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NIGERIA RECORDS ANOTHER MILESTONE, AS NIMET GRADUATES GAMBIAN TRAINEES



Sen. Hadi Sirika with the President of Gambia. Adama Barrow during the Minister's visit

The Federal Government through Nigerian Meteorological Agency (NiMet) will continue to support the Gambia and other needy nations in the training of meteorological technicians to highlight the importance attached to the contribution of

meteorology to sustainable socio-economic development, as well as the safety of citizens.

The Honourable Minister of Aviation, Senator Hadi Sirika stated this at the inaugural graduation ceremony of middle-

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2021 INTERNATIONAL FIRE FIGHTERS DAY: FAAN PLEDGES FOR MORE FIREFIGHTING EQUIPMENT

In commemoration of the International Fire Fighters Day, the Federal Airports Authority of Nigeria (FAAN) has promised to boost the performance of its fire officers with the procurement of more facilities, coupled with the needed training.

FAAN also made it known that the authority had concluded all arrangements to procure 20 new fire tenders in addition to the existing 90, adding that it would refurbish all its fire stations in all airports.

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The MD FAAN, Capt Rabiul Yadudu presented with the wreath for remembrance of heroes at 2021 International Firefighters Day in Lagos.

...NIGERIA RECORDS ANOTHER MILESTONE, AS NIMET GRADUATES GAMBIAN TRAINEES *contd. from pg 1*

level meteorological technicians trained by the Nigeria Meteorological Agency (NiMet) held in Banjul, The Gambia.

He noted that "Aviation is a serious business with critical safety requirements and socio-economic impacts. Hence, personnel working in this sector must be highly skilled and competent".

The Minister said that one of the instruments of the partnership was through the World Meteorological Organization Regional Training Centres and affiliated training institutes which W.M.O. encouraged member countries to close the gap through increased cooperation and collective partnership such as the ongoing one between Nigeria and Gambia.

Hadi Sirika disclosed that the Nigerian Meteorological Agency (Nimet) has done this due to huge support from the Federal Government of Nigeria through the Ministry of Aviation via robust budgetary provisions. As most of the operational funding for the Agency was derived from an allocation from the contributory service basket provided to the Aviation Industry by the Agencies under the ministry.

Sirika gave kudos to the World Meteorological Organization (WMO) for championing and supporting countries to effectively engage in Public-Private Partnerships (PPP).

"This is because the future of service provision and user interface should effectively move from a linear type of value chain to an interactive environment where systems, data, solutions, and end-users are iteratively engaged, and users are contributing significantly to information management and weather & climate service-level products. These will contribute to capabilities towards meeting global targets of the sustainable development goals".

"This vision is realisable were regular meetings with vulnerable sectors to promote interaction and strengthen the provision and utilisation of meteorological services exist. As a strategy to further strengthen the expansion of weather and climate services to vulnerable sectors and

the user community, NiMet, therefore, realizes that partnerships and engagement with the private sector cannot be overemphasized".

The Nigerian Government, the Minister said, has the appropriate Legal Framework that enables NiMet to participate in collaborative and effective Public-Private Engagements (PPEs).

"In the phase of dwindling revenue by Governments worsened by the COVID-19 pandemic, the importance of PPE cannot be overemphasised. Once, Trust has been established with an appropriate legal document such as a Memorandum of Understanding (MoU) that is clear on the role of individual parties and sharing formula of all expected benefits, PPE is the way to go. This is another area; Nigeria can be of help". He equally commended the Government of The Gambia for taking the initiative to conceive the concept that led to the graduation ceremony, and the Minister of Fisheries and Water Resources for making excellent arrangements to ensure the success of the capacity development initiative.

"The presence of dignitaries here today is a testament to the critical value of the training programme and its impacts on the people and the developmental process in The Gambia. This goes to highlight the

importance attached to contributions of meteorology to sustainable socio-economic development, as well as the safety of citizens of this great Country"

On his part, the Minister, Ministry of Fisheries and Water Resources, Gambia Hon. James Furmus Peter Gomez, commended the Federal Government of Nigeria, saying the training partnership will further strengthen the cordial and fruitful bilateral ties that exist between the Department of Water Resources and NiMet and by extension the two countries.

