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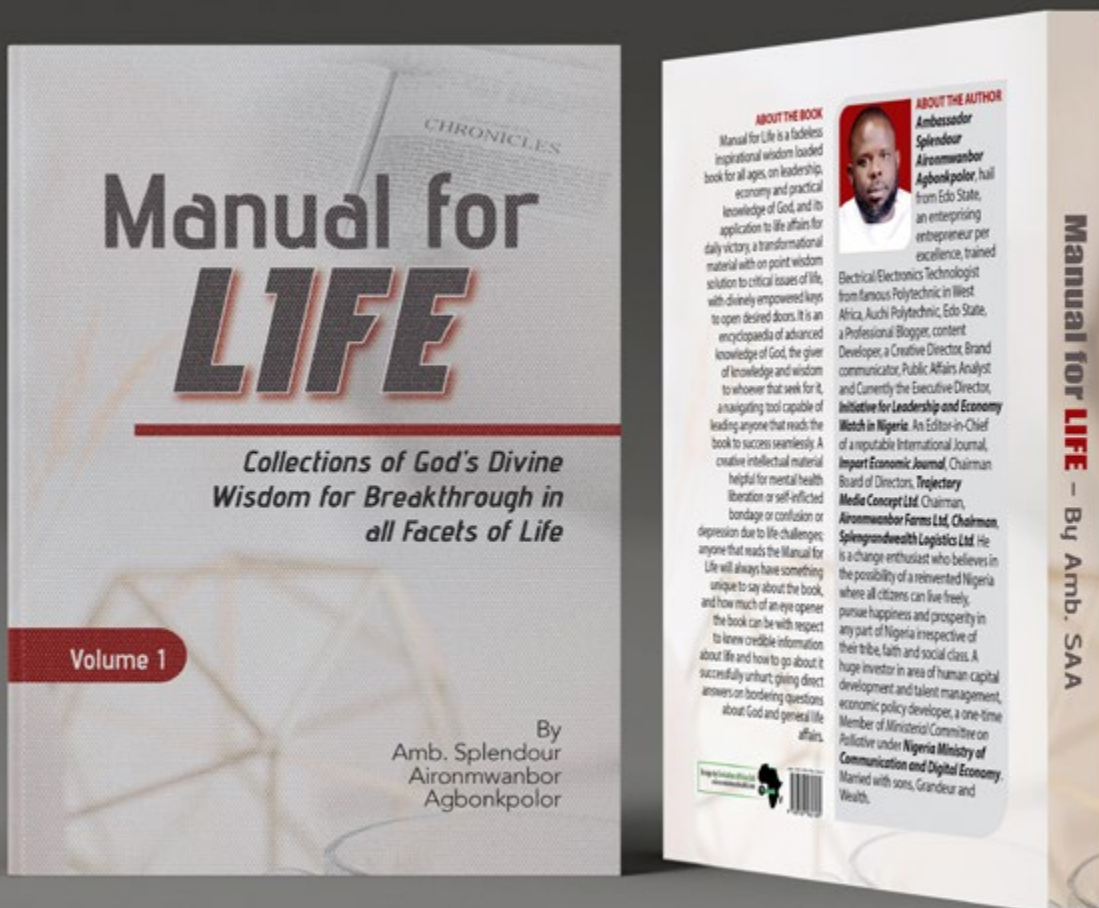
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DECEMBER 2023 | 9TH EDITION

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EDITORIAL *Note*

This special edition of the *Impart Economic Journal* presents evidence-based content that reflects Nigeria's current economic realities, with a focus on health sector service delivery and the impact achieved under the leadership of Professor Saad Ahmed at the Federal Medical Centre, Jabi.

A key feature of this edition is the National Excellence Award 2026 in Public Health Leadership and Infrastructure Transformation, conferred on Prof. Saad Ahmed, Chief Medical Director of FMC Jabi, by the Civil Society Organizations' Budget Implementation Assessment,




**AMB. SPLENDOUR A.
AGBONKPOLOR**
Editor-in-Chief

Monitoring and Evaluation Committee (CBIAMEC).

The award recognizes measurable improvements in healthcare delivery, infrastructure modernization, and institutional governance during Prof. Ahmed's tenure. Under his leadership, FMC Jabi has upgraded clinical facilities, expanded specialized care units, and deployed advanced medical equipment, positioning the Centre as a reference point for tertiary healthcare in the Federal Capital Territory.

The edition features "FMC Abuja's Transformative Milestones: From Specialized Care to Institutional Reforms (2020–Present)," supported by pictorial evidence of the Centre's turnaround. CBIAMEC highlighted reforms in operational efficiency, staff capacity building, and financial accountability as a benchmark for public health administration in Nigeria. Transparent fund management and patient-centered care have improved clinical outcomes and strengthened public trust.

The award was formally presented on Thursday, 15 May 2026, at Geycci Hall, Hotel 2020, Wuye, Abuja, during an event hosted by CBIAMEC's sister organization, the Centre for Peace, Transparency and Accountability. The ceremony featured a video compendium of FMC Jabi's achievements and was attended by over 100 civil society organizations.

The Journal also examines broader national issues through:

- *From Risk Watch to Recovery Watch: Nigeria's Cautious Economic Ascent*
- *A Nation Under Siege: Nigeria's Enduring Battle with Insurgency and Insecurity*
- *Nigeria's Digital Frontier: AI, Fintech, and the Infrastructure Gap*

Additional health-focused articles include:

- **Digitalization of Hospital Operations:** *A Paradigm Shift in Health Sector. Efficient Service Delivery.*
- **Health Sector Reforms:** *The Key to Nigeria's National Development.*
- *Cutting Capital Flight to Boost National Productivity.*

Prof. Ahmed was also conferred with the CBIAMEC Man of the Year 2026 Meritorious Excellence Award, based on an evidence-based, independent assessment of his contributions to public service. CBIAMEC stated that the honor aims to spotlight leaders who translate national policy into tangible outcomes and to encourage sustained excellence across Nigeria's public sector.

As you read this edition, we hope you find insights that deepen your understanding of the developments at FMC Jabi and illustrate how information technology is transforming healthcare delivery in Nigeria.

PREVIOUS EDITIONS



WATCH OUT FOR NEXT EDITION



FMC Abuja's Transformative Milestones: "From Specialized Care to Institutional Reforms (2020–Present)"

The Jabi-Airport highway in Abuja tells a familiar story of modern Nigeria. Here stand the imposing headquarters of the Economic and Financial Crimes Commission (EFCC), the academic halls of Baze University, and the stately presence of the National Judicial Institute (NJI). These are institutions of consequence, places where national narratives are shaped and enforced.

But just off this thoroughfare, on a 4.85-hectare plot known as Plot 96,

a different kind of story is unfolding. This is the Federal Medical Centre (FMC), Abuja. To the commuter speeding past, it appears as a clean, efficient complex of modern buildings. To the thousands who pass through its gates each week, it represents something far rarer in the Nigerian public health landscape: a government hospital that actually delivers.

A Counter-Narrative in Public Health

At a time when discussions about Nigerian healthcare default to deficits; dilapidated infrastructure, staggering patient-to-doctor ratios, an exodus of skilled professionals FMC Abuja has spent recent years assembling an unconventional portfolio of achievements. Named the top public hospital across all Commonwealth nations by the Commonwealth Medical Association



in 2023, and consistently voted the “Most Preferred Hospital in Abuja,” this 320-bed facility has become a proving ground for a bold proposition: that cutting-edge medicine, genuine compassion, and public affordability can coexist in the nation’s capital.

Humble Origins, Strategic Ascent

The transformation did not happen overnight. FMC Abuja traces its lineage to the modest Federal Staff Clinic in Garki II; a facility designed primarily to manage routine ailments of civil servants. The catalyst arrived through international diplomacy. Following a 2008 bilateral agreement between the People’s Republic of China and the Federal Government of Nigeria,



plans emerged for a purpose-built medical complex.

On June 7, 2012, the hospital relocated to its current Jabi-Airport Road site. What followed was rapid elevation. Pre-commissioned in July 2012 by the Minister of Health and formally commissioned by the President on January 28, 2013, the facility achieved full Federal Medical Centre status by April of that year with the inauguration of its inaugural Board of Directors.

From Staff Clinic to Federal Medical Centre

- 2008: Bilateral agreement with China
- 2012: Relocation to Jabi-Airport Road site
- 2013: Full FMC status and Board inauguration

Today, that single-purpose clinic has matured into a multi-tiered healthcare network. While its heart remains at the 320-bed Jabi complex; currently expanding with two major structural additions; FMC Abuja has extended its reach into the capital’s rural margins. Through deliberate community outposts, the hospital manages primary and secondary

care at the Primary Health Centre in Kuchingoro, the Daughters of Charity facility in Kubwa, and the General Hospital in Kuje. Urban specialization does not come at the expense of rural access.

The Frontiers of Specialized Medicine

What distinguishes FMC Abuja in the regional landscape is its clinical breadth. This is not merely a defensive institution managing common ailments; it is an aggressive vanguard for advanced, complex interventions.

Surgical Sophistication

The Department of Surgery reads like a ledger of modern medical capability. It remains one of the few public institutions in the region routinely performing both adult and pediatric open-heart surgeries alongside complex kidney transplants.

The facility has embraced minimally invasive approaches to reduce recovery times and infection rates. In urology, the center deploys laser surgery for urolithiasis (kidney stones) and performs advanced

endo-urology procedures, including Transurethral Resection of the Prostate (TURP). For early-stage prostate malignancies, surgical teams perform open retropubic radical prostatectomies, while routine abdominal pathologies are addressed via laparoscopic cholecystectomies and Laparoscopic Nissen Fundoplication for severe acid reflux.

