

# FEDERAL ROADS MAINTENANCE AGENCY (FERMA)



## 2009 ANNUAL REPORT



## **OUR VISION**

To become the most efficient road maintenance management organization that will enhance the economic well being of Nigerians and promote their interests locally and internationally.

## **OUR MISSION**

To efficiently administer road maintenance with the objective of keeping all Federal roads in Nigeria in good, safe and comfortable condition for the best value in road transport.

## **OUR VALUES**

### **OUR PEOPLE**

We cherish honesty, unalloyed loyalty and support for one another with strong commitment to individual growth and corporate excellence

### **OUR WORK**

We are committed to best practice in a timely and accurate manner, using resources responsibly

### **OUR RELATIONSHIP**

We value the opinions and ideas of customers as well as those of our stakeholders and readily reciprocate integrity and professionalism.

### **OUR STRENGTH**

We are powered by good leadership, team spirit, reward for accomplishment and employee involvement at all levels.

### **OUR ENVIRONMENT**

We enjoy teamwork in an exciting, friendly and serene environment



## ANNALS

- 30<sup>th</sup> November, 2002: Federal Roads Maintenance Agency (Establishment, etc) Act No.7 was enacted by the National Assembly and assented to by President Olusegun Obasanjo. With this Act establishing the Federal Roads Maintenance Agency and for matters connected therewith, FERMA became Nigeria's first institutional mechanism for monitoring and maintaining all Federal roads in the country.
- 27<sup>th</sup> January, 2003: First 14-member Governing Board of FERMA chaired by Engr. Guy Otobo was inaugurated by the then Honourable Minister of Works and Housing, Chief Tony Anenih.

- Chronology of Managing Directors of the Agency

Engr.Sani Haliru	Acting MD	27/01/03 – 23/12/03
Engr. David K. Jime	Acting MD	23/12/03 - 08/03/04
Engr. O.O.Peters	Acting MD	16/03/04 – 26/10/04
Engr. Charles Unuigbe	Acting MD	26/10/04 – 26/04/05
Engr. Olufemi Ajibola	Acting MD	26/04/05 – 29/03/06
Engr. O.O.Peters	Substantive MD	29/03/06 – 29/07/09
Engr.K. Abdullahi	Substantive MD	29/07/09 – To date

- Chronology of Governing Board Chairmen

Engr. Guy E. Otobo	27/01/03 – 23/12/03
Engr.(Dr.) Emmanuel Iwuanyanwu	22/09/05 – 22/10/07
Engr. Abdulkhadir A. Kure	05/05/09 – 10/12/10

- 23<sup>rd</sup> December 2003: First Governing Board dissolved. An interim Management Committee (IMC) chaired by the then Honourable Minister of Works, Sen. Adeseye Ogunlewe, was constituted.

- 15<sup>th</sup> March, 2004: Landmark Operation 500 roads programme (FERMA's first major road maintenance intervention campaign) flagged off at Tsafa Hill along Jebba-Mokwa road in Niger State. 500 selected Federal roads nationwide with a total length of 12,800 kilometers repaired through direct labour operations and maintenance by rates contracts.
- 22<sup>nd</sup> September 2005: The Agency's second Governing Board chaired by Engr. (Dr.) Emmanuel Iwuanyanwu was inaugurated by the Honourable Minister of Works Senator Adeseye Ogunlewe.
- 7<sup>th</sup> November 2006: FERMA relocated to its acquired Operational Headquarters at No. 163 Aminu Kano Crescent, Wuse II, Abuja.
- 22<sup>nd</sup> October 2007: second Governing Board chaired by Engr. (Dr.) Emmanuel Iwuanyanwu was dissolved
- 25<sup>th</sup> May, 2007: Federal Roads Maintenance Agency (Amendment) Act was passed into law.
- 7<sup>th</sup> February 2008: FERMA organized an International Stakeholders Forum on maintenance management concession
- 2008: The Agency rented additional accommodation for office work at Eldoret close adjacent to the Headquarters.
- 5<sup>th</sup> May, 2009: Third Governing Board chaired by Engr. Abdulkhadir A. Kure was inaugurated by former Hon. Minister of Works, Housing and Urban Development, Dr. Hassan Muhammed Lawal.
- 29<sup>th</sup> July 2009: Engr. Kabir Abdullahi (formerly Executive Director, West Operations) was appointed Managing Director
- Acquisition of 38 nos. Bergkamp Mobile pothole patchers to boost Agency's in-house capacity to conduct direct labour operations.
- 10<sup>th</sup> September 2010: commencement of civil/structural works on FERMA annex building
- 10<sup>th</sup> December 2011: 3<sup>rd</sup> Governing Board chaired by Engr. Abdulkhadir Kure dissolved.
- 2010: FERMA commenced its programme of "special repairs and pavement strengthening". The Federal Executive Council (FEC) also approved special repairs and pavement strengthening of some federal roads.

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**REVIEW OF THE ACTIVITIES OF THE FEDERAL ROADS MAINTENANCE  
AGENCY FOR THE YEAR ENDING 31<sup>ST</sup> DECEMBER, 2009**

**REVIEW BY THE MANAGING DIRECTOR**

I have the honour to present the *Annual report and audited financial statement* of the Federal Roads Maintenance Agency for the year ending 31<sup>st</sup> December, 2009.

The Management of the Agency was changed on the 29<sup>th</sup> of July, 2009 by the then President, late Umaru Musa Yar'Adua. I immensely appreciate my predecessor, Dr. O.O. Peters, *fnse* who handed over the baton of leadership to me.

The 3<sup>rd</sup> Governing Board of the Federal Roads Maintenance Agency was inaugurated on the 5<sup>th</sup> of May, 2009 by the Honourable Minister of Transportation, Dr. Hassan Lawal. The Governing Board is constituted by 14-members under the Chairmanship of Engr. A.A. Kure.

Upon becoming the Managing Director of the Federal Roads Maintenance Agency in 2009, I knew that a top priority would be to design policies to cope with the severe deterioration of federal roads, to engage contractors with capacity and make them appreciate the enormous urgency of executing jobs with lasting impression. Having been an Executive Director (West Operations) in the former management, I fully understand the challenges faced by the Agency and sincerely hope that with the support of the vastly experienced Governing Board, there will be a smooth transition that will ultimately propel the Agency to a more desirous state where there would be good and motorable roads.

I wish to express my immense gratitude to the Honourable Minister and Permanent Secretary of the Federal Ministry of Works, the Management and Staff of FERMA for their unalloyed support and dedication to the growth of the Agency. I pray that the unalloyed loyalty, team spirit with a strong commitment to individual growth and corporate excellence for which the Agency is known be sustained.



We shall continually improve on the discharge of our mandate to all Nigerians. I also wish to specially thank Mr. President, all members of the National Assembly and all stakeholders for their unending support during the year.

**Engr. Kabir Abdullahi, fnse**  
*Managing Director/CEO*

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## **MEMBERS OF THE GOVERNING BOARD**

1. Engr. Abdulkhadir A. Kure, <i>fnse</i>	Chairman
2. Engr. Bala Danshehu	Member
3. Engr. Tanko K. Audu	“
4. Chief F. Ike Ndeokwelu	“
5. Engr. Baba Gana Ibrahim, <i>fwc</i>	“
6. Engr. Yakubu Bello	“
7. Engr. Abdul-Azeez A. Umaru, <i>fnse</i>	“
8. Alh. Kassim Ibrahim Bataiya	“
9. Bolatsi Omatseye Dudu, Esq.	“
10 Hussein Musa, Esq.	“
11 Mr. J. Dogo	“
12 Mr. Akin Arikawe,	“
13 Alh. Atiku A. Kigo	“
14 Engr.K.Abdullahi, <i>fnse</i> (MD/CEO)	“

## **MANAGEMENT TEAM**

Engr. K. Abdullahi	Managing Director
Engr. J.O.Popoola	Executive Director (P&ES)
Engr. O.C.Ezedozie	Executive Director (RMMS)
Engr. B. Aganaba	Executive Director (East Ops.)
Engr.Z.O.Ayitogo	Executive Director (West Ops)
Mr. A.Hafiz	Executive Director (F &A)
Mr. W.Adamu	Executive Director (A&HRD)
Mrs. Stella Anukam	Secretary/Legal Adviser
Mr.A.T.Wamyil	General Manager (Procurement)
Engr. A.Y.A. Abdulwahab	General Manager (Electrical)
Engr. K.O. Onuoha	General Manager (Mechanical)
Mr. D.A. Abubakar	General Manager (Facilities Management)
Mr. M.O. Oluwa	Head of Internal Audit
Mal. A.G. Bukar	Head of Protocol
Mrs. Mariam Sanusi	Chief Press Secretary

## **ZONAL CO-ORDINATORS AS AT 31<sup>ST</sup> DECEMBER, 2009**

Engr. K.D. Avongs	-	North Central (East)Zone
Engr. Adeniji	-	North Central (West) zone
Engr. J.A.Olawoye	-	North East Zone



Engr. Obikoya	-	North West Zone
Engr. J.O. Kajogbola	-	South- South Zone
Engr. Amuchi	-	South East Zone
Engr. D.O. Komolafe	-	South West Zone
Engr. (Mrs) Ilemore	-	Lagos Zone

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**PICTURES OF MEMBERS OF THE GOVERNING BOARD AND THE EXECUTIVE  
MANAGEMENT TEAM**

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## FERMA'S ORGANOGRAM

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## EXECUTIVE SUMMARY

The Agency awarded a total of 230 vegetation control projects along the Federal Highways. A total of 107nos. major projects were awarded in the 2009 operational year.

The Procurement unit processed all contracts that were awarded in line with the provisions of the Public Procurement Act.

The Road Maintenance Management Services Department prepared periodic reports on 2009 budget performance, set standards and templates for effective monitoring of road maintenance contracts awarded by the Agency and also played pivotal roles in the development and co-ordination of activities for the accessing of funds from other alternative sources of funding as provided by FERMA Amendment Act. The department also superintended the hiring/leasing of the sundry construction equipment owned by the Agency.

Planning & Engineering Services Department co-ordinated the renovation of 32 observation & service camps, procurement of office equipment to police observation posts/FRSC clinics and the completion and fencing of some observation camps. The Mechanical Division of the department supervised the procurement of operational vehicles and equipment for direct labour operations. In the same vein, the Traffic & Safety Division of the Department monitored the procurement and installation of various road signs, kilometre posts and lane marking on some federal roads.

The Agency's Administration and Human Resources Development Department coordinated the appointments, promotions, manpower and training needs of the staff of the Agency. It also superintended over staff welfare, pension, leave and NYSC matters as they arose.

The Board secretariat & Legal Services department provided secretariat services to the Governing Board and its committees. The Board's Committee met as stated below:

S/N	BOARD COMMITTEE	NO. OF MEETING HELD
1.	Engineering & Monitoring Committee	8
2.	Road Support Services Committee	5
3.	Establishment & Staff Matters Committee	4
4.	Finance & Accounts Committee	4
5.	Concession & Tolling Committee	3

6.	Procurement Committee	3
7.	Public Relations & Strategic Planning	3

### **LEGAL SERVICES DIVISION**

The Division prepared and managed contract agreements by ensuring that every contract agreement is tailored to suit each contract awarded. In 2009, the following agreements were prepared and executed by the department:

<b>S/No</b>	<b>Description of agreement</b>	<b>No. Executed</b>
1	Road works	111
2	Mechanical/Electrical	30
3	RSSC	7
4	Vegetation control	6
5	Non-road projects	14

The Department also offered legal advice to the Management of the Agency on its policies and defended the Agency when litigations were instituted against it.

The Agency's Governing Board articulated Policy Guidelines for the effective operations of the Agency.

## 1.00 OPERATIONS DEPARTMENT

The East and West Operations Departments are the main hub of the activities of the Agency. The functions of the two Departments are enumerated below.

### 1.01 FUNCTIONS OF THE DEPARTMENTS

The major functions of East and West Operations Departments are:

- Planning and Scheduling of Road Maintenance Works i.e. Route Condition Surveys, Proposals, Status Report of Roads etc.
- Administration of Highways Maintenance Contracts and Emergency Repairs.
- Administration of Direct Labour Works.
- Regular Monitoring of Roads and Bridges with a view to Identifying Maintenance Needs.
- Supervision of the Activities of Zonal and Field Offices.
- Verification of proposals, estimates and certificates from field and zonal offices.
- Preparation of estimates for works.
- Preparation of proposals for procurement processes
- Preparation of budget proposals.
- General supervision and overseeing of field and zonal offices.

