

ON @CALL

RE: CONNECT

HEALTH & SOCIAL WELFARE UPDATE

RE: CONNECT:

CLOSING THE DISTANCE BETWEEN REFORM AND RESULTS

ONE PATIENT. ONE
JOURNEY.
CONNECTING
**DIGITAL
INNOVATION**
TO BETTER
HEALTHCARE

Strong health systems are not built by chance. They are built through deliberate leadership, sound governance and sustained investment guided by clear national priorities.



HEALTH SECTOR STRATEGIC BLUEPRINT 2023-2027

Our goal is to save lives, reduce both physical and financial pain and produce health for ALL Nigerians

Outcomes we want to achieve include improvement in mortality and morbidity rates, drop in out-of-pocket expenditure by patients and reduction in difference in health outcomes between different income quartiles



Effective governance

- Strengthen oversight and effective implementation of the National Health Act
- Increase accountability to and participation of relevant stakeholders and Nigerian citizens
- Strengthen regulatory capacity to foster the highest standards of service provision
- Improve cross-functional coordination & effective partnerships to drive delivery



Efficient, equitable and quality health system

- Drive health promotion in a multi-sectoral way (incl. intersectionality with education, environment, WASH and Nutrition)
- Strengthen prevention through primary health care and community health care
- Improve quality of care and service delivery across public (secondary, tertiary and quaternary) and private health care providers
- Improve equity and affordability of quality care for patients, expand insurance.
- Revitalize the end-to-end (production to retention) healthcare workers pipeline



unlocking value chains

- Promote clinical research and development
- Stimulate local promotion of health products
- Shape markets to ensure sustainable local demand
- Strengthen supply chain



Health Security

- Improve the ability the ability to detect, prevent and respond to public health threats (eg. Cholera, Lassa)
- Build climate resiliency for the health system in collaboration with all other sectors

Data & Digitization: Digitize the health system & have data backed decision making

Financing: Increase effectiveness of spend and alignment of spend with strategic priorities

Culture & Talent within MDAs: Strengthen skills, capabilities & values and drive a performance-based culture within the FMoH

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EDITOR'S NOTE

Daju Kachollom S. mni
Permanent Secretary

RE: CONNECT: Closing the Distance Between Reform and Results

There is a tendency to celebrate the moments we can see: a life saved, a new facility commissioned, an innovation introduced into the health system. Yet those moments are never achieved in isolation. Behind every patient who receives timely care is a network of people, institutions, policies and partnerships working together, often quietly, but always purposefully. The strongest health systems are not defined simply by the excellence of individual parts, but by the strength of the connections between them.

That simple truth lies at the heart of this edition. Meaningful reform does not happen in silos. It happens when policy informs practice, when innovation reaches the frontline, when institutions work in harmony, and when every stakeholder is aligned around a shared purpose. Progress is not measured only by what we build, but by how effectively those efforts come together to improve lives. Across these pages, you will encounter stories that demonstrate those connections in action. From emergency medical services and referral networks that ensure patients receive life-saving care without delay, to advances in digital health, local manufacturing, specialist services and strategic partnerships, each feature reflects a health system becoming more coordinated, more responsive and more resilient. Different stories,



Meaningful reform does not happen in silos. It happens when policy informs practice, when innovation reaches the frontline, when institutions work in harmony, and when every stakeholder is aligned around a shared purpose

one enduring lesson: no reform succeeds alone.

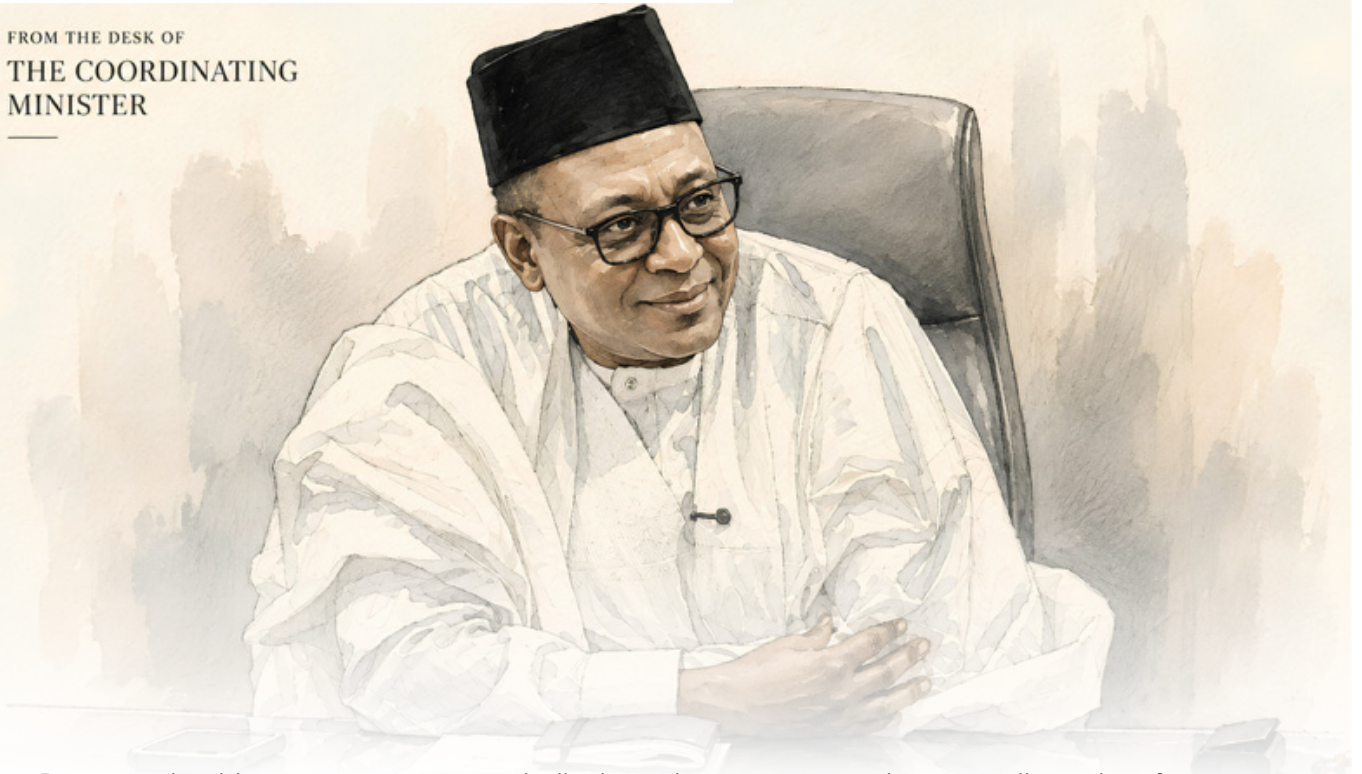
That lesson also defines our responsibility. Beyond the policies we formulate and the programmes we implement, every decision we make should be measured against three questions: **Are more lives being saved? Are Nigerians experiencing less physical and financial pain? Are we producing better health for all?** Those questions are not rhetorical. They are the standard by which we measure our work and the purpose that unites our efforts: **to save lives, reduce both physical and financial pain, and produce health for all Nigerians.** The Nigeria Health Sector Renewal Investment Initiative (NHSRII) and the Sector-Wide Approach (SWAp) continue to strengthen that shared purpose by bringing governments, development partners, professional associations, healthcare institutions and frontline workers into closer alignment around national priorities. Through stronger coordination, greater accountability and sustained collaboration, reforms are increasingly translated into tangible improvements in the lives of the people we serve.

As we continue this journey of health sector renewal, may we never lose sight of what matters most. **Every policy, every partnership and every innovation ultimately finds its meaning in the life of a person, a family or a community.** For in the end, the true measure of our work will always be our ability to save lives, reduce both physical and financial pain, and produce health for all Nigerians.