Surgical Capabilities at a Glance

- *Adult and pediatric open-heart surgery*
- *Kidney transplantation*
- *Laser urology and endo-urology*
- *Neuro-trauma and tumor excision*
- *Total knee replacements and spinal fusions*

The neurosurgical team routinely manages critical trauma, performing craniotomies for life-threatening epidural and subdural hematomas, as well as complex decompressive craniectomies. The pediatric neurosurgical portfolio includes delicate repairs of myelomeningocele and encephalocele, brain tumor excisions, and insertion of external ventricular drains for hemorrhagic strokes. Meanwhile, the orthopedics unit restores mobility through total knee replacements and complex spinal interventions such as Posterior Lumbar Interbody Fusion (PLIF) for degenerative disc disease.

Comprehensive Sub-Specialties

This surgical capacity is matched by deep specialization across other departments:

Obstetrics &

Gynaecology: Moving beyond basic maternal care, the department offers advanced In-Vitro Fertilization



(IVF) services, urogynaecology, feto-maternal medicine, and gynaecology, supported by a specialized laparoscopic hysterectomy unit.

Internal Medicine &

Diagnostics: From continuous renal hemodialysis to video electroencephalography (EEG) for neurological monitoring and advanced dermoscopic skin examinations, the medical division covers highly specialized terrain.

Oncology & Pathology: A dedicated chemotherapy suite provides targeted cancer care, backed by an Anatomic Pathology department equipped for immunohistochemistry—a critical diagnostic tool for identifying specific cancer types at the cellular level.

Pediatric Intensity: The facility features a high-functioning Neonatal Intensive Care Unit (NICU) capable of managing the most vulnerable premature infants, alongside pediatric echocardiography for early detection of congenital heart defects.

A Training Ground and Research Engine

FMC Abuja does not merely consume medical knowledge; it actively

generates it. The institution has become a premier postgraduate training ground, holding rigorous residency accreditations from both the West African Colleges of Surgeons and Physicians and the National Postgraduate Medical College of Nigeria.

These accreditations span virtually every major medical discipline, ensuring a steady pipeline of highly trained specialists. Furthermore, the hospital runs competitive internship programs in medicine, nursing, pharmacy, physiotherapy, radiography, and laboratory sciences—all accredited by their respective national councils.

Global Certification: The hospital is certified as an Advanced Surgical and Obstetric Centre by the National Postgraduate Medical College in collaboration with the London School of Tropical Medicine and Liverpool, United Kingdom, serving as an international hub for training healthcare professionals in advanced operative skills.

On the research front, FMC Abuja contributes to global medicine. The hospital's Health Research Ethics Committee (HREC)—a certified Category C committee under the National Health Research Ethics

FMC Abuja traces its lineage to the modest Federal Staff Clinic in Garki II; a facility designed primarily to manage routine ailments of civil servants. The catalyst arrived through international diplomacy. Following a 2008 bilateral agreement between the People's Republic of China and the Federal Government of Nigeria, plans emerged for a purpose-built medical complex

Committee of Nigeria—reviews and approves approximately 35 research projects annually.

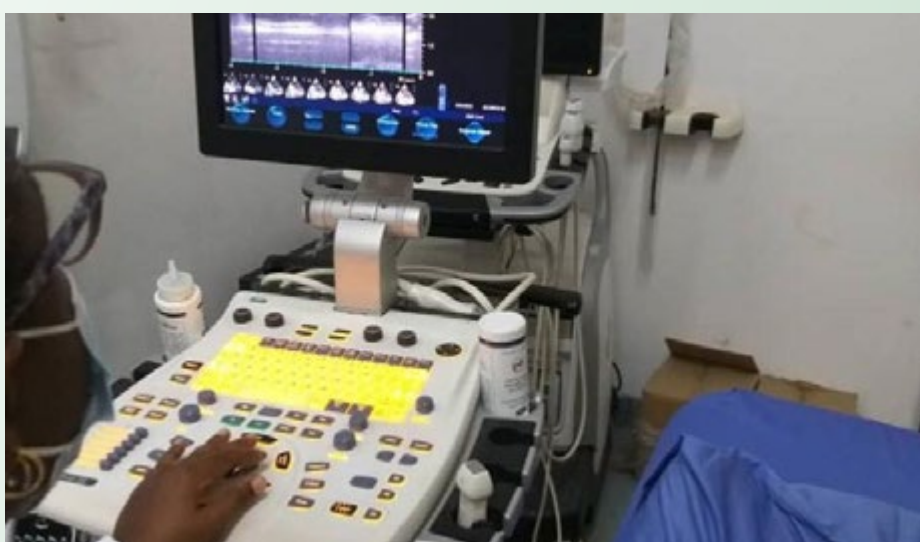
Among its flagship initiatives is participation in UPRIGHT-HTM (Urinary Proteomics Combined with Home Blood Pressure Telemonitoring for Health Care Reform), a prestigious five-year global randomized controlled trial recruiting patients across Europe, Asia, sub-Saharan Africa, and the Americas. This global research footprint is anchored locally by the facility's own robust Hypertension Registry.

Strategic Alliances

Operating a world-class public hospital within a developing economy requires creative management. FMC Abuja has bridged resource gaps by building an intricate network of Memoranda of Understanding and strategic collaborations:

Compassion Amid Economic Reality: The Indigents Fund

Medical excellence matters little if it remains out of reach for



the vulnerable. In an economic environment marked by inflation and rising healthcare costs, FMC Abuja has taken a structured approach to institutional empathy.

Recognizing that many patients face catastrophic medical bills, the hospital administration established a registered Medical Indigents Fund.



PARTNER ORGANIZATION	CORE FOCUS
Baze University, Abuja	Clinical training for undergraduate medical students
Clinton Health Access Initiative (CHAI)	Structural improvements for sustainable oxygen access
Cardiocare Multispecialty Hospital	Specialized training for senior Cardiology residents
Aisha Buhari & Julius Berger Foundations	Funding and logistics for pediatric open-heart surgeries
Save a Heart, Hospital for Humanity, & Cardiostart Intl.	Joint surgical interventions and capacity building for adult open-heart cases
US Centers for Disease Control (CDC)	Leadership strengthening, data management, and telemonitoring infrastructure
Synapse Consortium	Integrated mental health and substance abuse services

This foundation acts as a financial buffer, funded through institutional mechanisms and donations, to cover treatment and pharmaceutical costs for underprivileged patients who cannot pay. It ensures that the hospital's core value—*Humanity*—remains active policy rather than passive motto.

From the Wards to the Web

The true measure of any hospital lies in the testimony of those who occupy its beds. In a public health culture where patients often expect long delays and indifferent service, feedback from FMC Abuja's SERVICOM unit reveals remarkably high patient satisfaction alongside honest assessments of areas needing improvement.

*"Over time, the hospital record on



service delivery to patients is top-notch. Both doctors and nurses and attendants are on top of their game. There is zero laxity... In terms of emergencies, I have witnessed a 100% care and accuracy response.”*
— Mrs. Mary Ocheni

For others, the clean infrastructure and technical care stand out. “My experience in FMC would be rated 90 out of 100,” says Michael Ejor, whose wife delivered their child at the facility. “In fact, the service we got here was fantastic.” Patient Pamela Oyebuchi echoed this, noting that “the nurses are on point, they take care of us. The wards, bathrooms, and environment are clean.”

However, the hospital’s community is quick to identify friction points. Mrs. Ocheni noted that “affordability of drugs is on the high side due to the economic downturn,” and raised concerns about bedside privacy. Another patient, Achnego Obioha, praised the pediatric and oncology wings as “very orderly and coordinated,” but added: “The lab section needs some rearranging and coordinating... let the management look into that section well.”

These critiques indicate that while FMC Abuja operates at an elite tier for a public hospital, it remains a working institution constantly refining its processes. This digital

refinement was validated when the hospital received the GovTech Trailblazer 2023 Award, naming its online portal the “Best Federal Health Institution Website” for intuitive, user-friendly access to health information.

Reverse Brain Drain: The Medical Director’s Vision

At the center of this transformation stands Professor Saad Ahmed, Medical Director of FMC Abuja and Chairman of the Committee of Chief Medical Directors and Medical Directors of Federal Tertiary Hospitals in Nigeria. A highly decorated pathologist and administrator holding fellowships across Nigeria, East Africa, and Chicago, Professor Ahmed views FMC Abuja not merely as a regional hospital but as a critical national intervention.

For decades, Nigeria has suffered from “medical tourism,” with citizens spending billions of dollars annually seeking treatment in Europe, Asia, and the Middle East. Professor Ahmed’s administration intends to reverse that tide.

“By focusing on excellence, compassion, and innovation,” Professor Ahmed says, outlining the hospital’s long-term trajectory, “FMC Abuja is working hard to bring back home the trust and confidence of Nigerians who seek medical care abroad. Join us in this journey to transform Nigeria’s healthcare landscape.”

If the bustling clinics, the successful open-heart surgeries, and the international accolades along the Jabi-Airport Road are any indication, that journey is already well underway. FMC Abuja is proving that Nigerian public institutions need not be symbols of what is broken—they can be blueprints for what can be built.

