

NPA Moves To Recalibrate Digital Truck Access System After Contract Expiry

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Nigeria Advances Trade Digitisation With National Single Window Launch



Mr. Femi Gbajabiamila, Chief of Staff to the President

Nigeria's planned launch of the National Single Window platform signals a decisive attempt to replace fragmented trade administration with an integrated digital system capable of accelerating cargo clearance, strengthening regulatory coordination, and repositioning the country within the architecture of global commerce. Enam Obioso writes...

Nigeria will launch the National Single Window digital trade platform on March 27, 2026, a move the federal government describes as a major reform aimed at simplifying import and export processes and improving trade efficiency.

Mr. Femi Gbajabiamila, Chief

of Staff to the President, disclosed the launch date during a stakeholders' meeting at the State House in Abuja attended by ministers, heads of agencies, and senior government officials involved in the project.

According to Gbajabiamila, the digital platform represents a structural fiscal reform initiative introduced by President Bola Ahmed Tinubu to modernise Nigeria's trade administration and strengthen its competitiveness within the global trading system.

"We are about to launch yet another reform, fiscal reform by this administration, which in its nature will be very transformational," Gbajabiamila said.

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Grid Asset Management Company Plan Targets Transmission Weak Link In Power Sector

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FEC Approves Digital Postcode System To Modernise Nigeria's Address Infrastructure

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Telecom Regulator Tightens SIM Churn Rules To Strengthen Identity Fraud Controls

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Lawmakers Support Establishment Of Climate Finance Bank To Capture \$104bn Green Investment Market

- PG 5

Hon. Afam Ogene, Chairman of the House of Representatives Committee on Renewable Energy



Presumptive Tax Regime Reveals Nigeria's Shift Toward Broad-Based Compliance

By Kingsley Ani

The Honourable Minister of Finance and Coordinating Minister of the Economy, Mr. Wale Edun, has announced new presumptive tax rules targeted at Micro, Small and Medium Enterprises (MSMEs) across Nigeria, positioning the measure as part of the fiscal architecture embedded in the Nigeria Tax Act 2025.

According to the statement issued by the minister, the regulation introduces a simplified compliance framework intended to draw informal businesses into the formal economy while protecting them from arbitrary tax assessments. The Nigeria Tax Act 2025 itself came into effect on 1 January, forming the legislative foundation for the new compliance structure.

Mr. Edun explained that the new system would replace complex accounting documentation requirements with turnover-based tax bands for small enterprises. The approach effectively standardises tax obligations for businesses with limited record keeping capacity.

"Micro and small businesses are the backbone of Nigeria's economy. This framework reduces compliance costs and provides a structured pathway into the formal sector," Mr. Edun said.

He emphasised that the policy direction does not introduce higher tax rates but seeks instead to broaden the national tax base.

"Our fiscal strategy is anchored on expanding the tax base rather than increasing tax rates. Inclusion drives sustainability," he stated.

The framework also aims to eliminate discretionary enforcement practices by establishing uniform national rules for assessing small businesses.

DECISION HIGHLIGHT

Federal Government introduces presumptive taxation model for MSMEs to standardise tax obligations and expand the national tax base without increasing statutory tax rates.

DECISION MEMO

The presumptive tax framework represents a struc-



Mr. Wale Edun, Honourable Minister of Finance and Coordinating Minister of the Economy

tural recalibration of Nigeria's long-standing challenge with informal sector taxation.

Nigeria's informal economy remains one of the largest in Africa, with millions of traders, artisans and small service providers operating outside formal tax and regulatory systems. Historically, attempts to tax this segment have been undermined by weak documentation, inconsistent enforcement and fragmented state level approaches.

The new presumptive system addresses that structural gap by shifting the compliance burden away from accounting records toward turnover bands. In practical terms, tax obligations for small enterprises will now be determined by estimated revenue categories rather than detailed financial statements.

From a policy design standpoint, the reform at-

tempts to solve two longstanding contradictions in Nigeria's fiscal system.

First, the government requires a broader tax base to sustain public spending as oil revenues become increasingly volatile. Second, small businesses often face unpredictable tax demands from local and state revenue authorities due to the absence of clear national guidelines.

The presumptive model attempts to reconcile these tensions by offering predictable tax obligations to small enterprises while creating a measurable revenue stream for government.

The Honourable Minister framed the reform as part of a broader fiscal sustainability strategy tied to Nigeria's economic diversification agenda.

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Nigeria Advances Trade Digitisation With National Single Window Launch

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He explained that the platform is designed to replace fragmented regulatory processes with a unified digital interface through which importers, exporters, and government agencies will interact.

"As the name suggests, it is a single national window as opposed to multiple single windows," he stated.

Gbajabiamila also acknowledged the contributions of several government institutions involved in the project's development.

"I commend the Central Bank of Nigeria, the Nigeria Revenue Service, the Nigeria Customs Service, and other participating agencies for their dedication and professionalism in advancing the project," he said.

DECISION HIGHLIGHT

The federal government has scheduled the operational launch of the National Single Window digital trade platform for March 27, signalling a structural shift toward integrated, technology-driven trade administration designed to streamline import and export procedures across Nigeria's ports and regulatory agencies.

DECISION MEMO

The scheduled launch of the National Single Window platform represents one of the most consequential digital governance reforms currently unfolding within

Nigeria's trade architecture.

For decades, Nigeria's import and export ecosystem has been defined by fragmented institutional processes. Multiple agencies, each operating independent documentation and clearance procedures, often required traders to navigate a maze of approvals before goods could move through the country's ports.

The resulting administrative duplication imposed measurable costs on trade activity.

Delays in cargo clearance increased demurrage charges, inflated logistics costs, and reduced the competitiveness of Nigerian ports relative to regional alternatives.

The National Single Window concept seeks to dismantle that fragmentation by replacing parallel bureaucratic channels with a centralised digital interface through which trade documentation can be submitted, verified, and shared across relevant government institutions.

Femi Gbajabiamila framed the initiative explicitly as a structural fiscal reform rather than a routine technological upgrade.

"We are about to launch yet another reform, fiscal reform by this administration, which in its nature will be very transformational," he said.

The emphasis on fiscal reform is significant.

Trade facilitation systems such as National Single Window platforms are not merely administrative tools; they function as revenue infrastructure. By improving documentation transparency and reducing manual

processing, digital trade platforms can strengthen customs compliance, reduce leakages, and improve the efficiency of government revenue collection.

Nigeria's version of the platform is designed to integrate the operational processes of agencies responsible for trade regulation, customs clearance, financial documentation, and cargo oversight.

Under the system, traders will be able to submit documentation electronically through a single portal rather than visiting multiple government offices or submitting duplicate forms to different regulators.

Gbajabiamila summarised the institutional logic behind the platform succinctly.

"As the name suggests, it is a single national window as opposed to multiple single windows," he said.

That statement reflects the core design principle behind the reform.

A single digital entry point ensures that once trade data is submitted, it becomes accessible to all authorised agencies simultaneously, eliminating redundant document submissions and reducing administrative delays.

Tola Fakolade, Coordinator of the National Single Window project, explained that the first phase of the system will focus on digitising core trade documentation processes.

According to Fakolade, the platform will initially support the online processing of import permits and electronic submission of cargo manifests.

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CBN Tightens Liquidity As Treasury Bill Yields Spike At Auction

By Johnson Emmanuel

The Governor of the Central Bank of Nigeria (CBN), Mr. Olayemi Cardoso, has overseen a treasury bills auction in which the discount rate on the 364-day instrument rose sharply to 16.73 percent, reflecting tightening liquidity conditions and strong investor demand for government securities.

At the midweek primary market auction, the CBN offered treasury bills worth N1.05 trillion across the three standard maturities of 91 days, 182 days and 364 days.

Investor demand significantly exceeded the offer size, with total subscriptions reaching N2.344 trillion.

Despite the oversubscription, the CBN allotted N1.011 trillion worth of Treasury bills to investors.

Auction results showed that the regulator adjusted yields on the short and long tenor instruments while maintaining the existing pricing for the six-month instrument.

The discount rate on the 91-day bill increased by 15 basis points to 15.95 percent, while the 364-day bill recorded the most pronounced adjustment.

The one-year Treasury bill yield rose to 16.73 percent from the previous auction level of 15.90 percent.

The 182-day instrument was allotted at 16.65 percent, unchanged from the previous auction.

DECISION HIGHLIGHT

CBN raises Treasury bill yields as investor demand exceeds supply at primary market auction.

DECISION MEMO

The latest treasury bills auction conducted by the CBN illustrates the tightening dynamics currently shaping Nigeria's domestic money market.

Treasury bills function as one of the most important liquidity management instruments available to the CBN. By adjusting the yields offered at auctions, the regulator influences the attractiveness of government securities relative to other financial assets, including bank deposits and foreign exchange holdings.

The sharp increase in the 364-day Treasury bill yield reflects two converging realities within Nigeria's finan-



cial system.

First, the CBN is attempting to maintain tight monetary conditions in order to stabilise inflation and sustain investor confidence in the naira.

Second, institutional investors including banks, pension funds and asset managers are demonstrating strong appetite for government securities amid persistent macroeconomic uncertainty.

The auction data highlights the scale of that demand imbalance.

Total subscriptions of N2.344 trillion exceeded the N1.05 trillion offered by more than two times, signalling that liquidity in the financial system continues to chase relatively risk-free government instruments.

The strongest demand was concentrated in the one-year paper, where investors submitted bids worth N2.128 trillion for an offer size of N800 billion.

This pattern indicates that investors are locking capital into longer maturity government securities in

anticipation that yields may moderate later if inflation stabilises.

By raising the yield on the 364-day instrument to 16.73 percent, the CBN effectively increases the risk-free benchmark rate within the domestic fixed income market.

Higher Treasury bill yields tend to transmit through the financial system, influencing deposit rates, corporate borrowing costs and broader credit conditions.

From a policy perspective, the auction outcome suggests that the CBN is willing to allow yields to adjust upward in order to attract liquidity into government securities and reduce speculative pressure on alternative assets.

The move also reflects the government's continued reliance on domestic debt instruments to finance fiscal obligations.

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A centralised risk management system will also be deployed to improve regulatory oversight and automate compliance checks across participating agencies.

Cargo manifests submitted through the system will be transmitted electronically to all relevant institutions without manual intervention, effectively replacing paper-based workflows that previously slowed cargo clearance.

Fakolade also emphasised that documentation submitted through the platform will be shared automatically across agencies to eliminate duplication.

This architecture is designed to reduce administrative friction while strengthening regulatory coordination across Nigeria's trade management institutions.

The Federal Government's decision to move ahead with the launch follows nearly two years of policy preparation.

President Bola Ahmed Tinubu inaugurated the committee responsible for developing the National Single Window platform in April 2024 and directed that the system be operational by the first quarter of 2026.

The March 27 launch date therefore represents the culmination of a structured implementation timeline.

The reform is also embedded within a broader economic policy objective.

Nigeria's long-term ambition of building a one trillion dollar economy requires significant improvements in trade facilitation, logistics efficiency, and export competitiveness.

Inefficient border processes have historically undermined those objectives.