The cardinal objective of keeping all Federal Roads in good, safe and motorable condition was being carried out through Major Maintenance Contracts, Vegetation Control, and Direct Labour operations.

The Agency has extended its maintenance initiative to the development of an extensive drainage network along the federal roads to protect the roads from the damage arising from flood water. This is currently undergoing the necessary procurement processes for the award of contracts.

### 1.02 Vegetation Control Contracts

In order to promote the visibility of road users while plying the federal roads and to reduce the number of hide-outs for criminals along the roads, the Agency has always embarked on vegetation control of federal roads. In 2009, the Agency awarded about 230 vegetation control contracts along the federal highways. The details of the contract awards are contained in **Annex 1 & II** of this document.

### **1.03 Major Maintenance Contracts**

The Agency's Retainership contracts category was replaced by the major maintenance contracts. This was in a bid to reduce the Agency's liabilities incurred from the retainership contracts where all issues incidental to an awarded road was attended to by the contractor. A total of 107 major contracts awarded in the 2009 operational year are as listed in **Annex III & IV** of this report.

### **1.04 Direct Labour Operations**

The Department receives proposals for repairs of minor road failures under Director Labour from zonal or field headquarters through the office of the Managing Director. These proposals are passed to the Direct Labour Unit which vets them and forwards to the Managing Director for approval and release of funds.

### **1.05 CHALLENGES**

- Late passage of budget proposals.
- Inadequate funding.
- Political intervention in choice of roads to be maintained.
- Road users attitudes:
  - (A) Indiscriminate cutting of road sections by service providers and the general public.
  - (B) Overloading of highway.
  - (C) Blocking and dumping of waste on drainages and roads.
  - (D) Parking and trading on roads.
- Intervention on roads that have completely collapsed.
- Sustenance of the improved public perception of the Agency
- Youth restiveness.
- Disruption of road maintenance works during the rainy season.

## **2.00 PROCUREMENT UNIT**

The under listed contracts were processed for the award of contract in compliance with the Public Procurement Act of 2007.

- i. Consultancy Services on Output and Performance Based Road Contracts along 5 major roads of the country.

- ii. Provision and Installation of 9 Nos. Documents of Management and Archiving Solution for Departments and Units
- iii. The engagement of 3 nos. Consultants on FERMA Concession Programme
- iv. The engagement of M/s Newage Network for Production and Airing of 13-weekly Television Programmes on FERMA
- v. The renting of No. 308B Nande Street, off Sultan Abubakar Bello Street, Wuse Zone 5, Abuja for the use of Federal Capital Territory (FCT) FERMA Field Office at the cost of Eleven million Naira (N11,000,000.00) only for two (2) years.
- vi. Supply of Hiab 200c Mercedes Actros to M/s Esterbag Eng'g Coy. Ltd at the sum of Thirty-six million seven hundred and fifty thousand Naira (N36,750,000.00) only.
- vii. Supply of Cable Fault Detector to M/s Elgar Nig. Ltd at the sum of Eight million nine hundred and fifty nine thousand two hundred and thirty four Naira twenty kobo (N8,959,234.20) only.
- viii. Supply of additional 6 Nos. Toyota Hilux 2.7 Litres DC 4WD Pick-up to M/s Hybridge Technical Coy. at the cost of Thirty million three hundred and sixty thousand Naira (N30,360,000.00) only.
- ix. Procurement of additional 3 Nos. Operational vehicles: 1 No. Toyota Hiace 16-seater Bus, 1 No. Toyota Hilux 2.7 Litres DC 4WD Pick-up and 2WD Pick-up respectively to M/s Ineh-Mic Automobile Co. Ltd at the total cost of Nineteen million six thousand Naira (N19,006,000.00) only.
- x. Procurement of 286 rolls of Bitumen Tapes for 585 locations to M/s Summit Partners Nig. Ltd at the cost of Fourteen million fourteen thousand Naira (N14,014,000.00) only.

- xi. Procurement of additional 10 Nos. Double Drum Vibrating Rollers and 10 Nos. Reversible Plates to M/s CFAO-STRUCTEC NIG. LTD at the sum of Forty- six million Naira (N46,000,000.00) only.
- xii. Major Maintenance/Repairs Contracts for 2009/2010, 78 contracts were awarded.
- xiii. Procurement and Installation of various roads Furniture in North Central to M/S Pavebay coy. Ltd at the cost of N13,917,360.00; North East to M/S Jireh Habitation at the cost of N17,916,360.00; South West to M/S Dekas Integrated Investment Ltd at the cost of N15,770,748.00; South East to M/S Marvelous Concept Int'l at the cost of N8,517,600.00.
- xiv. Procurement of additional two Nos. Toyota Hilux vehicles 2.7 litres DC 4WD Pick-up to M/s Milicon coy. Nig. Ltd at the cost of Eleven million nine hundred and eighty thousand Naira (N11,980,000.00) only.
- xv. Award of contract to M/s Borini Prono & Co. Ltd for Repairs and investigating the extent of fire/damage to the burnt Kwangila flyover bridge at Zaria at the sum of Nineteen million five hundred thousand Naira (N19,500,000.00) only.
- xvi. Award of contract to M/s Borini Prono & Co. Ltd for the emergency repairs carried out along Kaduna-Birnin Gwari and Birnin - Gwari-Funtua Roads in Kaduna State at the cost of Sixteen million nine hundred and fifty five thousand seven hundred and thirty three Naira, ninety nine kobo (N16,955,733.99) only.
- xvii. Engagement of M/s Kip Eng'g Ltd for the Engineering Design of the Dualization of Suleja-Lambata-Minna road at the sum of Forty nine million five hundred and eighty-seven thousand nine hundred and seven Naira four kobo (N49,587,907.04) only.

- xviii. Award of Vegetation and Silt Control contracts along Federal Highways Network across the Country.
- xix. Engagement of M/s Integrated Advanced Quest Energy Ltd for the Engineering Design of Ondo-Akure road at the sum of Forty-two million one hundred and forty-five thousand eight hundred and eighteen Naira seventy-five kobo (N42,145,818.75) only.
- xx. Appointment of Lease Managers for 2 Nos. M1000 Parker Asphalt Plant at Kuje to M/s Trans Eng'g Co. Ltd at the sum of N160,000,000.00 only and Osogbo to M/s Atlor Nig at the sum of N150,000,000.00 only.
- xxi. Procurement of Office Furniture: Office Equipment – M/S Adeshto Coy. Nig. Ltd at the cost of N6,833,052.19; Office Table – M/s D&R Business and Eng'g at the cost of N9,735,390.00 only; Conference, Visitors and Executive Chairs – M/S Faibab Investment Eng'g Ltd at the cost of N8,691,165.00 only; Secretary Chairs, Tables and Settee – M/s Socom Const. At the cost of N7,558,582.50; Executive Office Chairs for some Executive Directors – M/s Abdullahi Maigandi Invest. Ltd at the cost of N6,187,167.00 only.
- xxii. Emergency Repairs of Okene – Ibillo – Isua – Ipelle road in Kogi State to Borini Prono at the sum of Thirty-two million, Seven hundred and ninety-eight thousand one hundred and twelve Naira twenty kobo (N32,798,112.20) only.
- xxiii. Award of contract to M/s Sata'ab Investment Nig. Ltd for the provision of drains between CH.48+600-CH.58+850 along Oluku-Sobe-Ifon road in Edo State at the sum of Nineteen million eight hundred and fifty six thousand and three Naira fifty eight kobo (N19,856,003.58) only.
- xxiv. Forwarding to the Ministerial Tenders Board of Fed. Min. Of Works, Housing and Urban Dev. Memo for the award of contract No. MMR/09-58 for the Special Repairs and Limited

Pavement Strengthening (overlay) of Ikare-Isua-Ibilo-Okene road in Ondo and Kogi States to M/S Bulletine Const. Co. Ltd at the sum of N978,321,162.00 only for consideration and approval.

- xxv. Forwarding to the Ministerial Tenders Board of Fed. Min. Of Works, Housing and Urban Dev. Memo for the award of Consultancy Services contract for the Engineering Design for the Rehabilitation of Mokwa-New-Bussa-kaiama-kosubosu road and kaiama to Oyo State Border in Niger/Kwara States to M/s Intecon Partnership Ltd at the sum of N75,973,471.88 for consideration and approval.
- xxvi. Forwarding to the Ministerial Tenders Board of Fed. Min. Of Works, Housing and Urban Dev. Award of contract for the Procurement of 16Nos. of 17 tons Truck-Mounted Jet Patching Machines to M/s JetPatcher Corporation Ltd, New Zealand at the cost of N768,880,800.00 only and N31,119,200.00 only for the training of Staff.
- xxvii. Procurement and installation of various Road Furniture and Markings along some Federal roads in South-South to M/S Sky Blue Inco. Nig. Ltd at the cost of N6,464,850.00 only; and North-West to HTR Global Ent. at the cost of N7,143,843.00 only.
- xxviii. Improvement of existing Street Lighting Installation along Abacha Barracks to Tarri Resources Ltd at the cost of N19,177,361.70
- xxix. Supply and Installation of Laboratory Equipment to R&D Laboratory at Kuje and the Six Geopolitical Zones to M/S Toru-Ebi Konsult at the cost of N145,388,639.95.
- xxx. Emergency Repairs/Maintenance of critical Failed Sections along Apapa-Oworoshoki Dual Carriageway in Lagos to M/S Borini Prono at the cost of N106,276,204.40.

- xxxi. Engagement of M/s Kayokad Consult Ltd to formulate FERMA Establishment Policy and Condition of Service at the sum of N18,223,600.00 only.
- xxxii. Award of contract for the clearing of 6Nos. Truck Mounted Bergkamp Pothole Patcher to M/s Xenium Networks Ltd at the cost of N29,435,144.43.

### **3.00 ROAD MAINTENANCE MANAGEMENT SERVICES DEPARTMENT (RMMS)**

The Roads Maintenance Management Services (RMMS) Department of the Federal Roads Maintenance Agency (FERMA) is saddled with the task of project budget planning and implementation. The department of Road Maintenance Management Services (RMMS) coordinates the operations of the Agency through three divisions namely:

1. The Planning, Budget and Programme Unit.
2. The Project Coordination and Progress Unit, and
3. Information & Communication Technology Unit.

#### **3.01 PLANNING, BUDGET & PROGRAMME UNIT:**

The duties of this unit include the following among others:

- i. Coordinating the planning for Road Maintenance activities.
- ii. Budgeting for all Road maintenance activities.
- iii. Scheduling Engineer's certificate for payment of executed works.
- iv. Development and Coordination of alternative sources of funding for Road Maintenance Programmes.
- v. Development and Coordination of Road Concession Programme.
- vi. Monitoring Budget Performance and preparation of periodic budget performance reports of the Agency.
- vii. Preparation of documents for the defence of the Agency's budget proposal with Federal Ministry of Works, Housing & Urban Development, and Federal Ministry of Finance, Budget Office and National Assembly.

##### **3.01.1 Agency's Budget Proposal and Budget Monitoring**

Prepared periodic reports on 2009 budget performance for Federal Ministry of Works, Housing and Urban Development, and Federal Ministry of Finance, Budget Office and National Assembly.

### **3.02 PROJECT COORDINATION & PROGRESS (PCP) UNIT:**

This unit has the responsibility to:

1. Coordinate the monitoring of the Agency's operations and activities nationwide.
2. Conduct the tracking activities of all awarded contracts, direct labour activities and other program of the Agency.
3. Discharge all and every other duties that may be assigned to it by the Executive Director.

#### **3.02.1 Coordinate monitoring activities of the Agency's operations.**

The department came up with standards and templates for the effective monitoring of road maintenance contracts awarded by the Agency in the 2008 operational year.

#### **3.02.2 Coordinating & tracking of activities on awarded contracts.**

The department organized two (2) seminars for its Federal Road Maintenance Engineers during the 2008 operational year for the purposes of enhancement and standardization of preparation and presentation of progress reports to the Headquarters from the field offices and field Officers.

#### **3.02.3 Progress Report: (EAST & WEST OPERATIONS)**

In the year under review, the operational arms embarked on repairs of critically failed sections on the carriageway under Major Maintenance Contracts and Direct Labour Works across all the states by the East and West Operations.