"The challenge of improving the resilience of communities to climate vulnerabilities, risks and disasters is a key element in the strategies and solutions envisioned by the Government of The Gambia, as stated in the National Development Plan (NDP) as well as in both the Agriculture & Natural Resources and National Climate Change Policies. While the answer seems to be the existence of dedicated structures with an organizational system, the provision of adapted sectoral services to cope with extreme weather and climate risks is becoming increasingly important"

He added that the Gambia authority noted the efforts Nigeria was making towards the capacity development of its personnel in fundamental aspects



Minister of Aviation, Sen. Hadi Sirika, DG NiMet, Prof. Mansur Bako Matazu when they paid a courtesy call to the President of the Republic of Gambia H.E President Adama Barrow at State House.

of meteorological observations and forecasting, as well as a quality management system, all geared towards meeting the standard set by WMO and ICAO.

“On behalf of the Government and People of the Republic of The Gambia, I once again extend our sincere appreciation and gratitude to the Government of the Federal Republic of Nigeria for the bi-lateral assistance it has been rendering in many ways to help improve the standard of the Meteorological services in The Gambia. We particularly note the efforts you have been making towards the capacity development of our personnel in fundamental aspects of

meteorological observations and forecasting, as well as quality management system, all geared towards meeting the standard set by

the World Meteorological Organization (WMO) and International Civil Aviation Organization (ICAO).



■ Minister of Aviation, Sen. Hadi Sirika, DG NiMet, Prof. Mansur Bako Matazu with Gambian Officials during a courtesy visit to the President at State House.

...2021 INTERNATIONAL FIRE FIGHTERS DAY: FAAN PLEDGES FOR MORE FIREFIGHTING EQUIPMENT

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Speaking at this year's International Fire Fighters Day in Lagos, the Managing Director of FAAN, Capt. Rabiú Yadudu said the FAAN management was committed to providing all the equipment needed to handle emergencies.

At the event with the theme, “Heroes Remembrance Ceremony/Parade,” Yadudu said there were three major procurements in terms of fire tender refurbishment plan currently.

He said: “We have over 90 and we are trying to procure at least 20 more that is the plan now because some are aged, some are due for

refurbishment, so the new ones we replace, the ones that we feel that we are going to phase out.

“We are doing this to make sure that in the event of an emergency, we do not need anything that is missing because they are our primary emergency response team.”

“Two months ago we commissioned the Abuja training ground even though the Federal Government procured a Firefighter Simulator in Zaria, which is ours entirely for FAAN to use, this what we are doing and we are doing more”.

Speaking further on the procured fire

simulator, Capt. Yadudu said, “the simulator is here for all of us to benefit from, the fire people from FAAN and aviation industry in general, we tend to be more and more aware of it and be appreciative of the initiative and equipment, it is basically for the benefit of the whole industry”.

The MD, FAAN called on officers to be focused and committed to duty, and never allow challenges to weaken their resolve in putting in their best on the job, adding that, challenges should not be used as an excuse as this would not augur well for the individual's progress and that of the organisation.

Yadudu explained that the international Fire Fighters Day was set aside to remember the courageous men and women of ARFF who risked their lives in saving and protecting others.

While saluting their sacrifices and urging them not to relent in the discharge of their duties, he expressed condolence to the families of fire officers who died recently and prayed God to grant them the fortitude to bear the irreparable loss.



■ MD FAAN Capt Rabiú Yadudu laying the wreath of heroes remembrance parade in Lagos.

BUHARI APPROVES LAGOS, ABUJA, PORT HARCOURT AND KANO AIRPORTS AS SPECIAL ECONOMIC ZONES (SEZs)

President Muhammadu Buhari has approved four Nigerian airports as special economic zones (SEZs), the Minister of Aviation, Hadi Sirika, disclosed.

The Minister said "I am very glad to announce that Mr President has Approved our four International Airports as Special Economic Zones. These are Lagos, Kano, Abuja & Port Harcourt. Our roadmap working"

The approved airports are Murtala Muhammed International Airport, Lagos; Aminu Kano International Airport, Kano; Nnamdi Azikiwe International Airport, Abuja, and Port Harcourt International Airport. Rivers State.



Sen. Hadi Sirika, Minister of Aviation

UPDATE ON AVIATION ROADMAP ...NATIONAL CARRIER: Nigeria to optimally benefits from Bilateral Air Service Agreement (BASA)

The Federal Ministry of Aviation has explained that the establishment of a national carrier would enable Nigeria to gain optimal benefits from Bilateral Air Service Agreement (BASA), take full advantage of the Single African Air Transport Market (SAATM) and introduce competition, leading to competitive fares and services as well as to generate employment.

The document stated that the next steps would involve the commencement of the procurement phase by placing adverts for a request for qualification in the national dailies and foreign media.

