

INFRASTRUCTURE



2024
WRAP-UP

2025
OUTLOOK

CONTENTS

01

Foreword

02

Monthly Glance of
Key Events in 2024

03

Telecommunications

04

Transportation -
Railways

05

Transportation -
Road Infrastructure

06

Aviation

07

Water Transport

08

Real Estate

09

Telecommunications

10

Health

11

General
Infrastructure

12

Forward Looking
Report 2025



FOREWORD

2024 has proven to be a pivotal year for Nigeria's infrastructure sector, marking significant strides in development across key areas. The country has seen unprecedented progress, with the government launching a series of ambitious initiatives and infrastructure projects designed to enhance infrastructure capacity in anticipation of future growth.

The government's approach this year has been both dynamic and promising, featuring landmark road construction projects to improve connectivity across the nation, an expansion of rail transportation infrastructure, and the revival of previously stalled projects. These efforts have collectively set the stage for a transformative period in Nigeria's infrastructure landscape.

This report provides an in-depth analysis of the key developments in Nigeria's infrastructure sector in 2024, with a particular focus on transportation, real estate, healthcare, and telecommunications. We highlight significant regulatory updates, notable market advancements, innovative solutions, and landmark projects, while offering our forecast for 2025. Additionally, we examine the policies, projects, and regulatory shifts that have shaped these sectors, along with their impact on Nigeria's economic growth and infrastructure progress.

At Olaniwun Ajayi LP, we have had the privilege of advising and collaborating with clients across the full spectrum of the infrastructure industry—from traditional construction projects to public-private partnerships and the financing of complex infrastructure initiatives. The insights presented in this report draw on our deep experience navigating the regulatory complexities and market dynamics that continue to evolve in this sector.

We hope this report serves as both a reflection on the achievements of the past year and a guide to informed decision-making as we move into 2025. As the country continues its efforts to address the infrastructure deficit, we remain committed to supporting our clients through these changes, bringing expertise, foresight, and a forward-thinking approach to each unique challenge. Thank you for entrusting us as your legal advisors in this critical sector. We look forward to deepening our partnerships and driving positive impact in Nigeria's infrastructure landscape in the year ahead.



Wolemi Esan, SAN

Deputy Managing Partner

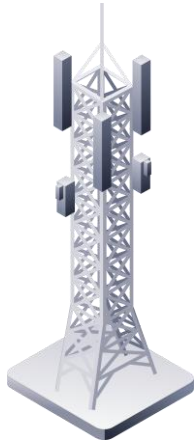


MARKET OVERVIEW 2024 AT A GLANCE

Monthly Glance of
Key Events in 2024

01

JANUARY

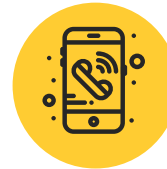


NCC on January 8, 2024, published a Pre-Disconnection Notice informing subscribers of the approval granted to MTN to commence the phased disconnection of Glo with effect from January 18, 2024, due to long-standing interconnection debt dispute between the parties.

In furtherance to parties reaching an agreement to resolve all outstanding issues between them. NCC in exercise of its regulatory powers placed the phased disconnection on hold for a period of 21 (twenty-one) days from the 18 January 2024.



The Dangote Refinery Plant, which was commissioned by former President Muhammadu Buhari in the second quarter of 2023, officially began operations on January 12, 2024.



NCC reported an increase in the country's active voice and internet subscriptions.

02

FEBRUARY

The President commissioned the first phase of the Lagos Redline rail system in February. With this new addition, the Lagos State Government now operates two rail lines. Although, commissioned in February however, the redline railway did not commence full operations until Q4 2024

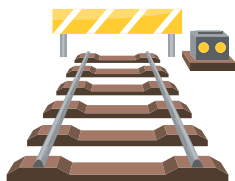


As of the 9th of February 2024, the interconnect debt dispute between MTN and GLO was amicably resolved by the commission who took regulatory intervention by mediating between the parties and facilitating the reconciliation process. In accordance with this resolution, the disconnection approval granted to MTN for the disconnection of GLO has been withdrawn.



03

MARCH



FGN signed a Memorandum of Understanding (MoU) with Messrs MPH Rail Development (UK) for the design, construction, inauguration, operation, and eventual transfer of the standard gauge rail lines connecting Port Harcourt, Enugu, Calabar, and Abuja.

FEC approved the construction of **28** roads and bridges across Nigeria, with a total value exceeding 1.2 trillion Naira budget targeted for the developments of these bridges.

₦1.2 trillion



03

MARCH



FMOH & SW collaborates with DKT international to improve reproductive health



The first segment of the **Lagos-Calabar coastal** road commenced construction which stretched **47.47 kilometres** from Lagos while the second segment set to stretch from the point the first segment ends to the boundary between **Ogun** and **Ondo** states has been approved by the Bureau of Public enterprises.¹



Cable cuts in several countries of West Africa, including Nigeria, Ghana, Senegal, Cote de 'Ivoire, among others. These cable cuts resulted in equipment faults on the major undersea cables along the West African Coast and negatively impacted on data and fixed telecom services



NIMC and NCC announced a strategic collaboration aimed at enhancing processes related to NIN-SIM linkage.



On the 24th of March 2024, Nigeria sought for a joint regional protection of undersea cables with other West African countries

04

MAY



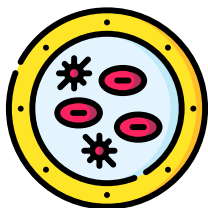
On the 10th of May 2024, the Honourable Minister of Communications, Innovation and Digital Economy, Dr. Bosun Tijani, the Executive Vice Chairman and Chief Executive of the NCC, Dr. Aminu Maida, signed a Memorandum of Understanding (MoU) with Nokia Solutions and Networks Nigeria, **to train young Nigerians on latest 4G/ 5G radio and transmission technologies at the NCC's Digital Parks.**

The FEC concluded a two-day meeting on 14 May 2024, during which several key policies and projects were approved to boost Nigeria's economy and infrastructure. These decisions are part of the government's ongoing efforts to drive economic growth, improve public services, and enhance the country's overall development.



05

JUNE



For **the 2024 World Sickle-Cell Day**, the FG instituted policies and several strategic interventions to address the challenges of the disease

1. [FG announces commencement of Lagos-Calabar Coastal Highway construction - Nairametrics](#)

06

J U L Y

75%

A report of the International Telecommunication Union ranked Nigeria very high at 71 per cent, in comparative legal, policy and governance frameworks towards G5 advanced state of readiness for digital transformation known as G5 with Germany, Finland and Singapore leading the global chart.



President Bola Tinubu signed into law two bills - the **North-West Development Commission (Establishment) Bill, 2024**, and the **South-East Development Commission (Establishment) Bill, 2023** aimed at accelerating infrastructure development across Nigeria's geopolitical zones.²



The federal government commenced immediate work on **the dualization of the uncompleted sections of the Highway from Abuja to Kano** in Northwest Geo-Political Zone of the country.

07

A U G U S T

On the 5th of August, NCC issued a directive to telecommunications operators to simplify their tariff plans, bundles, and promotional activities.



153 million SIMs successfully linked to NINs

On the 28th of August 2024, the NCC announced significant progress in the Federal Government's 2020 policy to link all SIMs to NINs. To date, over 153 million SIMs have been successfully linked to a NIN, reflecting an impressive compliance rate of 96 per cent, a substantial increase from 69.7 per cent in January 2024.

To ensure full compliance with the NIN-SIM linkage policy, the NCC has directed all Mobile Network Operators (MNOs) to complete the mandatory verification and linkage of SIMs to NINs by September 14, 2024.

2. [Tinubu signs bills establishing 2 development commissions - Vanguard News](#)

08

SEPTEMBER



On the 2nd of September 2024, the Nigerian Communications Commission (NCC) issued the Quality Of Service (QoS) Regulation 2024 aimed at enhancing the quality of service provided by telecom operators across the country.



Plateau State flags-off State Emergency Medical Service and Ambulance System and commissioned a state-of-the-art pharmaceutical-grade warehouse to aid Nigerian healthcare system



Minister for Health inaugurates a committee tasked with establishing National Health Facility Regulatory Agency (NHFA) in its bid to strengthen the Nigerian Healthcare System.



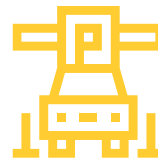
Honourable Minister of Housing and Urban Development, Arc. Ahmed Musa Dangiwa made a case for the adoption of green, sustainable, and climate smart housing designs and technologies in the country's housing industry, charging professionals in the sector to be innovative and ingenious.

09

OCTOBER



On the 3rd of October 2024, NCC commenced a Pre-Enforcement Action on Starlink over Starlink's price hike.

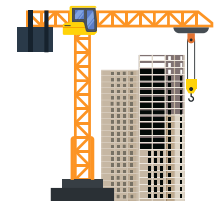


The Minister of Works inaugurated a committee on the implementation of Cashless Tolling System for Abuja-Keffi Expressway and Dualization of Keffi-Akwanga-Markurdi road.



The Minister of Works flags off construction of **Sokoto-Badagry superhighway**

Minister of Housing and Urban Development, Arc Ahmed Musa Dangiwa has inaugurated a seven-member Disciplinary Tribunal for Registered Builders of Nigeria, Tuesday, October 29th, 2024.



Nigeria explores strategic **housing development partnership** with India at wuf12 in Cairo



NOVEMBER



FG launched **climate change** report for health sector - inaugurate task force on health data system



On the 29th of November 2024, the federal government concluded plans to streamline the **screening of passengers** at the international airports and deploy security equipment to reduce human interface.



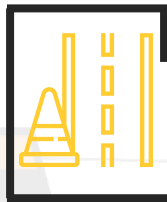
The Federal Government **launched the Advanced Unmanned Aerial Vehicles Laboratory**, a facility designed to drive innovations in drone technology aimed at enhancing national security and agricultural productivity.



\$5 billion

international funding instruments.

In its bid to provide adequate funding for Nigeria's industrial development finance, the Bank of Industry Limited, Bol, has raised over \$5 billion in international funding instruments.



On the 4th of November 2024, the Federal Ministry of Works issued a **14-days** Notice of Termination to Messrs Julius Berger (Nig.) Plc for the Rehabilitation of Abuja-Kaduna-Zaria-Kano Dual Carriageway in FCT, Kaduna and Kano States, Contract No.6350, Section I (Abuja-Kaduna).



LEGAL AND REGULATORY DEVELOPMENTS



TELECOMMUNICATIONS

HIGHLIGHTS OF NCC'S REGULATIONS IN 2024



The Tariff Guidance is expected to protect consumers against unfair practices in the telecommunications sector.

NCC'S GUIDANCE FOR THE SIMPLIFICATION OF TARIFFS IN THE NIGERIAN COMMUNICATIONS SECTOR

NCC issued a regulatory directive titled "Guidance for the Simplification of Tariffs in the Nigerian Communications Sector"(Tariff Guidance) in July 2024 directed primarily at licensees, including Mobile Network Operators and other telecommunications service providers under the Commission's purview and is to be implemented alongside the NCC Act, regulatory instruments and relevant subsidiary legislations issued by the NCC.