### **3.03 DEVELOPMENT AND CO-ORDINATION OF ALTERNATIVE SOURCES OF FUNDING FOR ROAD MAINTENANCE PROGRAMME**

#### **3.03.1 5% Road User Charge**

The RMMS Department played pivotal role in the development and Co-ordination of activities for the accessing of the 5% user charge on pump price of petrol and diesel in the year 2008 as provided for in clause 4 (substitution for clause 14 of Principal ACT) sub-clause 1(h) of the FERMA Amendment ACT, 2007.

The Agency actually liaised with a number of relevant government Agencies to bring about the effective implementation of this provision in its establishment ACT of 2002:

- i. The Petroleum Product Pricing and Regulatory Agency (PPPRA)
- ii. The Pipeline Product Marketing Company (PPMC)
- iii. Nigeria National Petroleum Corporation (NNPC)
- iv. The Raw Materials, Research and Development Council (RMRDC)
- v. Federal Ministry of Finance (FMF)
- vi. Office of the Accountant General of the Federation (OAGF)
- vii. The Central Bank of Nigeria

### 3.03.2 International Vehicle Transit Charge

The department also was active in the formulation and activation of modalities for the implementation of international vehicle transit charge (IVTC) at nine (9) selected border post in Nigerian in the year 2007. These border posts are:

- a. SEME Border Station, (in Lagos/Rep. of Benin);
- b. IDIROKO Border Station, (in Ogun State/Rep. of Benin);
- c. IKANG, CALABAR Border Station, (in C.River State/Cameroun);
- d. GAMBORU Border Station, (in Borno State/Cameroun);
- e. ILARO Border Station, (in Ogun State/Rep. of Benin);
- f. ILELA KONI Border Station, (in Sokoto State/Niger Rep);
- g. JIBIYA Border Station, (in Katsina State/Niger Rep);
- h. SABON BIRNI Border Station, (in Sokoto State/Niger Rep);
- and
- i. OHUMBE Border Station, (in Ogun State/Rep. of Benin).

The following regime of tariff was proposed and forwarded to the Honourable Minister for Works, Housing and Urban Development for approval for indicated classes of vehicles:

i. Cars	₦ 100.00
ii. Taxi	₦ 100.00
iii. Pick-Up	₦ 200.00
iv. Omni Bus	₦ 200.00
v. Luxury Bus	₦ 500.00
vi. Truck	₦ 500.00
vii. Trailer	₦1000.00

An annually generated fund of about **₦7.62 Billion** is anticipated from these nine (9) border posts.

The Department's works in this regards were conducted on behalf of the Agency in concert with the following relevant government agencies for expedience and speedy realization of the objective:

- i. Federal Road Safety Commission (FRSC);
- ii. Nigeria Custom Service (NCS);
- iii. Nigeria Immigration Service (NIS); and
- iv. National Drug Law Enforcement Agency (NDLEA)

The Agency's implementation of international vehicle Transit Charge (IVTC) at 9 selected Border Posts also received some dedicated attention between May 5, 2009 and June 30, 2010.

### 3.03.3 Sundry Equipment & Asphalt Plant:

A committee on Sundry Equipment and Asphalt Plant was inaugurated by the Managing Director/CEO of the Agency, with the primary objective to:

- a) Superintend the hiring/leasing of the Sundry Construction Equipment owned by the Agency.
- b) Formulate guidelines for proper and efficient monitoring of these equipment under all forms of hire/lease arrangement, and
- c) Regulate the operation of and the earnings from such hiring/lease arrangement.
- d) To formulate modalities for the out-sourcing of the management of the Agency's M1000 (80TPH) Asphalt plant to interested contractors with subsisting relationship with the Agency

### 3.03.4 Sundry Equipment:

66 No. Equipment has been given out on lease/hire to the following contractors at indicated costs as accruals to the Agency per annum:

S/No	DESCRIPTION	NOS	AMOUNT PER ANNUM
1	Borini Prono Plc	22	85,000,000.00
2	Roads Nig Plc	14	55,000,000.00
3	Hapel Nig Ltd	8	37,700,000.00
4	PW Nig Ltd	4	10,065,000.00
5	Jalingo Nig Ltd	5	32,256,180.00
6	Delta State Direct Labour Agency	2	13,860,000.00

7	Mife	2	10,890,000.00
8	Amitech	2	18,315,000.00
9	Haier Nig Ltd	4	24,750,000.00
10	Pavebay Nig Ltd	3	19,305,000.00
		<b>66</b>	<b>307,141,180.00</b>

### 3.03.5 7 No. M1000, 80 TPH, Asphalt Plant:

The department played a pivotal role in the formulation, supervision and facilitation of the procurement process for Lease Managers for the 7 No. M1000, 80 TPH, Asphalt Plant purchased by the Agency. At the end of 2009, the Agency had only succeeded in selecting and prequalifying 6 No. Lease Managers and they have already been commissioned. The details are as follows; (1) Atlor – Oshogbo , (2) Trans Engineering – Kuje ,(3) Dekit – Lagos , (4) Anbeez – Enugu , (5) Tinka Point Ltd – Gombe , (6) Sky Tech – Funtua .

### 3.03.6 Maintain, Operate & Transfer programme

In pursuant of its MOT program, the in-house Committee on Concession sought and obtained the approval of the Managing Director for the production of Request of Proposal (RFP) which included Information Memorandum (IM) for the approved roadways which was produced and sent out to prospective investors with deadline for the submission of this document set for Tuesday, April 13, 2010.

Work on the Financial Model for these roadways was also concluded subject to calibration and conduction of sensitivity tests.

A bidders conference was held on Wednesday, February 03, 2010, which was a very successful meeting with some members of the Board of FERMA, top officials of the Federal Ministry of Works, Infrastructure Concession Regulatory Commission (ICRC), and Bureau for Public Procurement (BPP) in attendance. The meeting was to facilitate the submission of an enhanced RFP by the prospective investors.

The Agency also held a meeting with the DG(ICRC) and his team at the offices of ICRC on Monday, February 08, 2010, to review the Agency's process in actualizing its MOT program. It is important to note that the ICRC acknowledged (in writing) the

thoroughness of the Agency procedures and promised to 'align strongly with these efforts'.

Pending the submission of the completed RFPs collected by prospective investors on Tuesday, April, 2010; the Technical Evaluation Committee on the Agency's MOT program sought and obtained the Managing Director's approval to proceed on an engineering tour of the project sites of the roads in the 1<sup>st</sup> phase of the program which was fully accomplished between, March 15 to Wednesday, March 24, 2010 (10days).

The following are the tasks to be accomplished in bringing the Agency's MOT program to an effective conclusion:

- i. Alignment of the Agency's MOT processes with the National Policy for Public Private Partnership (N4P) published by the Infrastructure Concession Regulatory Commission (ICRC).
- ii. Appraisal of the submitted Bids by the Technical Evaluation Committee (TEC) pending the approval of the subsisting Prequalification Evaluation Committee (PEC);
- iii. Negotiation with responsive bidders for each of the four (4) roads to be put under the programme and
- iv. Appointment and announcement of preferred bidders by the Agency.

### 3.04 SUMMARY OF ACTIVITIES OF THE ICT UNIT IN 2009

S/N	Work Description	Date	Amount (N)
1	Purchase of consumables for HP DesignJet Plotter used for printing of maps.	May 2009	260,000
2	Direct Purchase of Development Software	June 2009	855,000
3	Purchase of 4No. 146GB Additional Hard Disk for Upgrading the Database Server	June 2009	391,200
4	Document Management equipment delivered in July 2009 and Second payment of 75% Authorised.	August 2009	13,284,000
5	Renewal of 200 User Licensed Symantec Enterprise Antivirus Multi-Tier Protection at FERMA Headquarters	September 2009	3,621,345

6	Payment for 2 months bandwidth subscription of 768/384kbps effective from 20th October 2009.	December 2009	1,712,000
7	Direct labour implementation of Local Area Network (LAN), Wireless LAN, 1.8 m Dish VSAT Installation and one year 64/64 dedicated Internet Bandwidth for Six Agency's offices in the South-South Zone.	June 2009-December 2009	17,544,007
<b>Total</b>			<b>37,667,552</b>

#### **4.00 PLANNING & ENGINEERING SERVICES DEPARTMENT**

##### **4.01 ROADS SUPPORT SERVICE CENTER / FACILITIES MANAGEMENT DIVISION**

###### **A. FUNCTIONS AND RESPONSIBILITIES**

The Division is in charge of the following functions:

1. Construction and maintenance (both routine and preventive) of all buildings structures owned by the Agency.
2. Coordinating the planning and designing of all building project or alteration / supervision of all existing buildings.
3. Carrying out surveys and giving expert advice on acquisition of landed properties / Facilities and general office furniture.
4. Procurement and maintenance of all office furniture in FERMA buildings
5. Carrying out routine and general maintenance, coordinating / monitoring of cleaning and security services in all FERMA offices throughout the federation.
6. Coordinating the establishment of road Support service Centers (RSSC)
7. Coordinating the rehabilitation and maintenance of all FERMA Building properties.

8. Any other assignment as may be assigned by the management

## **B. OBSERVATION AND SERVICE CAMPS NATIONWIDE**

The construction of observation and service camps came into being as a result of presidential Directives to the Agency to liaise with Nigerian Police, and Federal Road Safety Commission in order to curb the incessant armed robbery attacks on the roads, provide emergency health service to accident victims and to ensure compliance with traffic regulations and the need to maintain our roads by direct labour.

The observation and service camps were designed with the following features

- A dormitory to quarter 35 – 45 mobile police Officers;
- An armory room
- Radio room.
- Offices for the Road Safety Officers.

The stakeholders (Nigerian Police and Federal Road Safety Commission (FRSC)) identified about 78 flash points out of which fifty-eight (58) Nos. observation and services camps had so far been awarded by the management. Forty-Seven (47) out of the 58 awarded contracts had so far been completed and handed over to FERMA. One (1) No observation and service camp was demolished at completion stage by authorities of the FCT, while others are at various stages of completion.

**5.01.1 LIST OF FERMA OBSERVATION CAMPS IN NIGERIA**

S/N	STATE	TOTAL NUMBERS	ZONE	SITE LOCATION
1	<b>ABIA</b>	1	SE	ABA FORMER TOLLGATE, Along Enugu-P/harcourt dual c/way Okpala Ngwa
2	<b>ADAMAWA</b>	1	NE	NUMAN, Along Numan - Guyuk - Biu Road
3	<b>AKWA – IBOM</b>	1	SS	Ikot-Ekpene
4	<b>ANAMBRA</b>	1	SE	ULI
5	<b>BAUCHI</b>	3	NE	TORO, Along Bauchi-Jos Road (R270/A3) Km 90+000 ALKALERI, Along Bauchi-Gombe Rd (R&5/A345), KM 50+000 ZALANGA, Along Bauchi-Kari Rd (R70/A3) Km 51+000
6	<b>BAYELSA</b>	1	SS	EBOCHI-BIAM (OPOLO) opposite stella obasanjo road, Bayelsa state
7	<b>BENUE</b>	2	NC	ALAIDE, Along Otukpo - Aliade Rd OTUKPA, Along Aliade-Otukpo Rd
8	<b>BORNO</b>	3	NE	BENISHEIKH, Along Maiduguri-Damaturu Rd. BIU, Along Maiduguri - Biu Road. DAMBOA, Along Maiduguri - Damboa-Biu Rd
9	<b>CROSS RIVER</b>	2	SS	ODUKPANI, Along Odukpani Junction, Itu Bridge (RHS) NKONFAP, Along Ikom - Ogoja - Gakem Rd (LHS)
10	<b>DELTA</b>	2	SS	ISELE - UKU, Along Benin - Asaba Dual C/way Effurum
11	<b>EBONYI</b>	1	SE	IDODO, Along Abakaliki - Enugu Rd.
12	<b>EDO</b>	3	SS	OKPELLA OLUKU (BENIN-BYE-PASS) ABUDU
13	<b>EKITI</b>	1	SW	IKERE, Along Ado-Ikere-Ondo State Border Rd.
14	<b>ENUGU</b>	2	SE	OBOLAFOR (Umuabor), Along Ninth Mile, Obolofor - Utukpa Junction Road AGWU, Along Enugu-P/Harcourt Dual C/way
15	<b>FCT</b>	1	NC	Giri (Demolished)
16	<b>IMO</b>	3	SE	ABA-OWERRI ROAD NJABA, Along Owerri - Onitsha Rd

