DEMOCRACY & GOVERNANCE DIGEST

Where Policy Meets the People

7 NILDS IN THE LAST **SEVEN YEARS**

THE PROF. ABUBAKAR O. SULAIMAN

LEGACY EDITION

A Publication of the **Department of Democracy and Governance, National Institute for Legislative and Democratic Studies (NILDS)**

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ABOUT THE DIGEST

Democracy and Governance Digest is a publication of the Department of Democracy and Governance, National Institute for Legislative and Democratic Studies (NILDS). The Digest provides in-depth analysis, policy reflections, and expert perspectives on key trends in democratic governance across Nigeria and the African continent.

It aims to serve as a credible platform for lawmakers, scholars, civil society actors, and the public to engage with ideas that shape legislation, institutional accountability, political reform, and democratic resilience.

Each edition focuses on thematic issues ranging from electoral reform, civic participation, institutional capacity, security, inclusion, and parliamentary development.

Through thoughtful commentary, policy briefs, interviews, and field-based narratives, the *Democracy and Governance Digest* contributes to ongoing conversations on how democratic institutions can be strengthened to deliver sustainable development and equity.

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EDITORIAL NOTE

Institutions are transformed not only by policies and structures but also by vision, leadership and the collective commitment to growth and excellence. Over the past seven years, the National Institute for Legislative and Democratic Studies (NILDS) has undergone a remarkable journey of institutional renewal and advancement under the leadership of Prof. Abubakar O. Sulaiman.

This special legacy edition of Democracy and Governance Digest documents that journey. It captures the milestones, reforms, achievements, partnerships, research contributions and institutional progress that have shaped NILDS from 2019 to 2026.

More than a commemorative publication, this edition serves as a reflection on leadership, institutional development and the role of ideas in strengthening democratic governance. It highlights the contributions of departments, staff, researchers and partners whose efforts have collectively repositioned the Institute within Nigeria's democratic and legislative environments.

As readers go through these pages, we hope they will see not only the story of an institution but also the story of purposeful leadership, shared vision and sustained transformation.

Welcome to NILDS in the Last Seven Years: a story of institutional transformation.

Christopher Ngara, PhD
Editor-in-Chief
Democracy and Governance Digest

THE SULAIMAN YEARS

Born in 1965 in Kwara State, Professor Abubakar O. Sulaiman is a Nigerian academic, administrator, and public officer whose career bridges scholarship and national service. His journey reflects a steady rise through academia into high-level public leadership, anchored on a commitment to governance and institutional development.

He began his academic foundation at Ahmadu Bello University, Zaria, where he obtained a degree in Political Science in 1990. He later earned a Master's degree in International Relations and Strategic Studies from the University of Jos in 1995, before completing a PhD in International Relations at the University of Abuja in 2003. His academic pursuits were further strengthened with a Certificate in Public Leadership from the Harvard Kennedy School in 2023.

With over two decades in teaching and research, Professor Sulaiman built a strong scholarly profile in political science and governance studies before transitioning into public service. He served as Nigeria's Minister of National Planning between 2014 and 2015, contributing to national policy coordination during a critical period in the country's development.

However, it is his leadership of the National Institute for Legislative and Democratic Studies (NILDS) that defines the current era.

Appointed Director General in 2019 and reappointed in 2023, his tenure has been marked by institutional expansion and a renewed focus on democratic governance support across Nigeria.

THE NILDS PROF. SULAIMAN MET

When Professor Abubakar Olanrewaju Sulaiman assumed leadership of the National Institute for Legislative and Democratic Studies (NILDS) in 2019, the Institute was operating from its temporary site at Danube Street, Off Maitama, Abuja.

At the time, the Institute had a modest institutional structure, with four core departments serving its mandate of legislative and democratic capacity development.

With a pragmatic and reform oriented approach to leadership, Professor Sulaiman guided the transition of NILDS to its permanent site along Airport Road, Abuja, marking a significant milestone in the Institute's institutional development.

L-R DG NILDS, Prof Abubakar O. Sulaiman, President of the 9th Senate, Sen. Ahmad Lawan, President Muhammadu Buhari and Speaker of the 9th House, Rt Hon Femi Gbajabiamila during the commissioning of NILDS permanent site, Airport Road, Abuja.

Front entrance: Administrative Block of the National Institute for Legislative and Democratic Studies (NILDS)

Inside: Administrative Block of the National Institute for Legislative and Democratic Studies (NILDS)

From this foundation, the Institute transitioned into a period of structured expansion both in physical infrastructure and institutional capacity, setting the stage for broader reforms and growth in the years that followed.

THE NEW VISION

Coming from a strong academic background, Professor Abubakar O. Sulaiman brought to NILDS a leadership vision rooted in institutional growth, research excellence, innovation, and democratic development. His administration introduced a forward-looking agenda designed to reposition the Institute as a leading centre for legislative studies and democratic governance in Africa.

This vision found expression in the Governing Council-approved NILDS Strategic Plan (2020–2024), later extended to 2027, built around seven strategic goals: strengthening legislative capacity; promoting innovative research and policy analysis; deepening democratic values and inclusion; strengthening institutional capability; expanding partnerships and outreach; improving information and communication technology; and ensuring effective resource generation and management.

From that strategic foundation emerged a new phase of institutional transformation.

L-R: President of the 9th Senate and Chairman, NILDS Governing Council, Sen. Ahmad Lawan, PhD, CON, Speaker of the 9th House of Representatives, Rt. Hon. Femi Gbajabiamila and DG, NILDS, Prof Abubakar O.Sulaiman, during the 2nd Governing Council Meeting of the Institute on Wednesday, 16th December, 2020 at the National Assembly

L–R: Members of the NILDS Governing Council, with President of the 10th Senate and Chairman, NILDS Governing Council, Sen. Godswill Obot Akpabio, GCON (6th from left); Speaker of the House of Representatives, Rt. Hon. Tajudeen Abbas, PhD, GCON (7th from left); and DG, NILDS, Prof. Abubakar O. Sulaiman (8th from left).

STRUCTURAL REFORMS AND CAPACITY EXPANSION

One of the defining features of the Sulaiman years has been the deliberate expansion of NILDS' institutional structure to meet the evolving demands of legislative support, policy research, and democratic governance.

Before 2019, the Institute operated with a limited departmental structure. Under Professor Sulaiman's leadership, NILDS witnessed significant restructuring and specialisation, leading to the establishment and strengthening of several departments and strategic units.

What previously existed as broad operational structures evolved into a more dynamic institutional framework, including:

- ✓ Department of Studies (DoS)
- ✓ Department of Democracy and Governance (DD&G)
- ✓ Department of Economics and Social Research (DESR)
- ✓ Department of Legislative Support Services (DLSS)
- ✓ Department of Finance and Accounting (DFA)
- ✓ Department of Administration and Human Resource (DAHR)
- ✓ Department of Training and International Cooperation (DTIC)
- ✓ Legislative Centre for Security Analysis (LeCeSA)
- ✓ Department of Advance Executive Education Programme (AEEP)
- ✓ Department of Audit
- ✓ Democracy Radio 104.9 FM
- ✓ Institute Library

In addition, several specialised units were created to improve institutional efficiency and inclusiveness, including:

- ✓ Gender and Inclusivity Unit (GIU)
- ✓ Information and Protocol Unit
- ✓ Monitoring and Evaluation Unit and
- ✓ Information Communication and Technology (ICT) Unit

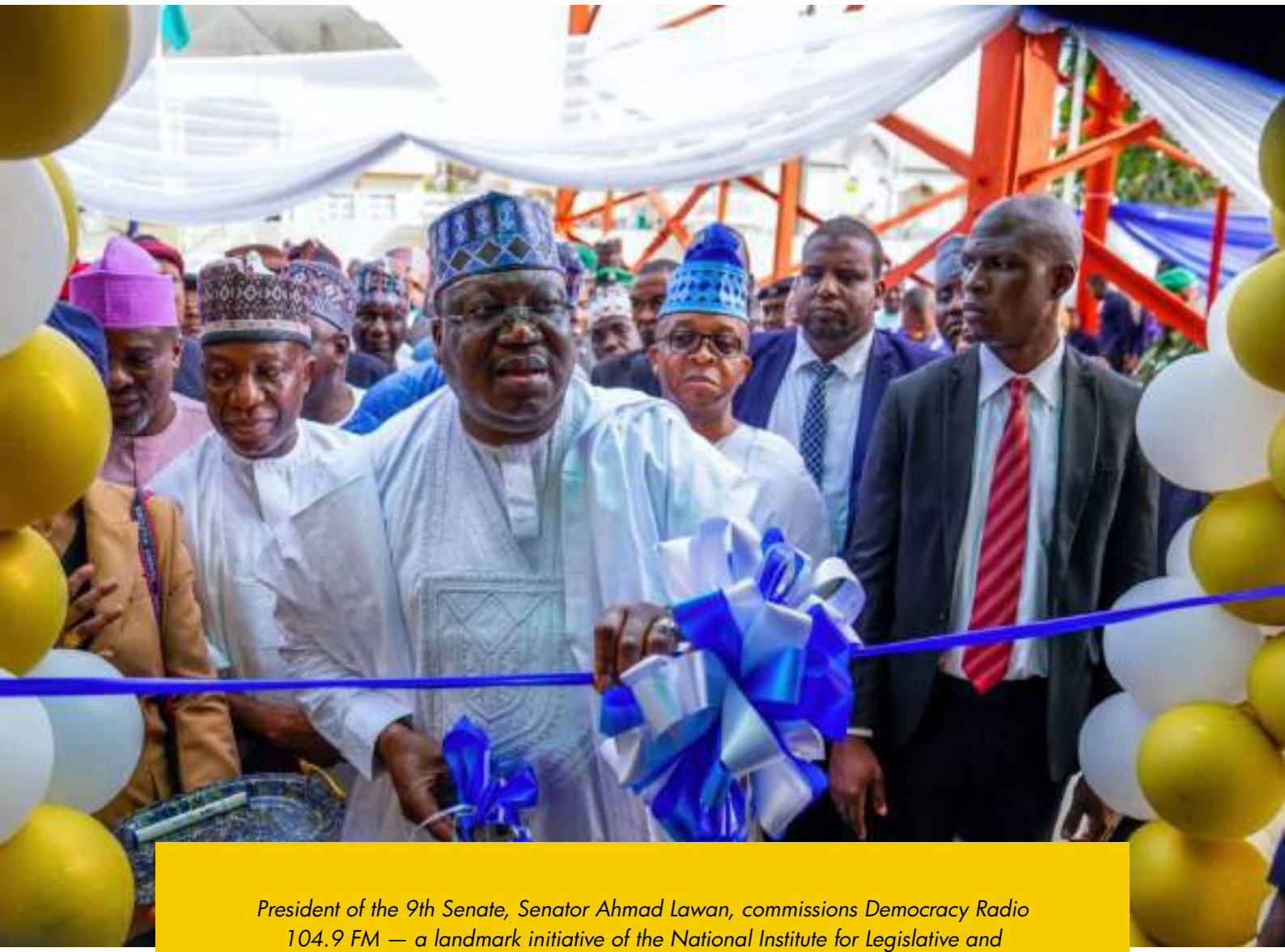
President of the 9th Senate, Senator Ahmad Lawan, PhD, officially unveils the Legislative Centre for Security Analysis (LeCeSA), domiciled within the National Institute for Legislative and Democratic Studies (NILDS). The Centre stands as another milestone institutional achievement established under the visionary leadership of Prof. Abubakar O. Sulaiman.

President of the 10th Senate and Chairman NILDS Governing Council, Senator Godswill Akpabio, GCON, receives a publication titled 25 Years of Democracy and Development in Nigeria from the Director-General of the National Institute for Legislative and Democratic Studies (NILDS), Prof. Abubakar O. Sulaiman. The publication commemorates Nigeria's uninterrupted democratic journey from 1999 to 2024. The presentation took place during a meeting in which Senator Akpabio commended the infrastructure of NILDS and the growing importance of the Institute in strengthening legislative capacity in the country.

Another landmark achievement of Prof. Sulaiman within his seven years as the DG of NILDS, is the establishment of the Democracy Radio 104.9 FM Abuja, a strategic public communication platform created to deepen civic engagement, democratic awareness, and public access to governance-related discourse.