The Tariff Guidance establishes the principles for simplifying tariff plans, bundles, and promotional elements in the telecommunication sector, aiming to create transparency, fairness and enhance consumer understanding.



KEY HIGHLIGHTS



01 Promotions are now to be offered as standalone products, with prior approval from the NCC, and subject to time limits, quality of service requirements, and full disclosure obligations.



02 The existing bonus-led plans are allowed to continue only until December 31, 2024. After this deadline, licensees must migrate subscribers to simplified tariff plans.

- 03 → MNOs are restricted to a maximum of seven tariff plans and 100 bundles under the Tariff Guidance. While add-ons are not limited in number, MNOs must inform subscribers about the add-ons purchased by them and provide mechanisms for easy management of these add-ons
- 04 → Tariff plans must meet specific requirements for approval, such as offering standalone data bundles at fair prices, clearly stating the value of any bonuses, and ensuring that depletion rates adhere to stipulated price floors and caps.
- 05 → All marketing communications must clearly display information such as tariff details, validity periods, component costs (e.g. voice, data, SMS), and any applicable terms and conditions.
- 07 → Subscribers should also be able to check the details of their active tariff plans and add-ons through simple USSD codes or SMS.
- 08 → MNOs must notify subscribers of any tariff changes, including migrations to new plans, at least 30 days in advance. Notifications should include the rationale for changes, the benefits of new plans, and any actions that may be required from the subscribers.
- 09 → Licensees are required to submit quarterly reports detailing active tariff plans, subscriber uptake, and quality of service metrics.
- 10 → Licensees are required to align their offerings with the Tarriff Guidance not later than October 27 2024, ninety days from the issuance date of the Tariff Guidance and transition plans for existing tariffs must have been submitted on August 12 2024.
- 11 → Operators who fail to comply with the Tarriff Guidance will be subject to penalties from the NCC which includes imposition of financial penalties and suspension of the approval of new tariffs or promotional offers for such operators.







OUR THOUGHTS

The implementation of the Tariff Guidance is expected to achieve several outcomes for the consumers, licensees and the telecommunications sector. We expect that by simplifying tariff plans and ensuring transparent disclosure of charges, consumers will be better protected against unfair practices. The clear presentation of tariff information will allow them to make more informed choices. The mandated consumer education campaigns will further ensure that subscribers are aware of their rights and the options available to them.

Also, there would be improved and fairer market competition with standardized tariff structures and limited tariff plans. Prior to the Tarriff Guidance, consumers frequently complained about the complexity of tariff plans, unclear pricing, and hidden charges. The abundance of bonus-led plans were simply an invitation to treat and misrepresentations geared at leading subscribers to make uninformed decisions. The Tarriff Guidance addresses these problems by mandating transparent disclosure of charges, simplifying tariff structures, and limiting options, empowering consumers with clarity and choice. MNOs will be driven to compete based on service quality and innovative offerings rather than complex pricing schemes.

The Tariff Guidance incorporates regulatory approaches that are aligned with global standards in telecommunications, ensuring that Nigeria's digital economy remains competitive and appealing to investors.

Similar regulatory frameworks exist in countries like;

 <p>01</p> <p>India, where the Telecom Regulatory Authority of India (TRAI) has standardized tariffs, enhancing transparency and consumer satisfaction.</p>	 <p>02</p> <p>South Africa also regulates its telecommunications industry to promote competition and fair pricing.</p>	 <p>03</p> <p>Several EU countries, such as Spain and Romania, regulate telecommunications tariffs as part of their frameworks to ensure competition and consumer fairness. The European Electronic Communications Code (EECC) governs such regulations across member states.</p>
 <p>04</p> <p>In the United Arab Emirates (UAE), The Telecommunications and Digital Government Regulatory Authority (TDRA) enforces regulations, including tariff controls and interconnection pricing, aimed at promoting competition and consumer protection in the telecom sector.</p>		

These examples demonstrate that standardized approaches drive better market practices, and Nigeria's adoption of this model is expected to achieve similar positive outcomes

By addressing the complexity of tariff plans and promoting standardized structures, the guidance aims to create a more consumer-friendly market where subscribers can make informed choices. Previously, the plethora of tariff plans in Nigeria resulted in market confusion and inefficiencies. This often discouraged competition based on service quality, as operators focused on outcompeting each other with complex promotional offers. The obligations placed on licensees to separate promotional elements, limit the number of tariff options, and ensure full disclosure reflect a commitment to protecting consumer interests while fostering a competitive and innovative industry. By restricting operators to seven tariff plans and 100 bundles, the Tarriff Guidance simplifies choices for subscribers and compels operators to innovate and improve service quality.

The Tarriff Guidance outlines significant penalties for non-compliance, including financial sanctions and suspension of approvals for new tariffs. Historically, the NCC has enforced penalties effectively, such as imposing fines for SIM registration breaches. This track record suggests a strong likelihood of enforcement under the new guidance. However, ongoing monitoring and transparency in enforcement will be critical to maintaining compliance.

While the Tarriff Guidance itself may not detail complaint mechanisms, consumers can rely on the NCC Consumer Code of Practice for lodging complaints against breaches. This code ensures that subscribers can report issues through dedicated channels, fostering accountability among operators and ensuring subscriber protection. As the Tarriff Guidance takes effect, the NCC, MNOs, and consumers alike will benefit from a more streamlined and effective approach to tariff regulation, setting the stage for sustainable growth in the sector.



NIGERIA COMMUNICATIONS (QUALITY OF SERVICE) REGULATIONS, 2024

On the 31st July 2024, the NCC published the Nigeria Communications (Quality of Service) Regulations, 2024, in the Federal Republic of Nigeria Official Gazette. The QoS Regulations applies to all NCC licensees, and its primary objective is to ensure that telecommunication services in the country are reliable, accessible, and consistent in meeting both national and international standards of service and quality.

Specifically, QoS Regulation addresses the obligations and responsibilities of NCC licensees (in relation to the quality of service they provide and deliver to consumers. It is the NCC's duty to conduct periodic audits of the quality of service data acquired from the licensees and investigate the measurement, reporting and record keeping procedures of a licensee to ensure compliance



COMPLIANCE REQUIREMENTS OF THE QOS REGULATIONS

01

Submission of regular reports by licensees on their quality-of-service performance during the reporting periods and retain quality of service data within one month after the Reporting Period.

02

Creation of minimum acceptable standards for key performance indicators related to network availability, call completion rates, data throughput, latency, and network downtime. These KPIs are defined under the Quality of Service Legal Business Rules, 2024 issued pursuant to the QoS Regulations 2024, cover wireline services, account complaint, miscellaneous complaints, customer service to ensure that consumers experience consistent and reliable service across different regions in Nigeria. Notably, maximum number of call-attempts before connecting to customer care lines should not be more than three (3) times as it relates to the customer service KPI and internet service is to be restored within 2 hours except where the service has been lawfully disconnected.

03

Establishment of clear channels for customers to file complaints regarding service quality, billing issues, and other concerns by service providers. Additionally, operators must resolve these complaints within a defined time frame, failure of which penalties may be imposed such as paying fines or compensating the consumer

04

Licensees are required to maintain their network infrastructure in good working conditions and ensure periodic maintenance activities that prevent service disruptions.

05

Operators are to engage in infrastructure sharing to optimize resources, reduce duplication, and enhance network reliability, particularly in underserved areas.

06

The QoS Regulations places strong emphasis on protecting consumers. Consumers, play a vital role in providing feedback on the quality of service, and their complaints are central to the enforcement actions taken by the NCC against defaulting operators.

07

Imposition of stringent penalties on operators that fail to meet the prescribed quality of service standards. These penalties may include fines, license suspensions, and other regulatory actions, depending on the severity of the breach. Repeated violations could lead to more severe consequences, such as the revocation of licenses or prohibitions from participating in certain market segments.



OUR THOUGHTS

The QoS Regulations offers a well-structured framework that aligns with global best practices in telecommunications. Its provisions underscore the importance of accountability, transparency, and consumer protection, and if adhered to, they promise to transform the telecommunications industry in Nigeria into a model of efficiency and reliability. By imposing clear obligations on licensees and holding them accountable for the quality of service they provide, the regulation aims to safeguard consumer interests and elevate the overall performance of the sector. The regulations are comprehensive and balanced, offering mechanisms for monitoring, reporting, and enforcing service quality while also fostering transparency through public disclosure. While the regulations are stringent, their successful implementation depends on the commitment of licensees to meet the prescribed standards and the NCC's capacity to monitor and compel compliance effectively.

NIGERIAN COMMUNICATIONS (CONSUMER CODE OF PRACTICE) REGULATIONS 2024



The NCC has issued a 2024 Consumer Code of Practice Regulation, aimed at protecting consumer rights in the telecommunications sector, ensuring quality service, and providing mechanisms for dispute resolution between telecommunications service providers and their subscribers.



HIGHLIGHTS OF THE CONSUMER CODE OF PRACTICE REGULATION

01

Licensees are expected to comply with this Consumer Code of Practice Regulation which serves as the General Consumer Code of Practice, developed by the NCC, and prescribes the minimum standard to be followed by a Licensee for the provision of services and related consumer practices.

02

The licensee is also mandated to prepare and submit for the NCC's approval, a customized and individual consumer code of practice of its services and related consumer practices.

03

All Licensees have an obligation to publish the approved Individual consumer code of practice within 30 days of its approval on its website, in any national newspaper and any social media platform of the Licensee's preference and to implement management structures among its employees to comply with the General Code and its Individual Consumer Code.

04

Consumers have the right to fair treatment and protection from misleading advertising, be treated fairly, equitably, and with respect by service providers at all times.

05

Consumers are entitled to a minimum level of service quality, which is defined by the NCC through specific KPIs. These KPIs include network availability, call completion rates, data speed, and customer service responsiveness.

06

Service providers are required to ensure that all information regarding services, including pricing, terms and conditions, and quality standards, is communicated in a clear and accessible manner.

07

Service providers are required to facilitate the porting of numbers, allowing consumers to switch providers while retaining their mobile numbers. A consumer is however prevented from accumulating bills with one Licensee for services used, then port to another Licensee without settling payment with the previous Licensee.

08

Personal data of consumers must be protected at all cost and Licensees are to ensure that consumer data is not shared or used without their consent, except as required by law.

09

Consumers have the right to lodge complaints with their service providers and, if necessary, escalate unresolved disputes to the NCC for resolution.