By digitising trade documentation and integrating regulatory processes, the National Single Window platform aims to reduce delays at ports, minimise human interference in cargo clearance, and lower the cost of doing business.

The Honourable Minister of Finance and Coordinating Minister of the Economy, Mr. Wale Edun, described the platform as a growth-enabling reform within Nigeria's economic transformation agenda.

Similarly, Honourable Minister of Industry, Trade and Investment, Dr. Jumoke Oduwale, characterised the initiative as a critical pillar of the administration's Renewed Hope economic strategy.

At the conclusion of the State House meeting, Dr. Oduwale was mandated to oversee the final phase of implementation to ensure the system is operational by the scheduled launch date.

Training programmes for users are already underway nationwide, and pilot testing is expected to take place before the official rollout.

If the platform functions as intended, it could significantly alter the administrative dynamics of Nigeria's trade environment.

Countries that have implemented similar single window systems have recorded measurable improvements in cargo clearance speed, regulatory transparency, and trade competitiveness.

Singapore, South Korea, Kenya, and Saudi Arabia have all integrated digital trade platforms that consolidate customs procedures and regulatory oversight within unified digital systems.

Nigeria's entry into that group would represent a nota-

ble shift in the country's trade governance model.

DATA BOX

Key National Single Window Indicators

Scheduled launch date: March 27, 2026

Initial project committee inauguration: April 2024

Projected annual economic benefit from paperless trade: \$2.7 billion

Core system functions in phase one:

- Online processing of import permits
- Electronic cargo manifest submission
- Centralised risk management system
- Digital documentation sharing across agencies

WHO WINS / WHO LOSES

Winners

- Importers and exporters benefiting from faster documentation processing
- Logistics operators experiencing reduced port delays
- Government agencies gaining improved regulatory coordination
- Nigeria's trade ecosystem through improved global competitiveness

Potential Losers

- Intermediaries benefiting from opaque documentation processes
- Informal administrative networks dependent on manual clearance procedures

POLICY SIGNALS

The launch of the National Single Window platform signals a shift toward digital governance within Nigeria's trade administration framework.

Local Refining Is Nigeria's Only Real Shield Against Global Oil Turbulence

We must confront an inconvenient truth about Nigeria's petroleum economy. For decades, the country behaved like an oil giant that paradoxically depended on others to refine its own crude. When global supply chains tightened, Nigerians paid the price. When freight costs surged, Nigerians paid the price. When geopolitical tensions disrupted refining hubs across the world, Nigerians paid the price. The persistent vulnerability of the domestic fuel market was not accidental. It was the direct consequence of a structural policy failure that allowed Nigeria to remain overwhelmingly dependent on imported refined products.

The recent developments surrounding the Dangote Petroleum Refinery and Petrochemicals underline this reality with uncomfortable clarity.

As tensions in the Middle East ripple through global energy markets, several refineries across the world have shut down or scaled back production. At the same time, China's ban on the export of gasoline and diesel has further tightened international supply. The result is predictable. Freight rates are rising. Refined products are becoming scarcer. Benchmark Brent crude has climbed sharply, rising by about 26 percent within a short period to more than \$84 per barrel.

In a country still dependent on imported refined products, such shocks would normally translate almost instantly into severe supply disruptions and punishing price spikes.

This is precisely why the emergence of large-scale domestic refining capacity is no longer just an industrial milestone. It is an economic necessity.

The Dangote Refinery's decision to adjust its ex-depot price of Premium Motor Spirit upward by N100 per litre, representing roughly a 12 percent increase, has understandably drawn public attention. Yet a sober examination of the underlying economics tells a far more complex story. According to the refinery, it has absorbed about 20

percent of the rising cost pressures in order to cushion Nigerian consumers. That decision alone reveals an important reality about the current energy market.

Local refining does not eliminate exposure to global oil prices, but it significantly moderates their impact.

Even though the refinery is located within Nigeria, the crude oil it processes is still priced according to international benchmarks. Nigerian crude currently trades at a premium of between \$3 and \$6 above the Brent benchmark. When freight costs of roughly \$3.50 per barrel are added, the delivered cost of crude to the refinery now ranges between \$88 and \$91 per barrel. Only a short time ago, when the refinery sold petrol at N774 per litre, the crude it processed landed at about \$68 per barrel.

These numbers matter because they illustrate a point that is often lost in the national debate. Refining capacity alone cannot insulate Nigeria from global price dynamics if the crude feedstock itself is priced at international levels.

But domestic refining still changes the equation in crucial ways.

Without a local refinery of this scale, Nigeria would be importing refined products into a tightening global market characterised by rising freight charges, supply shortages and currency pressures. The foreign exchange burden alone would have been far more severe. Instead, a significant portion of the value chain now resides within the country, moderating both supply risk and currency exposure.

Yet the refinery's own disclosures also expose a troubling contradiction in Nigeria's petroleum governance framework.

The facility requires about 13 cargoes of crude oil each month to meet domestic demand. However, it currently receives only about five cargoes from the Nigerian National Petroleum Company. While those cargoes are paid for in naira, they are still priced at international market rates plus a premium. The shortfall forces the refinery to purchase additional crude from local

and international traders using foreign exchange sourced from the open market.

More troubling still is the refinery's claim that domestic upstream producers have not supplied crude as required under the Petroleum Industry Act.

If this claim holds true, then Nigeria faces a policy paradox of its own making. A country struggling to stabilise its fuel market is simultaneously failing to prioritise crude supply to its largest domestic refinery.

This contradiction must be addressed with urgency.

Local refining capacity can only fulfil its stabilising role if the domestic crude supply framework works efficiently. Otherwise, the refinery will continue to compete for feedstock in the same volatile international market that Nigeria originally sought to escape.

Despite these challenges, the refinery's broader contribution to national energy security is already evident. By maintaining production during a period of tightening global supply, it is helping to prevent the kind of acute shortages that previously characterised Nigeria's downstream sector.

The planned rollout of compressed natural gas-powered distribution trucks is another signal of an evolving domestic energy ecosystem. By reducing logistics costs and improving distribution efficiency, such initiatives could gradually reshape the economics of fuel supply across the country.

The lesson from the current moment is unmistakable.

We cannot continue to treat domestic refining as merely another business venture within the petroleum industry. It is a strategic national asset. If Nigeria is serious about insulating its economy from the turbulence of global oil markets, then policies must actively support the growth of local refining capacity and guarantee reliable crude supply to domestic processors.

Anything less would amount to repeating the very mistakes that left Nigeria exposed for decades.

EDITOR'S NOTES

Why StakeBridge Exists

Nigeria does not suffer from a lack of information. It suffers from a lack of clarity. Every reform cycle produces volumes of data, statements, and commentary, yet ordinary readers, investors, and decision-makers are often left asking the same questions, what actually changed, who gained, who lost, and what happens next.

StakeBridge Media exists to answer those questions without noise.

We are not economists writing for economists. We are journalists who believe that policy, markets, and corporate decisions should be explained in plain language, anchored in evidence, and framed around consequences. Our reporting begins where traditional coverage often stops, at the decision point.

That is why we practise Decision Memo Journalism.

Each story asks a simple set of questions. What decision was made. Why it mattered. Who benefited. Who bore the cost. What signal readers should watch next. This structure is not a style choice. It is a discipline.

Nigeria's economy is too important for vague optimism or abstract critique. Citizens deserve reporting that respects facts without hiding behind jargon. Investors deserve context without hype. Policymakers deserve scrutiny without hostility.

StakeBridge is a bridge between data and meaning. We did not chase headlines. We traced outcomes. We showed how inflation slowed but food prices stayed high. How FX calmed but confidence remained conditional. How reforms stabilised the system but jobs lagged behind.

This is the work we will continue to do.

Not to predict the future, but to clarify the choices shaping it.

Enam Obiosio

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Lawmakers Support Establishment Of Climate Finance Bank To Capture \$104bn Green Investment Market



Hon. Afam Ogene, Chairman of the House of Representatives Committee on Renewable Energy

By Kingsley Ani

The House of Representatives Committee on Renewable Energy has endorsed the establishment of a climate finance bank as a mechanism to unlock an estimated \$104 billion climate investment opportunity projected for Nigeria by 2030.

Afam Ogene, Chairman of the House of Representatives Committee on Renewable Energy, disclosed the proposal at a recent briefing in Abuja, describing the institution as a strategic financing vehicle to accelerate renewable energy investment and climate-aligned infrastructure development.

Ogene referenced analysis by the International Finance Corporation, which estimates that Nigeria's climate-smart investment potential could reach \$104 billion by 2030 across sectors such as renewable energy, sustainable agriculture, green buildings, transport and resilient infrastructure.

"The question is how we unlock this opportunity," Ogene said briefly. "The answer is finance."

DECISION HIGHLIGHT

Nigeria's lawmakers are backing the creation of a private-sector climate finance bank designed to mobilise capital and unlock an estimated \$104 billion green investment opportunity by 2030.

DECISION MEMO

Nigeria's energy transition ambitions have long faced a structural constraint: the absence of specialised financial institutions capable of underwriting climate-aligned infrastructure and renewable energy investments.

The proposal for a climate finance bank represents an attempt to address that financing gap.

Nigeria's climate investment potential spans multiple sectors including renewable energy generation, climate-smart agriculture, green construction, sustainable transport systems and waste management infrastructure.

However, converting that theoretical investment opportunity into bankable projects requires long-term capital, risk-sharing mechanisms and specialised fi-

ancial expertise.

Ogene framed the proposal as a response to that structural constraint. "This is why the proposal to establish a green and climate finance bank is timely," Ogene said.

According to Ogene, the proposed institution would function as a private-sector financial platform capable of mobilising capital for climate-focused sectors while deploying risk-sharing tools to support projects that conventional commercial banks often avoid.

The initiative would also target financing gaps faced by micro, small and medium enterprises, women-led businesses, green innovators and infrastructure developers operating within emerging climate-related sectors.

Ogene emphasised that the proposed bank is not intended to operate as a government-owned institution. "Essentially, this is not a government-owned bank," Ogene said.

Instead, the institution is being structured as a private-sector initiative governed by environmental, social and governance standards aligned with international best practices.

The promoters of the proposed bank say the institution would focus on bridging the persistent gap between green infrastructure projects and capital markets.

Oluwafemi Adedipe, Co-founder of Quantum Partners, said the financial architecture required to unlock climate investments remains largely absent in Nigeria's financial system.

"The capital must be mobilised and risks structured," Adedipe said briefly.

Adedipe noted that Nigeria faces growing environmental pressures including flooding, desertification and energy insecurity, factors that are increasingly shaping economic and infrastructure planning.

These climate risks, he argued, simultaneously create investment opportunities in sectors such as renewable energy and climate-resilient infrastructure.

Samuel Ndubuisi-Brown, Co-founder of Quantum Partners, explained that the promoters plan to raise \$100 million in initial capital to secure regulatory approvals and begin lending operations.

That capital base would support the institution's early operational phase while enabling it to attract larger pools of climate finance from international investors and development institutions.

