NILDS
NATIONAL INSTITUTE FOR LEGISLATIVE & DEMOCRATIC STUDIES

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BI-ANNUAL MAGAZINE

DAHR INSIGHT

THE OFFICIAL MAGAZINE OF THE
DEPARTMENT OF ADMINISTRATION & HUMAN RESOURCES



THEME:

STRENGTHENING HUMAN CAPITAL AND ADMINISTRATIVE EXCELLENCE

Empowering People. Enhancing Processes. Delivering Results.

HIGHLIGHTS INSIDE:

- Staff Development & Training
- HR Reforms & Innovations
- Wellness & Engagement
- Recognition & Achievements
- And More...

PEOPLE Our Strength | **PROCESS** Our Commitment | **PERFORMANCE** Our Impact | **PURPOSE** Our Direction

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From the Director's Desk

Welcome to the maiden edition of DAHR Insight, the official bi-annual magazine of the Department of Administration & Human Resources, National Institute for Legislative and Democratic Studies (NILDS).

This publication is a reflection of our Department's commitment to transparency, institutional excellence, and effective service delivery. It provides a platform to document the milestones, reforms, staff development initiatives, wellness programmes, and collaborative efforts that have shaped our activities during the period under review.

At NILDS, we recognize that people remain the most valuable asset of any institution. Consequently, our focus has continued to be on strengthening human capital through capacity building, mentorship, professional development, improved administrative processes, and staff engagement initiatives. The achievements highlighted in this edition are the result of the dedication, professionalism, and collective efforts of our staff and the unwavering support of the Management of the Institute under the leadership of the Director-General, Prof. Abubakar O. Sulaiman.

I encourage all staff to see this magazine not merely as a record of events, but as a shared institutional memory that celebrates excellence, preserves our progress, and inspires continuous improvement. As we look ahead, the Department will continue to pursue innovative and people-centered strategies that enhance productivity, accountability, and organizational effectiveness.

On behalf of the Department of Administration and Human Resources, I sincerely appreciate the unwavering supports of the DG Prof. Abubakar O. Sulaiman to the development of the Department of Administration and Human Resources at NILDS. I also appreciate every member of staff for their contributions to the growth and success of NILDS. Together, we will continue to build a resilient workforce capable of supporting the Institute's mandate of strengthening legislatures and deepening democratic governance in Nigeria and beyond.

Thank you for your dedication and service.

Musibau Olalere Moshood, MCIPM
Director, Administration and Human Resources

EDITORIAL DESK

EDITOR-IN-CHIEF
Prof. Abubakar O. Sulaiman
Director-General, National Institute for Legislative and Democratic Studies (NILDS)

EDITOR
Musibau Olalere Moshood
Director, Department of Administration and Human Resources, NILDS

CONCEPT AND CONTENT DESIGN
Richard Kantee Isere
Department of Administration and Human Resources, NILDS

PHOTOGRAPHS
NILDS Information Unit

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Department of Administration and Human Resources, NILDS

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A LEGACY OF PURPOSEFUL LEADERSHIP: PROF. ABUBAKAR O. SULAIMAN'S COMMITMENT TO ADMINISTRATIVE AND HUMAN RESOURCE EXCELLENCE AT NILDS



A Vision for Institutional Excellence

The success of any institution is largely determined by the quality of its leadership. At NILDS, the transformative leadership of the Director-General, Prof. Abubakar O. Sulaiman, has redefined the role of Administration and Human Resources as a strategic partner in achieving institutional excellence.

Since assuming office, the DG has championed progressive reforms that place people at the center of organizational development. His administration has consistently recognized that an institution can only achieve sustainable success when its workforce is motivated, competent, healthy, and adequately equipped to deliver on its mandate.

Guided by this philosophy, the DG has provided unwavering support to the Department of Administration and Human Resources (DAHR), approving policies and initiatives that have significantly improved staff welfare, capacity development, operational efficiency, and institutional effectiveness. His leadership has created an environment where innovation is encouraged, excellence is rewarded, and employees are empowered to reach their full potential.

Investing in People: Building Human Capital

One of the defining characteristics of the D'Gs leadership has been his deliberate investment in people. Recognizing that continuous learning is essential for institutional growth, he approved the Quarterly Staff Development Programme, ensuring that staff across all cadres receive regular training on emerging trends in public administration, leadership, ICT, ethics, emotional intelligence, artificial intelligence, research, and workplace productivity. To encourage lifelong learning, the DG also approved sponsorship for professional certifications through recognized professional bodies, including:

- Chartered Institute of Personnel Management of Nigeria (CIPM)
- Institute of Chartered Secretaries and Administrators of Nigeria (ICSAN)
- Nigerian Institute of Management (NIM)
- Certified Institute of Administrators (CIA)
- Institute of Public Management of Nigeria (IPMAN)
- Other relevant professional bodies such as NBA, NALT, ICAN, etc.

Beyond professional certifications, members of staff are regularly sponsored to attend conferences, workshops, seminars, and specialized training programmes. Academic sponsorship for Masters and PhD programmes has equally expanded opportunities for career advancement and strengthened institutional capacity. These investments have produced a more competent, motivated, and future-ready workforce capable of supporting NILDS' strategic objectives.

Promoting Staff Welfare and Well-being

Prof. Sulaiman's commitment extends beyond professional development to the overall welfare of staff. Understanding that healthy employees are more productive, he approved several health and welfare initiatives that have improved the quality of work life within the Institute. Notable among these are:

- Establishment of the NILDS Health Centre
- Establishment of a Crèche to support working parents
- Staff enrolment and sensitization on the NHIA Scheme
- Breast and Prostate Cancer Awareness and Screening Programme
- "Know Your Number" health campaign for preventive healthcare

Furthermore, the introduction of the Quarterly DG's Social and Sports Day has further promoted teamwork, physical fitness, staff interaction, and organizational cohesion. The initiative has become one of the Institute's flagship staff engagement programmes, fostering unity and improving workplace morale.

Strengthening Administrative Systems

Administrative excellence requires efficient systems, clear policies, and effective governance. Under the DG's leadership, the Department of Administration and Human Resources has witnessed several transformational reforms designed to strengthen institutional processes and improve service delivery. These include:

- Review of the NILDS Conditions of Service

"Leadership is not measured by authority alone, but by the opportunities it creates, the people it empowers, and the legacy it leaves behind."

- Formulation of the NILDS Staff Training and Development Policy
- Staff Academic Certificate Verification Exercise
- Staff Records Review
- Deployment of additional personnel to DAHR
- Engagement of consultants and sabbatical staff to strengthen administrative capacity of the DAHR
- Provision of a Biometric Attendance Management System
- Timely provision of office space, furniture, ICT facilities, and work equipment

Collectively, these initiatives have modernized administrative operations while promoting accountability, transparency, efficiency, and professionalism.