FROM THE COORDINATING MINISTER OF HEALTH AND SOCIAL WELFARE

Connecting Reform to Results

FROM THE DESK OF
THE COORDINATING
MINISTER



Strong health systems are not built by chance. They are built through deliberate leadership, sound governance and sustained investment guided by clear national priorities. Under the leadership of President Bola Ahmed Tinubu, the Nigeria Health Sector Renewal Investment Initiative (NHSRII) provides the strategic framework for translating the Renewed Hope Agenda into measurable improvements in health outcomes. Through stronger stewardship, greater accountability and coordinated implementation, we are laying the foundation for a health system that is more resilient, equitable and responsive to the needs of Nigerians.

Central to this transformation is the Sector-Wide Approach (SWAp), which brings together the Federal Government, State Governments, development partners, the private sector, professional associations and frontline health workers behind one nationally owned plan. By reducing fragmentation and aligning investments around shared priorities, we are strengthening the way the health system functions, ensuring that every intervention contributes to broader national goals and delivers greater value for the Nigerian people.

The progress recorded over the past two years

demonstrates what coordinated reform can achieve. More than 3,000 Primary Healthcare Centres have been revitalised, with nearly 1,000 more currently undergoing upgrade. Quarterly utilisation of primary healthcare services has increased from fewer than 10 million visits in 2023 to more than 45 million today. More than 78,000 frontline health workers have been retrained, while coordinated investments continue to strengthen emergency care, maternal and newborn health, digital transformation, local manufacturing and health security across the country. These are not isolated achievements. They demonstrate that when governance, financing and implementation are aligned, better health outcomes follow.

The work of health sector renewal is far from complete. Our responsibility now is to sustain the discipline of implementation, deepen collaboration across every level of the health system and continue measuring what matters most: better health outcomes for our people. That is the promise of the Renewed Hope Agenda. That is the purpose of the NHSRII. And that is the standard to which we must continue to hold ourselves.

Prof. Muhammad Ali Pate, CON

Coordinating Minister of Health & Social Welfare

FROM THE MINISTER OF STATE FOR HEALTH AND SOCIAL WELFARE



From Innovation to Impact

Innovation has little meaning unless it improves the lives of people. In healthcare, its true value is measured not by the sophistication of an idea, but by its ability to expand access, improve quality, strengthen prevention and ensure that better care reaches every community. That conviction continues to guide our work as we support the implementation of President Bola Ahmed Tinubu's Renewed Hope Agenda through the Nigeria Health Sector Renewal Investment Initiative (NHSRII).

Working alongside the Coordinating Minister, the Permanent Secretary, our agencies, development partners, healthcare professionals and State Governments, we are translating policy into practical action. Through partnerships, innovation and a relentless focus on implementation, we are strengthening emergency care, advancing

cancer prevention and treatment, promoting healthier food environments, expanding brain health services and harnessing technology to improve healthcare delivery. Each initiative represents a practical response to real challenges facing Nigerians and reflects our commitment to ensuring that no for better health is left unexplored.

As we move forward, innovation must remain purposeful, partnerships must continue to grow, and implementation must remain focused on results that matter to people. By working together and embracing practical solutions, we will continue transforming good ideas into better health, greater hope and improved quality of life for all Nigerians.

And so, with peace and plenty, Nigeria may be blessed.

“ *As we move forward, innovation must remain purposeful, partnerships must continue to grow, and implementation must remain focused on results that matter to people.* ”

Dr. Izaq Adekunle Salako
Honourable Minister of State for Health & Social Welfare

CONNECTED CARE

Where coordinated systems become lifesaving services.

Emergency Without Borders Connecting Response to Survival

Every emergency begins with a question. Will help arrive in time?

For a woman experiencing severe bleeding during childbirth, the answer may depend on how quickly a complication is recognised. For a child struggling to breathe, it may depend on whether oxygen is available before it is too late. For the victim of a road traffic crash, it may depend on whether an ambulance arrives, a referral is activated and a hospital is prepared to receive them. Their emergencies are different. Their question is the same.

Can the health system reach me before time runs out? For decades, the answer often depended as much on geography as on medicine. Distance, delayed referrals, limited emergency transport and uneven access to specialised care created gaps that families were too often forced to navigate alone. In those critical moments, survival depended not only on clinical expertise but on whether every part of the health system was connected. Today, Nigeria is working to change that.

Rather than strengthening emergency care through isolated programmes, the Federal Government is building a connected emergency care system where communities, primary healthcare centres, ambulances, hospitals, healthcare workers and digital technology function as one coordinated network. It is an approach anchored in the Nigeria Health Sector Renewal Investment



Initiative (NHSRII), delivered through the Sector-Wide Approach (SWAp) and translated into action through targeted reforms that are closing the distance between emergencies and lifesaving care.

One of the clearest expressions of this transformation is the rollout of **Comprehensive Emergency Obstetric and Newborn Care (CEmONC)**.

Flagged off at the Abubakar Tafawa Balewa University Teaching Hospital in Bauchi, the intervention is far more than the distribution of equipment. It strengthens every stage of the emergency response pathway for mothers and newborns. Health facilities are receiving life-saving obstetric equipment, essential medicines and maternal commodities alongside more than **17,000 maternity delivery kits**, while **15 tricycle ambulances** and **six fully equipped ambulances** are expanding emergency transport across **15 Local**

Government Areas. Together, these investments help ensure that complications are recognised earlier, referrals happen faster and specialist care is reached before precious minutes are lost.

Yet an ambulance alone does not save lives. It saves lives because someone recognises the emergency. Because a referral pathway is already in place. Because another facility is ready to receive the patient. Because skilled health workers have the equipment, medicines and training to act without delay. Connection, not coincidence, is what turns response into survival. The same thinking is reshaping emergency care across the country.

The **National Emergency Medical Service and Ambulance System (NEMSAS)** has expanded from its pilot phase in the Federal Capital Territory to **34 states**, bringing Nigeria closer to nationwide emergency medical coverage.

Emergency Without Borders Connecting Response to Survival

At the same time, the Federal Government is developing a **Digital Emergency Dispatch System** that will seamlessly connect emergency callers, ambulance services and treatment centres through one integrated platform. Real-time dispatch, patient tracking, coordinated referrals and claims management will enable emergency responders to work as one system rather than as separate services.

Beyond ambulances and dispatch centres, investments continue in medical oxygen systems, specialist training, critical care capacity and sustainable financing, recognising that emergency care does not begin at the hospital gate or end in the intensive care unit. It is a continuum requiring preparedness, coordination and partnership across every level of the health system. This is the quiet transformation taking place across Nigeria. Not simply more ambulances.

Not simply more equipment. But stronger connections. Connections between Federal and State Governments. Between policy and implementation. Between technology and clinical

“ An ambulance alone does not save lives. It saves lives because an entire health system is ready at the other end



care. Between health workers and the communities they serve. Most importantly, between an emergency and the help that follows. The strongest health systems are rarely judged on ordinary days. They are judged in the moments when every second matters. When a mother begins to haemorrhage. When a newborn struggles to breathe. When a family makes a desperate call for help. Those are the moments that reveal whether reform has truly reached the people it was designed to serve. Every ambulance deployed. Every referral strengthened.

Every emergency team trained. Every hospital better equipped. Every partnership forged. Every connection made.

Together, they are shortening the distance between crisis and care, bringing Nigeria closer to a future where survival is determined less by location and more by the strength of a health system that moves as one. Because in the end, the most important connection is not between programmes or institutions.

It is the connection between an emergency...

...and another chance at life.



EXPLAINED

From Call to Care

How Nigeria's Emergency Referral System Works

When every minute matters, survival depends on more than an ambulance. It depends on a connected system where communities, emergency responders, referral networks and hospitals work together seamlessly.

Follow Amina's journey.

Amina, 28 weeks pregnant, lives in a rural community in Bauchi State. This is what happens when the system works.

1 THE EMERGENCY IS RECOGNISED

Amina begins bleeding heavily at home. Her mother-in-law recognises this as a severe obstetric emergency and calls for help.



00:00
Minutes matter.