Broadcasting terrestrially on 104.9 FM in Abuja and globally through online streaming, Democracy Radio has expanded the Institute's public outreach footprint and strengthened its democratic communication mandate.

This era of structural reform laid the groundwork for broader institutional growth, stronger legislative engagement, and a more responsive democratic support system.



President of the 9th Senate, Senator Ahmad Lawan, commissions Democracy Radio 104.9 FM — a landmark initiative of the National Institute for Legislative and Democratic Studies (NILDS) under the leadership of Prof. Abubakar O. Sulaiman.

Inside the Democracy Radio 104.9 FM studio in Abuja, established under the leadership of Prof. Abubakar O. Sulaiman *during the 9th National Assembly.*

STATE OF THE ARTS INFRASTRUCTURE

The transformation of the National Institute for Legislative and Democratic Studies (NILDS) during the Sulaiman years is perhaps most visibly reflected in the significant expansion, completion, and upgrading of its physical infrastructure. Guided by the Governing Council-approved Strategic Plan and supported by the leadership of the 9th and 10th National Assemblies, the Institute embarked on a deliberate drive to build facilities capable of supporting its growing mandate as a centre of excellence for legislative studies, policy research, democratic governance, and capacity development.

This progress was made possible through the steadfast support of the NILDS Governing Council under the chairmanship of successive Presidents of the Senate and Speakers of the House of Representatives, whose commitment to institutional strengthening provided the enabling environment for many of the Institute's landmark achievements. Their support, combined with the strategic leadership of Professor Abubakar Olanrewaju Sulaiman, helped translate vision into tangible outcomes.

Over the past seven years, NILDS has witnessed the completion and enhancement of critical infrastructure designed to meet international standards for learning, research, and professional development. These include modern lecture halls, classroom blocks, conference and training facilities, administrative complexes, and the Open Arena, all providing conducive spaces for legislative training, stakeholder engagement, and academic exchange.

NILDS 300 Seater Capacity Lecture Hall 1 actualised under the 10th National Assembly under the leadership of Prof Abubakar O. Sulaiman.

NILDS 270 Seater Capacity Lecture Hall 1 actualised under the 10th National Assembly under the leadership of Prof Abubakar O. Sulaiman

NILDS Podcast Studio established under the leadership of Prof Abubarkar O. Sulaiman featuring the President of the 9th Senate, Senator Ahmad Lawan, CON, in a Podcast Session on the legislature and democracy.

A major highlight of this transformation is the development of a well-equipped and standardised Institute Library, which serves as a knowledge hub for legislators, researchers, scholars, and policy practitioners. The Library has strengthened access to legislative resources, academic materials, policy documents, and digital information services, reinforcing the Institute's commitment to evidence-based research and informed decision-making.

A Section of NILDS Institute Library – Serving as a knowledge hub, the Library supports research, learning, and information access for legislators, researchers, and staff, reinforcing NILDS as a knowledge-driven institution.

Beyond the construction of new facilities, considerable attention has been devoted to facility maintenance, environmental beautification, landscaping, and the continuous upgrading of institutional infrastructure. These efforts have contributed to creating a modern, functional, and aesthetically appealing environment that supports excellence in learning, research, administration, and public engagement.

Today, the physical environment of NILDS is a reflection of what can be achieved through visionary leadership, institutional commitment, and sustained support from the National Assembly. More than buildings and facilities, these investments represent a long-term commitment to strengthening the capacity of democratic institutions and ensuring that NILDS remains a leading centre for legislative and democratic studies in Nigeria and beyond.

DEPARTMENTS DRIVING TRANSFORMATION

Under the leadership of Professor Abubakar O. Sulaiman, the National Institute for Legislative and Democratic Studies (NILDS) has undergone a deliberate process of institutional restructuring aimed at deepening specialisation, and strengthening its mandate in legislative support services and democratic governance.

At the heart of this restructuring are departments that drive NILDS' academic, research, and legislative support mandate:

DEPARTMENT OF DEMOCRACY AND GOVERNANCE (DD&G)

Over the past seven years, the Department of Democracy and Governance (DD&G) has remained at the forefront of NILDS' efforts to deepen democratic culture, strengthen civic engagement, and promote informed public discourse in Nigeria. Under the leadership of Professor Abubakar O. Sulaiman, the Department has significantly expanded its activities and outreach, transforming several initiatives into nationally recognised platforms for democratic participation and citizenship education.

Within the period, DD&G has analysed and transmitted over 1700 legislative briefs, bill analyses, policy memoranda, and research reports that have directly supported legislative deliberations, policy formulation, oversight functions, and democratic governance reforms within the review period. Through these evidence-based interventions, the Department has continued to strengthen the National Assembly's capacity for informed decision-making on issues of national importance.

In addition to its annual research outputs and policy briefs, the Department has undertaken several commissioned studies under Prof. Sulaiman to address contemporary legislative and governance challenges.

Notable among these are:

> **OVERLAPPING MANDATES OF LEGISLATIVE COMMITTEES IN NIGERIA'S 10TH HOUSE OF REPRESENTATIVES: IMPLICATIONS FOR OVERSIGHT EFFECTIVENESS**

AND

> **POLITICAL PARTY SWITCHING IN NIGERIA'S NATIONAL ASSEMBLY: STRATEGIES FOR BUILDING PARTY COHESION**

both of which provided valuable insights into legislative effectiveness, institutional performance, and democratic stability in Nigeria.

Through policy dialogues, civic education programmes, election observation missions, stakeholder engagements, and youth-focused initiatives, the Department has continued to bridge the gap between democratic institutions and the citizens they serve.

L-R: Prof. Attahiru Jega (3rd left), Prof. Abubakar O. Sulaiman (4th left), and other staff members during the One-Day Public Lecture on AI Governance in Nigeria and the 2027 General Elections: Policy Recommendations delivered by Prof. Ephraim Stephen Essien. (5th)

L-R: Prof. Abubakar O. Sulaiman (5th left) and management staff members during the One-Day Public Lecture on Nigerian Federalism and the Paradox of Inclusion: Evaluating Federal Character and the Crisis of National Identity *delivered by Prof. Iro Uke Uke (6th left)*

L-R: Prof. Jacob Nda (1st Left), Abubakar O. Sulaiman (middle) and Prof. Abiodun Amuda-Kannike, SAN, during the One-Day Public Lecture on Federalism and the Crisis of Security in Nigeria delivered by Prof. Jacob Nda

NATIONAL QUIZ COMPETITIONS

One of the Department's most notable achievements has been the growth of the National Quiz Competition for Secondary Schools. What began as a competition limited largely to schools within the Federal Capital Territory evolved into a truly national programme under the leadership of Prof. Abubakar O. Sulaiman.

By 2025, the competition had reached a major milestone with the successful hosting of its 10th edition, drawing participation from all 36 states of the Federation and the Federal Capital Territory. The initiative has become an important platform for promoting civic knowledge, democratic values, constitutional awareness, and active citizenship among young Nigerians.

L-R: Prof. Abubakar O. Sulaiman (3rd left) presenting the trophy to the School for the Gifted, Gwagwalada, Abuja,, National Champions of the 2025 NILDS National Quiz Competition.

A cross-section of participating schools during the NILDS 10th National Quiz Competition

A pictorial display of laptops and trophies to be presented to participating students during the 10th NILDS National Quiz Competition for Secondary Schools

SUSTAINING ELECTION OBSERVATION AND DEMOCRATIC ACCOUNTABILITY

Election observation remains one of NILDS' most strategic contributions to Nigeria's democratic development, and under the leadership of Professor Abubakar O. Sulaiman, the Department of Democracy and Governance has played a central role in coordinating and expanding the Institute's election observation mandate.

Over the past seven years, the Department has successfully deployed observation missions to major electoral exercises across the country, including presidential, governorship, National Assembly, State House of Assembly, and off-cycle elections. Through these engagements, NILDS has contributed to strengthening electoral integrity, enhancing democratic accountability, and promoting public confidence in Nigeria's electoral processes.

Beyond observation, the Department has produced post-election reports, policy recommendations, and stakeholder engagements that have informed discussions on electoral reform, democratic consolidation, and improvements in election administration. These interventions have reinforced NILDS' reputation as a trusted institutional partner in Nigeria's democratic journey.

Election Observation Impact (2019–2026)

Nationwide Election Observation Missions	Presidential Elections	Governorship Elections
National Assembly Elections	State Assembly Elections	Off-Cycle Elections
Post-Election Assessment Reports	Electoral Reform Recommendations	Stakeholder Engagements on Electoral Governance

Dr. Osaretin Okungbowa during the NILDS observation of the Edo State Governorship Election in 2020

A cross-section of NILDS staff during the 2020 Election Observation of the Edo State Governorship Election.

Ahead of the 2023 General Elections, the Director-General of NILDS, Prof. Abubakar O. Sulaiman, officially opened a Pre-Election Workshop for the Institute's Election Observers.

A section of NILDS staff at the opening session of the Pre-Election Workshop organised for NILDS Election Observers in preparation for the 2023 General Elections.

Prof. Abubakar O. Sulaiman, Director General of NILDS, delivering opening remarks at the Pre-Election Workshop for the Institute's Election Observers ahead of the 2023 General Elections.

Dr. Ganiyu Ejalonibu during the NILDS observation of the 2026 FCT Area Council Elections

NILDS observation of the 2026 FCT Area Council Elections

Also within the review period, the DD&G has successfully convened over 100 public dialogues on the legislature and democratic governance, workshops, conferences, roundtables, and stakeholder consultations, bringing together policymakers, academics, civil society organisations, development partners, and citizens to exchange ideas on critical national issues. These engagements have strengthened NILDS' position as a leading platform for democratic discourse and policy engagement.

Beyond its legislative support function, the Department has emerged as a leading source of knowledge and thought leadership on democracy and governance in Nigeria. Through commissioned studies, policy papers, governance assessments, and issue-based research, the Department has generated critical insights on electoral processes, political parties, constitutional development, legislative effectiveness, citizen participation, and democratic accountability.

Its research outputs have not only informed legislative deliberations but have also contributed to national conversations on governance reforms and institutional strengthening. By examining emerging political and democratic trends, the Department continues to provide a valuable intellectual foundation for democratic development and legislative innovation in Nigeria.

Indicator	Output
Legislative Briefs & Policy Analyses	**1,700+**
Public Dialogues & Stakeholder Engagements	**100+**
National Quiz Competitions Hosted	**10**
States Covered by Quiz Competition	**36 + FCT**
Election Observation Missions	**All Major Elections (2019–2026)**

DEPARTMENT OF STUDIES (DOS)

Under the leadership of Professor Abubakar O. Sulaiman, the Department of Studies (DoS) has undergone remarkable expansion, evolving from a modest training-focused unit into a comprehensive academic and professional development hub for legislative education in Nigeria.

Building on the Institute's mandate for capacity development in legislative practice and democratic governance, the Department has significantly broadened its academic offerings. These now include opportunities for continuing education and advanced professional training at the Master's, Doctorate, and Postgraduate Diploma levels in key areas such as Legislative Studies, Legislative Drafting, Parliamentary Administration, Election and Party Politics, and Constitutional Law and Development.

This expansion reflects a deliberate effort to strengthen the intellectual and professional capacity of Nigeria's legislative ecosystem through structured academic engagement.

In line with this academic growth, and leveraging Professor Sulaiman's background as a scholar and professor of political science, the Department is currently advancing plans for the introduction of undergraduate degree programmes, further deepening NILDS' role in formal legislative education.

STRATEGIC ACADEMIC PARTNERSHIPS

To support this expansion, the Department has established strong institutional partnerships with leading Nigerian universities, including the University of Benin, Federal University Lokoja, and the University of Abuja. These collaborations have enhanced academic delivery, certification, and institutional credibility across programmes.

