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REBUILDING THE FOUNDATIONS OF BASIC EDUCATION



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FROM DIAGNOSIS TO ACTION:
LEADERSHIP THAT CONFRONTS
THE HARD TRUTHS

BUILDING A STRONGER TAX SYSTEM:
STAKEHOLDERS RALLY BEHIND
NIGERIA'S NEW FISCAL ERA

FLIGHT DISRUPTION:
NAMA ASSURES OPERATORS,
BLAMES NOT RUNWAY



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REBUILDING THE FOUNDATIONS OF BASIC EDUCATION: HOW THE TINUBU ADMINISTRATION IS DRIVING SYSTEM-WIDE REFORM



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Nigeria's basic education system is at a turning point—and for the first time in years, there is a clear sense of direction. Under President Bola Ahmed Tinubu's Renewed Hope Agenda, education is no longer being treated as a routine social service but as a strategic pillar of national economic transformation.

This shift matters. For too long, the sector has been weighed down by fragmented interventions, weak coordination, and financing inefficiencies that have limited impact at the classroom level. What is now emerging under the Tinubu administration is a deliberate move toward a more disciplined, results-driven system—anchored on stronger governance, smarter financing, and measurable outcomes.

Driving this transformation is the Federal Ministry of Education, under the leadership of the Honourable Minister of Education, Dr. Maruf Tunji Alausa, through the National Education Sector Renewal Initiative (NESRI). NESRI is a system-wide reset, aligning federal priorities, state implementation, and partner investments around access, quality, and accountability.

At the centre of execution is the Universal Basic Education Commission (UBEC), increasingly serving as both a system convener and a reform driver—ensuring that national priorities translate into real improvements in schools and classrooms.



FROM DIAGNOSIS TO ACTION: LEADERSHIP THAT CONFRONTS THE HARD TRUTHS

One of the clearest signals of seriousness has been the willingness of UBEC's leadership, under Executive Secretary Aisha Garba, to confront long-standing system weaknesses directly.

A comprehensive diagnostic undertaken at the start of her tenure—aligned with the Tinubu administration's broader reform momentum—laid bare persistent structural gaps: millions of out of-school children, weak learning environments, uneven teacher quality, and, strikingly, significant volumes of unutilised funding that had yet to translate into improved outcomes.

In response, UBEC developed the 2025–2031 Strategic Blueprint, aligned with NESRI and built on four priorities: improving learning quality, expanding access, strengthening financing, and enhancing institutional capacity.

Taken together, these actions signal a deliberate shift—from acknowledging system constraints to putting in place a clear, execution-focused pathway for reform.

Improving Classroom Outcomes Under the Tinubu Education Reform Agenda

Over 500 thousand teachers trained and more than 7 million learning materials distributed nationwide, strengthening classroom delivery and improving the foundations for better learning outcomes, and impacting millions of learners

Reform must ultimately be judged by what happens in the classroom—and here, progress is becoming tangible.

The curriculum has been revised to include digital literacy, critical thinking, entrepreneurship, and civic competencies—aligning learning with the demands of a modern economy.

Teacher capacity is being strengthened through Nigeria's largest professional development programme, backed by a ₦22 billion investment targeting 978,800 teachers. By 2025, over 500 thousand teachers had already been trained, focusing on inclusive pedagogy, structured lesson delivery, psychosocial support, and digital skills.

Instructional quality is being strengthened through the Structured Pedagogy Package, while the Smart Schools Programme has expanded from 6 to 21 schools, introducing digitally enabled, energy-efficient learning environments and serving as pilots to inform future national scale-up.

These efforts are complemented by large-scale distribution of teaching and learning materials, including over 7 million textbooks, 400,000 library resources, and a wide range of digital tools such as tablets, laptops, and smartboards to all States.

To strengthen accountability, UBEC is advancing a Unified National Learning Assessment Framework, alongside training over 2,600 Quality Assurance Officers using digital supervision tools, shifting the system toward measurable learning outcomes.

Expanding Access at Scale Under Renewed Hope Reforms

Nearly 700,000 out-of-school children reintegrated, alongside thousands of classrooms built and rehabilitated, significantly expanding access while improving learning conditions for over 900,000 learners

Access remains a major challenge, but the approach is becoming more systematic and results oriented.

UBEC has institutionalized revised Minimum Standards for infrastructure, embedding safety, inclusion, and climate resilience into all investments.

In 2025 alone, UBEC and State Universal Basic Education Boards (SUBEBs) partnered to deliver:

- 4,633 new classrooms
- 6,114 renovated classrooms
- 257 new schools
- 3,458 WASH facilities
- 11,280 school perimeter fences
- 333,862 units of school furniture

Collectively, these investments improved learning conditions for over 900,000 learners. Early childhood education was also strengthened through the construction of 2,364 ECCDE centres.

On access, targeted community engagement by UBEC and States supported enrolment drives and enabled the reintegration of approximately 700,000 out-of-school children into formal education.

Retention was further strengthened through ₦2.035 billion in grants to School-Based Management Committees, directly empowering communities to take a more active role in school governance.

UNLOCKING THE MONEY, AND MAKING IT WORK



Over ₦100 billion in previously unaccessed funds has been unlocked, alongside an additional ₦67 billion accessed from the 2025 allocation, with reforms enabling more effective and flexible investment in priority education needs.

Perhaps the most consequential reform has been fixing how education is financed.

For years, large volumes of matching grants remained unutilized, not due to lack of need or intent, but largely driven by restrictive policy, weak planning systems, and coordination gaps.

That is now changing. The Basic Education Action Plan has been redesigned into a digitised, results based planning tool, with 27 states and the FCT already adopting the revised framework.

At the same time, reforms to the matching grant utilisation formula have improved alignment between spending and outcomes, maintaining 75% for infrastructure and teaching materials while expanding the remaining 25% to cover areas such as

teacher development, ICT, quality assurance, and broader system strengthening. Importantly, these reforms have also introduced greater flexibility, enabling states to allocate resources in line with their specific priority needs while still operating within a structured, results-oriented framework.