2 HELP IS ACTIVATED

The call is placed to NEMSAS on 112. The nearest Primary Health Centre (PHC) is alerted. A referral is initiated and the receiving hospital is notified.



00:05
The system springs into action.

3 RESPONSE IS UNDERWAY

The nearest ambulance is dispatched from the closest NEMSAS base or standby point. The crew receives the patient details and prepares en route.



00:15
The right help is on the way.

4 THE SYSTEM CONNECTS

The receiving hospital activates its emergency team. Blood is cross-matched. The theatre is put on standby. A bed is prepared.



00:25
Everyone is ready before she arrives.

5 CARE BEGINS IMMEDIATELY

Amina arrives. She is received and treatment begins without delay. No repeated questions. No lost time.



00:35
No time is wasted.

6 RECOVERY & BEYOND

Amina and her baby recover. She receives follow-up support at the PHC and returns home with her family.



Days to weeks
Recovery continues. Life continues.



Behind every saved life is a system that connected when it mattered most. Behind that system are **people who refuse to let time decide the outcome.**

ILLUSTRATIVE SCENARIO

Based on how Nigeria's emergency referral system is designed to work.

THE SYSTEM BEHIND THE STORY

A connected pathway ensures that Amina gets the right care, in the right place, at the right time.



COMMUNITY
Families, community health workers and traditional birth attendants identify emergencies early and seek help.



PRIMARY HEALTH CENTRE
First point of contact. Stabilises the patient, initiates referral and alerts the receiving hospital.



NEMSAS
Dispatches the nearest ambulance. Coordinates transport and shares patient information with the hospital.



TRANSPORT
Patient is transported safely with trained personnel and essential equipment.



RECEIVING HOSPITAL
Emergency team is activated. Resources and specialists are mobilised in advance.



EMERGENCY CARE TEAM
Patient is received. Assessment and treatment begin immediately.



RECOVERY & FOLLOW-UP
Continued care and follow-up at the facility and in the community ensure sustained recovery.

WHY CONNECTION SAVES LIVES

WITHOUT CONNECTION

- ✗ Delays in response and transport
- ✗ Hospitals unprepared
- ✗ Repeated assessments
- ✗ Lost time. Lost lives.

WITH CONNECTION

- ✓ Faster response
- ✓ Clear communication
- ✓ Prepared hospitals
- ✓ Better outcomes
- ✓ More lives saved

CONNECTED CARE AT A GLANCE



34 STATES

NEMSAS has expanded from its pilot phase in the Federal Capital Territory to 34 states, bringing Nigeria closer to nationwide emergency medical coverage.



17,000+ MATERNITY DELIVERY KITS

deployed to strengthen safe deliveries and emergency obstetric care.



21 AMBULANCES

15 tricycle ambulances and 6 fully equipped ambulances deployed to strengthen emergency referrals across Bauchi State.



15 LGAs

Receiving integrated Comprehensive Emergency Obstetric and Newborn Care (CEmONC) interventions.



45 MILLION

Nigerians now access primary healthcare every quarter, creating stronger foundations for early detection and emergency referral.

THE CHAIN OF SURVIVAL



1 RECOGNISE

A complication or emergency is identified.



2 RESPOND

Emergency transport and referral systems are activated.



3 CONNECT

Ambulances, health facilities and emergency teams coordinate care.



4 TREAT

Equipped hospitals provide life-saving interventions.



5 SURVIVE

Timely, coordinated care improves survival and recovery.

DID YOU KNOW?

CEmONC is more than emergency obstetric care. It is a coordinated system that combines trained health workers, essential medicines, emergency transport, referral pathways and equipped health facilities to ensure mothers and newborns receive life-saving care when complications arise.

THE NEXT CONNECTION

The innovations, partnerships and ideas shaping tomorrow's healthcare

One Patient. One Journey. Connecting Digital Innovation to Better Healthcare



There is one question every patient quietly asks when they walk into a hospital. **"Will I have to tell my story all over again?"** For many Nigerians, the answer has long been yes.

A patient visits a primary healthcare centre. Months later, they are referred to a specialist clinic. Years after that, they arrive at a teaching hospital carrying handwritten notes, laboratory results and memories of previous treatments. Every

consultation begins with the same questions. Every referral starts another story. Valuable time is spent reconstructing a patient's medical history instead of building on it. Healthcare, after all, is not simply about treating illness. It is about understanding the person behind it. That becomes difficult when every visit begins as if no visit came before. Nigeria is working to change that.

In July, the Federal Ministry of Health and Social

WHY DIGITAL IDENTITY MATTERS

A connected record means every consultation begins with knowledge, not repetition.



**WITHOUT
CONNECTED
RECORDS**



Every visit begins with the same questions.



**WITH
CONNECTED
RECORDS**



Care continues from where the last visit ended.



Tests may be repeated unnecessarily.



Previous results inform faster decisions.



Referrals rely on paper files and patient memory.



Clinical information follows the patient.



Health workers work with incomplete information.



Care teams share a more complete picture.



Patients carry their medical history themselves.



The health system remembers the patient's journey.

ONE PATIENT • ONE IDENTITY • ONE CONTINUOUS JOURNEY

THE NEXT CONNECTION

The innovations, partnerships and ideas shaping tomorrow's healthcare

Welfare strengthened that vision through a strategic partnership with the National Identity Management Commission (NIMC) to advance the integration of trusted digital identity into healthcare. Anchored on the NIMC Act 2025, the collaboration establishes a joint technical working group to support secure, interoperable systems that can improve continuity of care while protecting patient information. It is one more step towards a future where healthcare follows the patient, not the other way around.

At the heart of this transformation is the growing vision of **Digital Identity Integration**. Rather than existing as separate records scattered across different hospitals and clinics, a patient's health information can gradually become part of a connected journey. From primary healthcare centres to specialist facilities and teaching hospitals, the goal is simple: when a patient moves, their story should move with them. This shift is about far more than technology.

It is about reducing delays in care. It is about avoiding unnecessary repetition of tests and procedures. It is about supporting healthcare workers with timely information while giving patients greater confidence that wherever they seek

care, they are not starting from the beginning. The same philosophy is already shaping wider reforms across the health sector. Digital health platforms, electronic medical records, referral systems and health information infrastructure are being strengthened under the Nigeria Health Sector Renewal Investment Initiative (NHSRII), creating the foundations for a health system that is increasingly connected rather than fragmented. For patients, the benefits are remarkably human.

A pregnant woman referred from a primary healthcare centre arrives at a specialist hospital where her clinical history is already known. A child with a chronic illness receives follow-up care without repeating every detail at each visit. A doctor spends less time searching for information and more time treating the person sitting across the consultation table. These are small moments.

Together, they redefine the healthcare experience.

Around the world, healthcare is increasingly measured not only by the quality of treatment, but by the quality of the patient's journey. Nigeria's digital health reforms recognise that the two cannot be separated. The journey towards fully integrated digital healthcare will take time. It requires strong governance, secure digital infrastructure, interoperable systems and sustained collaboration across institutions. Yet every step taken today moves the country closer to a future where healthcare is more responsive, more efficient and more centred on the people it serves.

The real innovation is not that computers remember. It is that patients no longer have to begin their healthcare journey from the first page every time they seek care. Because every patient has only one health journey. The health system should journey with them.

“ **The best healthcare system is one that remembers the patient before the patient has to remember everything themselves.**

Made for Nigeria

Building Self-Reliance Through Health Innovation



There is a quiet moment before every diagnosis. A drop of blood. A small plastic test kit. A result that can change everything. Few people stop to ask where that test kit came from. Yet for decades, the answer has almost always been the same. **Somewhere else.**

For many countries, including Nigeria, access to essential diagnostics has long depended on global supply chains. While those systems have saved lives, recent global disruptions also exposed their vulnerabilities. Delays in production, rising costs and competition for limited supplies demonstrated that health security depends not only

on having access to medical products, but also on the ability to produce them. Nigeria is taking deliberate steps to change that reality.