Enhancing Operational Capacity

The Director-General has also recognized that every category of staff contributes to institutional success. Specialized training programmes have therefore been introduced for various employee groups. Institute drivers have benefited from training in:

- Defensive Driving
- ICT Applications
- Road Safety Management
- Client Relations
- Vehicle Maintenance and Safety

Administrative officers have equally undergone several capacity-building programmes focused on public service administration, records management, communication, office technology, pension administration, leadership, and performance management. These targeted interventions have improved service delivery across departments and reinforced a culture of continuous improvement.

A Culture of Recognition and Merit

One of the hallmarks of Prof. Sulaiman's administration is fairness and meritocracy. Staff promotions have consistently been processed as at when due, reflecting Management's commitment to rewarding hard work, competence, and dedication. This timely recognition has boosted employee morale, strengthened institutional loyalty, and reinforced a high-performance culture throughout the Institute. Similarly, every year, the Institute recognizes staff contribution by awarding best performing staff of various Departments for their unparalleled and exemplary dedication.

Milestones in Administrative and Human Resource Excellence: Key Initiatives Approved by Prof. Abubakar O. Sulaiman

- Quarterly DG's Social and Sports Day
- Quarterly Staff Development Programme
- Professional Certification Sponsorship
- Conference and Workshop Sponsorship
- Academic Sponsorship (M.Sc. & PhD)
- Staff Orientation Programme
- NHIA Sensitization and Enrolment
- Prostate & Breast Cancer Screening
- "Know Your Number" Health Programme
- Establishment of the NILDS Health Centre
- Establishment of the NILDS Crèche
- Certificate Verification Exercise
- Deployment of Additional HR Personnel
- Drivers' Capacity Development Programme
- Administrative Staff Training
- Review of NILDS Conditions of Service
- Formulation of the Training & Development Policy
- Engagement of Consultants & Sabbatical Staff in the DAHR
- Provision of Biometric Attendance System
- Timely Provision of Office Space and Equipment
- Timely Promotion of Staff

A Lasting Legacy

The true measure of leadership lies in its impact on people and institutions. Through visionary leadership, strategic investments in human capital, and unwavering support for administrative excellence, Prof. Abubakar O. Sulaiman has laid a solid foundation for a stronger, more responsive, and future-ready NILDS.

His leadership has transformed the Department of Administration and Human Resources into a strategic enabler of institutional success. One that not only supports the Institute's mandate but also promotes employee well-being, professional excellence, and organizational sustainability.

"When an institution invests in its people, strengthens its systems, and inspires excellence, it creates a legacy that outlives generations."

As NILDS continues to grow in stature and influence, the Department of Administration and Human Resources proudly acknowledges the Director-General's exceptional leadership and enduring commitment to building an institution where people thrive, systems work efficiently, and excellence remains the standard.









DID YOU KNOW?

Prof. Abubakar O. Sulaiman's greatest investment has not only been in policies or infrastructure; it has been in people. Through visionary leadership, he has strengthened human capital, modernized administration, and positioned NILDS as a model of excellence in public sector management."

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BUILDING A STRONG FOUNDATION: THE DAHR HOLDS ORIENTATION FOR ITS NEW STAFF



To strengthen institutional knowledge and promote professionalism among newly recruited staff, the Department of Administration and Human Resources (DAHR), National Institute for Legislative and Democratic Studies (NILDS), organized a one-day Internal Departmental Orientation Programme on Thursday, 19th February 2026.

The programme was designed to familiarize new staff with the Institute's mandate, workplace culture, public service regulations, internal policies, and professional expectations, while equipping them with the knowledge required to excel in their roles.

Arc. Tijo Zara Boryo, Director, Physical Development Division, welcomed participants and emphasized the pivotal role of the Administration and HR Department as the engine room of the Institute. She encouraged the new staff to uphold discipline, confidentiality, teamwork, punctuality, and accountability while contributing meaningfully to the Institute's mission.

Declaring the programme open, the Director of Administration and Human Resources (DAHR), Musibau Olalere Moshood, MCIPM, described the orientation as a defining onboarding experience and encouraged participants to embrace the values of professionalism, discipline, accountability, collaboration, and service excellence. He also provided an overview of the history, mandate, governance structure, and strategic role of NILDS in supporting legislative effectiveness and democratic governance in Nigeria.

The orientation featured five technical presentations delivered by experienced officers of the Department. Topics covered include Public Service Rules and Regulations, NILDS Energy Conservation Policy, Work Ethics and Professional Development, Knowing Your Boss, and Teamwork in NILDS.

The sessions highlighted key aspects of public service administration, including recruitment and promotion procedures, performance management, disciplinary processes, energy conservation practices, ethical conduct, effective supervisor-subordinate relationships, and the importance of teamwork in achieving institutional objectives. Participants were reminded that the Public Service Rules and the NILDS Conditions of Service remain the guiding framework for staff conduct, while professionalism, integrity, and continuous learning are indispensable to career growth.

Presentations also emphasized the importance of prudent energy management, adherence to workplace ethics, respect for hierarchy, effective communication, and collaboration across departments. Resource persons encouraged participants to cultivate positive work relationships, embrace shared responsibilities, and leverage one another's strengths to improve productivity and service delivery. They also encouraged staff to value diversity, communicate effectively, trust one another, and harness their complementary strengths in delivering the Institute's mandate.

The orientation reinforced NILDS' commitment to developing a competent, ethical, and high-performing workforce capable of advancing legislative effectiveness and democratic governance in Nigeria.



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DEPARTMENTAL TRAINING PHOTO GALLERY

















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NEW STAFF ORIENTATION: BUILDING THE FOUNDATION FOR EFFECTIVE SERVICE



On the 7th - 8th of May 2026, the Institute organized a two-day Orientation Programme for newly recruited staff as part of its commitment to building a professional, ethical, and performance-driven workforce. The programme was designed to provide participants with a clear understanding of the Institute's mandate, vision, mission, organizational structure, institutional culture, administrative procedures, and strategic objectives.

The orientation also sought to equip new staff with the knowledge, skills, and professional mindset required for effective service delivery and seamless integration into the NILDS work environment. Resource persons were drawn from the Management cadre, Administrative Departments, and Technical Units, providing participants with practical insights into the Institute's operations and expectations.

Presentations and interactive sessions covered key areas including the history and mandate of NILDS, organizational structure, Conditions of Service, Public Service Rules, ethics and professionalism, financial regulations, workplace communication, digital work systems research standards, parliamentary support services, and and staff welfare mechanisms. Participants were equally introduced to the Institute's strategic partnerships, ongoing reforms, and expectations relating to discipline, accountability, teamwork, innovation, and productivity.

The programme adopted participatory learning methods, including lectures, question-and-answer sessions, group interactions, and practical demonstrations. These approaches encouraged knowledge sharing and active engagement, while enabling participants to seek clarification on issues relating to their roles and responsibilities.

