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PUBLIC INFRASTRUCTURE: AVIATION'S MINISTER ADVOCATES MAXIMUM PUNISHMENT FOR VANDALS



Hon. Minister of Aviation, Sen. Hadi Sirika making his speech at a Townhall meeting organized by the Ministry of Information and Culture on the Protection of Public Infrastructure in Abuja.

The Minister of Aviation, Hadi Sirika has advocated for maximum punishment for person who destroyed or vandalised public infrastructure, Sen. Sirika made the call at a town hall meeting organized by the

Federal Ministry of Information and Culture in Abuja.

Sirika said "when people speak about Civil Aviation, they think of terminal buildings, yes! they are part of the

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NAMA COMMISSIONS TWO MOBILE CONTROL TOWER

Minister of Aviation Senator Hadi Sirika has commissioned two mobile traffic control towers procured by the Nigerian Airspace Management Agency (NAMA), saying the procurement was aimed at handling traffic during unusual difficult times such as pandemics and emergency.

"The mobile air traffic control tower will be deployed to Lagos and Abuja and other locations where the Nigerian airspace lacks conventional control towers as a contingency in case they are required according to International Civil Aviation Organization Annex 11". Sirika said.

According to Sirika, "the mobile towers like every other investment in aviation is geared towards safety and may not be something passengers would see but readily plays a vital role in getting them from point A to point B safely".

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A newly acquired Mobile Traffic Control Tower

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infrastructure and architecture of civil aviation but terminal buildings are just terminal buildings. What matters more in civil aviation is how well and how safely and securely you depart from point (A) and land at point (B), this is of paramount importance. Buhari Civil Aviation has just been doing that. We have been looking at those critical things that make you fly from point A to B safely and securely". He said "Unfortunately, in Aviation, we have our own huge portion of vandalism of our critical equipment. Aviation infrastructure is actually a critical national security asset, because with maximum respect "One-mile long road leads to a neighbourhood, one-mile runway leads to everywhere" you can actually get out of Calabar and make havoc in Canberra in Australia". According to him "during the ENDSARS riot, they went to destroy our VoR in Ilorin and our VoR in Calabar etc. Those VoR are very high-frequency Omni-directional radio range. They tell us how far away you are from the airport, they tell us the exact position of the airport, and they tell us quite a number of things and are destroyed. Imagine an aircraft carrying 500 people in distress and it does not know where to go and VoR is destroyed and that is a disaster. if you go and do it willfully, the aircraft may fall on your cousin or uncle or mother, is a serious business, we shall not allow it, we shall chase them".

The minister noted that "These remote equipment in our bush are so very important but they make our work safe and they make you and I safe. If you make one deviation degree in operation over two hundred miles or three hundred miles or one thousand miles long is catastrophic". Sirika explained that, "If one doctor makes a mistake in one operation, it kills one person and save himself, if a pilot makes one mistake in one operation he kills thousands including himself". He said the good the example was EAS plane crash in Kano. He said, "I remember the EAS Airline Flight crash in Kano, one crash it landed on Gwammaja area, some of the people have never been to the airport, something went wrong and it crashed on top of thousand people".



■ L-R Minister of Transportation, Rotimi Amechi; Minister of Work and Housing, Babatunde Fashola; Minister of Information, Lai Muhammed; FCT Minister, Muhammed Bello; Minister of Aviation, Sen. Hadi Sirika at Townhall meeting in Abuja

The Aviation's Minister continued "I went for a working tour in Enugu, there has not been a single southeastern Nigerians who come to my office to ask me to look at Enugu's airport runway since I became a minister, none! I went on-duty tour; I saw how the runaway was. It was so badly damaged there was a death trap. You land at a high speed of 240 km or more depending on the aircraft you touch down at that speed and you touch down at a pothole. So I went to Mr President, I said I had a problem. We must speak to the National Assembly and we must look for money and give me the money. I

must fix Enugu runaway and he gladly allowed it. Aviation money is very little because we are competing with health, education and Water. We are not that very important but he approved N10 billion.

We went there and fixed Enugu, while we were doing that one cantankerous individual decided to demolish our fence and allowed the airport to be opened. Of course, we decided to show him how not to wickedly damage public infrastructure".