In July, the Federal Government took another significant step towards strengthening domestic healthcare manufacturing through a strategic review of progress on local production of Rapid Diagnostic Test (RDT) kits and In-Vitro Diagnostics (IVDs). Chaired by the Coordinating Minister of Health and Social Welfare, Prof. Muhammad Ali Pate, CON, the meeting brought together the Federal Ministry of Health and Social Welfare, the Presidential Initiative for Unlocking the Healthcare Value Chain (PVAC), the National Agency for Science and Engineering Infrastructure (NASENI), and Troment Biotechnology Limited to accelerate implementation of a local manufacturing facility for affordable diagnostics.

The collaboration itself reflects an important shift in Nigeria's health sector. By bringing

together government, research, industry and investment around a shared national objective, the initiative demonstrates that one of the country's most important healthcare innovations is not only the diagnostics being produced, but the new connections making their production possible.

The project forms part of a broader national strategy to strengthen Nigeria's healthcare value chain under President Bola Ahmed Tinubu's Executive Order on Increasing Local Production of Healthcare Products. Beyond producing diagnostic tools for diseases such as malaria and tuberculosis, the initiative reflects a wider commitment to building resilient supply chains, attracting private investment, expanding industrial capacity and creating skilled employment.

At first glance, a diagnostic test kit appears to be a simple product. In reality, it represents an entire ecosystem of scientific research, engineering, manufacturing, quality assurance, regulation and distribution. Building that ecosystem within Nigeria means

“ **Local manufacturing of diagnostics is not just an economic priority; it is a health security imperative**

Prof. Muhammad Ali Pate, CON
- Coordinating Minister of
Health and Social Welfare

Building Self-Reliance Through Health Innovation

strengthening the country's ability to respond more effectively to future disease outbreaks while reducing dependence on imported health commodities.

The benefits extend far beyond the factory floor. Locally manufactured diagnostics can improve the availability of essential health products, shorten supply chains, support faster access to testing and contribute to more affordable healthcare. At the same time, expanding domestic manufacturing creates opportunities for Nigerian scientists, engineers, researchers and manufacturers to drive innovation while supporting economic growth.

The initiative is also part of a wider transformation taking place across the health sector. Through PVAC, the Federal Government is working to unlock investment across pharmaceuticals, vaccines, medical devices and diagnostics, positioning healthcare not only as a public service, but also as a strategic driver of industrial development and national resilience.

For patients, these reforms may never be visible. They will simply experience what matters most: reliable access to quality diagnostics when they need them. Because health security is built long before an emergency begins. Sometimes, it starts in a laboratory. And increasingly, it starts at home.

FROM LAB TO LIFESAVER

A single diagnostic test passes through many hands before it reaches a patient.



SCIENTIFIC
RESEARCH



PRODUCT
DEVELOPMENT



LOCAL
MANUFACTURING



QUALITY
ASSURANCE



REGULATORY
APPROVAL



HOSPITALS &
PHARMACIES



PATIENTS

Why it matters



Shorter
supply chains



Greater
availability of
essential
diagnostics



Stronger
health security



Skilled jobs and
industrial growth



More resilient
healthcare
systems

BEYOND BRAIN DRAIN

How Nigeria Is Turning Global Talent into National Strength



Every year, thousands of Nigerian health professionals board flights to hospitals, universities and research centres around the world. Many leave carrying knowledge. They return carrying something even more valuable. Experience.

For decades, conversations about Nigeria's health workforce have been dominated by a single phrase: brain drain. Migration has often been framed as a story of loss, measured by the professionals leaving the country rather than the value they could continue to create at home. Today, the Federal Government is advancing a different idea.

Rather than viewing migration solely as a challenge, it is building systems that enable Nigerian health professionals abroad to remain active contributors to the country's health sector,

ensuring that skills, experience and innovation continue to flow back into healthcare delivery, medical education, research and institutional development.

Launching the Nigerians in Diaspora Advance Health Programme Portal (NiDAH-P) in Abuja, the Coordinating Minister of Health and Social Welfare, Prof. Muhammad Ali Pate, described this approach as one of brain circulation. Represented by the Permanent Secretary, Daju Kachollom S. mni, he explained that while the migration of health professionals is a global reality, Nigeria's objective is not to stop people from pursuing opportunities abroad, but to ensure that Nigeria benefits from the circulation of talent by creating structured pathways through which Nigerian health professionals across the world

can continue to strengthen healthcare delivery, medical education, research and institutional capacity.

The NiDAH-P Portal gives practical expression to that vision. Designed as a coordinated national platform, it connects Nigerian health professionals in the diaspora with priority clinical, training and research needs identified by participating health institutions. Through a transparent matching process, diaspora professionals can register their expertise while hospitals identify areas requiring specialised support, transforming goodwill into measurable partnerships that strengthen institutional capacity.

The launch of the portal marked the beginning of a broader strategy to transform diaspora

BEYOND BRAIN DRAIN How Nigeria Is Turning Global Talent into National Strength



Federal Ministry of Health and Social Welfare. To institutionalise that commitment, he unveiled the Diaspora Health Registry and Data Mapping Exercise, complementing the recently launched NiDAH-P Portal with a permanent mechanism for identifying diaspora expertise, aligning it with the evolving needs of health institutions and strengthening long-term collaboration across the sector.

Together, these initiatives signal an important shift in the Ministry's approach. Rather than relying on occasional medical missions or informal professional networks, Nigeria is embedding global expertise within the architecture of health sector renewal through structured systems, digital platforms and enduring institutional partnerships.

That same philosophy extends beyond the Nigerian diaspora. As health challenges become increasingly interconnected, so too must the solutions. In July, the Federal Ministry strengthened its collaboration with Switzerland on antimicrobial resistance (AMR), bringing together policymakers, researchers and technical experts to advance surveillance, antimicrobial stewardship and scientific cooperation against one of the world's most pressing public health threats. Like the diaspora initiatives,

CONT'D ON PG 16

“ **Local manufacturing of diagnostics is not just an economic priority; it is a health security imperative**

Prof. Muhammad Ali Pate, CON - Coordinating Minister of Health and Social Welfare

engagement from goodwill into a permanent pillar of health sector renewal. Days later, that strategy began to take shape during the 2026 Nigeria Diaspora Health Impact Initiative (NDHII), where policy translated into action. Specialist medical teams from the Nigerian diaspora delivered healthcare services and capacity-building programmes across all six geopolitical zones, directly reaching nearly 10,000 Nigerians while training more than 2,000 frontline health workers. Beyond delivering specialist care, the initiative fostered mentorship, skills transfer and professional collaboration, demonstrating the impact of connecting global expertise with local priorities. Building on that momentum, the

Honourable Minister of State for Health and Social Welfare, Dr. Iziaq Adekunle Salako, announced that engagement with Nigerian health professionals in the diaspora would become an annual programme of the



How Nigeria Is Turning Global Talent into National Strength

CONT'D FROM PG 15

the partnership recognises that scientific progress is strengthened when expertise, research and innovation move across institutions and national borders. Together, these efforts reflect a broader transformation in the way Nigeria approaches global collaboration. Whether connecting Nigerian professionals abroad with hospitals at home, strengthening international research partnerships or creating platforms for continuous professional exchange, the objective remains the same: to ensure that ideas, innovation and experience can be mobilised wherever they are needed most. Knowledge has always travelled. Today, Nigeria is ensuring that its benefits travel home as well. By moving beyond brain drain towards brain circulation, the country is demonstrating that the future of health system renewal will depend not only on developing talent, but on building lasting connections that allow that talent to continue serving national priorities, wherever it may be.