Feedback from participants indicated that the programme significantly enhanced their understanding of NILDS' operational procedures, workplace expectations, institutional culture, and career development opportunities. The sessions also provided an avenue for newly recruited staff to interact with colleagues and gain a deeper appreciation of their individual contributions to the Institute's broader mandate.

Key observations from the programme highlighted the importance of continuous staff development, effective mentorship, and sustained internal communication in improving employee performance and institutional efficiency. The orientation further reinforced the need for periodic learning opportunities that enable staff to respond effectively to emerging developments in legislative practice, democratic governance, public policy, technology, and administrative management.

At the conclusion of the programme, participants expressed appreciation to Management for the initiative and reaffirmed their commitment to professionalism, diligence, loyalty, teamwork, and effective service delivery. The programme was therefore considered a valuable foundation for integrating new employees into NILDS and preparing them to contribute meaningfully to its mandate as a foremost institution for legislative strengthening, democratic governance, policy research, and capacity development in Nigeria and Africa.



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NEW STAFF ORIENTATION PHOTO GALLERY


















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NILDS MARKS WORKERS' DAY WITH MAIDEN DG'S SOCIAL AND SPORTS DAY



The Institute commemorated the 2026 Workers Day with the maiden edition of the Director-General's Social and Sports Day on Friday 1st May 2026, bringing together over 200 members of staff for a day of recreation, wellness, and friendly competition.

Organized by the Department of Administration and Human Resources, the initiative was designed to promote staff welfare, teamwork, healthy living, and stronger interdepartmental relationships through aerobics, board games, and sporting activities.

Welcoming participants, the Director, Administration and Human Resources, Musibau Olalere Moshood, MCIPM, described the event as a celebration of the dedication and resilience of NILDS staff, emphasizing Management's commitment to employee well-being and institutional cohesion.

Declaring the programme open, the Director-General, Prof. Abubakar O. Sulaiman, commended staff for their invaluable contributions to strengthening Nigeria's legislature and democratic institutions. He encouraged participants to embrace the opportunity to relax, build stronger relationships across departments, and maintain a healthy work-life balance.

The event featured an energetic aerobic session led by the Director-General and Management staff, followed by sporting activities including badminton, table tennis, chess, scrabble, and ludo. The interdepartmental competitions produced exciting winners, with DLSS emerging champions in the Men's Table Tennis event, followed by DTIC and DOS, while DTIC claimed first place in the Women's Badminton competition, ahead of DAHR and DIA.

In recognition of the programme's success, the Director-General approved the institutionalization of the DG's Social and Sports Day as a quarterly staff engagement initiative. He also approved ₦1,000,000 to be shared among the winners of the competitive events, reaffirming Management's commitment to rewarding excellence and promoting staff morale.

The programme concluded with a vote of thanks by Arc. Tijo Zara Boryo, Director, Physical Development Division, who appreciated the Director-General, the organizing committee, participating departments, and all staff for making the maiden edition a resounding success.

The successful event reinforced NILDS' commitment to fostering a healthy, motivated, and united workforce while creating opportunities for staff to connect beyond the workplace in support of the Institute's mission.



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MAIDEN DG'S SOCIAL AND SPORTS DAY PHOTO GALLERY































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UNDERSTANDING NILDS CONDITIONS OF SERVICE IN THE CONTEXT OF PUBLIC SERVICE RULES - MR. MUSIBAU OLALERE MOSHOOD



Every institution performs better when employees understand their responsibilities, rights, and expected standards of conduct. At NILDS, the Conditions of Service, derived from the Public Service Rules (PSR), provide this framework. Understanding these provisions is essential for professional growth, ethical conduct, and career advancement.

The Foundation of Public Service Administration

The Public Service Rules regulate employment within Nigeria's public service. They outline policies on appointments, promotions, discipline, leave, retirement, welfare, and personnel management. NILDS has adapted these rules to reflect its unique operational needs. Complementing the PSR is the Scheme of Service, which defines job responsibilities, qualification requirements, entry methods, and promotion criteria. Together, these documents promote fairness, consistency, and transparency.

Why Every Staff Member Should Know the Rules

Knowledge of the Conditions of Service benefits both employees and the Institute. For staff, it clarifies appointments, promotions, leave, discipline, and retirement benefits. For NILDS, it promotes accountability, consistency, and a culture of professionalism.

"Rules are not designed to restrict excellence; they are designed to protect fairness, integrity and institutional effectiveness."

Core Principles of Public Service

Nigeria's Public Service is guided by four fundamental principles:

- Neutrality – Serving without political bias.
- Permanence – Ensuring continuity in government.
- Impartiality – Making fair and objective decisions.
- Anonymity – Supporting government policies without seeking personal recognition.

These principles strengthen public confidence and institutional credibility.

Ethics: The Hallmark of Public Service

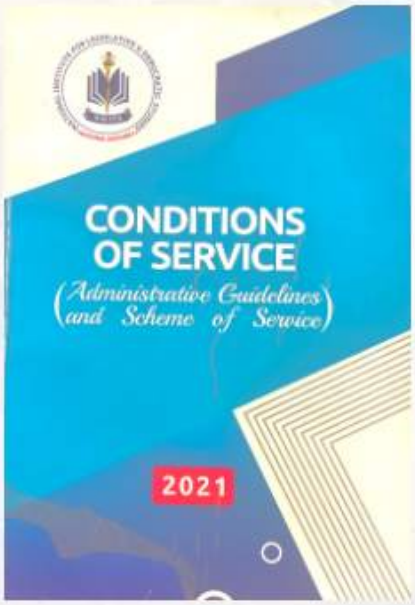
Every public servant is expected to uphold:

- Integrity – Acting honestly and transparently.
- Accountability – Taking responsibility for official actions.
- Professionalism – Following established procedures and ethical standards.

These values define the reputation of both the employee and the institution.

Appointment into NILDS

Recruitment is based on merit, fairness, and competence. Applicants must meet statutory requirements relating to citizenship, qualifications, medical fitness, NYSC status, and character. New employees undergo a two-year probationary period, after which confirmation depends on satisfactory performance. NILDS appointments include permanent and pensionable, contract, temporary, sabbatical, consultancy, transfer, and secondment appointments.



Performance Management

Performance management is a continuous process of setting goals, monitoring progress, providing feedback, and evaluating results. Annual assessments consider:

- Core responsibilities
- Ad hoc assignments
- Professional development
- Quality of work
- Teamwork
- Loyalty and dedication

A minimum score of 60% is required to qualify for an annual salary increment.

Promotion: Merit and Readiness

Promotion is based on competence, performance, and eligibility. Staff are assessed using:

- Required years on current grade level
- Annual performance appraisal
- Clean disciplinary record
- Availability of vacancies
- Success in promotion examinations
- Publication requirements (for research staff)

Promotion rewards sustained performance—not merely years of service.