He said 9/11 in US has taught us lesson, "We have seen 9/11, it has shown us the importance of aviation

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■ L-R Minister of Transportation, Rotimi Amechi; Minister of Work and Housing, Babatunde Fashola; Minister of Information, Lai Muhammed; FCT Minister, Muhammed Bello; Minister of Aviation, Sen. Hadi Sirika at Townhall meeting in Abuja

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infrastructure and how to be safe, we now naturally go naked in our airport to see if you are carrying a bomb or not".

He said there is a need for the national security architecture to understand and underscores the importance of national security assets and the National Assembly should quickly enact those laws to ensure that people are punished

maximally.

Earlier in his opening address, the Minister of Information and Culture, Lai Mohammed said despite the paucity of funds, the current administration has invested massively in infrastructure to tackle the deficit that was in existence before now.

He, however, lamented that efforts by the current administration to develop

public infrastructures in the country is being truncated by activities of people bent on destroying those infrastructures.

Ministers at the event include Works and Housing, Babatunde Fashola; Transportation, Rotimi Amaechi FCT, Mohammed Bello; Aviation, Sen. Hadi Sirika; Communication and Digital Economy, Isa Pantami among others

...NAMA COMMISSIONS TWO MOBILE CONTROL TOWER

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"How very safe you depart point A and land at point B is our primary concern and is of primary importance. So this is an extension to that intent and purpose and so the amount of 1.7billion has been spent to procure these mobile towers, we would use it in Lagos and Abuja and if need be we would take them to locations where they do not have conventional control towers". He stated.

He added that "They are so equipped, so modernized, so efficient and so very alive. It has everything that a control tower should have, it has real-time weather, we have all of that approach and departure procedures and everything else and overflight that ensures smooth flight operations and air traffic

management".

He said," The cost of these two mobile towers is N1.7 billion and it is geared towards improving the safety of our operations which we take as key activity here in our ministry. The intent and purpose of the ministry and what we are doing is to ensure the safety and efficiency of our sector without degrading and de-emphasizing issues of security and comfort".

He thanked President Muhammad Buhari for his generosity stating, "So I am glad that NAMA has been proactive on this request and that Mr President has been gracious and generous enough yet again to allow us to do this procurement and spend this amount of money in the interest of safety.



Sen. Hadi Sirika, Minister of Aviation descending from one of the Mobile Control Tower after inspection.



Minister of Aviation with the Head of Aviation's agencies cutting a type for commissioning of Mobile Control Tower in Lagos

FAAN DEPLOYS BIRD/WILDLIFE MANAGEMENT EQUIPMENT



Some of the equipment being demonstrated for use by the Director of Airport Operation, Captain Muktar Muye

In a bid to improve the safety of flight operations by effectively managing birds/wildlife hazards at the nation's airports, the Federal Airports Authority of Nigeria (FAAN) commissioned some birds/wildlife equipment.

The Managing Director of the Authority, Captain Rabi'u Yadudu, represented by the Director of Commercial and Business Development, Alhaji Sadiku Rafindadi noted that the equipment were some of the best you can get around, as the Authority procured them on the recommendation of the International Civil Aviation Organization (ICAO).

According to him, the deployment of the equipment will usher in an era of safe flight operations, as incidents relating to birds strikes will now be a thing of the past.

In his remarks, the Authority's Director of Airport Operations, Captain Muktar Muye expressed his delight at the arrival of the equipment. He noted that what was being commissioned is not just the equipment but a complete package that also include the recommended storage facility, patrol vehicle and trained personnel in line with ICAO/s

Standards and Recommended Practices.

Some of the hi-tech equipment commissioned include 3 different models of bird scaring gas canons, Day boxes for carrying pyrotechnics during Operations for safety, 15,000 rounds of 12G (heavy-calibre bird-scaring pyrotechnics), Hi-tech bird laser, Personal Protective Equipment

for staff dealing with wildlife, Purpose-built TYPE IV explosive storage magazine, Brand new Hilux jeep for Runway wildlife patrol, amongst others.

The event featured a practical demonstration of the use of some of the equipment by the representative of the MD/CE and the Director of Airport Operations.



