



# PRODUCTIVITY

NEWS

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“  
*At the heart of the Productivity improvement activities are the objectives of achieving fundamental and incremental changes, as well as development that is visible and measurable. NPC provides solutions to such incremental changes in Organisations.*  
”



**Dr. Nasir O. Raji-Mustapha**  
Director-General, National Productivity Centre

**Flashpoints:** The journey of entrenching productivity culture and practices has its very first step productivity awareness creation, in order to raise the consciousness level of all critical stakeholders in the nation such as the Government, Employers of Labour, Workforce, Labour Unions etc

As the demand by Nigerians continue to increase, agencies need to continue to build their capacities in order to deliver what

Nigerians need. This will be made possible with the knowledge of Productivity Tools and Techniques.

If you are productive, you can improve your own self, have a good mindset, and a positive productivity attitude, and also impact the productivity mindset on others around you.

FROM THE DIRECTOR-

# GENERAL'S DESK

*Dr. Nasir Olaitan Raji-Mustapha – Director-General, NPC*

***“NATIONAL PRODUCTIVITY GAINS:  
PROVIDING BUSINESS SOLUTIONS FOR  
ORGANIZATIONS THROUGH PRODUCTIVITY  
TOOLS AND TECHNIQUES. “***

Productivity is very essential to all economies of the world because it is the main factor that differentiates a developed economy from underdeveloped or a developing economy.

Productivity refers to how well an Individual, Organization, perhaps a Nation, converts inputs (such as labour, material, machines, energy, capital) into quality goods and services, otherwise referred to as outputs. This process is appreciated through the measuring of the ratio of outputs as against the units of inputs utilized.

As a Centre and a Productivity Organization, our main thrust for three (3) decades has been that of awareness creation, productivity promotion and advocacy to create the right platform and understanding for productivity improvement activities while building human productive capacity as basic criteria for executing productivity improvement activities across the nation.

It has become obvious that technical advancement, increasing customer expectations and most especially the effects of globalization have increased the need for higher productivity amongst individuals and organizations in Nigeria. This is made possible through the Productivity and Quality Improvement Programme (P&QIP) of the National Productivity Centre, an interventionist initiative for businesses and corporate organizations in order to scale up their productivity and competitiveness.

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## EDITORIAL: PRODUCTIVE TIME MANAGEMENT

Time management is an important skill for living a successful low stress life. It is the process of planning and exercising conscious control of time spent on specific activities. Productive time is the time we spend on activities and assignments which constitute hard-core of our work.

The passing and changing of time is a common phenomenon. This is because everyday, time passes us like a whirlwind. It is therefore imperative that productive time does not elude us. It is against this backdrop that the question of managing time for effective and efficient use in achieving work goals, objectives, values, strategic organizational plans for improved resource utilization cannot be over-emphasized.

Productive Time management requires a determined development and commitment in the practice and application of skills of multiple methods in the use of your time wisely for successful result output. Effective and efficient application of your time helps you in accomplishing your daily job routine.

Lots of unarguable benefits accrue from successful time management skills such as; creation of a good balance between life and professional life, achievement of better work-life, increase in more productive work life, reduction in stress work life, increase in work confidence, elimination of distractions, increased concentration, better work performance, high work quality, and improved productivity.

### OUR VISION

To be a world class Productivity Institution and a key player in realizing Nigeria's overall growth and development objectives.

### OUR MISSION

To develop the mindset and institutionalize productivity culture in the citizenry for the enhancement of service delivery and quality of life.

### CORE VALUES

- ◆ Excellence through quality specialized trainings, research and publications
- ◆ Positive Work Ethics, e.g., Integrity, Transparency, Honesty and Accountability
- ◆ Empathy and Compassion- for others through optimizing workers' well-being and empowering individual workers
- ◆ Justice and Fair Play- by treating all individuals with dignity and respect as well as entrenching justice and equity in all dealings
- ◆ Innovation and Creativity- by encouraging intellectual inquisitiveness and promoting life-long research nature
- ◆ Teamwork- by encouraging collaboration and synergy in all Departments, Divisions and Units of the Centre
- ◆ Trust- to deliver a professional service with integrity
- ◆ Collaborate- with our clients to understand their business needs and develop solutions that add value for them.
- ◆ Dedicated- to deliver timely and cost-effective customer service
- ◆ Agile- through technical innovation and flexible working to meet client needs.



### OUR MANDATE

The mandate of the Centre is that of stimulating productivity consciousness, determining productivity levels, monitoring productivity trends, promoting and leading the productivity movement in the country towards the attainment of higher levels of productivity in all sectors of the Nigerian economy with the aim of enhancing the living standards and quality of lives of her people.

### OUR PHILOSOPHY

Development of a culture of operational efficiency, effectiveness and respect for the right of employees and other stakeholders for the achievement of higher levels of national productivity and competitiveness in pursuit of comparative advantage in a globalized economy

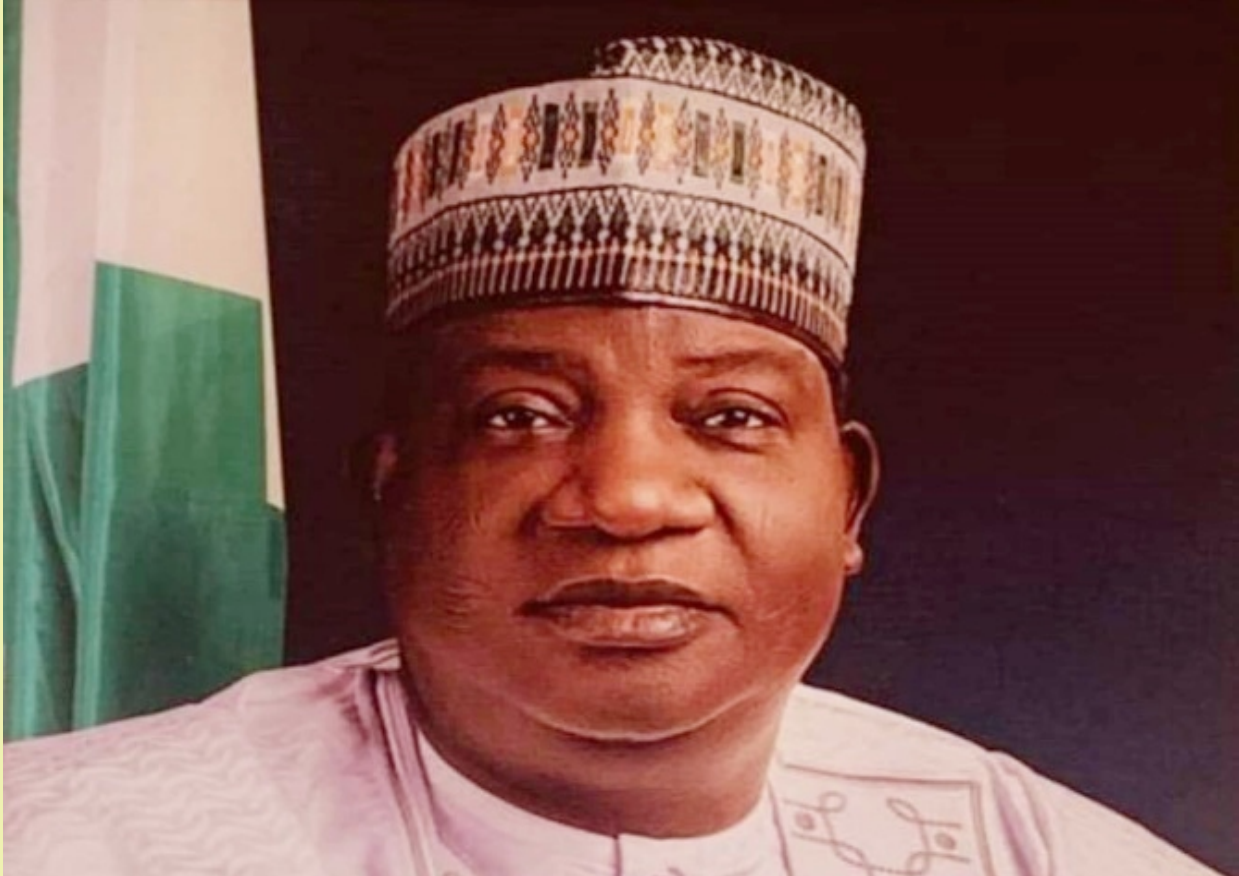
### PRODUCTIVITY NEWS

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# HONOURABLE MINISTER FML&E HOSTS DGs UNDER HIS MINISTRY



**RT. HON. SIMON BAKO LALONG CON**  
 HONOURABLE MINISTER FEDERAL MINISTRY OF LABOUR AND  
 EMPLOYMENT FEDERAL REPUBLIC OF NIGERIA