Discipline: Protecting Institutional Integrity

The Public Service Rules classify disciplinary offences as general inefficiency, misconduct, and serious misconduct. Misconduct includes habitual lateness, negligence, insubordination, inappropriate dressing, and failure to obey lawful instructions. Serious misconduct includes corruption, bribery, falsification of records, cybercrime, sexual harassment, absenteeism without leave, and other offences that undermine public trust.

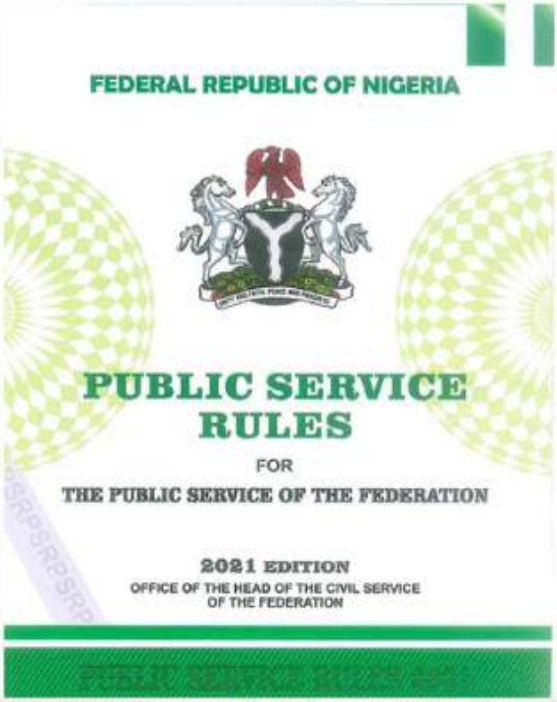
Disciplinary action follows due process, beginning with a query and progressing through Investigative Committee Review, Disciplinary Committee Review, management approval, and, where necessary, Council ratification. Sanctions range from verbal warnings to dismissal.

Conclusion

Understanding the NILDS Conditions of Service is about more than passing confirmation or promotion examinations. It enables staff to work confidently, uphold ethical standards, avoid disciplinary issues, and contribute to institutional excellence.

As NILDS continues to grow, every employee has a responsibility to uphold professionalism, accountability, and integrity. Knowing the rules is the first step towards delivering excellent public service.

"Professional excellence begins with understanding the rules that guide our service and applying them with integrity every day."



DID YOU KNOW?

- **65 years is the mandatory retirement age for NILDS staff and 75 years for professors.**
- **2 years is the probation period before confirmation of appointment.**
- **Staff must score at least 60% in their annual appraisal to earn an annual increment.**

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PHYSICAL DEVELOPMENT DIVISION: ADVANCING INFRASTRUCTURE, FACILITY MANAGEMENT AND SUSTAINABLE DEVELOPMENT AT NILDS - ARC. TIJO BORYO ZARA



The Physical Development Division of the National Institute for Legislative and Democratic Studies (NILDS) has continued to play a strategic role in ensuring that the Institute's physical environment remains functional, safe, efficient, sustainable and conducive to learning, research, administration and other institutional activities.

The Division's mandate extends beyond the construction and maintenance of physical infrastructure. It encompasses facility management, engineering services, environmental stewardship, space management, energy efficiency, safety and the continuous improvement of the Institute's built environment.

During the period under review, the Division recorded a number of significant outputs and interventions which have contributed to the operational efficiency and functionality of the Institute. Some of the key achievements are highlighted below:

1. Relocation of NILDS Radio and Centre for Security Analysis from Asokoro to the Permanent Site, Piwoyi

One of the significant assignments undertaken by the Division was the successful coordination and supervision of the relocation of NILDS Democracy Radio 104.9 FM and the Legislative Centre for Security Analysis (LECESA) from their former facilities located at No. 4 Linda Chalker Street, Asokoro, to the Institute's Permanent Site at Piwoyi.

The relocation was undertaken to consolidate the Institute's operations at its permanent headquarters and optimize the utilization of available facilities. The Division provided the necessary technical and physical development support required to make the new locations suitable for the functions of the two units.

The exercise involved assessment and preparation of the designated spaces, coordination of required building services and installations, space planning, and ensuring that the facilities were adequately configured for their intended operational requirements.

The relocation represents another step towards the effective utilization of the Permanent Site and the creation of an integrated institutional environment where academic, research, administrative and specialized activities can operate within a coordinated physical framework.



2. Take-over of Mechanical and Electrical Installations from the Main Contractor

A major milestone during the period was the technical take-over and assumption of operational responsibility for key mechanical and electrical installations previously under the responsibility of the Main Contractor, Julius Berger Nigeria Plc. The installations covered critical building services and infrastructure, including:

- Heating, Ventilation and Air-Conditioning (HVAC) systems;
- Firefighting and fire protection systems;
- Sewage treatment facilities;
- Water treatment plants;

- Generator sets and associated power infrastructure;
- Closed-Circuit Television (CCTV) systems; and
- Access control systems.

The take-over process required careful inspection, verification, testing and commissioning, documentation and familiarization with the various systems and their operational requirements. This was particularly important because these installations constitute the essential services that support the functionality, safety, security and comfort of the Institute's facilities.

The Division has consequently strengthened its role in the day-to-day management and maintenance of these systems, while ensuring that appropriate preventive maintenance regimes are developed and implemented.

The exercise also underscores the importance of moving from a construction-oriented approach to a whole-life facility management approach, where buildings and their associated services are managed with due consideration for performance, operational efficiency, safety and lifecycle cost.






3. Supervision of Partitioning Works and Creation of Additional Office Spaces

In response to the evolving accommodation requirements of the Institute, the Division supervised partitioning and associated building works for the creation of additional office spaces.

The intervention was aimed at improving the utilization of existing floor areas and responding to the changing requirements arising from institutional expansion and staff deployment.

The Division provided technical oversight of the works, ensuring that partitioning activities were carried out in accordance with approved requirements and with due consideration for functionality, circulation, natural lighting, ventilation, electrical installations, fire safety and other relevant building services.

Following completion of the partitioning works, the Division also facilitated the allocation of office spaces to relevant departments and units.

This intervention demonstrates the Division's commitment to achieving efficient space utilization while minimizingunnecessary expansion of the Institute's physical footprint.




4.Facility Maintenance of the Institute's Infrastructure

Facility maintenance remained one of the core responsibilities and major areas of intervention of the Physical Development Division.

The Division continued to coordinate and supervise maintenance activities covering the Institute's buildings, engineering installations, external infrastructure and other physical assets. These interventions included building repairs, plumbing works, electrical repairs, air-conditioning maintenance, carpentry and joinery works, painting, civil works and other corrective maintenance activities.

Particular attention was given to critical infrastructure whose failure could disrupt the Institute's operations. The Division therefore continued to adopt a responsive approach to maintenance requests while progressively strengthening preventive maintenance practices.

The philosophy guiding the Division is that **maintenance should not be regarded merely as an expenditure, but as an investment in preserving institutional assets and ensuring value for money**.