From a policy perspective, the proposal aligns with a broader legislative effort to expand renewable energy adoption and deepen private-sector participation in Nigeria's energy transition.

However, the success of such a bank would depend not only on capital mobilisation but also on regulatory clarity, project pipeline development and investor confidence.

Nigeria's financial system currently lacks specialised green finance institutions comparable to those operating in several emerging markets.

The proposal therefore reflects an attempt to fill a structural gap in Nigeria's climate investment ecosystem.

DATA BOX

Nigeria Climate Investment Opportunity
Estimated Climate-Smart Investment Potential
\$104 billion by 2030

Source

International Finance Corporation
Proposed Climate Finance Bank

Initial Capital Target
\$100 million

Investment Focus Areas

Renewable energy
Climate-smart agriculture

Green buildings

Sustainable transport

Waste management

Resilient infrastructure

Target Beneficiaries

Micro, small and medium enterprises

Women-led businesses

Green innovators

Infrastructure developers

WHO WINS / WHO LOSES

Winners

Renewable energy developers seeking long-term financing

Green infrastructure investors

Climate-focused startups and small businesses

Capital markets positioned to finance climate assets

Potential Losers

Traditional energy financing models facing structural transition pressures

Projects unable to meet environmental governance standards

POLICY SIGNALS

The proposal signals growing legislative recognition that climate transition requires specialised financial infrastructure.

It also reflects a broader policy push to align Nigeria's energy strategy with global climate investment flows.

INVESTOR SIGNAL

A dedicated climate finance institution could strengthen Nigeria's attractiveness to global green investors and climate funds seeking emerging market opportunities.

The success of the initiative will depend on credible governance structures and the development of bankable project pipelines.

RISK RADAR

Capitalisation Risk

Raising the proposed \$100 million seed capital could prove challenging without anchor investors.

Regulatory Risk

Approval and supervision frameworks for specialised climate banks remain underdeveloped.

Project Pipeline Risk

A shortage of bankable renewable energy and climate infrastructure projects could limit early lending activity.

Policy Dialogue At NIPSS Positions Nigeria's Orange Economy For Structured Growth



Dr. Ali Nuhu, Managing Director/ Chief Executive of NFC

By Olumide Johnson

Director of Public Affairs at the Nigerian Film Corporation (NFC), Mr. Brian Etuk, was a discussant at the 2026 Senior Executive Course (SEC) workshop hosted by the National Institute for Policy and Strategic Studies (NIPSS) in Kuru, Plateau State.

The policy workshop brought together members of the NIPSS Senior Executive Course to examine practical strategies for accelerating the growth of Nigeria's Orange Economy, with a focus on strengthening institutional frameworks, enabling legislation, and coordinated sector development.

Speaking after the session, Mr. Etuk said that the dialogue focused on identifying realistic and implementable pathways for addressing the operational constraints within Nigeria's creative industries.

According to him, the workshop generated practical recommendations that could strengthen the operating environment for creative entrepreneurs while reinforcing the institutional architecture supporting the sector.

"The Senior Executive Course Members 2026 workshop at the National Institute for Policy and Strategic Studies witnessed a lively discussion on propelling Nigeria's Orange Economy forward," Etuk stated.

He added that participants examined policy frameworks as well as full and delegated legislation required to strengthen the sector's operational ecosystem.

"Policy frameworks, full and delegated legislations were examined to bolster the operational environment, paving the way for growth," he said.

DECISION HIGHLIGHT

The policy engagement at the NIPSS signals an emerging institutional consensus that Nigeria's Orange Economy requires stronger regulatory architecture, coordinated governance frameworks, and deeper collaboration between government institutions and creative sector stakeholders.

DECISION MEMO

The participation of the NFC in the NIPSS Senior Executive Course workshop reflects a strategic shift toward embedding the creative economy within Nigeria's formal policy architecture.

For decades, Nigeria's creative industries have demonstrated enormous entrepreneurial energy but have often evolved faster than the regulatory and institutional systems designed to support them. The result has been a sector rich in talent and cultural influence but constrained by gaps in financing structures, legal protections, and long-term industrial policy.

The policy dialogue at NIPSS suggests that Nigerian institutions are beginning to address that imbalance.

By convening a high-level discussion involving the NIPSS, the workshop effectively placed the Orange Economy within Nigeria's strategic development conversation

rather than treating it as a peripheral cultural sector.

Mr. Etuk's contribution as a discussant at the workshop highlights the NFC's growing role as an institutional anchor within the country's creative ecosystem.

The corporation, historically associated with film development and industry support, is increasingly positioning itself as a policy bridge between creative entrepreneurs and government institutions responsible for economic planning.

Mr. Etuk emphasised that the discussions were grounded in practical policy thinking rather than abstract aspirations.

According to him, the workshop examined concrete mechanisms through which legislation and regulatory frameworks can improve the operational climate for Nigeria's creative sector.

"Policy frameworks, full and delegated legislations were examined to bolster the operational environment, paving the way for growth," he said.

The emphasis on legislative architecture is particularly significant.

Creative industries thrive in environments where intellectual property protections are strong, financing channels are accessible, and regulatory institutions understand the unique economics of cultural production.

Without those foundations, creative entrepreneurs often struggle to scale their work into sustainable businesses.

The workshop's focus on full and delegated legislation therefore indicates a recognition that the Orange Economy cannot rely solely on artistic talent or market demand. It requires a supportive policy ecosystem capable of translating creative output into measurable economic value.

Participants at the workshop also emphasised the importance of collaborative institutional engagement.

Mr. Etuk described the policy dialogue as marked by sincerity and a shared national objective. "The dialogue was marked by sincerity and a shared vision for leveraging Nigeria's creative potential," he said.

That shared vision aligns with a broader global shift toward recognising creative industries as engines of economic diversification.

Countries across Africa, Europe and Asia are increasingly integrating creative sectors into national economic strategies because of their ability to generate employment, export revenue and cultural influence simultaneously.

Nigeria already possesses one of the most globally recognised creative ecosystems in Africa, driven by film, music, fashion and digital content production.

What has often been missing is a coordinated institutional framework capable of scaling that cultural influence into structured economic growth.

The discussions at the NIPSS suggest that policymakers are now examining how to close that gap.

For the NFC, the engagement underscores institutional

continuity under the leadership of Dr. Ali Nuhu, Managing Director and Chief Executive of the NFC.

Etuk acknowledged the leadership support behind the corporation's participation in the policy dialogue. "Appreciation is extended to Mr. Nuhu for the privilege," he said.

Ali Nuhu's administration at the corporation has emphasised collaboration across government agencies and policy institutions, particularly in areas where creative industries intersect with economic development.

That orientation is increasingly important as Nigeria explores new pathways for economic diversification beyond traditional sectors such as oil and gas.

The Orange Economy offers a compelling alternative growth pathway because it leverages cultural capital, youth creativity and digital platforms.

The challenge lies not in the availability of talent but in the construction of institutional systems that allow that talent to flourish commercially.

The NIPSS workshop therefore represents more than a routine academic engagement. It signals an emerging policy consensus that Nigeria's creative industries require structured national attention.

Mr. Etuk summarised that outlook succinctly when he described the collective sentiment emerging from the dialogue. "The consensus: Nigeria's Orange Economy is poised for growth, and collaborative efforts can unlock innovative entrepreneurs' potential, driving economic prosperity," he said.

If that consensus translates into actionable policy frameworks, the workshop at NIPSS may ultimately prove to be an early milestone in Nigeria's effort to formalise the economic power of its creative sector.

DATA BOX

Key Institutional Engagement Indicators

Workshop platform: National Institute for Policy and Strategic Studies Senior Executive Course 2026

Location: Kuru, Plateau State

Institution represented: Nigerian Film Corporation (NFC)

Sector focus: Nigeria's Orange Economy and creative industries

Policy themes examined: Legislative frameworks, institutional collaboration, sector growth strategy

WHO WINS / WHO LOSES

Winners

Creative entrepreneurs across Nigeria's film, music and digital content sectors

Young innovators seeking structured support for creative ventures

Government institutions pursuing economic diversification through cultural industries

Investors interested in emerging creative economy opportunities

Potential Losers

Unregulated informal operators resistant to structured governance frameworks

Content intermediaries benefiting from weak intellectual property protections

POLICY SIGNALS

The workshop signals a growing institutional recognition that Nigeria's creative industries require structured policy support.

By examining legislative frameworks and regulatory instruments at the National Institute for Policy and Strategic Studies, policymakers are positioning the Orange Economy within Nigeria's long-term development planning architecture.

INVESTOR SIGNAL

The engagement between the Nigerian Film Corporation and the National Institute for Policy and Strategic Studies suggests that Nigeria's creative economy may soon benefit from clearer policy frameworks and regulatory support.

For investors in film production, digital content, and creative infrastructure, such policy clarity reduces uncertainty and expands opportunities for long-term sector participation.

RISK RADAR

Policy Execution Risk

The translation of workshop recommendations into enforceable policy frameworks will determine whether momentum converts into tangible sector reforms.

NPA Moves To Recalibrate Digital Truck Access System After Contract Expiry



Dr. Abubakar Dantsoho, MD/CEO of NPA

By Jeremiah Obeche

The Nigerian Ports Authority (NPA) has initiated a review of the Electronic Trucks Call-Up System agreement following the expiration of its contract with Trucks Transit Park Limited, the operator of the digital platform popularly known as ETO.

The review follows the expiry of the agreement in February, with the Authority assuring port users that operations across Nigerian seaports will continue without disruption while the process is underway.

In a statement, Mr. Ikechukwu Onyemakara, General Manager, Corporate and Strategic Communications at the NPA, said that the review is an administrative process embedded within the contractual framework and consistent with global port governance practices.

"Provisions within the expired agreement guarantee operational stability during the review period," Onyemakara stated, adding that the Authority remains focused on maintaining efficiency across the port logistics chain.

The Electronic Trucks Call-Up System was introduced in 2021 as a digital traffic management solution to address the chronic Apapa port gridlock that had previously crippled cargo evacuation and port access in Lagos.

DECISION HIGHLIGHT

The NPA is conducting a contractual review of the Electronic Trucks Call-Up System following the expiration of its agreement with Trucks Transit Park Limited, while maintaining uninterrupted port operations and preserving the operational gains delivered by the platform since 2021.

DECISION MEMO

The NPA is effectively reassessing the next phase of the Electronic Trucks Call-Up System, the digital platform that transformed truck access to the Lagos port corridor and dismantled the operational paralysis that once defined Apapa.

Before the introduction of the platform in 2021, the Apapa port corridor represented a textbook example of logistics failure. Thousands of trucks converged daily on port access roads without

scheduling discipline, producing traffic gridlock that stretched for kilometres, delayed cargo evacuation, and imposed severe economic costs on importers, exporters and shipping lines.

The introduction of the Electronic Trucks Call-Up System represented a structural intervention rather than a routine technological upgrade. By requiring trucks to secure pre-booked access slots before approaching the port corridor, the platform imposed scheduling discipline on a previously unmanaged logistics environment.

That shift produced measurable improvements in port logistics efficiency. Cargo evacuation became more predictable, vessel turnaround times improved, and truck traffic along the Apapa corridor became more manageable.