Through these partnerships, the Department of Studies has successfully enrolled over 900 students across various academic tracks ranging from:

- ✓ Masters in Legislative Studies (MLS)
- ✓ Masters in Law (LLM; Legislative Drafting)
- ✓ Masters in Parliamentary Administration (MPD)
- ✓ Masters in Elections and Party Politics (MEPP)
- ✓ Masters in Constitutional Law and Constitutional Development (MCL)
- ✓ Post Graduate Diploma in Legislative Studies (LS)
- ✓ Post Graduate Diploma in Parliamentary Administration (PALAD)
- ✓ Post Graduate Diploma in Legislative Drafting (LD)
- ✓ Post Graduate Diploma in Elections and Party Politics
- ✓ HND Official Reporting
- ✓ HND Parliamentary Administration

The Director General of NILDS, Prof. Abubakar O. Sulaiman, and the Vice-Chancellor of the University of Benin (UNIBEN), Prof. Edoba B. Omoregie, displaying the signed renewed Memorandum of Understanding (MoU) between both institutions at the NILDS Complex on Thursday, 18th June, 2026.

NILDS-UNIBEN 2025/2026 Matriculation Ceremony

UNIBEN 2025/2026 Matriculation Ceremony

A Cross Section of Participants at the 2025/2026 NILDS-UNIBEN Matriculation Ceremony

ACADEMIC OUTPUT AND GRADUATE ACHIEVEMENTS

Over the years, the Department has recorded notable academic outputs, contributing to the development of highly skilled professionals in the legislative and governance space. So far, the programme has produced over 350 graduates in various fields of interest.

These achievements underscore the Department's growing reputation as a centre for advanced legislative education and professional development in Africa.

NILDS-UNIABUJA 2024/2025 Matriculation Ceremony

NILDS-UNIABUJA 2024/2025 Matriculation Ceremony

A Cross Section of NILDS-Federal University Lokoja Matriculation Ceremony

The Department of Studies is currently finalising plans for the introduction of full undergraduate degree programmes, expected to commence soon, marking a significant milestone in the institutionalisation of legislative education within NILDS under the Sulaiman's administration. The proposed Bachelor of Science (BSc) programmes, offered in partnership with the University of Abuja, include:

BSc Strategic Communications and Official Reporting

BSc Legislative Studies and Administration

BSc Legislative Studies and Policy Analysis

BSc Elections and Democratic Studies

This next step is expected to further position the Institute as a leading academic and professional training centre for legislative studies on the continent.

CENTRE FOR ADVANCED EXECUTIVE EDUCATION PROGRAMME (CAEEP)

A Premier Hub for Executive Leadership and Advanced Governance Training

Established under the visionary and capacity-driven leadership of Professor Abubakar O. Sulaiman, the Centre for Advanced Executive Education Programme (CAEEP) represents one of the most strategic innovations within the National Institute for Legislative and Democratic Studies (NILDS). Designed as a high-level executive learning hub, the Centre functions as a specialised platform for advanced leadership training, comparable in concept to globally renowned executive education institutions, but tailored to the unique governance and development needs of Africa.

CAEEP was created to provide structured, high-impact learning opportunities for top-tier decision makers across the public and private sectors, including legislators, legislative committee leaders, chief executives, permanent secretaries, senior technocrats, political appointees, civil society leaders, and senior executives within corporate and development institutions.

In this regard, the Centre serves as a bridge between academic knowledge, policy practice, and leadership execution, strengthening governance capacity at the highest levels across Nigeria and beyond.

L-R: Prof. Abubakar O. Sulaiman (3rd left) and other participants at a Parliamentary Retreat on Private Security Governance and Legislative Oversight in Nigeria, organised for Chairmen and Clerks of security-related committees of the National Assembly and senior representatives of the Nigeria Security and Civil Defence Corps, NSCDC.

The Centre delivers advanced executive education across a broad spectrum of governance and leadership domains, including democratic governance, legislative practice, political leadership, institutional management, and sector-specific policy development.

Participants include leadership from Ministries, Departments and Agencies (MDAs), legislative institutions, political parties, regulatory bodies, private sector organisations, and civil society institutions, making CAEEP a truly cross-sectoral leadership development platform.

CURATED EXECUTIVE COURSES

CAEEP offers sixteen (16) specially curated executive courses designed to address contemporary governance challenges and leadership needs. These include:

- Advanced Management and Leadership Skills
- Democratic Governance
- Political Party and Election Management
- Legislative Practices and Procedures
- Modern Legislative Leadership for National Transformation
- Pathways for Emerging Leaders
- Leadership for Social Impact
- Navigating Risks Associated with Artificial Intelligence and Emerging Technology
- Collective Bargaining and Negotiation Strategies
- Building Resilient Leadership in Times of Crisis
- Women in Leadership Positions
- Energy Sector Project Development and Execution in States and Local Government Areas
- Leveraging Legal and Regulatory Reforms in the Energy and Mining Sectors
- Leveraging the Blue Economy for Sustainable Development
- Strategies for Expanding Revenue Base in States and Local Government Areas

A cross section of participants during a capacity building workshop for Information, Communication, and Management staff of the National Assembly.

Beyond individual courses, CAEEP provides structured certification pathways designed to build long-term professional competence and leadership identity. The Centre offers six (6) Advanced Professional Certification tracks:

- Certified Leadership, Strategy and Management Professional (CLSMP)
- Certified Legislative Governance and Political Leadership Professional (CLGPLP)
- Certified Leadership and Social Transformation Professional (CLSTP)
- Certified Energy Governance and Sustainable Development Professional (CEGSDP)
- Certified Technology, Innovation and Risk Management Professional (CTIRMP)
- Certified Public Policy and Development Leadership Professional (CPPDLP)

Participants who successfully complete four courses within any certification pathway, within a minimum of four months and a maximum of three years, are awarded Advanced Professional Certificates, granting them the professional recognition and the privilege of using post-nominal designations.

Through CAEEP, NILDS has strengthened its role not only as a legislative training institute, but also as a continental centre for executive education and leadership transformation like that of Harvard Business School. The Centre continues to serve as a platform where governance meets innovation, and where leaders across sectors are equipped with the tools to navigate complex policy, institutional, and developmental challenges.

DEPARTMENT OF TRAINING AND INTERNATIONAL COOPERATION (DTIC)

When Prof. Sulaiman assumed office in 2019, legislative training remained one of the Institute's core mandates. However, his administration envisioned something more ambitious: a department that would not only strengthen the capacities of Nigerian legislators and legislative staff but also position NILDS as a leading centre for parliamentary learning, democratic governance, and international cooperation across Africa.

Over the last seven years, that vision has steadily become a reality.

Today, this Department stands as one of the Institute's most active and impactful platforms, driving legislative professionalism, institutional development, and democratic capacity building at the federal, state, and local government levels.

EXPANDING THE REACH OF LEGISLATIVE CAPACITY DEVELOPMENT

Under the Sulaiman administration, the Department recorded an unprecedented expansion in training output and institutional reach. What began as a modest annual training portfolio evolved into a comprehensive capacity-development ecosystem serving legislators, legislative staff, committee clerks, public servants, and governance practitioners across Nigeria.

L-R: Prof. Abubakar O. Sulaiman (6th left) and other participants at the two-day training programme for Commissioners of the Revenue Mobilisation, Allocation and Fiscal Commission, RMAFC at NILDS, Abuja.

Between 2023 and 2026 alone, the Department successfully delivered 398 capacity-building programmes, directly reaching more than 4,450 participants drawn from federal and state legislatures, local government councils, Ministries, Departments and Agencies, Public Service Commissions, and other governance institutions.

The expansion reflects a deliberate commitment to strengthening democratic institutions through continuous learning, professional development, and knowledge sharing.

TAKING CAPACITY DEVELOPMENT BEYOND ABUJA

One of the defining achievements of the Department during this period was its deliberate expansion into sub-national legislatures.

Recognising that democratic governance is strengthened not only at the national level but also within states and local governments, the Department intensified its engagement with State Houses of Assembly and Local Government Legislative Councils across the country.

Between 2023 and 2026, more than 267 targeted programmes were delivered for sub-national legislative institutions, reaching over 2,700 participants.

The Director General, National Institute for Legislative and Democratic Studies, Prof. Abubakar O. Sulaiman giving his opening remarks at the capacity building workshop for members of Plateau State House of Assembly organised by (NILDS) in partnership with Konrad-Adenauer-Stiftung

These interventions strengthened legislative drafting skills, committee oversight functions, budget scrutiny processes, constituency engagement, and parliamentary administration, helping to improve governance outcomes closer to the people.

L-R: Speaker of Akwa Ibom State House of Assembly, Rt Hon Udeme Ottong (left) and the DG NILDS, Prof. Abubakar O. Sulaiman (right) during a three-day workshop on Ethics, Privileges, Practice, and Procedures for Effective Legislative Performance for members and management staff of the Akwa Ibom State House of Assembly.

L-R: The DG NILDS, Prof. Abubakar O. Sulaiman (11th left) and lawmakers from Akwa Ibom State during a three-day workshop on Ethics, Privileges, Practice, and Procedures for Effective Legislative Performance for members and management staff of the Akwa Ibom State House of Assembly held at NILDS.

STRENGTHENING THE NATIONAL ASSEMBLY PARTNERSHIP

A major milestone of the period was the deepening partnership between NILDS and the National Assembly.

In 2025 alone, the Department successfully trained more than 600 staff members of the National Assembly across multiple departments and specialised units. The programmes focused on legislative drafting, committee administration, parliamentary reporting, policy analysis, and legislative support services.

Beyond the numbers, this initiative represented a significant step towards building a stronger learning culture within Nigeria's legislative ecosystem and reinforcing institutional collaboration between NILDS and the National Assembly.

Participants at a training workshop on Legislative Practice and Procedures organised by NILDS for members, management staff, committee clerks, and other support staff of state houses of Assembly across Nigeria.

BUILDING BRIDGES ACROSS AFRICA

Perhaps one of the most remarkable developments under Prof. Sulaiman's leadership has been the internationalisation of the Department's activities.

Through strategic partnerships and parliamentary cooperation initiatives, NILDS expanded its engagement beyond Nigeria's borders, hosting and training participants from several African countries and regional institutions.

Officials and delegates from Uganda, Ghana, The Gambia, Malawi, Liberia, Benin Republic, Somalia, the ECOWAS Parliament, and South Africa's Gauteng Provincial Legislature participated in various training and knowledge-exchange programmes facilitated by the Department.

These engagements have strengthened NILDS' reputation as a regional centre of excellence and reinforced Nigeria's role in advancing democratic governance and parliamentary development across Africa.

L–R: Hon. Lindi Mminele, representing the South African High Commissioner to Nigeria, and the Director-General of NILDS, Prof. Abubakar O. Sulaiman, sign a Memorandum of Understanding (MoU) at the Institute's Permanent Site in Abuja. The agreement followed a high-level engagement between NILDS and the Gauteng Provincial Legislature, South Africa, aimed at deepening legislative cooperation, research collaboration, and institutional capacity development.

Prof. Abubakar O. Sulaiman, Director General of NILDS (centre), with Dr. Fatahou Djima, Director of the Parliamentary Institute of Benin (IPAB), and members of the Beninese delegation during a visit to NILDS under the NILDS–IPAB partnership aimed at advancing legislative excellence and democratic governance in Africa.

The Department also broadened its curriculum to address the increasingly complex realities of modern governance.

Training programmes covered critical areas such as legislative drafting, public financial management, parliamentary ethics, policy analysis, oversight and accountability, executive-legislative relations, conflict management, and institutional negotiation.

In keeping with global trends, the Department incorporated emerging themes such as digital governance, technology-enabled legislative administration, and the opportunities and risks associated with artificial intelligence and other disruptive technologies.

A LEGACY OF GROWTH AND INNOVATION

The achievements of the Department of Training and International Cooperation over the past seven years reflect more than an increase in programmes and participants. They represent a deliberate transformation of NILDS into a more outward-looking, globally connected, and impact-driven institution.

Through strategic leadership, institutional innovation, and sustained investment in human capital development, Professor Abubakar O. Sulaiman has repositioned the Department as a key driver of legislative excellence, democratic consolidation, and international cooperation.

Prof. Abubakar O. Sulaiman presenting a certificate to a participant from the Cross River State House of Assembly upon the successful completion of a three-day Capacity Building Workshop on "Improving Accuracy in Recording Parliamentary and Committee Proceedings in the Age of Artificial Intelligence and Other Advanced Technologies."