As of December 2024, ₦121 billion in matching grant funds remained unaccessed, some from many years prior. Through sustained advocacy by the Honourable Minister of Education and the UBEC Executive Secretary, and direct engagement with State Governors, this trend has reversed significantly.

Over ₦100 billion of previously unaccessed 2024 funds have now been drawn down across 30 states and the FCT, alongside an additional ₦67 billion accessed from the 2025 allocation, signaling a marked improvement in coordination and uptake. While about ₦94 billion still remains unaccessed across the 2024 and 2025 windows, roughly ₦34 billion is already being processed by UBEC following the lodgement of counterpart funds by states.

STRENGTHENING INSTITUTIONS FOR SUSTAINED DELIVERY

Encouragingly, early signs of improved utilisation are emerging, with more states translating accessed funds into frontline investments in infrastructure, teaching and learning materials, and system strengthening, marking a clear shift from longstanding stagnation to a more responsive and performance-driven financing system.

Under Current Reforms System-wide restructuring and digital investments are strengthening UBEC's operational capacity, supported by real-time data systems and enhanced coordination with all states. Reform cannot succeed without strong institutions.

UBEC has undergone organisational restructuring, establishing dedicated functions for data, digital systems, partnerships, and communications, while strengthening performance management and accountability across departments.

Digital transformation is advancing through the deployment of modern tools and real-time data systems, and the development of the Basic Education Management Information System (BEMIS), thereby improving data governance and decision-making.

Quarterly engagement with SUBEBs has been institutionalized to track progress and resolve bottlenecks, while strengthened subnational systems—including SBMC structures—are improving implementation at scale.

Partnerships Driving Scale Under a More Coordinated National Reform Agenda Sustained progress is being supported through stronger partnerships.

Key initiatives include Luminah 2030, which targets access to education for one million underserved girls, alongside collaborations with the National Teachers' Institute (NTI) and the National Information Technology Development Agency (NITDA) to advance national digital literacy through teacher training.

Development partners continue to play a catalytic role. The World Bank, through flagship programmes such as the Human Capital Opportunities for Prosperity and Equity for Quality Basic Education for All (HOPE-EDU) and the Better Education Service Delivery for All.

Additional Financing (BESDA-AF), co-financed with the Global Partnership for Education, is helping to institutionalise results-based financing by linking disbursements to verified improvements in access, learning outcomes, and system governance.

Other partners, including the United Nations Children's Fund (UNICEF), the Japan International Cooperation Agency (JICA), and the Korea International Cooperation Agency (KOICA), continue to support implementation, capacity building, and system strengthening across the sector.

THE TEST AHEAD: SUSTAINING REFORM MOMENTUM UNDER THE TINUBU ADMINISTRATION



The true measure of reform will be sustained delivery at scale.

The priorities ahead are clear: strengthening teacher effectiveness, embedding national learning assessments, accelerating school digitisation, closing infrastructure gaps, and reducing out-of school children through targeted interventions.

Equally critical is sustaining financing reforms, strengthening subnational accountability, and aligning partnerships with national priorities.

The direction is clear, and early gains are encouraging.

What the Tinubu administration has set in motion is a shift toward a more disciplined, performance driven education system.

If sustained, these reforms are well-positioned to deliver even greater dividends, expanding opportunity, improving learning outcomes, and ensuring that every Nigerian child has a fair chance to succeed.

A MOMENT OF RENEWAL



When Dr. Aisha Garba assumed office as Executive Secretary of the Universal Basic Education Commission (UBEC) in December 2024, she inherited an institution built on decades of policy design and administrative dedication. While UBEC's foundations were strong, Dr. Garba recognized the need for renewal in a rapidly evolving education landscape. Her leadership has since infused fresh energy, sharpened organizational focus, and reinforced a culture of efficiency and accountability.

Visible Progress Across the System

Within months, tangible improvements have emerged nationwide. New classrooms have been built in underserved communities, while dilapidated structures have been rehabilitated. Pupils now have access to furniture and textbooks long absent from their schools, and digital learning tools are reaching previously neglected

areas. Teacher development programs have expanded, strengthening professional competence and classroom effectiveness.

Refining Processes and Strengthening Delivery

Dr. Garba has streamlined UBEC's grant administration, making matching grants more accessible and tailored to state-specific needs. Planning frameworks, data management, and monitoring systems have been reinforced, ensuring that resources translate into measurable outcomes. UBEC now functions as a coordinating institution, tracking interventions with transparency and impact.

Tackling the Out-of-School Challenge

Addressing Nigeria's high number of out-of-school children has become a central priority. UBEC is deploying community-based schools, mobile learning centers, and localized monitoring structures to reach children in fishing settlements, nomadic routes, and remote farming communities. These pragmatic solutions are gradually closing the education gap.

ADVANCING GIRLS' EDUCATION

Girls' education has received renewed focus under the **Luminah 2030 Initiative**, integrated into UBEC's framework. Safe learning spaces, vocational centers, and inclusive digital platforms are being established to reach one million underserved girls by 2030. Partnerships with UNICEF, civil society, and the private sector are helping dismantle social and cultural barriers to girls' education



INTERNATIONAL CONFIDENCE AND PARTNERSHIPS

Nigeria's participation in the **HOPE EDU programme** reflects growing international trust in UBEC's governance and delivery capacity. The program targets millions of learners and hundreds of thousands of teachers, reinforcing UBEC's role in global education development.



LEADERSHIP ANCHORED IN GLOBAL EXPERIENCE

Dr. Garba's international development background has shaped a leadership style defined by resilience, clarity, and institutional discipline. Her return to national service demonstrates how global exposure can strengthen domestic institutions.

POLICY ALIGNMENT AND COLLECTIVE ACTION

UBEC's progress aligns with President Bola Ahmed Tinubu's education-centered development agenda, supported by the oversight of the Minister of Education, Dr. Maruf Olatunji Alausa, and Minister of State for Education, Professor Suwaiba Said Ahmed. Together, they have reinforced coordination and reform across the sector, enabling UBEC to translate national priorities into measurable outcomes.