				OKIGWE, Along Enugu P/Harcourt Dual C/way
17	<b>KADUNA</b>	3	NW	KAKURI, Along Kaduna - Abuja Rd GWANTU, Along Gwantu - Nasarawa State Border KATABU, Along Kaduna - Zaria Rd
18	<b>KANO</b>	2	NW	FORMER TOLLGATE, Along Saminaka - Zaria Rd GAMES RESERVE, Along T/wada - Saminaka Rd
19	<b>KATSINA</b>	1	NW	KURFI, Along Katsina - Dutsinma Rd
20	<b>KEBBI</b>	1	NW	YAURI
21	<b>KOGI</b>	2	NC	KOTON KARFE, Along Abaji - Lokoja Rd KABBA JUNCTION, Along Lokoja - Okene Rd
22	<b>KWARA</b>	2	NC	OLORUN JUNCTION, Along Ilorin - Jebba Rd OMUARAN, Along Ilorin - Omuaran Rd
23	<b>NASARAWA</b>	3	NC	GUNJE, Along Akwanga - Jos Rd GUDI, Along Lafia - Akwanga Rd GARAKU, Along Keffi - Akwanga Rd
24	<b>NIGER</b>	3	NC	SABON WUSE, Along Zuba - Kaduna Rd LAPAI, Along Kango Lapai Rd KUTIGI, Along Bida - Mokwa Rd
25	<b>OGUN</b>	3	SW	SHAGAMU INTERCHANGE, OGBERE ITORI
26	<b>ONDO</b>	2	SW	ISUA, Along Ipele - Isua Rd OWENA, Along Benin - Shagamu Rd
27	<b>OSUN</b>	2	SW	ILLESHA GBONGON
28	<b>PLATEAU</b>	1	NC	TOURIST RESORT(HAWAN KIBO), Along Jos - Gima Road CH 60:500
29	<b>RIVERS</b>	1		ELELE, Along P/H-Rumuokoro-Airport-elele-imo state border Road
30	<b>TARABA</b>	1	NE	TELLA
31	<b>YOBE</b>	2	NE	ZORO NZELZALMA
32	<b>ZAMFARA</b>	1	NW	BAKURA, At KM 130+000, along Gusau - Talata Mafara - Sokoto Rd
33	<b>GOMBE</b>	NIL	NE	
34	<b>JIGAWA</b>	NIL	NW	
35	<b>LAGOS</b>	NIL	SW	

36	<b>SOKOTO</b>	NIL	NW	
37	<b>OYO</b>	NIL	SW	
	<b>Total</b>	<b>58</b>		

#### 4.01.2 RENOVATION OF OBSERVATION AND SERVICE CAMPS AT VARIOUS LOCATIONS NATIONWIDE

S/NO	PROJECT DESCRIPTION	LOCATION	CONTRACTOR	CONTRACT SUM
1	Renovation of observation and service camp	Uli, Anambra State	M/S Iyke osems and com. Ltd	2,477,866.13
2	Renovation of observation and service camp	Ogbere, Ogun State	M/S Amal Engr.& Const. Ltd	2,215,366.13
3	Renovation of observation and service camp	Itori, Ogun State	M/S Komu Const. Co. Ltd	4,614,873.38
4	Renovation of observation and service camp	Odukpani, Cross River State	M/S MDA Engr. Co. Nig. Ltd	3,476,206.13
5	Renovation of observation and service camp	Olorun Junction, Kwara State	M/S Faibab Inv. & Engr. Ltd	2,215,366.13
6	Renovation of observation and service camp	Shagamu Interchange, Ogun State	M/S Kurfi Invest. (Nig) Ltd	2,215,366.13
7	Renovation of observation and service camp	Aba-Owerri, Imo State	M/S Adelokiki Co. Ltd	2,215,366.13
8	Renovation of observation and service camp	Oluku, Edo State	M/S Loat Nig. Ltd	4,356,660.00
9	Renovation of observation and service camp	Damaturu Nzerzalma, Yobe State	M/S Yasmab Nig. Ltd	2,215,366.13
10	Renovation of observation and service camp	Owena, Ondo State	M/S SayasFa Nig. Ltd	2,215,366.13
11	Renovation of observation and service camp	Gwantu, Kaduna State	M/S Koshvo & Asso.Nig Ltd	4,356,660.00

12	Renovation of observation and service camp	Alaide, Benue State	M/S Ishan Integreted Serv. Ltd	3,476,206.13
13	Renovation of observation and service camp	Toro, Bauchi State	M/S Faibab Inv. & Engr. Ltd	4,614,873.38
14	Renovation of observation and service camp	Numan, Adamawa State	M/S Stevewhite & Co. Nig Ltd	2,215,366.13
15	Renovation of observation and service camp	Kano former Toll Gate, Kano State	M/S Berap Vent. (Nig) Ltd	4,614,873.38
16	Proposed renovation of observation and service camp	Kabba Junction, Kogi State	M/S Afaáb Bus. & Engr. Ltd	3,476,206.13
17	Renovation of observation and service camp	Ilesha, Osun State	M/S Kuki Solidarity Ltd	2,215,366.13
18	Renovation of observation and service camp	Games Reserve, Kano State	M/S Socom onst. Ltd	4,404,873.38
19	Renovation of observation and service camp	Gudi (Shabu) Nassarawa State	M/S Covers Development Ltd	4,614,873.38
20	Renovation of observation and service camp	Kurfi, Katsina State	M/S Rawayan Gen. Merch. Nig. Ltd	2,449,789.13
21	Renovation of observation and service camp	Njaba, Imo State	M/S Birnin-Koma Nig Ltd	2,215,366.13
22	Renovation of observation and service camp	Zoro, Yobe State	M/S Anaj Ventures Ltd	4,356,660.00
23	Renovation of observation and service camp	Kakuri, Kaduna State	M/S Abzak Ge. Ventures Ltd.	3,984,271.73
24	Renovation of observation and service camp	Koton-Karfe, Kogi State	M/S D & R Bus. & Engr. Ltd	4,404,873.38
25	Renovation of observation and service camp	Yauri, Kebbi State	M/S Danwaziri Holding Ltd	3,845,590.88
26	Renovation of observation and service camp	Tourist Resort, Plateau State	M/S DiKibin Co. Nig. Ltd	3,791,673.38

27	Renovation of observation and service camp	Alkalari, Bauchi State	M/S Jobanson International co. Ltd	4,614,873.38
28	Renovation of observation	Sabon-Wuse, Niger State	M/S Savewell invt. Ltd	3,984,271.73
29	Renovation of observation and service camp	Gunje, Nassarawa State	M/S Laria Construction Nig Ltd	4,614,873.38
30	Renovation of observation and service camp	Isele-uku, Delta State	M/S Mapson Gen. Const. (Nig) Ltd	3,476,206.13
31	Renovation of observation and service camp	Ilele, River State	M/S Simboltec Invest. Nig Ltd	2,215,366.13
32	Renovation of observation	Benisheik, Borno State	M/S Lakrim Ent. Nig Ltd	2,215,366.13
	<b>TOTAL</b>			<b>108,376,281.97</b>

#### 4.01.3 PROCURMENT OF OFFICE EQUIPMENT TO POLICE OBSERVATION/FRSC CLINIC

PROCUREMENT OF OFFICE EQUIPMENT TO POLICE OBSERVATION/DORMITORY POST				
S/NO	PROJECT	LOCATION	CONTRACTOR	CONTRACT SUM
1	procurement of office equipment to Police observation post	Kabba Junction, Kogi State	M/S Universal Track Nig Ltd	2,263,650.00
2	procurement of office equipment to Police observation post	Hawan Kibo, Plateau State	M/S Spirax Integrated Venturs Nig Ltd	2,263,650.00
3	procurement of office equipment to Police observation post	Sabon-wuse, Niger State	M/S Mansalaz Investment Ltd	2,263,650.00
4	procurement of office equipment to Police observation post	Benisheik, Borno State	M/S Novelty Plus Service Ltd	2,263,650.00
5	procurement of office equipment to Police observation post	Ogbere, Ogun State	M/S Marc-Angels Ventures Ltd	2,263,650.00

6	procurement of office equipment to Police observation post	Kakuri, Kaduna State	M/S Mufayu Hamuru Ltd	2,263,650.00
7	procurement of office equipment to Police observation post	Olorun Junction, Kwara State	M/S John Kennedy Inter. Invest. Ltd	2,263,650.00
8	procurement of office equipment to Police observation post	Koton-Karfe, Kogi State	M/S Rim Services Nig Ltd	2,263,650.00
9	procurement of office equipment to Police observation post	Bakura Junction, Zanfara State	M/S Abombu Sali Ali Nig Ltd	2,263,650.00
10	procurement of office equipment to Police observation post	Aba former Toll Gate, Abia State	M/S Aldassibs Nig Ltd	2,263,650.00
11	procurement of office equipment to Police observation post	Nzalzalma, Borno State	M/S Omotunde Ejide Nig Ltd	2,263,650.00
12	procurement of office equipment to Police observation post	Yauri, Kebbi State	M/S Hauwana Nig. Ltd	2,263,650.00
13	procurement of office equipment to FRSC emergency clinic	Hawan Kibo, Plateau State	M/S Bayan Multi Ventures Ltd	2,497,947.00
14	procurement of office equipment to FRSC emergency clinic	Sabon-wuse, Niger State	M/S D & R Bus. & Engr. Ltd	2,497,947.00
15	procurement of office equipment to FRSC emergency clinic	Zorro, Yobe State	M/S Damo Inter. Nig. Ltd	2,497,947.00
16	procurement of office equipment to FRSC emergency clinic	Kurfi, Katsina State	M/S Rawayau Gen.Merch. Nig Ltd	2,497,947.00
17	procurement of office equipment to FRSC emergency	Katabu, Kaduna State	M/S Eliss & Truddy Ltd	2,497,947.00

	clinic			
18	procurement of office equipment to FRSC emergency clinic	Koton-Karfe, Kogi State	M/S Asotuyo Nig Ltd	2,497,947.00
19	procurement of office equipment to FRSC emergency clinic	Olorun Junction, Kwara State	M/S Koyakad Consult Ltd	2,497,947.00
20	procurement of office equipment to FRSC emergency clinic	Ilesha, Osun State	M/S Gima (Nig) Enterprises	2,497,947.00
21	procurement of office equipment to FRSC emergency clinic	Kabba Junction, Kogi State	M/S Nenkimum Enterprises	2,497,947.00
22	procurement of office equipment to FRSC emergency clinic	Bakura Junction, Zankara State	M/S Faibab Invt. & Engr. Ltd	2,497,947.00
23	procurement of office equipment to FRSC emergency clinic	Benisheik, Borno State	M/S Full House Consulting Nig . Ltd	2,497,947.00
24	procurement of office equipment to FRSC emergency clinic	Alaide, Benue State	M/S Tansway Ltd	2,497,947.00
25	procurement of office equipment to FRSC emergency clinic	Former Toll Gate, Kano State	M/S Bululluga Venture Ltd	2,497,947.00
26	procurement of office equipment to FRSC emergency clinic	Gwantu, Nassarawa State	M/S Billai Nig Ltd	2,497,947.00
27	procurement of office equipment to FRSC emergency clinic	Itori, Ogun State	M/S Fine Virgoan Nig Ltd	2,497,947.00
28	procurement of office equipment to Police observation post	ABA - Owerri Road Imo State	M/S Santa Maria Vent.	2,263,650.00