DTIC IMPACT AT A GLANCE 2019–2026

Building Legislative Excellence • Strengthening Democracy • Expanding Global Partnerships

LEGISLATIVE CAPACITY DEVELOPMENT

398
Capacity-Building Programmes Delivered (2023–2026)

4,450+
Legislators, Staff & Governance Practitioners Trained

NATIONAL ASSEMBLY PARTNERSHIP

600+
National Assembly Staff Trained (2026)

Building stronger capacity in:

- Legislative Support Services
- Committee Administration
- Parliamentary Reporting
- Policy Research

FROM TRAINING DEPARTMENT TO GLOBAL CAPACITY HUB

A seven-year journey of:

- Growth
- Partnerships
- International Visibility
- Stronger Democratic Institutions

2019 — 2026

STRENGTHENING DEMOCRACY AT ALL LEVELS

267+
Programmes for State & Local Legislatures

2,700+
Sub-National Legislative Actors Reached

Impact Areas

- Legislative Drafting
- Committee Oversight
- Budget Scrutiny
- Parliamentary Administration
- Policy Analysis
- Constituency Engagement

INTERNATIONAL COOPERATION

NILDS AS A REGIONAL KNOWLEDGE HUB

- Uganda
- Ghana
- The Gambia
- Malawi
- Liberia
- Benin Republic
- Somalia
- Gauteng Provincial Legislature, South Africa
- ECOWAS Parliament

TRAINING FOR THE FUTURE

Modern Governance Themes

- Artificial Intelligence & Emerging Technology
- Digital Legislative Administration
- Public Financial Management
- Legislative Ethics & Procedures
- Executive–Legislative Relations

DEPARTMENT OF ECONOMICS AND SOCIAL RESEARCH (DESR)

Over the past seven years, the Department of Economics and Social Research (DESR) has remained one of the intellectual pillars of the National Institute for Legislative and Democratic Studies (NILDS), providing the research, analysis, and policy insights required to support effective legislative decision-making.

Under the leadership of Professor Abubakar Olanrewaju Sulaiman, the Department has strengthened its role as a trusted source of evidence-based research, helping legislators engage more effectively with complex economic, social, and development issues confronting the nation.

Prof. Abubakar O. Sulaiman, Director-General of NILDS, with participants during the sabbatical lecture of Professor Joseph A. S. Obansa at the Institute. The lecture examined the impact of the National Development Plan on Nigeria's economic growth and development trajectory, highlighting critical perspectives on national planning, policy implementation, and sustainable development.

A cross section of participants during the sabbatical lecture presented by Professor Sunday Ewansiha Omosigho at NILDS. The lecture, titled "Optimizing Security Sector Financing in Nigeria: A Stochastic Framework for Legislative Oversight and Resource Efficiency," examined innovative approaches to improving security sector financing, legislative oversight, and effective resource management.

At a time when public policy decisions increasingly require rigorous analysis and reliable data, DESR has continued to bridge the gap between research and legislation, ensuring that lawmakers are equipped with the information needed to make informed choices in the national interest.

A key aspect of the Department's work has been its contribution to budget scrutiny and fiscal analysis. Through detailed examination of budget proposals, expenditure patterns, economic indicators, and development trends, DESR provides critical support to the National Assembly during budget consideration and oversight processes. These analyses assist legislators in evaluating government spending priorities, assessing policy implications, and ensuring greater accountability in the management of public resources.

Beyond budget analysis, the Department conducts in-depth research on a broad range of socio-economic and governance issues, producing studies, policy briefs, technical reports, and advisory materials that contribute to legislative deliberations and national development discourse.

L–R: Prof. Abubakar O. Sulaiman, Director General of NILDS (2nd from left), with the President of the 10th Senate and Chairman, NILDS Governing Council, Senator Godswill O. Akpabio, GCON (centre), Governor of Imo State, His Excellency Governor Hope Uzodinma, and the Vice President of Nigeria, Senator Kashim Shettima, GCON, during the National Economic Council (NEC) Conference 2026 themed "Delivering Inclusive Growth and Sustainable National Development".

> *Through its research activities, DESR under Prof. Sulaiman's leadership has helped strengthen the capacity of the legislature to engage with critical issues relating to economic management, social development, public policy, governance reform, and sustainable development.*

As NILDS continues to evolve as a centre of excellence in legislative studies and democratic governance, the Department of Economics and Social Research remains central to the Institute's mission of supporting informed legislation, effective oversight, and sound public policy through rigorous research and analysis.

DEPARTMENT OF LEGISLATIVE SUPPORT SERVICES (DLSS)

The Department of Legislative Support Services (DLSS) remains one of the key pillars of the National Institute for Legislative and Democratic Studies (NILDS), serving as a critical link between research, legislative practice, and the effective functioning of Nigeria's legislature.

Over the past seven years, under the leadership of Professor Abubakar O. Sulaiman, the Department has continued to deepen its mandate of providing specialised technical support to the National Assembly, strengthening legislative processes, and improving the quality of lawmaking in Nigeria.

Through its legislative support functions, DLSS has provided professional assistance in areas including legislative drafting, bill analysis, committee support, legislative research, parliamentary documentation, and advisory services. These interventions have contributed to improving the efficiency of legislative processes and supporting lawmakers in the development of sound, effective, and impactful legislation.

L-R: The Director General of NILDS, Prof. Abubakar O. Sulaiman (4th left), with other members of the head table during the 9th Annual Conference of the International Law Association (ILA), Nigerian Branch, hosted by NILDS on Tuesday, 14th April, 2026.

BUILDING THE NEXT GENERATION OF LEGISLATIVE EXPERTS

One of the defining innovations of the Department during the Sulaiman years has been the introduction of the Legislative Drafting Internship Programme, a strategic initiative designed to identify, train, and nurture young legal talents for the future of legislative practice in Nigeria.

The programme targets young lawyers, particularly recent graduates from the Nigerian Law School, providing them with practical exposure and specialised training in legislative drafting, bill development, legislative procedures, and parliamentary practice.

The initiative represents a deliberate investment in institutional continuity, catching young professionals early and equipping them with the technical skills required to contribute meaningfully to democratic governance and lawmaking.

The impact of the programme has been significant. Beyond training, it has created a pathway for excellence, where outstanding interns are recognised and provided opportunities to join NILDS and contribute to the Institute's growing research and legislative support community.

Director General of NILDS, Prof. Abubakar O. Sulaiman, in a photo session with some management staff and members of the Young Lawyers Forum (YLF), Garki Branch, during the Intensive Training on Legislative Drafting and Policy Advocacy for members of the Forum.

L-R: Director General of NILDS, Prof. Abubakar O. Sulaiman (3rd left), during the Graduation Ceremony of the 5th Batch and the welcoming of the 6th Batch of the DG NILDS Internship Programme on Legislative Drafting, targeted at young lawyers interested in developing expertise in legislative drafting and policy practice.

What began as an innovative leadership intervention has gradually evolved into a sustainable institutional culture within DLSS. The internship programme has become a model for talent development, professional growth, and knowledge transfer, reflecting the broader vision of Professor Sulaiman's administration, building institutions that not only deliver results today but also prepare capable professionals for the future.

Through this approach, DLSS has strengthened its human capital base while ensuring that legislative expertise continues to grow within the Institute.

The achievements of DLSS during this period demonstrate the importance of combining technical expertise with institutional innovation. By strengthening legislative support systems, investing in young professionals, and improving legislative capacity, the Department continues to reinforce NILDS' role as a centre of excellence for legislative studies and democratic development.

Under Professor Sulaiman's leadership, DLSS has evolved beyond a support department into a strategic driver of legislative professionalism, institutional memory, and sustainable democratic capacity building.

DLSS Impact at a Glance (2019–2026)

LEGISLATIVE SUPPORT

STRENGTHENING THE WORK OF THE NATIONAL ASSEMBLY

LEGISLATIVE SUPPORT DELIVERED THROUGH:

- LEGISLATIVE DRAFTING ASSISTANCE
- BILL REVIEW & ANALYSIS
- COMMITTEE SUPPORT SERVICES
- LEGISLATIVE RESEARCH SUPPORT
- LEGISLATIVE DOCUMENTATION
- TECHNICAL ADVISORY SERVICES

BUILDING THE NEXT GENERATION

LEGISLATIVE DRAFTING INTERNSHIP PROGRAMME

A New Pipeline for Legislative Excellence

TARGET GROUP

Young Lawyers
&
Recent Law School Graduates

TRAINING AREAS

- Legislative Drafting
- Bill Development
- Parliamentary Procedures
- Legislative Research

OUTCOME

- ★ Practical Legislative Expertise
- ★ Professional Development
- ★ Contribution to NILDS Research Community

A CULTURE OF EXCELLENCE

FROM INNOVATION TO INSTITUTIONAL PRACTICE

THE SULAIMAN YEARS → KNOWLEDGE TRANSFER → STRONGER LEGISLATIVE SUPPORT SYSTEM → SUSTAINABLE DEMOCRATIC CAPACITY BUILDING

DEPARTMENT OF ADMINISTRATION AND HUMAN RESOURCE (DAHR)

Institutions are built not only through structures and policies, but through the people who give life to their vision. Since assuming office as Director General of the National Institute for Legislative and Democratic Studies (NILDS) in 2019, Professor Abubakar O. Sulaiman has placed human capital development, staff welfare, and administrative efficiency at the centre of his leadership agenda.

Recognising that a strong workforce is the foundation of institutional excellence, his administration embarked on a series of reforms designed to strengthen the capacity of staff, improve service delivery, and create an environment where employees are equipped, motivated, and empowered to contribute effectively to NILDS' mandate.

These reforms have gradually reshaped the Institute's administrative environment, resulting in a more capable workforce, improved operational systems, and a stronger institutional framework to support NILDS' expanding role in legislative research, democratic governance, and policy development.

BUILDING CAPACITY THROUGH RECRUITMENT AND PROFESSIONAL DEVELOPMENT

One of the earliest priorities of the Sulaiman administration was addressing manpower gaps that affected the effective execution of the Institute's responsibilities. A transparent recruitment process was therefore initiated, leading to the engagement of qualified personnel across research, administrative, and technical departments.

The strengthened workforce provided the foundation for improved efficiency across the Institute, enabling departments to respond more effectively to growing institutional demands. Beyond recruitment, attention was also given to ensuring that existing staff had clear opportunities for career growth and professional advancement.

Through timely promotions, confirmation of appointments, and appropriate placement of personnel based on qualifications and expertise, the administration strengthened staff confidence and created a workplace culture where performance and competence were recognised.

Understanding that institutional growth depends on continuous learning, Professor Sulaiman's administration expanded opportunities for academic advancement and specialised training. Staff members across different cadres, including non-academic personnel, were encouraged and supported to pursue higher qualifications and professional development programmes.

Through access to postgraduate diplomas, master's degrees, doctoral programmes, and professional certifications, staff have continued to expand their knowledge base and strengthen the Institute's overall expertise.

Qualified personnel were also supported to participate in academic and professional programmes facilitated through NILDS' partnerships, further enriching the skills available within the organisation.

Professor Abubakar O. Sulaiman delivering his remarks during the 2-Day Orientation Programme for newly recruited staff on Thursday, 7th May, 2026.

A cross-section of staff during the 2-Day Orientation Programme organised for newly recruited staff of NILDS on Thursday, 7th May, 2026.

EXPANDING PROFESSIONAL HORIZONS AND GLOBAL EXPOSURE

The commitment to staff development extended beyond formal education. Under Professor Sulaiman's leadership, NILDS prioritised practical professional exposure through conferences, workshops, seminars, and specialised training programmes.

Staff members have benefited from capacity-building opportunities in areas such as legislative studies, administration, finance, information technology, procurement, communication, and governance.

The Institute also embraced global learning opportunities, with staff participating in international programmes and study visits in countries including the United Kingdom, Kenya, and Tanzania. These engagements exposed personnel to international best practices and strengthened NILDS' ability to deliver on its mandate.

Importantly, the approach was inclusive, ensuring that opportunities for growth extended beyond academic and research staff to operational and support personnel. This reflects a broader philosophy that every member of the Institute contributes to institutional success.

A HEALTHIER AND MORE SUPPORTIVE WORKPLACE

As the workforce became stronger, the Prof. Sulaiman's administration recognised that productivity is closely linked to employee wellbeing. Consequently, staff welfare became a central component of the reform agenda.