FMC ABUJA 2020–PRESENT: CLINICAL BREAKTHROUGHS, INFRASTRUCTURE EXPANSION, TRAINING ADVANCES, AND STRATEGIC REFORMS

1. MAJOR ACHIEVEMENTS

a. Open Heart Surgery

One of the most significant achievements has been the strengthening of the cardiothoracic/open heart surgery in FMC Abuja under the leadership of the current Medical Director Prof. Saad Ahmed who is also the Chairman Committee of CMDs/MDs of Federal Tertiary Hospitals in Nigeria.

In 2022, FMC Abuja recorded a major breakthrough with successful open-heart surgeries, positioning the centre among Nigeria's leading cardiac

institutions.

In 2023, in collaboration with the Future Assured Foundation, owned by the Former First Lady of Nigeria Aisha Buhari. The hospital successfully conducted 10 complex open-heart surgeries, while also benefiting from international skill transfer which included Julius Berger Plc.

FMC Abuja has continued expansion of cardiac surgery services has enhanced FMC Abuja's reputation as a referral centre.



A Session of Open-heart Surgery in FMC, Abuja

b. Kidney Transplantation Surgery

In 2024, the Hospital inaugurated a Kidney Transplant Steering Committee, laying the foundation for transplant services. In 2025, FMC Abuja achieved a historic milestone by performing its first successful living-donor kidney transplant.



c. Laparoscopic Bariatric and Metabolic Surgery

In a groundbreaking achievement, FMC Abuja successfully performed its First Laparoscopic Bariatric and Metabolic Surgery on the 3rd of April, 2025.



d. Hepato-Pancreato-Biliary Surgery



e. Laser Surgery



f. Spine Surgery and Arthroplasty



g. Complex Neurosurgery

2. INFRASTRUCTURE AND SERVICE EXPANSION

Achievements recorded include:

- Expansion and modernization of specialty clinics and service units.
- Growth of critical care services, including ICU and specialized theatres.
- Upgrades in diagnostic services, imaging, and laboratory support.
- Strengthening of emergency and trauma response systems.
- Improved hospital environment, sanitation and facility aesthetics, which has often been highlighted as a hallmark of the institution.



Ultra Modern Intensive Care Unit.



New Clinical Service Building



Ward Extension Building



Ultra Modern Administrative Building



Ultra Modern Ophthalmology Building



The Mental Health Department



The Poly Clinic Building Under construction

3. POSTGRADUATE TRAINING AND ACADEMIC GROWTH

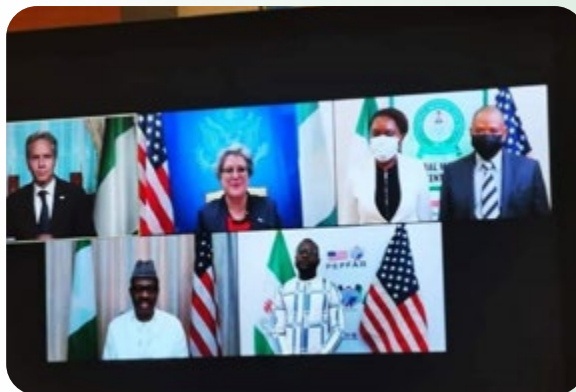
National Postgraduate Medical College of Nigeria and West African College of Surgeons accredited training activities have expanded significantly through:

- Increased residency training programmes.
- Growth in sub-specialty training.
- Enhanced research output and clinical education.



4. STRATEGIC COLLABORATIONS AND PARTNERSHIPS

1. FMC Abuja/US Government collaboration



Medical Director, Prof. Saad Ahmed in a collaboration interaction with former United States of America Secretary of State, Mr. J Anthony Blinken

2. FMC Abuja signed MoU with Baze University Abuja to train medical Students.



Prof. Saad Ahmed in a group photograph with Baze University Abuja Management.

3. FMC Abuja in collaboration with Church of Christ of Latter Day Saints.



The Medical Director FMC Abuja and the representatives of Church of Christ of Latter Day Saints in a group photograph during the donation of dialysis Machines to the Hospital.



Donated Dialysis equipment by CCLDS to FMC Abuja



4. Collaboration with CARDIOSTART INTERNATIONAL



The Medical Director FMC Abuja in a group photograph with Cardiostart International team After one-week successful cardiac mission in the Hospital.

5. FMC Abuja hosted UK Bristol Medical Students on 1-month Clinical Elective Training through collaboration engagement.

The Hon. Minister of State for Health, Dr. Izaq Adekunle Salako and the Medical Director FMC Abuja Prof. Saad Ahmed in a group photograph with the University of Bristol Medical Students UK.



Strengthened role as a teaching and training centre.



A cross section of Interns Applicants during Computer Based Test (CBT) organized by the Management of FMC Abuja.

6. Recognition as a Centre of Excellence



A. The Medical Director Prof. Saad Ahmed and FMC Abuja respectively received the Commonwealth Health Advocate Excellence Award and Best Public Hospital in the Commonwealth for the year 2022.



B. FMC Abuja and the Medical Director FMC Abuja Prof. Saad Ahmed won the Bureau of Public Service Reforms Nigeria GovTech Award as The Best Federal Health Institution Website and Distinguished GovTech Trailerblazer Award.

C. FMC Abuja ICT Unit fly high in IT competition



The Medical Director FMC Abuja with the Hospital ICT Team who came second in a National Competition.

STAFF DEVELOPMENT AND WELFARE INTERVENTIONS



A cross section of FMC Abuja Senior staff during the annual Senior/Junior Staff Promotional Examination.



Conclusively, since 2020, the Federal Medical Centre Abuja has recorded remarkable strides that have significantly strengthened its profile as a leading tertiary health institution in Nigeria especially under the leadership of the current Medical Director Prof. Saad Ahmed. Through his visionary leadership, strategic planning and staff commitment, the Hospital has witnessed notable growth in infrastructure expansion, including new administrative and clinical complexes, ward extensions and specialty service development.

Equally significant have been achievements in clinical excellence and specialized care, with milestones such as advancements in diagnostic and treatment services, expansion of specialist care, and the landmark first successful living-donor kidney transplant, a major breakthrough that underscores FMC Abuja's growing capacity for advanced medical interventions.

In addition, the Hospital has made measurable progress in research,



training, digital innovation, quality service delivery, environmental cleanliness, patient-centered care and institutional reforms, positioning itself as a model of excellence within Nigeria's public health system.

Overall, the achievements recorded from 2020 to date reflect not only growth in physical structures and

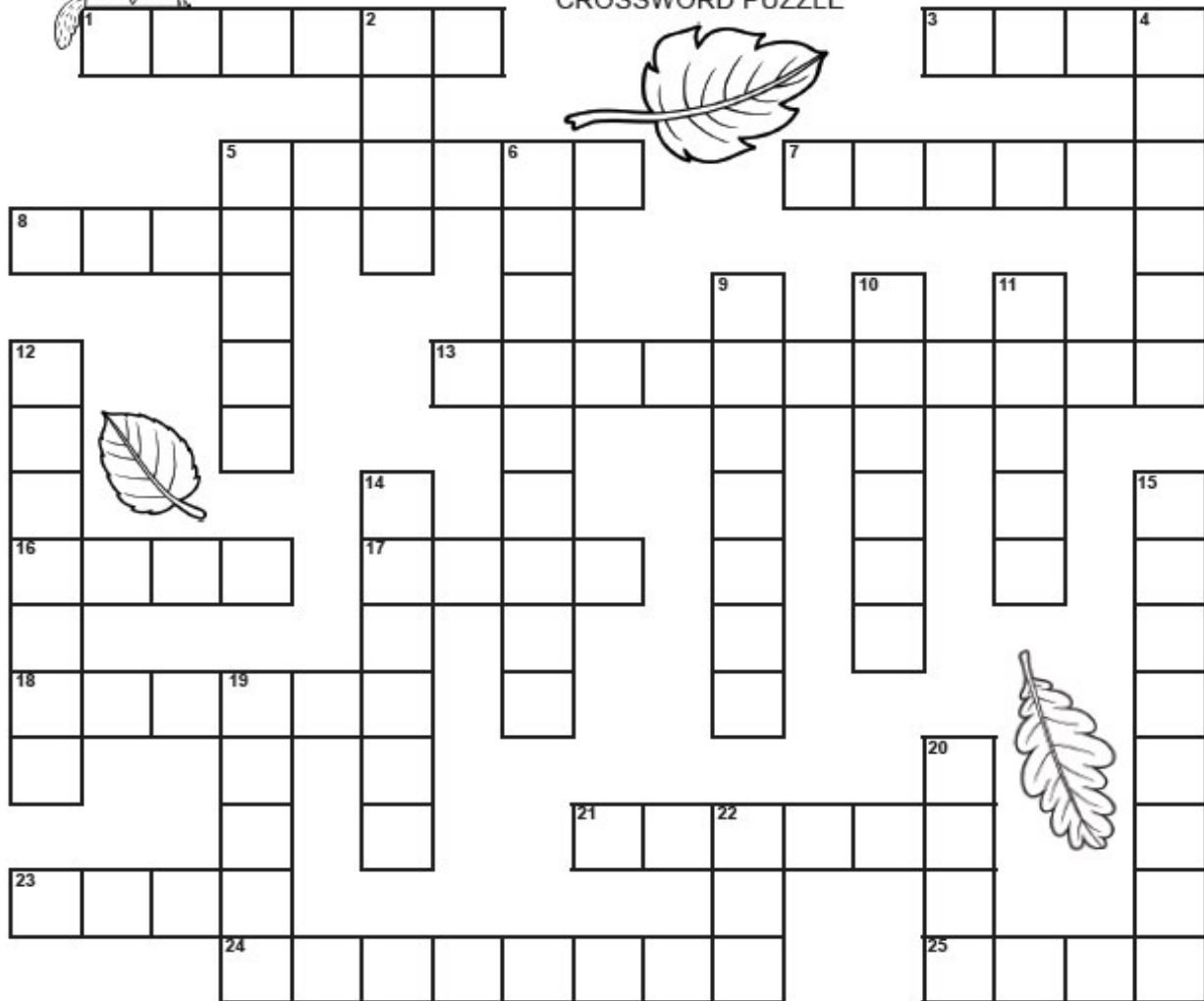
medical milestones, but the steady transformation of FMC Abuja into a more resilient, innovative and world-class healthcare institution. These accomplishments have laid a strong foundation for even greater progress, reinforcing the hospital's commitment to clinical excellence, service to humanity and the delivery of quality healthcare for all.



