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State of Infrastructure Procurement in Lagos State, Nigeria: The PPP Approach

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Abstract- Over the years, finance has posed great challenge to government at all levels in Nigeria and this has translated into truncated efforts in infrastructure delivery. Today however, there is a paradigm shift from the conventional ways of delivering infrastructure to PPP. This study highlights the infrastructural facilities brought forth by the Lagos State government via PPP. Using qualitative method, information needed for the study was sourced from the Lagos State Public-Private Partnership Office, validated with personal observation. The study revealed that the Lagos State Government has been thriving in the embrace of PPP having procured infrastructure like Lekki-Ikoyi Link Bridge, Island Power, Alausa Power, Mainland Power, CG-EKO Ventures LLP, Akute Power Project, Lagos State Bus Rapid Transit scheme (BRT), Gbagada Renal & Cardiac Centre, amongst others. It is recommended that Lagos State government should not relent in bringing on board more of private investors to increasingly propel the delivery of infrastructural facilities. For other states in Nigeria yet to adopt PPP for infrastructure procurement, it is recommended that they do so without further delay. Also, developing countries the world over, that are yet to adopt PPP for infrastructure provision should take the bold step to embrace PPP.

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I. Introduction

The role of infrastructure in any society cannot be overstressed. Every nation cannot do without it. The adequacy of infrastructure in qualitative and quantitative measures have resultant effects in bettering the lives of the masses; affects the cost of doing business in that city/nation; and is one of the bedrock to an egalitarian society. Infrastructure has been accorded different definitions each of which points out one aspect or the other of its scope. Word Web Dictionary (2010) defines infrastructure as the collection of basic facilities and capital equipment essential for the functioning of a country or area. On the other hand, Nubi (2003) defines it as the aggregate of all facilities that allow a city to function effectively. Wikipedia (2015) agrees with these definitions but accentuated yet further that infrastructure on the whole characterizes the physical components of interrelated systems providing commodities and services essential to enable, sustain, or enhance societal living conditions. Infrastructure does not only improve living condition (social implication), it also has economic, social and physical implications. It is germane for businesses to thrive, expedient for social welfare and needed for sustainable development in any nation. Infrastructure thus include electricity, pipe borne water, waste disposal, sewage, drainage, transport, health, education, police station, fire station, banks, post office and so on.

Regardless of the approach to defining it, the common ground categorically is that infrastructure are the physical structures, facilities/utilities that are put in place by the public, private sectors; or both collectively purported at enhancing the effective and efficient functioning of the society.

II. Statement of Problem

Over the years, Nigeria is known for several cases of inadequacies in infrastructure provision at the federal, state and local government levels amongst which are erratic power supply; shortage of pipe borne water; scarcity of fuel; unreliable healthcare services, unstable educational system, bad road, port malfunctioning and fickle telecommunication services. Ogunsanmi (2013) averred that infrastructure deficit has prevented Nigerian's development and economic growth. Akinwale (2010) when looking at the menace of inadequate infrastructure in Nigeria explained that the situations are diverse ranging from external forces to internal crises emanating from political instability. Whilst political instability is evident as a causative factor on the one hand, the issue of finance is a significant infrastructure dearth on the other hand. In Nigeria, procuring infrastructure directly from the purse of government often truncates the delivery of infrastructure. Nubi (2003) in this wise asserted that this often led to abandoned projects, delay, and/or total neglect. These problems are discernible in Lagos state despite its status as the economic hub of the nation. Lagos state has remained the land of exploit for all and has continued to attract population drift from different part of Nigeria. It has the largest population (about 21,000,534) in the country (Lagos State Social Security Exercise, 2006).

While the available infrastructure are grossly inadequate to cater for the present societal needs, the continued drift in population and increasing opportunities in terms of economic activities within the state expound the challenges faced by the state government to meet the increasing infrastructural

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demands of all. Nowadays however, it is becoming evident in Nigeria that some state governments are collaborating with private sectors to propel the delivery of infrastructural facilities in their area of jurisdiction. It is on this premise that the Lagos State government institutionalized the Lagos State Public-Private Partnership Office.