Dr. Shuaibu Danwanka, Legal Adviser to NILDS, undergoing a health check-up alongside other staff members at the NILDS premises during a public health awareness programme tagged "Know Your Health". The initiative, approved by Prof. Abubakar O. Sulaiman, reflects his commitment to staff welfare, wellness, and the promotion of a healthy work environment. The exercise was conducted in partnership with the Department of Public Health, Planning and Research Health Services of the National Assembly.

The Institute enhanced healthcare support through enrollment in the National Health Insurance Scheme (NHIS), medical screenings, wellness campaigns, and preventive health initiatives.

Through collaborations with relevant health institutions, staff members benefited from health assessments covering areas such as blood pressure checks, blood sugar screening, cancer awareness, and general wellness evaluations.

During the COVID-19 pandemic, NILDS adopted proactive measures to protect staff and maintain workplace safety. These included remote work arrangements, health sensitisation programmes, provision of safety materials, and improved hygiene practices.

The establishment of a First Aid Clinic further strengthened the Institute's health support system by providing immediate medical assistance, emergency response services, and health education within the workplace.

A photo session of some management staff of NILDS during the public health awareness programme tagged "Know Your Health".

SUPPORTING WORK-LIFE BALANCE THROUGH FAMILY-FRIENDLY POLICIES

Beyond healthcare, the administration also introduced initiatives aimed at improving the overall quality of work life for employees.

In 2024, Professor Sulaiman approved the establishment of the NILDS Crèche, a welfare intervention designed to support working parents by providing a safe and convenient childcare facility within the Institute.

The initiative helped staff members better balance professional responsibilities with family needs, while reinforcing NILDS' commitment to building an inclusive and people-centred workplace.

The Director General of NILDS, Prof. Abubakar O. Sulaiman, commissioning NILDS Crèche established to provide a supportive childcare facility for staff members who come to work with their children, while promoting staff welfare and a family-friendly work environment.

TRANSFORMING ADMINISTRATION THROUGH DIGITAL INNOVATION

Alongside workforce and welfare reforms, the administration of Prof Sulaiman also focused on modernising internal processes through technology.

The introduction of the Digital Biometric Attendance System replaced manual attendance procedures, improving accuracy, accountability, and efficiency in staff management.

The ongoing digitisation of personnel records, administrative files, and human resource processes has further strengthened records management, improved accessibility, enhanced confidentiality, and preserved institutional memory.

This shift towards digital administration represents an important step in positioning NILDS as a modern and efficient institution.

RECOGNISING EXCELLENCE AND STRENGTHENING INSTITUTIONAL KNOWLEDGE

> *To reinforce a culture of performance and dedication, the administration introduced staff recognition mechanisms aimed at celebrating outstanding contributions.*

The Best Staff Award system was established to acknowledge excellence, innovation, and commitment across departments. Through recognition, incentives, and professional development opportunities, the initiative continues to encourage employees to strive for continuous improvement.

NILDS

Selected photographs of the Director General of NILDS, Prof. Abubakar O. Sulaiman, presenting plaques to outstanding staff awardees in recognition of their exceptional performance and contributions to the Institute.

ADVANCING KNOWLEDGE THROUGH SABBATICAL LECTURES

> *A significant intellectual contribution of the Professor Abubakar O. Sulaiman administration is the institutionalisation of sabbatical lectures at NILDS.*

The initiative provides a platform for visiting academics and researchers on sabbatical to share empirical research, policy insights, and practical recommendations that support legislative practice and democratic governance.

Through this initiative, NILDS has strengthened the connection between academic research and policymaking, ensuring that legislators and stakeholders have access to relevant knowledge for informed decision-making. To date, the Institute has hosted over 400 sabbatical lectures, reflecting Professor Sulaiman's commitment to building a knowledge-driven institution.

L-R: The Director General of NILDS, Prof. Abubakar O. Sulaiman (centre), Head of Department, Democracy and Governance (DD&G), NILDS, Dr. Christopher Ngara (1st left), and Prof. Nanji Umoh (3rd left), during the end-of-sabbatical presentation delivered by Prof. Nanji Umoh on "Phytomedicine Development and Utilization: Policy Pathways for Sustainable Health Equity in Nigeria".

DAHR IMPACT AT A GLANCE (2019–2026)

✓ **Improved Staff Career Progression**	• Timely processing of conversions, confirmations and promotions • Recruitment across various cadres • Regular staff audit (2019 & 2025)
✓ **Staff Welfare & Wellbeing**	• Establishment of Institute Crèche and Clinic • Medical check-ups and health sensitisation programmes • Approval of leave of absence and study leave
✓ **Capacity Building & Professional Growth**	• Institutionalised staff development initiatives • Engagement of sabbatical staff, consultants, NYSC members and interns
✓ **Recognition & Engagement**	• Staff performance awards and recognition • Introduction of the DG's Social and Sports Day
✓ **Policy & Administrative Reforms**	• Periodic review of Conditions of Service • Digitisation of Administration and Human Resources processes

ADVANCING GENDER AND INCLUSIVITY IN GOVERNANCE

Recognising that inclusive governance is fundamental to sustainable democracy, Professor Abubakar O. Sulaiman's administration established the Gender and Inclusivity Unit at NILDS as part of efforts to align the Institute with global best practices and emerging legislative priorities.

The establishment of the Unit marked a significant step towards institutionalising gender mainstreaming and ensuring that the voices of women, youth, and persons with disabilities (PWDs) are better reflected in governance processes. Through its activities, the Unit has worked to promote equal participation, strengthen awareness, and support initiatives that advance inclusive democratic practices.

L-R: Prof. Abubakar O. Sulaiman (8th from left) in a group photograph with members of the Ladies Golf Association of Nigeria (LGAN) and stakeholders of the African Challenge Trophy initiative during a courtesy visit to the Director General of NILDS to explore areas of collaboration on gender equity, women's empowerment, and youth development.

Under Professor Sulaiman's leadership, the Unit has implemented a range of programmes focused on empowering women and other underrepresented groups through capacity-building, advocacy, and stakeholder engagement. These initiatives have provided platforms for dialogue, knowledge sharing, and skills development aimed at increasing participation in legislative and governance processes.

A major area of intervention has been advocacy for greater women representation in political decision-making spaces, including support for conversations around the proposed Special Seats Bill for Women in the National Assembly. Through research, engagement, and policy advocacy, NILDS has contributed to national discussions on creating pathways for more equitable representation of women in Nigeria's democratic institutions.

Prof. Abubakar O. Sulaiman during the National Convention on Women's Roadmap to the 2027 General Elections, held at NILDS on Thursday, 26 March, 2026, in collaboration with key stakeholders, including FIDA Nigeria, the League of Women Voters of Nigeria, IPAC, and with support from UN Women.

Beyond advocacy, the Unit has continued to promote inclusive approaches within NILDS' institutional operations and legislative programmes, reinforcing the idea that effective governance must reflect the diversity of the society it serves.

The Gender and Inclusivity agenda under Professor Sulaiman's administration demonstrates a commitment to building an institution where inclusion is not merely a policy statement but a practical approach to strengthening democracy, representation, and national development.

Women advocates and stakeholders demonstrating support for the passage of the Reserved Seats for Women Bill during the National Convention on Women's Roadmap to the 2027 General Elections, held at NILDS.

A cross-section of participants during the 2026 National Gala Evening celebrating International Women's Day, held at the National Institute for Legislative and Democratic Studies (NILDS) in collaboration with UN Women on Tuesday, 3rd March, 2026.

EXPANDING GLOBAL PARTNERSHIPS AND INSTITUTIONAL COLLABORATIONS

Under the leadership of Professor Abubakar O. Sulaiman, NILDS has significantly expanded its network of strategic partnerships, strengthening the Institute's capacity to deliver impactful research, legislative support, training, and democratic governance programmes.

Recognising that institutional growth is enhanced through collaboration, Professor Sulaiman's administration has prioritised engagements with reputable local and international organisations, development partners, academic institutions, and governance-focused bodies. These partnerships have provided platforms for knowledge exchange, capacity building, policy dialogue, and the adoption of global best practices.
Among the key partners that have collaborated with NILDS during this period are the Westminster Foundation for Democracy (WFD), Konrad-Adenauer-Stiftung (KAS), UN Women, Centre for Democracy and Development (CDD) and other national and international organisations.

Prof. Abubakar O. Sulaiman receiving Mr. Moritz Sprenker, the new Resident Representative of Konrad Adenauer Stiftung (KAS) in Nigeria, during a courtesy visit to NILDS.

Through these collaborations, NILDS has implemented programmes focused on strengthening legislative capacity, promoting democratic accountability, advancing gender inclusion, and supporting evidence-based policymaking.

The Institute has also strengthened regional cooperation through engagements with peer institutions, including legislative training and research institutions in other African countries. A notable example is the collaboration with the legislative institute in Benin Republic, which facilitated knowledge sharing and capacity development for lawmakers and governance actors.

These partnerships have further positioned NILDS as a key regional institution for legislative studies and democratic development, while expanding its influence beyond Nigeria. Under Professor Sulaiman's administration, collaboration has become a major driver of innovation, institutional learning, and sustainable impact.

Director General of NILDS, Prof. Abubakar O. Sulaiman, in a photo with the President of Ufuk Dialogue, Mr. Emrah Ilgen, after signing a Memorandum of Understanding (MoU) on peace, security, and policy collaboration in Nigeria.

The Director General of NILDS, Prof. Abubakar O. Sulaiman, in a group photograph with the delegation from the Westminster Foundation for Democracy (WFD) led by its Regional Director, Mr. Michael Nevin, during a courtesy visit to NILDS on Thursday, 11th September, 2025, to explore new areas of collaboration and strengthen the existing partnership between both institutions.

L-R: The Director General of NILDS, Prof. Abubakar O. Sulaiman (3rd from left), the Vice-Chancellor of Yakubu Gowon University (formerly University of Abuja), Professor Hakeem Babatunde (4th from left), and other management staff of the University during a courtesy visit on Friday, 19th June, 2026, to discuss the implementation of the Talent Incubation Hub (TIH) Pilot Initiative aimed at promoting youth empowerment, innovation, and national development.

Display of the signed Memorandum of Understanding (MoU) between the National Institute for Legislative and Democratic Studies (NILDS) and the Ladies Golf Association of Nigeria (LGAN) on Tuesday, 16th June, 2026, formalising a strategic partnership towards the preparation for the All Africa Challenge Trophy 2026 (AACT 2026).

The Director General of NILDS, Prof. Abubakar O. Sulaiman, and the Vice-Chancellor of Yakubu Gowon University (formerly University of Abuja), Prof. Hakeem Babatunde, during a courtesy visit to NILDS.

The Director General of NILDS, Prof. Abubakar O. Sulaiman, in a photograph with the Head of Delegation from the Jigawa State Public Complaints and Anti-Corruption Commission, Mr. Hassan Hashim, during a courtesy visit to NILDS to explore opportunities for capacity building and institutional collaboration.

Director General of NILDS, Prof. Abubakar O. Sulaiman, in a photograph with Dr. Ogechi Okafor, National Vice Chairperson of the Forum for African Women Educationalists (FAWE), Nigeria during a courtesy visit to NILDS to explore opportunities for collaboration ahead of FAWE Nigeria's 30th anniversary.

Prof. Abubakar O. Sulaiman, Director General of NILDS, in a group photograph with Prof. Melake Desta from the United Nations Economic Commission for Africa (UNECA), during a courtesy visit to NILDS on Monday, 2nd March, 2026.

Professor Abubakar O. Sulaiman, Director-General of the National Institute for Legislative and Democratic Studies (NILDS), presents a commemorative gift to His Highness, Khalifa Muhammadu Sanusi II, CON, Emir of Kano, following his public lecture on "ECO Currency and Monetary Integration in West Africa: Implications for Nigeria," hosted by NILDS.

COMPLETING THE VISION

THE BOLA AHMED TINUBU PARLIAMENTARY CONVENTION CENTRE

One of the enduring aspirations of the National Institute for Legislative and Democratic Studies (NILDS) is the completion of its purpose-built Parliamentary Conference Centre, envisioned as a world-class facility for legislative capacity development, policy dialogue, research dissemination and democratic engagement. Designed to serve as a hub for conferences, parliamentary seminars, international workshops and high-level policy consultations, the Conference Centre which is named after President Bola Ahmed Tinubu, GCFR, represents a strategic investment in strengthening legislative institutions and democratic governance in Nigeria and beyond.

