



AIG-IMOUKHUEDE
FOUNDATION

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NEWSLETTER

March 2022



Note from the Vice-Chair

Welcome to the March edition of our newsletter. We take a collaborative approach to our work at the Foundation and develop strategic partnerships with government institutions, private sector entities and civil society organisations to facilitate improvements in public service delivery that will lead to better outcomes for all Nigerian citizens.

In this edition of our newsletter, we share details of the commitment we have made to develop 23 world-class primary healthcare centres across Nigeria, through the Adopt-a-Healthcare Centre Programme. This programme, which is run by the Private Sector Health Alliance of Nigeria, is an example of innovative private-public sector collaboration that can help solve some of Nigeria's healthcare challenges and make quality healthcare more accessible to citizens.

All around the world, public sector organisations are rethinking their underlying service processes and learning from the private sector, which has long been adept at innovating for greater efficiency. In March, with the support of Enterprise NGR, we are delighted to have partnered with 28 leading private sector companies who hosted members of the civil service on a 5-week internship to build their capacity and expose them to the culture, values and work processes that make the private sector efficient. We thank the companies for recognising the important role that they can play in improving the performance of the public sector.

Civil society organisations also play an important role in driving public sector reforms by providing a platform for citizen engagement with government and calling for increased transparency accountability and inclusiveness in decision making and service provision. In March, we introduced the Aig-Imoukhuede Public Sector Index to the Open Alliance Platform, a coalition of civil society organisations who are part of the Open Government Partnership. We are pleased to have signed on 28 members of the platform to collaborate with us on the development of the Index and the dissemination of its findings.

Ofofwe Aig-Imoukhuede
Executive Vice-Chair

· **Reimagining Primary Healthcare in Nigeria through the Adopt-a-Healthcare Facility Programme (ADHFP)**



The private sector has a vital role to play in facilitating improved public service delivery by supporting public sector reform efforts with the technical expertise and human and financial resources required to drive change. The global pandemic revealed that nowhere is this intervention more needed than in the health sector and at the Foundation, we are committed to working with the public sector to improve access to quality primary healthcare across the country. To this end, our Chairman Aigboje Aig-Imoukhuede, recently attended the International Primary Healthcare Summit, with the theme 'Reimagining Primary Healthcare in Nigeria,' hosted by the Ministry of Health and the National Primary Healthcare Development Agency (NPHCDA).

During the summit, the Vice President of the Federal Republic of Nigeria, Professor Yemi Osinbajo GCON SAN, stated that private sector investment was a key driver to addressing Nigeria's healthcare challenges. He called for increased collaboration between public stakeholders and private sector leaders to build an effective healthcare system that meets the needs of all citizens. Speaking on behalf of the private sector, Aigboje Aig-Imoukhuede said that the private sector was a key resource in achieving improved health outcomes across the country. He referenced the [Adopt-a-Healthcare Facility Programme](#) (ADHFP) run by the Private Sector Health Alliance of Nigeria as an example of the kind of private sector-led initiative that could have a positive impact on public health services. The ADHFP calls for private sector organisations and individuals to adopt one healthcare facility in each of Nigeria's 774 local government areas, ensuring that all citizens have access to quality primary healthcare.

The highlight of the first day of the summit was the "Hour of Commitment", during which members of the private sector pledged to adopt primary healthcare centres in their home states. Aigboje Aig-Imoukhuede announced that the Aig-Imoukhuede Foundation would adopt 23 healthcare centres, one in each of the 19 local government areas in Edo State, and an additional four across the country, at a cost of N100 million per healthcare centre, a total commitment of N2.3 billion.

Additional pledges were made by Alhaji Aliko Dangote, Dr Herbert Wigwe and Professor Muhammad Ali Pate. A total of 91 primary healthcare centres were adopted during the “Hour of Commitment” and with the funding and technical assistance being provided through the ADHFP, the operations of these healthcare centres will be transformed to equip them with the resources they need to provide low-cost quality health services to local residents, positively impacting their health outcomes.



LEAD-P Internships – Promoting Private-Public Sector Collaboration

The capacity of the public sector workforce is a key driver of public sector effectiveness. If public servants do not have the skills required for the proper execution of public projects, then their output will not lead to outcomes that can drive economic and social development. To this end, in addition to providing scholarships to the Blavatnik School of Government, University of Oxford and running a public sector executive education programme, the Foundation has been supporting the capacity building initiatives of the Office of the Head of the Civil Service of the Federation (OHCSF).

We worked with the OHCSF’s Learning and Development team to develop programme guidelines for the Leadership Enhancement and Development Programme (LEAD-P), one of three core service-wide training programmes. It is a top-talent training programme designed to give promising civil servants at grade levels 10-14 the opportunity to develop the skills needed to lead and drive change in the civil service. Programme participants partake in rotational postings, training sessions, private sector internships and continuous online learning.