Recently, the office has been acting as the lone facilitator for bringing infrastructural facilities into being by shifting to PPP. With the setting up of the office, the notion to appraise the efforts of the state government in harnessing the provision of infrastructure to meet the increasing need of all is necessitated. Therefore, if the provision of infrastructure is to be accelerated and sustained in Lagos State, Nigeria, it becomes needful to spotlight the infrastructure procured through PPP in shouldering the need of the state.

III. Aim & Objectives

The aim of this study is to highlight infrastructural facilities brought forth by the Lagos State government via PPP.

Specific objectives with the view to achieving the aforesaid aim are to:

1. Identify infrastructure procured by the adoption of PPP
2. Identify the private sector participant(s) that the state government partnered with for the procured infrastructure
3. Describe the potency of the procured infrastructure
4. Ascertain the PPP approach adopted for the procurement

It believed that this study will sensitize developing nations all over the world in ascertaining the PPP frameworks suitable for distinctive infrastructures. Also, for participants in the private sector who are looking forward to collaborating with the public sector in the delivery of infrastructure, the study will be a point of call whilst administering unto them probable modality(ies) to adopt as well as prerequisite necessary for successful public-private partnership. Furthermore, the study will be handy to researchers seeking information on the subject matter.

IV. Characteristics of Infrastructure

The characteristics of infrastructure vary from one to another. This variation might arise from the use to which an infrastructure is put or will be put, perception of initiator and motive behind the initiation. Adebayo (2006) averred that the exact character trait will have a bearing on whether it is urban, rural or inter-urban infrastructure and operator of the facility - public or private; national, state or local government agencies. The characteristics of infrastructure are:

1. *Lump sum investment:* The provision of infrastructure is often capital intensive (Iseh, 2002; & Akujuru, 2004). Adebayo (2006) asseverated that this possibly warrants the reasons citizens usually look up to the government for the provision.
2. *Economies of scale:* This often results into monopolies (Akujuru, 2004).
3. High level of externalities both positive and negative (Akujuru, 2004).
4. Worley Parsons (2010) agrees with the above stated characteristics but in addition submitted as follow:
5. *Longevity:* This could otherwise be referred to as duration of service or time frame of usage. Infrastructure provision must always be geared towards passing the test of time. At the point of bringing infrastructure into place, the whole process should be engineered such that undue breakdown, failure and service stoppage is avoided. For example, the well known 3rd Mainland Bridge in Lagos was opened over twenty years ago and is running till date.
6. *Interdependencies:* e.g. transport and land value. This is true because accessibility is one of the significant factors which affect land value. When a place enjoys good accessibility, there is a direct influence on land value.
7. *Multiple objectives:* Efficiency, equity and sustainability: Infrastructure has economic, social and physical implications. It is expedient for businesses to flourish, germane for social welfare and essential for sustainable development.

V. Classification of Infrastructure

Infrastructure in its major sense can be grouped as follows (Udoka, 2013):

- Energy/power: electricity, petroleum/gas pipelines
- Water: pipe borne water, irrigation facilities
- Communication: mass media, internet, phones and postal services
- Transportation: road (surface), railway system, sea port and air port
- Health: primary, secondary, and tertiary health care services
- Educational: elementary schools and higher institutions of learning

An addition to the above is institutional infrastructure which includes police station, fire station, banks, post office, amongst others.

VI. The State of Infrastructure Provision in Nigeria: the Need for PPP

There are lots of problems rooted in various sectors of Nigerian economy each of which has a face on the overall state of infrastructural provision in the country. Iseh (2002) in his book the state of urban infrastructure in Nigeria keyed out a number of these

challenges as capital intensiveness, inadequacies in budgeting, poor maintenance culture, undue political interference, public demeanour towards infrastructure, inflation of infrastructure budgetary allocation. It is with no doubt that each of these constraints poses its own unique challenge in one way of the other. Iwayemi (2008 in Akinwale, 2010) looked at the problem endemic in the power sector and depicted the state of Nigerian power supply stating that in the last three decades, insufficient quantity, quality and access to power supply has been a recurring situation; a country with a population of about 140 million with majority living on less than US$ 2 a day. The implication of this is that anyone who wants to use electricity all round the clock either for residential or commercial use must be adequately prepared in terms of financial buoyancy.