The Honourable Minister of labour and Employment, Rt Hon Simon Lalong CoN, recently played host to some of the parastatals under his Ministry. The Parastatals which include National Directorate of Employment, National Industrial court and the National Productivity Centre had their Director Generals and management teams on hand to brief the Minister and the Minister of State Nkiruka Onyejeocha on the programmes and activities of the Agencies. The meeting which was held in the Conference Room of the ministry at the Federal Secretariat Complex, Maitama Abuja, afforded the Director Generals of the Agencies the opportunity to interact with the Ministers on their various programmes and activities.

In his brief, the Director General of the National Productivity Centre, Dr Nasir O. Raji Mustapha, outlined the programmes and activities of the Centre as it relates to improving National development through the application of cutting-edge productivity tools and techniques. He said the Centre is posed to provide positive solutions to businesses and that it also specializes in boosting operational efficiency, fostering growth and promoting excellence. He stressed that with tailored strategies and expert guidance, the Centre empower organizations to reach their full potentials.

In his response, the Hon. Minister appreciated the efforts of the Centres in enhancing National development through improved Productivity. He promised to support the Centre in every way possible to enable it achieve its mandate.

# INTERVIEW

WITH THE DIRECTOR GENERAL // BY CHRIS C. NWAENZE AND BLESSING SALIFU

As the apex productivity institution with the mandate of promoting productivity in Nigeria, The National Productivity Centre demystifies productivity, removes misconceptions and translates it into terms that are relevant and consistent to national socio-economic context and development needs.

Over the years, the Centre has also significantly played a major role as a capability builder, catalyst, mobilizer, information disseminator, networker, initiator and pioneer of specific productivity improvement programmes, policy analysis helping to navigate the policy and regulatory environment conducive to continuing the productivity improvement in Nigeria.

The Centre currently provides guidance and support to a network of about 20 Local Productivity Councils that are located in various states. National Productivity Centre technically supports them through 19 States Offices located at major States Capitals. It also technically supports and mentors hundreds of MSMEs across the states of the

federation, especially in the areas of training, to further improve their productivity, quality and profits. Recently, the newly appointed Director-General of the National Productivity Centre, Dr. Nasir O. Raji-Mustapha, had in audience a team of Journalists from the Department of Corporate Affairs and Information of the Centre. The meeting, which was a rare of its kind, yielded a mindboggling revelations about the centre in the course of

their interactions over a plethora of issues bothering on the Centre and Director-General's ardent zeal to actualizing his 3- Point Agenda, which focuses on, "Staff Welfare, Staff Training and Aggressive Deployment of the Productivity Tools and Techniques" in navigating the Centre's unique programmes towards aligning with the present administration's Overall Economic Roadmap.

The Director-General who rose through the ranks to the top-most echelon as the Director-General of the Centre, was before his appointment, the Director and Head of Department, Procurement. A Productivity Consultant with immense knowledge on Productivity, he is armed with first degree in Veterinary Medicine, Master of

**Dr. N.O. Raji-Mustapha, the Chief Executive Officer of the National Productivity Centre (NPC) is an erudite Productivity Practitioner/Expert and highly proficient Management Consultant with over 20 years experience.**

**A Research Fellow with the European Economic Community (EEC), former Lecturer at the Haramaya University in Ethiopia, Dr is a Procurement Expert with over 8 years of expertise. Dr. Raji-Mustapha's acumen include in-depth experience in both local and global research and among other intellectual acuity.**

**In this exclusive interview with NPC Productivity News, he bared his mind on his aspirations and doggedness in carrying Nigeria's Productivity movement to the promised land. Please have a feel of his plans.**

Science (MSc) in Applied Entomology and Parasitology. He is also armed with MBA in Business Management Administration.

As a man with great positive mental attitude for quest and knowledge, he crowned his academic pursuit with a PHD on 'Effects Of Work Environment On Micro Small Scale Enterprises Employees (MSME's) Productivity

In Federal Capital Territory, Abuja. The Director-General's outstanding feats in research and administration have earned him several recognition's and fellowship, both local and international, among which is Research Fellow with the European Economic Commission (EEC), now European Union.



## Director-General, National Productivity Centre Dr. Nasir O. Raji-Mustapha

“ Since we have a program that is called Productivity and Quality Improvement Tools for SMEs, and these tools are known to be very effective all over the world, our desire is to aggressively deploy these tools in a more aggressive manner so that a lot of companies and enterprises will benefit across our nation”

Good morning, sir. We are happy to meet you, sir.

Yeah, good morning. How are you?

We are fine sir, thank you.

**Q: Sir, how did you feel when you were announced as the Director General of the Centre?**

Well, you know I've been in the system, and so I know the challenges. So, when it happened, it was that of mixed feelings, because I know what's on ground to be done. But, I'm glad also that God has given me the opportunity to show what I can do as a productivity practitioner, who has been trained over time by the Federal Government of Nigeria and other nations like the Asian Productivity Organization spear headed by the Japanese government. So, I think I'm well trained enough to be able to deliver, and to also achieve our common desire and goal for the Centre and for the nation.

**Q: Sir, the present administration of President Ahmed Bola Tinubu has just rolled out its economic policy to support the delivery of**

**sustainable and inclusive growth, which it tagged our 8 years Targets and Aspirations as Overall Economic Reform Roadmap, such as to double the economy by \$450 billion, to achieve 7% average annual gross domestic product growth rate, lift 100 million people out of poverty, create the enabling environment to generate over 50 million jobs, and deliver sustained inclusive growth.**

**Sir, how does the Centre intend to key into this Overall Economic Roadmap Reform?**

Well, thank you. As you are aware, when I came on board, I told my staff and the whole world that in the next few years, what I will concentrate on or focus on are capacity building of my staff, welfare of my staff, and aggressive deployment of what we call, Productivity and Quality Improvement Scheme for both the public and the private sector. So, if you look at what productivity is all about, productivity does not come by accident. You have to work towards being a productive nation. And for us to achieve all the aspirations of this new government, as an agent of government, we know that as it happens in other productive

nations of the world, it's only productivity that can get us there. This is because if you look at the drivers of economy all over the world, the public and private sector, especially the informal sector is key to the growth and development of any nation. And if the informal sector, especially the informal enterprises, are not well-grounded in productivity, implementation of productivity tools and techniques, they will not be able to give the nation the best that is desired in terms of expanding their systems, doing the right thing at the right time, being efficient and effective to be able to expand what they are doing, to be able to now create more employment for the unemployed. Because it is the private sector that employs more than the public sector. And our desire is that since we have a program that is

called Productivity and Quality Improvement Tools for SMEs, and these tools are known to be very effective all over the world, our desire is to aggressively deploy these tools in a more strategic way so that a lot of companies and enterprises will benefit across our nation. So, if we are able to do this, we would have succeeded in assisting the government to achieve all these targets, and aspiration of the economic reform roadmap of this Government.

