AIG Public Leaders Programme 2024
Project Summaries

ABOUT THE AIG PUBLIC LEADERS PROGRAMME

Programme overview and structure

The AIG Public Leaders Programme is a unique executive education programme offered through a collaboration between the Aig-Imoukhuede Foundation and the University of Oxford's Blavatnik School of Government. Through blended classes, held both online and in Abuja, Nigeria, the programme affords high-potential African public servants an opportunity to strengthen the skills they need to build cultures of excellence, effectiveness and integrity throughout the institutions they lead.

As public sector executives ascending the ranks of government departments, agencies, ministries or multilateral organisations, participants must maintain exemplary performance in their current roles while developing the new skills and perspectives they will need to take on a top leadership role. The programme aims to broaden participants' public leadership skills, providing them with the conceptual frameworks and practical tools needed to meet the challenges of leading in the public service in an increasingly complex and rapidly changing world.

The programme offers insights from the world's leading scholars and practitioners, and peer learning from counterparts. The learning experience is intense and demanding, engaging the cohort through a mixture of classroom discussion, simulations, practical exercises and project work, over a total period of six months.

The programme graduates will go on to apply their learning to effect positive change in their departments, agencies or ministries, and contribute to the overall improvement of the public service in their country.

1

LIVE CLASSES

The programme starts with four days of live online classes, with the opportunity for meetings with faculty on the fifth day.

2

ONLINE LEARNING

The next four weeks consist of self-paced online learning, with Teaching Associates facilitating the online discussion boards.

3

RESIDENTIAL PROGRAMME

The one-week residential programme in Abuja is the most demanding part of the programme, with Blavatnik School faculty teaching live at the venue and via video.

4

PROJECT DEVELOPMENT

After the residential week, there is a window of time during which to develop and write-up the capstone project.

5

PROJECT REVIEW

In this final part of the programme, the presentation and review of the projects takes place in Abuja, as well as the closing activities and graduation.

Curriculum

The programme curriculum consists of five core themes:

Governing in times of challenge and change

Recognising the speed and depth of change in today's world, these sessions offer participants a stronger set of communication skills and a fresh understanding of the role of pragmatism, principle, framing, and inclusion as fundamental parts of public leadership in challenging times.

Through informal conversations with leaders from different sectors of society, these sessions explore how leaders stretch from their sectoral interests to the wider public interest. What strategies and techniques allow leaders to use their limited authority to advance the most far-reaching ambitions?

Integrity in public life

These sessions will explore how public leaders can build and promote integrity within their own organisations and what it means for an organisation to be trustworthy. We examine how difficult it can be to recognise integrity, the factors that cloud our ethical decisions, and the long-term damage to one's leadership that can flow from a single misjudgement.

The pitfalls in decision-making

While senior decision makers pride themselves on using the best information and advice available, there is plenty of evidence that our decisions are too often coloured by our psychological biases. We explore framing bias, confirmation bias, overconfidence bias, and sunk-cost bias, as well as examples of groupthink. Through this, we consider the consequences for decision-making and test some simple techniques to overcome these biases in individual and group decisions.

Harnessing technology

Exploring the many challenges in today's ever-changing technological developments, these sessions look at how to manage technology. We examine, among others, questions of cyber security and threats newly enhanced by artificial intelligence, and learn to do so without losing sight of public interest.

Strengthening public organisations

These sessions explore what it means to lead an effective organisation. We consider who sets an organisation's goals and values, and what counts as high performance. We also look at the trends and cycles in organisational reform, and what evidence there is to support strategies of radical reform or incremental improvement. We examine the tools that different administrations use to improve performance, including target-setting, data generation, and outsourcing. .

The organisers

University of Oxford

The University of Oxford is not only the oldest university in the English-speaking world, but also a unique historic institution. There is no clear date of foundation, but teaching existed at Oxford in some form in 1096 and developed rapidly from 1167, when Henry II banned English students from attending the University of Paris.

During the 20th and early 21st centuries, Oxford added to its humanistic core a major new research capacity in the natural and applied sciences, including medicine. In so doing, it has enhanced and strengthened its traditional role as an international focus for learning and a forum for intellectual debate.

Oxford's international profile rivals that of any university in the world, highlighted by the breadth and depth of its research collaborations and a truly global student body and academic staff.

The University has been educating leaders from all walks of life for over 800 years.

The Blavatnik School of Government

The Blavatnik School of Government , University of Oxford, is a global school pursuing a vision of a world better led, better served, and better governed.

We believe that the Blavatnik School of Government can improve the quality of government and public policy-making worldwide, so that citizens can enjoy more secure and more fulfilled lives. We are committed to excellence in leadership and public policy education through three priorities:

- teaching: we deliver transformative teaching programmes that combine deep expertise with analytical thinking and practical skills;
- researching: we produce and communicate excellent and high impact research and we help others address real-life policy challenges;
- engaging: we forge networks that enable policy leaders to learn from each other and from top scholars to generate solutions and share best practice.
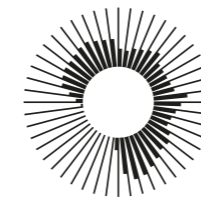
The Aig-Imoukhuede Foundation

The Aig-Imoukhuede Foundation is a public sector-focused philanthropic organization founded by Aigboje and Ofovwe Aig-Imoukhuede to improve the lives of Africans through transformed public service delivery and increased access to quality primary healthcare.

The Foundation accomplishes its mission by working with public sector entities, the private sector, and other philanthropic partners, providing funding, technical assistance, and strategic support to strengthen public sector reform initiatives and build the capacity of the public sector workforce. To achieve its healthcare objectives, the Foundation has committed to adopting 23 Primary Health Centres across 23 Local Government Areas in Nigeria and works with partner organisations such as ABCHealth, GBCHealth, the Private Sector Health Alliance of Nigeria (PSHAN), and the Nigerian Solidarity Support Fund (NSSF) to push for better health outcomes for Nigerian citizens.

PROJECT SUMMARIES

About the projects

After six weeks of engagement and learning on the programme, participants are given a window of time during which they work individually to develop a final project, by applying a key idea from one of the core modules and using that idea to develop or advance an initiative, innovation, or intervention in their present department, ministry or agency.

The project gives participants an opportunity to apply what they've learned on the programme in their real-world work, and present the results to their peers and the programme faculty.

Each participant's full project report outlines:

- the problem addressed;
- the initiative, innovation, or intervention that is hoped will solve or ameliorate the problem;
- a step taken since the programme as part of the initiative, innovation, or intervention in which they applied a specific idea that they've learned during the programme;
- any result of that action that is already apparent;
- the longer-term result that they are hoping to achieve, and the theory-of-change that connects the intervention to that result.

Participants present the project to their peers and the programme faculty during the closing days of the programme. On the following pages there is a summary of each of the 68 projects developed by this year's participants.

AIG Public Leaders Programme participants 2023

UMTH Procuretech: streamlining procurement excellence at The University Of Maiduguri Teaching Hospital

The University of Maiduguri Teaching Hospital (UMTH), a Nigerian tertiary healthcare institution, offers comprehensive medical services, education, and research. It focuses on addressing diverse medical needs that encompass various specialties, making it a significant hub in the northeastern region of the country. The procurement of goods and services from external sources is crucial for the institution's optimal functioning. The entire process is manual, often characterised by manual handling of procurement tasks that results in inefficiencies, including paperwork backlogs, manual data entry errors, and delayed communication between departments.

To address this challenge, this capstone proposed to facilitate management digitisation plan in converting the analogue processes of purchasing third-party goods and services into digital ones, with increased operational efficiency, better monitoring and compliance, and a more comprehensive and accountable procurement framework.

Mohammed Abdullahi
Consultant / Lecturer, Oral and Maxillofacial Surgery, University of Maiduguri Teaching Hospital

Developing a policy document on sexual harassment for the National Youth Service Corps (NYSC)

Working in a toxic environment where rights are trampled upon and seeking redress is difficult because there are no clear guidelines is not palatable. The NYSC mobilises eligible Nigerian graduates for the mandatory one-year National Service. The absence of a policy document on sexual harassment by NYSC makes the Corps Members to be at risk of exploitation leading to distress, depression and suicidal tendencies.

The project developed a policy document on sexual harassment after getting background information through questionnaire. The document contained procedure for seeking redress, how to handle complaints and disciplinary procedures on sexual harassment within the system.

Once the draft policy document awaiting approval (initial approval was given for the project) is deployed, Corps Members and members of staff will work in a safe environment leading to higher productivity and improved service.

Oludolapo Abraham
Assistant Director, Mobilisation, National Youth Service Corps

Creating a platform for researchers and scientists in Africa in the area of Biotechnology to access quality funding

There is a dearth of funding for Biotechnology researchers and Scientists in Africa and making quality funding accessible through a robust platform is the aim of this project.

Having worked for more than a decade in a government Biotechnology research institute, I discovered that there is a yawning gap in the area of funding for research projects in the sector, and that there is a need for innovation and critical intervention if down the line crisis is to be averted in the area of food and drug security.

The three types of funding (Equity funding, Venture Capitals and Grants) are none existent and sometimes the information on them is vague, hence my project and the drive for my innovations and intervention.

Akindamola Adeboye

Special Assistant to the Centre Director (Admin, Planning, Projects & Logistics), National Biotechnology Development Agency

Advancement in Animal Research Ethics: Strengthening and Digitalizing the Approval Process in Edo State

Edo State was looking to establish a formal framework for animal research ethics to streamline processes and enhance animal welfare.