PUZZLE GAMES BUNDLE



FALL CROSSWORD PUZZLE



ACROSS

- walking in the woods
- fall sky color
- season of falling leaves
- a new ___ year often starts late summer early fall
- kids often ___ into piles of leaves
- a tool for carrying piles of leaves
- sleeveless jacket
- carrots and beets are ___ vegetables
- fall is a ___
- a sweatshirt with a hood
- fruit harvested in fall
- sport played with an oval-shaped ball
- officially begins in September



DOWN

- squirrels and chipmunks love these
- sunflower color
- ___ picking is a popular fall activity
- forest fungi
- a cozy ___ keeps you warm at night
- kids wear a ___ during recess on cold fall days
- leaves can be pressed and ___ for crafts
- in the fall, farmers ___ their crops
- pumpkin color
- trees are known for their ___ foliage in fall
- It helps protect your neck from chilly fall winds
- a maple ___
- nocturnal bird

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FMC JABI CMD, Prof. Saad Ahmed, bags CBIAMEC National Excellence Award for Public Health Leadership



Prof. Saad Ahmed

The Chief Medical Director of Federal Medical Centre, Jabi, Prof. Saad Ahmed, has been conferred with the CBIAMEC National Excellence Award 2026 in the category of Public Health Leadership & Infrastructure Transformation.

The award was presented by the CSOs Budget Implementation Assessment Monitoring and Evaluation Committee, CBIAMEC, following an independent assessment of public sector institutions and their leadership across Nigeria.

According to CBIAMEC, Prof. Ahmed was selected for his “unwavering commitment to

accessible, quality healthcare” and for repositioning FMC Jabi as a reference point for tertiary healthcare in the Federal Capital Territory.

The committee cited landmark infrastructural upgrades at the Centre under Prof. Ahmed’s tenure. These include the modernization of clinical facilities, expansion of specialized care units, and deployment of advanced medical equipment.

The upgrades have improved patient outcomes and strengthened public trust in the institution, the committee noted. Staff capacity building and reforms in operational efficiency were also highlighted as



key factors in the improved service delivery at the hospital.

“Your leadership consistently reflects professionalism, integrity, and dedication to national development,” CBIAMEC stated in its award notification.

A major factor in the award was the hospital’s financial management. CBIAMEC commended Prof. Ahmed for the “transparent and accountable implementation of allocated funds, in line with national fiscal guidelines,” describing it as a benchmark for public health administration in Nigeria.

The committee said its independent assessment showed a clear link between leadership decisions at FMC Jabi and tangible improvements in infrastructure, service delivery, and patient-centered care.

The presentation took place on Thursday, May 14, 2026, at Geycci Hall, Hotel 2020, Wuye, Abuja. The event was hosted by the Centre for Peace, Transparency and Accountability and attended by



AWARD

over 100 civil society organizations.

During the ceremony, a video compendium of Prof. Ahmed's achievements and scorecard at FMC Jabi was played before he was conferred with the CBIAMEC Man of the Year 2026 Merit-rious Excellence Award.

Amb. Splendour Agbonkolor, Chairman of CBIAMEC, said the award was meant to recognize leaders whose work translates policy into tangible impact for Nigerians.

"Your record at FMC Jabi exemplifies the standard of service and innovation we seek to pro-mote nationwide," he said.

CBIAMEC stated that the recognition serves both as an acknowledgment of Prof. Ahmed's achievements and as encouragement to sustain the standard of excellence for other public insti-tutions across the country.

Prof. Ahmed has served as Chief Medical Director of FMC Jabi during a period marked by significant infrastructure and service improvements at the facility.





Invested by
Bank of Industry (BOI) –
 Reducing Medical Tourism
 and Building Capacity.



Health Sector Reforms: The Key to Nigeria's National Development and Cutting Capital Flight to Boost National Productivity



**DR. OSAZEE CLIFORD
 EKHATOR**

Nigeria's health sector has long been both a symptom and a cause of the country's development challenges. With over 230 million people, Nigeria loses billions in foreign exchange yearly to medical tourism while facing a severe brain drain of doctors and nurses. Fixing this isn't just about health—it's about keeping capital at home, retaining talent, and raising the productivity of the entire economy.

1. The cost of a broken health system

Capital flight through medical tourism: Nigeria has been losing an

estimated \$1.1bn to \$2bn annually to medical tourism. Between 2010 and 2020, healthcare expenses accounted for about \$11.01bn of the \$40bn Nigerians spent abroad on education and medical treatment.

The Central Bank of Nigeria's data shows volatility: spending on medical tourism dropped 96.2% year-on-year in H1 2025 to \$0.09m. But experts warn this partly reflects shifts to untracked parallel FX markets, not a true halt in outbound care. In the first 9 months of 2025, medical-related FX outflow still hit \$549.29m, up 17.96% from the same period in 2024.



The result is forex drain, weaker reserves, and a reinforcement of the idea that quality care only exists abroad.

Brain drain eroding capacity. The workforce crisis is acute. As of 2024, Nigeria had about 55,000 licensed doctors, but 16,000 left in the previous 5 years. In 2024 alone, 4,193 doctors and dentists left. Between 2023-2024, 43,221 doctors, nurses, pharmacists, and lab scientists migrated. About 42,000 nurses left between 2022-2024.

This leaves Nigeria with roughly 40,000 licensed doctors—far below the estimated 300,000 needed. The UK alone had over 12,000 Nigerian doctors as of 2023. The shortage hits hardest in rural areas and public health, with only about 3,000 public health physicians for the whole country.

2. Why this matters for national productivity

A sick workforce is an unproductive workforce. High



out-of-pocket spending pushes -1 million Nigerians into poverty each year. Maternal and infant mortality remain high, cutting into future human capital.

When the middle class and elites go abroad for care, they take money and confidence out of the system. When doctors leave, hospitals can't run surgeries, labs, or radiology effectively. The result is lower output, higher absenteeism, and a poor investment climate.

3. Reforms underway and what needs to scale

The Tinubu administration's Health Sector Renewal Investment

Initiative and 2024-2027 Strategic Blueprint aim to reverse this. Key moves include:

A. Expanding health insurance coverage

The National Health Insurance Authority [NHIA] is driving enrollment through the Basic Health Care Provision Fund [BHC PF]. As of August 2025, NHIA recorded over 21.1 million enrollees, up from 16.7 million in 2024. The target is 44 million by 2030 for Universal Health Coverage.

Reforms include a 90% increase in capitation fees and 378% rise

in fee-for-service payments to providers, and a 1-hour referral authorization code to cut delays. The goal is to reduce out-of-pocket spending and make local care financially viable.

B. Investing in tertiary and specialized facilities: The Bank of Industry is funding projects like Nisa Premier Hospital in Abuja to build world-class tertiary capacity and curb medical tourism. Facilities like Duchess International Hospital are being positioned to serve both Nigerians and the West African

region.

C. Retaining health workers

The Nigerian Medical Association is pushing for 15% of the national budget for health, ring-fenced PHC funding, salary reviews to match inflation, housing, insurance, and clear career pathways. Allowing teaching hospitals to hire directly within budgets could cut months-long central approval delays.

D. Data and quality systems



NHIA has signed MoUs with the National Bureau of Statistics and SERVICOM to improve data-driven decision making and service accountability. Health Technology Assessment is being pushed to cut waste and prioritize spending.

4. What a successful reversal looks like

If reforms stick, Nigeria moves from exporting patients and doctors to retaining them and eventually attracting regional medical tourists.

- Forex retention: Even a 50% cut in the \$2bn annual outflow would save \$1bn yearly for other productive uses.

- Job creation: Facilities like Duchess and Nisa Premier create jobs for clinicians, technicians, and suppliers locally.

- Productivity gains: Healthier workers mean fewer sick days and higher output across agriculture, manufacturing, and services.

- Health sovereignty: As Prof. Ali Pate put it, it's about "the ability of a country to care for its people, and develop its institutions, talent, and innovation".

5. The gaps that still need closing

1. Trust: High-profile cases of medical negligence and equipment shortages in tertiary hospitals undermine confidence.

2. Infrastructure: Many PHCs operate without doctors, and diagnostic tools like CT and MRI are lacking.

3. Corruption and strikes: Mismanagement of drug funds and prolonged health worker strikes disrupt the value chain.

4. Rural-urban disparity: Most health workers are concentrated in urban and public settings.

6. The path forward

Short term: Fully implement the



Abuja Declaration target of 15% budget allocation. Fast-track hiring, pay overtime, and protect trainees from unsafe workloads.

Medium term: Scale PPPs to build and run specialized hospitals, as the NMA proposes. Enforce the NHIA mandate so employers and agencies remit premiums.