**Sir, with the present administration's economic reform roadmap, which we have just mentioned, Orosanye's reports of 2021 for MDAs restructuring has resurfaced. Are there any fears or should we remain optimistic?**



Well, as you are aware, Nigeria is not the only nation that has productivity Centre. We have productivity centres in most developed countries of the world. Because productivity is what differentiates the emerging nation and the emerged nation. Nations that are developed rely on these productivity tools and techniques, the training, the research on productivity trends and all to be done to assess productivity. So, we are not so scared of the Orosanye's report because we know that we are unique and our service to the nation is unique. It is services that we are trained

to deploy to the public space. And apart from the trainings that we do, our company interventions are unique. They are not just ordinary trainings. For instance, when we talk of productivity, we talk of green productivity, which has to do with the green issues around enterprises. How many organizations can do that, can intervene on green issues of this productivity? I mean, of enterprises across this nation? We also have tools like Kaizen, like the Balanced Scorecard, the seven quality tools, energy audits, and energy management system, even quality management systems. We have all these internationally recognized tools, which we can say that we are the experts in deployment of these tools.

So, I always assure my staff that the most important thing is for us to continue to train ourselves more so that we'll be able to deliver as required by us in our mandate. And I want to state clearly that the National Productivity Centre is not just an ordinary training institution. We do much more than productivity trainings. We conduct productivity researches, evaluate the levels and trends of productivity in various sectors of the economy. So, you can see that even this alone can guide investors on where to invest, whether it is safe to invest in this sector or not, because it gives you the trends of productivity in all these different sectors of the economy.



And apart from the research, we also try to coach and mentor the youths of this nation with our productivity clubs in schools and sensitization programs that we do for youths, trying to catch them up when they are young so that by the time they grow up that productive attitudinal mindset would have been imbibed in them. We also have productivity sensitization for MDAs. Our civil servants or public servants, we do a lot of sensitization for them and this we will continue to do as we go along. So, we are not scared because we know that our services to this nation are very unique and different from most other agencies of this Nation.

**Q: Sir, in view of the present Administration's Economic Reform Roadmap, do you still intend to stick to the current strategic plan 2021-2025?**

If you read the strategic plan very well, and you compare it with the content of the roadmap, you will agree with me that it is better to stick to that plan. All we would need to do is to make sure that we implement that strategic plan very effectively. It is a very good coincidence that our strategic plan really speaks to the road map of the new government. And we're happy about it. All you need to do is just to go through the strategic plan. You will also agree with me that the content of our strategic plan is rich enough to deliver our mandate and key into the roadmap of this new government.

**Q: Back to your Three-Point Agenda Sir, how do you intend to reposition the Centre's structural architecture in order to ensure the realization of your three point agenda?**



*“there is no architecture that we need to change, other than the fact that our mandate allows us to be in all the states of the Federation so that it will be easy for us to deploy our programs in all the states. Right now, we are in 19 states including Plateau. We have just gotten an office in Plateau State, making our state offices 19 right now. So, we will continue to spread so that we'll have enough offices to be able to deploy our programs for the benefit of our citizens and our organization.”*

And I think that's the only structural architecture that we may likely have to focus on. But for our departments, they are very, very unique and well- structured to deliver our desired goals and aspirations as an organization in line with the roadmap of this new regime. So, I think we are okay.

*“my predecessor has done a lot in productivity promotion and advocacy. But we also need to do more in the area of deployment of our productivity tools and techniques and trainings too. That is why I want to enhance the capacity of my staff first, improve their welfare, enhance their capacity to be able to deliver to the public because you cannot give what you don't have.”*

**Q: Sir, staff welfare and training featured prominently in your three-point agenda. What do you think you would do differently to supersede your immediate predecessor to leave an indelible footprint on the sand of time?**

Well, you will agree with me that we have done quite a lot in the area of publicity. Yes, my predecessor has done a lot in productivity promotion and advocacy. But we also need to do more in the area of deployment of our productivity tools and techniques and trainings too. That is why I want to enhance the capacity of my staff first, improve their welfare, enhance their capacity to be able to deliver to the public, because you cannot give what you don't have.

The difference is that I am going to enhance the capacity of our in-house consultants. These are people who have been trained to deliver the productivity and quality improvement tools and techniques to the public. But a lot of them have retired and we are trying to bring them back on board. By next month we are going to do an

intensive training for all the state coordinators and their two ICs across the nation. And that training will be held here in Abuja. After that training, I can assure you that these people will go back to their various states to also train the other staff so that we'll have a lot of productivity practitioners that have been trained to be able to deploy our productivity tools and techniques. Because these are tools and techniques can really change the fortunes of our enterprises in this nation. We're talking of tools like 5 S, Kaizen, Value- Added Productivity Measurement, Balanced Scorecards, all these tools are tools that we always use to identify enterprise problems and provide solutions. Yes, we don't give cash, we don't give grants to enterprises, but technical skills are even more important than the monetary grant that they get from other sources. This is because no matter the amount of money that the entrepreneur gets, if he does not have the skills, the managerial skills to sustain the activities that will lead that enterprise to grow beyond their status, then that will be a problem. The organization will just be operating without any growth and expansion.

And our desire is when we intervene in any organization, we always follow up to ensure their growth and expansion . And that's what we have been experiencing. So, I want to assure you that these tools and techniques that we're talking about are key and will be the focus of my leadership in the next few years, by the grace of God.

At the heart of all Productivity Improvement activities is the objective of achieving fundamental and incremental change, improvement, growth as well as development that is visible and measurable. The era and phase of accessing organizations and enterprises to look or seek out opportunities to improve operational efficiencies, output effectiveness, quality of goods and services, and maintain standards and safety through productivity tools, techniques, & businesses solutions that can turn around the fortunes of businesses is therefore here.

Our Productivity and Quality Improvement Programme (P&QIP) scheme, when installed in a critical mass for organizations would lead to

productivity gains, thereby, adding to the growth of the nation's enterprises and ultimately the growth in Gross Domestic Product (GDP). Issues of waste have been confirmed as one of the greatest enemies of the nation's economic growth and development. Waste of materials, energy, minerals, labour, capital and time, underutilization of machines and spaces across all spectrum of the society. The P&QIP scheme holds solutions for businesses, organizations and the nation through unique and applicable productivity tools and techniques.

The other issues around quality control, operational efficiency, process management, marketing, sales and financial management are considered as opportunities for improvement under the P & QIP scheme. While the improvement activities are deployed within the approach of innovation and Kaizen, the Centre through her consultants can guarantee the nation of the certainty of achieving the highest gain of productivity. Every improvement activity or initiative has objectives and a clear goal which makes it empirical and measurable for organizations and the nation.

Organizations would benefit a lot from our Productivity tools and techniques such as Brainstorming, Flow Chart, Ishikawa Diagram, Decision Matrix, Cost Benefit Analysis, 5S Good Housekeeping, Kaizen, Total Quality Management ( TQM), Total Productive Maintenance (TPM) Six Sigma, Benchmarking, Business Excellence Model, Balanced Scorecard, etc. Through the engagements of this very important scheme, business solutions for organizations are made available with benefits in efficient space utilization, efficient resource utilization, improved safety, increased quality of goods and services, standardized operational efficiency and process management, waste elimination and higher levels of productivity. The aggregate National Productivity Gains (NPG) would be increased for quality goods and services that would reflect in the standard of living of the citizenry.



**Q: You seem to be silent over productivity promotion and advocacy in pursuit of your three point-agenda. Do you think communication and publicity are not critical in advancing the programs?**

No, productivity promotion and advocacy are very Key. I've said it earlier, but what are you promoting? I want to promote what we are doing hands-on to the public or in the public space. Such as our intervention in the companies and organizations that we are helping. Let's project that to the public. More of

that is what I want to see in the public space.