This capstone project established the Edo State Council on Animal Welfare and the Edo State Ministry of Agriculture and Food Security Animal Ethics Committee, implementing a structured and funded system for ethical review and approval. Stakeholder engagement, particularly with the Permanent Secretary, Dr Aibuedefe Peter Osagie, proved crucial. A phased approach ensured smooth implementation, while a differentiated fee structure guarantees financial sustainability. Additionally, a digital application portal (aligned with AIG's ""Harnessing Technology"" module) streamlines the process and eliminates paper use thus contributing to the reduction of carbon footprints.

This project safeguards animal welfare, promotes responsible research practices, and bolsters public trust. It contributes to improved health and sustainable development in Edo State, setting a standard for ethical animal research and demonstrating the power of stakeholder engagement and innovative solutions in addressing complex public governance challenges.

Icomiare Adebudo

Senior Consultant/Deputy Director, Edo State Ministry of Agriculture and Food Security

Online Payment System

West Africa Health Examinations Board (WAHEB) has a large number of educational institutions in Nigeria that actively participates examinations. The current situation entails these educational institutions to make payments via bank drafts and are presented at Board Secretariat in Lagos to obtain payment receipts. Some of these institutions transfer their candidates fees to bank accounts of some WAHEB staff to raise drafts to make payments on their behalf. Most of these payments were not remitted into the organisations account.

To tackle this issue, I initiated the development of online payment system that underscores the importance of embracing digital solutions to enhance service delivery. My initiative involves creating a secure digital payment infrastructure that facilitates seamless payment processing and digital documentation of institutions payment history. This initiative aligns with the program's emphasis on technological solutions and also corresponds to the broader ambition of reforming, improving, and creating a responsive and transparent payment process.

Olumide Adejola

Head, IT Department, West Africa Health Examinations Board

Strengthening organisational system through changing the attitude of members of staff towards work and clients

The decline in the enthusiasm of people to visit Government-Owned Hospitals as a result of the poor attitude of health workers, has been a major challenge facing the Lagos State Government. In order to change the narrative, the State Government established the Service Charter initiative in 2010 with the aim of instituting client-centered service delivery in all Agencies in the State. The initiative has a feedback mechanism that helps the Agencies to feel the pulse of their clients and improve on service delivery. Analysis of the feedbacks reveal that 70% of the complaints bothered on staff attitude.

This project looked into the use of formal and informal means of appreciation, giving of incentives and mentorship, to stimulate a positive shift in staff attitude with a resultant improvement in service delivery. A slight improvement was observed in the attitude of the staff used as pilot study, three weeks into the project.

Babatunde Adeolu

Director of Physiotherapy, Lagos State Health Service Commission, Randle General Hospital

Repositioning NACA Zonal Offices For Greater Efficiency

The National Agency for the Control of AIDS (NACA) coordinates all HIV/AIDS activities in the country. To enhance its effectiveness,NACA established six zonal offices aimed at sustaining relationships with various state and non-state actors. However, these zonal offices faced challenges such as the lack of a dedicated budget line, insufficient skilled staff, unclear job descriptions, and inadequate key performance indicators (KPIs) for tracking progress.

To tackle these challenges, a comprehensive plan was put in place after securing buy-in from all relevant stakeholders. The first phase involved initiating a capacity-building process for all staff members across the six zonal offices. Additionally, job descriptions were developed, KPIs were established to provide clarity and accountability.

As a pilot initiative, the South West zone was chosen to implement these strategies. The ultimate goal is to empower all zonal offices to operate optimally by addressing the identified gaps. This initiative aims to improve NACA's coordination efforts nationwide. The strategies implemented in the South West zone will be replicated across the other zones for uniformity and greater efficiency.

Ibironke Adeoye

Assistant Director, South West Zonal Coordinator, National Agency for the Control of AIDS (NACA)

Transforming Lagos State Forestry Services to Lagos State Forestry Commission

The main objectives of transforming LSFS to LSFC are as follows:

a) Enhance governance: Establish a regulatory body with focused attention, adequate resources, and decision-making authority to govern and manage forestry affairs in Lagos State.

b) Strengthen enforcement: Strengthen law enforcement capabilities to curb illegal activities such as deforestation, illegal logging, and encroachment on forest lands.

c) Improve coordination: Enhance collaboration between relevant stakeholders, including government agencies, local communities, and non-governmental organizations, to optimize the management and conservation of forest resources.

d) Promote sustainable practices: Implement sustainable forestry practices, including tree planting.

The transformation of LSFS to LSFC represents a crucial step towards improved forestry management and conservation in Lagos State. It will provide the necessary governance structure, enforcement capabilities, and coordination mechanisms required for sustainable forest resource management. By adopting the strategies outlined in this concept note, Lagos State can become a model for effective and sustainable forestry practices in Nigeria and beyond.

Ade Adewunmi

Forest Officer, Assistant Director, Agriculture, Lagos State Forestry Services

Paper Presentation on leadership as a force multiplier: approches to formal and informal supervisory roles

The need for team leaders to apply the concept of force multiplication in every organization cannot be overemphasized as it behooves them the ability to identify strengths and weaknesses of team members and provides the right approach to harnessing the potentials and boosting the productivity of the team. The Department of State Services (DSS) has an enormous task of protecting the nation from domestic threats, which is largely dependent on quality of staff.

The lecture presentation was aimed at advancing the services position on incorporating informal approaches to supervisory roles, while recognizing that the command-and-control culture of the service largely provides a strict formal approach to these roles. This is to avoid under performance, disengagement of teams and missed opportunities in the ever-dynamic environment that the service operates in. Storytelling, excerpts from interviews of successful leaders and an interactive session were used to drive effective learning during the presentation.

Chiemela Ajaero
Security Liason Officer, Department of State Services

Initiative to process and issue electronic titles for Lagos State Public Schools in order to curb incessant encroachment

While conducting physical site visits to Lagos State public schools immediately after the inauguration of the Special Committee on Rehabilitation of Public Schools (SCRPS), it became obvious that a lot of schools were battling with issues of illegal encroachment within their premises. These encroachments ranged from parcels of land being carved out and sold by unknown individuals to the erection of temporary structures such as sheds to massive residential structures.

It was discovered that the issue stemmed primarily from the non-existence of legal titles for all the land that schools were built on while the secondary cause is that some schools with large parcels of land were not totally fenced thus allowing access to unscrupulous individuals.

This initiative is geared towards ensuring public school land boundaries are legally secured by the processing and issuance of legal titles (certificates of occupancy) in order to discourage any sort of encroachment in future. delivery and availability of committed staff.

Ayodele Ajayi
Director, Technical, Special Committee on Rehabilitation of Public Schools, Lagos State Government

Digitization of Billboard Inventories for a LASAA Virtual Business Directory

The Digitization of Billboard Inventories for LASAA's Virtual Business Directory represents a ground-breaking endeavor aimed at revolutionizing outdoor advertising practices in Lagos. This initiative involves the conversion of LASAA's extensive billboard inventory into a digital format accessible through a sophisticated virtual business directory.

By digitizing billboard data, stakeholders gain instant access to comprehensive information regarding approved billboard locations, dimensions, and availability. This transformative approach streamlines the advertising process, facilitating efficient decision-making for advertisers and enhancing transparency in the industry.

The virtual business directory serves as a centralized platform, fostering collaboration among advertisers, billboard owners, and regulatory bodies. Through embracing digital innovation, LASAA aims to create a virtual marketplace that will modernize operations, optimize resource utilization, and elevate the standards of the outdoor advertising sector in Lagos, positioning itself as a pioneering force in the digital transformation of the industry.

Temitope Akande
Deputy General Manager, Corporate Communications and Strategy, Lagos State Signage & Advertisement Agency

Harnessing technology for improved compliance with existing policies on administration of leave in the University of Ibadan

An in-depth interview with stakeholders at the University of Ibadans' (UI) Human Resource and Development Department (HR&D) revealed that the existing paper-based leave management system in the University is grossly ineffective. The system is highly expensive to operate, leads to excessive manpower loss, makes it extremely difficult for the HR&D to effectively monitor and evaluate level of compliance to extant leave-related rules, and it lacks capacity for providing real-time data for effective decision making on leave-related matters. This development has significantly reduced the overall effectiveness of UI.

Consequently, this initiative introduces full automation of leave administration in UI. This projects PLP learning-domains are,"Harnessing Technology"and "Strengthening Existing Systems". An in-house developed software will be deployed for leave management. For this purpose, the extant leave policies and procedures have been codified into a Standard-Operating-Procedure. Effective application of the software will streamline the entire process of leave administration in UI.

Oluremi Alao
Senior Assistant Registrar, University of Ibadan

Enhancing Statutory Regulatory Delivery through effective collaboration and coordination

In light of safety breaches, environmental incidents, registration and documentation standards gaps, operational challenges and threats to economic sustainability in Nigeria's maritime domain, it becomes imperative for the Nigerian Maritime Administration and Safety Agency (NIMASA) to significantly enhance its regulatory delivery to ensure optimal compliance with regulations. This project focuses on fostering collaboration and coordination within NIMASA to enhance consistent, compliant, and cost-effective regulatory delivery.