Regarding water supply, states all over Nigeria have their respective water corporation but the question which need to be asked is how efficacious are these corporations in the delivery of their primary objectives which is the provision of potable water supply. In Lagos for example, most people have not had the benefit of enjoying this necessity because the water do not get to where they reside.

Transportation is worrisome another case. Road transportation remains the most common form of transportation in Nigeria. Though, Lagos to some extent has an appreciable network of roads and is one of the few states in Nigeria that have functional railway line, the point is Lagos is home to really terrible and heavy traffic jams. Also, the railway service is still highly inadequate because the routes are too few and delay in departure and arrival time is endemic. The consequence of this is glaring - a short trip on road that ought to take an average of say 20 minutes can easily become a 90 minutes journey. Akinwale (2010) posited that the Nigerian roads exhibit numerous problems including faulty design, inadequate drainage system, potholes, dilapidated pavements, fallen bridges, and lack of maintenance.

Also, what is prevalent in the health sector is also in this same direction. The clinics and hospitals are under-equipped with modern health care facilities leaving citizens with no other option than to travel abroad for intensive medical care. Another pitfall embedded in the health sector if for health care workers to resort to industrial action whenever they want to express their grievances to the government. The stories are also enormous looking at waste management and telecommunication. All these doldrums have financial bearing.

Whilst investigating the optimum conditions for PPP in health, education and housing Sectors in Nigeria, Oyewobi, Ibrahim & Ibrahim (2012) and Olaniyan (2013) submitted that infrastructure deficit has trailed the development and economic growth of Nigeria for quite a while and the country needs several billions to provide the much required infrastructure. Furthermore, finances of Federal government are still unable to cope with the infrastructure gap. On this premise, the then minister of finance/co-ordinating minister of Nigerian economy, Ms. Okonjo-Iweala (2014) when speaking on the financial requirement of the country to procure infrastructure reported that the nation would require about ₦2.24 Trillion annually to finance the development of basic infrastructural facilities. She further clarified that the country's spending on infrastructure development was about ₦960 Billion. Such a gap drives home the need for PPP. Adebayo (2006) affirmed that in contemporary time, it is becoming increasingly realized that the provision and management of infrastructure cannot be solely done by the government, so private sector participation is now well recognized.

In Nigeria, efforts have been directed to bring PPP to its fullest capacity. The federal government of Nigeria depicted commitment towards this by establishing the Infrastructure Concession Regulatory Commission (ICRC) as part of its reaction to bridge the deficit in infrastructure through regulation of Federal Ministries, Departments & Agencies (MDAs) in the delivery of infrastructure service. The strategic objective of the commission is to fast track investment in national infrastructure through private sector funding to assist the Federal Government and MDAs to implement and establish effective PPP procurement via the adoption of appropriate regulations. In the same view, the African Development Bank (ADB) established a resource centre in its Nigeria country office at Abuja and has since inception organized training programme on Private-Public Partnership. The country at the moment is utilizing PPP for the execution of noticeable projects like the Lekki Deep Sea Port, Lagos-Ibadan Expressway, Niger Bridge amongst others. Considering the great need for economic growth and development in the country, more collaboration between the government and private sector will be expedient.