As Winston Churchill aptly observed, **"We shape our buildings; thereafter they shape us".** This principle is particularly relevant to an institution such as NILDS, where the quality and functionality of the physical environment directly influence the experience and productivity of staff, legislators, researchers, trainees, visitors and other stakeholders.






5. Environmental and Landscape Management

The Physical Development Division also continued to give attention to the environmental quality and landscape character of the Institute's Permanent Site and other building properties.

Landscape management activities included the maintenance of lawns, trees, ornamental plants, walkways and other soft and hard landscape elements. Attention was also given to cleanliness, vegetation management, drainage and the general visual quality of the Institute's environment.

Beyond aesthetics, the Division recognizes landscape management as an important component of environmental sustainability. Proper vegetation management contributes to microclimatic improvement, dust reduction, erosion control, biodiversity enhancement and the creation of a more pleasant working and learning environment.

The Division is therefore committed to promoting a landscape management approach that combines **aesthetic quality, ecological value, climate responsiveness and long-term maintainability.**

As the renowned architect Frank Lloyd Wright noted, ***"Study nature, love nature, stay close to nature. It will never fail you."*** This philosophy reinforces the importance of integrating nature into the planning and management of institutional environment.







6. Development of an Energy Conservation Policy

In recognition of the rising importance of energy efficiency, operational cost reduction and environmental sustainability, the Physical Development Division initiated the development of an Energy Conservation Policy for the Institute.

The policy is intended to establish an institutional framework for the efficient utilization and management of energy resources across NILDS facilities.

The initiative focuses on promoting responsible energy-use practices, improving the efficiency of mechanical and electrical installations, reducing unnecessary energy consumption, encouraging behavioral change among staff and users of the facilities, and supporting the Institute's broader sustainability objectives.

The policy is particularly relevant given the energy-intensive nature of institutional facilities, which depend on HVAC systems, lighting, water pumping, ICT infrastructure and other electrical and mechanical services.

The Division recognises that energy conservation cannot be achieved through technology alone. It requires a combination of **efficient systems, effective maintenance, monitoring, user awareness and institutional commitment.**

In the words of architect and sustainability advocate William McDonough, ***"The goal is not to make buildings less bad. The goal is to make buildings better."*** The Division seeks to translate this principle into practical measures that will improve the environmental and operational performance of NILDS facilities.




7. Continuous Routine Maintenance

In addition to specific projects and interventions, the Physical Development Division maintained continuous routine maintenance of the Institute's facilities throughout the period under review.

Routine maintenance remains essential to preventing minor defects from developing into major failures and costly repairs. The Division therefore continued to undertake regular inspections, respond to reported faults and coordinate scheduled maintenance of building and engineering services.

Particular attention was given to essential systems such as air-conditioning, electrical installations, plumbing and sanitary facilities, generators, water supply systems, sewage treatment facilities, firefighting installations, security systems and other building services.

The Division also continued to engage relevant technical personnel and service providers where specialized expertise was required, while providing professional supervision to ensure that maintenance interventions were undertaken appropriately.

This approach reflects the Division's commitment to transitioning progressively from predominantly **reactive maintenance to planned preventive and predictive maintenance**, thereby improving asset reliability, extending the useful life of infrastructure and reducing lifecycle costs.





Looking Ahead

The achievements recorded during the period demonstrate the important role of the Physical Development Division in supporting the strategic objectives of NILDS. However, the Division recognises that effective facility management is a continuous process requiring constant monitoring, innovation, professional expertise and institutional commitment.

Going forward, the Division will continue to focus on strengthening preventive maintenance, improving energy efficiency, enhancing environmental sustainability, optimising the use of available spaces, improving the management of engineering installations and ensuring that the Institute's infrastructure remains safe, functional and fit for purpose.

The Division also recognises the increasing importance of **digital facility management**, asset documentation, lifecycle planning and data-driven maintenance in the management of modern institutional facilities. These approaches will be explored as part of the Division's continuous effort to improve service delivery.

Ultimately, the objective is to ensure that NILDS possesses a physical environment that reflects the quality and aspirations of the Institute as a leading institution for legislative research, training, capacity development and democratic governance.

The Physical Development Division remains committed to this responsibility and will continue to work collaboratively with the Management, departments, units, staff, contractors and other stakeholders towards achieving a **safe, sustainable, efficient, resilient and world-class institutional environment**.

The Division is determined to continue bringing professional knowledge, teamwork and innovation to the management and development of NILDS physical infrastructure.

"The best buildings come from the best people and all their knowledge." — Norman Foster

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STRENGTHENING HUMAN CAPITAL AND ADMINISTRATIVE EXCELLENCE: EMPOWERING PEOPLE. ENHANCING PROCESS. DELIVERING RESULTS - NSEABASI O. UDOEYO



Introduction

In today's rapidly evolving world, organization must continually strengthen their human capital and administrative systems to remain effective and relevant. At the National Institute for Legislative and Democratic Studies (NILDS), empowering people, improving institutional processes, and delivering measurable results are key to advancing legislative excellence and democratic governance.

Empowering People: The Foundation of Human Capital Development

Human capital is the most valuable asset of any organization. NILDS demonstrates this by investing in continuous staff training, capacity-building programmes, mentorship, and professional development. These initiatives equip employees with the knowledge and skills required to excel in legislative research, policy analysis, public administration, and institutional support. By promoting a culture of learning, innovation, and inclusivity, the Institute enhances employee engagement, productivity, job satisfaction, and organizational performance.

Enhancing Processes: The Backbone of Administrative Excellence

Administrative excellence is achieved through efficient systems and effective processes. NILDS continues to modernize its operations by embracing digital transformation, strengthening knowledge management, and streamlining administrative procedures.

These improvements enable the Institute to optimize resources, support evidence-based decision-making, improve service delivery, and promote transparency, accountability, and responsiveness to stakeholders. Efficient processes also provide a solid foundation for achieving institutional goals.

Delivering Results: The Outcome of Empowerment and Efficiency

Empowered employees and efficient systems enable NILDS to deliver impactful results. Through high-quality legislative research, policy advisory services, capacity-building programmes, and stakeholder engagement initiatives, the Institute supports lawmakers and democratic institutions in developing sound legislation and evidence-based public policies. Policy dialogues, legislative forums, and collaborative engagements further strengthen democratic governance by encouraging knowledge sharing, public participation, and informed decision-making.

Conclusion

The experience of NILDS demonstrates that strengthening human capital and administrative excellence are essential for sustainable institutional success. By investing in people, enhancing organizational processes, and maintaining a strong focus on results, the Institute continues to improve its effectiveness and contribute to national development. As governance challenges become increasingly complex, NILDS remains a model of excellence, showing that continuous learning, innovation, and operational efficiency are fundamental to building resilient institutions and delivering lasting value to society.

"When organizations invest in people and improve systems, excellence becomes a culture rather than an aspiration."