10

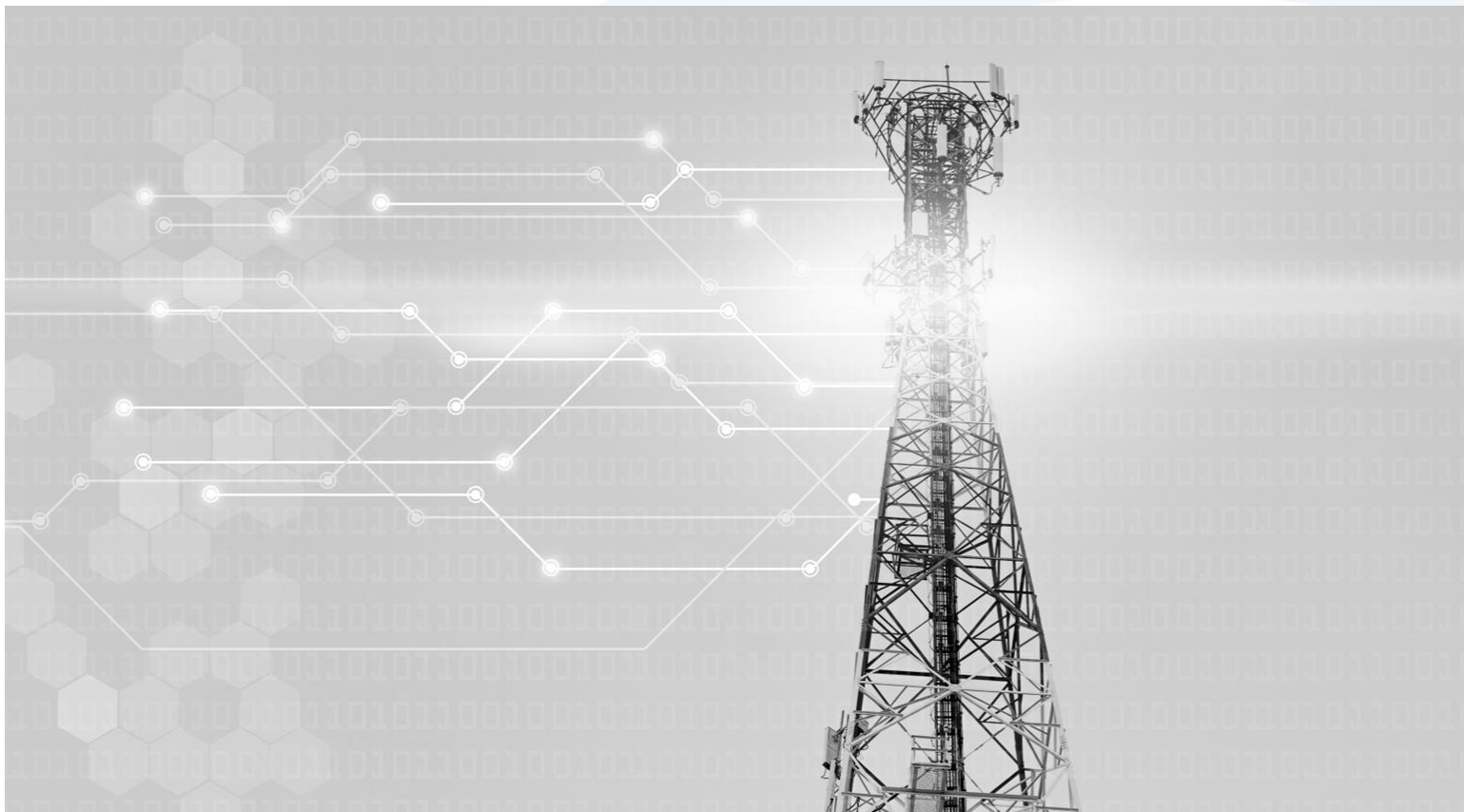
Each service provider is required to establish an internal complaint resolution mechanism that is accessible, efficient, and responsive. Complaints must be resolved within a specified time frame, and consumers must be informed of the status of their complaints at each stage of the resolution process.

11

Service providers must ensure that all advertising and promotional materials are truthful, accurate, and not misleading. Consumers should not be misled by false claims about the quality or cost of services.

12

Service providers are obligated to provide effective customer support services. This includes establishing multiple channels for consumers to contact customer service, such as physical address, phone, email, and online portals (weblinks and social media), and ensuring that support is available during appropriate hours.



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MARKET DEVELOPMENT

TRANSPORTATION - RAILWAYS



“The Railway Projects of major importance are; Port Harcourt-Abuja Rail Line, Lagos Redline Railway and Port Harcourt-Maiduguri Railway

PORT HARCOURT-ABUJA RAIL LINE

The Ministry of Transport has entered into a Memorandum of Understanding (MoU) with MPH Rail Development Limited, a UK-based company on February 12, 2024, to develop the Port Harcourt–Enugu–Calabar–Abuja Standard Gauge Rail Line through a public-private partnership. This agreement follows the approval of the Outline Business Case and the issuance of a compliance certificate by the Infrastructure, Concession, and Regulatory Commission.

Under the MoU, MPH Rail Development Limited will handle the design, financing, construction, commissioning, operation, and eventual transfer of the rail line back to the Federal Government at the expiry of the concession period.

However, following the announcement, public policy issues had arisen including a petition from the Centre for Social Justice, Equity and Transparency to the Federal House of Representatives. CSJET had sought the intervention of the House on the terms of agreement to ensure transparency, accountability and probity in public office.

Consequently, the FMOT had clarified via a statement that the MOU was signed with MPH following MPH's submission of an unsolicited proposal and an outline business case, a process which is validly provided for under the ICRC Regulations. FMOT also clarified that the MOU is of a non-binding nature and merely provides a platform for further engagement, discussions between the parties in relation to the project.

MPH will be required to provide evidence of commitment from potential financiers, an environmental and social impact assessment report, a financial model and programme of action, a full business case study report, and a comprehensive feasibility study report, all of which will be jointly reviewed by the ICRC and the FMOT and the outcome of such evaluation will be the determinant of the desirability or otherwise of the proposal.

There is no gainsaying that the development of the Port Harcourt–Abuja rail line in Nigeria will among other things facilitate easy movement of goods and services, promote regional trading, and ultimately a boost in the economy.

However, it is important that following ICRC’s approval of MPH’s Unsolicited Proposal, the FMOT proceeds to submit the Unsolicited Proposal to an open and competitive procurement process as described under the ICRC Act.

This is critical because other than where the FMOT is convinced that (i) the Port Harcourt- Abuja railway cannot be implemented without infringing on an exclusive intellectual property, trade secret or other proprietary right owned or possessed by MPH; or (ii) the Port Harcourt- Abuja railway is otherwise not suitable for a competitive procurement process, the law is clear that the submission of an Unsolicited Proposal by a project proponent does not confer such project proponent with an automatic entitlement to the contract for the procurement of the project.

[.FG, UK firm sign MoU for Port Harcourt–Abuja rail line \(punchng.com\)](https://punchng.com)



COMMISSIONING AND OPERATIONALISATION OF LAGOS REDLINE RAILWAY PROJECT

In February 2024, the first phase of the Lagos Rail Mass Transit (LRMT) Red line was commissioned by President Buhari. Following the commissioning, partial passenger operations commenced on 28 August 2024 and couple of weeks later, on 15 October 2024, the Lagos State Governor Babajide Sanwo-Olu, officially unveiled the LRMT Red Line and announced the commencement of commercial passenger operations.

The 37-kilometre Red Line has eight stations at Oyingbo, Yaba, Mushin, Oshodi, Ikeja, Agege, Iju, and Agbado and on a full scale is projected to transport about 500,000 Lagosians daily.

However, only phase 1 of the Redline (from Agbado to Oyingbo) is operational and further phases are expected to be developed and operationalized in the coming years. The first phase also includes the construction of five overpasses at strategic locations including Pen Cinema (Agege), Mushin, Ikeja, Oyingbo, and Yaba. Ingeniously designed, these overpasses ensure the smooth flow of vehicular traffic, cleverly integrated with the rail infrastructure to minimize disruptions.

The completion of these overpasses underscores the government's commitment to enhancing transportation infrastructure while addressing the challenges of congestion and traffic management peculiar to Lagos. By strategically locating these overpasses along key transit routes, the project aims to optimize the efficiency of both rail and road networks, facilitating seamless movement of goods and people.

Furthermore, the innovative design approach employed in the construction of these overpasses exemplified a concerted effort to harmonize different modes of transportation, fostering a more integrated and sustainable urban transport ecosystem between the Lagos LRMT and the BRT corridors.

The LMRT Red line is the second rail system to become operational in less than two years in Lagos state and is set to revolutionize transportation in Lagos, easing commutes and fueling economic growth. Quite notably the LMRT lines complements the traffic and transportation pillar of the Lagos State developmental agenda, thereby ensuring predictability of movement, productivity and efficiency.

It is conclusive that the red line will not only improve Lagos city's mobility; it will reshape the metro city's urban landscape and setting a new pace for development. By connecting critical points across Lagos, it is a means of opening doors to opportunities, growth, and a sustainable future.³

LAGOS GREEN LINE RAIL PROJECT



The LRMT Green Line is a proposed 68 km rail line that will connect the Lekki Free Zone to Marina to connect the Blue Line, transporting 500,000 passengers per day at launch...

The Lagos State Government, Ministry of Finance Incorporated and China Harbour Engineering Company have recently signed a Memorandum of Understanding (MoU) for the Green Line Rail Project in Lagos.

The LRMT Green Line is a proposed 68 km rail line that will connect the Lekki Free Zone to Marina and pass through Victoria Island, Lekki, and Ajah. The Green Line which is expected to transport 500,000 passengers per day at launch, with demand expected to increase to over 1 million passengers, will complement existing Blue and Red rail lines and connect with the Blue Line at Marina.

The MoU which was signed during the Forum on China-Africa Cooperation (FOCAC) in Beijing, China contemplates that the MOFI and CHEC will source the funding needed for the design, construction, operation and maintenance the project. The signing ceremony was witnessed by Lagos State Governor, Mr. Babajide Sanwo-Olu; Minister of Finance and Coordinating Minister of the Economy, Mr. Olawale Edun; Special Adviser to the Governor on Infrastructure, Engr. Olufemi Daramola; Managing Director, LAMATA, Engr. Abimbola Akinajo, and officials of CHEC.

3. <https://lagosstate.gov.ng/lasg-signs-mou-with-fg-chinese-company-on-green-line-rail-project/>

While the Federal Government traditionally had exclusive authority over interstate rail projects, the Fifth Alteration Act now allows states to construct, operate, and maintain railway services within their boundaries. This makes the Green Line Project, an interstate rail project, a concurrent item, where both federal and state governments can regulate and implement railway services. The Green Line Rail Project collaboration between the LASG and MOFI, is dynamic as it represents the first rail project being done after the passing of the Fifth Alteration by both the federal and a state government and it will be interesting to see how the legal, financial, and operational frameworks evolve, especially regarding coordination with the federal government on issues like inter-state connectivity and regulatory development

With the continued its investment in rail infrastructure, coupled with strategic interventions to improve road networks, the nation stands to gradually bridge its gaping infrastructure deficit and unlock new opportunities for economic growth, social development, and regional integration. This project serves as a testament to the transformative power of infrastructure investment in driving progress and prosperity for the nation and its people.