To achieve this goal, the project integrates strategies of effective communication and inclusion, target-setting and data generation, and technology adaptation from the AIG-Oxford Programme's core themes: Governing in Times of Challenge and Change; Strengthening Public Organisation; and Harnessing Technology, with the Theory of Change framework to design a technology-enabled administrative and operational coordination framework that will allow a whole-Agency approach to regulatory delivery. The expected outcomes of this project include creating a safer and more secure maritime environment, enhancing public welfare, and promoting sustainable economic growth.

Emmanuel Alfred

Assistant Director and Head of Unit, Nigerian Maritime Administration and Safety Agency

Creating a Leadership Development Programme for the Central Bank of Nigeria

The CBN strives to deliver on its mandate by developing its people through various interventions. There is a wide range of ready made leadership trainings but nothing strategic, structured or customized. This leads to managers developing their own ways of doing things, which may not align with the systems leadership expectations thereby creating a negative effect on performance management.

The objective of this project is to design and implement a comprehensive leadership development program for the CBN.

The project hinges on the module on strengthening public organizations to create a customized leadership philosophy drawing on the leadership competencies within the Banks competency framework, and a program that aims to cultivate a pipeline of skilled and competent leaders across all levels of the Bank, aligning with its succession planning strategies and bolstering its leadership bench strength.

By implementing this program, the Bank is expected elevate its organizational capabilities by increasing employee engagement and retention as well as establishing a more robust and future ready leadership pipeline, that will serve with the best of their abilities.

Fatima Ango

Assistant Director/Head, Monitoring and Evaluation Office, Central Bank of Nigeria

Digitalized Patient Calling System

The General Out-Patient Clinic of the University of Calabar Teaching Hospital is one of the busiest clinics in the hospital with no less than ten consulting rooms being utilized simultaneously to attend to a flood of patients daily. A notable challenge for doctors during consultation is the way in which the next patient on the waiting list is called into the consulting room and usually the doctor would have to walk to the patients and waiting area which is a considerable distance, to do so. This method causes distress to the doctors and also makes the clinic rowdy and disorganized.
The intervention is to introduce a digitalized system of calling patients by the use of intercom (short-term) and public address table microphone system (long-term). This should bring more orderliness and organisation to the clinic, reduce stress on the part of the doctors and potentially foster better doctor-patient engagements and overall patient satisfaction.

Efioanwan Archibong

Registrar, University of Calabar Teaching Hospital

Enhancing Hostel Management System using a digitalized approach in Lagos State University

Students' Affairs Officers at tertiary institutions like Lagos State University (LASU) face challenges in efficiently managing hostel accommodation for students due to manual allocation processes and communication gaps. To address this, a digitalized approach was proposed, aiming to streamline allocation, improve communication, and enhance administrative effectiveness. The initiative involved information gathering, obtaining university's approval, software development, and post-implementation evaluation.

A survey conducted among hostel occupants revealed slow and cumbersome allocation processes as well as poor response to complaints, highlighting the need for intervention.

The initial engagement of a third-party for software development had reached a milestone but was reviewed due to an administrative directive, prompting collaboration with the university's ICT unit. This step reinforced the Universities commitment to ensuring effective implementation of the digitalized hostel management system as a solution to administrative challenges which will ultimately improve the overall experience by all stakeholders.

Zaynab Ashiru-Mobolaji

Deputy Registrar, Lagos State University

Accessing external funding from Bilateral, Multilateral & Philanthropic Institutions for Digitalization Programs of Government through Galaxy Backbone

Several research documents have shown that global development finance for digitalisation grew significantly between 2015 and 2019. The data indicates that development co-operation providers such as bilateral, multilateral and philanthropic institutions have been investing increasing volumes of development finance in activities related to digitalisation and digital transformation for the benefit of Governments around the world.

Given the urgent need for Galaxy Backbone to increase its base of financial support especially for capital projects, it has become imperative to seek out other sources of financing apart from the sale of products and services.

Therefore, this project will seek access to developmental finance and technical assistance from bilateral and multilateral organizations as well as philanthropic institutions, in support of Nigerian Governments digitalization programs and projects.

In doing this, a framework of engagement will be established and prospective institutions will be engaged with the ultimate aim of securing financing and/or technical assistance for digitalization programs of the Federal Government of Nigeria through Galaxy Backbone.

Akintayo Ayodele-Bamisaye

Stakeholder Manager (Business Enterprise), Galaxy Backbone

Amplifying Service Excellence in the Central Bank of Nigeria

The Bank has consistently grappled with delivering excellent service, especially where it concerns its internal customers. While many interventions have been implemented over the years, analysis depicts organisational culture, specifically, poor customer orientation and the inability to balance the delivery of excellent customer experiences with being a policy-making/regulatory agency as the root cause.

The project aims to accentuate the Bank's optimal customer orientation to all stakeholders; enhance staff ability to deliver excellent experiences consistently across board; and accelerate this know-how across the Bank's 40 locations and 67 Business Units in the quickest timeframe and within a lean budget.

This is being achieved through the development and deployment of The CBN Customer Orientation Course in an e-learning format for staff. The course consists of 6 modules including "the exceptional public servant" "our optimal customer orientation", "excellence in service delivery" and "overcoming complacency". I am drawing on lessons from Strengthening Public Organisations to incorporate informal processes and leveraging technology as a tool to achieving the goal.

Oluwakemi Banjo

Head, Change Management, Central Bank of Nigeria

Improving staff efficiency in the Health Projects Unit of Delta State Ministry of Housing

Inadequate training of staff and upskilling have been some of the challenges to staff productivity in the Unit. The aim of this project is to bolster staff efficiency and effectiveness via continuous learning and development and the adoption of extra digital tools to improve work output.

A weekly in-house training session was introduced on themes focused on improving our knowledge on work processes and our professions. Also, where necessary external training programs are to be identified and sponsored in-house for staff members. Long term plans include training to upskill staff in essential software aligned with global best practices.

Catherine Bekibele

Assistant Chief Architect, Health Projects Unit, Delta State Ministry of Housing

Enhancing the adoption and use of official emails for official communication in the Federal Ministry of Aviation and Aerospace Development

In today's digital era, effective communication and information sharing are crucial for government entities like the Federal Ministry of Aviation and Aerospace Development. This initiative was born from the need to prepare staff for the success of ongoing digitalization efforts and also address the low adoption of official emails among staff. It aims to enhance the adoption of official emails for improved transparency and efficiency within the Ministry.

Adopting official emails offers the Ministry several advantages: It enhances professionalism, fosters trust, and creates a unified communication platform. It strengthens security by protecting sensitive data and minimizing breaches. It increases accountability through transparent and traceable communication, enabling effective monitoring and evaluation.

This initiative will optimize internal processes and serve as a driving force towards the Ministry's transformation journey to full digitalization, ensuring alignment with modern technological advancements and equipping staff to seamlessly embrace official emails as the primary mode of communication.

Timothy Dasa

Assistant Director/Head ICT, Federal Ministry of Aviation and Aerospace

AMCON SME Business Hub (a capstone project under AMCON's CSR Desk)

AMCON, having been set up to be a key stabilisation tool in the Nigerian Economy has gained very specific knowledge which SMEs can benefit from to gain the necessary leverage required for growth.

To disseminate this knowledge, AMCON is considering launching its AMCON SME Business Hub which would be a business training hub for small and medium scale businesses aimed at teaching business management skills, business systems creation and loan management.

Participating SMEs will also be shown and taught how to use business software applications for Accounting, CRMS and HRMS.

A business document repository with sample documents accessible to SMEs for download, customization and use will also be made available.

Participating SMEs will be granted access to the repository having first been trained on how to use the documents and create relevant systems.

Omoekeuan Fred-Ogunlana

Unit Head, General Enforcement Department, Asset Management Corporation of Nigeria, Lagos

Digitalisation of Investigation Case Management System in ICPC

The capstone project is aimed at developing and enhancing the efficiency and effectiveness of Criminal Investigation process in ICPC through the digitization of investigation case management process using a comprehensive cloud based, secure digital platform that streamlines workflow, improves turnaround time and ensures data security and integrity of the investigation process. The process is also aimed at providing a system for real-time tracking of progress of cases under investigation, information sharing from HOD to Divisional Heads and to Investigators using google sheets. The project involves conducting a needs assessment, developing a system requirement template, process implementation, continued monitoring and evaluation.

Hassan Gadu

Assistant Chief Superintendent, Investigation, Independent Corrupt Practices and Other Related Offences Commission

P.E.P.P.E: An Innovative Initiative for Nigerian Public Service Transformation

The P.E.P.P.E Performance Management System is a digital platform that represents a groundbreaking initiative aimed at modernizing and enhancing the Nigerian Public Service Performance Management System. Addressing inherent inefficiencies and gaps, the app offers solutions for streamlined processes, transparent evaluations, career development, and technological integration. Through stakeholder engagement and iterative development, the project seeks to foster a culture of professional excellence and workplace accountability within the public service. Despite challenges, progress has been made, signaling a promising future for Nigerian public sector reform. This transformative endeavor promises to redefine the landscape of public service in Nigeria and position the nation as a global leader in governance innovation; thereby enabling the restoration of past lost glory and dignity of our Nigerian Public Service.