BUILDING A LEGACY

As reforms unfold, UBEC is emerging as a model of sustained institutional leadership. Classrooms are improving, teachers are empowered, and communities are actively engaged in school governance. Confidence in the system is being restored, and the transformation reflects disciplined management, respect for continuity, and collaborative leadership.

Dr. Aisha Garba's stewardship illustrates how public institutions can evolve when guided by clarity, competence, and courage. The trajectory of UBEC signals a brighter future for Nigeria's basic education.





NIGERIA DEEPENS PARTNERSHIP ON AIRSPACE SURVEILLANCE



Nigeria has advanced its drive to modernize airspace surveillance with a high-level technical mission to Argentina. The Honourable Minister of Aviation and Aerospace Development, Barr. Festus Keyamo (SAN), led a delegation to the headquarters of INVAP S.E. in Bariloche, underscoring the Federal Government's commitment to strengthening aviation safety, efficiency, and reliability.

The minister was accompanied by the Managing Director of the Nigerian Airspace Management Agency (NAMA), Engr. Farouk A. Umar, and the General Manager of Surveillance, Engr. Isa Lars. Together, they toured INVAP's renowned research, development, and production facilities. INVAP is internationally recognized for its expertise in Primary and Secondary Surveillance Radar (PSR/SSR) systems, widely deployed across civil and defense aviation sectors.

During the visit, the Nigerian team gained firsthand insight into advanced radar technologies, system integration processes, and long-term technical support frameworks tailored to modern air traffic management. Discussions centered on aligning these capabilities with Nigeria's aviation development

roadmap, while ensuring compliance with International Civil Aviation Organization (ICAO) standards and regional harmonization goals.

This engagement builds on Nigeria's growing record of international collaboration in aviation security. In July 2024, a joint delegation led by the Ministers of Aviation and Aerospace Development and Defence visited Indra Sistemas in Spain, reinforcing Nigeria's resolve to strengthen airspace monitoring capacity through strategic global partnerships.

Speaking after the Argentina mission, Engr. Farouk A. Umar reaffirmed NAMA's commitment to deploying next-generation surveillance technologies that enhance real-time aircraft tracking, improve operational efficiency, and elevate overall airspace safety across Nigeria and regional corridors.

The INVAP visit marks a significant milestone in Nigeria's ongoing efforts to upgrade radar infrastructure and modernize air traffic management. As NAMA continues to deliver on its mandate, the agency remains focused on providing safe, efficient, and cost-effective air navigation services that meet international best practices and the evolving demands of global aviation.

ENGR. FAROUK BAGS PUBLIC SERVICE AWARD OF EXCELLENCE



Engr. Farouk Ahmed Umar, Managing Director and Chief Executive of the Nigerian Airspace Management Agency (NAMA), has been recognized with the **Excellence in Public Service Award** by *BusinessDay Newspaper*. The award celebrates his outstanding leadership and unwavering commitment to advancing Nigeria's airspace management.

Under his stewardship, NAMA has undergone transformative reforms that have strengthened operational efficiency and safety across the aviation sector. His forward-thinking strategies have reduced flight delays and enhanced the overall travel experience for passengers, positioning Nigeria's airspace systems closer to global best practices.

Speaking on the recognition, industry observers noted that the award not only highlights Engr. Umar's personal achievements but also reflects the collective dedication of the NAMA team. His vision and pursuit of excellence have reinforced the agency's reputation as a leader in airspace management, both within Nigeria and on the international stage.

As NAMA celebrates this milestone, the agency remains committed to its mission of delivering safe, efficient, and world-class air navigation services—driven by Engr. Umar's relentless focus on innovation and higher standards in public service.

KEYAMO REDEPLOYS NCAA, NAMA DIRECTORS



Nigeria's aviation sector is witnessing a strategic leadership shake-up as the Minister of Aviation and Aerospace Development, Festus Keyamo, approved new redeployments across key agencies. The changes affect the Nigerian Civil Aviation Authority (NCAA) and the Nigerian Airspace Management Agency (NAMA), underscoring the ministry's drive to strengthen regulatory oversight and enhance coordination in air safety and airspace management.

The redeployments, communicated through NCAA Director General Captain Chris Najomo, are described by industry insiders as routine but deliberate—designed to sharpen technical efficiency, deepen collaboration, and ensure that critical directorates are led by officers with complementary expertise.

Among the key moves, Engineer Godwin Gyang Balang has shifted from NCAA's Directorate of Aerodromes and Airspace Standards to the Directorate of Airworthiness Standards. Balang, who previously oversaw airport certification and runway safety, now takes on responsibility for

aircraft airworthiness, maintenance oversight, and compliance with both national and international standards.

In a related transfer, Alhaji Ahmad Abba has moved from NAMA to NCAA, where he now heads the Directorate of Aerodromes Safety Standards. Formerly Director of Special Duties at NAMA, Abba brings valuable experience in airspace operations to his new role overseeing airport safety regulation, inspections, and safety management systems nationwide. Analysts suggest his appointment could help bridge operational coordination between airport oversight and air navigation services.

Completing the reshuffle, the former NCAA Director of Aerodromes Safety Standards has been redeployed to NAMA's Directorate of Special Duties. The reciprocal exchange is widely seen as part of a broader reform strategy to encourage institutional cross-pollination and reinforce collaboration under the aviation ministry's agenda.

FLIGHT DISRUPTION: NAMA ASSURES OPERATORS OF SAFETY

The Nigerian Airspace Management Agency (NAMA) has dismissed claims that poor maintenance of landing facilities is compromising aviation safety during the Harmattan season. The agency insists that Nigeria's navigational aids remain fully compliant with international standards and are fit for purpose, even under challenging weather conditions.

Speaking through its Director of Public Affairs and Consumer Protection, Dr. Abdullahi Musa, NAMA emphasized that inspection, maintenance, and calibration of navigational aids are mandatory and routinely carried out using specialized flight inspection aircraft operated by trained personnel. Systems such as Instrument Landing Systems (ILS), VHF Omnidirectional Range (VOR), and Distance Measuring Equipment (DME) undergo regular ground and airborne checks to guarantee accuracy and reliability.