<https://lagosstate.gov.ng/lasg-signs-mou-with-fg-chinese-company-on-green-line-rail-project/>

REHABILITATION OF THE PORT HARCOURT-MAIDUGURI RAILWAY⁴

The FMOT in March 2024 announced the recommencement of rehabilitation and construction works on the 1443km Port Harcourt - Maiduguri 1067mm-gauge line which connects the southern region to the northeast of Nigeria and these works are being undertaken by the Nigerian subsidiary of China Civil Engineering Construction Corporation. However, a completion date is yet to be revealed.

The renovation of the line, estimated to cost approximately \$US 3.2bn, has been planned for over a decade, and rehabilitation works which also includes the construction of a rail-connected industrial park in Port Harcourt and the development of a deep sea port on Bonny Island, about 50km south of Port Harcourt, had initially started in 2021 however, this was delayed and then halted.

The rail line is planned to transport passengers and freight at speeds of 120 km/h and 80 km/h, respectively and its proposed stations will be at Aba, Umuahia, Enugu, Makurdi, Lafia, Kuru, Bauchi, Gombe, and Biu.

The commencement date was subsequently moved to April 2024 on account of exigencies and technical complexities inherent in the project observed during inspections. The project is still on a halt due to a claim of financial constraints by the Federal government through the Minister of Transportation. While rescheduling reflects a proactive approach to addressing issues identified during inspections and preliminary feasibility studies. however, extended delays risk sending negative signals to potential investors in the sector.

To reinforce the project's importance, the government should actively seek investment partnerships and demonstrate the readiness to commence work. This approach would underscore the significance of this railway line in enhancing regional connectivity, economic growth, and the overall efficiency of the railway network. The rehabilitation and operationalization of this railway would represent a transformative infrastructure development.

4. Port Harcourt-Aba Railway to Commence Operation in April, Says Saidu Alkali - THISDAYLIVE

TRANSPORTATION - ROAD INFRASTRUCTURE



HIGHLIGHT OF FEDERAL GOVERNMENT ROAD PROJECTS IN 2024

In 2024, the Federal Executive Council (FEC) approved the development of 28 roads and bridges nationwide, with a total cost exceeding 1.2 trillion Naira. These road transport projects include:

Road Rehabilitations

JRB Constructions Company Ltd. received N4.42bn for the extensive rehabilitation of the Potiskum-Jakusko-Gashua Road in Yobe State.

N5.88bn was allocated to Rein forced Global Resources Ltd, for the comprehensive rehabilitation of the Ugep-Opkosi Road, which spans Cross River and Ebonyi States.

Commencement of work on the dualization of the uncompleted sections of the 375.9 km Abuja- Kaduna - Zaria - Kano Highway

Reconstruction of the Kwaita-Yebu Road in Abuja awarded to Messrs Visible Construction Limited at N7 billion

New Road Constructions



the construction of a **91.432 km** road in Saki, Oyo State, worth **144 billion Naira** was awarded to CCECC.

the construction of a **1,068-kilometre, 6-lane highway, Sokoto - Badagry Superhighway** as a trade, transport and security greenfield corridor traversing Sokoto state through Kebbi, Niger, Kwara, Oyo, Ogun and ending in Lagos State awarded to Hitech Construction Company Limited and worth approximately **\$7.9 billion**.



N1.04bn to HMF Construction Ltd. for various projects on the **Abeokuta-Ajebo Road** in Ogun State.



Construction of the **Buruku bridge over the Katsina Ala River** in Benue State, valued at over **83.7 billion Naira**, was awarded to Setraco Nigeria limited.



N1.26bn was awarded to Rockborough XL Prime Ltd for the **Maraba Donga Road** in Taraba State



the construction of the **Okpela, Ekpoma and Dualised Auchi sections** of the Lokoja-Benin Road worth **N120 billion** and to be financed by BUA Cement Plc under a tax credit scheme.



N1.26bn was awarded to Truetech Global Investment Services Ltd for the **East-West Road** project in Delta State



the construction of the **Koton-Karfe -Abaji Project** along the Abuja-Lokoja route in Kogi with project costs estimated at **N89 billion**



The Federal Minister of Works asserted that these projects were awarded upon receiving FEC approval passing through the Bureau of Public Procurement and obtaining Certificates of No Objection as is duly required by law.

The multiple federal government road projects will reduce transportation costs, improve trade, connectivity, efficiency and economies of scale around the various corridor. They will also help to link various existing inter-border towns and routes, provide quick access, enhance border settlements for trade, security support and enablement.

Given the criticality of road infrastructure, being the most basic and affordable transport investment with the widest reach for Nigeria's development, the strides of the federal government in relation to road transport development are impressive

It is nonetheless important that the federal government should put adequate implementation measures in place to prevent recurring issues of failed, abandoned, or substandard projects and ensure the various road projects meet set technical and standards and specifications.

This could be done through the establishment of monitoring and evaluation teams who be vested with the responsibility to



Promptly identify issues that may lead to construction or completion delays and tackle them as necessary

Ensure quality control at all phases



Develop sustainable maintenance programs, including periodic repairs, to prevent infrastructure deterioration.



Finally, considering recent instances of project delays due to financial constraints of the federal government, it is recommended that adequate budgetary provisions to meet all payment obligations under contracts are made prior to the commencement of these construction works to preventing project delays, disputes, or cost escalations due to inflation or FX rates, which are common when funds are unavailable..

[FEC Approves Construction Of 28 Roads, Bridges Worth N1.267trn • Channels Television \(channelstv.com\)](#)

LAGOS TO CALABAR COASTAL ROAD

In October 2023, the Federal Executive Council (FEC) approved the construction of Lagos to Calabar coastal road. This project aims to forge vital connections between major economic hubs along the coastal region, promising to significantly reduce travel times for both goods and people across the coastal states.

The Lagos Calabar Coastal Highway spans 700-kilometres and goes through the nine coastal routes or states from Lagos, to Ogun to Ondo to, Delta to Bayelsa to Rivers to Akwa Ibom and ending in Cross River. There will also be spurs that lead to the north, from the ongoing Badagry-Sokoto route and another that leads to the transSahara route that goes from Ogoja down to Cameroon.

It is estimated that the project will cost N4bn per kilometre, and a total of up to N15,000,000,000,000 (Fifteen Trillion Naira), the first and second phases being a 47.47 and 57 kilometers dual carriage way of five lanes on each side and a train track in the middle respectively has been awarded to Hitech Construction Africa Limited.

The ongoing development of the highway has attracted both immense criticism and approval from stakeholders as the government continues to demolish numerous facilities to expedite construction. Affected citizens and businesses have alleged that there was insufficient notification regarding the demolition of their properties alongside vital tourist and recreational amenities, (including sections of Landmark in Lagos State) within the Oniru corridor, to facilitate the construction of the Coastal Highway,

The FMWH has however maintained its stance that the demolitions are necessary to enforce the government's right-of-way and asserted that adequate compensation will be paid to affected parties. Notwithstanding the plans for compensation, stakeholders comprising property owners along the right-of-way of the 700 kilometres continue to accuse the FMWH of unfair treatment concerning the demolition of structures and demand for the adjustment of alignment to salvage property and local communities.



It is worthy to note that where compulsory acquisition of land occurs in Nigeria, the landowner has a guaranteed constitutional right and entitlement to compensation or resettlement. Thus, the failure of the FMW to conduct proper resettlement of project affected persons and/or pay adequate compensation to PAPs is a huge bankability issue and could potentially lead to project delays.

The proactive approach to avoid disputes and ensure smooth project execution should have been consulting with the PAPs to address concerns about demolitions and compensating them fairly and promptly.

There has also been public policy concerns around the legality of the procurement process via which Hitech was selected as the contractor for the project, it has been alleged by various public policy and citizen interest groups that the (i) award of the first two sections of the Project by the FMWH to the Hitech without subjecting same to open competitive bidding is unlawful and void, is in breach of the PPA; (ii) construction of the Project commenced without first undertaking an environmental impact assessment on the project route thereby making same unlawful and a breach of the EIA Act.

The allegations of non-compliance with the PPA and the EIA Act in awarding contracts for the coastal road project pose serious risks to its success. Non-transparent procurement processes discourage reputable investors and create legal uncertainties that can delay implementation.

Worthy of note is the fact that several of these concerned parties have instituted matters in different courts seeking among other things:

a declaration that the above acts
are unlawful and

an order to subject all other sections of the
highway project yet to be awarded to open
competitive bidding as contemplated under the
PPA.

CASHLESS TOLLING OPERATIONS TO COMMENCE ON THE ABUJA-KEFFI EXPRESSWAY⁵

The Federal Minister for Works in October inaugurated a committee on the implementation of Cashless Tolling System for Abuja-Keffi Expressway. The cashless tolling system is a strategic programme under the Highway Development and Management Initiative, implementation of which commenced on October 17th 2024 and which is aimed at promoting strong and sustainable transportation ecosystem.

The Keffi-Akwanga-Markurdi was constructed by China Harbour Ltd and jointly funded by the Federal Government and China Harbour Ltd in a 15:85 ratio via a public private partnership model. China Harbour Ltd, in its capacity as the private party contractor sought and obtained the financing of up to 85% of the total project costs from China Exim Bank in accordance with the terms of the engagement between China Harbour Ltd and the Federal Government, and tolling operations are projected to commence in short order on the road.

The success of tolling operations depends on proactive stakeholder engagement and public education. In light of the current state of the economy and past experiences with toll roads in Nigeria which have witnessed significant pushback from users, especially if such tolls are perceived as burdensome or unfair, it is critical that effective and due stakeholder consultations are conducted and the economic realities are considered in the setting of the applicable toll fees.

To avoid public discontent, it would be most useful for the government to launch awareness campaigns to communicate the benefits of tolling, such as road maintenance and improved infrastructure to prepare the local users of the road.