Longterm: Build health sovereignty by training specialists locally,

improving working conditions, and creating government-to-government agreements to keep talent circulating, not permanently leaving.

Nigeria's health sector is at an inflection point. The drop in official medical tourism spending and the rise in NHIA enrollment show demand is there for local solutions. If reforms focus on quality, trust,

and retention, health can shift from a drain on national resources to a driver of productivity and growth.

DR. OSAZEE CLIFORD EKHATOR
CONSULTANT FAMILY PHYSICIAN

GWARIMPA GENERAL HOSPITAL,
ABUJA.

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 - \$11.01bn spent on healthcare abroad 2010-2020: CBN Governor Olayemi Cardoso stated Nigerians spent \$40bn on foreign education and medical treatment 2010-2020, with healthcare accounting for \$11.01bn. Also reported by BOI.
 - H1 2025: 96.2% drop to \$0.09m: CBN data showed medical tourism spending plunged 96.2% YoY Jan-June 2025 to \$0.09m. Experts say this reflects a shift to parallel FX markets, not a halt.
 - 9 months 2025: \$549.29m, up 17.96%: CBN quarterly bulletin showed \$549.29m outflow for health-related travel Jan-Sept 2025, up from \$465.67m in 2024.

Reference on Capital flight through medical tourism



Digitalization of Hospital Operations:

A Paradigm Shift in Health Sector Efficient Service Deliveries

Hospitals have long been defined by paper charts, long queues, and fragmented communication between departments. Digitalization flips that model. It's not just about replacing paper with screens. It's about re-engineering how care, data, and resources flow so clinicians spend more time with patients and less time on administrative drag.

What Digitalization Actually

Changes in Hospital

1. Patient records and clinical workflows Electronic Health Records (EHRs) and Electronic Medical Records (EMRs) replace paper files. Every lab result, prescription, imaging scan, and clinician note becomes accessible across departments in real time. That cuts redundant tests and reduces medical errors from illegible handwriting or missing charts.



Akhigbe Lawrence

2. *Scheduling and resource management:* Digital bed management, operating theater scheduling, and staff rostering systems use live data to match supply with demand. Instead of nurses calling around to find a free bed, dashboards show occupancy, cleaning status, and



estimated discharge times.

3. *Diagnostics and imaging:* PACS systems for radiology and digital pathology let specialists review images from anywhere. AI-assisted tools now flag anomalies in X-rays, CTs, and ECGs faster than manual review alone, acting as a second pair of eyes.
4. *Pharmacy and supply chain:* Automated dispensing cabinets and inventory systems track medication from procurement to patient administration. Barcoded medication administration reduces wrong-drug errors. Supply chains get alerts before stockouts happen.
5. *Patient engagement and access:* Portals, apps, and SMS systems let patients book appointments, view results, pay bills, and get discharge instructions without returning to the hospital. Telemedicine extends the hospital's reach beyond physical

walls.

Why this is a Paradigm Shift, not just an Upgrade

Pre-digital hospitals optimize around departments. Digitalized hospitals optimize around patient journeys. The difference shows up in three ways:

- **Speed:** Admission to treatment time drops when data doesn't have to be re-entered at every station. Studies from multiple health systems report 20-40% reductions in admin time for clinicians post-EHR adoption.
- **Coordination:** A surgeon, anesthesiologist, and ICU team can see the same live data, reducing handoff errors. Medication reconciliation becomes automatic rather than manual.

- Data-driven decisions. Aggregated, anonymized data reveals bottlenecks, readmission drivers, and cost outliers. Hospital leadership stops guessing and starts measuring.

Measurable Benefits Seen in Practice

- *Operational Efficiency:* Reduced length of stay and better bed turnover. Digital triage systems cut ER waiting times by prioritizing cases based on acuity, not arrival order.
- *Financial impact:* Fewer duplicate tests, lower no-show rates through automated reminders, and cleaner billing reduce revenue leakage. Claims denial rates fall when documentation

is complete at the point of care.

- *Clinical outcomes:* Faster access to complete records improves diagnosis accuracy. Decision support systems alert clinicians to drug interactions, allergies, and abnormal vitals.
- *Staff experience:* Less time on paperwork means lower burnout rates. Mobile access lets staff chart and review at the bedside.

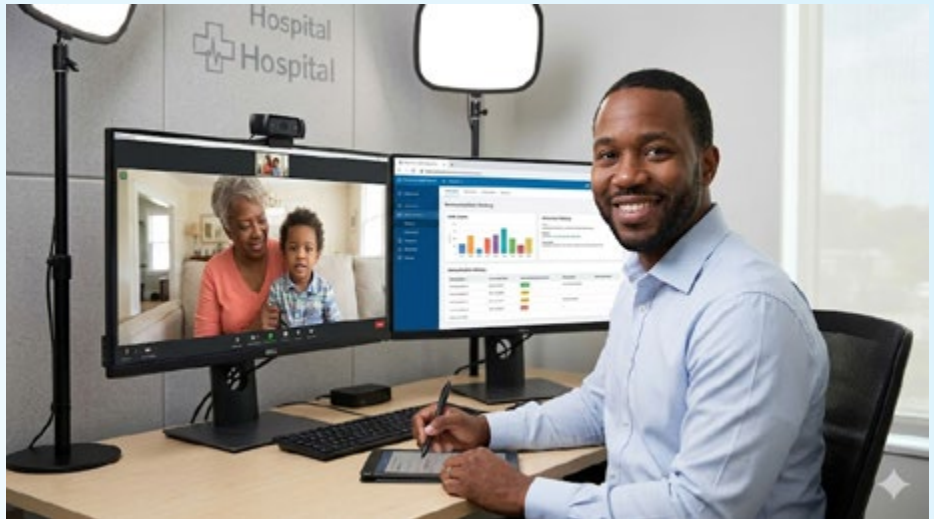
Real Barriers that Keep Hospitals Stuck

Digitalization fails when it's treated as an IT project rather than an operations redesign.

- *Interoperability:* Systems that don't talk to each other create "digital silos" worse than paper. HL7, FHIR, and DICOM standards matter here.
- *Change management:* Clinicians resist tools that add clicks without saving time. The best implementations co-design workflows with doctors and nurses.
- *Cybersecurity and privacy:* Centralized patient data is a high-value target. Encryption, access controls, and audit logs are non-negotiable.
- *Upfront cost and infrastructure:* Reliable internet, devices, and training cost money upfront. ROI shows up in 2-4 years for most mid-size hospitals.
- *Digital literacy gaps:* Staff and patients vary in comfort with tech. UI design and training can't be an afterthought.

How Leading Hospitals are Doing it Right

The pattern is consistent: start with one high-friction process, digitize it end-to-end, measure the result, then expand.



1. Begin with revenue cycle and scheduling – quick wins in cash flow and patient satisfaction.
2. Layer in clinical systems – EHR, CPOE, and lab interfaces next.
3. Add analytics– once data is clean, dashboards for LOS, readmissions, and OR utilization become useful.
4. Integrate patients – portals and telemedicine extend efficiency outside the hospital.

Countries like Estonia and Singapore show what national-level digitalization looks like. Individual systems like Cleveland Clinic and NHS Trusts show it at the hospital.

AI and predictive ops: Models predict patient deterioration, no-shows, and bed demand 24-48 hours ahead.

IoT and remote monitoring: Wearables and bedside sensors feed vitals directly into the EHR, enabling hospital-at-home programs.

Blockchain for Consent and Records: Early pilots use it for patient-controlled data sharing across institutions.

Voice and Ambient Documentation: AI scribes listen during consultations and draft notes, cutting documentation time by 50%+ in trials.

The hospitals winning on efficiency aren't the ones with the most tech. They're the ones that redesigned operations around the data the tech produces.

Akhigbe Lawrence
MD/CEO
Kystack Solution Ltd

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From Risk Watch to Recovery Watch: Nigeria's Cautious Economic Ascent

After years of turbulence, Nigeria's economy is stabilising — but the real test lies in converting macroeconomic gains into household relief.

By Impart Economic Journal | Analysis Desk

4.1%r World Bank GDP Forecast 2026, 8.34% Combined GDP Growth 2024–2025, N29trn Projected New Borrowing 2026

Nigeria enters the second half of 2026 on the most optimistic macroeconomic footing it has occupied in over a decade. Credit rating upgrades from S&P, Moody's, and Fitch, combined with Nigeria's exit from the Financial Action Task Force (FATF) grey list, signal that the country has



graduated from a state of economic emergency to one of measured recovery. The phrase on every analyst's lips is no longer "risk watch" — it is "recovery watch."

The numbers support this narrative. GDP growth between 2024 and 2025 reached a combined 8.34 percent — the nation's best two-year performance in more than a decade,



according to Quartus Economics. The World Bank projects 4.1 percent growth for 2026, while the Centre for the Promotion of Private Enterprise (CPPE) sees the figure ranging between 4.0 and 4.5 percent, driven primarily by non-oil sectors including services, telecommunications, finance, construction, and real estate. Inflation, which had been a persistent torment, is projected to fall from 23 percent in 2025 to around 14.9 percent by year-end.

"Nigeria has moved beyond the crisis-management phase of recent years and is now entering a period of economic consolidation." — Wale Edun, Minister of Finance and Coordinating Minister of the Economy

Foreign exchange conditions have also markedly improved. Sustained FX reforms have stabilised the naira within a projected band of 1,410–1,519 per US dollar, restoring a measure of predictability that investors and businesses had long craved. External reserves have strengthened, and portfolio inflows have begun to recover. PwC Nigeria's Economic Outlook 2026 notes that monetary policy may begin to ease cautiously as inflation moderates — a signal that the



Central Bank of Nigeria's tight stance is producing the intended results.