Bird and Wildlife Management equipment

DESIGNATION OF AIRPORTS AS SPECIAL ECONOMIC ZONES – THE BENEFITS

Recently, the Minister of Aviation, Senator Hadi Sirika announced the designation of four international Airports, the Murtala Muhammad International Airport, Lagos, Nnamdi Azikiwe International Airport, Abuja, Port-Harcourt International Airport, and the Mallam Aminu Kano International Airports as special economic zones. The announcement followed the approval granted by President Muhammadu Buhari to that effect. It has become necessary to highlight the inherent benefits of the designation and operation of the airports as special economic zones. The Ministry of Aviation in its desire to address issues concerning taxation, customs duties and fiscal issues in the Nigerian Aviation industry which require a holistic solution, had requested the Nigerian Export Processing Zone Authority (NEPZA) to designate the four major international Airports under NEPZA Act.

The request was made so that the benefits of such zones can be accorded to all airlines, airport operators, Aviation support

companies etc. that reside within the zones which the President noted, and approved.

Some of the benefits include; Harnessing the socio-economic benefits derivable from Civil Aviation, generating revenues for Government and creating avenues to mobilize local and foreign direct investment for the overall growth of the economy.

The designation is also expected to attract more international and domestic Airlines and world-class organisations into the Nigerian Aviation Industry thereby fast-tracking the upgrade and development of new infrastructure/facilities at the airports.

The Special Economic Zones would also help to reduce the tax burden on Aviation Companies to enable them to compete internationally and create around the airports a more efficient and business-friendly trade environment comparable to other countries, with less bureaucratic red tape because of the associated fiscal incentives and packages.

The operation of the airports as special economic zones would also help to generate employment



opportunities and human capital development, improve the overall ease of doing business in Nigeria which is in line with the Federal Government's commitments towards national economic development.

Another benefit is the generation of additional non-aeronautical sources of revenue for the Aviation Industry.

As promised at the inception of the Buhari administration, the government remains committed to the development of an investment-friendly Aviation sector that will not only make Nigeria a regional hub for air transportation but increase its contribution to the national gross domestic product (GDP).

The Minister of Aviation Senator Hadi Sirika, therefore, appeals for the cooperation of all relevant stakeholders in the new development to achieve the desired goals.

NIGERIA HELPS SIERRA-LEONE TO BUILD ACCIDENT INVESTIGATION BUREAU

The Accident Investigation Bureau, Nigeria (AIB-N) has commenced the provision of technical support for the setting up of the Sierra Leone Aircraft Accident Incident Investigation Bureau (SL-AAIIB).

This was marked by the conclusion of a recent two-day fact-finding mission to the Sierra Leone Aircraft Accident Incident Investigation Bureau (SL-AAIIB) by the Accident Investigation Bureau, Nigeria (AIB-N).

This is the second time AIB-N will be assisting member countries in the sub region to establish their independent investigation agencies. It offered similar support to Gambia in establishing its accident investigation agency.

AIB-N, which is now rated as a regional leader in aircraft accident investigation, had in the past assisted Sao Tome and Principe to conduct

investigation into an aircraft crash.

The team led by Mr. Adeniji Oni examined the Establishment of SL-AAIIB, Development of Legislation, Regulations, Manuals and Guidance Materials.

The AIB-N team also reviewed the development of training policies and programmes for investigators (Initial, Simulators and Specialized); and how the SL-AAIIB should prepare for ICAO Audits and the implementation of Corrective Action Plan, following any gap identified.

The initiative to assist the government of Sierra Leone in the set up and commencement of SL-AAIIB was at the instance of the Commissioner AIB-N, Engr Akin Olatere and the Honourable Minister of Aviation, Senator Hadi Sirika.

Speaking on behalf of the Sierra Leone Civil Aviation Authority (SLCAA) Director-General, the



Director of Corporate Services, Alex Pratt, stated: "Let me, on behalf of the Director-General, thank you very much for the work done in this brief period. The SLCAA welcomes the recommendations made so far, and promise they would be carefully followed and implemented," he said.