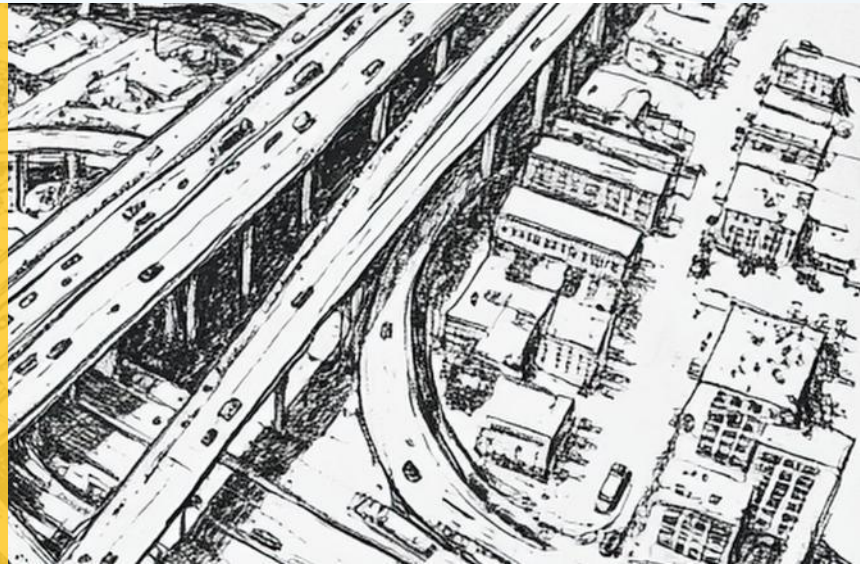
TERMINATION OF CONTRACT FOR THE REHABILITATION OF THE ABUJA-KADUNA-ZARIA-KANO DUAL CARRIAGEWAY, SECTION I (ABUJA-KADUNA)⁶

The Federal Minister for Works in October inaugurated a committee on the implementation of Cashless Tolling System for Abuja-Keffi Expressway. The cashless tolling system is a strategic programme under the Highway Development and Management Initiative, implementation of which commenced on October 17th 2024 and which is aimed at promoting strong and sustainable transportation ecosystem.

5. <https://fmw.gov.ng/read/3238>

6. <https://fmino.gov.ng/notice-of-termination-of-contract-for-the-rehabilitation-of-the-abuja-kaduna-zaria-kano-dual-carriageway-section-i-abuja-kaduna/>

To avoid negative perception and investor's confidence in public-private partnerships in Nigeria, It is critical that the termination is done in accordance with the terms of the relevant project agreement between both parties



The termination was occasioned on account of JBN's non-compliance with terms of the contract in relation to reviewed cost, scope, stoppage of work and refusal to remobilise to site, as directed by the FMWH. The FMWH has asserted that its decision to terminate came after several months of negotiations without any significant headway and reaching a mutually agreed and favourable position.

Termination events like this could easily be accompanied by disputes over return and application of payment guarantees, payment of outstanding dues, and the contractor's removal of equipment from the site and such disputes could lead to legal issues which will, negatively affecting investor confidence in public-private partnerships in Nigeria. It is thus critical that the termination was done in accordance with the terms of the relevant project agreement between the FGN and JBN to avoid undue liabilities.

Again, given that the implications of this termination will include the need to re-tender the project, it is important that the re-tendering processes is transparent and done in compliance with the PPA and stricter project implementation measures are employed in subsequent project agreements with a new contractor.

CONSTRUCTION OF BUS TERMINALS AND TRANSPORT FACILITIES IN ABUJA

The Federal Executive Council has approved the construction of new bus terminals and transport facilities in Abuja, with a total investment of N51 billion. This project which aims to enhance the public transportation infrastructure in the capital city, is to be executed by Planet Projects Nigeria Limited, a company who has successfully completed similar projects in Lagos and Oyo states.

The new bus terminals and transport facilities are expected to improve the efficiency and convenience of public transportation in Abuja. By providing modern and well-equipped terminals, the project will facilitate better mobility for residents and visitors, reducing traffic congestion and promoting the use of public transport.

This development is part of a broader effort to create a more sustainable and accessible urban transport system in the city. The improved transport infrastructure will also support other sectors, such as tourism and commerce, by making it easier for people to move around the city.

AVIATION



UPGRADE OF THE MUHAMMADU BUHARI AIRPORT, MAIDUGURI TO AN INTERNATIONAL AIRPORT

In the quest to further revamp the aviation industry by the current government, the Muhammadu Buhari Airport domiciled in Maiduguri, Borno State and previously a local airport has been upgraded to an international airport. Full commercial operations as an international airport are expected to commence from January 1, 2025 strategically to receive international flights coming in from Middle East into Nigeria,

This development brings the total number of international airports in Nigeria to six with the Muhammadu Buhari International Airport being the first international airport in the North Eastern geo-political zone of Nigeria, strategically positioned to receive flights from the Middle East.

However, it is not enough to merely designating Muhammadu Buhari Airport as an international airport, the airport needs to meet international standards and substantial infrastructural investments may be required in this regard, including runway extensions, modernized terminal facilities, advanced navigation systems, and enhanced cargo handling capabilities.

International airports must have certain mandatory components that set them apart from domestic-only airports such as customs and security checkpoints, dedicated international terminals, and specific facilities like duty-free shops, airline offices, lounges, baby care rooms, prayer rooms, and tourist information offices and to position the airport as one, these utilities must be in place.

As the first point of contact for many foreigners entering the country, an international airport should typically showcase and reflect its country's commitment to quality infrastructure and service excellence and the Muhammadu Buhari Airport must live up to this expectation. These efforts will not only support the broader goal of attracting foreign investment and tourism to Nigeria but also help to improve the airport's standing in terms of long-term viability and success.

WATER TRANSPORT



LAGOS STATE LAUNCHES OMIBUS WATER TRANSPORTATION PILOT OPERATIONS

In line with the Lagos State THEMES agenda, pilot operations for Omibus, a state-of-the-art ferry designed to accommodate 40 passengers each, are set to commence. The project is being executed by the Lagos State Ministry of Transport and the Lagos State Waterways Authority in partnership with a private party, Caverton Marine Limited.

“... Omibus ferries have been recognized internationally for their adherence to safety standards by Interferry, a respected global ferry association.”

The pilot program is aimed at conducting a comprehensive testing of the ferries, gather relevant data, enhance public awareness, and refine the operational framework in anticipation of full deployment and commencement of passenger commercial operations. During the pilot period, the ferries will service three designated routes, with one round trip scheduled daily for each route—one in the morning and one in the evening. It is expected that the data collected during pilot testing will further help the project sponsors in identifying and deploying operational measures that will ensure that the project can scale up successfully for commercial operations.

It is noteworthy that the Omibus ferries have been recognized internationally for their adherence to safety standards by Interferry, a respected global ferry association.

Given past incidents involving ferry accidents in Nigeria, notably, the tragic capsizing of ferries in the Lagos lagoon and other water bodies, this recognition that the ferries meet and exceed the IMO standards, underscores the commitment to safety and excellence that Lagos State and Caverton have employed in their development and execution of the project.



Whilst we wait the commencement of commercial operations and the resultant effects on the quality of life of residents of the state and the economy at large, it is pertinent that stringent regulations on the number of passengers and ensuring the ferries are not overcrowded are strictly enforced. Navigation aids, weather monitoring systems, and experienced crew members should also be a critical part of the operational structure to prevent accidents related to human error or environmental factors.

Beyond safety, effective ferry transport also depends on developing infrastructure such as reliable docking facilities, consistent schedules, and clear signage for passengers. There must also be robust insurance policies in place to protect passengers and operators in case of an accident. For the Ominus ferries to be effective in reducing the transportation gridlock that Lagos is synonymous with, public awareness campaigns and community engagement will be crucial to building resident's trust in the new transport mode and them utilizing it.

REAL ESTATE



INAUGURATION OF BUILDERS DISCIPLINARY TRIBUNAL⁷

The Minister of Housing and Urban Development, Arc Ahmed Musa Dangiwa, in October 2024 has inaugurated a seven-member disciplinary tribunal for Registered Builders of Nigeria given the urgent need for regulatory reform in the industry.

The Disciplinary Tribunal was created in accordance with the powers conferred on the Minister for Housing and Urban Development in the Builders Registration Act, Cap B13, LFN 2004 and pursuant to the provisions of sections 16 (1) and (2) of the BRA.

The tribunal is to operate as a part of the Council of Registered Builders of Nigeria, being the agency empowered with the duty of upholding the standards of the building profession, as well as guarding public safety. The Tribunal is charged with the duty of considering and determining any case of infraction referred to it by the CORBON.

The scope of the Disciplinary Tribunal's functions will include conducting investigations, enforcement of discipline on builders who are found wanting, ensuring the professional diligence of the building and construction industry.

In the wake of several building collapses across the country in the past year and the urgent need for regulatory reform in the construction industry, the inauguration of this Tribunal is a welcome development. A set of legally regulated system of standards, which are significantly in compliance with documented international standards already exist in the country and the Tribunal can further help with the proper implementation of and enforcement of these standards on the industry participants.

In the wake of several building collapses across the country in the past year, the inauguration of this Tribunal is a welcome development

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7. <https://fmhud.gov.ng/read/3361>

Further, it would be advised that the Tribunal in the execution of their functions pay particular attention to the technical characteristics of building projects such as selection of construction materials, structural elements and compliance with legal regulations. Finally, for ease of access and direct implementation, a more decentralized structure should be considered with the Tribunal having regional branches who would work directly with the CORBON branch of their relevant states.



The Strategic Housing Development Partnership covered discussions on key areas of potential cooperation, including Nigeria's Renewed Hope Cities and Estates Programme, social housing schemes, building resilient and sustainable cities, slum upgrade and urban renewal...

NIGERIA EXPLORES STRATEGIC HOUSING DEVELOPMENT PARTNERSHIP WITH INDIA AT WUF12 IN CAIRO

In a landmark meeting at the 12th edition of the World Urban Forum (WUF12) held in Cairo, Egypt, the Minister of Housing and Urban Development, engaged in high level discussions with his Indian counterpart Shri Manohar Lal. The bilateral talks centered on strengthening housing development partnerships and exploring collaborative strategies in housing and urban development between Nigeria and India,

The discussions covered key areas of potential cooperation, including Nigeria's Renewed Hope Cities and Estates Programme, social housing schemes, building resilient and sustainable cities, slum upgrade and urban renewal, and addressing the challenge of informal settlements. The meeting also featured Nigeria's plans to establish building materials manufacturing hubs, which would enhance local production capacity to support affordable housing and job creation in Nigeria.

Whilst the specific details and mode of the partnership are yet to be unveiled by the FMHUD, this strategic collaboration stems from India's reputation as a vastly populous country who has been able to record significant learnings in urban housing, sustainable city development, and social housing programs, all of which offer valuable insights for Nigeria's housing development journey.

ADOPTION OF GREEN, SUSTAINABLE, CLIMATE SMART HOUSING

The Minister of Housing and Urban Development, has made a case for the adoption of green, sustainable, and climate smart housing designs and technologies in the country's housing industry and has charged industry participants and professionals in the sector to be innovative and ingenious.

The Minister highlighted the critical role of architects and other industry participants in achieving the SDG -11 which calls for sustainable cities and communities, stating that they hold the power to design urban spaces that are inclusive, resilient, and adaptive to the needs of the future.

He also called for the pressing need to find alternative and sustainable solutions to the housing needs in Nigeria owing to rapid rural-urban migration and the surging population and noted that an avenue to incorporate sustainable solutions into housing is the optimization of the use of local and indigenous materials like bamboo, laterite and compressed earth blocks which will help to reduce carbon footprints, while maintaining the structural integrity of buildings and also preserving cultural identity.