Yet storm clouds persist beneath the headline figures. The Nigerian Economic Summit Group's Debt Burden Monitor for May 2026 warns that the Federal Government may take on nearly 29 trillion in new borrowings this year to close widening fiscal gaps, placing debt sustainability at serious risk. The non-oil sectors driving growth remain unevenly distributed geographically, and consumer purchasing power has not recovered at the pace reforms might suggest. CPPE Director-General Muda Yusuf describes 2026 as a "turning point," but qualifies

that the momentum is contingent on continued security improvements and pre-election fiscal discipline — two variables that remain volatile.

For Nigeria's economy to consolidate its gains, policymakers must resist the temptation to borrow their way to growth. The reform energy that stabilised the currency and tamed inflation must now be directed toward structural productivity — expanding manufacturing output, deepening agricultural value chains, and widening the tax base beyond the oil and gas sector. The promise of recovery is real; delivering on it will require discipline as much as optimism.



A Nation Under Siege: Nigeria's Enduring Battle With Insurgency and Insecurity

From the Lake Chad Basin to the Middle Belt and beyond, Nigeria's security crisis refuses to be contained — testing the limits of diplomacy, military power, and institutional resolve.

By Impart Economic Journal | Security Desk

Nigeria's security architecture is under its most intense stress in years. In April 2026, the United States Embassy in Abuja authorised the voluntary departure of non-emergency government employees, citing a deteriorating security environment. A classified internal memo from Nigerian Customs warned that jihadist militants had infiltrated the Federal Capital Territory in preparation for attacks on critical infrastructure, including the international airport.



The U.S. State Department's Nigeria travel advisory remains at Level 3 — "Reconsider Travel" — citing crime, terrorism, civil unrest, and kidnapping as persistent threats.

The northeastern theatre remains

the most intense flashpoint. The Islamic State West Africa Province (ISWAP) and the Jama'atu Ahlis Sunna Lidda'awati wal-Jihad (JAS) faction of Boko Haram have both intensified operations in 2026. The April 9 killing of Brigadier-



General O.O. Braimoh, commander of the 29th Brigade under Operation HADIN KAI, during an ISWAP-led attack in Benisheikh, Borno State, represented one of the most consequential battlefield losses in recent memory — a stark indicator of ISWAP's continued capability and reach.

"Armed groups are multiplying attacks across the north, and security forces appear unable to stem the tide."— International Crisis Group, March 2026 Assessment

Beyond the northeast, the Middle Belt remains a theatre of protracted intercommunal violence. Attacks by armed groups on farming communities in Plateau and Benue states have left hundreds dead and thousands displaced. In the southeast, gunmen linked to the Indigenous People of Biafra (IPOB) have continued targeted attacks along key highways in Imo and Abia states, compounding an already fragile security situation. Kidnapping for ransom has escalated sharply across the northwest and north-central zones, with Boko Haram now deploying ransom-based abductions as a primary financing mechanism



— a structural shift in insurgent strategy that analysts warn could further entrench the groups' operational longevity.

Nigeria's diplomatic response has been notable. National Security Adviser Mallam Nuhu Ribadu undertook a three-day working visit to Washington in early May 2026, meeting with senior U.S. officials and Vice President JD Vance. Both nations reaffirmed the Nigeria-U.S. Joint Working Group framework on counterterrorism, intelligence sharing, and defence capacity building. The meetings addressed the evolving situation in the Sahel, where the retreat of Western military forces has created ungoverned spaces increasingly exploited by jihadist

networks now bleeding into Nigeria's northern borders.

The security crisis is not only a humanitarian tragedy — it is an economic one. Instability in the food-producing Middle Belt directly undermines agricultural output and drives inflationary pressures that negate the gains of fiscal reform. Investors remain cautious about committing capital to regions where operational risk is existential. Sustainable economic growth, as economists and security analysts alike acknowledge, cannot be decoupled from durable peace. Nigeria's institutions must match the ambition of their economic reform agenda with equal resolve on the security front.



Nigeria's Digital Frontier: AI, Fintech, and the Infrastructure Gap

Nigeria's technology ecosystem is scaling rapidly, but the distance between innovation and inclusion remains the defining challenge of the nation's digital decade.

By Impart Economic Journal
| Technology Desk

\$10.6B Combined Value of Top 9 Fintechs, 1M+ Remote Jobs Fintech Could Unlock

Nigeria's technology sector is writing one of Africa's most compelling economic narratives. As of early 2026, the country's nine leading fintech firms collectively command a valuation of \$10.6 billion — a figure that would be remarkable for any emerging market, but is especially striking for a nation still wrestling with acute infrastructure



deficits. From digital payments to AI-powered credit scoring, and from stablecoin infrastructure to cross-border remittance platforms, Nigerian innovators are reshaping the financial architecture of an entire continent.

At the centre of this transformation

is artificial intelligence. The BusinessDay Fintech Summit 2026, held in Lagos under the theme "The Next Financial Frontier: Intelligence, Infrastructure & Inclusion in Africa's Digital Money Economy," brought together technology and finance leaders to chart the trajectory of AI



"AI and blockchain are no longer optional upgrades—they are becoming central pillars of Nigeria's national risk management and economic resilience strategy."— Secretary to the Government of the Federation,

Central Bank's posture — balancing innovation with consumer protection and systemic stability — will set the tone for the broader digital asset industry across West Africa.

Yet the digital dividend is unevenly distributed. Harvard Business School research published in April 2026 found that reducing cross-border payment frictions by just 50 percent could unlock between 900,000 and 1.1 million remote jobs across Africa — with Nigeria, as home to one of the continent's largest pools of digital talent, positioned to capture a disproportionate share. The barrier is not ambition or skill; it is infrastructure. Unreliable electricity, patchy broadband connectivity, and uneven smartphone penetration in rural areas continue to exclude millions from the digital economy.

The Federal Government's acknowledgement at the 2026 National Risk Management Conference — that AI, blockchain, and fintech are now strategic national interests — represents a meaningful policy evolution. But acknowledgement must be followed by investment. Nigeria's digital decade will be defined not by the sophistication of its urban tech hubs, but by whether the infrastructure, regulatory architecture, and governance capacity can carry innovation to every corner of the country. The potential is extraordinary; the work of realising it has only just begun.



adoption across Nigerian banking. First City Monument Bank's Chief Technology Officer, Blessing Ehize, noted that AI is now embedded in core banking operations — improving fraud detection systems, enhancing risk assessment frameworks, and enabling more data-driven customer experiences. The Central Bank of Nigeria has signalled that AI governance, explainability, and cybersecurity compliance will be among its top regulatory priorities for the year.

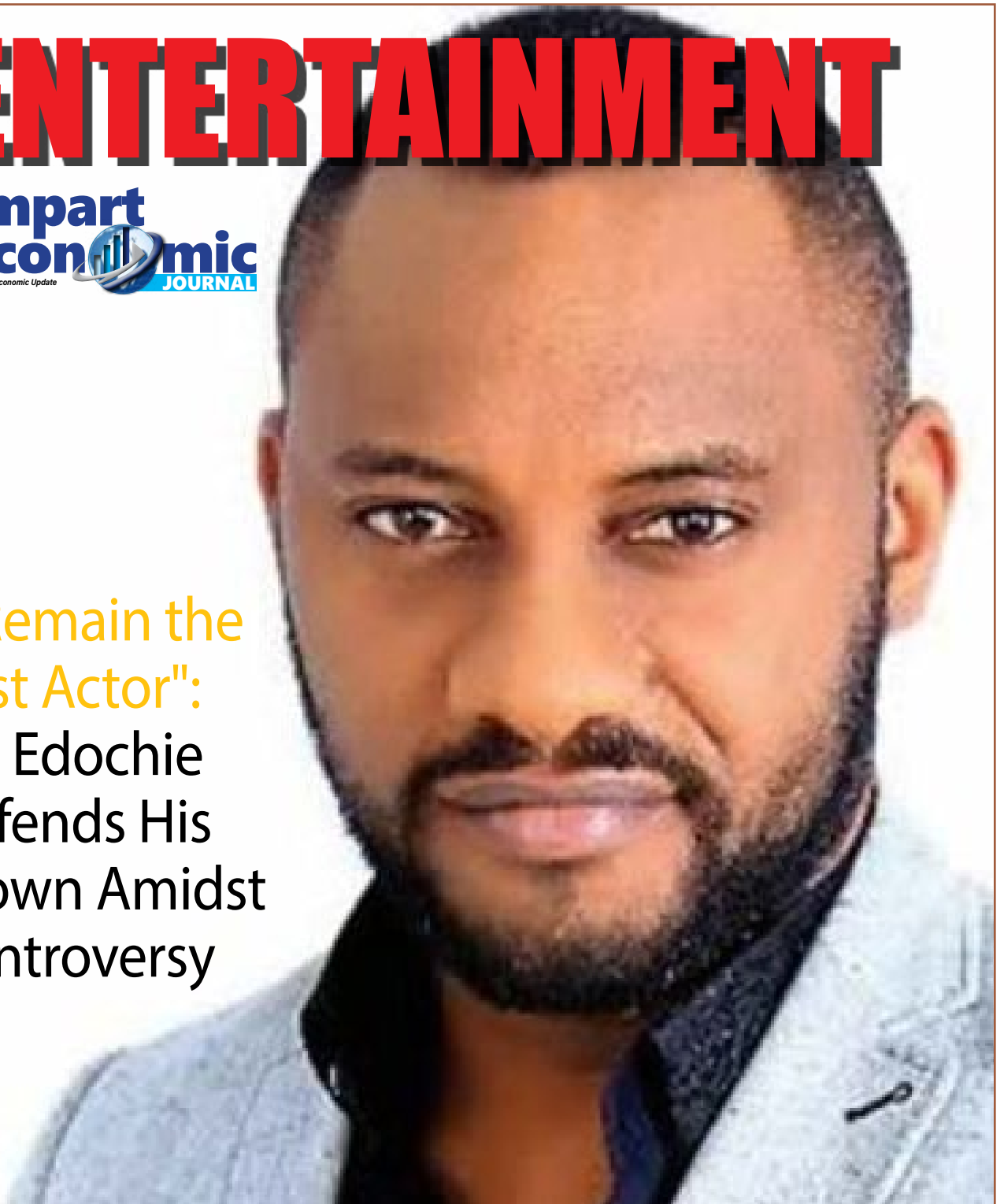
2026 National Risk Management Conference