I don't want to be too rhetoric and it's not about propaganda. Promotion is different from when you just want to be doing propaganda, you can be propagating things that are not really on ground. But I want to promote and advocate on practical things that we're doing on ground that people can see and appreciate and continue to request for our services.

So, that is my strategy. Let's increase our capacity to deliver. Let's show what we can deliver on the field practically. Then let's project this to the public space.

**Thank you so much for taking your time and for disrupting your schedule, sir.**

**We are in audience with the Director General of the National Productivity Centre, an erudite gentleman, a man who has really made a difference, who grew through the ranks up to the position he is today as the Director General of the Centre. We are expecting him to truly leave a footprint on the sand of time in his own time. We wish you the best.**



**Photo speaks of the team of journalists during the interview session with the**

**D-G, NPC, Dr. Nasir O. Raji-Mustapha**

**(L-R) Blessing Salifu and Chris C. Nwaeze**

# INTERVIEW

WITH HOD/DIRECTOR PMI

■ By Chris C. Nwaeze and Blessing Salifu

In a related development, the team of journalists also had in audience the Director/ Head of Department of Productivity Measurement and Index of the Centre, Engr. David O. Adejoh, a man who has rightly been described as the “Engine Room” of National Productivity Centre. Engr. Adejoh, a seasoned productivity Consultant, is endowed with a diverse wealth of productivity knowledge as well as consummate project management professionalism. He is an astute, dynamic and multi-talented professional who had received trainings both locally and internationally.

With over 23 years productivity research experience, and with strong capacity in productivity and project operations management, Engr. Adejoh has initiated unique productivity programmes in the Centre, such as Citizens Satisfaction in the Public Sector Service, Productivity Linked Wage System, amongst others, which are targeted at improving productivity and service delivery in both public and private sectors economy in Nigeria.

Engr. David Adejoh holds B.Engr. degree in Civil Engineering and Msc in Project Management. He is a member and Fellow of various professional bodies such as; Nigeria Society of Engineering, Ergonomics Society of Nigeria, Institute of Management

Consultant, Fellow Institute of Productivity Practitioners, Certified Member, Certified Productivity Practitioners, Member, Monozulri Expert and an ISO22000 Quality Auditor. Our audience with the Director, obviously opened the window for the public to see and have an in-depth knowledge of “Who” the Centre is, “Where” it is presently and “Where it intends to be in line with the present administration's **Overall Economic Roadmap**



**Engr. Adejoh David O.**  
Director/HOD, Productivity Measurement and Index Department

**Q:** We are glad to have you, sir.

**Ans:** My pleasure.

**Q: Sir, you've just been appointed as the chairman of one of the most critical programmes of the Centre, which is the Productivity Linked wage System. What is it all about?**

Thank you very much, Mr. Nwaeze. The Productivity Link Wage System is the National Productivity Centre's effort at trying to reconcile performance and pay in the public service. The program was actually initiated as far back as 2017 . It was proposed to the government and by that same year , government had appropriated it in its budget and then they started funding some of the activities. What it's really about is inspired by the fact that public sector workers are often perceived by Nigerians as having very low levels of performance and low levels of productivity.

And, in order to actually make them stand straight and actually rise up to that performance level that Nigerians expect of them, because the perceptions of Nigerians mirror widespread frustration, low-level productivity, lateness, absenteeism, and all the ills to performance. We decided, as a centre, to do something about it in response to our citizens' perceptions. We did that and what we've been trying to do is actually link performance with pay.

What we're actually doing there is going to agencies. Actually, if you want me to give you a breakdown, I'll tell you from the beginning, what we did was to see if there's a readiness in the public sector to actually transit into that level. If you go to the Chronicle of Performance Management System, you will see, where we are today is what they call Performance Management System.

If you go through the history, after Performance Management System, globally is a transition into Productivity link Wage

System. And afterwards there's what we call "Performance Guarantee".

So, what we are doing now, the productivity link wage system, is the bridge between performance management system and the current level of performance management in the global sector. So, what we're actually doing is going to agencies, identifying what their key performance indicators are. We do it both at institutional level and at employee level. At the institutional level, we consider what the strategic plans of the institutions are, what their key goals and key result areas are, and then see how we can tie that to their performance.

And then for employees, examine what are their real performance, after cascading from their key result areas at the organizational level, we cascade down to the employees and see exactly what the employees are expected to deliver upon. If they deliver upon this, what targets were set upon that? If targets were set, how do we link those targets to a performance-based system, so as to motivate these employees to outperform themselves, or even increase the performance level in the public sector? And to know if the same employee performance cut across all public sector-wide. So that's what we're doing.

Developing models so as to link this, and then see how we can propose it, bring stakeholders into it and then see what will come out of it if government implements it. We hope that if government implements what we are doing, the performance level in the public sector will actually jump to the levels that are desired.

**Q: Sir, how do you intend to develop and use the program as a game changer to enable the Centre key into the present administration's 8 years targets and aspirations of its overall economic reform roadmap?**

Okay, thank you very much for that question. The present administration, one of the first things he said when he came on board, I mean, President Bola Ahmed Tinubu, was that, there was a need for the public sector to improve its performance. And we are thankful that that initiative had come before him, we had proposed it, and we have been looking in that direction. So immediately he came on board and made that pronouncement, it was to the delight of the center, because it shows that we are in consonance with his thinking. And I wouldn't say a game changer, so to say, because the process of implementing such a scheme will take a wide level of dialogue.

You need to bring Labour Employees, and all that. We have tried on our own part. In Actual sense, you know, the feeling of public sector workers. We gauge that they are also interested in such a scheme as it will improve not only their productivity, but also enhance what they can take home if they can outperform themselves.

And also, that's a welcome development. If it is implemented sector-wide, I mean public sector-wide, it's going to actually lead to a lot of improvement and motivation, it's going to lead to enhancement in the ability of the staff to take care of his family, because you know that what you put in is what you're going to get. You know, and for generally in the public sector, it is going to transform a lot of things, because you might be surprised that it may get to a point where a subordinate officer is earning more than a superior officer, because he is outperforming his targets. You know, such a situation is very good for the public sector. We're going to have, what I call, a quasi-private sector mentality, where performance is actually what will lead the organizations to achieving their goals. And everybody will be geared up, motivated to actually meet his objectives. So, it's actually something that is transitional. I wouldn't want to call it a game changer, but you transit the public sector to the next cycle of performance.

**Q: Your department, Productivity Measurement and Index is considered to be the heart of the centre. As the Director and Head of the Department, can you briefly enumerate some of the Department's achievements since its creation.**

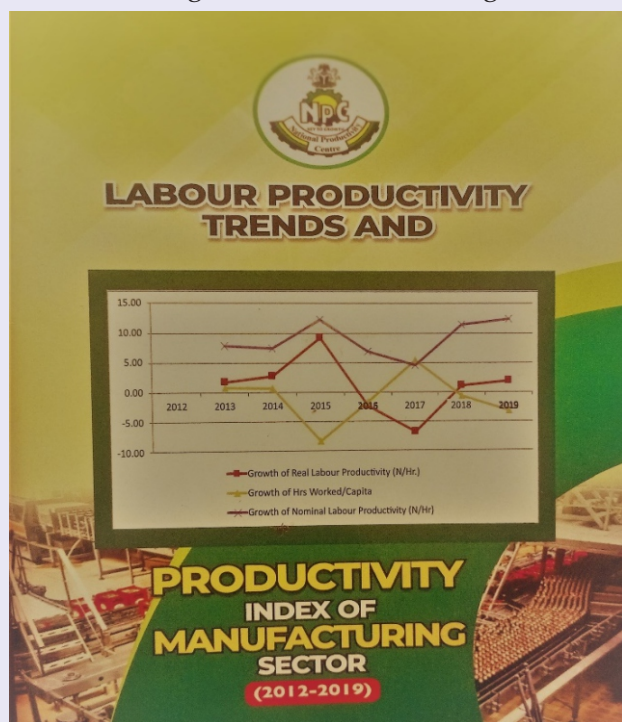
Oh, okay. Thank you very much, Chris. The Productivity Measurement and Index Department was crafted in the centre in order to demystify the whole concept of productivity so that the ordinary man will understand what productivity is about, and through this, we can collectively craft the routes to productivity improvement. So, what the department actually does, is to see from the primary data gathered on the economy by the National Bureau of Statistics and other relevant data gathering, accredited data gathering agencies, to distill from them data that will speak to productivity, and by so doing all economic sectors are monitored. Productivity is actually, according to Paul Krugman, who is the Nobel Prize winner, he said at the end, productivity is everything.

