastructure concessions and public-private-partnerships involving infrastructure in Nigeria and as such has oversight of this process in partnership with the Ministry of Aviation.

BPP – The Bureau of Public Procurement has no role to play at this point having concluded its role by having oversight of the public procurement process that led to the appointment of the Transaction advisor.

BPE – The Bureau of Public Enterprise has no role to play in this process as there will be no change in the ownership structure of the assets involved in this concession programme.

The Presidency – President Muhammadu Buhari (GCFR) chairs the Federal Executive Council.

National Council on Privatisation – The NCP implements its policies through the BPE, which has no role to play in this process as this is a Concession / Public-Private-Partnership and not Privatisation. There will be no change in the ownership structure of these assets.

23. Will preference be given to indigenous investors?

We are focused on driving a transparent and competitive process that will deliver the very best long-term partner(s) and outcomes for Nigeria. There are not many companies with the qualifications, experience and financial resources required to run assets like the ones up for concession so whilst we do expect Nigerian companies, or consortiums comprised of groups of Nigerian investors, we expect the process to receive significant attention from the international community, perhaps in partnership with qualified and capable local companies and investors.

24. What role will FAAN play once the assets are handed over to Private sector management?

The Federal Airport Authority of Nigeria (FAAN) remains responsible for overseeing the management of Nigeria's airports. FAAN will continue to play this role broadly.

25. Will the FG continue to invest in these airports?

The concessionaires will be responsible for the day-to-day management of the airport passenger and cargo terminals. The FGN, as the owner and partner to the concessionaires will make strategic investments in these assets alongside others from the private sector and development finance sector. Any investment contributions made by the FGN will be based on robust medium to long-term investment and expenditure plans to be developed by the concessionaires with oversight

from the Ministry of Aviation.

26. Will the airports be concessioned to one or several private sector partners?

We envisage a competitive process and our focus is on partnering with the right organisation(s).

27. Will this process affect incumbent operators and tenants within the affected facilities?

All tenants within the assets subject to the concession have entered into legal agreements with FAAN. FAAN will ensure that it respects and acts within the rules articulated in agreements with tenants and operators within the assets.

28. What are the implications of this process for national security?

There are no national security implications. The Federal Airports Authority, Nigerian Civil Aviation Authority, Nigerian Aerospace Management Agency and all other public authorities tasked with collaborating with the Nations security apparatus will continue to perform their duties in close collaboration with the concessionaires. All relevant agencies have been carried along including the National Security Advisor.

29. Why has the FMA decided to maintain direct control and management of the aeronautical assets of the airports?

At this time, we feel it is best to focus on the non-aeronautical assets of the airports.

30. What are the timelines for completion of this process?

From the date of publication of the Request for Qualifications (RFQ) we envisage 6 – 8 months to transaction close.

31. Will the Government bundle Tier 2 airports into this deal at any stage?

ICRC has issued OBC Certificates of Compliance for four (4) assets only. These airports are Murtala Mohammed International Airport - Lagos, Nnamdi Azikiwe Airport – Abuja (International & Domestic), Port Harcourt Airport (International & Domestic) and Mallam Aminu Kano Airport (International & Domestic). Our scope is thus limited to these specific airports.

32. What is the current status of the dispute involving Bi-Courtney?

This programme is exclusively focused on the concession effort at hand. If you have specific questions about this particular concession programme we would be happy to answer them.

33. Does the FG intend to dissolve FAAN?

No, the FAAN will continue to play its role as statutorily required. Any material changes to FAAN will need to

come via an act of law.

34. Who are the transaction advisors for this programme?

The Transaction advisors (TAs) is comprised of a team of seasoned executives put forward by Dentons (a multinational law firm with global operations), Infrata (a global infrastructure investment advisory firm), Proserve Energy and Infrastructure Consulting Services (an indigenous advisory firm focusing on energy and infrastructure projects), Templars (a leading law firm headquartered in Nigeria) and Rebel Group (a global leader in infrastructure, transportation and mobility advisory services).