The Lagos State government also didn't relent by institutionalizing the Lagos State Public-Private Partnership Office. This office acts as a key enabler in the state for frame working modalities geared toward the bringing into being of high quality infrastructure for the attainment of its model megacity vision. To fulfil this role effectively, the Office acts as a liaison between the private sector and Ministries, Departments & Agencies (MDAs) to ensure that the State Government enters into meaningful partnerships with private investors and developers across a range of sectors. It reports to the Office of the Executive Governor of Lagos State who is the approving authority for all PPP projects. Years ago, Nubi (2003) looked at procuring, managing and financing urban infrastructure in Nigeria and brought forward this integrated approach (PPP) submitting that a government with good vision and that is well positioned in today's market can source for funds from various

means. Adebayo (2006) reaffirmed that public-private partnerships have been seen as a means of overcoming constraints facing the public sector in discharging its obligations on the provision of a wide range of services to its citizens on an efficient, effective and sustainable basis. Kulasingam (2012) in a policy forum on developing Nigerian PPP industry also indicated that PPP is now seen as the panacea to governments not being able to finance the construction of major infrastructure. Nigeria is not solitary in utilizing PPP as part of solution to its infrastructure deficit. PPP has been embraced in developed countries such as Australia, Bulgaria, Canada, Croatia, Czech Republic, Finland, France, Germany and China. It is currently being used in developing countries such as Asia, Pakistan, Latin America, Nepal, India as well as in some Africa countries like South Africa, Egypt, Ghana, Mauritius, Morocco, Mozambique, Malawi, and Uganda (Public-Private Partnership in Infrastructure (PPIAF), 2012; & Ogunsanmi, 2013). Delmon (2010) affirmed that PPP is one of the tools in the arsenal of policymaker.

VII. The Concept of PPP

PPP is referred to as a contractual arrangement which is formed between public and private sector partners in which the private sector is involved in the development, financing, ownership and or operation of a public facility or service (Egbewole 2011; Amr, 2008). More explicitly, Okonjo-Iwela (2014) defined PPP to be a form dynamic form of inter-sectoral co-operation adopted globally as a sustainable mechanism for financing infrastructural and other development projects. It increases the promptness of infrastructure provision by a way of a long-term collaboration between the public sector and private sector. PPP also involves some form of risk sharing between the public and the private sector for providing the infrastructure of service (Ogunsanmi, 2013). The collaboration/co-operation/relationship between the public and private sectors usually comes in form of a medium to long term contractual or legal relationship between both parties such that skills, expertise, reward and even finance is shared aimed at delivering, rejuvenating or expanding infrastructural facilities.

VIII. Variants of PPP

Various terms are used to describe variants of PPP. The nomenclature used will depend largely on the way the partnership is structured, what it intend to achieve, how it is intended to be achieved, and parties' level of involvement (public & private). In a study on the terminology of public-private partnership, Hall, Motte and Davies (2003) enumerated variants of PPP as: BOOT, BOO, BDFO, DB, LDO. In another study conducted by Delmon (2010) on understanding options for public-private partnership in infrastructure, the following were further brought to limelight as variant of PPP: O & M Contract, DCMF, Lease, Affermage, and Concession. The study of Agboola (2011) agrees with that of Hall, Motte & Davies (2003); and Delmon (2010). Table 1 shows the variants of PPP.

i. *Build-Own-Operate-Transfer (BOOT):* A private developer finances, builds, owns and will operate a facility for a specific period at the expiration of which the facility returns to the government.
ii. *Build-Own-Operate (BOO):* Similar to a BOOT project, except that the private sector owns the infrastructure in perpetuity.
iii. *Design-Build-Finance-Operate (DBFO):* A private sector or supplier undertakes the design and construction of an infrastructure and thereafter maintains it for an extended period.
iv. *Design-Build (DB):* A private sector is responsible for designing and constructing an infrastructure.
v. *Lease-Develop-Operate (LDO):* A private developer is given a long-term lease to operate and expand an existing facility.
vi. *Management or Operation and Maintenance Contract (O & M):* A private entity provides some operation and maintenance services for a fee, usually based on delivering satisfactory services.
vii. *Lease:* Existing assets and/or land is leased to a private entity for construction of assets to provide services to off-takers or directly to consumers.
viii. *Affermage:* A private entity builds and/or refurbishes then operates a service usually delivered directly to consumers. The grantor finances any major capital expenditure. The private entity collects tariffs directly from consumers.
ix. *Concession:* A private entity finances, builds and operates a service usually delivered directly to consumers. Divestiture is where the assets are sold to a private entity, which provides services directly to consumers.