STRENGTHENING INSTITUTIONAL INTEGRITY THROUGH ACADEMIC CREDENTIALS VERIFICATION - SALAMATU YAKUBU



As part of its unwavering commitment to promoting transparency, accountability, and excellence in human resource management, the Department of Administration and Human Resources (DAHR) has embarked on a comprehensive verification of the academic credentials of members of staff. This strategic initiative reflects the Institute's resolve to uphold the highest standards of integrity in personnel administration while ensuring that all employee records accurately reflect verified academic and professional qualifications. This is to strengthen and buttress the earlier activities of the NILDS Staff Records Audit Committee constituted by the DG and Chaired by Dr. Yusuf Lawal.

The verification exercise involves extensive engagement with universities, polytechnics, colleges of education, professional bodies, and other accredited tertiary institutions within Nigeria and internationally. Through formal correspondence and institutional verification procedures, the Department is confirming the authenticity of certificates, diplomas, degrees, transcripts, and other academic qualifications submitted by staff members at the point of employment or subsequently during the course of their service. Beyond fulfilling an administrative requirement, the exercise serves as a critical quality assurance mechanism for the Institute's human resource management system.

By validating academic credentials, the Department seeks to strengthen the integrity of personnel records, eliminate discrepancies, mitigate the risk of credential fraud, and ensure that every member of staff meets
the educational requirements associated with their respective positions. Accurate personnel records also facilitate informed decision-making on matters relating to appointments, promotions, training, succession planning, career development, and retirement administration.

The initiative aligns with the principles of good governance and best practices in public sector administration, where credibility, fairness, and merit remain the cornerstones of an effective civil service. It also reinforces compliance with applicable Public Service Rules, institutional policies, and regulatory requirements governing staff documentation, records management, and human capital administration.

The DAHR remains committed to implementing initiatives that enhance confidence in the Institute's personnel management processes. The ongoing academic credentials verification exercise is a significant milestone in strengthening institutional governance, protecting the integrity of the workforce, and building a resilient human resource system founded on merit, transparency, and continuous improvement.

"Integrity is the foundation upon which credible institutions are built. By ensuring the authenticity of academic credentials, we strengthen not only our records but also the trust placed in our people and our institution."

GENDER INCLUSIVITY IN THE WORKPLACE: LESSONS FROM NILDS - SUZIE ODEH



Meaning of Gender and Inclusivity

Gender refers to the socially and culturally constructed roles, behaviours, responsibilities, expectations, and opportunities associated with women, men, girls, boys, and people of diverse gender identities. Inclusivity is the deliberate practice of ensuring that all individuals, regardless of gender or background, are respected, valued, and provided with equal opportunities to contribute and succeed.

Gender Inclusivity in the Workplace

Gender inclusivity in the workplace means creating an environment where employees are treated fairly and have equal access to recruitment, promotion, training, leadership, and career development based on merit and competence. Such workplaces encourage diversity, innovation, collaboration, and improved organizational performance.

Gender Inclusivity at NILDS

The National Institute for Legislative and Democratic Studies (NILDS) has continued to demonstrate its commitment to fostering a gender-inclusive workplace. Under the leadership of the Director-General, Prof. Abubakar O. Sulaiman, the Institute has created an environment where staff are recognized for their professionalism and contributions of gender, leading to improved staff morale, commitment, and productivity.

Following the successful NILDS Women in Governance Conference held in August 2022, the Institute's Management introduced deliberate measures to institutionalize gender balance.

A major milestone was the establishment of the Gender Inclusivity Unit, which coordinates gender-related programmes, promotes gender mainstreaming, addresses workplace gender issues, and supports the implementation of policies that foster equality and inclusion.

NILDS has also strengthened gender representation through the balanced composition of committees and institutional working groups. The recruitment of more qualified women into academic, administrative, and support positions, alongside the increasing number of women in management and leadership roles, demonstrates the Institute's commitment to building an equitable and inclusive workplace.

Way Forward

To sustain gender inclusivity, organizations should promote transparent and merit-based recruitment and promotion, enforce policies against discrimination and harassment, provide equal access to training and leadership opportunities, support work-life balance, ensure equal pay for equal work, encourage inclusive leadership, and organize regular gender awareness and unconscious bias training.

Conclusion

Gender inclusivity is more than a matter of fairness; it is a strategic driver of organizational success. NILDS has shown that deliberate investments in equality strengthen institutional effectiveness, improve employee engagement, and promote good governance. By ensuring that every employee is respected, empowered, and given equal opportunities to thrive. Organizations can build resilient institutions that deliver excellence and sustainable development.

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THE STRATEGIC ROLE OF TRAINING AND DEVELOPMENT IN ORGANIZATIONAL EFFECTIVENESS - RICHARD KANTEE ISERE



In today's knowledge and results-driven economy economy, organizations no longer through capital, technology, or infrastructure; they compete through people. As Artificial Intelligence (AI), automation, and digital technologies continue to redefine the future of work, organizations that invest strategically in training and development are better positioned to remain competitive, innovative, and resilient.

Training and development refer to structured learning initiatives designed to improve employees' knowledge, skills, abilities, and behaviours to achieve both individual and organizational goals. While training focuses on enhancing current job performance, development prepares employees for future responsibilities and leadership roles.

According to Armstrong and Taylor (2023), strategic learning and development have evolved from being an administrative function into a critical business strategy that directly influences organizational performance, employee engagement, innovation, and long-term sustainability. Similarly, Noe (2023) argues that organizations that integrate learning into their business strategy consistently outperform those that treat employee development as a periodic activity rather than a continuous process. These perspectives reinforce the growing consensus that workforce capability is a key determinant of organizational effectiveness.

Why Training and Development Matter

An effective workforce is knowledgeable, adaptable, productive, and motivated. Continuous learning enables employees to improve technical expertise, strengthen

"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage."— Jack Welch, Former CEO, General Electric

interpersonal skills, and respond confidently to changing organizational demands.

Research by Robbins and Judge (2023) indicates that organizations with strong learning cultures experience higher employee commitment, lower turnover intentions, improved teamwork, and greater organizational citizenship behaviours. Likewise, Dessler (2024) emphasizes that organizations investing consistently in employee development experience better service delivery, stronger productivity, and enhanced customer satisfaction.

Training and development contribute to organizational effectiveness by:

- Enhancing employee productivity and efficiency.
- Improving quality of service delivery;
- Strengthening leadership succession;
- Increasing employee motivation and engagement;
- Encouraging innovation and continuous improvement;
- Reducing operational errors and workplace accidents; and
- Improving organizational adaptability during periods of change.

Training in the Age of Artificial Intelligence

The emergence of Artificial Intelligence, machine learning, automation, cloud computing, and digital collaboration platforms has fundamentally transformed how work is performed. Today's employees are expected not only to master their professional competencies but also to possess digital literacy, data interpretation skills, AI awareness, cybersecurity consciousness, and the ability to collaborate with intelligent technologies.