Stablecoins are quietly becoming critical financial infrastructure. Across Nigeria, stablecoin products are being used for real economic activity — from business-to-business payments to FX hedging and cross-border remittances. Regulatory clarity on Nigeria's stablecoin framework, expected through 2026, will be a pivotal variable in determining how quickly this adoption accelerates. The

ENTERTAINMENT

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"I Remain the Best Actor": Yul Edochie Defends His Crown Amidst Controversy



Dammy Twitch: Why
Nollywood filmmakers can't
afford Afrobeats songs



'Call of My Life' opens with
N78.2 million as Nollywood
romance films dominate
cinemas again



'They did Ojoro,' Portable reacts
to loss against Carter Efe in
celebrity boxing match



"I Remain the Best Actor": Yul Edochie Defends His Crown Amidst Controversy

Nollywood actor Yul Edochie has ignited fresh debate after boldly proclaiming his dominance in the industry, declaring himself the best actor in Nigeria despite ongoing personal and political controversies.

In a recent podcast, Edochie dismissed years of criticism, which he attributed largely to his public support for President Bola Tinubu and his decision to marry a second wife. He stated confidently, "Despite

all the smear campaign against me, I'm still standing strong. I'm still the best actor in Nollywood". Edochie further elaborated that criticism has not affected his career or relevance, adding, "They attacked me because I supported Tinubu. They attacked me because I decided to marry another wife. But none of that can stop my shine".

His declaration has been met with polarized reactions online. However, support has also come from an

unexpected source. Fellow actress Sarah Martins, in an open message to the organisers of the Africa Magic Viewers' Choice Awards (AMVCA), urged them to give Edochie his due credit. Writing on social media, she said, "Hate aside, Yul Edochie is a fantastic actor, and he deserves a win. AMVCA, you people can do better". She clarified that her comments were based on professional merit, adding, "Yul might not be my person, but he's Nollywood pride in terms of talent".



Dammy Twitch: Why Nollywood filmmakers can't afford Afrobeats songs

Dammy Twitch, the Nigerian film director and photographer, has revealed why many Nollywood filmmakers struggle to obtain licenses to use Afrobeats songs in their movies.

Speaking recently on the Afropolitan podcast, Twitch explained that music licensing has become increasingly difficult because many artistes no longer fully control their songs after signing publishing

and distribution deals.

"I think because people have sold their song already, so it gets to a point where I want to use this song for my film, for example, I can't afford it because they've signed some distribution deal or some publishing deal with some company somewhere, and you can't even have a conversation, even if the person is my friend," he said.



'Call of My Life' opens with N78.2 million as Nollywood romance films dominate cinemas again

New Nollywood release *Call of My Life* has emerged as one of the strongest local box office openings of 2026 after generating N78.2 million within days of release, reinforcing the growing commercial power of romance-driven Nigerian films.

The film pulled in N76.5 million

between May 15 and 17 before climbing to an early cumulative total of N78.2 million, according to figures released by the Nigerian box office.

Its performance immediately places it among the biggest Nollywood opening weekends this year, especially in a market where

cinemas are becoming increasingly competitive with Hollywood titles, streaming platforms, and rising consumer spending pressures.

For cinema operators and producers, however, the bigger story may be what the numbers reveal about changing audience behaviour.

'They did Ojoro,' Portable reacts to loss against Carter Efe in celebrity boxing match

Street-hop singer Habeeb Badmus, popularly known as Portable, has reacted to his defeat by skit maker Carter Efe in their celebrity boxing clash at Chaos in the Ring 4 in Lagos.

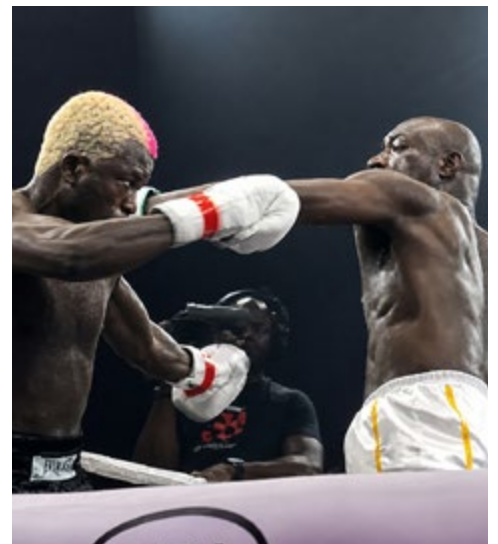
The bout, which held in the early hours of Saturday at the Balmoral Hall, Federal Palace Hotel, Victoria Island, ended in a unanimous decision victory for Carter Efe, with all three judges scoring the contest 27-30 in his favour.

Speaking during a live video on his Instagram page after the fight, Portable alleged that the contest was unfair and biased against him.

He said, "I was robbed. Carter Efe

was not professional enough. He was strangling with his long hands and height. I threw him many punches, why didn't you people count them? Any blow that I threw to him ought to count even if it meets him on the shoulder or hand. And to the organisers, I want my stream money amounting to about N200 million. Just give me my money before I cause trouble.

"They did ojoro for me. All of you are mad. Carter Efe was just holding my neck. I was punching him too but you people are not talking about that. They knew he is tall and has long hands but still put him in a boxing match with me."





Paris Royalty: PSG Conquer Arsenal on Penalties to Retain European Crown

In the glittering cauldron of the Puskás Arena, under the floodlights of a Saturday night that demanded heroes and villains, Paris Saint-Germain etched their name deeper into European folklore. The French champions successfully defended their Champions League trophy, subduing a valiant Arsenal side 4–3 in a nerve-shredding penalty shootout after a 1–1 draw that stretched into extra time.

With this victory, PSG become the first club since Real Madrid's legendary three-peat (2016–2018) to retain the continent's most coveted prize. For Arsenal, the agony was absolute: a season of resurgence ended in the cruelest lottery of all.

The Five Major Leagues That

Defined the Tournament

Before we relive the Budapest drama, it is worth acknowledging the grand stage on which this final was built. The 2025/26 Champions League once again showcased Europe's five major domestic leagues, each sending its gladiators to battle for continental supremacy.

From **England's Premier League**: came Arsenal, the runners-up, alongside relentless forces like Manchester City and Liverpool.

France's Ligue 1: was represented by the eventual champions PSG, who have built a new dynasty even after the departure of Kylian Mbappé.

Spain's La Liga: brought the old guard of Real Madrid, Barcelona, and Atlético Madrid — still capable of magic on any given night.

Germany's Bundesliga: offered the high-intensity machines of Bayern Munich and Borussia Dortmund, both of whom fell just short of the final hurdle.

Italy's Serie A: sent its defensive masters — Inter Milan, Juventus, and AC Milan — each threatening a deep run before bowing out.

In the end, however, it was Ligue 1 and the Premier League who collided in the final — a fitting clash between France's rising empire and England's most stubborn challenger.

First Blood: Havertz Stuns the Champions

The script could not have been crueller for Luis Enrique's men. Just six minutes in, a routine clearance from PSG defender Marquinhos

took a wicked deflection off Arsenal's Leandro Trossard and fell like a gift into the path of Kai Havertz.

The German forward needed no second invitation. From just inside the Parisian half, he raced towards goal, steadied himself, and unleashed a thunderbolt that kissed the underside of the crossbar before nestling into the roof of the net. The Arsenal end erupted. The defending champions were chasing shadows.

For the next hour, Mikel Arteta's game plan worked to perfection. His men suffocated PSG's Georgian wizard Khvicha Kvaratskhelia, doubling up on him at every turn. Arsenal absorbed pressure like a sponge, limiting PSG to speculative efforts. At halftime, the statistic was damning: PSG had 74 percent possession but zero clear-cut chances.

Dembélé Delivers from the Spot

The breakthrough came in the 65th minute, and it arrived in the most dramatic fashion. After a lengthy VAR review, referee Slavko Vincic pointed to the spot following a tangle between Cristhian Mosquera and Kvaratskhelia. Replays showed minimal contact, but the decision stood.

Up stepped Ousmane Dembélé. The man with ice in his veins sent Arsenal goalkeeper David Raya the wrong way, slotting calmly into the opposite corner. One goal each. Game on.

From there, the final transformed into a breathless, end-to-end slugfest. Extra time offered no resolution. For the first time in a decade, a Champions League final would be decided by penalties. Arsenal, remarkably, finished with just 26 percent possession — the lowest ever recorded by a finalist since UEFA began tracking the data in 2004.