Part of our support for the LEAD-P programme included the facilitation of private sector internships for programme participants. The goal of the internships was to expose participants to the culture, values and work processes that make private sector institutions efficient. Such private-public sector collaborations allow for the transfer of knowledge and experience and help to develop an innovative and more responsive work culture in public sector organisations. With the support of [Enterprise NGR](#), we are pleased to have partnered with 28 leading private sector organisations who agreed to host the civil servants for 5-week internships. We thank them for their contributions and look forward to collaborating with them and other private sector organisations in the future, as we facilitate the transformation of the public sector.



Participating private sector organisations in the LEAD-P internships



Building Partnerships with Civil Society Organisations

Civil Society organisations (CSOs) play a pivotal role in citizen engagement and participation by contributing to an increased public debate on issues around the formulation and implementation of government policies and programmes as well as in supporting greater transparency and accountability in the use of public resources.

In March, the Foundation team met with members of the [Open Alliance Platform](#), a coalition of

civil society organisations that are part of the Open Government Partnership and are seeking to promote good governance in Nigeria. We introduced the Aig-Imoukhuede Public Sector Performance Index to the CSOs, explained its objectives and sought their support and partnership in the development of the Index and the dissemination of its findings. Twenty-eight CSOs signed on to collaborate with us and we look forward to working with them to share the findings of the Index and drive citizen engagement at the grassroots level.



Group photo of member CSOs on the Open Alliance forum and the Aig-Imoukhuede Foundation team



AIG Scholar Spotlight - Murjanatu Audu-Kamaldeen, AIG Scholar 2020

Launched in 2017, the AIG Scholarships provide a unique opportunity for exceptional West Africans interested in a career in public service, to pursue a Master of Public Policy at the Blavatnik School of Government, University of Oxford. So far, 27 scholarships worth over £50,000 each have been awarded to future public sector leaders who have demonstrated a passion for the public sector.

In this edition, 2020 AIG Scholar, Murjanatu Audu-Kamaldeen, Special Assistant to the Director-General, National Agency for the Prohibition of Trafficking in Persons (NAPTIP), describes her experience at the University of Oxford.

“I have beautiful memories of meeting new people, learning about different cultures, appreciating novel perspectives, and challenging the status-quo approach to dealing with issues. I particularly have fond memories of the one-to-one AIG Scholars community meetings with mentors like Professor Enase Okonedo, Mrs Ifueko Okauru, HRH Muhammadu Sanusi II, and Professor Arunmah Oteh, Professor Attahiru Jega and many more. We were able to have honest and insightful conversations about the state of our nation and the ways forward - I personally consider the nuggets from these meetings invaluable. Let me also add that the guidance from the AIG Scholars alumni community allowed me to navigate choices and decisions that seemed initially complex, especially when I had to select my Blavatnik School of Government elective modules. I also experienced some challenges. My being an AIG Scholar made it a lot more manageable though. I particularly undertook one term remotely from Nigeria because of the COVID-19 policies of my College as well as that of the University of Oxford; so, the absence of an ideal study environment proved difficult for my learning process. However, my fellow AIG scholars who were in Oxford kept me grounded and supported me throughout the term.”

Murjanatu uses the knowledge and experience she gained from her time at the University of Oxford in her role as Special Assistant to the Director-General of the National Agency for the Prohibition of Trafficking in Persons. According to the Global Organised Crime Index for 2021, Nigeria ranked among the top ten criminal markets in the world for human trafficking, making human trafficking an immediate danger to citizens and a threat to national and international security. Murjanatu is responsible for the implementation and monitoring of the agency's National Action Plan, which provides the national blueprint for the coordination of anti-trafficking interventions in Nigeria and aligns the country's strategic anti-trafficking actions with international standards. She is also facilitating the ongoing revision of the Trafficking in Persons (Prohibition) Enforcement and Administration Act (TIPPEA) 2015. Murjanatu says that she is thankful to the Aig-Imoukhuede Foundation for the opportunity to attend the University of Oxford and for the learnings she received, which she is putting to good use to curb the scourge of human trafficking in Nigeria.



Murjanatu Audu, 2020 AIG Scholar with the Dean of the Blavatnik School of Government, Professor Ngairé Woods



Murjanatu Audu, with classmates



AIG Public Leaders Programme Alumni Testimonial – Olanike Adegoke, 2021.



Olanike Adegoke receiving her programme certificate.

My name is Olanike Adegoke, and I work as an Assistant Director, Change Management Department of the Federal Inland Revenue Service (FIRS). My expectations going into AIG Public Leaders Programme were very high. The rigorous selection process was an indicator that the programme was going to be a world-class learning experience and I was quite excited about it. It is my pleasure to say that my expectations were surpassed.

The content of the programme was eye-opening.



Olanike Olagoke with members of her group at the closing ceremony

From Tom's course on Integrity, the Machiavellian thoughts on leadership, especially the aspect of being a fox and a lion, to different interactions with world leaders both locally and internationally; it was all an experience I had never had before. I learnt a lot from the sessions with Uche Orji, Bola Adesola and Dr. Folashade Yemi-Esan. Also, Professor Chris Stone's interview with former President Ghani of Afghanistan before and after he left office brought a real-life dimension to leading in times of challenge and change. I can go on and on but in a nutshell, it was a life-transforming leadership grooming experience for me. The lessons learnt have become a part of me and I can never forget them.