NAMA highlighted that these procedures are conducted under the strict oversight of the Nigerian Civil Aviation Authority (NCAA), which audits compliance and enforces corrective actions. Serviceability updates are transparently published

in Aeronautical Information Publications (AIP) Supplements, accessible to airlines, pilots, and international stakeholders.

Addressing misconceptions, the agency clarified that CAT III ILS installations are not required at all airports. Global aviation practice dictates that the category of ILS deployed depends on operational needs, traffic volume, and meteorological data. Nigeria's Harmattan visibility averages around 150 metres, a threshold adequately supported by CAT II procedures already in place.

NAMA stressed that delays or diversions during Harmattan are typically due to weather conditions, airline decisions, or aircraft capability—not infrastructure failures. Working closely with the Nigerian Meteorological Agency (NiMet), the agency continues to provide real-time weather updates and air traffic management support.

The agency's message is clear: Nigeria's airspace remains safe, professionally managed, and aligned with global best practices. Harmattan may challenge operations, but it does not compromise the integrity of the nation's aviation infrastructure.



KEYAMO, NAMA BOSS WELCOME SUPER FALCON

Nigeria's women's national football team, the Super Falcons, received a hero's welcome in Abuja after clinching victory at the Africa Women's Cup of Nations in Morocco.

The champions touched down at the Nnamdi Azikiwe International Airport, where they were greeted by the Honourable Minister of Aviation and Aerospace Development, Festus Keyamo, SAN, alongside the Managing Director and Chief Executive Officer of the Nigerian Airspace Management Agency (NAMA). Senior government officials, aviation stakeholders, football supporters, and well-wishers joined in the celebration.

Airport operations were seamlessly coordinated, with aviation agencies working in

synergy to ensure smooth logistics, security, and protocol for the team's arrival.

Following the airport reception, Minister Keyamo and the NAMA MD/CEO accompanied the Super Falcons to the State House, Abuja, where the President formally honoured them for their continental triumph.

The successful homecoming highlighted strong inter-agency collaboration and showcased the aviation sector's ability to support events of national significance. Across the country, the Super Falcons' return was celebrated as a proud reaffirmation of Nigeria's dominance in African women's football.



NAMA PROPOSES LANDMARK FIR AUDIT TO STRENGTHEN NIGERIA'S AIRSPACE MANAGEMENT

1. Introduction

The Nigerian Airspace Management Agency (NAMA) marks 25 years of dedicated service in managing air navigation across Nigeria's sovereign skies. As custodian of the Nigerian Flight Information Region (FIR), NAMA has consistently advanced aviation safety, efficiency, and regional connectivity, earning recognition both continentally and globally.

This silver jubilee presents not only a moment of celebration but also an opportunity for strategic reflection. In line with the Renewed Hope Agenda, NAMA proposes a **comprehensive and multi-sectoral FIR Audit**—a landmark initiative designed to assess past achievements and chart a forward-looking course for Nigeria's airspace management.

2. Strategic Imperatives for the FIR Audit

A dedicated FIR audit has never been undertaken in Nigeria, despite global aviation's rapid transformation. Modern concepts such as Performance-Based Navigation (PBN), System-Wide Information Management (SWIM), Flexible Use of Airspace (FUA), and Advanced Air Traffic Flow Management (ATFM) now define international best practice.

Given the scale and importance of the Kano FIR—one of West Africa's largest—this audit will deliver strategic value in five key areas:

Institutional Accountability & Excellence: Reinforces transparency, continuous safety improvement, and organizational maturity.

Regulatory Alignment: Ensures compliance with ICAO SARPs and readiness for ICAO audits and ANSP certification.

Operational Readiness: Evaluates capacity to handle traffic growth driven by SAATM, tourism, and trade integration.

Safety Oversight: Strengthens hazard reporting, incident investigation, and SMS implementation.

Regional Leadership: Positions Nigeria as a model ANSP in Africa, enhancing trust among airlines and partners.

3. Proposed Scope of the Audit

The audit will adopt a **system-based, multi-disciplinary approach**, covering:

Airspace Structure & Route Design: Sectorization, congestion zones, and integration of RNAV/PBN routes.

Air Traffic Services (ATS): Controller licensing, staffing, fatigue management, and operational simulations.

CNS Infrastructure: Performance of radios, radars, ADS-B, VOR/DME, ILS/DME, and digitalization maturity.

Safety & Risk Oversight: SMS effectiveness, reporting culture, and incident/accident analysis.

Contingency Planning: Fail-safe mechanisms, backup facilities, and civil-military coordination.

Inter-FIR Coordination: Boundary procedures and agreements with adjacent FIRs (Accra, Brazzaville, Niamey)

Technology & Innovation: Automation, ATFM platforms, electronic strips, and AI readiness.

Training & Knowledge Management: SOPs, manuals, institutional memory, and knowledge transfer practices.

4. Implementation Strategy

The FIR audit will be executed in **three phases**:

Phase I: Planning & Design

Establish a FIR Audit Steering Committee.

Develop audit checklists aligned with ICAO and CANSO models.

Phase II: Field Audits & Stakeholder Engagement

Conduct site visits to control towers, area control centers, and CNS facilities nationwide.

Host stakeholder forums with NCAA, NiMet, NAF, and airline operators.

Phase III: Analysis & Action Planning

Compile findings into a strategic FIR Audit Report.

Develop a 5-year FIR Enhancement Action Plan linked to NAMA's corporate strategy and investment priorities.

Conclusion This proposed FIR Audit represents a bold step toward ensuring Nigeria's airspace remains safe, efficient, and globally competitive. By embracing innovation, regulatory alignment, and stakeholder collaboration, NAMA aims to reinforce its leadership in African aviation and secure the future of Nigeria's skies.



EDO STATE SET TO FLOAT LOCAL AIRLINE

NAMA NEWS

The Edo State Government has stepped up plans to establish an indigenous airline, following high-level discussions between the Minister of Aviation and Aerospace Development, Festus Keyamo, SAN, and Governor Monday Okpebholo in Abuja.