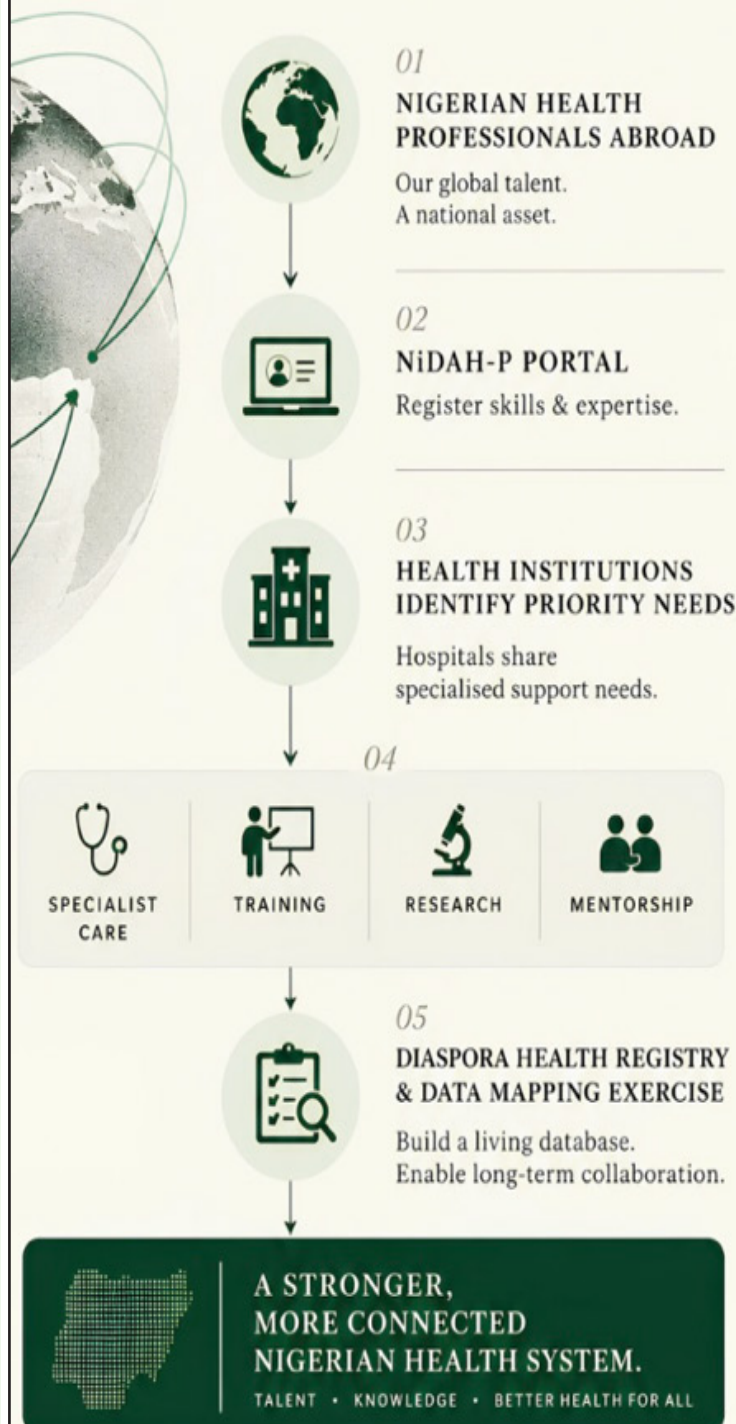
FROM

BRAIN DRAIN TO BRAIN CIRCULATION

PEOPLE
PARTNERSHIPS
PROGRESS

For years, migration was viewed primarily as a loss of skilled health professionals.

Today, Nigeria is building a different model, one that keeps expertise connected to national priorities wherever it resides.



WHY IT MATTERS

- 01**
Establishes a permanent national framework for engaging Nigerian health professionals in the diaspora.
- 02**
Matches global expertise with priority clinical, training and research needs across the health sector.
- 03**
Strengthens specialist care, mentorship, workforce development and institutional capacity.
- 04**
Expands international collaboration through enduring partnerships rather than one-off interventions.
- 05**
Advances a more resilient, connected and globally engaged Nigerian health system.

A HEALTHIER NIGERIA.
TOGETHER.

THE NEXT CONNECTION

RE:CONNECT

By the Numbers

The scale and impact of
a connected health system.

22

MILLION+

Nigerians enrolled
in health insurance.



₦235
BILLION

Released through the Basic
Healthcare Provision Fund
over the last three years.



8,300+

Primary Healthcare Centres
currently supported
through BHC PF.



45.5
MILLION

Quarterly visits to
Primary Healthcare
Centres.



78,000+

Frontline health
workers retrained.



43,000+

Women and newborns
reached through
emergency medical
transport.



42,000+

Emergency obstetric
and newborn
interventions
delivered.



3,000+

Primary Healthcare
Centres revitalised.



1,000

More PHCs
currently being
upgraded.



5

MILLION

Free spectacles
targeted by 2027.



25,000

Free cataract
surgeries
targeted by 2027.



US\$500
MILLION

Estimated Gavi
support over
five years.



102
MILLION

Children protected
during the measles-
rubella vaccination
campaign.



4,000+

Primary healthcare
workers trained on
neurological detection
and referral.



Every connection strengthens the system.
Every system strengthens lives.

ON CALL

CONNECTING PEOPLE

The leaders, institutions and communities bringing reform to life.

ON THE FRONTLINE CONNECTING EVERY SECOND

Dr. Saidu Ahmed Dumbulwa has spent more than two decades asking one question: What happens next? Some people measure success in years. Dr. Saidu Ahmed Dumbulwa measures it in seconds.

Not because he is impatient, but because he understands how quickly a life can change. Between the moment a distress call is made and the moment a patient receives definitive care lies a series of decisions, each one depending on the last. A call must be answered. A responder dispatched. A patient stabilised. A referral coordinated. A hospital prepared. Break that chain at any point, and the consequences can be irreversible.

It is a way of thinking that has shaped Dr. Dumbulwa's career for more than twenty-five years. As Director and Senior Technical Assistant to the Coordinating Minister of Health and Social Welfare and Overseeing Director of the National Emergency Medical Services and Ambulance System (NEMSAS), he has become one of the leading architects of Nigeria's efforts to build a more connected emergency-care system. Yet titles alone reveal very little about how he sees his work.

Ask him about ambulances, and he is more likely to talk about systems. Ask him about hospitals, and he speaks



about referrals. Ask him about emergency medicine, and he returns to one idea with remarkable consistency: connection. To Dr. Dumbulwa, emergency care has never been simply about responding to crises. It is about ensuring that every part of the health system is ready long before a crisis occurs.

"An ambulance becomes clinically useful only when

communications are reliable, the crew is competent, protocols guide decisions, the destination is appropriate and the receiving team is ready to assume responsibility," he explains.

That philosophy has guided much of his public service. His career has spanned public health, healthcare administration, health policy,

“

Building an effective emergency-care system requires more than ambulances and hospitals. It requires a connected public service where responsibility begins with the first request for help and remains unbroken until the patient receives definitive care. Every call, every responder, every referral and every hospital must function as part of one coordinated system because every delay carries consequences. Ultimately, emergency care should never depend on where someone lives, who they know or whether they can pay. Every Nigerian deserves timely, coordinated and life-saving care when it matters most

- Dr. Saidu Ahmed Dumbulwa

ON THE FRONTLINE CONNECTING EVERY SECOND



CONTINUED FROM PG 18

infectious disease control and emergency medical services. He contributed to the establishment of the Nigeria Centre for Disease Control, supported HIV/AIDS research, advanced geriatric care initiatives and helped shape national health policy. Across those diverse responsibilities runs a remarkably consistent thread: building systems that continue to function when people need them most. Few initiatives embody that belief more clearly than

NEMSAS. As the programme's Pioneer National Programme Manager, Dr. Dumbulwa helped lay the foundation for a national emergency medical system designed to connect what had too often operated separately. Communication centres, ambulance services, referral hospitals, emergency responders and specialist care were no longer viewed as independent services, but as parts of one coordinated pathway. For him, that distinction matters. An ambulance alone

does not save lives. It is the connected system around it that does. The dispatcher who answers the call. The responder who reaches the patient. The receiving hospital prepared before arrival. The referral pathway that ensures care continues without delay. Every link depends on the next.