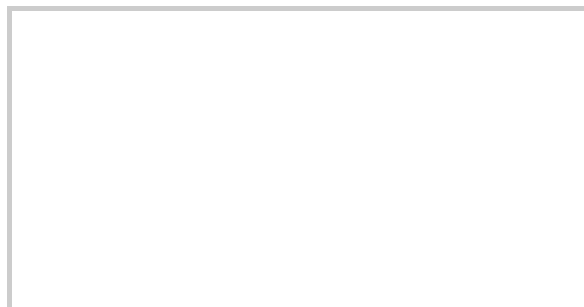
My capstone project on "Adopting Relational Contract Approach to Automation Contracts in FIRS" was designed to solve the problem of failed projects in FIRS and Nigeria at large, especially automation projects that require more than output delivery but outcomes realisation to be successful. Many millions have been spent on automation projects, with hardware and software supplied, yet they all failed. This burden was borne out of my experience on the Tax Administration Automation Solution for Nigeria, called ITAS Project which still failed after 10 years and millions of Naira down the drain.

I have initiated the implementation of the project in FIRS, internal stakeholders have been engaged (Procurement Department and Legal Department) and they are excited about it, stating that the idea is new to them, but they understand my theory of change. They agreed that the project will be beneficial to FIRS and Nigeria at large. I am awaiting approval of the Executive Chairman of FIRS for the full project implementation.

The programme has impacted my overall work output by sharpening my leadership skills. Now, as a public leader, I am focused on winning the war and not necessarily all the small battles. The end justifies the means - I now look more at the big picture.



Features

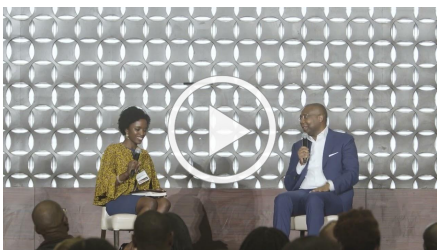




Aigboje Aig-Imoukhuede speaks at the 24th Harvard Africa Business

22 years after the epiphany during a programme at Harvard Business School that led him to purchase Access Bank, Aigboje Aig-Imoukhuede returned to Harvard to give a keynote address at the 24th Harvard Africa Business Conference themed “Reimagining the Road Ahead”.

The deeply insightful executive fireside address was moderated by Ms Panashe Chigumadzi (Harvard PhD candidate, journalist, essayist, and novelist). Other distinguished speakers at the conference were H.E. John Mahama (Former President of the Republic of Ghana), Dr Elsie Kanza (Ambassador of Tanzania to the United States of America), Hakeem Belo-Osagie, Joshua Oigara, Elohor Aiboni, Dr Jumoke Oduwole, Papa Madiaw Ndiaye, Tokunboh Ishmael, CFA, Fola Laoye and many others.



Aigboje Aig-Imoukhuede at the 24th Harvard Africa Business Conference in Boston



Health Systems Transformation: A Key to Human Capital Development and Economic Prosperity

PSHAN Periscope, a quarterly webinar series by the Private Sector Health Alliance, held its maiden edition virtually on the 29th of March with the theme: “Health Systems Transformation: A Key to Human Capital Development and Economic Prosperity.”

Our co-founder and chairman, Aigboje Aig-Imoukhuede, was a speaker alongside other discussants, Ashley Imanuel, Jerry Parwarda, Dr Andrew Nevin and Ayodele Olojede.

Discussions at the webinar were around health systems transformation as a key to human capital development and economic prosperity. Opinion polls at the webinar show that ill-health is a major cause of loss of productivity resulting in significant revenue loss. It is also evident that driving human capital development using health as a lever is an important step to be taken. Also discussed were the current realities and the opportunities for private sector engagement. Resolutions were reached in addressing the issues discussed.

[Read the Communique](#)

Opportunities

Free training workshop - Unspoken Rules for Women Climbing the Public Service Ladder in Africa

Women Heads of State Initiative and Coca-Cola Africa are partnering to build the capacity of emerging female leaders and are offering a free online workshop to inspire African women and girls to pursue a career in civil service. This virtual training workshop is designed for women in the first five years of their careers in civil service and is open applicants from across Africa. Speakers include Professor Chris Stone, Professor of Practice of Public Integrity at the Blavatnik School of Government, University of Oxford, Patricia Obozuwa, Vice-President Coca-Cola Africa and Gorick Ng, bestselling author and career advisor at Harvard University.

[Learn More](#)

Executive Course on Oil, Gas and Mining Governance offered by the Blavatnik school of Governance, University of Oxford

Applications are currently open for an executive education course in Oil, Gas and Mining Governance run by the Blavatnik School of Government, University of Oxford, in partnership with the Natural Resource Governance Institute (NRGI). The course will help senior policymakers and industry leaders in the public and private sector learn how to work towards better management and governance of oil, gas or mineral resources for a better future. Participants will examine extractive resource management and develop strategies to transform resources into sustained prosperity. Scholarships are available to public sector applicants from select countries, including Nigeria.

Applications close on 9th May 2022

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