Mr. Onyemakara made that point clear when he framed the process as a routine governance step rather than an operational crisis.

He said the Authority remains committed to sustaining the efficiency gains achieved since the system was deployed.

"The review is a routine administrative process consistent with global best practices," Mr. Onyemakara said, emphasizing that the Authority's priority remains seamless cargo movement and operational stability.

In the case of the Electronic Trucks Call-Up System, the review comes after several years of operational experience, which means the NPA now possesses sufficient data to evaluate performance, compliance behaviour, and system resilience under real traffic conditions.

Industry operators acknowledge that the platform has significantly improved cargo evacuation from the ports and enhanced operational predictability for shipping companies and terminal operators.

For logistics investors and port users, predictability is often more valuable than speed. A port system that functions reliably allows shipping lines, freight forwarders and trucking companies to plan cargo movements with greater certainty.

That stability is precisely what the Electronic Trucks Call-Up System was designed to deliver.

The NPA's decision to preserve operational continuity during the review period therefore serves two strategic objectives simultaneously.

First, it prevents disruption within the port logis-

tics chain.

Second, it reassures investors and maritime operators that governance adjustments will not destabilise the underlying digital infrastructure that now regulates truck access to the ports.

In practical terms, the Authority is signalling that the review is an upgrade process, not a reset.

Stakeholders within the maritime sector have expressed optimism that the review will further strengthen the digital governance framework supporting port operations.

For investors watching Nigeria's maritime infrastructure evolution, that distinction matters.

The Electronic Trucks Call-Up System has already demonstrated its value as a traffic management mechanism. The next phase is likely to focus on strengthening its institutional and technological architecture to support Nigeria's broader port modernisation agenda.

WHO WINS / WHO LOSES

Winners

Port users including importers and exporters who benefit from predictable cargo evacuation

Shipping lines whose vessel turnaround times improve with orderly port access

Logistics operators who can schedule truck movements more efficiently

Investors in maritime infrastructure seeking stable port operations

Potential Losers

Unregulated truck operators previously benefiting from informal port access systems

Logistics intermediaries dependent on congestion-driven arbitrage opportunities

POLICY SIGNALS

The review signals a governance posture anchored in digital infrastructure stewardship rather than ad hoc intervention.

By evaluating the Electronic Trucks Call-Up System after several years of operational deployment, the NPA is aligning port traffic management with continuous improvement principles common in advanced maritime logistics systems.

It also reinforces the Authority's commitment to institutional oversight of digital logistics platforms operating within critical national infrastructure.

INVESTOR SIGNAL

For infrastructure investors, the decision suggests that the Authority intends to maintain regulatory control over logistics technology platforms that influence cargo flow.

That governance approach supports investor confidence by ensuring that digital infrastructure operating within the port ecosystem remains subject to structured oversight and periodic evaluation.

RISK RADAR

Operational Risk

Minimal in the short term due to assurances of uninterrupted system operation.

Governance Risk

Potential disputes around contract renewal terms or operational scope may emerge during the review process.

Infrastructure Risk

If the review fails to integrate system upgrades or stakeholder feedback, the platform could face operational strain as cargo volumes increase.

Policy Execution Risk

The long-term effectiveness of the Electronic Trucks Call-Up System will depend on sustained enforcement and integration with broader port modernisation initiatives.



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 helpdesk@nrs.gov.ng

 0209 460 2700



Telecom Regulator Tightens SIM Churn Rules To Strengthen Identity Fraud Controls

By Kingsley Ani

The Executive Vice Chairman and Chief Executive Officer of the Nigerian Communications Commission (NCC), Mr. Aminu Maida, has proposed new regulatory requirements mandating telecommunications operators to notify subscribers at least 14 days before deactivating dormant Subscriber Identity Module (SIM) cards.

The proposal forms part of wider regulatory adjustments linked to the rollout of the Telecoms Identity Risk Management System; a national platform designed to monitor identity risks associated with recycled mobile numbers.

The regulatory change is contained in a consultation document titled 'Stakeholders Consultation Process for the Telecoms Identity Risks Management Platform', issued in February 2026.

"Prior to churning of a post-paid line, the Operator shall send a notification to the affected subscriber through an alternative line or an email on the pending churning of his line," the document states.

It further stipulates that the notification must be issued "at least 14 days before the final date for the churn of the number."

The same requirement applies to prepaid lines, ensuring both subscriber categories receive advance notice before number deactivation.

In addition, the proposal introduces new data reporting obligations for telecommunications operators. The commission requires that all churned numbers be reported to the Telecoms Identity Risks

latory attempt to close a persistent vulnerability in Nigeria's digital identity ecosystem, the misuse of recycled mobile phone numbers.

In Nigeria's telecommunications system, inactive Subscriber Identity Module cards are eventually deactivated and the associated numbers returned to the operator's pool for reassignment. While this process supports efficient number management, it also creates identity risks.

Dormant numbers that were previously linked to bank accounts, digital wallets, financial platforms or government databases can become tools for fraud if reassigned without proper safeguards.

The proposed 14-day notification requirement therefore introduces a procedural buffer between inactivity and number churn. By requiring telecom operators to alert subscribers ahead of deactivation, the regulator is attempting to reduce the risk of numbers being recycled without the knowledge of their original users.

Importantly, the proposal does not change the existing inactivity rule contained in the Quality-of-Service Business Rules.

Under the current framework, a subscriber line can be deactivated if no revenue generating event occurs for six months. If inactivity continues for another six months, the number may be permanently withdrawn and reassigned.

What the new rule introduces is a mandatory warning mechanism before the final churn stage.

Equally significant is the creation of the Telecoms Identity Risks Management System, which signals

real time registry of number status changes.

From a regulatory standpoint, the move suggests a shift toward integrated identity governance across telecommunications and financial services sectors.

DATA BOX

Minimum notice before SIM churn under proposed rule

14 days

Current inactivity threshold before SIM deactivation

6 months without a revenue generating event

Additional inactivity period before number reassignment

6 months

Deadline for telecom operators to report churned numbers to Telecoms Identity Risks Management System

7 days

Consultation period for stakeholders

21 days

Deadline for submission of stakeholder comments

20 March 2026

Legal basis for consultation

Section 58, Nigerian Communications Act 2003

WHO WINS / WHO LOSES

Winners

Mobile subscribers gain stronger protection against sudden loss of their numbers.

Financial institutions and digital platforms benefit from improved safeguards against identity fraud.

Regulators gain access to structured data on mobile number status across the communications network.

Losers

Fraud networks that exploit recycled numbers for identity theft may face tighter operational constraints.

Telecommunications operators may incur additional compliance and reporting obligations.

POLICY SIGNALS

The proposal signals a regulatory shift toward treating mobile numbers as critical digital identity assets rather than merely telecommunications resources.

It also reflects an emerging cross sector regulatory alignment between telecommunications oversight and financial system integrity.

The creation of the Telecoms Identity Risks Management System indicates that Nigeria is moving toward a centralised data architecture for managing mobile identity risks.

INVESTOR SIGNAL

For investors in telecommunications and financial technology sectors, the proposal suggests that Nigeria's digital infrastructure is gradually incorporating stronger identity verification frameworks.

Such reforms can strengthen trust in digital financial services and support expansion of mobile driven financial platforms.

At the same time, the new compliance requirements indicate increasing regulatory expectations for telecom operators operating within the Nigerian market.

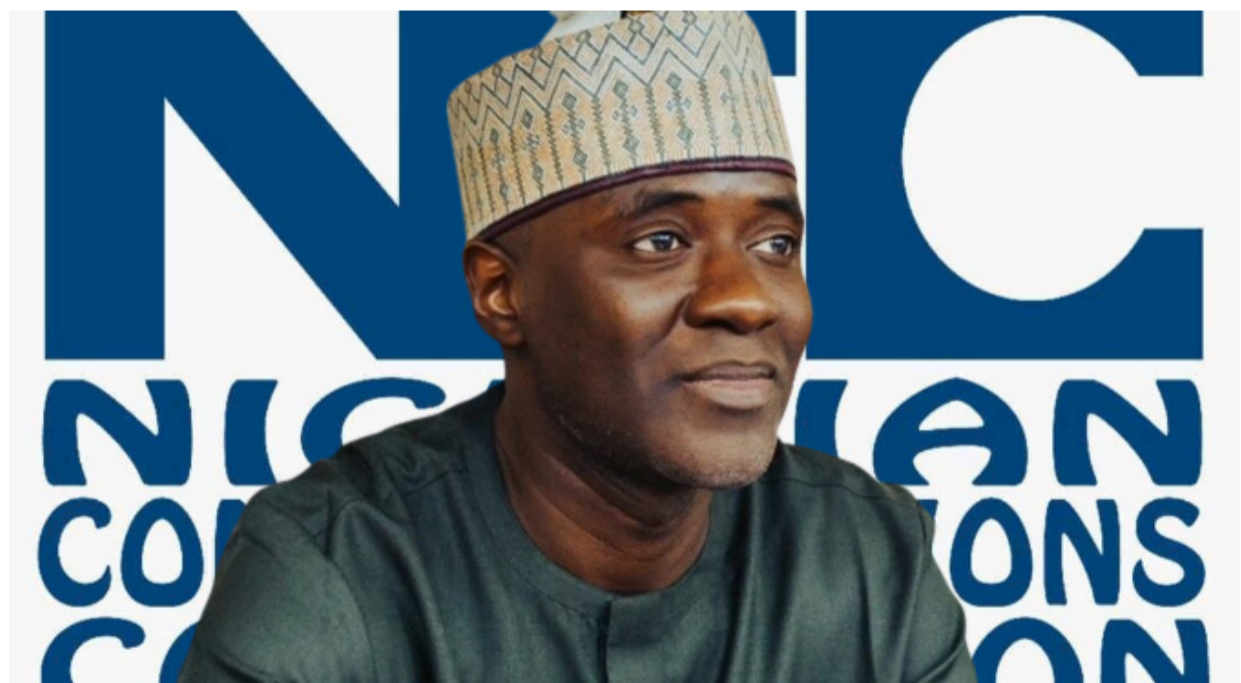
RISK RADAR

Operational compliance will determine the effectiveness of the reform.

Telecommunications operators must establish reliable systems to track dormant numbers, issue timely notifications and report churned numbers to the Telecoms Identity Risks Management System.

Another risk lies in data integration. The success of the platform depends on seamless information sharing between telecommunications networks, financial institutions and regulatory agencies.

Finally, public awareness will be critical. If subscribers remain unaware of the notification process or fail to update contact channels, the fourteen-day warning mechanism may not fully prevent the misuse of recycled mobile numbers.



Mr. Aminu Maida, Executive Vice Chairman/Chief Executive Officer of NCC

Management System within seven days.

According to the NCC, the system will function as "a secure, regulatory-backed Platform that helps prevent fraud stemming from churned, swapped, barred Mobile Station International Subscriber Directory Numbers in Nigeria."

The consultation process, initiated under Section 58 of the Nigerian Communications Act 2003, allows stakeholders 21 days to submit comments on the proposal.