While declarations and verbal commitments from government is critical, more strategic and concrete steps need to be taken to implement climate-smart housing solutions effectively.



Policy plays a central role in driving growth and development in any sector, and this is no different for sustainable housing. For the housing industry to fully embrace green building practices, the government must create a framework that supports these efforts through targeted incentives. For instance, offering tax exemptions such as relief from land use charges for homeowners or developers implementing climate-smart technologies could be a significant motivation.

Further, providing grants, subsidies, or low-interest loans to encourage the adoption of sustainable building materials and energy-efficient technologies can help bridge the gap between innovation and affordability.

By creating a conducive environment for green buildings, Nigeria can build resilient cities that contribute to the achievement of SDG 11 (Sustainable Cities and Communities), making urban spaces not only more habitable but also more adaptable to future challenges. The call for innovation must be supported by an actionable and well-funded policy framework to ensure its success.

TELECOMMUNICATIONS



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**The 2024
February and
March cable
cuts
particularly
caused,
Nigeria a loss
over \$593.6
million**

FG DISCUSSES SUBMARINE CABLE PROTECTION WITH ITU

Following the undersea cable cuts in Cote d'Ivoire and Senegal that disrupted telecommunication in Nigeria, Ghana, Ivory Coast, Senegal, and Portugal spanning a couple of weeks in February and March of 2024, the Federal Government through the FMODCE has recommended discussions with the International Telecommunication Union to enhance the protection of submarine cables and other critical digital infrastructure.

The 2024 cable cuts caused significant network outages, poor data service, and disrupted counter-terrorism and humanitarian efforts. Particularly, Nigeria lost over \$593.6 million due to the cable cuts as telecommunication companies experienced network outages preventing communications and a number of commercial banks in the country experienced partial or complete network shutdowns and could not process transactions.

Whilst emphasizing the importance of initiating regional and global efforts to safeguard submarine cables and other critical digital infrastructure, the FMODCE has proposed reviewing global laws with relevant stakeholders to ensure the enhancement of digital resilience plans, a crucial move considering the vital role of the ITU in safeguarding the world's information and communication technology.

Other protection efforts to be considered by the FMODCE include the adoption of improved monitoring and real-time surveillance systems to detect tampering or damage to cables as soon as it occurs. This could involve the use of sensors or automated alerts that notify authorities and operators about potential threats to the infrastructure.

Collaborating with private sector stakeholders to share information on security threats and actively involving local communities in monitoring cable integrity could also enhance protection efforts.

As part of broader international collaboration, Nigeria should align its efforts with global organizations such as the International Telecommunication Union (ITU) to create more resilient digital infrastructure. This includes not only protecting submarine cables but also investing in redundancy systems like satellite back-ups and fiber-optic networks that can help quickly restore services in case of damage.

FG Discusses Submarine Cable Protection With ITU • Channels Television (channelstv.com)

DEVELOPMENT OF 90,000 KILOMETRES OF FIBRE OPTIC CABLE

The Federal Executive Council has taken a significant step towards improving Nigeria's connectivity infrastructure coverage by endorsing the creation of a special purpose vehicle which was proposed by the Federal Ministry of Communications, Innovation and Digital Economy to develop 90,000 kilometers of fiber optic cable across the country.

This is in line with the National Broadband Masterplan and the immediate benefits of this development would include;



70%

increasing internet penetration in Nigeria to over 70%



60%

potential reduction of the cost of access to internet by over 60%, inclusion of at-least 50% of the

33 million Nigerians

currently excluded from access to the internet,



1.5%

\$472.6 billion

Delivering up to 1.5% of GDP growth per capital, raising Nigeria's GDP from \$472.6 billion (2022) to \$502 billion over the next 4 years.

The development of an extensive fibre optic network, that aims to improve Nigeria's fibre optic cable capacity from 35,000 km to 125,000 km is expected to have far-reaching impacts on various sectors, including education, healthcare, and commerce. By providing reliable and fast internet access, the project will enable better delivery of online education and telemedicine services and support the growth of e-commerce and digital businesses.

This move also aligns with Nigeria's digital economy policy, which aims to position the country as a leader in the global digital space, placing Nigeria's connectivity in the third-longest terrestrial fibre optic backbone behind South Africa and Egypt.

Furthermore, it is anticipated that the SPV will be modelled in governance and operations similarly to some of the best Public-Private Partnership setups in Nigeria, such as NIBSS and NLNG, thereby allowing for efficient management and implementation of the project, ensuring that it meets international standards and is completed within the stipulated timeframe. The involvement of private sector partners is anticipated to bring in the necessary expertise and investment, making the project a collaborative effort between the government and industry stakeholders.⁸

8. Ministry Receives Presidential Approval Towards Increasing Nigeria's Connectivity Backbone by 90,000km | The Federal Ministry of Communications, Innovation and Digital Economy

HEALTH



PLATEAU STATE FLAGS-OFF STATE EMERGENCY MEDICAL SERVICE AND AMBULANCE SYSTEM⁹

The Plateau State Government with the support of the National Emergency Medical Service and Ambulance System has flagged-off the pilot scheme of the State's emergency medical service and ambulance system and officially commissioned the State Drug and Medical Commodities Management Agency Pharma-Grade Warehouse, in Jos, Plateau State in September, 2024,

This initiative is aimed at strengthening Plateau State's healthcare system by addressing critical gaps in healthcare delivery and addressing these gaps through substantial investments in improving healthcare access and quality for its citizens. It also represents a significant step towards advancing health supply-chain system and delivering high-quality emergency medical services towards achieving universal health care in Nigeria.

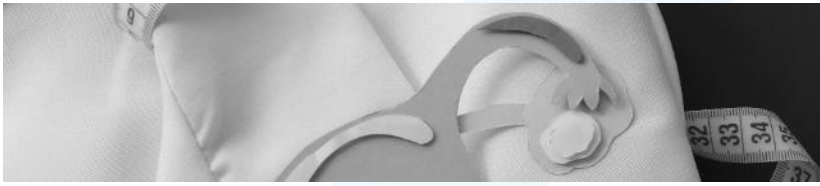
Nevertheless, sustainability is crucial for maintaining and scaling up the success of the emergency medical services (EMS). Without proper long-term funding, trained personnel, and maintenance of infrastructure, this initiative risks becoming short-lived. To be effective, the system must evolve beyond the pilot phase and be integrated into the state's health policy with continuous investments. This includes ensuring the adequate availability of medical supplies, as well as regularly upgrading the fleet of ambulances and medical facilities. Establishing robust training programs for medical and emergency response personnel will also be vital for maintaining service quality over time.

Partnerships with private sector players, local and international donors, and incorporating EMS funding into the state's budget will help ensure the initiative's longevity. Additionally, effective monitoring and evaluation systems should be put in place to track the performance and impact of the services, providing data that can be used to advocate for sustained or increased funding.

Finally, the emergency medical service and ambulance system must be integrated into the state's broader healthcare infrastructure and supported by policies that ensure consistent service delivery, rather than being treated as a temporary project.

⁹ https://www.health.gov.ng/Bpg_info/160/Another-Milestone-in-the-Health-Sector--Plateau-State-Flags-off-State-Emergency-Medical-Service-and-Ambulance-System--Commissions-State-of-the-Art--Pharmaceutical-Grade---Warehouse-to-Aid-Nigerian-Healthcare-System-

FMOH COLLABORATES WITH DKT INTERNATIONAL TO IMPROVE REPRODUCTIVE HEALTH¹⁰



A non-profit organization, DKT International has partnered with the Federal Ministry of Health and Social Welfare to conduct statewide trainings for health practitioners on the use of Long-Acting Reversible Contraceptives, which are new products introduced into the family planning method mix in Nigeria.

This is a proactive response to the global population prediction of by 2050 and Nigeria's projected growth rate as the seventh most populous country by 2050, hence necessitating the need for quality family health and family planning services to be delivered by healthcare practitioners to Nigerian citizens. For family planning methods like LARCs to be widely accepted, there must be robust awareness campaigns that educate the public about the benefits, effectiveness, and safety of these new contraceptives. Misinformation and cultural barriers can prevent individuals from embracing family planning options, so community engagement and targeted messaging are vital to overcoming resistance.

Ensuring that the LARCs distributed are safe, effective, and of high quality will build trust in the program. The government and DKT International should collaborate with regulatory bodies to regularly inspect and monitor the quality of the contraceptives being introduced into the market. Continuous tracking of the usage and effectiveness of these products will help identify and address any potential issues early. Ensuring both accessibility and ongoing support will also help to maximize the impact of the initiative.

UNICEF AND PARTNERS HANDOVER MEDICAL OXYGEN PLANT TO RIVERS STATE GOVERNMENT

Following a comprehensive, nationwide assessment of oxygen needs in health facilities across all 36+1 states, conducted by the FMOH, UNICEF in partnership with the Government of Rivers State, IHS Nigeria, and the Government of Canada have delivered a cutting-edge medical oxygen plant and oxygen delivery devices to the General Hospital in Eleme, Rivers State.

The assessment is the largest of its kind ever conducted globally and the FMOH used the findings from the assessment to strategically determine the placement of oxygen plants across the country. The plant has a capacity of 720,000 liters of oxygen, which can produce up to 135 cylinders of oxygen in 24 hours thus providing oxygen to 100 children and up to 60 adults on a daily basis. This significant milestone represents a major advancement in the ongoing efforts to improve maternal, newborn, and child health in Rivers State and across Nigeria.

To ensure the success of the oxygen plant, it's crucial to focus on maintenance and proper operation to prevent the infrastructure decline problem that has become common with government owned infrastructure projects in the country.

<https://www.unicef.org/nigeria/press-releases/unicef-and-partners-handover-medical-oxygen-plant-rivers-state-government>

10. https://www.health.gov.ng/Bpg_info/68/FMOH-SW-COLLABORATES-DKT-INTERNATIONAL-TO-IMPROVE-REPRODUCTIVE-HEALTH

GENERAL INFRASTRUCTURE



“The Dangote Petroleum Refinery is designed to produce higher-quality, premium grade petrol

COMMISSIONING AND COMMENCEMENT OF OPERATIONS OF THE DANGOTE PETROLEUM REFINERY

On the 22nd of May 2024, the Dangote Petroleum Refinery, which is Africa's biggest oil refinery and the world's biggest single-train facility was commissioned by President Muhammadu Buhari. The plant which has the capacity to produce about 650,000 barrels of petroleum products a day - more than enough to supply the country's needs was financed by a syndicate of local banks in an approximate value of \$19,000,000 (Nineteen Billion United States Dollars).

The refinery which was constructed over a seven-year period and is one the biggest infrastructure projects in the country over the past decade, spans across 1100 kilometers and it includes the world's largest subsea pipeline infrastructure, a 435-megawatt power plant to meet its energy demand, a deep seaport and a fertiliser plant.