PPP arrangement differs from one to another. The type, capacity, magnitude or scale of the project or even the infrastructure to be delivered will orient the intricacies of the arrangement proper. It is in this light that Delmon (2010) opined that there is no universal norm as to the most appropriate approach to PPP. Analysis needs to be made on country, sector and project basis.

IX. Prerequisites of a Successful PPP

Timeliness and successfulness are two important considerations which shouldn't be jeopardized in the course of adopting any of the PPP variants for project procurement. The prerequisites for a successful PPP:

a. *Political commitment:* The decision to adopt PPP must firstly be political. The government then considers the social implications of PPP and then decide whether there is adequate political will to

drive its implementation (Nubi, 2003; Yong, 2007; & Delmon, 2010) opined that infrastructure is antiphonal to social pursuits and variation and thus will emanate from the structure politic which allocates resources for its supply and maintenance.

b. *Enabling legislation:* Institutional, legal and regulatory framework need to be given utmost consideration also. It should be decided whether changes need to be made to the institutional, legal and regulatory climate in order to ensure that PPP is fully footed (Nubi, 2003).

c. *Expertise:* Capacity building in both public and private sectors is highly essential. Both parties must determine the extent to which they have the needed skills and resources to prompt the partnership (Yong, 2007; and Delmon, 2010).

d. *Focus to improve success rates:* Okonjo-Iweala (2014) reiterates the need for a country to improve the PPP model to suit the country's peculiar needs by stating that the initiative must deliver clear benefits without leaving the people with difficult problems.

e. *Deal flow and standardization (regularity of deals based on standard contracts):* Okonjo-Iweala (2014) emphasized that there is a tendency of making legal requirements too complicated by loading every risk on government to the benefit of investors who walk away with rewards at virtually no risk. While the government will bear the greatest brunt, the risks should be shared by both parties to make the project fair and sustainable. In addition, the rate of return expectation of investors, she stated, tends to be too high (often as high as 30 per cent) showing unsustainably high costs of PPP projects.

f. *Time consideration:* One of the dominant factors which usually serve as a stumbling block to any project delivery is the issue of time. Okonjo-Iwela (2014) noted that studies have shown that it takes a minimum of seven years to complete a PPP project in Africa on the average. Looking at the four years tenure system of governance in Nigeria, seven years to deliver a project, which they have promised the people, is not very appealing. This without doubt is likely to be the reason new public office holders set aside uncompleted projects inherited from their predecessors in Nigeria. Therefore, difference in time horizon between policy makers and technical partners needs to be streamlined towards ensuring faster delivery of projects.

g. *Monitoring:* With regard to the political, health and safety sensitivities induced by infrastructure provision, there is the need for the public sector to carefully monitor the overall operation of the project. For example, this may involve regularizing the level of tariffs to be borne by customers, the performance of the project company's operations, as well as the standard of services to be delivered for public consumption.

In all, there is no short cut to successful project delivery; it's either a success or the opposite. These prerequisites are instrumental as they prior conditions needed for result oriented PPP. In other words, they are indispensable.

X. Initiatives to Enhance PPP

In order to actually foster and leverage on private sector involvement in infrastructure procurement, there is the need for encouragement. A stringent and hostile approach on the path of the government might render the whole arrangement lifeless right from the onset. Worley Parsons (2010) brought the following as initiatives to enhance private sector participation:

- Reduce bid costs and complexity
- Develop long term project pipeline & clear outcomes
- Increase certainty regarding project execution and timetable
- Open government project pipeline to alternative private sector bids
- Create and open government asset registers and accounts to private sector bids.