DECISION HIGHLIGHT

The NCC proposes 14-day notification rule and new reporting obligations before SIM card deactivation.

DECISION MEMO

The NCC's proposed rule change reflects a regu-

an emerging regulatory architecture linking telecommunications infrastructure to broader financial and digital identity systems.

The platform is designed to monitor numbers that have been churned, swapped or barred, creating a shared verification layer that can be accessed by regulators such as the Central Bank of Nigeria.

This reflects the growing recognition that mobile numbers have evolved into primary identity credentials within Nigeria's digital economy.

Bank verification systems, digital payment platforms, financial authentication tools and even government services increasingly rely on the Mobile Station International Subscriber Directory Number as a key identity reference.

By requiring telecom operators to submit churn data to the Telecoms Identity Risks Management System within seven days, the NCC is effectively building a

FG Ends OPL 245 Deadlock To Reopen Deepwater Investment Corridor

By Johnson Emmanuel

President Bola Ahmed Tinubu supervised the final resolution of the long-running Oil Prospecting Licence 245 dispute between the Federal Government of Nigeria, ENI, and Nigerian Agip Exploration Limited.

The agreement was concluded during a closed-door meeting at the State House in Abuja attended by Claudio Descalzi, Chief Executive Officer of ENI; Guido Brusco, Chief Operating Officer of ENI; Mario Bello, Head of Sub-Saharan Region at ENI; Fabrizio Bolondi, Managing Director of Nigerian Agip Exploration Limited; and Olu Arowolo-Verheijen, Special Adviser to the President on Energy.

The settlement formally closes a dispute that has persisted for more than 15 years and restores operational clarity around Oil Prospecting Licence 245, widely regarded as one of Nigeria's most commercially promising deepwater assets.

The resolution clears the pathway for a Final Investment Decision on the Zabazaba–Etan deepwater development project, which is projected to add approximately 150,000 barrels per day to Nigeria's oil production capacity.

DECISION HIGHLIGHT

The federal government has concluded a negotiated settlement of the Oil Prospecting Licence 245 dispute, removing a long-standing legal and regulatory obstacle and reopening the investment pathway for a deepwater oil development capable of materially expanding Nigeria's production capacity.

DECISION MEMO

The resolution of the Oil Prospecting Licence 245 dispute represents the closure of one of the most consequential legacy controversies in Nigeria's upstream petroleum sector.

For more than a decade and a half, Oil Prospecting Licence 245 existed in a state of legal and political uncertainty that effectively immobilised one of the country's most commercially significant offshore resources.

The licence, associated with the Zabazaba–Etan deepwater field development, has long been viewed within the global petroleum industry as a high-potential asset capable of contributing meaningfully to Nigeria's long-term production outlook.

However, persistent disputes over contractual rights, legal interpretations, and governance concerns prevented the project from progressing to the stage where investment decisions could be made with confidence.

The settlement supervised by President Tinubu is therefore not merely a contractual resolution. It represents the removal of a structural uncertainty that had become embedded in Nigeria's upstream investment environment.

Tinubu framed the outcome explicitly within the context of Nigeria's broader economic reform programme.

"This resolution sends a clear signal to global investors that Nigeria is prepared to address legacy issues transparently, uphold the rule of law, and create a stable environment for long-term capital," he said.

That signal is particularly significant within the context of global energy investment dynamics.

Deepwater petroleum projects require exceptionally large capital commitments, often extending into billions of dollars, with investment horizons that stretch across multiple decades.

Such projects are highly sensitive to regulatory uncertainty and unresolved legal disputes.

By resolving the Oil Prospecting Licence 245 controversy, the federal government has effectively removed a legal obstacle that had discouraged capital deployment into one of Nigeria's most technically significant offshore prospects.

The scale of the potential production uplift underscores the strategic importance of the agreement.

Once developed, the Zabazaba–Etan project is expected to contribute approximately 150,000 barrels per day to Nigeria's oil output capacity.

In an environment where Nigeria's crude production has struggled to consistently reach its quota allocations within the Organisation of the Petroleum Exporting Countries framework, the addition of such capacity would materially strengthen the country's upstream production profile.

Beyond production volumes, the settlement also reflects a broader effort to recalibrate Nigeria's energy governance framework following the introduction of the Petroleum Industry Act.

Arowolo-Verheijen described the agreement as a policy evolution relative to earlier attempts to resolve the dispute.

"The settlement also represents a significant improvement on the 2011 Resolution Agreement, reflecting the policy framework established under the Petroleum Industry Act and the administration's broader fiscal and governance reforms in the energy sector," she said.

The reference to the Petroleum Industry Act is important.

The legislation, enacted after years of debate, was designed to restructure Nigeria's petroleum governance system by clarifying regulatory roles, strengthening fiscal terms, and improving institutional transparency across the upstream value chain.

The settlement of Oil Prospecting Licence 245 therefore represents one of the most visible tests of whether the new governance architecture can effectively resolve legacy dis-

The strategic implication is clear. By resolving the dispute, Nigeria has reopened a major investment corridor within its offshore energy portfolio.

DATA BOX

Key OPL 245 Settlement Metrics

Duration of dispute: Over 15 years

Asset: Oil Prospecting Licence 245



President Bola Ahmed Tinubu (3rd r); Olu Arowolo-Verheijen, Special Adviser to the President on Energy (5th r), with other stakeholders at the State House during the closed-door meeting in Abuja.

putes that previously undermined investor confidence.

Arowolo-Verheijen emphasised that the revised settlement framework seeks to balance investor certainty with stronger value protection for the Nigerian state.

"The revised terms strike a balanced outcome providing investors with the clarity and predictability required to proceed with major deepwater investments, while ensuring stronger value accretion and safeguards for the Federation," she said.

This balance between investment incentives and national value retention has long been a central challenge within Nigeria's petroleum sector.

Governments must attract the capital required to develop complex offshore resources while ensuring that the economic benefits of those resources flow back to the state and ultimately to citizens.

By resolving the dispute through negotiation rather than protracted litigation, the Federal Government appears to be signalling a pragmatic approach to managing legacy contractual complexities within the sector.

Tinubu also acknowledged the roles played by several institutions in reaching the settlement, including the Office of the Attorney General of the Federation, the Ministry of Petroleum Resources, the Nigerian Upstream Petroleum Regulatory Commission, the Nigerian National Petroleum Company Limited, and the energy advisory team within the presidency.

That multi-agency involvement reflects the institutional complexity of large-scale upstream energy governance.

Major petroleum projects typically intersect with legal, regulatory, fiscal, and commercial frameworks that require coordination across multiple government entities.

The closure of the Oil Prospecting Licence 245 dispute therefore represents both a legal settlement and a demonstration of institutional coordination within Nigeria's energy governance system.

The agreement also arrives within a broader context of policy reforms designed to restore Nigeria's competitiveness in global energy investment markets.

Since 2023, the federal government has pursued a range of measures aimed at strengthening investor confidence in the oil and gas sector, including regulatory clarifications, fiscal adjustments, and targeted executive interventions designed to remove administrative bottlenecks.

Within that reform context, resolving the Oil Prospecting Licence 245 dispute removes one of the most visible legacy risks associated with Nigeria's upstream petroleum environment.

As Arowolo-Verheijen noted, the settlement carries significance beyond the specific project involved.

"By resolving the OPL 245 dispute, the federal government has removed one of the most prominent legacy risks in Nigeria's upstream sector and reinforced its commitment to predictable regulation, transparent governance, and commercially viable investment frameworks," she said.

Primary development project: Zabazaba–Etan deepwater field

Projected production addition: Approximately 150,000 barrels per day

Key parties: Federal Government of Nigeria, ENI, Nigerian Agip Exploration Limited

Settlement location: State House, Abuja

WHO WINS / WHO LOSES

Winners

Nigeria's upstream petroleum sector through restored investment clarity

International investors seeking predictable regulatory frameworks

Deepwater project contractors and service companies

The Nigerian economy through potential production expansion

Potential Losers

Litigation-driven approaches that previously stalled asset development

Speculative uncertainty surrounding the status of Oil Prospecting Licence 245

POLICY SIGNALS

The settlement signals a willingness by the federal government to resolve legacy disputes through negotiated frameworks anchored in the Petroleum Industry Act.

It also reinforces a policy orientation toward restoring regulatory predictability within Nigeria's upstream petroleum sector.

INVESTOR SIGNAL

The closure of the Oil Prospecting Licence 245 dispute removes a long-standing risk factor within Nigeria's deepwater investment landscape.

For global energy investors, the resolution indicates that the Nigerian government is actively addressing historical contractual uncertainties that previously discouraged capital deployment.

RISK RADAR

Execution Risk

The transition from settlement agreement to Final Investment Decision will determine whether the anticipated production expansion materialises.

Regulatory Stability Risk

Sustained investor confidence will depend on the consistent application of the Petroleum Industry Act framework.

Energy Market Risk

Global crude oil price volatility could influence the timing and scale of investment commitments in the Zabazaba–Etan project.

Crisnow Model Highlights MSME Media Monetisation Gap



Mr. Ikpeama Richard, CEO of Crisnow Global Solutions Limited

By Kingsley Ani

Nigeria's expanding creative and media services segment is producing a new class of hybrid practitioners who sit at the intersection of content production, brand strategy, and youth engagement. Among them is Ikpeama Richard, known professionally as Mr. Crisnow, whose Abuja-based firm, Crisnow Global Solutions Limited, is positioning itself as a conversion layer between creative ideas and commercial outcomes for micro, small and medium enterprises (MSMEs).

The personality of Mr. Crisnow reflects a broader structural shift in Nigeria's media economy, where digital visibility and brand storytelling are becoming core competitive tools for emerging businesses.

DECISION HIGHLIGHT

Mr. Crisnow defines his operating philosophy in explicitly value creation terms.

In his professional positioning, he describes himself as "passionate about building people with teamwork, brands visibility, and conceptualizing ideas that shape culture for success and fulfillment."

His recent role as Project Manager for Nature's Renaissance International (NRI) further reinforced the commercial framing. Accordingly, he would state that his initiative provides his clientele opportunities to convert creative ideas into tangible gains.

DECISION MEMO

The rising of Mr. Crisnow underscores an important evolution within Nigeria's creative economy. The market is gradually moving from pure entertainment orientation toward service driven media commercialisation, particularly for micro, small and medium enterprises that lack in house brand capacity.

Crisnow Global Solutions Limited's integrated offering, spanning content production, brand communication, live streaming, and social media strategy, underscores demand for bundled visibility solutions

in a crowded digital marketplace. This is consistent with the structural reality that for many Nigerian micro and small businesses, discoverability has become as critical as product quality.

However, the current positioning also exposes the limits of the ecosystem. Much of the value creation in Nigeria's media services layer remains project-based rather than annuity-driven. Without scalable intellectual property ownership, platform infrastructure, or recurring revenue products, firms in this segment risk remaining service-intensive and margin-sensitive.

Mr. Crisnow's cross border brand affiliations and multi role versatility indicate his adaptive capability in a fragmented market. Yet the broader question for the segment is not creative supply but institutional scaling. The pathway from boutique media consultancy to durable enterprise typically requires stronger capital backing, technology integration, and formal client acquisition pipelines.