So, no matter what you monitor as an economist, or what you monitor in an economy, growth of GDP, growth of that, none of these things will distill down to the level of increasing or enhancing the living standards of the average citizenry of the nation. Only productivity has a direct link with performance and the living standard of the citizenry. And, that is why it is necessary that as a productivity centre, we have a department that will serve as a critical friend of government, measuring trends, identifying what's going on, identifying the drivers and barriers to productivity growth, so that we can, as a centre, advice government adequately. This needs to be looked at. These are the drivers or enablers that will help you meet your economic goals. If you address these issues, there's a high tendency that we can meet these goals. That's what the department actually does. And from 2016,

since it was created, we've actually been engaged in so many studies. We have done a lot of researches. For instance, we have done productivity measurement and index for the manufacturing sector, which covers 2010 to 2022. We have also done labour productivity statistics from 2010 to 2022. We have done productivity index of the manufacturing sector from 2005 to 2019. We have also done a total factor productivity measurement study which was a 30-year trend analysis of what have been the drivers of productivity in Nigeria or the inhibitors of productivity in Nigeria from 1991 to 2020. Between this span, there have been several governments. We divided that study into decadal groups, 10 years, so that we can go down to the microcosm, identify within this 10-year period what was the major driver. After this 10 years, the next 10 years, what were the major drivers?

And then you see three decades, you identify the major drivers, those that are consistent over time that have been drivers, we identify solidly and tell government to continue best practices in those areas. Those that have served as enablers, we have distilled from the studies to tell government how to create countermeasures for those ones that have been serving as inhibitors to productivity growth. So that's what the department has been doing. And this total factor productivity is not all. We also ventured into the areas of gathering from Nigerians their perceptions towards government performance. We did that under a program we call the Citizen Satisfaction Reports. We look at specific programs of government, and ask people as direct participants of these things, if the aims and objectives that government set out for this program were achieved? If they were not, what were the reasons and why? So, it's like an inclusivity issue. We are bringing ordinary Nigerians to have a say in governance, to have a voice to say this program, so if any project did

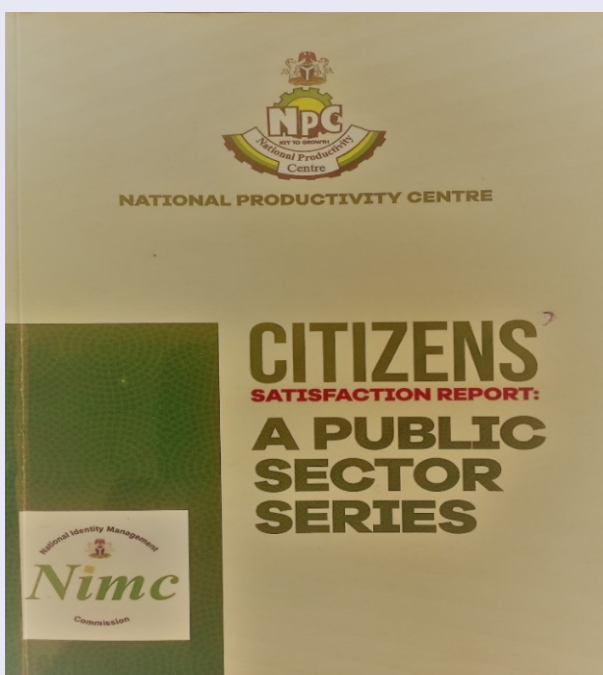
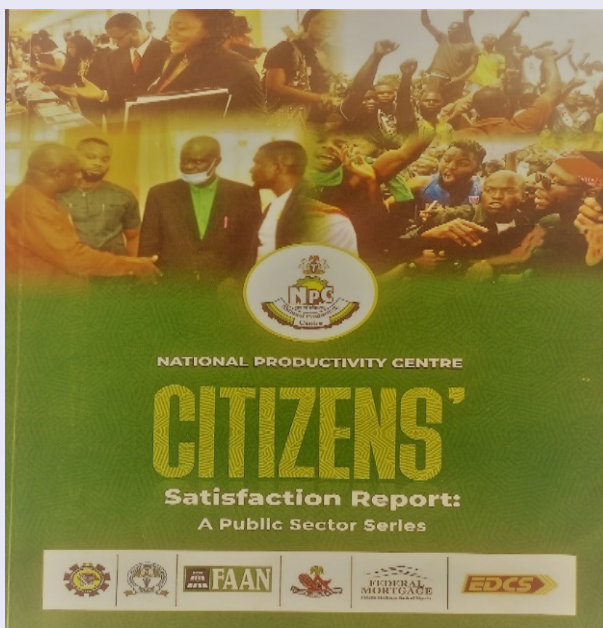
not work, did not achieve this goal, the government can hear from them. And then what we need to do in order to make sure such goals are attained. These are some of the issues and interventions that the department has been doing and being involved in. We have been using them to actually advise and be a friendly critique of government for the main purpose of reaching the expectations of average Nigerians and enhancing their standard of living.



**Q: Your Department conducted a survey on Citizens' Satisfaction of the Public Service Sector. How will this contribute to increasing productivity in the public sector?**

I just want to cut you a picture, let us imagine that you were sitting at home and on the 9:pm news, you heard that the National Productivity Centre has just released a citizen's report on all the Public Sector MDAs and has ranked them according to the way Nigerians feel they have been performing. Take that picture in mind and ask yourself what will this mean for the public sector, what will it mean for an average minister, an average Permanent Secretary, an average Director General or an average Director and or Head of Departments, to see yourself on the screen knowing that you have not performed

very well or that you have performed very well, that you are the least performing MDA in the public sector. Don't you think this has the ability to turn a lot of things around? If Nigerians are citizen focused in the delivery of their services and the citizens have a say by way of feedback telling you, this is how you have performed, this is how you have not performed. Giving the citizens of Nigeria that power on an annual basis will spell a lot of good for the public sector. It will transform performance and behavior in the public sector. I think it has the potential to actually catalyze growth in the public sector.



**Q: With persistent poverty rate in Nigeria, do you think Nigerians actually bother on satisfactory concerns of services rendered by the public sector?**

That's a very, very, deep question. Like I told you earlier, I would like to start by creating a basis for my answer. Like I also told you earlier, productivity remains the only concept on any national level that directly impacts or speaks to the living standard of the citizenry and the performance of an economy. It remains the only strategy that can bring performance down to the level of the living standard of the person in the country.