XI. Methodology

This study is a descriptive research. The focus of the study is on Lagos State situated in the South western geopolitical zone of Nigeria. Lagos State is one of Nigeria's 36 states and the economic base of the country. It has remained the heart of commercial and industrial activities and over the years has been absorbing population drift from different part of the country. In Nigeria, Lagos State has the largest population. Using a qualitative method, information on PPP infrastructures were collected from the Lagos State Public-Private Partnership Office through interview conducted with the top official of the PPP office. In order to verify the authenticity of the information gathered, physical observation was conducted on the whole projects. Information obtained about infrastructure is in three categories. The first category is on Projects in operation; secondly -projects in operation/construction; and thirdly - projects in acquisition/pipeline. Secondary data was also sourced from relevant literature.

XII. Findings: PPP for Infrastructure Procurement: the State of Affairs in Lagos State

Presented in Tables 1, 2 and 3 respectively are Projects in operation; Projects in operation/construction; and Projects in acquisition/pipeline. From left to right of Tables 1, 2 and 3 are the respective Nomenclature of the projects; Parties involved in partnership; Project

potency (describes the capacity of each of the projects in meeting the need for which it is procured. This is validated with physical observation); Progress update; and PPP approach respectively.

Projects in Operation

These are the projects which have been successfully delivered, thus in functional use

Table 1 : PROJECTS IN OPERATION

	PROJECT	PARTIES	PROJECT DESCRIPTION/POTENCY	PROGRESS UPDATE	PPP APPROACH
a.	Lekki-Ikoyi Link Bridge	1. Lagos State Government (LASG) 2. Lagos Tolling Company (LTC)	The project is an operation & maintenance concession of Electronic Tolling System of the 1.358km Lekki-Ikoyi Bridge. *Potency:* The project has decongested traffic in Eti-Osa, Lekki, Ikoyi and its environs.	The Bridge was opened to traffic on 1st June, 2013.	Concession
b.	Island Power (9.7MW)	1. Lagos State Government (LASG) 2. Island Power Limited (A part of Negris Group)	The project is the development of a 9.7MW Independent Power Plant between the LASG and Negris Group. *Potency*: The project has been providing uninterrupted power supply to some public facilities on Lagos Island.	Concession Effective Date: November 2009 Concession Expiry Date: October 2019.	Build, Own, Operate (BOO)
c.	Alausa Power (10.4MW)	1. Lagos State Government (LASG) 2. Alausa Power Limited	Alausa Power delivers 91,104,000 Kilowatt Hours (kWh) of power to LASG. *Potency:* The project has been providing uninterrupted power supply to Lagos State Secretariat, Ikeja and other public facilities.	Commercial Operations Date: 13 June 2012 Expiry Date: 12 June 2022.	Design, Develop, Finance, Construct, Operate, Maintain & Transfer (DDFCOMT)
d.	Mainland Power (10.4MW)	1. Lagos State Government (LASG) 2. Mainland Power Limited (Set up by CET Power Limited)	The project is a partnership between LASG and Mainland Power to construct an 8.8 MW Independent Power Plant (IPP). *Potency:* The project has been providing regular power supply to LASG public infrastructure in the Old Secretariat/Ikeja GRA as well as public street lights on the Mainland Lagos.	Commercial Operations Date: 29 October 2014 Expiry Date: 28 October 2024.	Build, Own, Operate, Transfer (BOOT)
e.	CG-EKO Ventures LLP	1. Lagos State Government (LASG) 2. Coscharis Motors Ltd	This project is the renovation and upgrade of the Eko Engineering facility. *Potency:* The project is a top-quality automobile centre, integrated sales/after-sales maintenance workshop, a driving school and an auto-mechanical skills-acquisition centre.	Project was officially inaugurated on July 17th 2012.	Joint Venture
f.	Akute Power Project (12.15MW)	1. Akute Power Limited (SPV set up by Oando Gas and Power Plc) 2. Lagos State	LWC in collaboration with Akute Power Limited constructed a captive Independent Power Plant (IPP) to generate 12.15 MW.	Commercial Operations Date: February, 2010 Expiry Date: January, 2020.	Build, Own, Transfer (BOT)