His sense of creativity often illustrates how brand sponsored engagements are increasingly being used to stimulate product awareness. While effective as marketing activations, such initiatives only translate into systemic sector growth when followed by structured talent incubation, financing access, and market linkage.

In this context, Mr. Crisnow represents an emerging but still transitional archetype within Nigeria's media economy, commercially aware, digitally native, but operating within an ecosystem that is still formalising its monetisation architecture.

DATA BOX

Company: Crisnow Global Solutions Limited

Location: Abuja

Recent engagement: Nature's Renaissance International (NRI)

Core service areas: Content creation, brand communication, event production, social media strate-

gy, live streaming

WHO WINS / WHO LOSES

Who wins:

- Micro, small and medium enterprises seeking affordable brand visibility
- Youth creators accessing structured media mentorship
- Brands leveraging contest-based engagement strategies
- Independent media consultants with cross platform capability

Who loses:

- Single skill creatives in a market demanding integrated services
- Agencies without digital production capacity
- Operators dependent solely on one off event income
- Investors expecting rapid scale from service only models

POLICY SIGNALS

The continued emergence of media consultancies focused on MSMEs indicates rising grassroots demand for structured brand support. However, there is limited evidence of formal policy instruments specifically targeting the media services layer of the creative economy.

Absent targeted financing schemes or capacity building frameworks, much of the sector's growth will remain entrepreneur-driven rather than system-enabled.

INVESTOR SIGNAL

For investors, the segment offers selective opportunity in platform-enabled media services, creator infrastructure, and small business marketing technology. Pure service agencies, while growing, may face scalability constraints without proprietary technology or intellectual property assets.

The most attractive scenarios will likely be hybrid models that combine content capability with software, data, or distribution leverage.

RISK RADAR

Key exposure points include:

- High competition in low barrier media services market
- Revenue volatility tied to project-based engagements
- Limited intellectual property ownership across the segment
- Pricing pressure from informal digital creators
- Dependence on brand activation cycles

Mr. Crisnow's trajectory reflects the energy within Nigeria's creative services economy.

Much of the value creation in Nigeria's media services layer remains project-based rather than annuity-driven. Without scalable intellectual property ownership, platform infrastructure, or recurring revenue products, firms in this segment risk remaining service-intensive and margin-sensitive

Grid Asset Management Company Plan Targets Transmission Weak Link In Power Sector

By Ayo Susan

President Bola Ahmed Tinubu has initiated a proposal for the creation of a Grid Asset Management Company as part of efforts to resolve structural weaknesses in Nigeria's electricity transmission system.

Mr. Mohammed Idris, Minister of Information and National Orientation, disclosed the development while briefing State House correspondents after the recent Federal Executive Council (FEC) meeting presided over by the President.

According to Idris, the proposal was presented to the Federal Executive Council by President Tinubu through a formal memorandum seeking deliberation on the creation of the Grid Asset Management Company, designed to manage and strengthen Nigeria's national electricity grid.

The minister explained that the initiative is aimed at addressing the persistent transmission bottlenecks that continue to undermine power supply despite earlier reforms that unbundled the electricity industry into generation, transmission and distribution segments.

"You recall that since the deregulation of the power sector, the sector is divided into three categories: generation, transmission and distribution. The President has seen that where the problem is mainly in our quest to solve the power problem is largely in the transmission section," Mohammed Idris said.

The FEC consequently approved the formation of an inter-ministerial committee to design the regulatory, operational and investment framework for the proposed company.

Mr. Idris added that the committee will examine the legal architecture, regulatory environment and investor interests connected to the establishment of the Grid Asset Management Company.

"All the enabling parameters will be looked at, the laws will be examined, and those who are practising in that sector and those who have invested in that sector will also have their level of investment considered," Idris said.

He also noted that the proposal will eventually be transmitted to the National Assembly if legislative backing becomes necessary.

"The President feels that for us to actually industrialise, the power sector must be fixed, and that is why he has taken this initiative of looking at how this Grid Asset Management Company will be set up to help solve the problem of power in this country," Idris stated.

DECISION HIGHLIGHT

FEC approves framework design for Grid Asset Management Company to overhaul Nigeria's electricity transmission system.

DECISION MEMO

The proposed Grid Asset Management Company signals a recognition by the Federal Government that Nigeria's electricity crisis is no longer primarily a generation problem but a transmission capacity failure.

Over the past decade, Nigeria's power sector reforms have largely focused on privatising generation and distribution assets. Yet the national transmission grid has remained largely state controlled and structurally underinvested.

This imbalance has created a systemic bottleneck. Power plants often generate electricity that cannot be fully transmitted across the grid, while distribution companies face constraints delivering available electricity to end users.

The proposal to create a Grid Asset Management Company therefore represents an attempt to re-



Mr. Mohammed Idris, Minister of Information and National Orientation

structure the governance and financing model of the transmission network.

From a policy design standpoint, the initiative reflects an emerging consensus within government that transmission infrastructure requires specialised asset management, investment mobilisation and technical oversight separate from conventional public sector bureaucracy.

The inter-ministerial committee established by the FEC will examine regulatory structures, investment models and legal implications surrounding the proposed entity. The composition of the committee, which includes ministries responsible for power, finance, gas, science and technology, works, and justice, indicates that the proposal intersects infrastructure policy, fiscal strategy and industrial development.

The reform also implicitly acknowledges the limits of Nigeria's previous electricity deregulation model.

While the generation and distribution segments were liberalised, the transmission network has struggled with capacity constraints, grid collapses and weak infrastructure upgrades. As a result, improvements in electricity generation have not consistently translated into stable nationwide supply.

Mr. Idris framed the initiative within Nigeria's broader industrialisation ambitions.

"The President feels that for us to actually industrialise, the power sector must be fixed," Idris said.

If implemented effectively, a Grid Asset Management Company could introduce a new financing and operational architecture for grid infrastructure, potentially attracting long-term capital into transmission upgrades.

However, the proposal remains at the conceptual stage pending the committee's recommendations and potential legislative action.

DATA BOX

Structure of Nigeria electricity market after deregulation

- Generation
- Transmission
- Distribution

Policy action approved by FEC

Establishment of inter-ministerial committee to design Grid Asset Management Company framework

Committee membership includes

Minister of Power

Minister of State for Gas

Minister of Works

Minister of Finance

Chairman of Nigerian Revenue Service

Minister of Science and Technology

Attorney-General of the Federation

WHO WINS / WHO LOSES

Winners

Electricity generation companies that frequently face evacuation constraints may benefit from improved transmission capacity.

Industrial and manufacturing sectors that depend on reliable electricity could gain from a more stable grid.

Infrastructure investors may find new entry opportunities if the transmission system becomes investment driven.

Losers

Existing inefficiencies within the current transmission governance structure could face institutional restructuring.

Distribution companies may face stricter accountability if grid reliability improves but distribution losses persist.

POLICY SIGNALS

The proposal signals a shift from incremental electricity sector reform toward structural redesign of the transmission system.

It suggests that the federal government now views transmission infrastructure as the central constraint to power sector performance rather than generation capacity.

The move also reflects an emerging infrastructure policy orientation in which specialised asset management entities are deployed to improve the efficiency of strategic national infrastructure.

INVESTOR SIGNAL

For investors, the proposal indicates a potential opening of Nigeria's transmission infrastructure to new financing structures.

If the Grid Asset Management Company adopts commercially viable governance and regulatory frameworks, it could attract institutional capital into grid modernisation projects.

Palm Oil Windfall Conceals Diverging Risk Profiles

By Kingsley Ani

Nigeria's listed palm oil leaders have ridden a powerful earnings upswing, but the three-year boom has also exposed sharply different strategic risk paths between Presco Plc and Okomu Oil Palm Plc.

Between 2023 and 2025, the two companies generated a combined N529 billion in profits, converting what was broadly a hostile macroeconomic environment into one of the most profitable cycles in the sector's recent history. Their unaudited full year 2025 results confirm that currency devaluation, import substitution and domestic price premiums have materially reset industry economics.

The key interpretative issue is no longer whether the boom is real. It is whether the current earnings trajectory is structurally durable or heavily dependent on macro tailwinds that may moderate.

DECISION HIGHLIGHT

The latest results reveal three defining shifts.

First, Presco Plc has established clear scale dominance, with revenue and profit expanding at a faster pace than its closest rival.

Second, Okomu Oil Palm Plc continues to outperform on capital discipline and dividend intensity, maintaining one of the highest payout ratios on the Nigerian Exchange.

Third, both companies have materially benefited from naira devaluation and import substitution dynamics that pushed domestic crude palm oil prices to steep premiums.

The period has effectively redrawn the competitive map of Nigeria's palm oil industry.

DECISION MEMO

The palm oil surge is less about operational miracle and more about macroeconomic realignment working in favour of domestic producers.

Following foreign exchange unification in mid-2023, the naira depreciated by more than 70 percent against the United States dollar. Imported crude palm oil became prohibitively expensive, forcing the domestic market to reprice sharply upward. Local producers suddenly found themselves operating behind a powerful price umbrella.

Presco moved most aggressively to monetise the moment. Revenue expanded from N102.42 billion in 2023 to N331.19 billion in 2025, while profit after tax surged to N138.12 billion. The company's operating margin approached 65 percent, reflecting the earnings leverage of its integrated refining structure and expanding asset base.

Okomu's performance was also strong but strategically more conservative. Revenue rose from N75.52 billion to N198.15 billion over the same period, while profit after tax reached N63.53 billion. Its gross margin of about 70 percent slightly exceeded Presco's 69 percent, underscoring strong plantation efficiency. However, its operating margin of 45 percent lagged Presco's scale driven advantage.

Balance sheet strategy marks the clearest divergence.



Presco expanded aggressively, with total assets jumping to N833.4 billion in 2025, supported by a rights issue and debt funded acquisitions, including consolidation of Ghana Oil Palm Development operations. Borrowings climbed to N164.1 billion, embedding higher forward leverage.

Okomu chose the opposite path. With equity around 56 billion naira and modest borrowing, the company prioritised cash generation and shareholder returns over rapid asset accumulation. Its payout ratio of roughly 99 percent reinforces that positioning.

The result is a classic growth versus conservatism split. Presco is building continental scale capacity. Okomu is optimising yield and cash discipline.

DATA BOX

Sector Performance Snapshot

- Combined profits 2023 to 2025: N529 billion
- Naira depreciation since mid-2023: over 70 percent

Presco Plc

- Revenue 2023: N102.42 billion
- Revenue 2024: N207.50 billion
- Revenue 2025: N331.19 billion
- Profit after tax 2023: N32.35 billion
- Profit after tax 2025: N138.12 billion
- Operating margin 2025: about 65 percent
- Total assets 2025: N833.4 billion

- Borrowings 2025: N164.1 billion
- Dividend payout 2025: N72 billion, about 52 percent

Okomu Oil Palm Plc

- Revenue 2023: N75.52 billion
- Revenue 2025: N198.15 billion
- Profit after tax 2023: N20.65 billion
- Profit after tax 2025: N63.53 billion
- Gross margin 2025: about 70 percent
- Operating margin 2025: about 45 percent
- Export contribution 2025: N25.5 billion
- Equity 2025: about N56 billion
- Dividend payout 2025: N62.96 billion, about 99 percent

WHO WINS / WHO LOSES

Winners

Both companies have benefited materially from currency driven pricing power and import substitution. Presco shareholders gain from scale expansion and earnings acceleration. Okomu shareholders benefit from exceptionally high cash returns.