According to Deloitte's 2026 Global Human Capital Trends, 85% of executives consider building an adaptable workforce critical to organizational success. Similarly, the Microsoft 2026 Work Trend Index concludes that every organization must become a "learning system," where continuous upskilling enables employees to work effectively alongside AI agents. The report argues that leaders must redesign work around learning because AI increasingly performs routine execution while humans focus on judgment, creativity, and strategic decision-making.

"The best way to predict the future is to create it." - Peter F. Drucker

The AI Revolution: Why Continuous Learning Has Never Been More Important

Artificial Intelligence is reshaping virtually every profession. Routine administrative tasks are becoming automated. Decision-making is increasingly supported by predictive analytics. These technological advancements do not replace the need for employees but to redefine the skills employees must possess. Today's workforce requires competencies in:

- Artificial Intelligence literacy;
- Digital collaboration;
- Data interpretation;
- Cybersecurity awareness;
- Critical thinking;
- Emotional intelligence;
- Problem-solving; and
- Innovation and creativity.



Conclusion

The future belongs to organizations that view learning as a strategic investment rather than an operational expense. For institutions in both the public and private sectors, sustained investment in training and development strengthens workforce capability, enhances service delivery, supports innovation, and improves institutional resilience. Organizational effectiveness depends not merely on having talented employees, but on creating an environment where people continuously learn, adapt, and excel.

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"The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn." - Alvin Toffler

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INDIVIDUAL CONTRIBUTION TO ENVIRONMENTAL SUSTAINABILITY - JONATHAN FWECHI ISHAYA



Environmental sustainability refers to the responsible use, management, and protection of natural resources to meet present needs without compromising the ability of future generations to meet their own needs. While development remains essential for human progress and economic growth, it is equally important to recognize that our daily activities can either protect or degrade the environment.

Environmental challenges such as climate change, rising global temperatures, flooding, desertification, pollution, and unpredictable weather patterns are increasingly linked to unsustainable human practices. Addressing these challenges requires collective action, with every individual playing a vital role.

Individuals can contribute to environmental sustainability through the following practical measures:

1. Tree Planting and Protection of Green Spaces

Planting and preserving trees, flowers, and other green spaces improve air quality by absorbing carbon dioxide and other harmful pollutants. They also help prevent soil erosion, support biodiversity, and maintain ecological balance.

2. Practice Proper Waste Management

Responsible waste management begins with individuals. Waste should be properly sorted into recyclable, biodegradable, and hazardous categories and disposed of appropriately. Avoiding indiscriminate waste disposal helps reduce environmental pollution and promotes a cleaner and healthier environment.

3. Conserve Energy

Energy conservation should become a daily habit. Simple actions such as switching off lights, fans, air conditioners, and other electrical appliances when they are not in use can significantly reduce energy consumption. Where feasible, individuals should also embrace renewable energy sources to promote sustainable energy use.

4. Use Water Responsibly

Water is one of our most valuable natural resources and should be used efficiently both at home and in the workplace. Although approximately 71% of the Earth's surface is covered by water, about 96.5% of it is saline, leaving only a small proportion as freshwater suitable for human use. Much of this freshwater is locked away in glaciers, ice caps, and underground aquifers. This highlights the importance of conserving every drop of usable water.

5. Promote Environmental Awareness and Participate in Sanitation Activities

Environmental sustainability requires continuous public awareness. Individuals should actively participate in household, workplace, and community sanitation programmes while encouraging family members, colleagues, and community residents to adopt environmentally responsible practices. Sharing knowledge and leading by example can inspire positive behavioural change.y

Final Thoughts

NILDS should encourage staff to decorate their offices with potted indoor plants to purify the atmosphere, use water efficiently to reduce stressing underground reservoirs, develop the habit of separating waste, and participate in awareness campaign.



VISIONARY AND TRANSFORMATIONAL LEADERSHIP: THE NILDS EXPERIENCE BY MUSA HARUNA

Meaning

Leadership is the ability to influence and guide people toward achieving organizational goals. Visionary leadership is the ability to create a clear future direction, inspire others to embrace that vision, and strategically position an organization for long-term success. Transformational leadership is the ability to inspire positive change by motivating, empowering, and developing people to achieve exceptional performance and institutional excellence.

Key Characteristics

- Strategic thinking and clear vision.
- Integrity and accountability.
- Innovation and problem-solving.
- Effective communication.
- Staff mentorship and capacity development.
- Teamwork and collaboration.
- Discipline and professionalism.
- Commitment to continuous improvement.

Theoretical Foundation:

Transformational Leadership Theory

Developed by James MacGregor Burns and expanded by Bernard M. Bass, the theory holds that effective leaders inspire followers through a shared vision, intellectual stimulation, individual support, and exemplary conduct.

In NILDS, the leadership of the Director-General and the Director, Administration and Human Resources reflects the principles of transformational leadership through strategic direction, staff development, improved welfare, administrative efficiency, discipline, and the promotion of a professional work environment. Their leadership continues to strengthen institutional capacity and service delivery at NILDS.

Conclusion

Visionary and transformational leadership are essential for building strong institutions. By inspiring people, promoting innovation, and strengthening administrative systems, leaders create a lasting legacy of excellence, accountability, and sustainable organizational growth.



TRANSPORT UNIT ADVANCES SAFETY, PROFESSIONALISM AND STAFF DEVELOPMENT BY GIDEON B. LAMIDO

The Transport Unit under the DAHR, recorded remarkable achievements during the first half of 2026, reaffirming its commitment to safe, efficient, and professional transport services in support of the Institute's mandate.

A major highlight of the period was the Unit's accident-free operations, a testament to the discipline, professionalism, and safety consciousness of the Institute's drivers. This achievement underscores the Unit's unwavering commitment to protecting lives, the Institute assets, and ensuring uninterrupted service delivery.

In line with statutory requirements, the Unit successfully facilitated the renewal of drivers' licences, ensuring that all designated drivers remained fully compliant with Federal Road Safety Corps (FRSC) traffic regulations.

As part of its human capital development strategy, the Unit organized capacity-building programmes for drivers. The training focused on defensive driving, road safety, stakeholder service, vehicle maintenance, and the use of digital tools to improve productivity and operational efficiency.

Another landmark achievement was the successful conversion of eligible Chief Motor Driver Mechanics (SGL 07) to the Works Superintendent cadre. This milestone reflects NILDS Management's commitment to career progression, staff motivation, and institutional capacity building.

These achievements demonstrate the Transport Unit's dedication to excellence, safety, professionalism, and continuous improvement. Going forward, the Unit remains committed to delivering reliable transport services while supporting the Institute's strategic goals through innovation, discipline, and continuous Drivers development.