"The national carrier project will be private sector-driven, with the government holding not more than five per cent of the shares. The private sector consortium may comprise reputable international airlines, such as Qatar Airways, leasing companies, aircraft manufacturers (OEMs), financial and institutional investors," the document stated.

It noted that government would provide the required support by creating enabling environment in terms of sustainable policies, allocation of BASA, routes provision,

financial guarantees and ensuring fiscal incentives to sustain the success of the airline.

The Ministry explained that the project development phase has been completed with the development of the Outline Business Case (OBC) and subsequent issuance of a compliance certificate by the Infrastructure Concession Regulatory Commission (ICRC), adding that the next step would be the placement of request for qualification (RFQ) in local and international media.

On aircraft leasing company, the

federal government said the leasing company would provide leasing opportunities for Nigerian and African airlines to boost fleet size; alleviate the problems of aircraft leasing and the attendant high insurance premium charges.

"The aircraft leasing company has been structured as a joint venture between the government and the private sector and its business objectives will be to initially lease aircraft from international lessors and subsequently sub-lease to African airlines and in the future acquire and

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...UPDATE ON AVIATION ROADMAP -NATIONAL CARRIER: Nigeria to optimally *benefits from Bilateral Air Service Agreement (BASA)*

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own its aircraft.

“Government is considering providing financial guarantee and ensuring fiscal incentives to facilitate the success of the leasing company,” the Ministry said.

The government also said it is at an advanced stage in the procurement phase and that a preferred partner has been selected and negotiations would soon commence, adding that the next move would be to commence negotiations with the preferred bidder.

On airport concession, the federal government said the concession of the four major airports in Lagos, Kano, Abuja and Port Harcourt would help fast-track, upgrade and

enhance their operational efficiency, profitability and reposition them to operate competitively.

“The project is being structured as a terminal concession under Public, Private Partnership (PPP) arrangement between the government and the private sector, where the private investor will be required to upgrade, manage and operate the airport terminals over the concession period,” the Ministry of Aviation said.

On the status of project development, the government said the development phase has been completed with the development of the Outline Business Case (OBC) and subsequent issuance of a

compliance certificate by the ICRC.

The next step on airport concession would be the placement of request for qualification for local and international media.

These three major projects were what the President, Muhammadu Buhari said his administration would accomplish in the aviation sector.

Others include the establishment of Aerospace University and the designation of airports as free trade/economic processing zones.

But as the second tenure of the administration has gone halfway through, these projects are still far from being completed.

NATIONAL CARRIER TO START FIRST QUARTER 2022 ... With **200 million people, Nigeria is the best candidate for the National Carrier**

The Hon. Minister of Aviation Sen. Hadi Sirika stated that the Federal Government through the Ministry of Aviation was on course in its determination to provide a national carrier to the country.

Sirika said that the initial plan to establish a national carrier in 2021 was affected by the outbreak of the Coronavirus pandemic, adding that the project will be realised by the first quarter of 2022.

The Minister of Aviation disclosed this while briefing State House correspondents at the end of the virtual Federal Executive Council, FEC, meeting presided over by Vice president Yemi Osinbajo at the Presidential Villa, Abuja.

Fielding questions from journalists, he said that there was no going back on getting a national carrier for the country.

According to him, “It is still on top gear; we are coming back to the council; hopefully in a couple of weeks to present the memo on the national carrier. We went to the council to approve the outline business case for the carrier; then, the council raised some questions and asked us to go and look at the memo again and bring it back.

“So, once it comes back and the

outline business case is approved by council, we will go to the full business case which is now going to the market and establishing the national carrier.

“We intend to have the national carrier running in 2021, which is this year; unfortunately, due to COVID-19, which took the greater part of last year, since March last year, activities have almost been impossible.”

He said that though the pandemic negatively affected civil aviation, in terms of the establishment of the national carrier, it made it a much better time to establish the carrier than before.

Sirika said that for obvious reasons, Nigeria would have fast access to equipment; deliveries of the aircraft would be faster and the rates might be cheaper.

The Minister said Nigeria has a massive market and population to sustain an airline, adding that updates would be provided on the progress of the project after the next presentation to FEC.

He said, “The COVID-19 has exposed the nation; lack of having very strong, the viable airline is bad for the economy of Nigeria and any country for that matter; tourism, for example, is badly affected by lack of airline.

“Finally, to just say that Nigeria is the



Sen. Hadi Sirika, Minister of Aviation

best candidate to have an airline; 200 million people that travel sometimes almost for nothing, sitting within the West African Region, 400million people; contiguous to Central Africa, 600 million.