The SL-AAIIB Commissioner, Mr Olubunmi Wellington thanked the Nigeria delegation for the technical support rendered in the establishment of the SL-AAIIB. "We promise to make good use of this opportunity and we will call on you at any time to play the Big-Brother role you have already started."

DUBAI FLIGHTS: UAE PROTOCOL DISCRIMINATORY, TARGETS NIGERIANS ONLY ... *Aviation Minister*

The Federal Government has said flights to the United Arab Emirates (UAE) are yet to resume due to the discriminatory nature of the protocol introduced by the UAE.

The Minister of Aviation, Sen. Hadi Sirika, revealed this during a briefing at Presidential Steering Committee on COVID-19 in Abuja.

Sirika, explained that the protocol appeared to be targeted at only Nigerians, added that it was discriminatory and not backed up scientifically. He said that UAE was insistent that all passengers intending to visit its country must use Emirates Airline or spend two weeks in the alternative carrier's country before gaining entrance to Dubai.

The minister dismissed insinuations that the continuous delay in the resumption of flights was ego related. He, however, said that talks were ongoing to resolve the matter.

According to him, Emirates in particular and other airlines, including KLM, gave some conditions that were not acceptable to Nigeria because they don't make scientific sense.

"After review, some of the airlines, especially KLM, saw sense with what Nigeria presented which is that you can do the test 48 hours to 72 hours before you leave and do another test on arrival.

"Emirates at that time wanted us to do the test 48 hours before boarding and 48 hours is not yet the incubation time.

"They expect us to do a rapid test at the airport and then fly seven hours later and do another test in Dubai and then follow us to our hotel or our accommodation and do another test.

"That dragged on and in the interest of our people and cordial relationship, even though it is a commercial decision for the airline to take at any point in time, we ceded and accepted that we would do those tests that don't make scientific sense to us at the expense of our people and our monies.

"We accepted what Emirates presented and proceeded even though KLM and other airlines saw our reasons and rationale and towed the lines of Nigeria.



■ Sen. Hadi Sirika, Minister of Aviation

"In this case, Emirates insisted again that in addition to the test on arrival and other tests, that Nigerians cannot fly to UAE except through Emirates airline.

"And that if we choose to do so through other airlines like Ethiopia, Qatar, Turkish or other airlines, we must remain in the country of that airline for two weeks if we are Nigerians before we continue to Dubai.

"Meaning that if I buy my ticket in a free market which Nigeria and UAE practice if I buy a ticket on Ethiopian Airline, that means I must remain in Addis Ababa for two weeks whether I have a visa or not before I proceed to Dubai.

"So, they insisted that we must fly by Emirates and majority of Nigerians are petty traders and the ticket of Emirates, in this case, maybe higher than other airlines," Sirika explained. He stressed that civil aviation was being guided by agreement and international convention.

"It is only one aviation and we found this position to be discriminatory against our country and it is not acceptable.

"We thought we could take it diplomatically and we have been meeting and exchanging ideas because, at some point, they said they are being hard on Nigerians because there are fake results.

"And I said there are fake results in UAE, Germany, UK, USA, all over the world, there are fake results but Nigeria went ahead to put measures in place to detect fake results.

"So, we have gone the extra mile plus if you look at the rate of infection and the rate of people catching COVID-19 in Nigeria, we are far less than many other countries in the world which UAE did not apply that principle upon.

"Even Ghanaians, Nigerians and other African countries can go to Dubai directly; so the protocol is country-specific and it is not acceptable by the agreement and convention that we signed with UAE.

"So, this is the position, it has nothing to do with ego, it is a fact that we cannot be isolated as the only country that they will apply this to.

"In one of our discussions, they said it is also the same case with South Africa, I want to put it on record that South Africa as a country wrote and demanded that the condition be applied upon them.

"So, it is their own choice but it is not the choice of Nigeria that we should be excluded and discriminated against.

"We are still talking with them and we would likely escalate the matter and I am sure that we would resolve it soon.

Sirika, however, apologised to passengers, saying, "we are aware that some have to travel for medical reasons while some have to resume work, some are students and even holidaymakers.

"We believe that you have the right to travel to Dubai and you will do so and for the sake of the international convention, we cannot be discriminated against," he explained.