That belief also shapes how he defines referral systems. Rather than seeing referral as simply moving a patient from one facility to another, he describes it as the moment the health system proves whether its different levels truly belong to one another. A good referral carries not only the patient, but also clinical information and professional responsibility, ensuring that care continues without interruption from the first point of contact to definitive treatment.

It is a conviction that continues to inform Nigeria's emergency-care reforms under the Renewed Hope Agenda. Investments in advanced life-support ambulances, specialised tricycle and boat ambulances



ABOUT DR. SAIDU AHMED DUMBULWA

“
Emergency care succeeds when every call, responder, vehicle and hospital accepts one connected responsibility: to move the patient, without delay, towards the next life-saving intervention.”

— DR. SAIDU AHMED DUMBULWA

CURRENT ROLE

Director and Senior Technical Assistant to the Coordinating Minister of Health and Social Welfare; Overseeing Director, National Emergency Medical Services and Ambulance System (NEMSAS).

PUBLIC SERVICE

More than 25 years.

AREAS OF EXPERTISE

Public Health • Emergency Medical Services • Health Systems Strengthening • Health Policy • Clinical Governance • Referral Systems

CAREER HIGHLIGHTS

- Pioneer National Programme Manager, NEMSAS
- Contributed to the establishment of the Nigeria Centre for Disease Control
- Advanced HIV/AIDS research and health systems strengthening
- Supported the development of geriatric care services across Nigeria

EVERY SECOND MATTERS BECAUSE EVERY DECISION CONNECTS TO THE NEXT.



for underserved communities, stronger collaboration between federal and state emergency services, and more coordinated referral pathways all serve a common purpose: ensuring that geography, distance and fragmented systems no longer determine a patient's chance of survival.

Technology, he believes, will continue to strengthen that vision through integrated dispatch systems, digital referrals and real-time information sharing. But technology is only part of the story. The strongest emergency-care systems are ultimately built by people. People who answer the call. People who make difficult decisions under pressure. People who trust one another enough to work as one connected team.

That is why he speaks with particular optimism about Nigeria's next generation of health professionals. Supported by strong institutions, shared standards and a culture of accountability, he believes

they can build an emergency-care system that is not defined by individual heroics, but by dependable public service.

Spend a few minutes with Dr. Dumbulwa and one thing becomes unmistakably clear. He does not see emergency care as a collection of ambulances, hospitals or policies. He sees connections. Connections between institutions. Connections between professionals. Connections between one life-saving decision and the next. Perhaps that is why the work continues to matter after more than two decades in public service. Because in the world Dr. Dumbulwa has spent his career building, every second is another opportunity to move someone one step closer to survival.

ON THE FRONTLINE

In His Own Words

"Building an effective emergency-care system requires more than ambulances and hospitals. It requires a

connected public service where responsibility begins with the first request for help and remains unbroken until the patient receives definitive care. Every call, every responder, every referral and every hospital must function as part of one coordinated system because every delay carries consequences. Ultimately, emergency care should never depend on where someone lives, who they know or whether they can pay. Every Nigerian deserves timely, coordinated and life-saving care when it matters most."

Dr. Saidu Ahmed Dumbulwa



INSTITUTION IN FOCUS

THE OTHER END OF THE CALL



How Abubakar Tafawa Balewa University Teaching Hospital is strengthening Nigeria's emergency and referral network

Somewhere in North-East Nigeria, a doctor reaches the limits of what their hospital can do. The diagnosis is clear. The patient needs specialist care. There is little time to lose. A call is made. From that moment, the story is no longer about where the emergency began. It is about where it is going. For thousands of patients each year, that destination is Abubakar Tafawa Balewa University Teaching Hospital (ATBUTH),

Bauchi, one of North-East Nigeria's leading referral hospitals and a place where emergencies become coordinated responses rather than isolated events. Every referral arriving at ATBUTH carries more than a patient. It carries trust. Trust that specialists are ready, systems are connected and the next phase of care can begin without delay. That trust has been built steadily since

the hospital's establishment as a federal tertiary institution. Today, ATBUTH serves Bauchi State and neighbouring states as a centre for specialist care, medical education, research and innovation, while playing an increasingly important role in strengthening Nigeria's emergency and referral network. The hospital's greatest strength is not found in a

“ There is little time to lose. A call is made. From that moment, the story is no longer about where the emergency began



How Abubakar Tafawa Balewa University Teaching Hospital is strengthening Nigeria's emergency and referral network

single department or piece of equipment. It lies in its ability to bring expertise together when lives depend on it. Obstetricians, emergency physicians, surgeons, anaesthetists, nurses, laboratory scientists, radiologists and critical care teams work as one, ensuring that patients referred from primary and secondary facilities receive coordinated specialist care rather than fragmented interventions. Nowhere is that collaboration more evident than in maternal and newborn health. Through its Comprehensive Emergency Obstetric and Newborn Care (CEmONC) programme, ATBUTH receives women experiencing high-risk pregnancies and life-threatening complications from across the region. Supported by neonatal intensive care, blood transfusion services and multidisciplinary specialist teams, the hospital has strengthened one of the most critical links in Nigeria's maternal health response. The same philosophy extends across its Accident and Emergency Department, where trauma, burns, cardiovascular emergencies,



poisoning and other critical conditions are managed through multidisciplinary teamwork. Every successful referral reflects more than clinical expertise. It reflects an institution prepared to respond without hesitation, where experience, communication and shared purpose come together when every minute counts.

That readiness is strengthened by continuous investment. Advances in specialist care, modern diagnostics and digital

health systems are helping reduce delays, improve continuity of care and bring more complex services closer to the communities that depend on them. Behind every improvement is the same objective: ensuring patients can move through the health system with confidence when they need it most. ATBUTH is also investing in the future. Through residency training, continuous professional development and a growing research portfolio, the hospital is preparing the next generation of specialists while contributing evidence that shapes healthcare beyond its walls. Its Clinical Trial Centre and international collaborations continue to strengthen research, innovation and preparedness for future public health challenges.

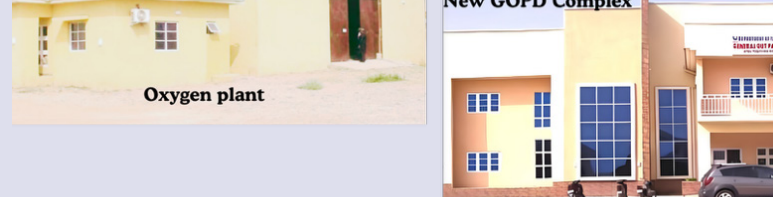
This commitment to continuous improvement is reflected not only in infrastructure and technology but in leadership. For Chief Medical Director Prof. Yusuf Bara Jibrin, every referral represents a promise to patients and to the healthcare professionals who entrust them to ATBUTH. Under



How Abubakar Tafawa Balewa University Teaching Hospital is strengthening Nigeria's emergency and referral network

his leadership, continued investments in workforce development, research, innovation and service quality are helping position the hospital not simply as a destination for specialist care, but as an institution that earns confidence before patients arrive and justifies it after they leave.

In the end, the true measure of a referral hospital is not simply the number of patients it receives. It is the confidence it inspires in the people sending them. For hospitals across North-East Nigeria, that confidence often leads to the same destination. The other end of the call.



ATBUTH FACT SHEET



	Hospital Beds	700
	Healthcare Workforce	2,361
	Annual Outpatient Visits	134,192
	Emergency Department Attendances	12,201
	Surgical Procedures Performed	2,928
	Babies Delivered	3,792
	Specialist Clinics	25
	Intensive Care Unit Beds	14
	Residency Training Programmes	15
	Peer-reviewed Publications (Annual)	60–80
	Conference Presentations (Annual)	100–120

IN THEIR WORDS

“ Our responsibility goes beyond receiving patients; it is about ensuring that every referral translates into timely, coordinated and quality specialist care. We have continued to invest in infrastructure, technology, workforce development, research and strategic partnerships to meet the growing healthcare needs of our population. ”



Prof. Yusuf Bara Jibrin
Chief Medical Director,
Abubakar Tafawa Balewa University
Teaching Hospital

DID YOU KNOW?