Conditional Winners

Domestic agriculture and plantation ecosystems gain from renewed investor attention to the palm oil value chain.

Potential Losers

Import dependent edible oil traders face structurally higher local competition.

At Risk

Highly leveraged expansion at Presco introduces balance sheet sensitivity if palm oil prices normalise.

POLICY SIGNALS

The earnings cycle reinforces Nigeria's import substitution thesis in agricultural commodities. Currency weakness has effectively acted as industrial policy by raising the domestic protection barrier.

The divergence between Presco and Okomu also highlights two viable corporate responses to Nigeria's volatile macro environment, scale expansion versus balance sheet conservatism.

INVESTOR SIGNAL

For equity investors, the sector remains attractive but increasingly differentiated.

Presco offers the higher growth, higher leverage story with stronger operating leverage and continental ambitions. Okomu provides the defensive income profile, anchored on high payout consistency and lower financial risk.

CBN Tightens Liquidity As Treasury Bill Yields Spike ...

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DATA BOX

Total Treasury bills offered at auction

N1.05 trillion

91-day Treasury bill offer size

N100 billion

182-day Treasury bill offer size

N150 billion

364-day Treasury bill offer size

N800 billion

Total investor subscription

N2.344 trillion

Total allotment by Central Bank of Nigeria

N1.011 trillion

91-day Treasury bill allotment

N64.27 billion

182-day Treasury bill allotment

N91.43 billion

364-day Treasury bill allotment

N856.03 billion

Subscription for 364-day Treasury bill

N2.128 trillion

Yield on 91-day Treasury bill

15.95 percent

Yield on 182-day Treasury bill

16.65 percent

Yield on 364-day Treasury bill

16.73 percent

Previous yield on 364-day Treasury bill

15.90 percent

Yield increase on 364-day Treasury bill

83 basis points

WHO WINS / WHO LOSES

Winners

Institutional investors such as pension funds and asset managers benefit from higher risk-free returns on government securities.

Commercial banks holding treasury bills portfolios gain improved yield income.

Government debt managers attract stronger demand for domestic borrowing instruments.

Losers

Corporate borrowers may face higher financing costs as government securities set the benchmark for interest rates.

Equity markets could experience capital rotation as investors shift toward high yielding fixed income instruments.

POLICY SIGNALS

The yield adjustment signals that Nigeria's monetary authorities remain committed to maintaining tight liquidity conditions.

By allowing Treasury bill yields to rise in response to market demand, the CBN reinforces the attractiveness of naira denominated financial assets.

The move also reflects an implicit coordination between monetary management and fiscal financing needs, as government borrowing increasingly relies on domestic

debt markets.

INVESTOR SIGNAL

For investors, the auction outcome reinforces the current attractiveness of Nigeria's short to medium term government securities.

The strong demand for one-year bills indicates that market participants expect yields to remain elevated in the near term.

High subscription levels also suggest that domestic institutional liquidity remains robust despite ongoing macroeconomic adjustments.

RISK RADAR

Persistently rising treasury bill yields carry broader macroeconomic implications.

Higher government borrowing costs could increase the fiscal burden on public finances if sustained over time.

Elevated risk-free yields may also crowd out private sector borrowing by making government securities more attractive relative to corporate lending.

Finally, if inflation does not moderate in tandem with rising yields, the real return on treasury bills could remain limited, weakening the policy objective of stabilising investor confidence in the domestic financial system.

The spot rate for 91 days bills was increased by 15 basis points to 15.95% at the midweek auction, and 364-day bills attracted 19.73% from 15.90% at the previous auction.

The CBN priced 182-day bills at 16.65%, the same spot rate offered for the allotment made to investors at the previous auction.

Creative Economy Ambition Outruns Institutional Readiness

By Ovio Peters

Nigeria's push to diversify beyond oil is drawing renewed attention to the tourism and creative sectors, with policymakers and private actors increasingly positioning culture as an economic growth lever.

At the National Tourism and Creative Stakeholders Engagement hosted by The Presidency in partnership with Sterling Bank, stakeholders examined funding constraints and competitiveness gaps within the sector. The forum convened cultural entrepreneurs, financiers, and industry figures to explore how financial systems can better support Nigeria's expanding creative output.

Bakare Mubarak, Founder and Creative Director, BILARTERAL, and Co-founder, Expedition 54 Limited, used the platform to press for stronger institutional alignment behind the creative economy.

DECISION HIGHLIGHT

Bakare Mubarak framed the creative sector as a strategic export channel that remains structurally under supported.

"We are not just exporting art; we are exporting the Nigerian soul. When Nigerian creativity reaches global platforms, whether in New York or London, it must be supported by the financial and institutional structures that convert talent into sustainable national wealth," Mubarak said.

The session, themed 'Co creating Financial Solutions for Nigeria's Tourism and Creative Economy,' brought together Lanre Da Silva Ajayi, fashion designer; Olisa Adibua, media personality; and Wale Ojo Lanre, tourism advocate, signalling cross sector concern about financing gaps.

DECISION MEMO

The intervention by Bakare Mubarak reflects a growing consensus within Nigeria's creative ecosystem, that cultural visibility has outpaced financial infrastructure. The country's soft power footprint continues to expand globally, yet monetisation pathways remain uneven and often informal.

Mubarak's central argument, that institutional and financial systems must catch up with youth driven innovation, is analytically sound. Nigeria's creative sectors, particularly fashion, music, and visual arts, have demonstrated export traction. However, the conversion of that traction into sustained foreign exchange earnings and scalable enterprise value is still constrained by fragmented funding pipelines, weak intellectual property enforcement, and limited export finance support.

The Presidency's involvement in the engagement indicates rising policy awareness. Still, the disclosed



Bakare Mubarak, Founder/Creative Director, BILARTERAL, and Co-founder, Expedition 54 Limited

material stops short of outlining concrete financial instruments, such as creative sector credit guarantees, tax incentives, or structured investment vehicles. Without these, the conversation risks remaining aspirational.

Mubarak's planned leadership of a Nigerian delegation to the 18th Harlem Fine Art Show in New York adds a practical test case. International exposure can expand market access and collector relationships. Yet global showcasing, in isolation, rarely delivers durable sector transformation unless supported by domestic market deepening and capital recycling mechanisms.

The broader stakeholder consensus that the creative industries can boost employment, tourism inflows, and foreign exchange earnings is credible. The unresolved issue is execution discipline, specifically how Nigeria moves from episodic international appearances to a repeatable export and monetisation framework.

At present, the policy narrative is advancing faster than the financial plumbing required to sustain it.

DATA BOX

Event: National Tourism and Creative Stakeholders Engagement
Host: The Presidency in partnership with Sterling Bank
International exposure: 18th Harlem Fine Art Show, New York

Key sectors referenced: Fashion, film, visual arts, music

WHO WINS / WHO LOSES

Who wins:

- Export ready Nigerian creatives with international market access
- Galleries and curators linked to global art circuits
- Financial institutions that develop early creative sector products
- Tourism linked cultural enterprises

Who loses:

- Informal creators without institutional backing
- Domestic platforms lacking global distribution reach
- Investors seeking immediate scale without policy support
- Stakeholders relying solely on exposure driven growth

POLICY SIGNALS

The Presidency's co-hosting role signals increasing federal recognition of the creative economy within Nigeria's diversification strategy. However, policy credibility will depend on whether dialogue translates into structured financing tools, regulatory clarity, and export facilitation.

Current signals remain directionally positive but operationally incomplete.

INVESTOR SIGNAL

Investor interest in Nigeria's creative economy should remain selective. The sector shows strong demand side momentum and global cultural relevance. The constraint remains supply side finance, rights protection, and predictable revenue channels.

Near term opportunities are likely to cluster around platforms that aggregate creative output and provide monetisation infrastructure rather than purely content production plays.

RISK RADAR

Key risk factors include:

- Soft power strength without matching financial architecture
- Continued reliance on international showcases for validation
- Weak intellectual property enforcement environment
- Fragmented funding ecosystem for creative enterprises
- Policy momentum that may not convert into fiscal instruments

Nigeria's creative economy narrative is gaining policy traction. The decisive question is whether institutional capacity will scale quickly enough to convert cultural influence into measurable economic value.

Presumptive Tax Regime Reveals Nigeria's Shift Toward ...

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"A stronger, more diversified revenue base enhances the government's capacity to fund infrastructure, social investment, security and economic growth," he said.

Beyond compliance simplification, the government also appears to be positioning the policy as an entry gateway into the formal financial ecosystem.

According to the minister, bringing informal businesses into a structured tax framework will enable access to credit, insurance and other financial services that typically require verifiable financial footprints.

The regulation will also align federal and state tax administrations through the Joint Revenue Board (JRB), signalling a move toward coordinated tax governance across Nigeria's federal structure.

DATA BOX

Nigeria Tax Act 2025 effective date

1 January 2025

Coverage of presumptive tax framework

Micro, Small and Medium Enterprises across 36 states and Federal Capital Territory

Core compliance mechanism

Turnover band assessment replacing complex financial

records

Fiscal strategy focus

Expansion of tax base rather than tax rate increase
Institutional coordination mechanism
Joint Revenue Board alignment of federal and state tax administrations

WHO WINS / WHO LOSES

Winners

Micro and small businesses that previously faced arbitrary tax assessments may benefit from clearer and more predictable obligations.

Federal and state governments gain a broader and more traceable tax base.

Financial institutions gain access to a larger pool of formally recognised micro enterprises.

Losers

Local revenue collectors whose discretionary authority previously shaped informal sector taxation.

Informal operators who have historically avoided any tax exposure.

POLICY SIGNALS

The reform signals a deliberate shift from enforcement driven taxation toward system driven compliance.

By standardising tax rules nationally and reducing documentation barriers, the government appears to be prioritising compliance expansion over aggressive tax extraction.

The policy also reflects a broader fiscal repositioning in which Nigeria seeks to reduce structural dependence on oil revenue by formalising economic activity at the grassroots level.

INVESTOR SIGNAL

For investors and credit rating agencies, the reform communicates a commitment to improving revenue predictability.

A wider tax base strengthens fiscal buffers, particularly in an environment where crude oil production volatility continues to distort public finance planning.

The emphasis on formalisation of small businesses also expands the potential pipeline of credit eligible enterprises, a development that could deepen Nigeria's domestic financial markets over time.

RISK RADAR

Implementation remains the central risk variable.

Presumptive taxation frameworks rely heavily on accurate classification of businesses into turnover bands. Without credible enforcement and transparent guidelines, the system could still reproduce the discretionary practices it seeks to eliminate.