Pemwa Gomwalk

Programme Officer, Federal Capital Territory Administration

Implementation of an E-Invoicing Dashboard for the National Data Repository (NDR)

The National Data Repository (NDR) within the Nigerian Upstream Regulatory Commission (NUPRC) faces challenges with manual invoicing, leading to disputes and inefficiencies. To address this, an e-invoicing platform was initiated based on digital technology concepts learned during the AIG Program. The dashboard aims to automate invoicing, minimize disputes, and improve accuracy. Ongoing activities include development and testing, with promising results showing reduced disputes. Future plans involve integrating flexible payment options. Overall, the e-invoicing system would enhance transparency and efficiency within the NDR, ultimately driving positive change in the oil and gas industry.
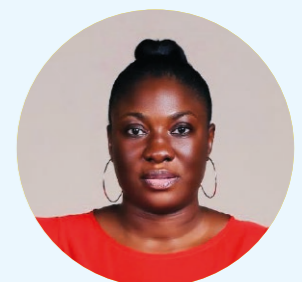
Adedoyin Ibosiola

Team Lead, Finance Budget and Administration (NDR)/ Senior Technical Assistant to Head NDR, National Data Repoository/Nigerian Upstream Petroleum Regulatory Commission

Enhanving the Nigerian Navy Divisional System for the Twenty First Century Operational Environment

The Nigerian Navy (NN) utilizes the Divisional System for administration and management of its personnel, comprising junior officers, and ratings who make up a large percentage of its workforce. They also belong to the Gen Z generation. Accordingly, my project based on the feedback from a survey, seeks to address identified gaps which are largely attributed to inadequate knowledge on leadership and management and lack of positive informal behaviours.

The project entails publishing a Coffee Table Book and a novella to inspire self-reflections and conversations on the trust of leading and shaping people's career in the Nigerian Navy.

The ideas and suggestions proffered in the books have been implemented in my office as a pilot Study. This has provided the opportunity to review the ideas where necessary. Divisional Officers in my office are more informed and alive to their responsibilities and the ratings look up to them for guidance.

Madu Ibrahim

Helicopter Pilot and Certified Flight Instructor, Nigerian Navy

Improving organizational efficiency and service delivery through the provision of readily available centralised and uniform source of information

This project focussed on delivering a compact and readily available source of information about the organisations mission, vision, values, policies and procedures to its employees. The foundation for any striking success within an institution rest on the availability of adequate information as instructions are pivotal to direction. The projects target to provide an employees handbook would no doubt strengthen and improve organisational performance. This employees handbook would help staff get acquainted with everything they need to be successful in the workplace, which will help them enjoy the most rewarding service.

One major problem that has plagued our organisation is the lack of transparency and consistency. A survey conducted through interview revealed that some members of staff were disgruntled because other people either enjoyed undue advantage or that issues concerning them were treated differently because of the inconsistencies in the application of rules and regulations across the organisation. Providing clear accessible information guarantees that the organisation moves in the right direction and every staff is educated about management/ leadership expectations.

Oluwafikemi Iji

Principal Lecturer, Federal College of Animal Health and Production Technology I.A.R & T Moor Plantation Ibadan, Oyo State

SERVICOMPLUS: a new model for an Inter-Government Service-Level-Charter to exporters, leveraging the emerging State Export Strategies Framework

The World Bank Ease-of-Doing-Business Report, 2020, ranked Nigeria 179th out of 190 countries. Compared to Kenya, the time-to-export (border and documentation compliance hours) in seven times higher, while the cost-to-export is 350% more. To address this challenge, this SERVICOM+ project takes advantage of the emerging State Export Strategy framework enabled by the successful World Bank SABER Performance Grant program, launched in 2023. SERVICOM+ is designed as an inter-government collaborative framework for federal and state government service providers to articulate a service-level-agreement (SLA) for exporters; which is tracked and continuously improved, leveraging digital technology.

SERVICOM+ activates an existing national policy instrument (SERVICOM) at the State context, to strengthen mostly rejuvenating NEPC State Committees on Export Promotion (SCEPs), to actively lead the ambitious long-term State Export Strategies. SERVICOM+ is now embedded in the Institutional Strengthening Pillar of the State Export Strategies blueprint for SCEPs, as adopted from the NEPC Ondo State model.

Benedict Itegbe

Deputy Director/State Coordinator, NEPC Ondo State Coordinating Office, Nigerian Export Promotion Council (NEPC)

Assessment of the contributions of ICT Unit to Service Delivery of the National Drug Law Enforcement Agency (NDLEA)

Modern Law Enforcement Agencies are expected to have a robust ICT unit that can carry out high-tech investigations, manage criminal databases and communication systems as global crimes become more sophisticated and technologically enabled. The crux of the investigation therefore is to examine the current state of the ICT Unit of NDLEA and how to strengthen the unit towards efficient service delivery. In carrying out this research, three modules of the AIG Programme: Strengthening Public Organizations, Pitfalls in Decision-making and Harnessing Technology resonated with me.

The study employed a mixed-method research design to collect data from various sources to address the stated problem, this is with a view of generating evidence-based data that will guide the management in making informed decisions. The intervention therefore will enable the NDLEA management to know the current state of the ICT unit and provide strategic direction toward making it effective and efficient.

Mohammed Kadir Segun

Assistant Director, Technical Intelligence/IT, Directorate of Intelligence, National Drug Law Enforcement Agency

Development of a robust and scalable Integrated Mediation Management Solution Suite that automates court annexed mediation

The Constitution of Kenya under Article 159 (2) mandates the Judiciary to promote the use of alternative forms of dispute resolution in enhancing access to justice. Cognizant of this, the Judiciary has been implementing Mediation as an alternative dispute resolution mechanism, under the umbrella of the court. Information, Communication and Technology (ICT) solutions form the backbone onto which implementation of the Judiciary Mediation Strategy is anchored. The project goal is to deliver an Integrated Mediation Management Solution that automates key court and administrative functions. The solution will have a centralized mediator and mediation case data collection and management system, with role-based access control and real-time analytics, decision support and reporting functionalities. The solution will enhance service delivery and contribute to the institution's blue print on Social Transformation Through Access to Justice.

Caroline Kendagor

Senior Principal Magistrate & Acting Registrar Mediation, Judiciary of Kenya

Strengthening Public Institutions - Challenging the status quo: improving service delivery through informal consultations

The Federal Ministry of Justice deploys legal advisers to various MDAs to provide legal support. Oftentimes, these legal advisers are not included in the activities of these organizations and are only resorted to when challenges arise. Regrettably, this hinders their ability to give proper counsel in such situations, which often result in litigation against the Government. Accordingly, to mitigate these shortcomings, the Legal Advisers' Forum was revived in December, 2023 as a platform for legal advisers to exchange ideas and suggest how best to overcome common challenges faced in the various MDAs, mentor new advisers and develop a code of conduct for its members, among others. The Forum has met twice so far, with fruitful deliberations. Pertinently, this is an ongoing project which is expected to enhance effective and efficient functioning of the various legal departments.

Kamilatu Kida

Director, Legal Services, Nigerian Agricultural Insurance Corporation

Improving efficiency and productivity: Review of NEITI Reporting Process Manual

The Nigeria Extractive Industries Transparency Initiative (NEITI) is an agency of government, responsible for developing a framework for transparency and accountability in the extractive sector in Nigeria. Its major service offering is the annual NEITI Extractive Industry Reports. The Energy and Mining Department is responsible for oversighting the preparation of the NEITI Reports.

This project seeks to address the lack of documented procedures, prepared using the most recent policy documents, for the guidance of staff of the Department in executing the processes and activities necessary to complete the Reports.

The expected outcome of this intervention will serve as a tool that allows team leaders to quickly familiarize new team members with the procedures and workflows necessary to achieve the Departments main objective. It also incorporates a mechanism for near instant feedback from team members geared toward enhancing the processes.

Asmau Maibe

Team Leader, Oil and Gas, Nigeria Extractive Industries Transparency Initiative

Developing an electronic billing and processing system for National Health Insurance Authority Unit in University of Benin Teaching Hospital

Hard copy hospital bills generated by the hospital for treating enrollees under the national health insurance authority programme are rejected by health maintenance organizations.

The hospital's failure to recover the cost of delivering services results in revenue losses and difficulty in providing services to enrollees. Using the assumption from my theory of change that the technical team fully understood the challenge of the bill generating process, we proposed a solution of digitizing the bills generating preparation.

To achieve this goal, we designed a digital software application which can be used on-line and off-line, (and captures every aspect of the hard copy bills) to generate electronic bills.

The outcome is an electronic bills system which can rapidly and seamlessly generate electronic bills sent to HMOs. This will reduce rejection of bills, time and improve the quality of bills generated. Ultimately ensuring that enrollees continue to access medical services from the hospital.

Ndubuisi Mokogwu

Head, Data Intelligence and Innovation Unit, University of Benin Teaching Hospital

Strengthening the administrative bail process and enhancing prosecution of corruption cases by harnessing digital technology

Central to the enforcement mandate of the Independent Corrupt Practices and Other Related Offences Commission (ICPC), a Federal anti-graft agency in Nigeria, is investigation and prosecution of corruption cases. However, the recurring issue of defendants absconding, after their bail is secured by "serial sureties" who lack the vires to produce them as undertaken, has significantly undermined effective prosecution.