		Government (LASG) represented by Lagos Water Corporation (LWC)	*Potency:* The project supplies uninterrupted electricity to power the LWC facilities at Iju and Adiyan Water works.		
g.	Lagos State Bus Rapid Transit scheme (BRT)	Lagos State Government and Lag Bus	The Lagos State Bus Rapid Transit is the first of its kind in sub-Sahara African conveying over 200,000 passengers daily. *Potency:* The introduction of the scheme has reduced travel time from 78 to 50 mins (Mile 12 to Tafawa Balewa Square).	Commercial Operations started March, 17, 2008.	Public/Private Sector Operated
h.	Health Initiatives Private Sector Operated Health Facilities	1. Bola Tinubu (BT) Health and Diagnostic Centre 2. Bola Tinubu (BT) Pediatrics Complex 3. Mortuary Services at Lagos State University Teaching Hospital (LASUTH) 4. Mortuary Services in Isolo and Lagos Island are in advanced stages of procurement and delivery. *Potency:* The facilities have been providing qualitative health care service to the masses.			Private Sector Operated
i.	Gbagada Renal & Cardiac Centre	1. Renescorp LLP (SPV) 2. Lagos State Government (LASG)	The project is an operations and maintenance concession with Messrs RENESCORP LLP. The 39-bed centre is host to a 64 slice CT scanner, 24 dialysis stations (with beds) and other advanced medical equipment. It provides in and out healthcare services to the public. *Potency:* The project has brought in place first World expertise, and provides first-class end-stage renal disease and cardiology healthcare to patients.	-	Concession

Projects in Operation/Construction

Projects in operation/construction are the ones which are presently operative but are still subject of one form of a construction work or the other.

Table 2 : PROJECTS IN OPERATION/CONSTRUCTION

	PROJECT	PARTIES	POTENCY - PROJECT DESCRIPTION	PROJECT UPDATE	PPP APPROACH
a.	Lagos Infrastructure Project (LIP) Concession	1. Lekki Concession Company Ltd (LCC) 2. Lagos State Government (LASG) 3. Office of Public-Private Partnerships (PPP)	The Lagos Infrastructure Project (LIP) is a 30-year concession to design, construct, finance and operate the Concession Area *Potency*: Eliminate the severe traffic gridlock along the Lekki-Epe expressway corridor.	Concession Effective Date: November, 2008 Concession Expiry Date: November, 2038	Concession
b.	Mortuary Services – Isolo General Hospital	1. Farewell Funeral Homes Limited (FFHL) 2. Lagos State Government (LASG) represented by the	The Isolo mortuary project is a 10-year Design, Build, Operate and Transfer (DBOT) PPP concession Potency: The infrastructure has improved mortuary	Commercial Operations Date: 16th November, 2011Concession Expiry Date 17th October,	Design, Build, Operate & Transfer (DBOT)

		Lagos State Ministry of Health	services of Isolo General Hospital, Lagos.	2021	
c.	Co-operative Home Ownership Incentive Scheme (CHOIS)	1. Lagos State Government (LASG) represented by the Lagos State Ministry of Housing 2. First World Community Limited	The project is a joint venture agreement with the private sector for the delivery of 10,000 affordable housing units within 3 senatorial districts of the state (namely Ikorodu, Badagry and Lekki-Epe axis).	Concession Agreement executed in July 2008 Construction works in progress at two locations- Abijo GRA & Agbowa to deliver about 500 units	Joint Venture/ Limited Partnership

Projects in Acquisition

Projects in acquisition on the other hand are projects whose procurement modalities have been recently consummated, and will therefore commence operation as soon as the construction of the projects is successfully done