“Twice the population of the US; equal to the population of entire continental Europe; at the centre of Africa, Nigeria, equal distance from all locations; rising middle class, the propensity to fly is high; Nigeria is the best candidate for a very robust carrier.

“In this 2021, we will try to do all the needful and probably intend to start operations somewhere in the first quarter of 2022.”

AIB ASSIGNED TO INVESTIGATE MILITARY AIRCRAFT CRASH IN KADUNA

The Federal Government through the Accident Investigation Bureau (AIB) has commenced investigation into the air crash that killed the Chief of Army Staff, Lt. Gen. Ibrahim Attahiru and 10 other officers. Hadi Sirika, the Minister of Aviation, said the investigation would be carried out in conjunction with the military.

However, Sirika commiserated with President Muhammadu Buhari and the nation at large. In a tweet, the Minister wrote: "With a heavy heart we in Civil Aviation commiserate with the Nation and the C-in-C on the NAF air crash.

"Investigation has commenced today per our recent MoU with the military.



“ Investigation has commenced today per our recent MoU with the military. We pray Allah grant mercy to their souls & may the outcome prevent future occurrence.”

We pray Allah grant mercy to their souls & may the outcome prevent future occurrence.” he declared.

The Flight Data Recorder (FDR) and the Cockpit Voice Recorder (CVR) from the accident Beechcraft 350 aircraft have been recovered and investigation has commenced.

Investigators will download and

analyse vital information contained in the recorders at the AIB world-class Flight Safety Laboratory, in Abuja.

The mandate given to AIB is based on the Memorandum of Understanding (MoU) signed between the two organisations on July 1, 2020, covering areas of mutual assistance.

COVID -19: FG RELEASES N5BN AVIATION INTERVENTION ... Bars 22-year aircraft operating in Nigeria

The Permanent Secretary, Federal Ministry of Aviation, Engr. Hassan Musa told the Members of the House of Representatives Committee on Aviation that the Federal Government had released N5bn as COVID-19 intervention fund for the aviation industry.

Musa, who appeared before the House Committee on Aviation in Abuja, explained that the intervention fund was meant for all stakeholders in the sector, including airlines and car hire operators while the balance was meant for the agencies and regulators, including the palliatives for salaries.

In his presentation, the Director-General of the Nigeria Civil Aviation Authority, Musa Nuhu, stated that regulatory agencies needed more equipment to be installed in all the airports across the country.

Nuhu also stated that any aircraft above 22 years would not be licensed to operate in Nigeria, in line with the extant policy, just as he noted that adequate provision would be made to ensure adherence to aircraft maintenance rules.

The DG, who noted that the NCAA had not been able to procure the

necessary equipment due to paucity of fund, however, noted that some of the equipment ordered for two years just arrived in the country recently.

MD FAAN Capt. Rabiu Yadudu also noted that \$300,000 worth of equipment were requested for, and on arrival would be distributed to various departments.

On his part, the Commissioner, Accident Investigation Bureau, Akin Olateru, disclosed that only one

accident was estimated to occur within one billion flying hours.

The Chairman, House Committee on Aviation, Nnolim Nnaji, expressed grief over the death of the Chief of Army Staff, Lt.-Gen. Ibrahim Attahiru, 10 officers and men of the Armed Forces in a plane crash in Kaduna.

Nnaji called for the provision of an intervention fund for the aviation industry in a bid to ensure safety and security at various airports.



■ Engr Hassan Musa Permanent Secretary Federal Ministry of Aviation

24 NAMA ATCS GET NCAA LICENSE, 30 OTHERS RE-CERTIFIED

As part of efforts geared towards efficient air traffic management in the country, the Nigerian Airspace Management Agency (NAMA) has obtained licenses for 24 newly recruited Air Traffic Control officers from the Nigerian Civil Aviation Authority (NCAA).

The licenses were granted by the apex aviation regulatory agency recently after the ATCs have completed the necessary training and examination on Aerodrome and Approach Control.

The new air traffic controllers are currently being posted to strategic aerodromes in the country according to their need.

Similarly, NAMA has also recertified a total of 30 air traffic controllers in different categories of air traffic control including Terminal Approach Radar, Area Procedural Control and Area Surveillance Control after passing the required proficiency/rating tests and certified mentally fit in line with Annex 1 of the

International Civil Aviation Organisation (ICAO) and part II of the Nigerian Civil Aviation Regulation (NCAR).