Recognising the immense value of the project to the Institute's long-term vision, the administration of the Director General, Professor Abubakar O. Sulaiman, has renewed efforts to advance its completion. In a significant demonstration of commitment, the Governing Council of NILDS under the 10th National Assembly has pledged its support towards the completion of the Conference Centre, reaffirming its determination to strengthen the Institute's infrastructure in line with its growing national and international responsibilities.

A view of the uncompleted Bola Ahmed Tinubu Parliamentary Convention Centre at the National Institute for Legislative and Democratic Studies (NILDS).

Exterior Design Concept of the Bola Ahmed Tinubu Parliamentary Convention Centre when completed.

The Conference Centre is expected to provide a modern, purpose-built environment for legislative training, executive education, public policy dialogue and international conferences. Upon completion, it will enhance the Institute's capacity to host large-scale national and international events while reducing dependence on external facilities. It will also serve as a permanent venue for parliamentary engagements, academic conferences, stakeholder consultations and specialised capacity-building programmes for legislators, parliamentary officials and governance practitioners.

The Governing Council's commitment reflects a shared vision of positioning NILDS as a leading centre of excellence for legislative studies and democratic governance in Africa. Beyond its physical significance, the Conference Centre symbolises the Institute's continuous growth and its commitment to providing state-of-the-art infrastructure that supports research, innovation and knowledge exchange.

As work progresses towards its completion, the The Bola Ahmed Tinubu Parliamentary Conference Centre reflects the collective resolve of the Institute's leadership to build a stronger and more resilient NILDS, one that is fully equipped to meet the evolving needs of legislatures and democratic institutions across Nigeria, Africa and the wider international community.

CAPACITY BUILDING FOR GOVERNING COUNCIL MEMBERS

Under the leadership of the Director General, Professor Abubakar O. Sulaiman, NILDS has continued to strengthen institutional governance by investing in the capacity development of its Governing Council. Recognising that effective oversight and strategic leadership require continuous learning, the Institute has prioritised international training programmes to expose Council members to global best practices in parliamentary administration and institutional management.

In furtherance of this vision, NILDS organised an international capacity-building programme for members of the Governing Council in London, where participants engaged with leading institutions on contemporary issues in governance, leadership and parliamentary administration. The programme provided valuable opportunities for knowledge exchange and enhanced the Council's capacity to provide strategic direction for the Institute.

Building on the success of the London programme, NILDS has also concluded arrangements for another international capacity building programme scheduled for September 2026 in Morocco. These initiatives reflect Professor Sulaiman's commitment to strengthening institutional leadership and positioning NILDS as a leading centre for legislative research, capacity development and democratic governance in Africa.

Members of the NILDS Governing Council during a group photograph at a capacity-building programme in London.

CONSOLIDATING INSTITUTIONAL ASSETS

In April 2026, the National Institute for Legislative and Democratic Studies (NILDS) recorded another significant milestone in its institutional development with the relocation of the Legislative Centre for Security Analysis (LeCeSA) and Democracy Radio from temporary rented premises to the Institute's permanent headquarters.

The relocation reflects the strategic vision of the Director-General, Professor Abubakar O. Sulaiman, to consolidate the Institute's operations, maximise the use of existing infrastructure and enhance organisational efficiency. By bringing both units under one roof, NILDS has strengthened coordination among its departments while creating a more integrated and conducive environment for research, policy analysis, broadcasting and stakeholder engagement.

Prof. Stacey Hynd, Professor of Global and African History, delivering a presentation during the Policy Dialogue on Child Recruitment in Armed Conflicts organised by the National Institute for Legislative and Democratic Studies (NILDS), through the Legislative Centre for Security Analysis (LeCeSA), in collaboration with the Exeter Centre for Research on Africa, University of Exeter, United Kingdom.

Beyond improving operational efficiency, the relocation is expected to generate considerable cost savings by eliminating the recurring expenses associated with rented office accommodation. It also reinforces the Institute's institutional identity, providing LeCeSA and Democracy Radio with a permanent home that reflects NILDS' status as Nigeria's premier legislative research and capacity-building institution.

The successful relocation underscores the administration's commitment to prudent resource management, sustainable institutional growth and the continuous strengthening of the Institute's capacity to deliver on its mandate in support of democratic governance and legislative development.

Prof. Stacey Hynd, Professor of Global and African History, delivering a presentation during the Policy Dialogue on Child Recruitment in Armed Conflicts organised by the National Institute for Legislative and Democratic Studies (NILDS), through the Legislative Centre for Security Analysis (LeCeSA), in collaboration with the Exeter Centre for Research on Africa, University of Exeter, United Kingdom.

A cross-section of the Management Staff of NILDS and selected participants during the Policy Dialogue on Child Recruitment in Armed Conflicts organised by the National Institute for Legislative and Democratic Studies (NILDS), through the Legislative Centre for Security Analysis (LeCeSA), in collaboration with the Exeter Centre for Research on Africa, University of Exeter, United Kingdom.

Dr. Hakeem Onapajo delivering a presentation during the NILDS Policy Dialogue on Child Recruitment in Armed Conflicts.

INTRODUCING THE PROFESSORIAL CAREER PATH AT NILDS

A landmark achievement of the administration of Professor Abubakar O. Sulaiman, is the introduction of the Professorial Career Path for researchers at the National Institute for Legislative and Democratic Studies (NILDS). This pioneering initiative marks a significant milestone in the Institute's commitment to academic excellence, institutional growth and human capital development.

The introduction of the Professorial Career Path provides researchers with a clear and structured progression to the highest academic ranks within the Institute, recognising excellence in research, scholarship and contributions to legislative studies and democratic governance. The reform aligns NILDS with leading research and academic institutions, while enhancing its capacity to attract, motivate and retain highly qualified professionals.

Beyond advancing individual careers, the initiative strengthens the Institute's research culture by promoting innovation, intellectual productivity and evidence-based policy research. It also reinforces NILDS' mandate as Nigeria's foremost legislative think tank, ensuring that its researchers are empowered to produce high-quality research that supports effective lawmaking and democratic governance.

The introduction of the Professorial Career Path is a mark of Professor Sulaiman's visionary leadership and commitment within his seven years of service at NILDS to building a world-class research institution where excellence is recognised, nurtured and rewarded.

Dr. Christopher Ngara, Head of Department, Democracy and Governance (DD&G), delivering the opening remarks during the educational visit of students from Ibrahim Badamasi Babangida (IBB) University, Lapai, to NILDS.

PUBLIC LECTURE BY THE EMIR OF KANO

The National Institute for Legislative and Democratic Studies (NILDS) through its Department of Economic and Social Research (DESR) reaffirmed its role as a leading platform for policy dialogue and intellectual engagement by hosting a landmark public lecture titled "ECO Currency and Monetary Integration in West Africa: Implications for Nigeria" on the 25th of June, 2026. The lecture was delivered by His Highness, Khalifa Muhammadu Sanusi II, CON, Emir of Kano.

Hosted under the leadership of the Director-General, Professor Abubakar O. Sulaiman, the lecture underscored NILDS' commitment to promoting informed public discourse on issues of national and regional importance while strengthening its position as a centre for legislative research, policy analysis and democratic governance.

Welcomes you to a Public Lecture on
ECO CURRENCY AND MONETARY
FOR NIGERIA

INAUGURATION OF THE ANTI-CORRUPTION AND TRANSPARENCY UNIT (ACTU)

As part of its commitment to promoting transparency, accountability and ethical governance, the National Institute for Legislative and Democratic Studies (NILDS) inaugurated its Anti-Corruption and Transparency Unit (ACTU), marking another important milestone in strengthening institutional integrity under the leadership of Professor Abubakar O. Sulaiman.

Presentation of the ACTU Operational Manual to the Director-General of NILDS, Professor Abubakar O. Sulaiman, during the inauguration of the Institute's Anti-Corruption and Transparency Unit (ACTU).

The establishment of ACTU reflects the visionary leadership of the Director-General, Professor Abubakar O. Sulaiman, in promoting a culture of accountability and ensuring that the Institute's administrative processes are guided by the highest standards of transparency and professionalism. The Unit serves as an internal mechanism for promoting ethical conduct, strengthening compliance with public service regulations and supporting the national anti-corruption agenda.

The inauguration of ACTU reinforces NILDS' commitment to good governance and sound institutional management, further positioning the Institute as a model public institution dedicated to integrity, excellence and responsible stewardship in the discharge of its mandate.

Members of the newly inaugurated Anti-Corruption and Transparency Unit (ACTU), NILDS

Professor Abubakar O. Sulaiman, Director-General of the National Institute for Legislative and Democratic Studies (NILDS), with members of the newly inaugurated Anti-Corruption and Transparency Unit (ACTU), reaffirming the Institute's commitment to transparency, accountability and ethical governance.

NILDS CLINIC

The establishment of the NILDS Clinic marks another landmark achievement of the administration of Professor Abubakar O. Sulaiman. As part of the Institute's broader commitment to staff welfare and institutional excellence, the clinic has been established to provide accessible, efficient and quality healthcare services for members of staff and the NILDS community.

The clinic reflects Professor Sulaiman's people-centred leadership philosophy, which recognises that a healthy workforce is fundamental to achieving organisational excellence. By bringing essential healthcare services closer to staff, the Institute is not only improving access to medical care but also promoting preventive healthcare and enhancing productivity and a healthier work environment.

The NILDS Clinic is designed to offer primary healthcare services, routine medical consultations, health screenings, emergency first aid and other essential medical support. The facility is expected to significantly reduce the time and cost associated with seeking medical attention outside the Institute, enabling staff to receive prompt care while maintaining workplace efficiency.

Beyond providing healthcare services, the clinic represents an investment in human capital. It complements the administration's wider staff welfare initiatives, which include improved remuneration, research support, housing assistance, seasonal bonuses, the introduction of the Professorial Career Path, and other measures aimed at improving staff motivation and institutional performance.

The establishment of the clinic also aligns with global best practices that encourage organisations to prioritise employee health and wellbeing as a strategic component of sustainable institutional development. By integrating healthcare into its welfare framework, NILDS continues to create an enabling environment where employees can perform at their best while maintaining their physical and mental wellbeing.

As the Institute officially inaugurates the facility, NILDS Clinic stands as yet another example of the visionary leadership of Professor Abubakar O. Sulaiman and his steadfast commitment to building a modern, people-focused and world-class research institution. The initiative further strengthens NILDS' reputation as an organisation that values not only academic and research excellence but also the welfare and wellbeing of its workforce.

PEOPLE FIRST

Enhancing Staff Welfare at NILDS

Under the leadership of Professor Abubakar O. Sulaiman, NILDS has prioritised staff welfare by introducing and strengthening a range of financial and non-financial incentives that enhance productivity, motivation and institutional excellence.

KEY STAFF WELFARE INITIATIVES

01 SALARY INCREMENTS
- Improved remuneration to reward dedication and enhance staff wellbeing.

02 STAFF TRAINING AND ACADEMIC PROGRESSION
- Over 112 staff has been sent for international training

03 RESEARCH ALLOWANCE
- Financial support to promote high-quality research and academic excellence.

04 HAZARD ALLOWANCE
- Recognition of the unique responsibilities and work-related risks of eligible staff.

05 HOUSING SUPPORT
- Assistance aimed at improving staff welfare and financial stability.

06 CHRISTMAS BONUSES
- End-of-year support to appreciate staff commitment and service.

07 SALLAH BONUSES
- Seasonal welfare packages provided during festive celebrations.

08 13TH MONTH BENEFIT
- Additional financial incentive to reward staff performance and dedication.

09 OTHER STAFF INCENTIVES
- Additional welfare initiatives designed to improve morale, job satisfaction and institutional commitment.

DG'S SOCIAL AND SPORTS DAY

Highlights from the quarterly DG's Social and Sports Day, an initiative introduced by Prof. Sulaiman to promote healthy living, encourage regular physical exercise, and strengthen social bonds, teamwork, and staff cohesion across the Institute.