Table 3 : PROJECTS IN ACQUISITION

	PROJECT	PARTIES	POTENCY - PROJECT DESCRIPTION	PROJECT UPDATE	PPP STRUCTURE
a.	Lagos Urban Rail Mass Transit (LRMT) Responsible MDA: Lagos Metropolitan Area Transport Authority (LAMATA)	Lagos State Government is to design and build both the Blue and Red line infrastructure, while the concessionaire is expected to operate and maintain the service, including provision of the rolling stock.	Lagos Urban Rail Mass Transit (LRMT) is a network of intra-city rail lines. For this project, The Red line is a 32 kilometre rail line from Alagbado to Marina with a spur to the domestic and international wings of the airport in Ikeja, whilst the Blue Line is a 27 kilometre rail line from Okokomaiko to Marina, Lagos	The designs concept of both rail networks has been completed. Blue Line- Design and Build Phase: (7.2KM from National Theatre to Mile 2) contract awarded to CCECC and construction fast progressing.	Concession
b.	Odomola Water Plant Responsible MDA: Lagos Water Corportation (LWC)	Lagos State Government (LASG)	The project is The development of a 210 MGD water Supply Scheme in Multi-phases starting with a 25 MGD conventional Water Treatment Plant (WTP).	Four eligible parties qualified out of eleven interested parties. Procurement modalities has been concluded	Concession

Fig. 1 : Lekki-Ikoyi Link Bridge

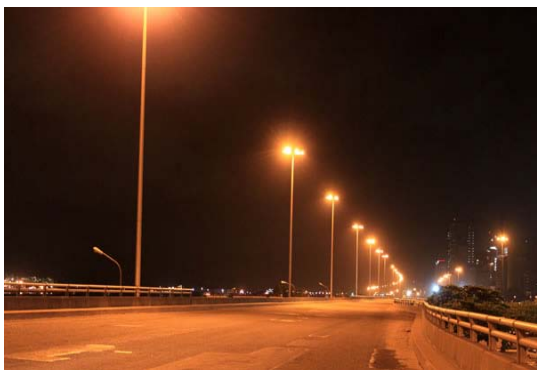

Fig. 2 : Island Power– Outer Marina, Lagos Island

Fig. 3 : Mainland Power- Oshodi

Fig. 4 : Lagos State Bus Rapid Transit scheme

Fig. 5 : Lagos Infrastructure Project Concession

XIII. Conclusion and Recommendation

Government in Nigeria over the years have been confronted with finance challenges. The government have the will to better the lots of the masses regarding the provision of infrastructure but finance is a stumbling block to this. This limitation in fund has led to abandoned, delayed, and sometimes total neglect of projects. Nubi (2003) posited that a vibrant government with good vision can secure funding from various sources. Amongst these numerous sources, a trendy way to procure infrastructure is through PPP.

Fig. 6 : Lagos Urban Rail Mass Transit (LRMT)

In this direction, the Lagos State government of Nigeria institutionalized the Lagos State Public-Private Partnership Office which is saddled with the responsibility of structuring, evaluating and monitoring of all PPP arrangements regarding infrastructure procurement within the state.

The dividends from the partnership are becoming more and more evident as infrastructure like Lekki-Ikoyi Link Bridge, Island Power, Alausa Power, Mainland Power, CG-EKO Ventures LLP, Akute Power Project, Lagos State Bus Rapid Transit scheme (BRT), Gbagada Renal & Cardiac Centre, Bola Tinubu (BT) Health and Diagnostic Centre, Co-operative Home Ownership Incentive Scheme (CHOIS) to mention but a few have been brought forth. Today, it is no gainsaying that the projects which have been procured have led to the betterment of the society. However, there are still lots to be done in the aspect of legal, regulatory and administrative frameworks of PPP for sustainability.

It is recommended that the Office of Public Private Partnership, Lagos State, Nigeria should not relent in developing modalities geared toward encouraging more private investors to partner with the government to continually propel the delivery of infrastructural facilities for the increasing population of the state. By so doing, the state will remain the Centre of Excellence, just as the slogan of the state suggests. Also, for other states in Nigeria yet to take the bull by the horn regarding the procurement of infrastructure through PPP, it is commended that they emulate what the Lagos State Government has done by setting up a dedicated PPP parastatal for prompting infrastructure provisions in their states. Furthermore, developing countries all over the world, that are yet to tap into the potentials of PPP should take the bold step of embracing it.

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