ATBUTH is home to several achievements and capabilities that extend its impact beyond everyday clinical care.



01

ATBUTH pioneered **laser surgery** for urological conditions in North-East Nigeria, expanding access to minimally invasive treatment within the region.



02

The hospital's **Clinical Trial Centre** supports international vaccine and clinical research collaborations, strengthening Nigeria's research capacity.



03

ATBUTH established one of the region's modern **Assisted Reproductive Technology (IVF) Centres**, bringing advanced fertility care closer to families.



04

Healthcare facilities across Bauchi and neighbouring states rely on ATBUTH as a **major referral hub** for specialised emergency, maternal, newborn and trauma care.



05

Alongside specialist healthcare, ATBUTH continues to strengthen Nigeria's **future health workforce** through residency training, research and continuous professional development.

HEALTH IN FOCUS

Connected Minds

Building a National Brain Health Movement



There is a common misconception about brain health. Many people think it begins only when something goes wrong, with a stroke, epilepsy, dementia or another neurological condition. In reality, brain health begins much earlier. It begins with awareness. With prevention. With primary healthcare workers who recognise the first warning signs. With referral systems that move patients quickly to specialist care. With rehabilitation that helps people rebuild their lives. It begins by treating brain health not as a specialist concern, but

as a national priority. That shift is now taking shape in Nigeria.

This year, the Federal Government officially commemorated **World Brain Day** for the first time, using the occasion to commence development of **Nigeria's National Brain Health Agenda**, the country's first comprehensive framework for advancing brain health across the life course. The Agenda will strengthen governance, guide investments, promote research and innovation, expand workforce capacity, improve

access to quality brain health services and foster multisectoral collaboration. Speaking at the national commemoration in Abuja, Permanent Secretary **Ms. Daju Kachollom S. mni**, announced the establishment of a **Brain Health Desk** under the National Mental Health Programme to coordinate national brain health policy and the inclusion of World Brain Day in the Ministry's annual calendar of national health commemorations. Together, these measures lay the foundation for sustained national action while aligning

Connected Minds

Building a National Brain Health Movement

Nigeria's efforts with the **WHO Intersectoral Global Action Plan on Epilepsy and Other Neurological Disorders (IGAP) 2022-2031**.

The reforms recognise that brain health is not confined to specialist hospitals. It depends on a health system where early recognition, timely referral and appropriate rehabilitation are connected at every level of care. That work has already begun. Through ongoing Primary Health Care Revitalisation efforts, the Federal Ministry of Health and Social Welfare, working through the National Primary Health Care Development Agency (NPHCDA), has trained **more than 4,000 primary healthcare workers** to strengthen the detection, initial management and referral of neurological conditions. Strengthening frontline capacity means more Nigerians can begin receiving appropriate care closer to home, while those requiring specialised services are identified earlier and connected to the care they need.

This movement is also collaborative. Development partners and professional bodies, including the **Clinton Health Access Initiative (CHAI)**, **CBM Global**, the **Brain and Spine Initiative** and the **Nigerian Society of Neurological Sciences (NSNS)**, have reaffirmed their commitment to supporting more inclusive brain and mental healthcare through stronger partnerships and expanded access to quality care.

Brain health has often existed quietly alongside broader conversations on health systems strengthening. Today, it is

becoming part of them. From community awareness and primary healthcare to specialist referral, rehabilitation, policy and research, Nigeria is beginning to connect the people, policies and pathways that make better brain health possible. Because healthier brains do more than improve individual lives. They strengthen families. Communities. And ultimately, the nation's future.

“

Brain health has often existed quietly alongside broader conversations on health systems strengthening. Today, it is becoming part of them. From community awareness and primary healthcare to specialist referral, rehabilitation, policy and research, Nigeria



HEALTHY LIVING CORNER

Missed Calls From Your Body

Some calls shouldn't go to voicemail.

Stroke can happen to anyone, at any time.
Know the warning signs. **Act fast.** Save a life.



01

FACE DROOPING

One side of your face suddenly droops or feels numb. Ask the person to smile.



02

ARM WEAKNESS

Sudden weakness or numbness in one arm or leg. Ask the person to raise both arms.



03

SPEECH DIFFICULTY

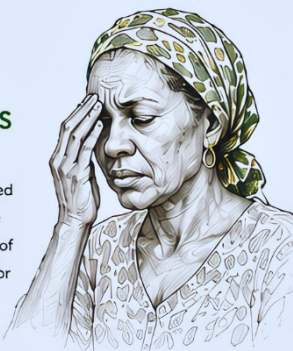
Slurred speech or trouble speaking or understanding simple words.



04

VISION CHANGES

Sudden blurred vision, double vision or loss of vision in one or both eyes.



05

BALANCE LOSS

Sudden dizziness, loss of balance or coordination. You may feel unsteady.



06

SUDDEN SEVERE HEADACHE

A very bad headache that comes on suddenly and is unlike any you've had.



BE FAST

Use these six steps to check for signs of stroke and act quickly.

B

BALANCE



Sudden dizziness or loss of coordination.

E

EYES



Sudden changes in vision.

F

FACE



One side droops or feels numb.

A

ARMS



Weakness or numbness in one arm.

S

SPEECH



Slurred or difficult speech.

T

TIME



Time to call for help. Every minute counts.



DON'T WAIT. GET HELP IMMEDIATELY.

Call your emergency number or go to the nearest hospital right away.

Early action can save lives. Early action can save brain.



You can't always control what happens, but you can control how fast you act.
Choose life. Choose to act.

POLICY & PROGRESS

Progress Briefs

The reforms, milestones and policy decisions moving the system forward.

Buying Better Health



The Federal Government has launched the **National Guidelines for Public Procurement of Food and Related Services**, positioning public procurement as a strategic tool for improving nutrition, preventing disease and strengthening healthier food systems across Nigeria.

Speaking at the launch, the Honourable Minister of State for Health and Social Welfare, **Dr. Iziaq Adekunle Salako**, described the Guidelines as a significant governance milestone, noting that government, as Nigeria's largest institutional purchaser of food, has the power to shape healthier food environments through its purchasing decisions. He said the reforms reinforce existing measures, including the National Guideline for Sodium Reduction, the Trans-Fatty Acid Regulation and the Sugar-

Sweetened Beverage Tax, while advancing the goals of the Nigeria Health Sector Renewal Investment Initiative (NHSRII). The Guidelines will improve the nutritional quality of meals served across schools, hospitals,

correctional centres, military formations and other public institutions, demonstrating how public procurement can contribute to healthier communities and stronger human capital.

“ **The Guidelines will improve the nutritional quality of meals served across schools, hospitals, correctional centres, military formations and other public institutions, demonstrating how public procurement can contribute to healthier communities and stronger human capital** ”

A New Roadmap for Cancer Care

Nigeria has intensified implementation of the **National Cancer Control Plan (2026–2030)**, a comprehensive strategy aimed at reducing the country's cancer burden by **30 per cent by 2030** through stronger prevention, early detection, diagnosis, treatment, survivorship, research, workforce development and partnerships. Announcing the renewed drive at **Best of ASCO Africa 2026**, the Honourable Minister of State for Health and Social Welfare, **Dr. Iziaq Adekunle Salako**, said

the Federal Government has inaugurated a multi-sectoral National Technical Working Group to drive implementation using an evidence-based approach that translates policy into measurable outcomes. He also called for stronger Pan-African collaboration in cancer research, innovation and access to quality care, urging African researchers to generate evidence that reflects the continent's unique realities.

The renewed implementation marks another important step towards building more resilient, equitable and evidence-driven cancer care systems for Nigerians.