The project, inspired by key learning from the modules on strengthening public institutions and harnessing digital technology, aims to strengthen the Commissions administrative bail process by leveraging technology to establish a centralized database with surety information. The database pulls together segmented surety information existing within the nine (9) Investigation Divisions across the Commission to identify "serial sureties" thereby providing an additional layer of vetting for potential sureties and proactively preventing the release of Defendants to persons flagged as such. Ultimately, this will improve the effective fulfilment of the Commissions enforcement mandate.

Yetunde Mosunmola

Assistant Chief Superintendent (Legal), Independent Corrupt Practices and Other Related Offences Commission

Enhancing the efficiency of TCN through the development of a Technology-Integrated Standard Operating Procedure Manual

Our organisation is historically reliant on paper-based and discretionary management. The legal Department has embarked on a transformative journey with the completion of the Standard Operating Procedure (SOP) Manual for the Department initiated seven years ago. This initiative is aligned with the AIG module's goals to enhance public service and integrate technology, which marks a significant shift towards structured organisational processes. The SOP manual is a comprehensive framework to standardise and optimise the Legal Department's functions. It outlines specific procedures, templates, and guidelines to boost efficiency, minimise risk, and ensure compliance and overall effectiveness, particularly for staff onboarding.

It is designed for continuous evolution in response to changes in legal and organisational contexts. Also scheduled for annual revisions to stay abreast of legal advancements and shifting organisational needs. Digitally accessible to staff, this manual is a critical step in modernising the organisation, potentially serving as proof of concept.

Fatima Muhtar

General Manager (Legal Adviser / Company Secretary), Transmission Company of Nigeria

Enhancing Microsoft 365 utilisation at NMDPRA Southwest Regional Office, Lagos

The NMDPRA Southwest Regional Office identified sub-optimal Microsoft 365 usage hindering workflow efficiency and collaboration. To address this, a project focused on implementing SharePoint and engaging stakeholders was initiated. The Theory of Change is aimed at increasing efficiency, fostering a digital-first culture, and optimising Microsoft 365 features. Despite challenges in permissions and alignment, progress was made in SharePoint development. Lessons learned emphasised stakeholder engagement and iterative practices. Ongoing training and support will ensure user adoption and maximise benefits. The project showcases the office's commitment to digital transformation for improved service delivery and organisational effectiveness.

Yusuf Mu'azu

Assistant Director, Corporate Services & Administration, Nigerian Midstream and Downstream Petroleum Regulatory Authority

Advancing insight and strengthening reserves reporting practices in Nigeria

The problem statement highlights the vital role of accurate oil and gas reserves reporting, emphasizing the prevalent misconceptions among companies operating in Nigeria, leading to potential under-reporting. The project aims to address these misconceptions and their impact on reserves reporting, conducting an industry-wide postmortem after over thirty years. The initiative involves dividing 64 oil and gas companies into control and experimental groups, administering validated surveys, and implementing educational interventions. Statistical analyses reveal significant improvements in the experimental group's understanding, except for one concept, suggesting effective intervention. The Theory of Change illustrates the pathway to socio-economic impact. Overall, the study seeks to enhance reserves reporting accuracy, leading to increased revenue and renewed investor confidence, with valuable lessons learned for future interventions.

Oluseun Mumuni

Deputy Manager, Nigerian Upstream Petroleum Regulatory Commission

Improving course delivery and management at the University of Nigeria's Department of Mechanical Engineering through the Google Classroom LMS

Lecturers at the University of Nigeria's Department of Mechanical Engineering face challenges in managing learning resources, assessments, and teaching records, due to traditional course delivery methods. Unfortunately, licensing and infrastructure costs hinder the adoption of most popular digital Learning Management Systems (LMS). However, this project is spearheading the use of the free Google Classroom LMS, which is cost-free for both teachers and students and imposes no additional data hosting requirements. The intervention has received the support of the Department's leadership and its implementation has begun with lower level courses. Early adopters of the new course management approach have reported improvements in student engagement, ease of sharing course materials, disseminating course tasks, and interacting with their students. The initiative aligns with a major takeaway from the Strengthening Public Organizations module, that reforms could simply consist of utilizing already existing resources, and highlights that digital interventions needn't necessarily be expensive.

Howard Njoku

Professor, Department of Mechanical Engineering, University of Nigeria, Nsukka

RMAFC Data Hub: Empowering Fiscal Strategy

Data is critical for informed decision-making, particularly for the Revenue Mobilisation Allocation and Fiscal Commission, responsible for enhancing revenue strategies. While Nigeria heavily relies on oil and gas revenue, diversification is crucial for fiscal efficiency and economic sustainability.

With dwindling oil revenues and the need to reduce borrowing, government tiers must seek alternative revenue sources. However, the lack of a centralized data platform poses a significant challenge, affecting real-time data availability and comparative analysis.

To address this gap, my capstone project involves establishing a data hub for real-time uploads from States, Local Governments, the Debt Management Office, etc., using a standardized template. This initiative aims to facilitate digitized analysis and the timely provision of advice for diversification in the agriculture, solid minerals, and manufacturing sectors.

With project approval secured from the Chairman, equity, and fairness in recommending the disbursement of the Special Funds will be ensured, as priority will be given based on need assessment.

Chinelo Nwankwo

Deputy Director, Mobilisation and Diversification, Revenue Mobilisation Allocation and Fiscal Commission

Enhancing work output through Information, Communication and Technology Office Productivity Skills Training of administrative staff in Kaduna Polytechnic

Globally, digital technologies have become indispensable in the effective/efficient running of institutions. The education sector has to adapt to the requirements of the digital age in order to remain relevant and meet objectives. Digital proficiency offers greater workplace productivity, competitiveness and response to continuously evolving needs. The result of the survey conducted indicates deficit in knowledge and skills in basic word-processing amongst administrative staff in Kaduna Polytechnic, highlighting a need to address the skill gap and its consequences.

The intervention will provide ICT training focused on word-processing for administrative staff. The training will consequently assist in improving productivity, efficiency and overall task delivery. A properly trained group of administrative staff will eliminate paperwork and bureaucratic delays, documentation errors and inefficiencies. The training outcome will help Kaduna Polytechnic in aligning with current trends, responding to changing educational needs and becoming better equipped to deliver on the digital challenges of the 21st century.

Juliet Obaje

Chief Lecturer, Department of Architecture, Kaduna Polytechnic, Kaduna

Harnessing digital technology in the roll out of the Performance Management System (PMS) in the Federal Civil Service

One of the prioritized interventions of the Federal Civil Service Strategy and Implementation Plan 2021-2025 (FCSSIP25) is the institutionalization of a modern Performance Management System (PMS) as a tool for appraising employees' performance in place of the ineffective 'Annual Performance Evaluation Report (APER)'. There is a PMS policy and Guidelines for its implementation, however, the roll-out has been much slower than anticipated thereby denying the Public Service the immense benefits associated with the new PMS.

Results of a survey conducted among some civil servants indicate that although PMS workshops have held, staff are still not confident that they fully understand what is expected of them.

Inspired by the lessons on 'Harnessing digital technology' and given the popular method of communicating information using short videos (shorts) shared to millions via various social media platforms, I realized that in addition to having the PMS Policy and Guidelines uploaded on the OHCSF website we could have short PMS videos which are shared to staff through WhatsApp.

Deborah Odoh

Permanent Secretary, Service Policies and Strategy Office, Office of the Head of the Civil Service of the Federation

Reviewing performance effectiveness: adaptation of a core competency model (COCOMMO) at the Nigerian Institute of Science Laboratory Technology

Organisational effectiveness has dwindled because of gaps in communicating job expectations to staff and insufficient teamwork. The adaptation and use of COCOMMO, consisting of core competencies, for staff in operational departments can support describing and assessing capabilities and potentials for success by staff irrespective of their cadres in relation to the organisational objectives. Even though the model is a formal practice, it would create opportunities for enhanced team communication and job situational analysis.

These are the informal practices that should engender consummate performance. The programme theme that inspired this capstone project is Strengthening Public Organisations. The intermediate outcome is that supervisors and their staff now have a platform for discussions centred around the culture and vision of the organisation while staff inclusiveness in strategic planning has improved. It's expected that over time, the adaptation of COCOMMO will result in clarity of roles and motivation for efficient service delivery.

Olusola Odu

Deputy Director, Nigerian Institute of Science Laboratory Technology

Strategies for implementing the appraisal aspect of Performance Management System (PMS) at National Lottery Regulatory Commission (NLRC)

As a Departmental and Organization-wide initiative, this project is driven by the necessity to enhance the Appraisal component of the Performance Management System at the National Lottery Regulatory Commission (NLRC). Its execution will offer a holistic perspective of organizational performance, both at an individual and collective level.

This project will propel the NLRC toward success by enhancing strategic planning, refining communication and feedback mechanisms, elevating staff performance, fostering heightened employee engagement, and promoting accountability. Moreover, it will significantly diminish personal biases and human error in performance evaluations, as transparency is heightened through the utilization of technology. An equally noteworthy improvement will be observed in turnaround time on deliverables.

Tochi Ogar

Assistant Director, Discipline Unit, Human Resource Management, National Lottery Regulatory Commission

The Guardian-Shield Initiative: securing lives through enhanced infection control in neonatal care in the University of Benin Teaching Hospital

The Guardian-Shield Initiative at the University of Benin Teaching Hospital aimed to address the challenge of healthcare-associated infections (HAIs) in the neonatal intensive care unit (SCBU) through a comprehensive infection control strategy. By leveraging formal and informal practices, effective communication strategies, and the power of storytelling, the initiative sought to gain buy-in from key stakeholders in enforcing strict entry controls, implementing effective hand hygiene among staff, providing alcohol-based hand rubs to patients, and educating staff and mothers on infection prevention.