As a single-train refinery, the plant has one integrated distillery system which can produce a variety of products and petrochemicals including gasoline, diesel, jet fuel, and polypropylene., as opposed to having different units for each type of product.

With the production capacity of the Refinery, it is expected that it will boost industrialization by supplying refined products to various sectors.

Thus, improving the performance of the country's manufacturing sector, lead to increased job creation and positive contributions to GDP growth and economic stability. Furthermore, given that the need for importation will decrease, we anticipate that the continuous production and export of refined petroleum products from the Dangote Refinery will generate foreign exchange earnings for the country, thereby increasing the supply of dollars in the foreign exchange market.

Since the refinery commenced commercial operations, it has encountered several challenges, some of which are linked to broader changes in the petroleum sector in Nigeria, as well as specific regulatory, market, and environmental issues. A major challenge is the deregulation of the petroleum industry and the shift towards a market-based approach, where the principle of "willing buyer, willing seller" applies. This exposes Dangote Refinery to the full effects of global competition, potentially undermining its ability to remain competitive.

The refinery, which is designed to produce higher-quality, premium grade petrol, may find it difficult to compete against imports of regular-grade petrol, which are cheaper internationally. The Nigerian government, through the regulatory body overseeing petroleum quality, permits the importation of this cheaper petrol, which undermines the refinery's efforts to sell its premium products at higher prices within the domestic market.

Nigeria's adoption of standards like Euro 5/Afri 5 emissions regulations also present a challenge. While these standards are essential for environmental protection, they significantly increase the cost of production. As a result, the refinery's production costs are higher compared to other regional producers that may not adhere to such high standards, further exacerbating its competitive disadvantage.

Economic constraints, such as high inflation and lower disposable income for many Nigerians, restrict the ability to extract maximum value from the premium petrol produced by Dangote Refinery. The demand for high-grade products is limited, and the inability to pass on higher costs to consumers further hampers profitability.

Without appropriate adjustments and more strategic interventions from the government, such as revising market-based pricing mechanisms, adjusting environmental standards, and increasing price flexibility, these issues may persist, affecting the refinery's ability to achieve its full potential in Nigeria's energy market.



DESIGNATION OF INFRASTRUCTURE ASSETS AS CRITICAL INFRASTRUCTURE

On 24 June 2024, President Bola Ahmed Tinubu issued the Designation and Protection of Critical National Information Infrastructure Order, 2024 pursuant to the provisions of the Cybercrimes (Prohibition, Prevention, Etc.) Act, 2015 (as amended).

The CNII Order sets the groundwork for identifying and securing essential information and communications technology systems, networks and infrastructure whose disruption could seriously harm Nigeria's security and economy. It also imposes specific legal obligations on CNII operators to ensure these systems are adequately protected from cyber threats, thereby safeguarding the nation's essential services and functions.

The Act defines critical national information infrastructure as a collection of computer systems, networks, and communication infrastructures acquired, installed, deployed, and operated in the listed sectors of the Nigerian economy, that are so vital to Nigeria that their incapacitation or destruction would have a debilitating impact on national security, economic stability, public health, and safety and empowers the President to designate specific assets, services, facilities, or systems as CNII, thereby ensuring these elements receive adequate national protection.

The CNII Order categorizes CNII into 13 critical sectors, 52 (fifty-two) critical sub-sectors and 243 (two hundred and fifty-three) critical services.¹¹ Out of the 52 critical sub-sectors, 25 infrastructure related sub-sectors have been designated as below:

Critical Sectors	Critical Sub-Sectors
Water	Dams and Water Stations
Information, Communications, Science and Technology	Communication Companies
	Internet Service Providers
	Exchange point
	Nigeria Internet Registration Association
	Nigerian Communications Commission
	Galaxy Backbone
	National Identity Management Commission (NIMC)
Health	Nigerian Communication Satellite (NigCOMSAT)
	National Health Insurance Scheme
	Hospitals Nigeria
	Center for Diseases Control
	National Agency for Food and Drugs Administration and Control
	National Institute for Medical Research
National Primary Healthcare Development Agency	

11. Schedule of the Order

Critical Sectors	Critical Sub-Sectors
Transport	Federal Airport Authority of Nigeria
	Nigerian Civil Aviation Authority
	Nigerian Airspace Management System
	Nigerian Civil Aviation Technology
	Nigerian Meteorological Agency
	Accident Investigation Bureau
	Nigeria Railway Corporation
	Nigeria Ports Authority
	Nigerian Maritime Administration and Safety Agency
Industrial and Manufacturing	Textiles, Automobiles and other critical industrial sectors Solid Minerals

In line with its major objectives, the CNII Order provides for the development of a comprehensive Critical National Information Infrastructure Protection Plan and guidelines, which will specify minimum standards, rules, and procedures for the protection, preservation and general management of designated CNII.

There will also be a Trusted Information Sharing Network and the members of the TISN will collaborate to share intelligence on threats and vulnerabilities, and to develop strategies to address both current and emerging risks on CNII.

The CNII Order is a positive move for Nigeria, laying the foundation for securing key sectors that are vital to the nation's security and economic well-being. However, its success will depend on diligent implementation, adequate resource allocation, and sustained interagency cooperation. With these in place, the CNII Order has the potential to significantly enhance Nigeria's cybersecurity posture and ensure the resilience of its critical infrastructure.



Q & A
SESSION WITH
INDUSTRY
EXPERTS



Bukola Odoe

*Special Adviser, Office of
Public Private Partnerships,
Lagos State*

01

Q: Can you tell us about your background and current role in Lagos State Office of Public-Private Partnerships (OPPP)?

A: I serve as the Special Adviser to the Governor on Public-Private Partnerships (PPPs) in Lagos State. With over 20 years of experience in legal, regulatory, and governance advisory across multiple jurisdictions, I bring a wealth of expertise to my role. My academic foundation spans law degrees and qualifications in Nigeria, the U.S., and the U.K., including an LL.M. in Securities and Financial Regulation from Georgetown University.

At OPPP, my responsibilities include fostering partnerships that enhance Lagos State's infrastructure and service delivery, providing strategic guidance on PPP frameworks, and ensuring alignment with global best practices to attract and retain private investment.

02

Q: Could you provide an overview of OPPP's aims and functions, particularly how it contributes to addressing infrastructure and service delivery challenges?

A: The Lagos State OPPP is dedicated to bridging the gap in infrastructure development by facilitating mutually beneficial partnerships between the public and private sectors. Our aim is to leverage private sector expertise and funding to address critical challenges in areas like transportation, healthcare, and housing. We focus on creating a robust enabling environment that encourages innovation while ensuring that public interest remain safeguarded. By driving strategic investments, we aim to improve service delivery, reduce the strain on public finances, and foster economic growth in Lagos State.

03

Q: How does the OPPP address the root causes of previous failed attempts to attract investment in infrastructure?

A: Recognizing the challenges of the past—ranging from policy inconsistencies to inadequate risk-sharing mechanisms—the OPPP has implemented a transparent and investor-friendly framework. This includes clear legal and regulatory structures, risk mitigation strategies, and ongoing stakeholder engagement. We prioritize building trust with investors by ensuring predictable outcomes, reducing bureaucratic bottlenecks, and enhancing the ease of doing business in Lagos.



Bukola Odoe
*Special Adviser, Office of
Public Private Partnerships,
Lagos State*

04

Q: Can you describe the process and criteria used for selecting private partners for PPP projects in the state? How do you ensure fairness and transparency?

A: The OPPP employs a rigorous and transparent selection process based on global best practices. This involves competitive bidding, thorough due diligence, and adherence to procurement guidelines. Evaluation criteria include financial capacity, technical expertise, and alignment with the state's strategic objectives. To ensure fairness, we use standardized frameworks, engage independent advisors where necessary, and maintain open communication with all stakeholders throughout the process.

05

Q: Which sectors are currently prioritized for PPPs in Lagos, and what factors led to these areas being selected over others?

A: Our current priorities include transportation (roads, rail, and waterway infrastructure), healthcare, housing, and waste management. These sectors were selected due to their critical impact on Lagos's economic growth, population demands, and alignment with the state's development blueprint. For example, improving transportation infrastructure addresses urban mobility challenges, while healthcare PPPs tackle gaps in service delivery and access.

06

Q: What strategies does the OPPP employ to identify, manage, and mitigate risks associated with PPP projects for both public and private stakeholders?

A: Risk management is a cornerstone of our PPP approach. We use comprehensive risk assessments during project planning to allocate risks appropriately between stakeholders. Strategies include performance-based contracts, robust insurance and guarantee mechanisms, and contingency planning. Our focus is on creating win-win outcomes by balancing financial viability for private partners with the delivery of public benefits.



Bukola Odoe

*Special Adviser, Office of
Public Private Partnerships,
Lagos State*

07

Q: How does the OPPP monitor the progress and performance of ongoing PPP projects, and what key performance indicators (KPIs) are used to measure success?

A: The OPPP uses a combination of real-time monitoring tools and periodic audits to oversee PPP projects. These are done in conjunction with the relevant project owner MDAs. We also use Key Performance Indicators to ensure adherence to project timelines, cost efficiency and expectations of all connected parties to the project. We also prioritize environmental and social impact assessments to ensure long-term sustainability.

08

Q: What steps does the OPPP take to ensure that sustainability and environmental considerations are incorporated into PPP projects? How do you ensure these projects address the needs of underserved communities?

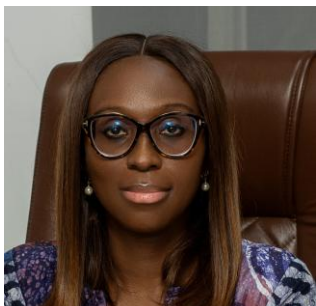
A: Sustainability is a central pillar of our PPP framework. A prime example is the electrified Blue Line Rail System, which minimizes carbon emissions through the use of clean energy, setting a benchmark for sustainable urban transportation in Nigeria. Similarly, our investments in modern ferries are designed with eco-friendly technologies, reducing water pollution while improving connectivity across Lagos's waterways.

Beyond transportation, we actively promote green-based environmental initiatives, such as integrating renewable energy systems into public infrastructure and incorporating sustainable waste management practices into projects. To ensure inclusivity, we prioritize the needs of underserved communities by mandating affordable access to these services and incorporating social impact assessments into project planning. This approach ensures that sustainability aligns with equitable development, addressing the immediate and long-term needs of Lagos residents.

09

Q: What are the biggest challenges the OPPP has faced in implementing PPPs? Could you share lessons learned from past successes or difficulties, and how they have shaped your approach?

A: Challenges include managing stakeholder expectations, navigating regulatory complexities, and securing long-term investor confidence. However, successes like the Lagos Blue Rail Line project have demonstrated the value of clear communication, strong governance, and stakeholder collaboration. These experiences have reinforced the importance of adaptability, proactive risk management, and alignment with both public and private sector goals.