The meeting, described as strategic, focused on fast-tracking the launch of a state-backed airline to operate from Benin Airport as part of Edo's broader economic revitalisation drive. Governor Okpebholo, who led a delegation of senior state officials, underscored aviation as a key enabler for investment, trade and job creation.

According to the governor, the state is actively exploring partnership models to bring the airline to life, including discussions with South African investors who have indicated willingness to supply aircraft for early operations. He stressed the urgency of the project, noting that a functional airline would help reposition Benin as a commercial and logistics hub.

In response, Keyamo welcomed the initiative, describing it as both timely and ambitious. He revealed that the federal aviation ministry has also been engaging prospective investors showing renewed interest in Benin Airport's commercial potential.

The minister highlighted the airport's historical role in Nigeria's aviation landscape, recalling its prominence during the peak years of the now-defunct Okada Air, when it served as a major hub for the former Midwest region. He expressed confidence that Benin Airport

could once again reclaim that status.

To accelerate progress, Keyamo announced the formation of a technical committee to drive the project, requesting the state government to nominate a liaison officer to work closely with the ministry's Director of Air Transport Management. The committee, he said, will ensure regulatory alignment, operational planning and continuous coordination.

With structured collaboration in place, the minister expressed optimism that Benin Airport could record significant operational expansion between the first and second quarters of the year, setting the stage for the successful take-off of Edo State's proposed airline.

According to the minister, discussions between the ministry, the Federal Airports Authority of Nigeria (FAAN), Aero Alliance and aviation unions were central to the process, with a strong focus on protecting workers' rights. He assured that no employee would be retrenched and that all staff would retain their existing employment status and conditions under FAAN and the federal government.

With labour issues resolved, Keyamo said attention is now on fine-tuning operational matters, including security charges and the airport's financial framework, to ensure effective implementation of the concession.

The Enugu airport concession is part of a broader federal initiative to attract private investment, upgrade airport infrastructure, improve service delivery and enhance Nigeria's position as a competitive aviation hub in the region.



NAMA HONOURS KEYAMO WITH SERVICOM RECOGNITION



The Nigerian Airspace Management Agency (NAMA) has once again earned national acclaim for service delivery, with its Managing Director and Chief Executive Officer, Engr. Ahmed Umar Farouk, formally presenting the SERVICOM Presidency Special Recognition Award to the Minister of Aviation and Aerospace Development, **Barr. Festus Keyamo, SAN**.

The honour, conferred on NAMA under the #SERVICOMWORKSHERE initiative, celebrates the agency's consistent commitment to bridging government and citizens through efficient, people-focused services. It marks the second consecutive year the agency has received the distinction, reinforcing its reputation for reliability, operational discipline and customer satisfaction within Nigeria's aviation ecosystem.

Farouk described the recognition as a product of the minister's strategic leadership and steady policy direction, noting that reforms championed by Keyamo have strengthened transparency, improved efficiency and sharpened service standards across aviation institutions.

Receiving the award, Keyamo applauded the management and workforce of NAMA for their professionalism and dedication, urging them to maintain the pace of reform and continue aligning their operations with the Federal Government's broader aviation modernisation drive.

Signed and dated December 17, 2025, by the National Coordinator and CEO of SERVICOM, the award further positions NAMA as a benchmark among public institutions delivering dependable, citizen-centred services, proof that quality governance can indeed take flight.

NAMA SEALS DEAL FOR ULTRA-MODERN HEADQUARTERS AND CONTROL CENTRE

The Nigerian Airspace Management Agency (NAMA) has taken a decisive step toward modernizing its operations with the signing of a landmark contract for the construction of a new Corporate Headquarters and Control Centre, an ambitious project expected to redefine the agency's institutional and operational capacity for decades to come.

At the ceremony, the Director of Legal Services and Company Secretary, Mrs. Rita Egbadon, paid tribute to the Managing Director and Chief Executive, Engr. Ahmed Umar Farouk, and the

as the legal and operational nerve Centre of Nigeria's airspace management system.

Egbadon explained that months of legal scrutiny, compliance checks and careful risk allocation went into structuring the deal, with management insisting on global best practices at every stage. Each clause was deliberately crafted to ensure accountability, durability and long-term institutional strength.

She charged the project contractor, NHD Interbiz Projects Limited, to see the assignment as more than a construction job, noting that the facility will host decisions critical to national safety and global



management team, crediting their vision and steady leadership for bringing the long-anticipated project to life. She described the moment not merely as a contractual milestone, but as a turning point in the agency's history.

According to her, the agreement transforms plans into enforceable commitments, setting out clear responsibilities and safeguards that protect both the agency and the public interest. For years, NAMA operated from facilities that fell short of reflecting the strategic importance of its national and international responsibilities. The new complex, she said, will correct that gap and serve

aviation confidence. Results, she stressed, would be the true measure of the partnership.

The event drew senior officials and staff across the agency, reflecting broad institutional support for the project. More than a ceremonial signing, the occasion signaled the beginning of a new chapter, one that shifts NAMA from aging infrastructure to a purpose-built headquarters designed to match the scale of its mandate.

With the groundwork now laid, the agency is positioning itself for a future defined by stronger systems, enhanced coordination and a modern environment capable of supporting the next generation of air navigation services in Nigeria.

MAIDUGURI TAKES GLOBAL WINGS AS TINUBU UNVEILS INTERNATIONAL AIRPORT TERMINAL

The Nigerian Airspace Management Agency (NAMA) was formally represented as President Bola Ahmed Tinubu commissioned the newly completed International Terminal at the Muhammadu Buhari International Airport, Maiduguri, an event widely seen as a defining step toward opening the North-East to direct international air traffic.

The Managing Director and Chief Executive of NAMA was represented at the ceremony by the Director of Corporate Services, Mr. Aliyu Ibrahim, underscoring the agency's institutional presence at a milestone moment for Nigeria's aviation expansion.

Unveiling the facility, President Tinubu described the project as a symbol of renewed confidence and connectivity for the region, while commending Borno State Governor, Professor Babagana Umara Zulum, for his

focused leadership and commitment to development that directly benefits the people.