Early indicators show signs of increased compliance with infection control measures, a reduction in HAIs, and improved neonatal outcomes within the SCBU. Anticipated long-term outcomes include sustained decreases in neonatal morbidity and mortality rates, shorter hospital stays, improved patient satisfaction, and the establishment of a more robust infection prevention culture hospital-wide.

Lessons learned underscore the importance of effective leadership, communication, and stakeholder engagement in driving meaningful change in healthcare settings."risky and more cost-effective than radical or transformational innovations.

Esohe Ogboghodo

Associate Professor & Deputy Chairman, Medical Advisory Committee (Research and Ethics), University of Benin Teaching Hospital

Strengthening Public Service through Effective Communication Model

Information is widely acclaimed as the lifeblood of any organization. When people are not adequately informed, there is a likelihood of inefficiency, hostility, and general nonchalance occasioned by rumour and gossip. The dominant stories about the civil service in the mainstream media today are that of corruption, nepotism, inefficiency, and paper pushing. Nigeria's civil service has grown by leaps and bounds over the past years as a result of several reform initiatives.

But how much of these reforms is the average Nigerian Civil Servant aware of? This project aims to assist the OHCSF in strengthening the service through effective and timely communication to keep civil servants and the general public updated. The project will be implemented in three stages:
1. Short-term: Hosting regular Zoom meetings.
2. Medium-term: starting weekly radio programme on a selected mainstream media platform.
3. Long-term is to assist in establishing a Civil Service Community Radio Station

John Ogbole

Principal Monitoring Officer, National Broadcasting Commission

Upgrading the Medical Database of the Nigeria Immigration Service for use in improving the overall health of Officers of the Service

The Nigeria Immigration Service does not have a system of digitally collecting and storing the medical records of personnel of the Service. Given that the NIS has very few medical facilities, the medical records of staff are practically non-existent in most of her commands and formations.

Also considering that medical fitness constitutes about 10% of the marks for grading purposes in promotions, there is a need to collect the medical data of personnel over time to help create a database for medical, grading as well as research purposes.

This project is aimed at strengthening the NIS as an organization and improving the services it renders to the public by ensuring a more healthy workforce. This aim would be achieved through periodic health screening of its staff, where certain health parameters would be measured. To harness the gains of digital technology, the results from the health screening would be retrieved, stored, and subsequently analyzed using Google form tools. The results from the analysis would help in understanding disease patterns among officers and also help in providing information that could lead to early intervention in treating identified diseases.

Chidinma Ogbonnaya

Deputy Comptroller Of Immigration (Medical), Nigeria Immigration Service

Digitalization of the Directory of Accredited Programmes Offered in Polytechnics, Technical and Vocational Institutions in Nigeria

The publication and release of the 'Directory of Accredited Programmes Offered in Polytechnics, Technical and Vocational Institutions in Nigeria' by the NBTE faces challenges of dissemination, production costs, a broad audience, and the need for frequent updates, hindering timely access to relevant and historical data. This Directory is crucial for prospective employers and National Youth Service Corps (NYSC) officials who rely on it for mobilizing HND graduates and verifying accreditation status of programmes and institutions. Instances of fraudulent presentation of certificates from unaccredited programmes for employment or entry into the NYSC scheme have occurred. Furthermore, accommodating inquiries about Diplomas presented by graduates from around the world for employment or further studies lead to a burdensome verification process.

The initiative aims to transform TVET in Nigeria by improving information accessibility, streamlining administrative processes, and enhancing the quality and efficacy of TVET programmes through a Digital Directory, ultimately impacting the educational environment positively.

Ngbede Ogoh

Director of Polytechnic Programmes, National Board for Technical Education

Update of the USPF Access Gap Cluster Map Project

The cluster map is an outcome of the access gap study which assisted the Universal Service Provision Fund (USPF) to identify the blind spots where there is no telephony signal and/or transport/transmission networks across Nigeria. The USPF utilizes these clusters to identify target areas, define Universal Access Service interventions and map the interventions to the appropriate communities.

As a key learning outcome from the harnessing technology theme and to further improve the robustness and integrity of the cluster map, the need to include existing optical fibre network infrastructure became expedient not only due to the high speed and reliable internet connectivity they provide but because previous project implementers inadvertently excluded it in their mapping.

It is expected that the updated USPF cluster map will highlight existing fibre optics network infrastructure in the settlements which will significantly impact the database for each cluster and help validate the new access gaps identified.

Ndubueze Okeke

Assistant Director, Human Capital Department, Nigerian Communications Commission

Strengthening formal mentoring for better efficiency in the State Security Service

My capstone project centers on strengthening formal mentoring for better impact and productivity in the State Security Service. This intervention is to be implemented in 3 phases; the first phase is to develop a formal mentoring policy document, the second phase focuses on implementing a pilot project for formal mentoring using the template, and the third and final phase focuses on digitalizing formal mentoring in the Service.

This first phase which is 80% completed primarily focuses on developing a formal mentoring policy document/template which is designed to structure how mentoring is to be exploited as a tool for closing productivity, knowledge, skills, and attitude gaps while also providing a systematic framework for onboarding newly commissioned officers and enlisted personnel. My project therefore primarily focuses on formalizing an informal practice to make it verifiable thereby repositioning it for better impact on performance.

Onyinye Okeke

Principal Staff Officer, Mentorting and Counselling, Department of State Services

Photography: Aig-Imoukhuede Foundation (throughout), John Cairns and Fisher Studios.

Strengthening case file documentation and preservation through implementation of case file management systems

As a result of insights during the AIG Public Leader Programme on strengthening public organisations and Harnessing technology, this project is designed to strengthen case file documentation and preservation.

This capstone project seeks to address this challenge through the design and implementation of a case file management system using a robust electronic platform/dashboard where all assigned cases are securely uploaded and reported. This project will create a comprehensive record of all assigned cases arranged in specific worksheets and folders on the platform the Commission eventually chooses to run it on, an extensive collation of the outcomes of the cases investigated, easy tracing of case files at their various stages. Consequently, it will help in easy and faster reportage, analysis, staff performance management system and decision making by management.

Paul Okoko

Deputy Chief Investigator, Financial Investigation Division, Independent Corrupt Practices and Other Related Offences Commission

Facilitating learning of organizational processes in NACA by harnessing technology

Learning organizational processes often presents a challenge for newly recruited workforce in any organization as well as for workforce affected by internal transfers.

This initiative is focused on harnessing technology to facilitate learning for new workforce within divisions in one of the departments of the National Agency for the Control of AIDS (NACA) as well as synchronize internal processes within the divisions. It is projected that the initiative would stimulate the transition from paper-based processing to e-processing in the Agency.

The initiative has received the consent of the departmental head, commitment towards support from the Head of IT Unit in the Agency and participatory commitment from an additional division in the department. Feedback from consultation with staff has led to an update to the schematic plan to include access to capacity building modules tailored to each division.

Yewande Olaifa

Deputy Director, National Agency for the Control of AIDS

Strengthening Public Services: Improving access to primary healthcare services in underserved community of Amuwo-Odofin, Lagos State, Nigeria

Igbologun is an underserved riverine community in Ilado-tomaro ward of Amuwo-Odofin local government area of Lagos state. The community is characterized by high morbidity and mortality indices and residents low socio-economic status.

Our study is aimed at strengthening the underutilized primary healthcare services and promote adoption of health insurance in Igbologun.

Our theory of change is to drive adoption of health insurance through a motivated primary healthcare workforce trained on the national health insurance scheme. We engaged key community stakeholders for residents enrolment to the insurance scheme, supported the facility for necessary documentation and account opening, improved facility infrastructure and increase awareness on the facility services. This led to increase in children under 5 years immunization coverage and increase general outpatient attendance. We strengthened the facilitys community linkage and participation to ensure sustainability.

Oluwaseun Oladeinde

Director, Planning Research and Statistics, Lagos State Primary Healthcare District 5

Implementing an automated vote book system using advanced excel and data analysis techniques within the accounts department of NIGCOMSAT LTD

The Finance & Accounts department of the Nigerian Communications Satellite (NIGCOMSAT) has traditionally relied on manual, paper-based processes for various functions, including payment approvals, record-keeping, expenditure monitoring and financial reporting. The utilization of a vote book, a fundamental accounting tool for monitoring expenditures against approved budgets, has been managed manually alongside other departmental tasks, resulting in extensive time consumption for data entry.

Inspired by lessons on harnessing technology and strengthening the Civil Service, an Automated vote book initiative was conceived to address budgetary control challenges and enhancing financial efficiency. The initiative aims at streamlining manual processes giving room for the allocation of staff resources more efficiently towards higher-value tasks. It also aims to ensure data accuracy and integrity, thereby enhancing the reliability of budgetary reports while providing real-time insights into budget variances and expenditure patterns.

Oluwapelumi Olugbile

Assistant Manager, Accounts, Nigerian Communications Satellite

Reducing patient cycle time in the front end of the outpatient clinic of a primary healthcare facility in Lagos, Nigeria

Isheri-Olofin Primary Health Centre (PHC) is one of the 6 comprehensive PHCs in Alimosho Local Government Area of Lagos State, with an average monthly outpatient attendance of 1500. Although most of the patients who attend this PHC are of a low socioeconomic class, and cannot afford better healthcare, they are often dissatisfied with the long time spent in the facility to access care.