It is not as if over the years, we have not been performing marginally. As you can see, GDP growth has always been on the rise. We've had periods of recession, especially occasioned by COVID-19 and those other recessions we had. But over time, we have grown from them. We have been kind of steadily on the rise. But has this translated into increase in the level of standard of living of Nigerians? The answer is No. Rather, while the GDP growth has been on the ascension, the level of standard of living has been on gradual descending level. You will find that the number of the poor in Nigeria have increased from 1999 to date. And there was a time we had only 77 million people as of 2000. Today we have over 100 plus million people, in poverty. Right? And the simple reason is this: The level of productivity, like I told you about our study, over this 30-year period, has been on a decline. The GDP growth that Nigeria has been experiencing has not been powered by productivity. Just fiscal efforts, inflation, price of crude oil, all those things have been the reasons why you have been seeing growth.

Maybe increasing the number of barrels you are selling, increasing the price of crude oil at the global level. But the productivity level of the average worker, which is what we call labor productivity, has never, it has not been on the increase. It has been declining. And that



particular indicator is the one that gives you an idea of how the standard of living of the people can actually grow. The labor productivity of Nigeria, over that 30-year period has been very low. That is why if Nigerians realize that the level of productivity has a direct relationship to their standards of living, of course, it will stimulate interest in public sector activities. Annually, Nigerians have always been complaining that most of the budget is expended by the public sector.

And it's a fact, because it is the engine and the driver for government to implement its programs and projects. And that's why government channels these funds to them. If these funds are actually directed without corruption, and our institutions are solid, to actually ensure that these funds get to where they're supposed to get to, you will find that the average Nigerian will become interested because his standard of living will be on the increase.

I'll give you a scenario. Look at under Buhari's administration, when he came and focused on rice. Did you see what happened about rice farmers in Nigeria? Did you notice that rice farmers became very rich because there was a particular intervention in that particular sector? People were going to farm rice. We had so much rice in this country that we were not importing rice anymore. And the average farmer that farms rice and sells in the market was proud and was interested in knowing what CBN is going to do, knowing what will be doing.

It created that kind of interest. So, if we have that kind of intervention where there's an increase in productivity in a particular sector, definitely, it will arouse the interest of the average Nigerian because they can see the direct link between those high levels of productivity and their standards of living. That's what I think will cause that increase in interest among the citizens.

**Q: Sir, the National Productivity Centre has a stockpile of Tools and Techniques to improve productivity in various sectors of the country's economy. Can you highlight on some of these tools and techniques?**

Okay, for the purpose of clarity, I would like you to know that some of these tools and techniques are applicable at various strata of the economy. When you talk about the economy, some of these tools can only be applied on a sectoral basis. In fact, perhaps too at organizational level. The economy is structured in such a way that the institutions feed the sectors, the sectors feed the national aggregate economy, okay? So, some of these tools are applied at institutional level. They are also applied at employee level. Some of them can be applied even at state and national levels. For instance, we have a tool called, the 5S Good Housekeeping Technique. In Japan, they say, if you want to have a clean country, all you need to do is to ask every citizen to sweep from the doorstep of his house to the road close to him.

And in one hour, you can imagine how clean the country will become. Now, we used to have environmental sanitation and all that in the States, you know, and at the federal level. But if you can have a national 5S Good Housekeeping mentality, right, that's just, I'm looking at that tool at the national level. We have a national 5S Good Housekeeping mentality and every week Nigerians sweep from their house to the road. Imagine firstly how clean the country will be, it is not only how clean it will be, imagine that mentality, imagine the shift it will create in the mindset of Nigerians that every week, you have to sweep from your house to the road and pack and dump it somewhere. And knowing that the country will be cleaner, it will increase the health level of the country. It will increase the mentality of Nigerians to see things the way they are. And when you clean a country, it is easy to begin to see the problems that are within your environment. It will trigger that

interest in Nigeria. This pothole is making this place bad. Anytime it rains, this happens. This flood, these gullies here are crumbling. Anytime there is a flood, houses go. It will bring all those things out and Nigerians can begin to tell government, this must be done. That is just for the 5s housekeeping tool. It can be applied at industry level, organizational level, and I just applied for you at the national level. We also have tools like the quality tools. We have tools I like total productive maintenance.

These kinds of tools are tools that you can apply at factory levels. Most of our factories in Nigeria, lack what we call managerial and operational capacity. There are very few cost-effective tools that you can use to enhance the productivity of these industries, it helps you to reduce waste, enhance the quality of services and goods, and then build teamwork, make a leadership focus, and increase the level of productivity of the firm. So, imagine that all industries in Nigeria, all the companies, all the organization in Nigeria adopt that philosophy. Think of the quantum of gains we can get at industry level, which would translate to sector level, and also the national economy.

That is one tool. There are other tools, tools like lean productivity, tools like Kaizen. In fact, at National Productivity Centre, we have a portfolio of over 100 tools and techniques that can be used at several instances in different sectors to actually improve productivity, enhance motivation, and also contribute to national wealth creation. For instance, we have a tool we call lean productivity. That one speaks to how to reduce waste. If you travel around Nigeria, you will find L-E-A-N productivity issues. If you travel around the length and breadth of this country, you will find that over time in some bushes you will see caterpillars, earth moving vehicles that have been abandoned. You find a lot of things that are wastes. You will find so much of it. With a

mentality of national lean consciousness, you can salvage the parts of those broken-down caterpillars and get one working in a particular local government. So that people can be employed to use those things to repair ordinary gullies, ordinary potholes, and all that, with those kinds of moving vehicles. These are some of the little, little things that you can do. There are some tractors that are broken down. Some parts in those tractors are still going.

You can salvage from those ones to use to salvage others. You can have a food tractor that can help increase the agricultural productivity of a community. So that kind of mentality is what the LEAN productivity improvement process concepts brings about, where you reduce waste. Waste in terms of waiting, waste in terms of time, waste in terms of unutilized employee or labor or manpower.

There are so many areas, there so many areas, about nine or ten areas that you can find what the Japanese called Muda. We teach that at the National Productivity Centre, there are several areas where you can actually reduce waste, these are some of the way I think we can apply them at state level, at community levels apart from applying them, most of these tools are domesticated and applied at industry level. But you can apply them at state level, community levels to see and appreciate the power of such tools and techniques.

Q: Talking about the various tools and techniques, you did mention the LEAN Productivity that has to do with waste. When you look around you see that there's so much waste in government, especially in the public sector. Sir, is there a plan to bring this National LEAN Consciousness to the fore front of the government?

Yes, as you rightly pointed out, the public sector is ripe with so much waste. If you take your time to really study well, I want to refer

you back to the study conducted by this department in 2017. We try to look at a waste in time and we did what we call employee engagement index and believe me, it is disheartening. You will find out the average, only 17% of employees in the public sector are fully engaged in their duties.



This study was an annual study conducted in over twenty-eight states in Nigeria, and this was the findings. So, you can imagine if only 17% of people are committed and fully engaged in the public sector, what happens if you get up to 80% of people committed. This is only one aspect of the L.E.A.N thing, which is time. The interpretation is that only 17 people devote their eight hours to duty, that's what we are saying. The remaining 83% do not do that much. We still have fifty something percent of those who come sparingly and go back and you have those who don't even come at all, either because they are related to somebody who can influence it, somebody who is big in the society and all that. They don't even come at all; they just get this job get their salaries and go. So, if you look at all that, this is just one aspect of the L.E.A.N, if you bring that to the fore and do a little logic, I don't want to say mathematics, we do a little logic. You will see how much the

public sector is losing by that.

Then you also have the issue of funds, corruption. Corruption constitutes another big waste in the public sector. Most times you will find that when budgetary releases are made, right, Right? The reasons why Nigerians complain that these things don't get to them is because those releases do not actually get to the point where they are supposed to be used. A country like Nigeria, if it's a productive country, should not have graft agencies. If the mindset of the average Nigerian is a LEAN conscious mindset. It's a mindset that is productive in nature. You will not need to set up agencies that will go looking for those who are taking from government or those who are engaged in corrupt activities. And hence, all those monies you send to those areas could be redirected to increase the standard of living of Nigerians. It's to recover what is supposed to have been used. So, it's like re-work, you're re-working something that is what it means. And that is also something that the LEAN addresses.