Bukola Odoe
Special Adviser, Office of
Public Private Partnerships,
Lagos State



FORWARD
LOOKING
REPORT 2025

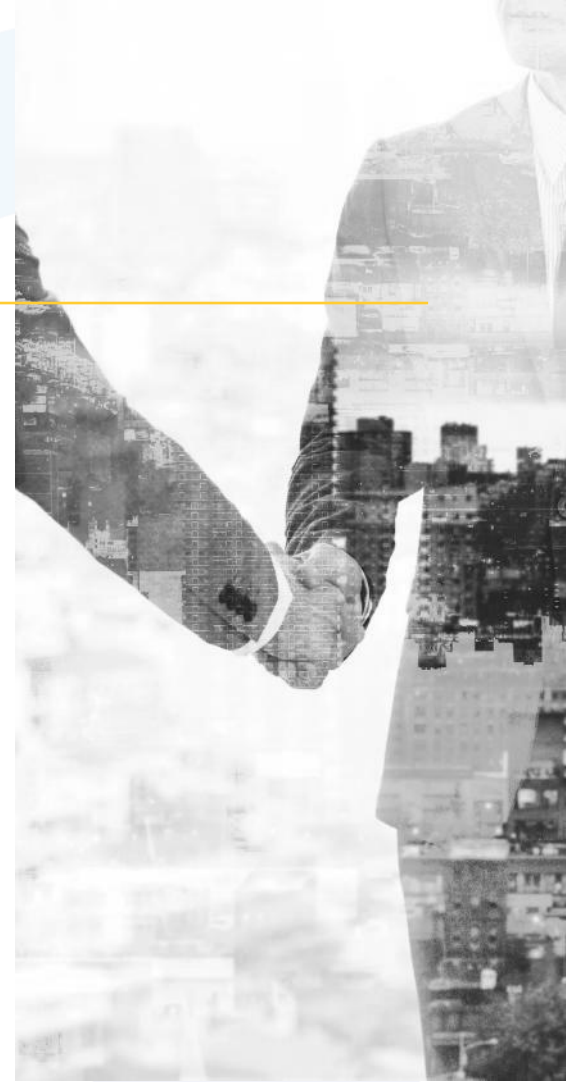


PUBLIC-PRIVATE PARTNERSHIPS

Given the country's wide infrastructure deficit and the insufficient budgetary allocation to infrastructure projects, in 2025, we anticipate that both the federal and relevant state governments will boost the development of infrastructure projects through public-private partnerships arrangements.

By utilizing PPPs, government can access private sector capital to fund infrastructure projects whilst also allowing government access the expertise and efficiency of the private sector. A significant increase in public-private partnerships (PPPs) across various sectors, including transportation, telecommunications, and healthcare will be crucial in driving the nation's infrastructure development, ensuring efficient project execution, and optimizing resource utilization whilst saving the government from the financial responsibility and also the commercial risk.

We also expect that the Infrastructure Support Fund which was declared by the President in 2023 will be formally established by the Federal Government in 2025.



SUSTAINABLE INFRASTRUCTURE DEVELOPMENT AND FINANCING

Considering the global imperative for a low-carbon economy and Nigeria's commitment to a 20% unconditional reduction and a 47% conditional reduction in greenhouse gas emissions by 2030, the transition to sustainable infrastructure has become an urgent priority. This shift demands not only advanced techniques but also sustainable investments to address the challenges of high energy consumption, dependence on fossil fuels and in efficiencies inherent in traditional infrastructure construction, operation and maintenance.

For Nigeria, a country poised for rapid growth, sustainable infrastructure is more than an environmental necessity, it is an opportunity to unlock economic resilience and foster social equity. This requires a paradigm shift, underpinned by innovative financing models, robust policy frameworks and strategic partnerships between the public and private sectors. In 2025 we expect that Nigeria prioritizes investment in energy-efficient transportation systems and climate resilient urban development.





TRANSPORTATION

Having commenced the development of 28 roads and bridges in 2024, it is expected that the Federal Government will prioritize the completion of ongoing road transportation projects. Significant investment in road construction and maintenance continues to reshape Nigeria's transportation landscape. With a focus on improving connectivity within and between states, these developments aim to facilitate the smooth movement of goods and people, fostering economic growth.

We also expect to see continued efforts in railway infrastructure including rehabilitation and resumption of the Port Harcourt-Maiduguri Railway, the development and completion of other phases of the Lagos Red Line Project as well as new projects, such as the Lagos Green Line Rail Project, should also commence, focusing on connecting Lekki Free Zone to Marina further enhancing the commercial capital's transportation network. Also, with states now having the legislative powers to make laws and develop intra state railway infrastructure, we expect to see more railway development projects from state governments in the country.

These developments will improve connectivity, reduce travel times, enhance movement in the country, access to remote areas and support agricultural and industrial activities and overall economic growth.



HEALTHCARE

The expansion of the emergency medical service and ambulance system in Plateau State is a positive initiative that will improve healthcare access and response times. With a population of over 200 million people, Nigeria faces a critical challenge in meeting the healthcare needs of its citizens due to inadequate infrastructure. We expect to see adoption of emergency medical service and ambulance system in other states to further boost response timelines and increase access to healthcare.

Further, with the operationalization of the new medical oxygen plant in Port Harcourt, we anticipate that this model will be replicated in other states of geo-political zones in the country to improve healthcare delivery and reduce mortality rates, particularly for maternal, newborn, and child health.





REAL ESTATE AND HOUSING INITIATIVES



Low-Cost Housing



Considering the economic realities of the country and the increased demand for affordable, cost reflective and low-cost housing, we expect developers in Nigeria to respond to the growing demand for affordable housing by employing innovative building techniques that significantly reduce construction costs.

These efforts are important in making homeownership more accessible to a wider segment of the population, addressing the housing deficit in urban and peri-urban areas. We also hope that Nigeria's strategic housing partnership with India will yield good fruit such as the implementation of collaborative housing projects, focusing on affordable and sustainable housing solutions.

The Rise of Smart Cities



Following the proposed development of the Ilorin Smart City by the Kwara State Government, more state governments are likely to conceptualize the development of smart cities in their states in 2025. These smart cities will prioritize energy-efficient buildings, smart utility systems, and integrated urban planning, thus reducing costs for residents while promoting sustainability. The concept of smart cities is gaining traction as a solution to urban challenges and a way to attract global investment and represents a viable opportunity for the country.

Eco-Friendly Building Practices



With the nation's race to net-zero and the government's burgeoning environmental consciousness in the real estate market, we expect to see an uprise in developers focusing on eco-friendly building practices and materials in 2025. We anticipate a mechanism and benchmarks for the certification of sustainable properties for quality and appeal in Nigeria's real estate landscape alongside government support in the form of incentives and policy frameworks to promoting sustainable urban development.



TELECOMMUNICATIONS

The Nigerian telecom market has experienced robust growth, driven by the increasing urban population and widespread adoption of mobile devices supporting 3G, 4G, and 5G services coupled with the increased use of internet enabled services. In recent years and is expected to maintain this trajectory through 2025.

2025 marks the end of the National Broadband Plan which has been in place since 2020 and aims to provide 10 Mbps in rural areas and a minimum of 25 Mbps in urban areas to every Nigerian at an affordable price and quality by 2025. We expect that the Ministry of Communications, Innovation, and Digital Economy will continue its efforts to enhance broadband penetration and address the low and non-consumption challenges around broadband penetration in the country, streamline processes, and remove obstacles hindering the swift deployment of broadband networks.

Looking ahead into 2025, the Nigeria telecom sector is poised for optimization, fuelled by improved quality of service with the advent of the various NCC regulations on quality of service and consumer rights.



LOCAL CURRENCY INFRASTRUCTURE FINANCING

Considering the state and current volatility of the Naira and its implications for foreign currency denominated project finance, an increase in local currency project financing and raising of bonds in local currency for projects in the Nigerian infrastructure sector in 2025 is anticipated. Notably, the local currency finance providers are becoming more comfortable with offering off-balance sheet local currency finance to the commercial and infrastructure sector other than through traditional on-balance sheet corporate lending to established players. This will help project developers further effectively manage their foreign exchange and interest rate risks that became more pronounced in 2024.



GLOSSARY OF TERMS

BRA	Builders Registration Act
CCECC	China Civil Engineering Construction Corporation
CHEC	China Harbour Engineering Company
CNII	Critical National Information Infrastructure Order
CORBON	Council of Registered Builders of Nigeria
CSJET	Centre for Social Justice, Equity and Transparency
EECC	European Electronic Communications Code
EIA	Environment Impact Assessment
EMS	Emergency Medical Services
FEC	Federal Executive Council
FGN	Federal Government of Nigeria
FMHUD	Federal Ministry of Housing and Urban Development
FMODCE	Federal Ministry of Communications, Innovation and Digital Economy
FMOH	Federal Ministry of Health
FMOT	Federal Ministry of Transport
FMWH	Federal Ministry of Works and Housing
FOCAC	Forum on China-Africa Cooperation
GDP	Gross Domestic Product
GLO	Globacom Limited
ICRC	Infrastructure Concession Regulatory Commission
IMO	International Maritime Organization
ITU	International Telecommunication Union
JBN	Julius Berger Nigeria
KPI	Key Performance Indicator

GLOSSARY OF TERMS

LARCs	Long-Acting Reversible Contraceptives
LASG	Lagos State Government
LMRT	Lagos Rail Mass Transit
MNOs	Mobile Network Operators
MOFI	Ministry of Finance Incorporated
MoU	Memorandum of Understanding
MTN	Mobile Telephone Network
NCC	Nigeria Communications Commission
NHFRA	National Health Facility Regulatory Agency
NIMC	National Identity Management Commission
NIBSS	Nigeria Interbank Settlement System
NigCOMSAT	Nigerian Communication Satellite
NLNG	Nigerian Liquefied Natural Gas
OPPP	Office of Public-Private Partnerships
PPA	Public Procurement Act
PPP	Public Private Partnership
QoS	Quality of Service
SPV	Special Purpose Vehicle
TDRA	Telecommunications and Digital Government Regulatory Authority
THEMES	Traffic Management and Transportation, Health and Environment
TISN	Trusted Information Sharing Network
UNICEF	United Nations Children's Fund



Contact Us



Lagos

The Adunola, 401 Close,
Banana Island, , Ikoyi,
Lagos, Nigeria
lawyers@olaniwunajayi.net

Abuja

4th Floor Leadway House,
Plot 1061, Cadastral
Avenue,
Central Business
District, Abuja, Nigeria.
ap@olaniwunajayi.net

Port Harcourt

17, Road 315, Flat 5, BICS
Suites, 25 Herbert
Macaulay Street, Old
GRA, Port Harcourt,
Rivers State, Nigeria

London

29th Floor, 30 St Mary Axe,
London. EC3A 8AF, United
Kingdom
+44 (0) 207 337 6012



www.olaniwunajayi.net



+234 1 270 2551