NIMET TRAINS 70 AERONAUTICAL OBSERVERS AND METEOROLOGICAL FORECASTERS

The Nigerian Meteorological Agency (NiMet) has trained 70 aeronautical and meteorological forecasters and observers to ensure aircraft safety. The Director-General Prof. Mansur Bako Matazu, said the refresher course was part of the agency's activities to ensure quality in training content and service delivery in the sector by continuously subjecting the WMO review on the latest rue-confirmation with certificates of Management.

The 9th edition of the refresher course which took place at the Meteorological Institute of Science and Technology, Katsina, the DG said it was not only limited to the Agency's Aeronautical Meteorological Personnel, but also includes short and specialized courses in Agricultural Meteorological Services, Disaster Risk Reduction, Climate Change, Program, Numerical Weather Prediction, Climate and Health, Geographical Information System, Performance Management System,

and a variety of other topics.

He said "Aeronautical Meteorological Services is one of NiMet's primary activities," (that is services rendered to the aviation sector). As you may be aware, aviation is all about safety, safety, and more safety. One of the most important aspects of this safety of lives and property is

meteorological services".

"Aside from training, they are subjected to competency evaluations regularly, all to guarantee that aviation safety is not jeopardized in any way. We're here for the 9th Edition of the Aeronautical Meteorological Forecasters and Observers Refresher Course."



Prof. Mansur Bako Matazu, Director-General NIMET.

DRONE: NCAA CALLS FOR A STRONG REGULATORY FRAMEWORK TO ENSURE NATIONAL SAFETY AND SECURITY

The Director-General of the Nigerian Civil Aviation Authority (NCAA), Captain Musa Nuhu has emphasized the need for a strong regulatory framework that will ensure national safety and security given the incredibly fast huge demand for drones and the high rise in the pace of development of the drone market, both recreational and commercial.

In his presentation on 'Drone Essence, Growth and Regulations in Nigeria', at the Airport Business Summit on Cargo and Aero Logistics and Drone Technology Expo at the Murtala Muhammed Airport, Lagos, Capt Musa Nuhu stated that the use of drones was initially developed for the Military and airspace industries, but added that the usage has become widened now.

He said "Drone can be referred to as

the following; Unmanned Aerial Vehicles (UAVs), Remotely Piloted Aircraft Systems (RPAS), Unmanned Aircraft Systems (UASs). Drone though, originally developed for the military and airspace industries, have however found their way into the mainstream because of the enhanced level of safety and efficiency they bring.

"Drone has a long and established history that dates back to centuries, but presently there is a paradigm shift. Their original use was as a weapon in the form of remotely-guided aerial missile deployers. However, today drones have found a wide range of applications for civilian use. Its essence can be described with one word 'Versatility'.

"Currently, there is a huge demand for drones. The pace of development of the drone market, both

recreational and commercial is incredibly fast. With its vast use for: Monitoring climate change, Goods delivery, Search and Rescue operations, Filming, Project inspection, Photography and Agricultural surveillance."

He, therefore, called for regulation of this vastly versatile technology and regulations declaring that adequate regulations will create a level playing field for RPAS/UAV operators and will address other issues including registration of drones, owners and operators security approvals.

The NCAA DG used the opportunity to speak on the ongoing synergy between the regulatory body and the office of the National Security Adviser on how to resolve security issues and mitigate risks to national security and public safety, posed by people who are not playing by the rules of the