HOPE Strengthens Primary Healthcare

The **Human Capital Opportunities for Prosperity and Equity (HOPE)** Programme marks another major investment in Nigeria's health sector renewal, reinforcing financing for primary healthcare through a more coordinated national approach. Speaking at the programme's launch, Coordinating Minister of Health and Social Welfare **Prof. Muhammad Ali Pate** said the reforms are being implemented

“The renewed implementation marks another important step towards building more resilient, equitable and evidence-driven cancer care systems for Nigerians



under the Nigeria Health Sector Renewal Investment Initiative (NHSRII), guided by the principle of **"One Plan, One Budget, One Report."** By aligning investments from the Federal Government, State Governments, the Basic Healthcare Provision Fund (BHCPF), the HOPE Programme and development partners, the initiative is strengthening governance, improving accountability and accelerating service delivery.

The programme builds on the progress already being recorded across primary healthcare and provides additional momentum towards achieving Universal Health Coverage.

NG-CARES AF Strengthens Community Resilience

The **Nigeria Community Action for Resilience and Economic Stimulus Additional Financing (NG-CARES AF)** Programme

forms part of the Federal Government's new suite of national development initiatives designed to strengthen resilience, improve service delivery and support vulnerable communities. Launching the programme, Coordinating Minister of Health and Social Welfare **Prof. Muhammad Ali Pate** said the initiatives demonstrate Nigeria's progress in delivering the commitments of the **2023 Health Sector Compact**, with coordinated investments by the Federal Government, States, Local Governments and development partners producing measurable improvements across the health sector.

By strengthening community resilience while expanding access to essential services, NG-CARES AF complements wider reforms aimed at improving health outcomes





and advancing inclusive human capital development.

SOLID Expands Support for Displaced Communities

The Solutions for Internally Displaced Persons and Host Communities (SOLID)

Programme will strengthen support for internally displaced persons and their host communities through coordinated investments in essential services and human capital development. Launched alongside HOPE and NG-CARES AF, SOLID reflects the Federal Government's commitment to translating economic reforms into measurable improvements in health, education, social protection and the wellbeing of vulnerable populations. Prof. Muhammad Ali Pate said the programmes are built on coordinated planning and financing that align national priorities with implementation at every level.

Together, the three flagship initiatives reinforce a shared objective: ensuring that development reaches communities where it is needed most while building a more resilient and inclusive Nigeria.

Global Confidence in Nigeria's Health Reforms

“ Together, the three flagship initiatives reinforce a shared objective: ensuring that development reaches communities where it is needed most while building a more resilient and inclusive Nigeria.

The Federal Government has secured a **five-year support package estimated at US\$500 million from Gavi, the Vaccine Alliance**, to strengthen routine immunisation, vaccine delivery and primary healthcare across Nigeria. Announcing the partnership in Abuja, Coordinating Minister of Health and Social Welfare **Prof. Muhammad Ali Pate** described the proposed support as a strong vote of confidence in Nigeria's ongoing health sector reforms, noting that it will strengthen domestic financing, improve vaccine security and expand access to life-saving immunisation. During the meeting, Gavi announced an upward review of Nigeria's vaccine and cash allocation, reduced co-financing obligations and reforms under its Gavi 6.0 strategy designed to provide greater fiscal flexibility and more predictable long-term support.

Welcoming the delegation, Permanent Secretary **Daju Kachollom S. mni**, reaffirmed the Ministry's commitment to providing the leadership and stewardship needed to translate the partnership into stronger immunisation systems and improved primary healthcare. Together, the renewed partnership reinforces global confidence in Nigeria's health sector renewal while supporting efforts to ensure every Nigerian child has access to life-saving vaccines and quality healthcare.



BETWEEN POLICY & PEOPLE

When Reform Meets the People

Why public enlightenment is the bridge between policy and people.



By Donni Dickson

Health systems are often described in terms of hospitals, medicines, financing and health workers. All of those matter. Yet one part of the system never appears in a budget line, an infrastructure plan or a performance dashboard: An informed citizen.

Long before a patient walks into a clinic, accepts a vaccine, enrolls in health insurance or recognises the warning signs of a stroke, something else has already happened. They understood.

That understanding is rarely accidental. It is shaped by conversations with health workers, accurate reporting by the media, public awareness campaigns, trusted community voices and the everyday exchange of knowledge between one person and another. We often call this communication. In reality, it is public enlightenment.

Public enlightenment is not simply about sharing information. It is about helping people make better decisions about their health, their families and their

futures. In many ways, it is one of the earliest forms of healthcare a person receives.

Throughout this edition of ON CALL, we have explored emergency medical services, brain health, cancer care, healthier food systems, stronger referral networks and partnerships that are reshaping Nigeria's health sector. At first glance, these may appear to be different stories. They are not. Each depends on people understanding something before they can benefit from it. A parent

Why public enlightenment is the bridge between policy and people

who understands the value of routine immunisation is more likely to protect a child from preventable disease. A family that recognises the warning signs of stroke is more likely to seek care before precious time is lost. A patient who understands the referral system is more likely to reach the right level of care without unnecessary delays. Knowledge, in these moments, is not merely useful. It is lifesaving.

That is why public enlightenment should never be viewed as the final step in health reform, something that happens after policies have been written and programmes have been launched. It is part of the reform itself. No single institution can carry this responsibility alone. Yet when everyone assumes someone else will do it, public enlightenment becomes nobody's responsibility at all. Government has a responsibility to communicate clearly. Health professionals have a responsibility to educate with empathy. The media has a responsibility to report with accuracy and context. Community leaders, civil society organisations and development partners all help carry trusted information further than government alone ever could. Citizens, too, have a responsibility to

ask questions, challenge misinformation and share knowledge that empowers others to make informed choices.

When those responsibilities come together, something remarkable begins to happen. Policies stop feeling distant. Institutions become more approachable. Trust grows. And reforms begin to take root in everyday life. Perhaps that is the true purpose of public enlightenment.

Not to make government more visible, but to make healthcare more understandable, ensuring every Nigerian can recognise how reform can improve their own life. Healthy societies are built not only by stronger

institutions, better financing or modern hospitals. They are also built by informed people.

People who know when to seek care. People who understand why prevention matters. People who recognise credible information and reject dangerous myths. People who see themselves not simply as beneficiaries of the health system, but as active participants in making it stronger. Every reform begins as an idea. Every successful reform becomes a public service. But every lasting reform becomes a shared understanding.

Perhaps that is the bridge between policy and people.

“

Government has a responsibility to communicate clearly. Health professionals have a responsibility to educate with empathy. The media has a responsibility to report with accuracy and context. Community leaders, civil society organisations and development partners all help carry trusted information further than government alone ever could

LOOKING AHEAD

The conversations, milestones and opportunities shaping the month ahead.

AUGUST AT A GLANCE



1-7 AUGUST

World Breastfeeding Week

Protecting, promoting and supporting breastfeeding for healthier families and stronger communities.



12 AUGUST

International Youth Day

Championing young people as partners in building healthier and more resilient communities.



19 AUGUST

World Humanitarian Day

Honouring humanitarian workers and the partnerships that save lives and restore hope.

WHAT WE'RE WATCHING NEXT

- Primary Healthcare Revitalisation
- Routine Immunisation
- Maternal, Newborn & Child Health
- Local Pharmaceutical Manufacturing
- Digital Health Transformation
- Universal Health Coverage

STAY CONNECTED



health.gov.ng



@Fmohnigeria



@fmoh_nigeria



Federal Ministry of
Health and Social Welfare



“

Every connection strengthens the system.
Every system strengthens lives.

ON CALL

ISSUE 05 | JULY 2026

4 - POINT AGENDA

of the Federal Ministry of Health and Social Welfare,
under **COORDINATING MINISTER PROF. MUHAMMED ALI PATE, CON**



RENEWED
HOPE

Improve Governance 01

Enhancing leadership, accountability, and transparency within the health system

Enhancing population health outcome 02

strengthening primary healthcare, reducing the disease burden

Unlocking the health value chain 03

Promoting local production of pharmaceuticals and medical consumables

Strengthening health security 04

Strengthening preparedness, surveillance, and response to public health emergencies.