We hope that President Bola Ahmed Tinubu, during his administration will do a National Productivity Movement launch. If he does that, some of the projects and programs that the national productivity will feature in the National Productivity Movement will be some of this, creating a LEAN consciousness. He's already telling you that he wants to prune the civil service.

That's a LEAN mindset. He's looking for ways to reduce waste. You see, he's already coming with that mentality because he's a businessman who has been successful over the years. He knows these things come naturally with somebody who is a productivity conscious person. So, these are some of the areas I think if he launches a National Productivity

Movement, he can build the momentum that

can help galvanize Nigerians and propel us into his goals and aspirations.

**Q: From your analysis, sir, so far, it seems the Centre has deployed some of these tools and techniques to some sectors of the country. Do you think there has been much impact from these sectors towards the nation's economic growth? If no, what should be done to further extend these tools and techniques to various sectors in order to accelerate socio-economic development in line with the present administration's economic growth agenda?**

Thank you very much for that question. Mr. Chris, I'd like you to know that as the National Productivity Centre is a public sector agency and is highly constrained by budgetary allocations. And because of that, the centre has had to craft a strategic plan over the years. It has crafted several strategic plans, but we currently have one that is focusing between this period and 2025. And the reason why you need to craft a strategic plan is because over the years you will find that budgetary releases continue to be thin.

The demand for Nigerians continues to increase. And agencies need to continue to build their capacities in order to deliver what Nigerians expect. Yes, these tools and techniques have been deployed in some sectors of the nation. We have not been able to reach every sector of the nation because, as I just told you, budgetary constraints have been the reason. So, what we have focused on is the manufacturing sector, the service sector, and the Agric-sector. We have partnered with several agencies to actually deploy these tools. There are several companies or positions in the manufacturing sector where so many of these tools have been deployed. For instance, we had a Kaizen initiative where we brought even Japanese experts from Japan with a Nigerian team into what we call pilot companies. Those pilot companies, I don't know if it is okay, I'll just mention them. We have Mocha Foam, we have J.

Jumac, we have Bertola, we have Niya Food and Drinks. About 10 of them were created as pilot companies. Those pilot companies, we actually deployed these tools so that these tools will show their strengths and the levels of productivity they can actually attract and use them as case studies for other agencies to actually benchmark. We have done that. Those agencies, in fact, you will see their reports, how much they have saved in terms of waste, how much profitability they have attained, how much level of motivation and all that they've been able to do. And then in the midst of all this declining, closing down of industries. Industries have been closing down, and jobs have been lost because of the global economic trend. But these industries are still staying afloat.

They're not only retaining their employees; they're even expanding a little and employing more people. So those tools have been proven to be tested and good enough to actually accelerate productivity growth. There's no doubt about that. Now the scale to which we are going to employ them is depending, because these agencies, most of these places where they've been deployed, they don't have money to pay for the work. They don't have money. And we as a government agency, we are paid our salaries. So, most of the consultancy we do are virtually free. We don't charge for it. We don't charge for it because the average Nigerian firm does not have enough for capacity building and for consultancy. So, we do that as part of government's aid to ensuring that these agencies or these organizations stand not only retain jobs but also increase the number of jobs that they create for the economy. So, what we need to do as a nation is scale it up with the National Productivity Movement that I told you earlier and the commitment of the present administration towards it, because one of president's key goals is to create check. And then he's talking about inclusiveness. He is expanding his policies to cater for the poor,

women, the less privileged, and the informal sector. All right? So, if all these things are brought together, and all the funds that are needed to actually actuate his dreams are brought in one central force, and agencies can come and fight for what they can do with those funds.

I am sure that with what we have done in these pilot areas, if it is displayed and shown to them, you will see the need to actually expand the framework and expand the activities of the National Productivity Centre to cover some of these sectors that his administration is interested in. And this will actually help raise the growth level of the economy. Because it has a 7% target for GDP growth, which is actually very ambitious. That cannot be achieved without bringing the informal sector.

The informal sector provides over 70% of jobs in Nigeria. They contribute to GDP by over 60%. All right? So, if you look at all that, you will find that there's a need for what we do at

these corporate formal organizations to also be brought down to the informal sector. So that if we can enhance the productivity of the informal sectors in Nigeria with our tools and techniques, deploy them for them, and then enhance their level of productivity, there will be a corresponding level of productivity growth in the economy, which will actually enhance the standard of living of the average Nigerian. And in whole, if you increase the standard of living of Nigerians and reduce the number of people in poverty, you will be an inclusive government. So that I think, is the chain that ties all these things together. Productivity is still key to it. Thank you very much.

**Thank you, sir, for sharing your time with us and allowing us to share from your knowledge of productivity. It's been a very wonderful moment with you and exciting.**

**Thank you so much.**

The productivity train railed the team of journalists to the domain of a great communicator, Hajia Maimuna Adaji. Hajia Maimuna Musa Adaji, bagged B.A Hons. and MSc in mass communication. The committed and versatile productivity expert rose from the rank to the Director and Head of Department of Cooperate Affairs and Information of the Centre.

The humble Director is fortified with various fellowships and memberships of various professional bodies among which are; Fellow Integrated Institute of Professional Management, National Institute of Public Relations, Certified CMD Trainer and Consultant Productivity Trainer. Our interactions with her were very revealing, as some major aspects of the Centre's

Promotional and Advocacy Programs were laid bare for public consumptions, benefits and patronage.



**Hajia Maimuna Musa Adaji**  
Director/HOD, Corporate  
Affairs and information Department

We have in audience the Director and the Head of the Department of Corporate Affairs and Information Department in the person of Hajia Maimuna Musa Adaji.

**Good morning, Ma. We are glad to be with you.**

Yes, it's my pleasure to be with you this morning. Thank you.

**Let us start by congratulating you on your new position as Head of the Department of Corporate Affairs and Information Department.**

**Congratulations, Ma.**

Thank you very much. We pray that God will give us the opportunity to make impact in the department and raise it to a higher level. Thank you.

**Q: Ma, for quite some time, the department has embarked on productivity, promotion and advocacy in MDAs. To what extent do you think the program has impacted on civil servants in the country?**

Thank you. The productivity sensitization in Ministries, Departments and Agencies was conceived in 2016. And the major aim of that program is to sharpen the skills and competencies of public servants in Nigeria, with the aim of improving their productivity and by extension improving national productivity. Over the years it has been conceived that there's poor level of productivity in the public sector, this can be due to some activities in the system where you have low level of attendance, absenteeism, low level of work ethics, and so many other things. Based on that, the Corporate Affairs and Information Department decided to look into ways of Improving productivity in public by arousing the consciousness of the workforce towards improving Productivity. The program was conceived in collaboration with the Head of Service of the Federation. In that 2016, the department went to the Head of

Service, had a discussion with them, where they gave the department approval letter and schedule to be taken to all Ministries, Departments and Agencies (MDAs). These schedules were distributed and the programme started in earnest. And since then, it has been going on. I would like to mention here that the key objective, like I've said earlier, is to sharpen skills and competencies of public sector workers, which we have done through the presentations in MDA's. The presentations include, definitions of productivity, explanations of concepts of productivity, explanation of some basic tips of improving productivity, explanation of some basic tools and techniques that can be used by public servants to improve their productivity.