35. How were the transaction advisors recruited?

The Transaction advisors, comprised of independent and reputable private sector companies, were appointed by the Ministry of Aviation, having gone through a rigorous process as laid out by the Bureau of Public Procurement (BPP). BPP's laid down process for good governance in public procurement is available on their website.

36. Do the transaction advisors have the requisite experience to drive this programme?

All members of the Transaction advisory team have a proven track record of delivering positive outcomes in complex infrastructure projects. Their credentials were rigorously interrogated by the Ministry of Aviation, BPP, ICRC and the FEC. The international partners who form a core part of the team have deep aviation sector experience spanning several countries.

37. Why is FMA working with foreign transaction advisors?

The international partners who form a core part of the transaction advisory team have deep aviation sector experience spanning several countries. Their vast network of relationships is comprised of some of the most credible investors and operators of major infrastructure assets, which includes airports, anywhere in the world.

38. Have there been expressions of interest prior to the formal launch of this process?

There has always been some level of interest in these assets.

39. How does the FMA aim to demonstrate transparency and good governance?

The FMA has thus far demonstrated that it places great emphasis in transparency and good governance. FMA widely publicised its intention to seek approval to concession these airports as far back as 2017. It also went through BPP's rigorous public procurement process which culminated in the appointment of the Transaction advisors. FMA's intention to deliver the most transparent infrastructure concession programme to date is also

evidenced by the extensive stakeholder engagement carried out prior to making its OBC submission to ICRC. FMA also publicised the issuance and handover of the OBC Compliance Certificates to the Ministry by the ICRC. FMA is briefing you right now and will continue to brief you as we approach and achieve key milestones. We invite you to visit www.faan.gov.ng for regular updates.

40. How much does the FG think it can generate through this process?

We expect to generate significant cost savings and operating income over the period of the concession. Airports continue to be prized assets in the global logistics sector which is projected to grow.

41. Will the Central Bank give these new investors assurances for capital importation and repatriation?

The Federal Government of Nigeria will work closely with the successful bidders to ensure that they have access to whatever resources and support required to successfully run these assets on behalf of Nigeria.

42. Where can we go to find up to date information on this programme?

We invite you to visit www.faan.gov.ng for regular updates.

43. What is the prescribed process for Infrastructure concessions in Nigeria?

Each sector will have its own peculiarities; however, the broad process is as follows:

There are 4 phases: Project Identification, Project Development and Preparation, Procurement and Implementation.

I. PPP Project Identification

- i. ICRC receives a concept note from a government Ministry, Department or Agency (MDA)
- ii. If approved, a Steering Committee, Project Delivery Team and PPP Project officer are set up
- iii. The project is put into the pipeline for approval for the Federal Executive Council (FEC)

II. PPP Project Development and Preparation

- i. Initiating organization approaches BPP, begins the process of recruiting Transaction Advisers through a public procurement process regulated by BPP
- ii. Transaction advisors approved and receive their mandate
- iii. Outline Business Case (OBC) is drafted
- iv. ICRC reviews the OBC and issues a certificate of compliance
- v. Ministry of Finance assesses risk and liabilities

III. PPP Procurement

- i. Publishing a Request for Qualifications (RFQ)
- ii. Pre-qualification
- iii. Tendering process - Request for Proposal (RFP) and Bid submission

- iv. Bid evaluation and recommendations
- v. Negotiate concession agreements and other documentation
- vi. The submission of the Full Business Case (FBC) to the ICRC and issuance of the certificate
- vii. Full Business Case certificate presented to the FEC for approval
- viii. Signing of the PPP Contract

IV. PPP Implementation

- i. Financial Close is achieved and work begins with regular inspections of the project by the ICRC and MDA in accordance to law.

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MINISTRY OF AVIATION ENSURING BETTER FLYING ENVIRONMENT








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