THE CREATIVE MIND SOLVES COMPLEX PROBLEMS - TARICK AMEH



When people hear the word creativity, they often associate it with artists, entertainers, performers, and people in the media. This mindset misses one of creativity's most powerful benefits: the ability to develop a creative mind that can solve otherwise insoluble problems.

At some point during their careers, many leaders, government officials, business people, researchers, and others encounter roadblocks, or situations where standard approaches will not provide acceptable solutions to important issues. In these situations, creativity can provide the needed insights or inspiration to overcome the roadblocks and move forward. The development of artistic works requires a similar sort of process; artists must develop their skills, test ideas, experiment, and revise their works in order to create something of value. As such, artistic creativity is a thought process that involves overcoming challenges in order to achieve a desired end result.

The skills used to engage in artistic creativity can be applied elsewhere, even outside of the arts. In this same way, creativity should be seen as not only a useful trait, but a professional skill that can benefit people in all walks of life. It promotes the development of valuable habits and attitudes, such as curiosity, flexibility, adaptability, perseverance, and many others.

Similar to the way artistic creativity requires people to engage their imaginations, problem-solving situations also require people to engage their imaginations in order to find the best possible answers to questions. .Other skills required for artistic creativity, such as observation, analysis, and synthesis, can also be applied directly to problem-solving. These connections demonstrate why creativity can help people from all backgrounds and professions to develop practical skills that can help them to solve problems and serve others.

Many professions require researchers to make decisions based upon data, and to identify opportunities for growth or improvement. As such, creativity is incredibly important to fields that involve research, analysis, or decision-making, and especially fields that strive to improve people's lives. The National Institute for Legislative and Democratic Studies (NILDS) is one such organization. It conducts research and makes recommendations about ways to improve legislative processes and democratic practices around the world. As such, NILDS can benefit tremendously from people that have developed creative minds.

Creativity should not be seen solely as a hobby or enjoyable pastime, but as a valuable skill that should be nurtured. By promoting writing, painting, photography, graphic design, music, and other creative pursuits, organizations such as NILDS can encourage employees to develop creativity, solve complex problems, develop effective solutions, and share those solutions with others. Creativity encourages unconventional thinking that can lead to surprising insights and innovative solutions.

This is why developing creative minds is so important. The future belongs to those who can adapt to changing circumstances and meet new challenges, and creativity is one of the most powerful tools for overcoming them.

"I apply the term 'creativity' broadly... it's problem solving. We are all faced with problems, and we have to address them and think of something new, and that's where creativity comes in." — Edwin Catmull, Co-founder of Pixar Animation Studios

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PHOTO GALLERY


Presentation of gift to the DG on his birthday


Departmental courtesy visit to the DG in his office


Birthday celebration of the DAHR


Birthday celebration of Mr. M_sa Haruna


Birthday celebration of Mrs. Hawanat Salawu-Etti


Birthday celebration of Ms. Hauwa Wakil


Birthday celebration of Mr. Nseabasi O. Udoeyo


Celebration of professional association certification



Presentation of winners prize to Mrs. Juwairatu by the DG


Birthday celebration of Mr. Gideon Lamido


Mrs. Suzie Odeh PhD Matriculation ceremony


Birthday celebration of Mr. Richard Kantee Isere


Presentation of certificate of participation at Drivers training


Group picture of NILDS Drivers at a Training for Drivers


Presentation of gift to the DFA on his birthday

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Dr. Kabir Ahmed
2012 - 2022



Mal. Aminu Bello Dukku
2022 - 2025



Mr. Musibau Olalere Moshood
2025 - Present

CONTACT US

NILDS HEADQUATER
No. 2 Prof. Abubakar O. Sulaiman Avenue, Piwoyi District, Umaru Musa Yar'adua Expressway, Airport Road, Abuja, Nigeria.

TELEPHONE
+234-(0)9-4137533| +234-(0)96719151/52
+234-(0)8092786294

EMAIL
info@nils.gov.ng

WEBSITE
www.nilds.co

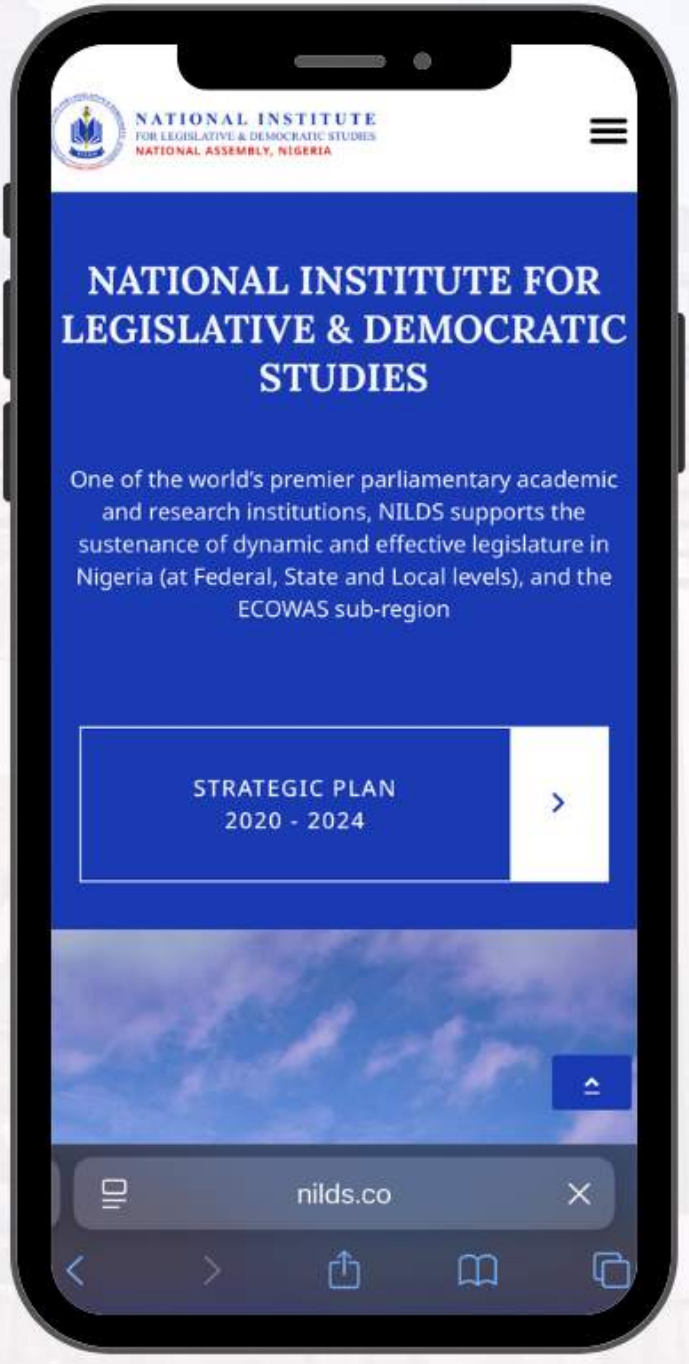
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