FEC Approves Digital Postcode System To Modernise Nigeria's Address Infrastructure

By Ogbuefi O. Emelike

The Honourable Minister of Communications, Innovation and Digital Economy, Dr. Bosun Tijani, has announced that the Federal Executive Council (FEC), chaired by President Bola Ahmed Tinubu, has approved the implementation of a Geographic Information System (GIS) enabled alphanumeric digital postcode system for Nigeria.

Tijani disclosed that the initiative forms part of the implementation priorities contained in the Federal Ministry of Communications and Digital Economy Strategic Blueprint.

The project will be implemented in collaboration with the Nigerian Postal Service under the leadership of the Postmaster-General and Chief Executive Officer of the Nigerian Postal Service (NIPOST).

According to Tijani, the system introduces a geospatially intelligent national addressing structure designed to improve the accuracy of location identification and strengthen mail and parcel processing nationwide.

"Working in collaboration with Postmaster-General and Chief Executive Officer of NIPOST and her team, who worked hard on delivering this, we will introduce a modern, geospatial intelligent addressing system that improves accuracy across the country and enables faster and more reliable mail and parcel processing," Tijani said.

Beyond postal delivery, Tijani explained that the digital postcode system will support several sectors that depend on reliable location identification.

"Beyond strengthening postal operations, the Digital Postcode System will also serve as an important national enabler supporting better national planning, improved emergency response, more efficient logistics and e-commerce, and the delivery of government services," Tijani stated.

He added that the initiative forms part of broader efforts to build foundational digital infrastructure for Nigeria's expanding digital economy.

"As our digital economy continues to grow, foundational systems such as this play an essential role in building the infrastructure required to connect people, businesses, and services more efficiently across the country," Tijani said.

DECISION HIGHLIGHT

FEC authorises Geographic Information System enabled alphanumeric postcode system to modernise Nigeria's national addressing framework.

DECISION MEMO

The FEC's approval of a digital postcode system highlights a structural gap that has long constrained Nigeria's logistics, planning and digital commerce infrastructure, the absence of a reliable national addressing architecture.

For decades, Nigeria's postal and location identification systems have relied largely on descriptive addresses rather than precise geospatial identifiers. This has created operational inefficiencies across multiple sectors, including logistics delivery, emergency services, government service distribution and financial verification processes.

The proposed alphanumeric postcode system introduces a Geographic Information System driven model designed to assign unique digital location identifiers across the country.

Such systems function as geospatial reference codes that can precisely identify properties, streets and geographic coordinates, enabling automated mapping and routing processes.

From a policy standpoint, the initiative represents an attempt to modernise one of the most basic but often overlooked layers of national infrastructure.

Without a reliable addressing system, logistics providers, e-commerce platforms, emergency responders and urban planners face structural limitations in accurately identifying and reaching physical locations.

Dr. Tijani framed the initiative as part of the digital infrastructure needed to support Nigeria's expanding technology driven economy.

"Beyond strengthening postal operations, the Digital Postcode System will also serve as an important national enabler supporting better national planning, improved emergency response, more efficient logistics and e-commerce, and the delivery of government services," Tijani said.

The involvement of the Nigerian Postal Service suggests that the reform also aims to reposition the institution within a modern logistics and digital infrastructure ecosystem.

Globally, postal agencies have increasingly transitioned from traditional mail delivery institutions to integrated logistics and digital identity platforms.

By embedding the postcode system within a Geographic Information System framework, the Federal

Emergency services benefit from faster geographic identification during crisis response.

Government agencies obtain improved data infrastructure for planning and service distribution.

Losers

Informal addressing systems that rely on descriptive directions may gradually lose relevance as digital geospatial systems expand.

Institutions slow to integrate digital location systems could face operational inefficiencies.

POLICY SIGNALS

The approval signals a policy shift toward building foundational digital infrastructure that supports multiple sectors simultaneously.

It also suggests that Nigeria's digital economy strategy is beginning to incorporate physical infra-



Dr. Bosun Tijani, Honourable Minister of Communications, Innovation and Digital Economy

Government appears to be attempting to align Nigeria's addressing infrastructure with global digital mapping standards.

If implemented effectively, the system could provide a foundational data layer for sectors ranging from financial services verification to smart city planning.

DATA BOX

Type of addressing system approved

Geographic Information System enabled alphanumeric digital postcode system

Institution responsible for implementation

Nigerian Postal Service

Policy authority approving the initiative

Federal Executive Council

Strategic framework referenced

Federal Ministry of Communications and Digital Economy Strategic Blueprint

Primary functional components

Geospatial location identification
Digital postcode mapping
Automated logistics routing capability

Key sectors expected to benefit

Postal services
Emergency response systems
Logistics and e-commerce operations
Government service delivery

WHO WINS / WHO LOSES

Winners

Logistics and e-commerce companies gain improved location accuracy and delivery efficiency.

structure layers such as geospatial mapping and location identification systems.

The initiative indicates that government sees digital addressing as a strategic component of national planning and service delivery.

INVESTOR SIGNAL

For investors, particularly those operating in logistics, financial technology, mobility platforms and e-commerce, the development signals a potential improvement in Nigeria's operational infrastructure.

Accurate digital addressing systems reduce transaction friction, improve delivery reliability and enhance identity verification processes.

Such improvements can strengthen the scalability of digital platforms operating within the Nigerian market.

RISK RADAR

Implementation complexity remains the primary risk.

Establishing a nationwide digital postcode system requires accurate geospatial mapping, extensive data verification and coordination between federal, state and local institutions.

Another risk lies in public adoption. Without widespread integration by logistics companies, government agencies and digital platforms, the system could remain underutilised.

Institutional capacity within the Nigerian Postal Service will also influence the success of the project, particularly in maintaining accurate geographic data and ensuring the system remains updated as urban development expands.

Africa Must Rewire US\$29.5trn Mineral Endowment Around Industry, Infrastructure and Demand, AFC Study Says



The 'Compendium of Africa's Strategic Minerals' by the **African Finance Corporation (AFC)** comes at a time when global economic restructuring is redefining the value and control of critical resources. As demand intensifies for minerals essential to energy transition, advanced manufacturing, and digital technologies, Africa faces a decisive policy moment, one that requires moving beyond the traditional export-oriented narrative that has long defined the continent's resource economy. By situating Africa's mineral endowment within the broader context of industrialisation, infrastructure development, and regional economic integration, the compendium seeks to reposition these resources not merely as commodities for global markets, but as strategic assets capable of driving Africa's long-term economic transformation. Below is the press release by the AFC based on the compendium: "Africa hosts an estimated US\$29.5 trillion in mine-site mineral value, representing about 20% of global mineral wealth, yet captures only a fraction of the economic value embedded in this endowment, according to a new study released last month by Africa Finance Corporation (AFC).

Of this total, US\$8.6 trillion remains undeveloped, reflecting an under-explored continent where fragmented geological data, uneven coverage, and limited transparency continue to elevate risk perception and constrain investment. The report argues that improving geological data availability and quality is a necessary first step to de-risk projects and unlock exploration capital.

The study also stresses that mine-site values significantly understate Africa's true potential by failing to capture the far larger value created when minerals are processed into steel, aluminium, fertilisers, batteries and alloys. Measured at the point of industrial use, Africa's mineral endowment expands by an order of magnitude—revealing substantial latent value.

Launched at Mining Indaba in Cape Town, the Compendium of Africa's Strategic Minerals re-frames the sector through an African development lens, placing industrialisation, infrastructure, and long-term regional demand at the centre of mineral strategy.

"Today, AFC is proud to launch the Compendium of Africa's Strategic Minerals an initiative to reframe the sector through an African lens and convert endowment into execution pathways for our collective prosperity," said Samaila Zubairu, President & CEO of AFC. "The Compendium maps full value chains and links reserves and production to processing capacity, power and transport infrastructure, and regional industrial corridors—improving data transparency to de-risk exploration, lower the cost of capital, and guide smarter investment into mining and the enabling infrastructure

needed for beneficiation and integrated regional value chains."

Mineral Development Anchored on African Demand

The Compendium finds that mineral production, enabling infrastructure, and demand rarely co-locate or align at scale, and calls for stronger regional planning anchored in Africa's long-term demand fundamentals.

The steel value chain illustrates this misalignment. Africa hosts world-class endowments of ferro-alloys such as manganese, chromium and nickel, and iron ore supply is entering a new growth cycle. Yet these supply chains remain commercially tethered to Asian steel cycles rather than Africa's own development trajectory.

This exposure is economically costly and can be seen playing out right now. The slowdown in Asian steel demand—linked to China's property downturn and weaker construction—has transmitted shocks into African mineral markets. In the Democratic Republic of the Congo, production

require these materials. The constraint is not a lack of demand, but a lack of demand anchoring: the failure to align mineral production, processing capacity, and infrastructure investment around Africa's long-term material needs.

Infrastructure Links Minerals, Processing and Demand

The Compendium places infrastructure at the centre of mineral strategy—not as a passive enabler, but as the system that links raw materials, processing capacity, and demand. Power cost and reliability, transport connectivity, and access to industrial land ultimately determine whether beneficiation is viable.

To this end, the report maps mineral deposits and producing assets alongside railways, ports, power generation hubs, and transmission networks to identify where regional value chains can realistically be developed. It calls for targeted interventions in shared rail corridors and cross-border power transmission, particularly in mineral-rich regions where coordinated infrastructure could unlock scale, reduce delivered costs, and support regional industrial platforms.

Infrastructure is also central to Africa's competitiveness in a world of green industrialisation. Clean power, efficient logistics, and integrated corridors such as Lobito can reduce carbon intensity and improve access to markets where low-carbon and traceable supply chains are increasingly required.

The Compendium situates Africa's mineral strategy in a rapidly changing geo-economic landscape shaped by trade tensions, export controls, industrial policy, and efforts to reduce concentration risk

African Minerals in a Fragmenting Global Economy

The Compendium situates Africa's mineral strategy in a rapidly changing geo-economic landscape shaped by trade tensions, export controls, industrial policy, and efforts to reduce concentration risk. These shifts are elevating the strategic relevance of Africa's mineral endowment—but only where the continent can offer reliable, value-adding alternatives.

Rather than positioning Africa as a marginal supplier of raw materials, the report argues for selective integration into strategically exposed segments of global supply chains, where diversification would materially enhance resilience—particularly for minerals with highly concentrated processing markets. These include manganese, rare earths, graphite, uranium, and critical alloying inputs for defence, aerospace, and clean-energy technologies.

Encouragingly, momentum is emerging: Angola is developing one of the world's largest and highest-grade magnet metal rare earth deposits;

Mozambique has become a key feedstock anchor for graphite and anode materials;

Battery-grade manganese sulphate projects are advancing in Southern Africa; and

Uranium production has resumed in Namibia and Malawi over 2024-25.

quotas have been imposed on cobalt to manage oversupply and collapsing prices. In South Africa, primary steelmaking capacity has shut down amid weak domestic demand, high costs, and fragmented offtake. In Gabon, major manganese operations have periodically suspended production in response to softer alloy demand from Asia.

These outcomes are occurring even as Africa continues to expand transport networks, power systems, housing, and industrial capacity that