In a statement by NAMA, the Managing Director of NAMA Capt. Fola Akinkuotu recalled that from the year 2020 to date, the agency recertified a total of 194 air traffic controllers in addition to their periodic training and retraining, targeted at keeping them up to speed with the latest skills and technology in air traffic management to ensure they remain competitive with their peers globally.

Capt Akinkuotu also revealed that, to reduce delays and congestion in the nation's airspace the agency has commenced the construction of the Aerodrome and Approach Control simulator at the Murtala Mohammed International Airport (MMIA), Lagos as a pilot project to be replicated in Abuja, Kano and Port Harcourt.

He noted that the safety of the Nigerian airspace remained a cardinal goal of the agency, also

enjoined air traffic controllers to continue putting in their best to justify the government's huge investment in building critical infrastructure as well as the capacity of personnel.



■ Captain Fola C. Akinkuotu,
MD/CE NAMA.

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

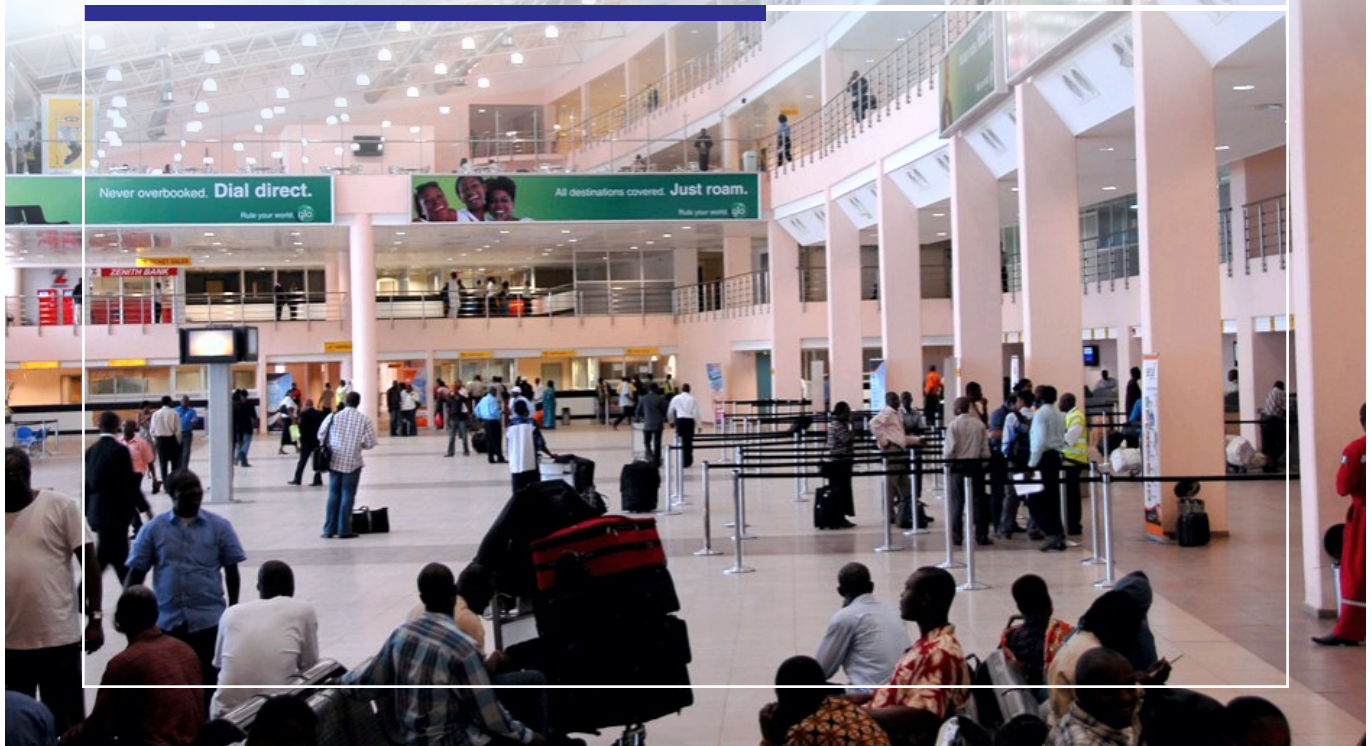
- i. Financial Close is achieved and work begins with regular inspections of the project by the ICRC and MDA in accordance to law.

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MINISTRY OF AVIATION ENSURING BETTER FLYING ENVIRONMENT






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