Shootout Heartbreak: Gabriel Blazes Over

The penalty shootout was a theatre



of raw emotion. Eberechi Eze missed from the spot for Arsenal, giving PSG an early advantage, but David Raya kept the Gunners alive with a spectacular save from Nuno Mendes' penalty.

Then came the hammer blow. Lucas Beraldo converted PSG's fifth penalty with nerveless precision, leaving Arsenal defender Gabriel Magalhães with the fate of his club on his shoulders. Score, and sudden death continues. Miss, and the trophy goes to Paris.

Gabriel stepped up. The weight of a season — of a generation — pressed down on him. He ran up, swung his boot, and skyed it. The ball sailed high over PSG goalkeeper Matvey Safonov's bar and disappeared into the Budapest night.

As the ball left the stadium, PSG players collapsed into a pile of jubilant bodies. Gabriel dropped to his knees, tears streaming down his face. His teammates consoled him, but the image of a broken centre-back, surrounded by celebrating navy blue shirts, will haunt Arsenal fans for years.

"It's a Lottery" — Reactions from the Dressing Rooms

In the aftermath, PSG coach Luis Enrique wore the smile of a man who has now won 12 of his 13 one-off club finals.

"This feels even stronger than last year because we knew how difficult

Arsenal would be," he said. "They are a magnificent team. But we deserved it over the course of the season. Budapest will always be special."

Across the hall, Declan Rice struggled to find words.

"It's gutting. Devastating," the Arsenal midfielder said. "To come this far and lose on penalties... but that's football. It's a lottery. We gave everything. We'll be back."

Final Whistle Verdict

For PSG, this is validation. No longer the perennial nearly-men, they have built a dynasty on resilience, star power, and tactical intelligence. For Arsenal, it is the cruelest kind of progress — a final lost, but a future promised.

The Champions League trophy stays in Paris. But the rest of Europe has been warned: the five major leagues will return next season, hungrier than ever.

Match Summary

- **Result:** PSG 1–1 Arsenal (after extra time), PSG win 4–3 on penalties
- **Goals:** Kai Havertz (6'), Ousmane Dembélé (65' penalty)
- **Venue:** Puskás Arena, Budapest
- **Man of the Match:** Ousmane Dembélé (PSG).



Nigeria defeat Jamaica 3–0 to win Unity Cup

Nigeria's Super Eagles delivered a dominant performance to defeat Jamaica 3–0 in the 2026 Unity Cup final, securing their fourth title in the competition's history.

The final, played in London on Saturday, got off to a blistering start when Alhassan Yusuf put Nigeria ahead in the 3rd minute, finishing off an early attack that stunned the Jamaican defence.

Nigeria maintained control of the game through strong midfield play and disciplined defending, limiting Jamaica's chances while creating several opportunities of their own.

The Super Eagles doubled their advantage in the 59th minute when

Terem Moffi scored to give Nigeria a comfortable lead and further tilt the match in their favour.

In the closing stages, Philip Otele put the result beyond doubt, scoring in the 90th minute to seal a convincing 3–0 victory for Nigeria.

According to a post obtained from the Super Eagles' X handle on Saturday, the win confirms Nigeria as the most successful team in Unity Cup history, with four titles now to their name.

PUNCH Online reports that The Unity Cup has been confirmed as a FIFA Tier 1 event with the designation ensuring that all participating fixtures carry full international recognition under FIFA regulations.

Osimhen, Lookman out of Poland, Portugal friendlies – Chelle



Super Eagles head coach Eric Chelle has disclosed why key forwards Victor Osimhen and Ademola Lookman will not be part of Nigeria's squad for the upcoming international friendlies against Poland and Portugal.

Nigeria are scheduled to face Poland in Warsaw on Wednesday before taking on Portugal in Leiria on June 10.

Both Osimhen and Lookman were initially named in Chelle's squad when the list was released two weeks ago. However, the duo will now miss the fixtures for different reasons.

Speaking to the Super Eagles media, Chelle explained that Osimhen has been left out to focus on resolving his club future, while Lookman has been excused following a request from Atletico Madrid.

"We miss two players because Victor Osimhen maybe he is about to change club so I prefer he stays at home because if he plays and is not at 100 percent is not good," the Malian told the Super Eagles media.

"For Lookman he is very tired and Atletico ask us to excuse him."

The absence of the two attacking stars comes shortly after Nigeria's triumph at the Unity Cup in London.

The Super Eagles sealed the title on Saturday with a convincing 3-0 victory over Jamaica's Reggae Boyz in the final.



PUZZLE GAMES BUNDLE



FALL

CROSSWORD PUZZLE

The crossword puzzle grid contains the following words:

- Across:**
 - 1. H I K I N G
 - 5. A U T U M N
 - 8. J U M P S
 - 13. W H E E L B A R R O W
 - 16. V E S T
 - 17. R O O T
 - 18. S E A S O N
 - 21. H O O D I E
 - 23. P E A R
 - 24. F O O T B A L L
- Down:**
 - 3. G R A Y
 - 4. E
 - 6. S
 - 7. S C H O O L
 - 9. B
 - 10. J
 - 11. D
 - 12. H
 - 14. O
 - 15. C
 - 19. S
 - 20. L
 - 22. F
 - 25. F A L L

ACROSS

- walking in the woods
- fall sky color
- season of falling leaves
- a new ___ year often starts late summer early fall
- kids often ___ into piles of leaves
- a tool for carrying piles of leaves
- sleeveless jacket
- carrots and beets are ___ vegetables
- fall is a ___
- a sweatshirt with a hood
- fruit harvested in fall
- sport played with an oval-shaped ball
- officially begins in September



DOWN

- squirrels and chipmunks love these
- sunflower color
- ___ picking is a popular fall activity
- forest fungi
- a cozy ___ keeps you warm at night
- kids wear a ___ during recess on cold fall days
- leaves can be pressed and ___ for crafts
- in the fall, farmers ___ their crops
- pumpkin color
- trees are known for their ___ foliage in fall
- It helps protect your neck from chilly fall winds
- a maple ___
- nocturnal bird

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ADVERTISEMENT RATES

ADDRESS: Trajectory Media Concept Ltd
5 David Ejoor Crescent, Suite 54, Dansville Plaza
Adjacent of Legislative Quarters Behind Filling Station

ENQUIRIES/BOOKING: +2348061342994

COLOUR		
S/NO	SIZE	AMOUNT (N)
1.	BACK PAGE (FULL)	750,000.00
2.	BIG PERSONAL PICTURE (FRONT PAGE AS RIDER)	2,000,000.00
3.	SMALL PERSONAL PICTURE (FRONT PAGE AS RIDER)	1,000,000.00
4.	INSIDE FRONT PAGE (FULL)	600,000.00
5.	INSIDE BACK PAGE (FULL)	500,000.00
6.	FULL PAGE	350,000.00
7.	HALF PAGE	250,000.00
8.	FRONT PAGE (DEDICATED EDITION)	CALL
9.	CENTRE SPREAD (2 PAGES COLOUR)	800,000.00
10.	CENTRE SPREAD (1 PAGE COLOUR)	500,000.00
11.	HALF PAGE (INSIDE FRONT COVER)	320,650.00
12.	HALF PAGE (INSIDE BACK COVER)	220,750.00
13.	SPECIAL PLACEMENT (PAGE 25)	660,600.00
14.	SPECIAL PLACEMENT (PAGE 28)	420,500.00

BLACK & WHITE		
S/NO	SIZE	AMOUNT (N)
1.	BACK PAGE (FULL)	600,000.00
2.	BIG PERSONAL PICTURE (FRONT PAGE AS RIDER)	-
3.	SMALL PERSONAL PICTURE (FRONT PAGE AS RIDER)	-
4.	INSIDE FRONT PAGE (FULL)	500,000.00
5.	INSIDE BACK PAGE (FULL)	500,000.00
6.	FULL PAGE	250,000.00
7.	HALF PAGE	200,000.00

TERMS OF ADVERT PLACEMENT

1. All adverts must be prepaid in Cash, Cheque or Draft.
2. Series of discount are payable at the end of the campaign (it will be deducted for the balance paid). Discount is not applicable to classified adverts.
3. 24 hours' notice will be required for any cancellation/alternation of advert. Request for refund will be futile once an advert is published.
4. Advertiser/Agencies are to supply their artwork through electronic media in PDF, TIFF or JPEG format. All coloured adverts should be in CMYK.
5. Adverts considered with poor virtual quality as to affect the production may not be published.

FOR ONLINE TRANSACTION

Bank: GTBank
Account Name: Trajectory Media Concept Ltd
Acc No: 0222322655

FOR ADVERT PLACEMENT AND ENQUIRY, PLEASE CALL: +2348061342994



FEDERAL ROAD SAFETY CORPS



**Driving under the influence of
Drugs and Alcohol is dangerous.**

Save your life and those of others.

FEEDBACK CHANNELS

☎ 08052998090, 09087000015 📞 + 234 805 299 8012 [SMS] 📱 +234 805 299 7848
📘 TrafficRadio1 🐦 @TrafficRadio1 📷 TrafficRadio1 📧 trafficradio@frsc.gov.ng

FRSC Toll free Number Call - 122

Remember, Road Safety is a Shared Responsibility



— In collaboration with —



FCCPC

**Federal Competition & Consumer
Protection Commission**

No. 23 Jimmy Carter Street, Asokoro, Abuja. **Hotlines: 08056002020, 08056003030**

Drive to save a life