SELECTED TRAINING AND CAPACITY BUILDING PROGRAMMES (2024–2026)

S/N	Description	Date	No of Participants
1	Training Workshop for Clerks and Officers of Taraba State Local Government	20th-22nd Feb, 2024	9
2	Capacity Building on Grantsmanship Skills for Research Staff	26th-28th February, 2024	60
3	Capacity Building Workshop for Clerks and Support Staff of Borno, Taraba, Oyo and Ogun State Houses of Assembly	26th-28th February, 2024	32
4	Capacity Building Programme for Councilors and Local Government Officials of Kaduna State.	5th -6th March, 2024	148
5	Capacity Building Workshop for Leaders and Members of Lagos State Local Government Council	5th -8th March, 2024	51
6	Capacity Building Workshop for Senior Officials Of Oyo State Local Government Areas	4th-5th April, 2024	66
7	Capacity Building Workshop for Sergeant at Arms of State and National Assembly	23rd And 24th April, 2024	18
8	3-Day Capacity Building Workshop on the Theme: Towards Effective Interpretation and Application of Ecowas Treaties/ Protocols For Ecowas Network of Legal Officers.	Virtual	1
9	Capacity Building Workshop for Legal Drafters of State Houses of Assembly and Ministries of Justice	6-8 May, 2024	17
10	ICT Application in Record Management for Optimal Legislative Performance	14th -16th May, 2024	
11	Effective Management of Administrative Structure of the Legislature	21st -23rd May, 2024	
12	Workshop for Library, Research and Information Management Staff	24th To 26th June, 2024	8
13	Training for Leadership, Members and Staff of Imo State House Of Assembly	26th To 29th June, 2024	31

14	Capacity Building Workshop on Advanced Legislative Management	3rd And 4th July, 2024	3
15	Capacity Building Workshop for Chairman and Members Of Niger State Assembly Service Commission	3rd And 4th July, 2024	11
16	Retreat for NASS Committees on Employment, Labour And Productivity	8th July, 2024	100
17	Three (3) Day Capacity Building Workshop on Innovative Policy Formulation and Implementation Strategies and Effective Legislative Practices For Chairmen, Vice Chairmen, Secretaries, Leaders Of The Houses, Deputy Leaders, Councillors And The Directors Of Administration/Council Managers Of Local Government Councils, Lagos State, Nigeria.	10th-12th July, 2024	41
18	Technical Aspect Of A 5-Day Capacity Building Training Workshop On Legislative Drafting For Officials Of Lagos State House Of Assembly.	15th And 16th July, 2024	6
19	3-Day Capacity Building Training Workshop On Legislative Drafting For Officials Of Lagos State House Of Assembly	22nd To 24th July, 2024	6
20	3 Day Training Workshop on Effective Legislative Drafting System For Quality Law Making In Nigeria.	23rd To 25th July, 2024	19
21	Capacity Building Workshop On Official Reporting	27th-29th August, 2024	13
22	Workshop On Drafting Subsidiary Legislation For Legal Officers Of The Armed Forces And Other Law Enforcement Agencies.	17th-19th September, 2024.	5
23	Capacity Building Conference For Members Of House Committee On Ethics And Privileges.	19th September, 2024	34
24	3 Day Training On Effective And Innovative Legislative Leadership In The Age Of Emerging Technologies For Speakers, Members And Clerks Of State Houses Of Assembly In The South West Zone Of Nigeria.	9th-11th October, 2024	5

25	3 Day Capacity Building Workshop On Challenges Of Effective Local Government Autonomy In Nigeria For Top Officers In All LG Related MDAs In States.	21-23, October, 2024	5
26	Workshop On The Role Of Parliamentary Opposition In Promoting Good Governance In Uganda Parliament.	28 October -1st November, 2024.	11
27	Role Of Parliament In The Budget Process For Budget Committee Of Ugandan Parliament	28 October -1st November, 2024.	8
28	2-Day Capacity Building Training On Advanced Legislative Management For Legislative Staff Of State Houses Of Assembly In Nigeria:	5th To 7th November, 2024	2
29	3-Day Training Workshop On Legislative Drafting And Research:	12th-14th November, 2024	22
30	3-Day Capacity Building On Legislative/Organization Leadership And Local Government Administration In Nigeria:	12th-14th November, 2024	21
31	3- Day Capacity Building Workshop On Effective Security Management In The Legislature For Sergeant-At-Arms, Chamber Assistants, Other Para-Military Personnel And Legislative Aides (Protocol) Of State Houses Of Assembly In Nigeria	13th-15th November, 2024	4
32	Workshop For Members Of Jigawa State House Of Assembly On Strengthening State Legislature And LG Relations For Effective Oversight And Good Governance At The Grassroots Level.	21st-22nd November, 2024	85
33	Workshop On Repositioning Legislative Administration In A Changing Global Environment-The Nigerian Experience For Clerks And Management Staff Of State Houses Of Assembly.	26th-28th November, 2024	3
34	2day Workshop For Council Speakers From 27 Local Government Areas Of Jigawa State	30th And 31st January, 2025	30

35	Capacity Workshop For Members Of The Budget Committee Of The Ugandan Parliament On Effective Utilization Of Constituency Development Funds (CDF) For Better-Quality Representation At Parliament.	10th-13th February, 2025	13
36	2-Day Workshop On Leadership Development And Innovative Management Skills For Effective Performance And Implementation Of Financial Autonomy For Clerks Of State Houses of Assembly In Nigeria.	13th And 14th February, 2025	23
37	3-Day Capacity Building On Advanced Legislative Drafting	18th-20th February, 2025	18
38	3-Day Capacity Building Workshop For Chairperson And Members Of Benue State Assembly Service Commission	18th -20th March, 2025	11
39	3-Day Capacity Building Workshop For Chairperson and Members of Nasarawa State Assembly Service Commission	19th-21st March, 2025	11
40	3 Day Capacity Building Programme On Legislative Practice, Process And Procedure For Staff Of State Houses Of Assembly And Legal Officers Of State Ministries Of Justice.	8th-10th April, 2025	32
41	3-Day Capacity Building On Forensic Applications And Organisational Financial Ecosystem For Senior Management Staff And Personnel Of Bursary And Accounts	9th-11th April, 2025	15
42	2-Day Management Retreat On Parliamentary Administration And Management For Effective And Efficient Service Delivery For Management Staff Of The Delta State House Of Assembly.	7th-10th May, 2025	38
43	A 2-Day Capacity Building Workshop On Standing Orders, Ethics, Privileges And Procedures For The Speaker And Members Of Akwa Ibom State House Of Assembly.	1st And 2nd May, 2025	37
44	A 3-Day Training Workshop On Effective Financial Management/Autonomy In Local Government	13-15 May, 2025.	6

45	2-Day Training On Legislative Drafting For Katsina State Ministry Of Justice	19th And 20th May, 2025	5
46	3-Day Capacity Building Workshop On Effective Security Management In The Legislature For Sergeant-At-Arms, Chamber Assistants And Other Para-Military Personnel.	21st-23rd May, 2025	7
47	3-Day Capacity Building Workshop On Legislative Drafting And Research For Legislative Chairmen, Secretaries, And Other Legal Staff Of The Law Reform Commissions In Nigeria	17th-19th June, 2025	2
48	3-Day Capacity Building Workshop On Legislative Bureaucracy And Its Effect On Legislative Performance For Staff Of The Delta State House Of Assembly Service Commission.	18th- 20th June, 2025	50
49	3-Day Capacity Building Programme On Translating Policy Into Legislation	24th-26th June, 2025	13
50	2-Day Capacity Building Summit On Managing Security And Its Challenges At The Grassroots In Nigeria.	26th And 27th June, 2025	65
51	2-Week Workshop On Enhancing Evidence Based Parliamentary Practice Through Sound Research Techniques, Diplomacy, Stakeholders' Engagement And Modern Data Driven Decision Making For Officials Of ECOWAS Parliament	30th June To 11th July, 2025	5
52	3-Day Training Workshop On Effective And Efficient Management On Legislative Performance./Drafting For Legislative Officials	3rd -5th July, 2025	62
53	3-Day Capacity Building Workshop Of Effective And Efficient Management Of Finance And Accounts Of The Legislature	7th-9th July, 2025	46
54	3-Day Training Programme On Legislative Administration For Optimal Performance Of The Legislature	30th June-2nd July, 2025	133
55	3-Day Training On Managing Legislative Information And Protocol	7th-9th July, 2025	49

56	3-Day Training On Methods And Tools For Improved Productivity	10th-12th July, 2025	45
57	2-Week International Capacity Building Workshop On Parliamentary Oversight Functions, Votes And Proceedings For Parliamentarians, Officers And Staff Of The ECOWAS Parliament	7th -11th And 14th – 18th July, 2025	13
58	3-Day Management Retreat On Legislative Bureaucracy Effect On Legislative Performance: A Comparative Perspective For Clerks And Deputy Clerks Of Nasarawa State House Of Assembly/Committees.	1-3 July, 2025	7
59	3-Day Workshop On Leadership Development For Improved Parliamentary Performance For Top Management Staff Of State Houses Of Assembly And Service Commissions.	1-3 July, 2025	18
60	5-Day Capacity Building Programme On Repositioning Parliamentary Administration In A Changing Global Environment: Malawi Experience	8th July To 10th July, 2025	10
61	3-Day Capacity Building Programme On Methods And Tools In Official Reporting For Improved Productivity For Verbatim Reporters Of State Houses Of Assembly In Nigeria At The Institute.	22-24 July, 2025	3
62	3-Day Workshop For Armed Forces And Related Security Agencies On Subsidiary Legislation.	5th-7th August, 2025	
63	2-Week International Capacity Building Workshop On Enhancing Evidence-Based Parliamentary Practice Through Sound Research Techniques, Diplomacy, Stakeholders Engagement, And Modern Data-Driven Decision Making For Officials Of ECOWAS Parliament.	11th-22nd August, 2025	8
64	3 Day Capacity Building Workshop on Business, Ethics, Privileges, Practice and Procedures.	12th-14th August, 2025	2

65	3 Day Capacity Building Workshop On Leadership Development And Remuneration Guidelines For Improved Parliamentary Performance For Chairmen, Members, And Officials Of State Houses Of Assembly Service Commissions	19th-21st August, 2025	24
66	3 Day capacity Building Workshop for Members of Plateau State House of Assembly	7th-9th October, 2025	30
67	Benchmarking Visit by Members of the Committee on Independent Constitutional Bodies of Ghana Parliament.	9th October, 2025	5
68	3 Day Training on Library Management for NASS Staff	28-30 October, 2025	50
69	3 day Training on Official Reporting for NASS Staff	28-30, October 2025	50
70	3 day Training on Legislative Drafting for NASS Staff	28-30 October, 2025	50
71	3 Day Benchmarking Training for Staff of Corporate Planning and Strategy, Ugandan Parliament	28-30, October, 2025	6
72	3 Day Benchmarking Visit for Personnel of Parliamentary Training Institute, Ghana	28-30, October, 2025	3
73	10 Day Training Programme for Officials of ECOWAS Parliament	29th October-7th November, 2025	6
74	Translating Policy Into Legislation For Staff Of National Assembly	4th-6thNovember, 2025	50
75	Information & Communication In Management For Staff Of National Assembly	4th-6th November, 2025	60
76	Policy Analysis Frameworks And Models For Staff Of The National Assembly	4th-6th November, 2025	50
77	5-Day Capacity Building Workshop On Legislative Process And Procedure, Policy Analysis, And Innovative Management Skills For Optimal Performance Of The Benin Republic IPAB Parliamentary Staff.	10th-14th November, 2025	5
78	3-Day Capacity Building Workshop On Protocol & Event Management For Staff Of The National Assembly (Nass)	11th-13th November, 2025	50