AIRPORTS CONCESSION PROCESS START IN JUNE ...Assured of no job loss

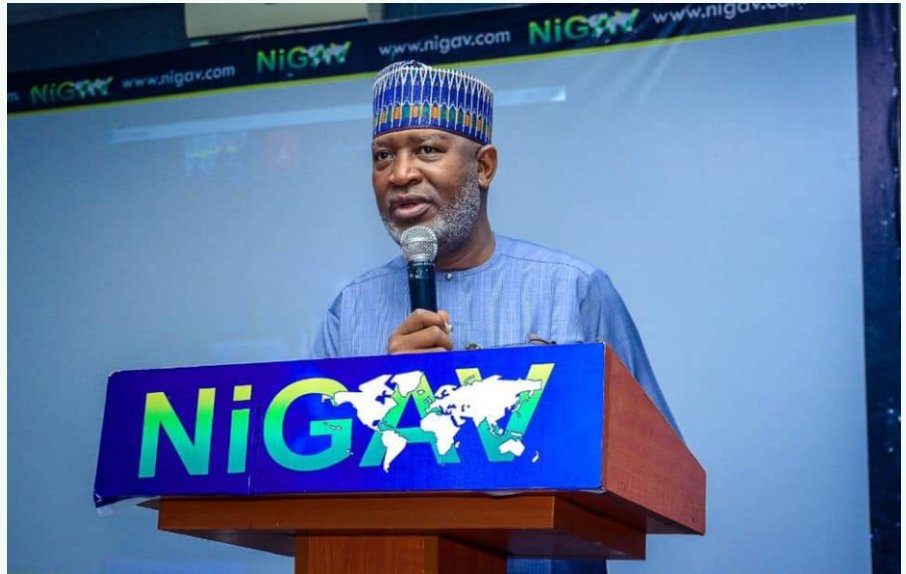
T Senator Hadi Sirika, the Minister of Aviation has put to rest the question as to if the concession of the four major Airports will happen or not. Speaking at the just concluded Airport Business Summit in Lagos, the Minister gave his word that the airport concession will be completed soon. He further stated that in this month of June the process will go into full swing with an advertisement, Sirika assured that if the planned concession of airports in the country would lead to a single job loss, the federal government will stop the exercise as the process is an opportunity to engage more hands into the system. "If there is one person that losses his job because of the concession then I will stop the concession that same day". He added.

"This will be the beginning of all we have been doing in Budget development, Business development to ensure that we are very happy that this concession is something that we can do and something that will add value to our country and something that will bring more revenue for FAAN and make FAAN a better place" he stated.

He further said "From June, July and August, we will all be spent evaluating those documents and of course going to confirm to due diligent to ensure that what they put is not only on paper but on ground, you have to prove to us that you have the money, we will evaluate you and find out that yes you have the money to take over our airport".

He said when we evaluated you, "we think that you are good enough, then we will invite you and ask you to come forward with the proposal, we will ask to decide that ok I want the Murtala Mohammed airport, I want the Kano Airport, I want the PortHarcourt Airport or I want them in half or I want them all".

"Whatever you want, you now put in a proposal and this is the time for daily business. Then we will take your proposal and we continue to evaluate the proposals and then engage you, after evaluation of first request for



■ Sen. Hadi Sirika, Minister of Aviation

qualification, you are qualified and second we will request for your proposal and you bring the proposal and three, if we think that your proposal is good, then of course we will determine the proffered leader and of course the reserved leader this we doing the ICRC also in partnership who are the legal entity to manage concessions" He noted.

Sirika also explained that there will be negotiation of terms of the concession by all parties, Federal Airports Authority of Nigeria including labour, Federal Ministry of Aviation and the ICRC will together negotiate the terms of negotiation.

According to him, the proposal will be presented to the Federal Executive Council (FEC) in February 2022.



■ Minister of Aviation, Sen. Hadi Sirika in group photography at Airport Business Summit and Expo at NIGAV Centre in Lagos

...**DRONE:** NCAA CALLS FOR A STRONG REGULATORY FRAMEWORK TO ENSURE NATIONAL SAFETY AND SECURITY

game.

"The NCAA and the Office of the National Security Adviser are on the same page on the aspect of Security, while synergizing with government and stakeholders, to getting key security issues resolved. Safety is key to the Nigerian Airspace System. Our goal for unmanned aircraft remains complete and total integration. Safety and Security is a shared responsibility for

stakeholders and UAV operators"

"There is a need to mitigate risks to national security and public safety, posed by people who are not playing by the rules. We must ensure that the Nigerian Airspace remains safe and that the benefits of UAV operations are well understood and well implemented

"I have no doubt that the current legal framework and collaboration with operators, stakeholders and Office of



the National Security Adviser (ONSA) will provide a robust structure and system for the regulation of drone operation and its structured growth in Nigeria," the DG said.

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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