The objective of this project is to reduce the time between when a patient comes into the clinic and when a physician attends to him/her. This will be achieved by implementing strategies aimed at reducing waste and improving efficiency at the front end of the outpatient clinic to ultimately improve patient satisfaction with the quality of services provided in Isheri-Olofin PHC.

Ibiwunmi Oluokun

Head of Primary Healthcare Department/Medical Officer of Health, Lagos State Primary Health Care Board

Strengthening the existing Antimicrobial Stewardship System in a state-owned children's hospital

Antimicrobial resistance (AMR) is a rapidly growing global health problem with significant human and economic costs if left unchecked. There was a need to strengthen the antimicrobial stewardship system (AMS) in our hospital to prevent the incidence of antimicrobial resistance among patients attending our hospital. The stakeholders were the doctors working in outpatient, dental and emergency units and the hospital management committee. The project involved tracking and reporting the pattern of antimicrobial prescription by daily data collection for 2 months with intermittent reviews by the AMS team.

Using the theory of change model, there was a reduction in inappropriate prescriptions by 15% over a month and an increased awareness of antimicrobial resistance among the staff of the hospital.

In subsequent months, we intend to extend antimicrobial stewardship to other medical units within the hospital and other general hospitals by increasing awareness at the Lagos State Health Service Commission.

Aderonke Oluwo

Consultant, Lagos State Health Service Commission

Impact of phone call reminders on clinic attendance and blood pressure management among hypertensive patients at Ketu Primary Health Centre

Hypertension, a prevalent health concern, demands consistent clinic attendance for effective control. This study carried at Ketu Primary Health Centre investigated the impact of phone call reminders on attendance and blood pressure management.

A two-group, pretest and post-test design randomly assigned hypertensive patients to receive either reminders (n=38) or no reminders (n=40). Reminders, sent within 7 days of appointments, aimed to prompt attendance and encourage medication adherence.

Results showed significantly higher clinic attendance in the reminder group (P=0.006) and a 4.565 times greater likelihood of attending compared to the control group. Additionally, patients with reminders were 5.6% more likely to achieve controlled blood pressure (P<0.05).

Lessons learned highlight the need for integrating reminders through telephone calls, text messages or other possible means into clinic routines and conducting educational campaigns for further patient engagement. This study underscores the promise of phone call reminders for improving hypertension management, especially in resource-constrained settings.

Mariam Oshodi

Medical Officer of Health, Primary Health Care Department, Lagos State Primary Health Care Board

Connected Classrooms Initiative for more efficient computer education in Ogun State

The Connected Classrooms Initiative in Ogun State aims to transform computer education by addressing key challenges in public secondary schools. Focused initially on Lisabi Grammar School, the phased project began with renovating and reinforcing the school's computer lab. The installation solar panels for sustainable power and proper wiring of the building is the second phase. Functional laptops were secured in purpose-built storage lockers, with leading telco Airtel pledging free internet connectivity. Private sector financiers supported computer procurement, and teacher training programs for enhanced digital literacy.

The initiative's theory of change is clear: by modernizing infrastructure, enhancing curriculum, empowering teachers, and promoting equitable access to technology, students will gain vital skills for the 21st century. This project not only benefits Lisabi Grammar School but also serves as a model for sustainable education development, fostering innovation and transforming communities in Ogun State.

Abayomi Owope

Senior Special Assistant to the Governor, Ogun State Governor's Office

Adapting the Performance Management System (PMS) in the appraisal of University of Ibadan non-teaching Staff

Teaching and Non-teaching staff of the University of Ibadan have structured career paths, with different procedures of appraisal leading to their promotion, once every three years. The teaching staff are expected to publish, engage in research and community service.

Annual Performance Evaluation Report (APER) form which is currently used to assess the non-teaching staff, had been modified at different times. The form adopts a one-size-fits-all appraisal for all cadres of staff regardless of profession and job description. Sometimes, the forms are completed in the same year of promotion, which becomes subjective and biased.

PMS provides a systemic process of planning work setting targets, providing on-going support to employees and measuring expectations.

The projects goal was to improve the existing APER form, use the Civil Service Policy to provide a framework for the Institutions' PMS, and adapt the newly introduced PMS indicators for the annual appraisal of the non-teaching staff.

Morounfoluwa Oyebola

Deputy Registrar, University of Ibadan, Oyo State, Nigeria

Revitalising the Ministerial Awards Program of the Federal Ministry of Education

The Ministerial Awards program, designed to incentivize excellence in education suffers from low awareness unclear selection processes and limited impact. This has resulted in most of the staff of Federal Ministry of Education especially those in the field not being able to participate in the award thus defeating the whole purpose.

The initiative is focused on increasing awareness through social media campaigns and user -friendly nomination forms by adopting the modules of the AIG program such as strengthening the public service and harnessing technology for better service delivery. This will bring about a more impactful award system which will be achieved by establishing sustainable funding, increased transparency, diverse judging panels, prioritizing impactful projects and offering post award support to winners. Though, the intervention is yet to be completed, team members of the Ministerial Annual Merit Award have embraced the new mode and ready to fly with it.

It is hoped that this will boost the morale of staff both at the headquarters and on the field, thereby bringing about Sustainable culture of innovation and excellence in the Nations educational sector as a whole.

Oluwatolani Oyinloye

Assistant Director of Education (Head of Section), Department of Vocational Education, Federal Ministry of Education

Strategic Public Enlightenment Initiatives to create awareness and build a culture of respect for copyright among Nigerian youths

These initiatives seek to combat the prevailing ignorance and apathy towards copyright laws among Nigerian youths, focusing on infringement issues. It involves launching a 'Copyright Compass' YouTube campaign for public enlightenment and enhancing the existing National Creative Writing Competition (NCWC). The primary goals include educating youths about copyright law, emphasizing the repercussions of infringement, and fostering a culture of respect for intellectual property rights.

Drawing on AIG PLP principles like the Theory of Change and Digital Technology, this project represents a strategic shift in combating copyright ignorance and apathy. The introduction of 'Copyright Compass' signifies a more targeted approach, recognizing youths as significant copyright consumers. The NCWC is designed to engage secondary school students across Nigeria through creative awareness.

Oyebola Oyewo

Assistant Director / Head, Corporate Affairs Unit, Public Affairs Department, Nigerian Copyright Commission

Harnessing technology to improve completion of school assignments and supervised exposure to the use of technology for vulnerable children

The Motherless Babies' Home Lekki is a 100 capacity Orphanage Home which provides shelter, care and protection to vulnerable children who are orphaned, abandoned or abused. Children of school age in the Home attend local schools and come back with daily assignments and regular projects. Completing these tasks mostly require the use of the internet which was not readily available. As a result, the childrens' grades were negatively affected.

An e-library project aimed at providing the much needed support for the education of the children was proposed. The e-library will go a long way in ensuring that the children are well supported in realizing their academic potentials, improve their reading culture, and also experience supervised access to the internet.

The thrust of the project was Harnessing Technology to Improve Organizational Effectiveness and Service Delivery. Story-Telling was also used to engage and encourage potential donors for the donation of computers/laptops.

Modupeola Sahid-Adebambo

Head, Adoption and Fostering Services, Lagos State Ministry of Youth and Social Development

Harnessing technology to improve budget performance, transparency, and accountability in Federal Inland Revenue Service, Abuja - Nigeria

The Finance and Accounts Department of the Federal Inland Revenue Service plays an important role in the processing of all financial transactions in favour of both internal and external stakeholders. The organization's annual budget which it maintains serves as a financial planning, controlling, monitoring, and communication tool. Hence, it should be readily accessible and available to all relevant stakeholders along with information on fund availability as and when needed for effective and efficient service delivery.

Over time, many internal stakeholders have complained about the budget and corresponding funding allocation accessibility when needed. Sometimes, the information is not timely and at other times inaccurate.

This budget dashboard creation project seeks to provide real-time access to all relevant stakeholders by harnessing technology to make complete, accurate, and timely information available to support the decision-making process. This should help increase transparency and enhance accountability while improving communication and reducing bureaucracy. In addition, the organization will deliver better service to all its stakeholders with improved budget performance.

Siaka Salami

Assistant Director, Finance and Accounts, Federal Inland Revenue Service

CBN SMS Vendor Payment Notification & Tracking System

The process vendor payment in the Central Bank of Nigeria is largely automated, however there is the need for manual feedback at intervals either to provide clarity or additional documentation. This manual aspect of communicating was cumbersome, time consuming and could be improved. The idea was to innovate on the existing procedure by harnessing the principles of digital technology and strengthening public institutions to achieve greater efficiency. This initiative builds on existing payment automation and the management of vendors, targeting public facing automated communication through providing SMS notification alerts on their payment request transaction status. This helps standardize the process, provides response to issues and reduces need for the inefficient and manual communication between the customers and the Bank. This is a step in the drive for continued excellence in public service delivery and will increase customer satisfaction and organizational effectiveness.

Olubusola Soladoye

Assistant Director/Head, Lagos Security Office, Central Bank of Nigeria

Patient Satisfaction Survey as a means of providing continuous improvement in the quality of healthcare service delivery in Ijora PHC

A mechanism whereby clients attending primary healthcare facilities can give an honest review and prompt feedback will provide the evidence needed to design and implement effective interventions to improve the quality of service rendered and ensure client satisfaction.