29	procurement of office equipment to Police observation post	Gudi (Shabu) Nas. State	Lésespoir (Iner) Ltd	2,265,650.00
30	procurement of office equipment to Police observation post	Njaba, Imo State	Modotti (Nig) Ltd	2,265,650.00
31	procurement of office equipment to Police observation post	Uli (Ihiala) Anambra State	Aallimaka Trades Consults	2,265,650.00
32	procurement of office equipment to Police observation post	Oluku (Benin by-pass), Edo State	Amsa Global Ventures	2,265,650.00
33	procurement of office equipment to Police observation post	Abudu, Edo State	Fahams Integrated Resources	2,265,650.00
34	procurement of office equipment to Police observation post	Elele, Rivers State	Hasadi Nig. Ltd	2,265,650.00
35	procurement of office equipment to FRSC emergency clinic	ABA - Owerri Road Imo State	Universal Track Ltd	2,497,947.00
36	procurement of office equipment to FRSC emergency clinic	Gudi (Shabu) Nas. State	Kimchi Nig Ltd	2,497,947.00
37	procurement of office equipment to FRSC emergency clinic	Njaba, Imo State	Mosco Soa Nig Ltd	2,497,947.00
38	procurement of office equipment to FRSC emergency clinic	Isele-Uku, Delta State	Plan B One Enterprises	2,497,947.00
39	procurement of office equipment to FRSC emergency clinic	Oluku (Benin by-pass), Edo State	Aflam Gen. Ent	2,497,947.00
40	procurement of office equipment to FRSC emergency	Abudu, Edo State	Malidatt Nig. Ltd	2,497,947.00

	clinic			
41	procurement of office equipment to FRSC emergency clinic	Elele, Rivers State	D & R Business & Engr.	2,497,947.00
42	procurement of office equipment to FRSC emergency clinic	Zorro Yobe State	C.S Vic (Nig) Ltd	2,265,650.00
43	procurement of office equipment to FRSC emergency clinic	Toro, Bauchi State	E.U Fidel civil Engr. & Build Nig Ltd	2,497,947.00
44	procurement of office equipment to FRSC emergency clinic	Alkaleri, Bauchi State	Royal Stone Global Inv. Nig. Ltd	2,497,947.00
45	procurement of office equipment to Police observation post	Gbongbon, Osun State	Alethes Service	2,265,650.00
46	procurement of office equipment to FRSC emergency clinic	Uli (Ihiala) Anambra State	Baskata Ventures Ltd	2,497,947.00
	<b>TOTAL</b>			<b>110,001,325.00</b>

#### **4.01.4 FENCING OF OBSERVATION AND SERVICE CAMPS**

<b>S/N</b>	<b>CONTRACT</b>	<b>LOCATION</b>	<b>NAME OF CONTRACTOR</b>	<b>CONTRACT SUM</b>
1	Fencing of Observation and Service Camp	Uli, Anambra State	M/S Mufayu	6,597,543.75
2	Fencing of Ferma filed Head Quater	Osogbo, Osun State	M/S Gyersiek Nig. Ent	12,005,934.15
3	Fencing of Observation and Service Camp	Elele, Rivers State	M/S Nenkinum Ent	7,060,694.55
4	Fencing of Observation and Service Camp	Oluku, Edo State	M/S J. I Okoyo & Co. Ltd	7,683,002.21

5	Fencing of Ferma Road Camp along	Ekot-Ekpene-Ariam Road, Akwa - Ibom State	M/S Maechi Ventures & Co. Ltd	5,475,458.10
6	Fencing of Road Camp	Along Ikot-Ekpene Aba Road, Akwa Ibom State	M/S Adeshito Company Nig. Ltd	8,629,700.10
7	Completion and Fencing of Road Camp	Ayunre-Ogunma, Oyo State	M/S Madaki Iya Enterprises	5,278,906.36
8	Fencing of Observation and Service Camp	Odukpani, Cross River State	M/S FAIBAB INVESTMENT & ENGR. LTD	9,415,567.35
9	Completion and Fencing of Road Camp along	Ibadan ile-ife road( Egbeda), Oyo State	M/S Maduwa Nig. Ltd	5,216,052.01
10	Fencing of Observation and Service Camp	Ifori, Ogun State	M/S D & R Business and Engr. Ltd	9,048,081.00
11	Fencing of Observation and Service Camp	Aba Former Tollgate, Abia State	M/S Ennybus Nig. Ltd	10,520,150.55
12	Fencing of Road Camp	Daura, Katsina State	M/S Beyafa Nig. Ltd	7,340,436.60
13	Fencing of Road Camp	Yashe, Katsina State	M/S ZANZAN TRADING CO.	10,592,678.88
14	Fencing of Observation and Service Camp	Kakuri, Katsina State	Abzak Nig. Ltd	7,811,475.00
15	Fencing of Road Camp	Funtua, Katsina State	M/S HTR Global Enterprises	12,147,820.00
16	Fencing of Asphalt Plant	Ikot-Ekpene, Akwa Ibom State	M/S Luab Global Nig. Ltd	8,629,700.10
17	Fencing of FERMA State Field Headquarters	Gusau, Zamfara State	M/S Mazadu Global Links (Nig) Ltd	7,272,695.85
18	Fencing of Observation and Service Camp	Benisheikh, Borno State	Slamcons Services	8,090,487.30
19	Fencing of FERMA State Field Headquarters	Kebbi, Kebbi State	M/S U & Bee Construction Nig. Ltd	8,882,792.10
20	Renovation of FERMA State Field Headquarters Office block in	Taraba, Taraba State	M/S Kusugu Integrated Ventures Ltd	7,104,505.20
21	Fencing of Road	Zuru, Kebbi	M/S J-Mai-Sari Ent.	4,991,258.55

	Camp			
22	Fencing of Road Camp	Argungun, Kebbi	M/S Cyonics Limited	4,991,258.55
23	Fencing of Road Camp	Garki - Gumel, Jigawa State	M/S Xpert Building & Civil Engr. Ltd	4,594,102.80
24	Fencing of Road Camp	Birnin Yaro, Kaduna State	M/S Mahaju Timi Nig. Ltd	4,841,807.25
25	Fencing of Road Camp	Abak-Ete Road, Akwa Ibom State	M/S Olivine Technologies Ltd	4,791,085.95
26	Completion of Road Camp	Km 0+700, Aling Gusau-Talatan-Mafaran-Sokoto State	M/S Damsal Nig. Ltd	4,629,751.67
27	Completion of Road Camp	Kasuwan Daji, Km 30-000 Along Gusau-Kaura Namoda Road, Zamfara State	M/S Umique Arch International	3,974,000.10
28	Completion of Road Camp	Km 27-700 Along Gusau - Tsafe - Funtua State Board, Zamfara State	M/S Sym-Asym Engr Ltd	3,974,000.10
29	Fencing of Road Camp	(Buruku) Along Kaduna-Birnin Gwari Road, Kaduna State	M/S Aflam Enterprises	4,439,747.55
	<b>Total</b>			<b>206,030,693.68</b>

#### 4.01.5 OTHER WORKS PERFORMED BY THE DIVISION

- Produced the guiding designs, bill of quantities and other contract documents for the construction of observation camps Nationwide
- The Division under the Board's committee on Road Support Service Centres visited three zones viz: South-West (Oyo), South East (Enugu) and North-West (Kaduna) and held an interactive session with stakeholders on road transportation and the state government, which saw the donation of lands for the establishment of vehicle parks.
- Coordinated the pre-contract documentations up to selection of successful contracts for all contracts awarded by the division.

- Coordinated the procurement of consultancy services for the proposed FERMA Annex buildings.
- Coordinated the post contract administration of the observation camps Nationwide which saw the handing over of more than 42 Nos. with no additional cost from inception to hand over.
- Coordinated the activities of cleaning and security outfits posted/attached to the Agency.
- As a result of limited car parking slots, the division through direct labour, constructed, distributed and maintained the current FERMA car parks space.
- In compliance with the Abuja master plan, the division designed, executed by direct labour and maintains the landscape in front of FERMA Headquarters building.
- The division had also carried out routine maintenance on some facilities such as air-conditioners, telephones, plumbing services and fire extinguishers.
- The division also coordinated the payment of utility bills (water, AEPB, PHCN bills).
- The division handled the processing and acquisition of over 5 hectares of land at the Obolafor site for the establishment of road support service centers (Rest Area), which resulted in the handing over of customary right of occupancy for the Obolafor site in the name of the Agency.

#### **4.02 RESEARCH AND DEVELOPMENT (R&D) DIVISION**

The Research and Development Division as a Unit under the Planning & Engineering Services Department of the Agency has duties that are basically divided into three. These three divisions are:

- a) Continuing Professional Development (CPD)
- b) Highway Based Research
- c) Technology Transfer /Acquisition

## **A) CONTINUING PROFESSIONAL DEVELOPMENT(CPD)**

In 2009, the division forged ahead in the area of Continuing Professional Development by organizing the training tagged “2<sup>nd</sup> Nigeria-Canada Innovative Partnership for Better Roads.

## **B) HIGHWAY BASED RESEARCH**

### **i) Cold Asphalt Production**

Cold-Asphalt is a high-quality, polymer-modified cold mix asphalt available in batch orders to builders and road maintenance workers. Road users are familiar with the usual dry season road construction and rehabilitation activities (paving, repaving and patching) when highway men bring out heavy equipment and pour hot asphalt on the road. Until recently, when cold asphalt was produced, that was the only way to repair potholes and damaged roads.

Quite a number of suppliers and manufacturers have introduced their own brands of cold asphalt to FERMA. Some of them have been found to be useful on the basis of comparative application and cost analysis with hot-mix asphalt. Some other brands are very much more expensive than hot-mix asphalt.

“FERMA Cold Asphalt” unlike other cold asphalt is produced using our local binder or wearing course specification with the advantage that it could be bagged, stockpiled and conveniently used for prompt pothole patching in the dry or wet season. It is applied right from the container without heating or requiring any special applications as it can be shovelled or poured into a pothole and tramped down with a hand tool.

## **LOCAL PRODUCTION OF COLD ASPHALT CONCENTRATE**

FERMA has been producing its own cold asphalt since 2006 with an imported polymeric concentrate called PAVE 192. The Division was able to collaborate with a Nigerian Chemical/Engineering Company to produce a local replacement for PAVE 192.

## **C) TECHNOLOGY TRANSFER OR ACQUISITION**

### **i) Production of liquid soil stabilizers:**

One of the reasons why some roads fail prematurely is due to the use of unsuitable base or sub-base materials. Conventionally, base or sub-base materials are usually imported from other locations. This invariably adds to the haulage cost of constructing the road. The use of soil stabilizers enhances the use of any available in-situ materials. Earth roads are also improved when in-situ earth materials are treated with appropriate soil stabilizers.

The chemical soil stabilizers introduced to FERMA by different suppliers and manufacturers are either in the liquid or powdery form and they were all imported. A number of them have been tested and found useful.

However in 2006, FERMA R&D entered into research collaboration with the Civil Engineering Department of the Federal University of Technology, Akure (FUTA) which yielded a positive result in 2007. We have been able to synthesize three brands of liquid chemical stabilizers which are showing great possibilities of replacing the imported products or at least giving us our own home-made products which can compete favourably with the imported materials. The stabilizers are being tested in the laboratory prior to field application which will come up soon.

### **ii) Small Scale Central Plant Asphalt Recycling**

R&D believes that the road has been paid for once, why must we throw away something that can be 100% recycled. R&D has carried out demonstration on the suitability of discarded pavement materials for road work using FERMA semi-mobile asphalt plant in North-West, South-East and South-West zones. The outcome of the research is very promising. The satisfactory performance of this demonstration has caused us to haul and stockpile the scarified asphaltic pavement material from the maintenance works which took place on Nnamdi Azikiwe International Airport road. R&D has stockpiled about 1300 tonnes of this “throwaway” at Kuje laboratory.

iii) Fabrication of FERMA intermediate equipment for road maintenance

It has been confirmed by the World Bank that direct labour based method have a significant higher employment creation potentials when compared to capital equipment based methods. They generate 2.5- 4 times as much employment of unskilled labour as equipment based methods.

In direct labour based, there exists an issue of optimum combination of equipment and labour operations for required project delivery timing and quality achievement. In general practice, DLBT indicates that many activities are executed exclusively by labour using non-mechanical tools such as hoe, shovels, rakes and wheel barrow while activities which cannot be performed efficiently and effectively by labour such as haulage, bitumen-rubber blending etc, intermediate is deployed. To a great extent, tools and simple or intermediate items of equipment suitably selected for appropriate combination with labour determines the quality that can be achieved. Equipment can be available through hiring or ownership and they require proper management control and utility otherwise they would end up paying directly or indirectly for equipment which would stand idle on the site.

The attention of the world has shifted from the construction of new roads to the maintenance of existing ones. To further enhance the direct labour cost and performance, R&D has fabricated or applied appropriate technology in the underlisted intermediate direct labour based equipment. They are:

- a) Hot bitumen and emulsion sprayer
- b) Bitumen-rubber blending equipment
- c) Mobile tractor-mounted type asphalt plant.