The commissioning paves the way for the commencement of international flight operations at the Maiduguri airport and formed a key highlight of the President's official visit to the North-East.

Also present at the ceremony were the Minister of Aviation and Aerospace Development, the Managing Director of the Federal Airports Authority of Nigeria (FAAN), senior federal and state government officials, as well as traditional rulers and community leaders, reflecting broad national support for the project.

With the international terminal now operationally ready, Maiduguri is poised to emerge as a new gateway, strengthening regional integration, boosting economic activity and reinforcing Nigeria's aviation footprint beyond its traditional hubs.



ACCOUNTABILITY:

NAMA AUDIT TEAM SALUTES MD/CEO'S STEADY HAND

The Audit Department of the Nigerian Airspace Management Agency (NAMA) has publicly acknowledged the leadership of its Managing Director and Chief Executive, Engr. Ahmed Umar Farouk, commending his consistent support and firm commitment to accountability, transparency and sound corporate governance.

The department described Farouk's leadership style as one that prioritizes strong internal control systems and professional development, creating an environment where compliance and financial discipline are not merely policies but everyday practice. According to the team, this focus has significantly strengthened the effectiveness of internal audits and reinforced the agency's institutional integrity.

By encouraging openness, process-driven oversight and continuous capacity building,

management has enabled the Audit Department to operate with greater confidence and independence, key ingredients for safeguarding public resources and maintaining operational credibility.

Responding to the commendation, Farouk expressed appreciation for the department's cooperation and professionalism, noting that its role remains central to the agency's success. He reiterated management's determination to uphold best practices in auditing and governance, stressing that accountability remains fundamental to NAMA's mandate and public trust.

The gesture reflects a broader culture taking root within the agency, one where strong oversight and responsible leadership work hand in hand to keep Nigeria's airspace management system efficient, transparent and resilient.



SERVICE EXCELLENCE: PRESIDENCY HONORS NAMA SERVICOM GM

The General Manager of the SERVICOM Unit at the Nigerian Airspace Management Agency (NAMA), Mrs. Adepeju Ogunbanjo, has been honoured with a SERVICOM Award of Excellence in recognition of her exceptional performance and unwavering commitment to citizen-centred service delivery.

The award, conferred by the SERVICOM Office of the Presidency, ranks Mrs. Ogunbanjo as the 2025 Third Best Performing Nodal Officer in the Parastatal SERVICOM Unit, Team D. The recognition was formally communicated in a letter of commendation dated December 17, 2025, and signed by the Acting National Coordinator and Chief Executive Officer of SERVICOM, Mr. Oshin Olugbenga Anthony.

Reacting to the honour, NAMA's Director of

Public Affairs, Dr. Abdullahi Musa, described the award as well deserved, noting that it reflects Mrs. Ogunbanjo's professionalism, diligence and positive impact on the agency's service delivery architecture. He said her contributions have not only strengthened the SERVICOM framework within NAMA but have also enhanced the agency's public engagement and institutional image. Dr. Musa encouraged her to sustain the standards that earned the recognition, stressing that such individual excellence reinforces NAMA's broader commitment to accountability, efficiency and continuous improvement in public service.

The award stands as both a personal milestone for Mrs. Ogunbanjo and a testament to NAMA's culture of service excellence within Nigeria's aviation sector.



...AS BOSS EARNS CUSTOMER-FIRST SERVICE CULTURE

The Managing Director and Chief Executive of the Nigerian Airspace Management Agency (NAMA), Engr. Ahmed Umar Farouk, has earned high praise from the SERVICOM Office of the Presidency for championing a service culture that places Nigerians at the centre of the agency's operations.

In a formal letter of commendation dated December 17, 2025, and signed by the Acting National Coordinator and CEO of SERVICOM, Mr. Oshin Olufibenga Anthony, the agency acknowledged Farouk's steady leadership and clear focus on delivering timely, efficient and quality services to the public.

SERVICOM noted that under his watch, NAMA has strengthened its responsiveness and

accountability, translating policy into tangible improvements for citizens who rely daily on the nation's airspace infrastructure. His cooperation and support, the letter stated, have been critical in ensuring that service standards are not only set but consistently met.

The recognition also signals a growing confidence in NAMA's operational direction, as the agency continues to align its processes with the Federal Government's broader drive for transparency and effective public service.

For Farouk, the commendation reinforces a leadership approach built on discipline, performance and a simple principle: that aviation services must work first and foremost for the people.



SERVICOM: ...ensuring citizen focused service delivery

December 17, 2025

Engr. Farouk Ahmed Umar

Managing Director / Chief Executive
Nigerian Airspace Management Authority (NAMA),
Chambers of Commerce by Shoprite,
Airport Express Way, Lugbe,
Abuja.

Dear Sir,

LETTER OF COMMENDATION

I write on behalf of Management and the entire staff of SERVICOM Office Presidency to commend your unwavering interest and commitment to improved, customer-focused service delivery in NAMA.

2. We are indeed encouraged by your inspiring strive in ensuring that Nigerians receive quality and timely service from the Nigerian State.
3. We shall continue to count on your support and cooperation as a key stakeholder in the provision of satisfactory services to all citizens in the realisation of the essence of Governance.
4. Once again, I thank you and assure you of my highest esteem and regards.

Yours faithfully,

Oshin Olufibenga Anthony (Mr.)
Ag. National Coordinator/CEO, SERVICOM

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KEEPING OUR SKIES SAFE: NAMA CALLS FOR FUNDING TO UPGRADE NAVIGATIONAL AIDS

Nigeria's airspace guardians are raising the alarm, and with good reason. The Nigerian Airspace Management Agency (NAMA) says some of its navigational aids, the very systems that guide planes safely from take-off to landing, are aging and in urgent need of upgrades. Without additional funding, the safety and efficiency of flights across the country could be at risk.

Speaking in Lagos, Selzing Miri, President of the National Association of Air Traffic Engineers (NAAE), explained that many of these critical systems have far outlived their optimal lifespan. Rising costs and limited revenue have made it even harder to keep them in top shape. Still, thanks to the dedication and skill of NAMA's staff, flights continue to move smoothly across Nigerian skies.