79	3-Day Capacity Building Workshop For House Committee on Rules and Business Of The National Assembly (Nass)	11th-13th November, 2025	50
80	3-Day Capacity Building Workshop On Evaluation And Impact Assessments Of Policies And Projects For Staff Of National Assembly (Nass)	11th-13th November, 2025	50
81	5-Day Capacity Building Workshop For The Design Team On Developing Analytical Guidelines For Consideration Of Audit Reports At The Ugandan Parliament	17th To 21st November 2025	4
82	3-Day Training on Arbitration Advocacy in the Legislature for NASS Staff	18th-20th November, 2025	50
83	3-Day Training on Public Procurement and Chain Management for NASS Staff	18th-20th November, 2025	50
84	3-Day Training on Human Resource in the Legislature for NASS Staff	18th-20th November, 2025	50
85	2-Day Capacity Building Workshop On Effective Legislative Drafting Skills For Quality Law Making In Nigeria For Staff Nasarawa State House Of Assembly	19-20 November, 2025	8
86	3-Day Capacity Building Workshop On Advanced Office Administration And Record Management For Staff Of The National Assembly	25-27 November, 2025	50
87	3-Day Capacity Building Workshop On Asset And Environmental Management: Building A Culture Of Maintenance And Preparedness For Environmental Emergencies For Staff Of The National Assembly (Nass)	25-27 November, 2025	50
88	3-Day Capacity Building Workshop On Public Sector Accounting And Forensic Audit: Enhancing Transparency And Accountability In Public Expenditure Management For Staff Of The National Assembly (Nass)	25-27 November, 2025	50

89	A 2-Day Capacity Building Workshop On Innovative Policy Formulation, Legislative Advocacy, And Processes Of Governance For Effective Democratic Government In Nigeria For Young Lawyers Forum (YLF), Nigerian Bar Association, Garki Branch.	25-27 November, 2025	50
90	Capacity Building for Members of Borno State House of Assembly Committee on Local Government		4
91	Capacity Building Workshop on Stakeholder Management: Building Effective Relationships with Constituents and Related Stakeholders.	10-11, December, 2025	14
92	Capacity Building for Clerk, Deputy Clerk and Management Staff of Jigawa State House of Assembly	10-11 February, 2026	6
93	Capacity Building for Clerks and Deputy Clerks of Plateau State Assembly on Strategic Leadership Development, Effective Legislative Administration, Drafting Practice and Procedures.	10-11 March, 2026	5
94	Capacity Building Workshop on Translating Policy to Legislation	24th-26th March, 2026	1
95	2 Day Benchmarking Visit by a delegation from Gauteng Provincial Legislature, South Africa	30th and 31st March, 2026	9
96	2 Day Workshop on Optimising Internal Governance, Procedural Compliance and Operational Efficiency for Chairman, and Members of Special Committee on NASS Liaison, Revenue, Mobilization, Allocation and Fiscal Commission.	30th-31st March, 2026	30
97	Capacity Building Workshop for Legal Drafters of State Houses of Assembly and Ministries of Justice	7th-9th April, n2026	6
98	Capacity Building Programme on Committee Management System in Parliament: A Comparative Perspective (Online)	14-16 April, 2026	1

99	Capacity Building Programme on Strengthening Legislative Performance Through Effective Chamber Management For Chamber Assistants, Sergeant-At-Arms, And Other Support Staff Of State Houses Of Assembly	14-16 April, 2026	2
100	5 Day Capacity Building Programme on Understanding the Role of Drafters in the Policy Process.	20-25 April, 2026	9
101	Capacity Building Workshop On Innovative Policy Strategies And Legislative Processes For Council Chairmen, Hon. Councillors, Heads Of Local Government Administration (Holga), And Clerks Of Edo State Local Government.	27-29 April, 2026	38
102	Capacity Building Workshop On Legislative Bureaucracy Effect on Legislative Performance: A Comparative Perspective for Clerk and Staff of Legal Department Of Lagos State House of Assembly.	5-6 May, 2026	6
103	Improving Accuracy In Recording Parliamentary And Committee Proceedings In The Age Of Artificial Intelligence & Other Advanced Technologies For Clerks-At-Table, Committee Clerks And Secretaries Of Cross River State House Of Assembly.	5-6 May, 2026	7
104	Capacity Building Workshop On Legislative Bureaucracy Effect on Legislative Performance: A Comparative Perspective for HOD and Staff of Legal Department Of Lagos State House of Assembly.	12-13 May, 2026	6
105	Capacity Building Workshop On Diplomacy and Discretion: Balancing Protocol with Executive Protection in High Level Engagements (Online)	12-14 May, 2026	1
106	Capacity Building Workshop on Legislative Administration for Clerk, Deputy Clerks and Directors of Nasarawa State House of Assembly	09-11 June, 2026	11
107	Effective Local Government Management and Democratic Governance in Nigeria.	8-10 June, 2026	11

108	Capacity Building Workshop for the Armed Forces and other Law Enforcement Agencies on Subsidiary Legislation	16-17 June 2026	3
109	Operationalising State Development Plans: Translating Broad Goals Into Measurable Budget Actions For Senior And Mid-Level Officials From Offices Of The Auditor-General, Ministry Of Finance, State Ministries Of Planning And Budget, Members And Committee Staff Of State Houses Of Assembly (Budget, Finance And Public Accounts).	23-24 June, 2026	1
110	Modern Management of Legislative Business for Positive Outcome and Development and Legal Writing (Delta Assembly)	24-25 June, 2026	58
111	Financial Management and Accountability of Legislative Finance(Delta Assembly)	24-25 June, 2026	44
112	Legislative Administration for Admin. And HR Group A(Delta Assembly)	22-23 June, 2026	67
113	Legislative Administration for Admin. And HR Group B(Delta Assembly)	22-23 June, 2026	68
114	Managing Legislative Protocols, Information and Security(Delta Assembly)	26-27 June, 2026	48
115	Effective Record and Document Control, Proofreading and Editing for Secretaries and Publication Officials(Delta Assembly)	26-27 June, 2026	32
116	A 3-Day Capacity Building Programme On Effective Implementation Of The New Tax Law In Nigeria: Institutional Roles, Compliance, And Governance For Sustainable Revenue Mobilization	30 June-2 July, 2026	5
117	2-Day Workshop On Strategic Coordination And Implementation Of Nigeria's Energy Transition And Gas Expansion Agenda In Post-Subsidy Reform Era For Officials Of Oil And Gas.	30 June-1 July, 2026	2
	Total Number of Participants		3018

MEMORANDA OF UNDERSTANDING (MoUs) SIGNED (2022–2026)

S/N	NILDS		Partner Institution/Organisation	Date Signed
1	National Institute for Legislative & Democratic Studies (NILDS)	&	Go-Getters Consulting Limited	9th March, 2022
2	National Institute for Legislative & Democratic Studies (NILDS)	&	Americas Empowerment Institute (AEMPIN)	1st Nov, 2023
3	National Institute for Legislative & Democratic Studies (NILDS)	&	Federal University Lokoja (FUL)	25th July, 2023
4	National Institute for Legislative & Democratic Studies (NILDS)	&	Chartered Institute of Personnel Management of Nigeria (CIPM)	29thAugust, 2023
5	National Institute for Legislative & Democratic Studies (NILDS)		University of Benin	20th Sep, 2023
6	National Institute for Legislative & Democratic Studies (NILDS)		The African Group of Negotiators Experts Support (AGNES)	28th October, 2025
7	National Institute for Legislative & Democratic Studies (NILDS)	&	Chartered Institute of Forensics & Certified Fraud Investigations of Nigeria (CIFCFIN)	2024
8	National Institute for Legislative & Democratic Studies (NILDS)	&	Rhizome Consulting	4th July, 2025
9	National Institute for Legislative & Democratic Studies (NILDS)	&	Centre for Democracy and Development	2nd Dec, 2025
10	National Institute for Legislative & Democratic Studies (NILDS)	&	Research Centre for Advocacy & Policy Advisory in Africa (ReCAP AFRICA)	2nd Dec, 2025
11	National Institute for Legislative & Democratic Studies (NILDS)	&	Leadtots & Human Development Services	31st March, 2023

12	National Institute for Legislative & Democratic Studies (NILDS)	&	DOHS Cares for Vulnerable Women & Children Foundation (DOHS)	4th July,2025
13	National Institute for Legislative & Democratic Studies (NILDS)	&	All Encompassing Global Consult Limited (AEGC)	3rd July, 2025
14	National Institute for Legislative & Democratic Studies (NILDS)	&	Ernest Shonekan Centre for Legislative Reforms & Economic Development of the Nigerian Economic Summit	2025
15	National Institute for Legislative & Democratic Studies (NILDS)	&	University of Mkar, Mkar (UMM)	18th Nov, 2025
16	National Institute for Legislative & Democratic Studies (NILDS)	&	International Law Association of Nigeria	
17	National Institute for Legislative & Democratic Studies (NILDS)	&	Civil Society Centre for Leadership & Followership Civil-Military Cooperation CIMICO	25th Feb, 2026
18	National Institute for Legislative & Democratic Studies (NILDS)	&	UFUK Dialogue Foundation	25th Feb, 2026
19	National Institute for Legislative & Democratic Studies (NILDS)	&	University of Abuja (U of A)	12th March, 2026
20	National Institute for Legislative & Democratic Studies (NILDS)	&	Gauteng Provisional Legislature (GPL) Republic of South-Africa	27th March, 2026
21	National Institute for Legislative & Democratic Studies (NILDS)	&	Ladies Golf Association of Nigeria	16th June, 2026
22	National Institute for Legislative & Democratic Studies (NILDS)	&	University of Benin	18th June, 2026
23	National Institute for Legislative & Democratic Studies (NILDS)	&	Gender Mobile	24th June, 2026

THE MAN SULAIMAN

Every institution's transformation is often a reflection of the vision, discipline, and leadership philosophy of the person entrusted with its direction. At the National Institute for Legislative and Democratic Studies (NILDS), the story of growth, reform, and renewed institutional confidence has become closely associated with the leadership of Professor Abubakar O. Sulaiman.

Since assuming office as Director General, Professor Sulaiman has demonstrated a leadership style built on innovation, collaboration, and a deep understanding of the role of institutions in shaping national development. His tenure has been marked not only by administrative reforms and policy initiatives but by a deliberate effort to position NILDS as a stronger, more responsive, and globally respected centre for legislative excellence and democratic governance.

L-R: The Speaker of the House of Representatives, Rt. Hon. Tajudeen Abbas (1st from left), the President of the 10th Senate, Sen. Godswill Akpabio, GCON (2nd from left), Prof. Abubakar O. Sulaiman (3rd from left), and other distinguished members of the NILDS Governing Council during the Governing Council meeting held on 4th June, 2026.

A scholar, administrator, and public intellectual, Professor Sulaiman brought to NILDS a wealth of experience in academia, governance, and public policy. Under his stewardship, the Institute evolved beyond its traditional role, expanding its engagement with lawmakers, government institutions, development partners, civil society organisations, and international stakeholders.

His leadership has been defined by a commitment to building systems that outlast individuals. From strengthening human capital and improving staff welfare to expanding strategic partnerships, promoting research excellence, embracing digital transformation, and advancing inclusive governance, the reforms introduced under his administration reflect a clear vision of institutional sustainability.

Beyond policies and programmes, Professor Sulaiman's impact is also reflected in the relationships he has built and the networks he has strengthened. His engagements with national leaders, policymakers, diplomats, development partners, and key stakeholders demonstrate the confidence and respect NILDS has continued to command under his leadership.

Through these collaborations, he has positioned the Institute as a meeting point for ideas, dialogue, and solutions, connecting academic knowledge with legislative practice and national development priorities.

The numerous milestones recorded during his tenure tell a story of a leader who believes that strong institutions are created through people, partnerships, and purposeful action. His emphasis on staff development, knowledge creation, inclusion, and excellence has contributed to a culture of professionalism and continuous improvement within NILDS.

Prof. Abubakar O. Sulaiman in a handshake with the Speaker of the 10th House of Representatives and Alternate Chairman of the NILDS Governing Council, Rt. Hon. Tajudeen Abbas, PhD, GCON.

Prof. Abubakar O. Sulaiman with the Deputy President of the Senate of the Federal Republic of Nigeria, Senator Barau Jibrin, during an official engagement.

Prof. Abubakar O. Sulaiman with the Majority Leader of the Senate, Sen. Michael Opeyemi Bamidele, during an event.

Professor Abubakar O. Sulaiman's journey at NILDS represents more than the administration of an institution; it reflects the transformation of an organisation through strategic leadership and a commitment to service. The legacy being built is one of strengthened capacity, expanded influence, and an institution better prepared to support Nigeria's democratic aspirations.

As the chapter of his leadership continues to be documented, the story of NILDS under Professor Sulaiman remains a reminder that visionary leadership is measured not only by achievements recorded, but by the institutions strengthened and the people empowered along the way.

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