#### **4.03 MECHANICAL DIVISION**

The Mechanical Division performed the following duties in the year under review:

##### **4.03.1 PROCUREMENT OF OPERATIONAL VEHICLES**

The procurement of the following operational vehicles were supervised by the division

- a) 1 nos. high roof Toyota Hiace, 6 nos. 4x4 Toyota Hilux Pick-up and 1 no. 2x4 Hilux Pick-up from Messrs Ineh Automobile Co. Ltd
- b) 8 nos. Toyota Hilux for zonal monitoring by the members of the Board and members of staff

#### **4.03.2 PROCUREMENT OF DIRECT LABOUR MAINTENANCE EQUIPMENT**

Under the 2009 capital budget provision, a total sum of N850,000,000.00 was provided for the procurement of equipment. Within this period, the award of contract for the procurement of 10nos. vibrating roller (BOMAG) and 10 nos. vibrating plate (BOMAG) to Messrs CFAO-STRUCTEC was processed at a total cost of N46,000,000.00. The equipment have been received and distributed to the following States: Yobe, Borno, Niger, Kebbi, Oyo, Akwa Ibom, Enugu, Lagos central, Ebonyi and Kano State.

#### **4.04 TRAFFIC & SAFETY DIVISION**

The division supervised the underlisted projects within the period under review. The projects were ongoing as at the time of this report.

<b>S/No</b>	<b>Project</b>	<b>Contractor</b>	<b>Value of contract(N)</b>	<b>Date of award</b>	<b>%completion</b>
1.	Procurement and installation of various road signs, kilometre posts and lane marking along Ilesha-Akure/Edo Border road section 1 R/No. 35 (A.1220 in Ondo State	DEKAS INTEGRATED INVEST. LTD	15,770,748	OCT-09	85
2.	Procurement and installation of various road signs, kilometre posts and lane marking along Maidugiri-Biu R/no. 90 (A.4) in Borno State	JIREH HABITATION	17,916,360	Oct-09	73

3.	Procurement and installation of various road signs, kilometre posts and lane marking along Owerri-Orlu-Akokwa road in Imo State	MARVELOUS CONCEPTS INT'L LTD	8,517,600	Oct-09	90
4.	Procurement and installation of various road signs, kilometre posts and lane marking along Edo State Border-Okenne, Lokoja Road in Kogi State	PAVEBAY COMPANY NIG.LTD	13,917,981	Oct-09	85
5.	Procurement and installation of various road signs, kilometre posts and lane marking along Ahoada-Omoku, Egbema road in Rivers State	SKYBLUE INCORPORATED NIG. LTD	6,449,100	Oct-09	82
6.	Procurement and installation of various road signs, kilometre posts and lane marking along Katsina-Dutsinma-Kankia in Katsina State	HTR GLOBAL ENTERPRISE	6,353,600	Oct-09	84

## **5.00 REPORT ON THE ACTIVITIES OF THE ADMINISTRATION AND HUMAN RESOURCES DEVELOPMENT DEPARTMENT**

The Administration and Human Resources Development Department is made up of three (3) Divisions, namely: Appointment, Promotion & Discipline; Manpower Development & Training; Staff Welfare, Pension and Industrial Relations. The Department is headed by an Executive Director.

### **5.01 APPOINTMENT, PROMOTION AND DISCIPLINE DIVISION**

The Division is headed by a General Manager, and is responsible for the Appointment, Promotion and Discipline of all officers in the Agency.

#### **5.01.1 APPOINTMENT SECTION**

1. A total number of two hundred and thirty six (236) variations was raised so far
  - i. Resignation 4
  - ii. Change of name 13
  - iii. Promotion 215

Total	236
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2. Twenty eight (28) days in lieu of hotel accommodation for forty two (42) members of staff were prepared
3. Change of name for thirteen (13) officers were effected
4. Repatriation allowance for three (3) retiring officers were put up

#### **5.01.2 PROMOTION SECTION**

- The functions of Promotion section of APD Division is as follows:
- Issuance of Confirmation letters.
- Preparing briefs for staff that are due for promotion for the consideration of Senior and Junior staff committees.
- Preparing briefs for staff that are eligible for Upgrading/Advancement and Conversion as a result of additional qualification obtained from various established Institutions.

1. A total number of 516 staff were recruited by FERMA between 2007 to date out of which 330 Senior Officers sat and passed Combined Confirmation Examination while 139 Junior Officers sat and passed Combine Confirmation/Promotion Examination and had been issued Confirmation letters.

2. A total number of 40 Officers were eligible for upgrading/Conversion and Advancement out of which 27 were Senior Officers while 13 were eligible Junior Officers.

#### **5.02 MANPOWER DEVELOPMENT AND TRAINING DIVISION**

The Division is headed by an Assistant General Manager and it is the arm of the Department responsible for the formulation of Training Development programmes for the Agency.

The Division (MDT) has been involved in the training of the Agency's personnel. The trainings were aimed at responding to the staff needs, in their schedules and general Departmental/Units training requirements. The division was able to achieve trainings, workshops and conferences for staff of the Agency as indicated below:

- In-House training programmes for Senior Staff from GL 07 - 14.
- Leadership Development Programme series for both junior and senior staff at the Headquarters and Field Offices. The Training programmes were handled by consultants.
- Institutionalized-based-programmes for the Agency's Departments and Units.
- In-House Professional Workshop for Engineers, Technical Assistants etc.
- Overseas training programmes for professional cadre e.g. Engineers, Accountants, Procurement officers etc.
- Overseas training programmes on Leadership.

The Division's activities could be seen at a glance as follows:

#### **5.02.1 LOCAL TRAININGS**

<b>SERIAL NUMBER</b>	<b>COURSE TITLE</b>	<b>VENDOR/VENUE</b>	<b>NUMBER of PARTICIPANTS</b>	<b>DATE ATTENDED</b>
1.	Leadership Forum	FERMA HQ	All senior staff(GL 7-14)	May,2009
2.	Staff Training on Anti Corruption Crusade	Abuja	78	November 2009

#### **5.02.2 INTERNATIONAL TRAINING/CONFERENCES**

<b>SERIAL NUMBER</b>	<b>COURSE TITLE</b>	<b>VENDOR/VENUE</b>	<b>NUMBER of PARTICIPANTS</b>	<b>DATE ATTENDED</b>
1.	Concession Conference	London	3	October, 2009

2.	Leadership Strategy	USA	3	December 2009
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### **5.03 STAFF WELFARE, PENSION AND INDUSTRIAL RELATIONS DIVISION**

The Division is headed by a Principal Manager and is responsible for the implementation of the Agency's Welfare policies. It also handles Pension and Industrial Relations matters as it pertains to the Staff of the Agency.

#### **5.03.1 FUNCTIONS/RESPONSIBILITIES OF THE DIVISION**

1. Handling of Pension matters.
2. Assisting newly recruited officers and those on posting to settle down.
3. Staff Housing Scheme.
4. Organizing sensitization sessions with PFAs for staff.
5. Leave matters.
6. Organizing staff sporting and recreational events including gymnasium.
7. Processing officers' award, wedding and burial ceremonies.
8. Other Social functions e.g. end of year party.
9. Coordination of the proposed cafeteria.
10. Coordination of proposed FERMA clinic.
11. Administration of proposed FERMA crèche.
12. Coordination of NHIS and all other health related matters.
13. Health, Safety & Environment (H,S&E ) Training programme.
14. Provision of safety equipments and training of staff on their use after purchase.
15. Organizing regular health check-ups for staff.
16. Organizing counselling sections for:
  - a. Distressed and bereaved officers
  - d. Traumatized officers on loss of properties, natural disasters e.t.c.
  - c. Those facing career challenges.

### **5.03.2 ACTIVITIES UNDERTAKEN BY THE DIVISION**

The Division represented the Agency at weddings of staff, burial ceremonies during the period under review.

The burial benefits of the following Staff that died had been processed by the Division and the Agency had also paid their next of kin:

- |                             |                     |
|-----------------------------|---------------------|
| 1. Mr. Bello Kauti          | SEO (RSSC)          |
| 2. Mr. Rasaq Saka           | CO I (Kwara State)  |
| 3. Engr I.E Udokpoh         | AGM(PCP/RMMS)       |
| 4. Engr .B.O. Nzekwe        | FRME (Ogun)         |
| 5. Engr .E.C. Kamalu        | FRME (Rivers)       |
| 6. Mr A.Yermuak             | STO (HQ)            |
| 7. Mr .M.A. Oguche          | STA II (Kogi State) |
| 8. Mr .E.C. Godspower       | ATO (Bayelsa State) |
| 9. Miss. Loveth Chamberlain | CA (Niger State)    |
| 10. Miss .R.U. Akah         | CO (Plateau State)  |
| 11. Mr. G Enoch             | TA (Bayelsa State)  |
| 12. Mr. M.A Oguche          | STA II (Kogi State) |

### **5.03.3 LEAVE MATTERS**

1. Leave roasters for the year 2009 /2010 were received from the Headquarters, Zonal and Field Offices and collated.
2. Leave advices were issued to staff based on the approved comprehensive leave roaster on monthly basis.
3. As directed by the ED(A&HRD),maternity, casual and other leave advices were issued as at when due.

### **5.03.4 Health, Safety & Environment**

The Division carried out sensitization/enlightenment programme at the Zonal Offices of the Agency on the National Health Insurance Scheme (NHIS) by training Human Resource officers on the National Health Insurance Scheme.

The following programmes were organized by the Division:

- NHIS Zonal Sensitization/Enlightenment programme (September/ October 2009)
- HIV/AIDS awareness lecture (7<sup>th</sup> May, 2009.)

- The Division proposed and got the MD's approval for the purchase of first Aid boxes/recommended drugs by the Zonal Directors and the FRMEs.
- The Division has been receiving NHIS ID Card of registered staff of the Agency and the distribution is ongoing.

#### **5.03.5 PENSION MATTERS**

- Compilation of an up-to-date record of staff and their PFAs since registration with PFAs was done by members of staff individually.
- Compilation of names of recently retired officers who are yet to be sent forth and those retiring in the course of the year.
- An Interactive session was held on Tuesday 14<sup>th</sup> July, 2009 between the IBTC / Sigma Pension Fund Administrators and the senior staff of the Agency based on complaints received from members of staff on non-performance of some of the Pension Fund Administrators (PFA).
- The Division visited PENCOM, IBTC, Leadway and Sigma Pensions with a view to finding a lasting solution to the lingering problems. However, on the issue of changing from one PFA to another, it was disclosed that PENCOM was still working on the modalities.
- Information on 10 staff due for retirement between 2009 and 2011 was submitted to PENCOM
- The Division in conjunction with the salaries section carried out a sensitization and enlightenment programme in all the zones in May, 2010 on the new pension scheme with a view to addressing various complaints by staff due to their lack of understanding of the new scheme.
- Comprehensive staff profile is currently being compiled to be forwarded to the National Pension Commission (PENCOM) as requested.

#### **5.03.6 NYSC MATTERS**

On the 8<sup>th</sup> October, 2009, the Division held an interactive session with batches A, B & C Corp members (62) in which the ED(A&HRD) was in attendance. The Corp members were briefed on the expectations of the Agency, and were advised to be of good conduct, diligent and

responsible so as to leave a good legacy at the end of their one year mandatory service

The total number of corps members engaged by the Agency in 2009 are as stated below:

Batch B	2009	26
Batch C	2009	3
Total		29 Corp. Members.

## **6.00 BOARD SECRETARIAT & LEGAL SERVICES DEPARTMENT**

### **6.01 BOARD SECRETARIAT DIVISION**

The Board Secretariat Division of the Department is charged with the responsibility of being the Secretary to the Governing Board of the Agency and its Committees. In the year under review, the Division served as secretary to the following committees of the Board:

<b>S/N</b>	<b>BOARD COMMITTEE</b>	<b>NO. OF MEETING HELD</b>
1.	Engineering & Monitoring Committee	8
2.	Road Support Services Committee	5
3.	Establishment & Staff Matters Committee	4
4.	Finance & Accounts Committee	4
5.	Concession & Tolling Committee	3
6.	Procurement Committee	3
7.	Public Relations & Strategic Planning	3

### **6.02 LEGAL SERVICES DIVISION**

The Division prepared and managed contract agreements by ensuring that every contract agreement is tailored to suit each contract awarded. In 2009, the following agreements were prepared and executed by the department:

<b>S/No</b>	<b>Description of agreement</b>	<b>No. Executed</b>
1	Road works	111
2	Mechanical/Electrical	30
3	RSSC	7
4	Vegetation control	6
5	Non-road projects	14

The Department also offered legal advice to the Management of the Agency on its policies and defended the Agency when litigations were instituted against it.

## **6.03 REPORT ON THE ACTIVITIES OF THE GOVERNING BOARD**

### **6.03.1 POLICY GUIDELINES OF THE GOVERNING BOARD**

The major achievement of the Governing Board in the year under review is the articulation of Policy Guidelines for the effective discharge of the Agency's mandate.