Miri highlighted that NAMA doesn't get direct budget allocations from the Federal Government, which makes maintaining and upgrading equipment a constant challenge. Adding to the strain, key revenue streams, like

En-route Navigational Charges (ENC) and Terminal Navigational Charges (TNC), have not been increased since 2008 — even though costs and technology needs have changed dramatically.

Mohammed Sani, President of the Nigerian Airspace Controllers' Association (NACAN), said more funding is essential to keep infrastructure up to date, train staff, and pay salaries on time. “Updating navigational charges is the most realistic way for NAMA to keep our skies safe,” he noted.

Dr. Ibrahim Audu, President of the Aeronautical Information Management Association of Nigeria (AISAN), added that expecting NAMA to deliver modern, high-tech services on 18-year-old fees simply doesn't make sense. He stressed the importance of regular upgrades to keep the agency on par with international standards.

The message is clear: with the right support, NAMA can continue to ensure safe, efficient flights for everyone. By adjusting funding and revisiting long-standing charges, the agency can modernize its systems and keep Nigeria's airspace secure, reliable, and ready for the future.



HUMAN SKILL MEETS HIGH TECH: NATCA'S 54TH AGM CHARTS A SAFER FUTURE FOR NIGERIA'S SKIES

Nigeria's air traffic controllers have renewed their pledge to keep the nation's skies safe, efficient and future-ready as the Nigerian Air Traffic Controllers' Association (NATCA) convened its 54th Annual General Meeting in Abuja.

The two-day gathering drew air traffic management professionals, regulators, service providers and aviation stakeholders from across the country and abroad, turning the capital into a hub for strategic conversations about the next phase of Nigeria's airspace development.

With the theme, "The Human Edge: Capacity Building in the Next Generation Air Traffic Management," the meeting struck a clear balance between technology and people. As automation and artificial intelligence become more prominent in aviation, participants stressed that the expertise, judgment and calm decision-making of controllers remain the backbone of flight safety.

Addressing the opening session, NATCA President Ilemona said that while new systems can improve efficiency, it is the human factor that ultimately safeguards lives. According to him, building skills and investing in continuous training are just as important as deploying cutting-edge equipment.

He also acknowledged the support of the Managing Director of the Nigerian Airspace Management Agency (NAMA), Engr. Ahmed Farouk, and the Minister of Aviation and Aerospace Development, Festus Keyamo, noting that their leadership has encouraged reforms and innovation across the sector.

Beyond speeches, the AGM served as a working forum. Technical papers, panel discussions, workshops and exhibitions allowed participants to assess Nigeria's readiness for next-generation air traffic management and exchange ideas on best practices. Representatives from the Nigerian Civil Aviation Authority (NCAA), Federal Airports Authority of Nigeria (FAAN), Nigerian College of Aviation Technology (NCAT), and international bodies including ICAO, IFATCA and the U.S. Air Traffic Services took part.

The event also celebrated excellence, with awards recognising individuals and teams who have made notable contributions to safety and service delivery.

By the close of the meeting, one message resonated clearly: the future of Nigerian aviation will be driven not only by smarter systems, but by smarter, better-trained professionals. For NATCA, strengthening both remains the surest way to keep the country's airspace safe and globally competitive.