Ijora PHC is one of the healthcare facilities in Lagos State, Health District IV, and it envisions providing qualitative healthcare service. The use of suggestion boxes in our PHCs has proven to have no benefit over time as it is generally under-utilized or non-existent.

This project uses a mixed-method approach involving paper-based questionnaires and QR code scans to obtain immediate feedback from patients accessing care at the health facility. The information obtained every month will serve as evidence to design and implement effective interventions that will drive continuous improvement in service delivery.

Oludolapo Sotunde

Medical Officer of Health/Director Medical Services, Lagos State Primary Health Care Board/Health Distric IV

Transparency and Sustainability: NACA's Department Procurement and Activity Tracking Evolution

The current procurement process in my department is plagued by inefficiencies, lack of transparency, and environmental impact due to its paper-based nature. Instances of bid tampering and complaints from aggrieved competitors have further tarnished the process's integrity.

To address these challenges, an innovative initiative proposes transitioning to a paperless and transparent procurement system with an activity tracking tool. Leveraging digital technologies, this initiative aims to enhance transparency and efficiency while reducing paper wastage and improving our efficiency alongside donor confidence.

My vision is to improve the organization's image, donor confidence, and operational sustainability. Key assumptions include stakeholder buy-in and technical reliability of the proposed system. The implementation plan involves securing support from key stakeholders, budget allocation, and a trial period for evaluation. Anticipated results include improved procurement efficiency, cost-effectiveness, and environmental impact. Risks such as resistance to change are acknowledged, with mitigation strategies focusing on gradual implementation and showcasing success.

Chukwugozie Ujam

Deputy Director, Community Prevention and Care Services, National Agency for the Control of AIDS/HIV

Improving access to justice: leveraging technology for Enhanced Arbitration Sessions in the Citizen's Rights Department, Federal Ministry of Justice

This project aims to improve access to justice by deploying technological devices in conducting arbitration sessions in the Citizens' Rights Department of the Federal Ministry of Justice. A major factor hindering the effective conduct of arbitration sessions is the delay occasioned by manual transcribing of sessions as well as the accuracy of the records due to human fallibility. Frequently, the accuracy of these records are contested by citizens when the resolutions are presented by the Citizens Right Department for adoption.

A critical component of this intervention involves the procurement of technological devices that will enable the live recording of arbitration sessions. This will provide an accurate account of proceedings, fostering trust and confidence in the arbitration process. Additionally, part of the intervention involves organizing training sessions for staff on the proper use of these equipment as well as developing a Standard Operating Procedure (SOP) for effective use of the equipments.

Mfoniso Umoh

Assistant Legal Adviser, Office of the Secretary to the Government of the Federation to Principle State Counsel, Federal Ministry of Justice

Improving patient care through enhanced pharmaceutical services

Service delivery in the Pharmacy Unit of Gwarinpa General Hospital has been negatively impacted due to excessive pressure on staff caused by patient overcrowding. Patient overcrowding has resulted in dispensing mistakes and increased financial burden on patients, who often require multiple visits in order to fill their prescriptions.

Adopting the theme of "Strengthening Public Organizations", a Drug Information Center was established to facilitate easy communication between patients and the pharmacy unit. By calling in to verify the availability of their prescribed medication prior to arrival, and also to seek advice for minor illnesses, we improved service delivery in the pharmacy unit by implementing a very simple crowd control measure. In addition, easy communication between the patients and the pharmacy unit increases transparency and promotes integrity in the system.

Mariam Waziri

Assistant Director, Dispensary & Pharmaceutical Care, Federal Capital Territory Administration

Leveraging succession planning and talents management for effective transfer of knowledge in the Federal Inland Revenue Service

Succession planning and talent management for effective and efficient knowledge transfer within the Federal Inland Revenue Service cannot be overemphasised. The Federal Inland Revenue Service have some skills and competences that is unique to the organisation, such as: oil and gas tax, telecom tax, financial tax, Manufacturing tax, international tax, non-residence tax. Staff handling most of these functions are at the pick of their career and approaching retirement. Based on the initiative, we took a narrow approach to addressing the challenge of succession planning and Talent Management, seven Departments were used as a pilot test. Middle cadre manpower were experimented, they were attached to senior officers with high skills in different fields.

The outcome of the project was impressive, my Coordinating Director was supportive, even though the initiative at this level did not attract finances and the scope was narrow. We proposed for a succession planning Division to be incorporated into the structure of the organisation and it was approved. The lesson in the entire initiative is carry you boss along and your colleagues for fresh ideas. The second phase will be Service wide.

Wilson Yerima

Deputy Director, Technical Office of the Coordinating Director, General Services Group, Federal Inland Revenue Services

Harnessing Technology for effective storage and retrieval of retirees' records

The project focuses on applying technology {electronic storage} for storing and retrieving retirees records to enhance efficiency and effectiveness. Manual based filing system with its attendant impediments has for a long time created bottle necks in accessing information on retired officers. The Lagos office of the Office of Head of Civil Service of the federation often receive requests from retired officers for information from their records for pension related matters and other personal issues. Similarly, requests are usually received from Pension Funds Administrators for information on retired officers.

However, due to the manual storage system in place, retrieving the required information is often arduous and time consuming. Most times the requesting retiree is constrained to make repeated calls to the office before the information is provided.

The test run of this initiative shows that electronic storage and retrieval of information is faster, safer {no access to unauthorised personnel}, highly efficient and effective. The intervention is continuous as the files being stored are voluminous and keep increasing as staff retires.

Abiodun Yussuf

Assistant Director, Lagos Liason Office, Office of the Head of the Civil Service of the Federation

WHERE ARE THEY NOW?

Updates from the AIG Public Leaders Programme capstone projects

One year on from their graduation from the AIG Public Leaders Programme, several of the members of Cohort 2 have provided updates on the status of their capstone projects.

Implementation of Balanced Scorecard (BSC) as a Strategic Performance Management Tool

The BPE faced challenges in performance management, including undefined goals, biases in evaluations, and a lack of feedback. Nuzo's capstone project introduced the Balanced Scorecard (BSC) to address these issues. Leveraging insights from the AIG PLP, she successfully implemented a stakeholder engagement strategy, conducted regular feedback sessions, and organised extensive training for the workforce. The BSC is now fully integrated as a performance management tool. Nuzo also went ahead to develop a comprehensive Performance Management System Manual, institutionalising the BSC and serving as a reference guide.

Nuzo Eziechi
Head, Talents, and Performance Management, Bureau of Public Enterprises (BPE)

Leveraging QR codes to enhance patient engagement at Orile-Agege General Hospital's Dental Centre

Orile-Agege General Hospital's Dental Centre has historically relied on paper-based patient satisfaction surveys, potentially introducing bias and causing delays in addressing issues. Quarterly surveys lacked immediacy, hindering effective Service Recovery and leading to patient frustration and attrition. The implementation of the Harnessing Digital Technology Module, utilizing a mobile QR code application, transformed our approach. This intervention allowed almost immediate service recovery, addressing pain points promptly, and enhancing patient satisfaction and loyalty.

Furthermore, the intervention facilitated real-time downtime monitoring and identified three forms of waste (Wastefulness, unevenness, and overburden). This proactive approach enabled the timely identification and resolution of systemic issues, with plans to redesign the Dental Centre in the second quarter for improved patient flow. The success of this pilot study aims to be replicated across all Departments.

Temitope Bakare
Deputy Director of Clinical Services & Team Lead of Quality Improvement Committee, Orile-Agege General Hospital, Lagos State

Implementation of Dossier Management System in NAFDAC

The Dossier Management System at NAFDAC has received nearly 600 applications since its Go live, with successful processing fostering trust in NAFDAC processes. A key lesson learned is the pivotal role of Human Resources in project success. To enhance service delivery, NAFDAC implemented a robust support system resolving issues within 24 hours and initiated a WhatsApp group for real-time interaction with dedicated officers, benefiting around 400 applicants. Three stakeholders' meetings were conducted for awareness and feedback, aligning with international standards. Ongoing efforts to upgrade the portal based on feedback aim to reduce the regulatory timeline by 30%.
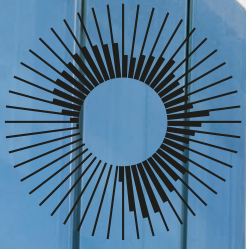
Abayomi Akinyemi
Deputy Director, ICT, National Agency for Food & Drug Administration and Control

Harnessing Technology to Improve the Reporting, Monitoring, and Evaluation of the Activities of Registered Organisations

This project developed a Standard Activity Report template accessible through a Google form link, leveraging technology to enhance reporting, assessment, and monitoring of registered Voluntary Youth Organizations and Non-Governmental Organisations. Using this template, organisations streamlined the submission of monthly, quarterly, biannual, and annual reports, ensuring content uniformity. The reports encompass financial data, visual evidence of activities, outreach statistics, and clear intervention descriptions.

The standardised template aims to simplify the comparison process for grant and subvention support, facilitating assistance to these organisations. As of the end of 2023, 54 of 80 enrolled organisations successfully utilised the template to submit their reports via the provided link.

Umar Omoshola
Assistant Director, Lagos State Ministry of Youth and Social Development