The Committees of the Governing Board articulated policies and guidelines for the effective operations of the Board and the Agency at large. It is envisaged that the policies and guidelines would form a basis upon which the activities of the Agency shall be performed.

### **6.03.2 POLICY GUIDELINES ON ENGINEERING & MONITORING**

1. Based on information available from the field reports on the condition of roads, a comprehensive maintenance programme should be drawn at the beginning of each year. The programme should clearly specify the proposed projects, types, methods of maintenance and costs.
2. Considering the degree of failure of the roads, a minimum of 33 percent of available funds for road maintenance should be allocated for pavement strengthening and overlay.
3. For the purpose of effective administration of works, contracts shall be categorised as major and minor. Major contracts are for works above N100 million, while minor contracts are for works up to N100 million.
4. To qualify for major contracts, a prospective contractor shall among others, possess capacity and capability based on the following criteria.
  - (a) Competence

- (b) Operational Base
  - (c) Ownership of essential plants and equipment
  - (d) Ownership of laboratory for quality control
  - (e) Technical/Practical experience in execution of similar jobs.
  - (f) Capital Base
  - (g) Qualified technical manpower
5. As a deliberate policy, the Agency shall encourage up-coming indigenous contractors who possess adequate capability relative to the scope of minor contracts.
  6. The Agency should adopt Output Performance Based Road Contracts (OPRC) whenever it is appropriate and applicable.
  7. The Agency should where appropriate, employ Direct Labour method of maintenance in carrying out its operations using available human and material resources in its field offices.
  8. For the purpose of effective service delivery, the Headquarters shall make a monthly allocation of N3 million and N1.5 million to the state and Zonal offices respectively. Such allocations shall be retired by the recipients. Modalities for disbursement of the said allocations shall be in accordance with the guidelines to be provided by Management.
  9. Based on the expected enhanced level of direct labour works in the states, the existing direct labour teams should be expanded to an average of 3 teams per state based on the following criteria.
    - (a) Total road length
    - (b) Condition of the roads
  10. To provide operational base for the Direct Labour teams, adequate road camps should be established where necessary.

11. The Agency should establish well equipped and functional material testing laboratory in each state for effective quality control.
12. The Agency should partner with Road Safety Corps and other relevant agencies to develop a framework for Safety Impact Assessment, standardisation of road signs and makings and data generation on traffic flow.
13. The Agency should encourage research into road development maintenance and collaborate with other stakeholders in this regard.
14. The Agency shall develop and maintain a programme of periodic maintenance for all plants and equipment.
15. The Agency should at every time ensure that those who destroy any road support facility through accident or through mere negligence, shall pay for the repairs or replacement. The payment for the replacement/repairs shall be made through their insurance companies.
16. The Agency should always ensure through the Federal Roads Maintenance Engineers (FRMEs) and Zonal Coordinators that broken down vehicles which help to deteriorate the roads are promptly removed and the owners of such vehicles made to pay the cost of the removal.

### **6.03.3 POLICY GUIDELINES ON PUBLIC RELATIONS & STRATEGIC PLANNING**

- a) In order to sustain a positive public image for the Agency, FERMA should provide time during induction courses to give Public Relations orientation to all newly recruited staff so as to make them appreciate the need to be good 'Public Relations Ambassadors' of the Agency.

- b) Having regard to the importance of Public Relations, an amount not more than 1.5% of the amount allocated to road maintenance shall be set aside for Public Relations and Strategic Planning.
- c) The Agency shall from time to time organize press briefings and issue releases on the state of Federal roads, the achievement of FERMA as well as its challenges.

#### **6.03.4 POLICY GUIDELINES ON FINANCE & ACCOUNT**

1. Within the month of July of every year, the Management shall lay before the Board a report that gives sufficient details of the activities of the Agency, its income from all sources, its expenditures on all items **during the first half of the year**. A similar report covering the whole year shall be laid before the Board not later than February of the following year. The first half year report shall contain, among other details:
  - i. Income received from all sources, showing separately the expected inflow and the variance for each income item;
  - ii. Expected income performance for the remainder of the year in respect of each income item;
  - iii. Expenditures made during the period (January - June) broken down on sub-head basis, indicating over-expenditure, if any and the source of augmentation, where applicable;
  - iv. Contingent liability on work in progress or on any other expenditure sub-head;
  - v. Expected income and expenditure for the remainder of the year.

2. At the same time, Management shall lay before the Board a draft budget proposal for the incoming year stating inter alia:
  - i. Expected income from each item of Internally Generated Revenue (IGR);
  - ii. Proposed level of Budget support from the Government;
  - iii. Details of proposed work programme;
  - iv. Proposed level of expenditure during the next fiscal year broken down into expenditure sub-heads.
  - v. The second report, which shall cover the whole year, shall follow the structure of the first half year report.
  
3. Management shall within a month after release of the budget lay before the Board, a revised presentation on the total expected resources and expenditure of the Agency during the year as well as its expenditure proposal for the year.
  
4. The following conditions shall apply with regard to proposal for the allocation of funds to **expenditure sub-heads**:
  - i. Personnel cost (including pension addition, healthcare contribution, staff insurance and other related personnel cost) shall be fully provided for;
  - ii. General overhead, excluding project related overheads, but including travel and transport shall not be higher than 5% of the amount allocated for road maintenance in any year;
  - iii. Training and other welfare expenditure shall not be higher than 3% of the amount allocated to road maintenance in any year;

- iv. Provision for development of Road Support Service Centres shall not be higher than 3% of the amount allocated to road maintenance in any year;
  - v. The expenditure on Public relations shall not be more than 1.5% of the amount allocated to road maintenance in any year.
  - vi. The amount allocated to capital expenditure shall be as approved in the National Budget.
5. All remaining funds of the Agency shall be devoted to road maintenance as follows:
- |                                       |   |             |
|---------------------------------------|---|-------------|
| a. Overlay and pavement strengthening | - | 33%         |
| b. Bridges & Culverts                 | - | 8%          |
| c. Expansion of road camp network     | - | 3%          |
| d. Direct labour                      | - | 10%         |
| e. Output performance                 | - | 1%          |
| f. Emergencies                        | - | 10%         |
| g. General repairs                    | - | <u>35%</u>  |
|                                       | = | <u>100%</u> |
6. The Agency shall continually make efforts to keep its Internally Generated Revenue (IGR) on the increase. In this regard, the staff of the Agency shall receive special productivity allowance tied to the net increase in its IGR at the end of every fiscal year.

#### **6.03.5 POLICY GUIDELINES ON ROAD SUPPORT SERVICES**

1. Every community in which the Agency proposes to establish a vehicle park shall be encouraged to donate the land for the purpose of establishing the said park.

2. In order to determine the establishment of a park in a given area or zone, the Agency shall have preference for land donated by the community in which the park is to be located.
3. Notwithstanding the foregoing, the Agency shall for the purpose of establishing a park acquire land and pay due compensation if in its opinion the circumstances demand that a park be established in the said locality whether or not the host community has donated.
4. In order to meet the requirements of a location in which the Agency plans to establish a vehicle park the design of every park shall be done in a manner that will take cognisance of the type of vehicles that will use the park. In other words, the Agency shall not necessarily adopt a uniform design for all locations.
5. In consonance with the Federal Government policy on Public Private Partnership (PPP), FERMA shall develop the parks on a PPP basis. This policy notwithstanding, the Agency may where circumstances demand expend its resources on the development of a vehicle park provided, that on completion such facility shall be concessioned.
6. Depending upon the model of Development, the management of a vehicle park shall be by a private service provider in line with an agreed Memorandum of Understanding (MoU).

7. The Agency shall under the first phase establish vehicle parks across the country in the following locations:

- i. **ONNE RIVERS STATE**
- ii. **TAFI KADUNA STATE**
- iii. **OBOLLO-AFOR ENUGU STATE**
- iv. **OKIGWE IMO STATE**
- v. **POTISKUM YOBE STATE**
- vi. **WARRI DELTA STATE**
- vii. **LAGOS – KANO ROUTE (Akinyele, Mokwa, Tegna, M/Jos, Dakatsalle)**

8. The Agency shall maintain the existing observation camps and shall also develop new ones in identified flash points whether or not such locations have vehicle parks or rest areas.

#### **6.03.6 POLICY GUIDELINES ON CONCESSION & TOLLING**

- i. The Agency shall concession the maintenance of some roads and bridges.
- ii. It may also concession the construction/ maintenance of some vehicle parks/rest areas, weigh bridges etc.
- iii. Where applicable, the Agency shall toll the aforesaid facilities in order to ensure their maximum maintenance.
- iv. Revenue collected from road users shall be deployed for the optimum benefit of road users in particular and the nation, in general.

### **6.03.7 POLICY GUIDELINES ON PROCUREMENT**

For procurement of Works and Services, the Agency shall be guided by the Public Procurement Act, 2007, the Procurement Guidelines pursuant to the Act and the Policies enumerated hereunder.

- i) Management shall at the beginning of each year, furnish the Board with the Agency's procurement plans, requirements and procurement process for Board's consideration.
- ii) Management shall submit to the Board quarterly report on all contracts awarded by the Agency for works and services.
- iii) No Contract for Works and Services exceeding the N5 million shall be awarded without the prior consideration of the Board.
- iv) All Works and Services that is not more than 20% of N250 Million shall be categorized as works of small value and the Agency shall procure such services through selective tendering as provided under sections 40 – 41 of the Public Procurement Act.

### **6.03.8 POLICY GUIDELINES ON ESTABLISHMENT & STAFF MATTERS**

#### **6.03.8.1 RECRUITMENT AND APPOINTMENT POLICY**

The Agency shall;

- Ensure qualified personnel are recruited for the attainment of its statutory functions.
- Advertise all vacancies on GL.7 and above with basic details of job description and requirements.
- Treat all applications promptly and fairly without discrimination.

- Apply the principle of Federal Character in all its recruitment.

#### **6.03.8.2 DEPARTMENTAL STRUCTURE OF THE AGENCY**

- There shall be clear cut job schedule and responsibilities in the structure of the Agency, particularly as it affects Departments and Units at the Head Office.
- There shall be for the Agency; the office of the Managing Director with Seven(7) units and Seven (7) Departments.

#### **6.03.8.3 UNITS UNDER THE MANAGING DIRECTOR'S OFFICE**

1. Procurement Unit
2. Internal Audit Unit
3. Protocol & Public Relations Unit
4. Concession, Tolling & Asset and Facility & Estate Management Unit
5. Servicom/Anti – Corruption Unit
6. Stock Verification Unit
7. Direct Labour Unit

#### **6.03.8.4 DEPARTMENTS OF THE AGENCY**

1. ADMINISTRATIVE & HUMAN RESOURCES DEPARTMENT
  - Administration Division
  - Training & Manpower Division
  - Personnel Division
2. FINANCE AND ACCOUNT DEPARTMENT
  - Finance Division
  - Account Division
3. WEST OPERATIONS DEPARTMENT
  - West Operations
  - Zonal Offices
  - State Field Offices
  - Road Maintenance Gangs
4. EAST OPERATIONS DEPARTMENT
  - East Operations
  - Zonal Offices
  - State Field Offices

- Road Maintenance Gangs
- 5. ENGINEERING SERVICES DEPARTMENT
  - Mechanical Division
  - Electrical Division
- 6. PLANNING/BUDGET AND MONITORING DEPARTMENT
  - Management Information System (MIS)
  - Planning/Statistics
  - Budget and Monitoring
- 7. BOARD SECRETARIAT/LEGAL SERVICES DEPARTMENT
  - Board Secretariat Division
  - Legal Services Division

#### **6.03.8.5 ADMINISTRATIVE STRUCTURE**

The three-tier administrative structure in the Organisation shall be maintained; the Headquarters, Zonal Offices and State Field Offices. Flow of authority and responsibilities are to percolate from the Headquarters through the Zonal Offices to the State Field Offices.

It is therefore recommended that:-

- Clear administrative, supervision and financial control of the Zonal Office over the State Field Offices should be clearly established and enforced.
- In addition to the three-tier system, the State Field Office should be strengthened with ROAD MAINTENANCE GANGS. The Road Maintenance Gangs shall be answerable to the State Field Offices.

#### **6.03.8.6 ZONAL OFFICES**

- The Eight (8) Zonal Office structure is to be maintained.
- The State Field Offices should also be maintained.
- The nomenclature of Zonal Directors (ZDs) should be changed to Zonal Coordinators (ZCs) where as the nomenclature of Federal Roads Maintenance Engineers (FRMEs) should be retained.
- The Zonal Offices shall be strengthened for effective supervision and control and the Zonal Coordinators (ZCs) shall be the Chairman of the Zonal arrangements for the effective disbursement of funds.