PHOTO GALLERY



PHOTO GALLERY



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PHOTO GALLERY

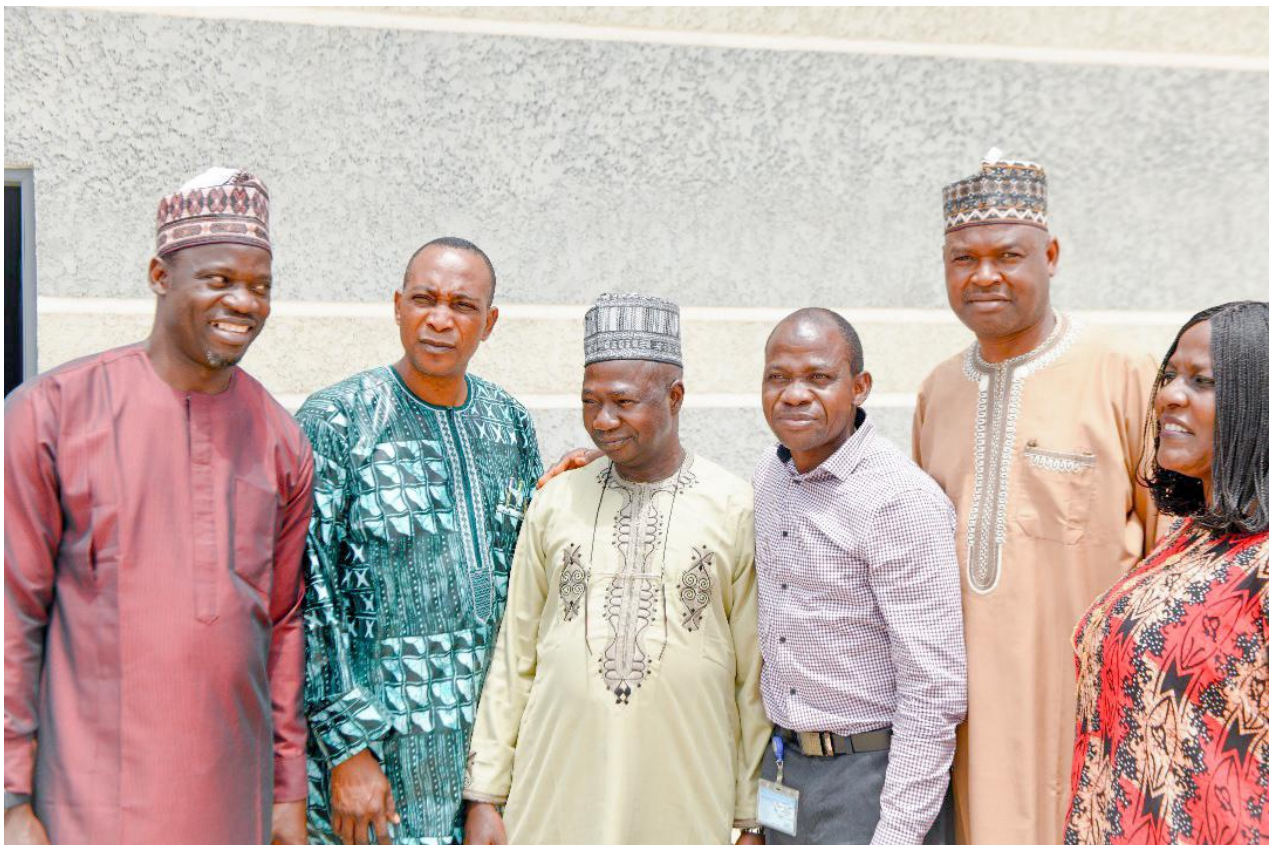


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PHOTO GALLERY





DR. MOHAMMED BELLO SHEHU OFR
CHAIRMAN
REVENUE MOBILIZATION ALLOCATION AND FISCAL COMMISSION

BUILDING A STRONGER TAX SYSTEM: STAKEHOLDERS RALLY BEHIND NIGERIA'S NEW FISCAL ERA

Nigeria's push for a more efficient and sustainable revenue system took Centre stage as the Revenue Mobilization Allocation and Fiscal Commission (RMAFC) convened a two-day National Stakeholders' Discourse aimed at strengthening collaboration and sharpening strategies for the rollout of the Nigeria Tax Act, 2025.

Held at the Abuja Continental Hotel, the high-level gathering brought together policymakers, regulators, private sector leaders and development partners in what many described as a defining moment for the country's fiscal reform agenda. With the new tax law set to take effect on January 1, 2026, discussions focused on improving compliance, expanding the revenue base and modernizing administration across all tiers of government.

Declaring the event open, RMAFC Chairman Mohammed Bello Shehu said the discourse was both timely and necessary, noting that the new legislation marks a significant overhaul of Nigeria's tax architecture. He explained that the Act consolidates previously fragmented tax laws, eliminates duplication and obsolete provisions, and simplifies processes to enhance the ease of doing business.

Shehu added that the Commission's intervention aligns with its constitutional mandate to advise federal, state and local governments on improving fiscal efficiency and increasing revenue. According to him, recent gains in Federation Account inflows already reflect the benefits of reforms such as stronger audits, digital tracking systems and tighter coordination among revenue agencies.

Providing the keynote perspective, Taiwo Oyedele, Chairman of the Presidential Fiscal Policy and Tax Reforms Committee, described the Nigeria Tax Act as a long-overdue reset of the nation's tax system. He argued that incremental adjustments were no longer sufficient, insisting that broad structural transformation was required to promote fairness, simplify compliance and stimulate growth.

He noted that the reforms are designed to protect low-income earners, support small businesses and create a predictable environment capable of restoring investor confidence. For him, success must be measured not only in macroeconomic indicators but also in tangible improvements for households and enterprises.

In his welcome remarks, Desmond Akawor, Chairman of RMAFC's Fiscal Efficiency and Budget Committee, called the dialogue a critical turning point, stressing that today's fiscal decisions would shape the resilience of Nigeria's public finances for years to come.

Goodwill messages from key institutions reinforced broad support for the reforms. The Central Bank of Nigeria, represented by Deputy Governor Philip Ikeazor on behalf of Governor Olayemi Cardoso, highlighted the importance of widening the tax base and reducing reliance on oil revenues through technology-driven administration. The Nigeria Customs Service, represented on behalf of Comptroller-General Bashir Adewale Adeniyi, emphasised inter-agency collaboration and digital tools to ensure fairness and efficiency.

Private sector voices also welcomed the initiative. The Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture, led by Jani Ibrahim, praised the Commission for engaging businesses early, noting that clear and predictable tax policies encourage investment, expansion and job creation. From the industrial front, Chris Osa Isokpunwu of the Federal Ministry of Steel Development pointed to the steel sector's capacity to deepen the nation's industrial tax base through increased production and value addition.

Closing the opening ceremony, RMAFC Secretary Joseph Okechukwu Nwaze stressed that the real work begins after the discourse. He called for sustained collaboration, collective ownership and disciplined implementation to ensure the reforms deliver measurable results.

By the end of the first day, a clear message had emerged: the Nigeria Tax Act, 2025 is more than a legislative update. It represents a coordinated national effort to modernise revenue generation, restore confidence in public finance and build a stronger, more resilient economy.

RMAFC FLAGS OFF COORDINATES PLOTTING OF DISPUTED OIL AND GAS WELLS

The Revenue Mobilization Allocation and Fiscal Commission (RMAFC) has flagged off the plotting of coordinates for disputed and newly drilled oil and gas wells across affected oil-producing states, marking a major step toward resolving long-standing boundary and ownership concerns in the sector.

Speaking at the event, the Chairman of the Commission, Dr. M. B. Shehu, OFR, said the exercise, scheduled to run from January 26 to 30, 2026, is being carried out through the Inter-Agency Technical Committee (IATC). The committee, made up of key national institutions, is responsible for verifying and plotting the coordinates of oil and gas wells to ensure accuracy, transparency and fairness in revenue attribution.

Dr. Shehu explained that the initiative is anchored on the Commission's constitutional mandate to monitor accruals into and disbursement of

revenue from the Federation Account, including the equitable distribution of the 13 per cent derivation fund to oil- and gas-producing states. According to him, proper verification and plotting of well locations will help clearly establish ownership, resolve disputes and ensure that producing states receive their rightful share.

He urged representatives of the affected states to actively participate in the exercise, noting that inclusive engagement is critical to achieving outcomes that are acceptable to all parties. The Chairman assured stakeholders that the Commission would remain neutral and committed to justice, equity and fairness throughout the process.

Dr. Shehu also expressed appreciation to the oil-producing states for their cooperation and support, describing the exercise as a significant milestone in strengthening transparency and trust in the management of Nigeria's oil and gas revenues.



**Revenue Mobilisation Allocation
and Fiscal Commission
(RMAFC)**