#### **6.03.8.7 STAFF OF THE ZONAL OFFICES**

- Full complement of staff of various cadres shall be established in the Zonal Offices for effective supervision of State field offices.
- Minimum of three (3) Engineers per Zonal Office including the Zonal Coordinator i.e. one (1) Engineer will be in charge of at least Three (3) State Field Offices in the Zone.
- Full account department comprising of;
  - One (1) Principal Accountant
  - One (1) Auditor
  - One (1) other supporting staff (cash officer)
    - Six (6) Corporate Affairs Officers
    - Two (2) Human Resources
- Two (2) Procurement/Store Officer

#### **6.03.8.8 RESPONSIBILITIES OF THE ZONAL OFFICERS**

The Zonal Offices shall be responsible principally for close monitoring and supervision of activities of the State Field officers within the Zone.

The Zonal Coordinator shall;

- Ensure effective and quality control of all roads maintenance works in the zone.
- Give general directive to the FRMEs within the Zone.
- Conduct audit on the activities and give monthly audit report on the activities of the State Field Offices to the Headquarters.
- Hold monthly meetings with the FRMEs
- There shall be established in each Zone finance disbursement, budget and general purpose Committee
- The Zonal Coordinator shall be the Chairman of the finance disbursement, budget and general purpose committee.
- All funds due to the State Field offices for Direct Labour shall be routed through the Zonal Coordinator. Management is to give imprest for emergency repairs to the Zonal Coordinators, who will in turn disburse to the FRME with the consent of the Managing Director.

#### **6.03.8.9 STATE FIELD OFFICE STRUCTURE**

The State Field Offices shall be headed by FRME who shall be an Engineer not below salary grade level 12.

Where an Engineer below salary grade level 12 is heading a State Field Office, he shall so head in acting capacity.

#### **6.03.8.10 STAFF OF THE STATE FIELD OFFICE**

The State Field Office shall comprise of;

1. Four (4) Engineers including the FRME
2. Eight (8) Technical Officers
3. One (1) Senior Accountant
4. Two (2) account clerks
5. One (1) Auditor
6. Three (3) Procurement/Store Offices
7. Six (6) Corporate Affairs Officers.

#### **6.03.8.11 ROAD MAINTENANCE GANGS**

- The Road Maintenance Gangs are expected to ensure hands on the roads at all times in order to meet up with the present challenges in road maintenance.
- The number of workmen required for each gang in a state is to be determined by the length of Federal road in that state.

### **6.04 OTHER ACHIEVEMENTS OF THE GOVERNING BOARD**

#### **6.04.1 ROAD SUPPORT SERVICES COMMITTEE**

##### **ACQUISITION OF LAND BY THE AGENCY FOR THE PURPOSE OF THE ESTABLISHMENT OF VEHICLE PARKS NATIONWIDE**

For the purpose of establishment of vehicle parks nationwide, the Agency requested for and received donated land in the following locations; Ojoo in Akinyele Local Government of Oyo state, Umabor – Eha – Alumona in Nsukka Local Government of Enugu state; Mararaban-Jos in Kagarko Local Government and Tafa in Igabi Local Government both of Kaduna state.

The situation report on the donated land in the above mentioned States are as follows;

### **OJOO IN AKINYELE LOCAL GOVERNMENT OF OYO STATE**

Akinyele Local Government donated to the Agency a parcel of land on Ibadan – Ogbomosho express road in Oyo state. The survey plan was carried out and the Local Government Council is processing Certificate of Occupancy which would be handed over to the Agency as soon as possible. The Agency has taken over the site by clearing it. The fencing of the property would be done as soon as the processing of the Certificate of Occupancy is concluded.

### **UMABOR – EHA – ALUMONA IN NSUKKA LOCAL GOVERNMENT OF ENUGU STATE**

The Agency received 7.719 hectares of land at Umabor – Eha – Alumona in Nsukka Local Government of Enugu state. Nsukka Local Government Council is in the process of getting for the Agency an additional 20 hectares as at the time of this report. The land will be handed over to the Agency as soon as possible.

### **TAFA IN IGABI LOCAL GOVERNMENT AND MARARABAN-JOS IN KARGAKO LOCAL GOVERNMENT IN KADUNA STATE**

The Chairmen of Kagarko and Igabi Local Government Councils offered the Agency 30 hectares and 25 Hectares of Land at Tafa and Mararaban- Jos respectively for the establishment of Vehicles Parks. The Agency requested for the Right of Occupancy to be issued before commencing works on the sites.

The Land at Tafa was demarcated and site plans were issued to FERMA by Kagarko Local Government.

Igabi Local Government has commenced demarcation works. The Local Government Council is still awaiting the response of the State Ministry of Lands in respect of 15 additional hectares requested by the Agency. According to them, by 23<sup>rd</sup> June 2010, demarcation would have been completed and site Map would be made available to the Federal Roads Maintenance Engineer in Kaduna State office.

## **6.04.2 ESTABLISHMENT AND STAFF MATTERS COMMITTEE**

### **STAFF COMPLEMENTARY HEALTH INSURANCE SCHEME**

The Governing Board reviewed the proposed Staff complementary health insurance scheme, found the scheme laudable and approved as follows:

- (a) downward review of the earlier agreed sum of **N1,500.00** per enrollee to **N1,000.00** with the Health Management Organisation (HMO), M/s Prepaid Medicare Services Limited.
- (b) engagement of a consultant to improve and fine tune the draft Health Service Agreement and the Operational Framework

### **STAFF VERIFICATION, RESTRUCTURING OF THE AGENCY'S ORGANOGRAM**

The Board, through its Establishment & Staff Matters committee conducted a nationwide staff verification exercise and approved as follows:

- (i) regularization of old staff and drivers;
- (ii) establishment of Road maintenance Gangs;
- (iii) review of the Agency's nominal roll;
- (iv) review of the Agency's organogram; and
- (v) change of the nomenclature of Zonal Director to Zonal Coordinator .

### **REVIEW OF ESTABLISHMENT POLICY AND SCHEME OF SERVICE FOR THE AGENCY**

The Agency's proposed Establishment Policy and Scheme of Service were reviewed and necessary amendments made by consultation of the following documents;

- (i) the 1999 constitution of the Federal Republic of Nigeria
- (ii) the Public Service Rules, 2006
- (iii) the Pension Act, 2004
- (iv) the Financial Regulations
- (v) extant Rules, Regulations and Circulars

### **REPORT ON THE CONCEPT AND OPERATIONS OF ROAD MAINTENANCE GANGS**

The committee recommended that a pilot scheme of 84 no. Road Maintenance Gangs should be initiated on fairly good roads.



The Board approved the recommendation and further agreed that the scope of work for the gangs should be limited to vegetation control, desilting and patching of potholes.

#### **6.04.3 FINANCE AND ACCOUNTS COMMITTEE**

The Committee dealt with the following:

- i. Appointment of Messrs Tijjani Musa Isa & Co. as the Agency's external auditor to audit the 2008 and 2009 accounts;
- ii. Formulation of financial policy guideline for the Agency to ensure prudent spending by the Agency;
- iii. Consideration of the 2008 audited accounts submitted by the external auditors;
- iv. Consideration of Management's work plan for 2010;
- v. Increase in the Internally Generated Revenue (IGR) of the Agency, especially the implementation of the 5% road user charge;
- vi. A push to broaden the source of income of the Agency (5% user charge); and
- vii. The Committee reviewed the Agency's Audit manual and Accounting manual.

#### **6.04.4 ENGINEERING & MONITORING COMMITTEE**

The Committee dealt with the following:

1. Introduction of the use of cold Asphalt for the maintenance of roads in the Agency;
2. Formulation of a policy/guideline for FERMA road maintenance
3. Recommendation of the discontinuance of the concept of Operation Own a Road.

4. Identification of the basic direct labour maintenance equipment/tools for direct labour workers and safety materials as follows:

<u>Items</u>	<u>Qty.</u>
i) Vibratory Hand Rollers	4
ii) Pick- up vans	3
iii) Tipper truck	2
iv) Thermometers	6
v) Insitu density test apparatus	10
vi) Concrete moulds	2
vii) Slump Cones	4
viii) Coring machines	2
ix) Asphalt Cutters	4
x) Concrete Mixers	2
xi) Low-bed	1
xii) Hand Sawing Machines	4
xiii) Cutlasses	60
xiv) Wheelbarrows	15
xv) Shovels	60
xvi) Diggers	60
xvii) Hand Rammers	60
xviii) Sledge Hammers	15
ixx) watering cans	60
xx) Rakes	60
xxi) Hard Brush/Brooms	60
xxii) Head Pan	60
xxiii) Wheel meter/photometer	6
xxiv) Mini Asphalt Plant	2
xxv) Vibrating Tampers	4
xxvi) Jack hammer with compressor	3
xxvii) Heavy Duty Roller	1

#### **DIRECT LABOUR SAFETY MATERIALS**

<u>Items</u>	<u>Qty</u>
i) Safety (Rain) Boots (all sizes)	40
ii) Reflective Jackets	60
iii) Helmets	60
iv) Reflective Cones	60
v) Work zone warning signs	40

vi) First Aid Boxes	4
vii) Wheel Tape	6
viii) Workman Hand Gloves	90
ix) Rain Coats	40
x) Caution tape	10

4. The Committee recommended that the sum of ₦5 Million be allocated to the Federal Roads Maintenance Engineers on monthly basis for direct labour works. Also, the Committee recommended that the sum of ₦2.5 Million be allocated to the Zonal Directors for Direct Labour Works within their zones.

The Committee recommended that Road Marking should be under the schedule of the Zonal Directors and therefore their staff be properly trained on how to operate the Road Marking Machines in their zones.

5. The Committee embarked on a three days road projects monitoring tour to North Central West/East in 1<sup>st</sup> November 2009.

#### **6.04.5 PUBLIC RELATION & STRATEGIC PLANNING COMMITTEE**

- The Committee formulated the policy guidelines to provide the basis for all actions and observances pertaining to Public Relations & Strategic Planning in the Agency.
- In order to garner substantial public relations mileage, the Committee advocated for immediate intervention on major roads across the country requiring maintenance.
- As a result of the recommendations of the Committee, the Agency embarked on an intense media drive to inform the public of the achievements of the Agency and thereby reduced the apathy on the part of the public against the Agency hitherto.
- The interaction with the media was further complemented by radio jingles on proper usage of road infrastructure.
- The Committee recommended the interactive session between the Agency and stakeholders in the road sector forum where issues bordering on safe roads vis a vis the provisions of the FERMA Amendment Act was discussed.
- Press coverage of field tour by the Board.

- A world press conference was held in Sheraton Hotel, Lagos after a tour of ongoing projects in the South East, South-South and South West Zones where the provision of the FERMA Amendment Act, 2007 on 5% Road User Charge was presented to Nigerians.
- As a result of all these activities, the Agency made a case for increased funding and got the support of the National Assembly.

#### **6.04.6 CONCESSION AND TOLLING COMMITTEE**

The Agency's Concession programme was narrowed to the following roads:

- a) 9<sup>th</sup> mile-Otukpa-Otukpo road
- b) Mokwa-Tegina-Birnin Gwari-Kaduna road
- c) Abeokuta-Ibadan-Ife-Ilesha road
- d) Jos-Bauchi-Gombe road

Technical and Legal consultants were appointed to drive the concession programme while Request For Proposal (RFP) were distributed to the 26 companies earlier prequalified to participate in the Agency's concession programme.

Action was concluded on Road Condition Survey and viability study on the four selected for the Agency's concession programme. Action was also concluded on the development of concession agreement, RFP and information Memorandum (IM). Copies of the RFP and IM have been sent to the prequalified companies. Work on the development of financial model has reached an advanced stage.

Bidders' conference was held in February 2010 during which many stakeholders including officials of the Ministry of Works and Infrastructure Concessioning Regulatory Commission attended.

The Committee held an interactive session with the Lagos State Concessioning Company on the twin concept of concession and tolling.

#### **6.04.7 PROCUREMENT COMMITTEE**

The Committee used the provisions of the Public Procurement Act to establish the maximum value of civil works and goods of small value for the Agency. It recommended that the value of civil works and goods of small value should not exceed 20% of the Agency's threshold. The Committee also recommended the abolition of Retainership type of road maintenance contracts.

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