**Q: Do you think that over these years the program has really impacted on public service?**



Yes. You see, from the organizations we visited, the response, feedbacks we get shows great acceptance and shift in mindset towards improvement. In fact, in 2016, centred ministries, to mention just a few, like Ministry of Education, Federal Character Commission, Ministry of Transportation, so many ministries, the first response will be that, 'wow', we have such enlightening and educating initiative and that we have not put into the public domain since to improve productivity. Why have we not been coming since? And I will tell you truly that the questions generated from those presentations

and discussions have helped in forming decisions here at the National Productivity Centre and for policy and decision makers. Also, from the feedback we are getting, you can see that the interest of public servants has been reactivated. We have taught them aspects like time management. We explained how they can improve their time, how they can do better. The public service is bedeviled by issues, like absenteeism, lateness to work. After our presentation, staff, workers, promised to change for the better. And over the years, from our own continued engagement with the public sector, we noticed that there is improvement in those organizations we have visited.

**Q: The Ministries, Departments and Agencies (MDAS), Productivity Promotion and Advocacy (PAC) Program was recently extended to teachers in the junior secondary schools in the FCT. What do you intend to achieve in the education sector with this program?**

You see, the Corporate Affairs and Information Department has the mandate to promote productivity, to disseminate productivity information and create sensitization and awareness of the productivity education. Over the years, we have been doing a program called Productivity Coaching and Mentoring Program, where we go to schools and sensitize the students on how they can improve their productivity at that level, at secondary school level, and by extension, as they move further to the larger society. It now brought to fore the fact that you can't give a message to the younger ones without educating the teachers and making them aware of how they can help the students to achieve results.

That is what informed the decision to start the productivity sensitization for teachers in

secondary school. By the third quarter of last year, the Centre had a discussion with the FCT Universal Basic Education Board where we got approval to conduct the programme the 199 Junior secondary schools in FCT. Between September and December, we had presentations in 40 schools where we talked extensively on how the teachers can improve their productivity. I want you to understand too, and note please, that, from the engagement with the Junior secondary schools, it gave us an insight onto their challenges.

Let me give you a scenario. When we go to schools, in most cases, when we start our presentation, sometimes the teachers will be wondering why we are telling them that, when they have so many challenges. What our offices, our nodal offices do when they go there is to inform them that productivity starts with you, yourself. If you are productive, if you improve your own self, if you have a good mindset, a productive attitude, and you impact the little you can into your students, that is the beginning of productivity. Other aspects of Productivity will fall into place gradually. You see like I emphasized, the Corporate Affairs and Information department has the mandate to sensitize the public on the small, small aspect of Productivity. There's what we call Kaizen. What is Kaizen? Kaizen means gradual improvement. And that is what the department has been doing. To sensitize the general public that they don't need to move fast. Gradual improvement will bring outstanding results. We have been doing that and I assure you in schools, even in the MDAs, we are seeing results. Thank God for that.

**Q: Your departmental program, Tagged Productivity Coaching and Mentoring, is targeted at secondary school Students. What are the benefits of the program to Nigerian students?**

You see, like I have mentioned earlier already, for secondary school, we started with productivity coaching and mentoring program. Over years, before, it was even catching them young, productivity-in-action schools program catching them young. Why? Because we want to catch our youth young. They are malleable. They can be easily molded. They can be easily affected positively or negatively. We felt that we should penetrate the younger generations so that we get a better future generation.

That is Productivity Coaching and Mentoring Program. The aim is to impart productivity knowledge in our students early enough. That is one. Another thing is to get a vanguard, that is a group that will be future productive generation for us. What we do when we go for productivity coaching and mentoring is, we get the school to give us a large number of students, especially from senior secondary schools, because we feel they will comprehend what is being taught.

The content of our presentations includes; simple definitions of productivity; simple tips on how to improve productivity at that level; the benefits of being a productive student; the implication of being an unproductive student. And we coach them and mentor them in all areas of benefit to them. After that, we install productivity clubs in the schools.

Those clubs are monitored by nodal officers from our office periodically. When they have their club days, our staff go there to monitor them, they give them productivity tips and simple productivity improvement tools that they can use to improve their studies. And I assure you over the years, we have seen results. I've been at a forum where a vice principal, now turned director of an

organization, gave a good word for us. And she was so impressive. She gave us a great plus indeed. She told the committee we were talking that her students have improved greatly from what they have learned from us.

**Q: Ma, you said the Junior Secondary School Education Board gave approval of over 198 schools for the MDA lectures and so far, you have already covered 40 schools. Do you intend to cover the rest of the schools?**

Yes, we intend to cover the rest of the schools. We have started. We have sent letters to more schools. We are waiting for their response. And you know, the issue with schools is that of their session. we cannot be there all the time only when they are in session. As we are talking now, they are about to sit for their exams. So, because of that, we cannot go to the schools. But as soon as school resumes, I assure you, we intend to complete these 199 schools. And for the record, we are not only into junior or secondary schools. For two, three years now, we have been going to secondary schools. Across FCT, I can tell you that we have gone to over 30 mere schools.

And it is worthy to note that this program is not only here. It's not restricted to the headquarters. We have state offices where this program is conducted. We have conducted this program in over 300 schools, both in FCT and across the state. And we have quality improvement and good response from all those schools. And I assure you, we are passing the message. We are doing our best to improve productivity in the society rejuvenate the youth and even everybody on the fact that productivity improvement is key to national development.



# CENTRE PROMOTES STAFF TRAINING ON PRODUCTIVITY TOOLS AND TECHNIQUES

By Chris C. Nwaeze

In a sustained effort to equip her staff with resounding knowledge and adequate capacity building for efficient and effective service delivery, National Productivity Centre recently organized a five- day intensive training for its top management and officers.

The training which started on Wednesday 9th and ended Sunday 13th August 2023, titled: "Capacity Building for Directorate Cadre on Productivity tools and techniques", took place at the Anti-corruption Academy, Keffi, Nasarawa state.

Addressing participants at the opening session of the training, the Director General of the National Productivity Centre, Dr. Nasir Olaitan Raji- Mustapha, welcomed all participants and resource persons to the programme. He enjoined staff to take the training seriously because the training was targeted at bridging the productivity knowledge gap on productivity tools and techniques among staff in the Centre.

The Director General further informed participants that the training was going to be based purely on practical application of tools and techniques for deeper understanding. He asserted that the Director and Head of Department of the Productivity Measurement and Index (PMI), would moderate all through the technical sessions.

In his reaction, the Director PMI Department, Engr. David O. Adejoh reiterated the director general's clarifications on the modus operandi of the training line-base. He said the reason for pure practical application base of the training was to test the real understanding and

knowledge gap of participants on the productivity tools and techniques. Engr. Adejoh acknowledged that participants could as well deploy such productive skills to take the Centre to greater heights.

The week long intensive training commenced with a lecture by internationally renowned and certified productivity consultants and professionals in productivity related fields. A total of fourteen productivity improvement tools and techniques papers were consumed by participants all through the sessions. The following papers were delivered:

1. Leadership styles by Prof. Ikupolati M.
2. Traditional and modern paradigm/concepts in productivity by Engr. Adejoh D.O.
3. Company productivity measurement, output and behavioral methodologies by Engr. Alisigwe Clifford
4. Employee engagement and sensing; productivity awareness survey by Mr. Oyibo S.W.
5. Organizational agility, team PRODUCTIVITY /NEWS LETTER performance and productivity by Taopheek Babayeju
6. Green productivity and its applications by Dr N.O. Raji-Mustapha
7. Participative problem solving: Quality circle and employee suggestion scheme (ESS) and brainstorming by Dr. N.O. Raji-Mustapha
8. Lean productivity and its applications: Muda, Muri and Mura by Engr. Adejoh D.O.
9. Value stream mapping and process improvement techniques by Engr. Oloketuyi J.I.

10. Total productive maintenance and overall effectiveness (OEE) by Engr. Oloketuyi J.I.
11. Industrial engineering techniques: materials handling predetermined motion studies (PMS) and value energy by Engr, Alisigwe Clifford.
12. Application of 5-s housekeeping audit, visual 5s in building teamwork.

At the end of the training session, participants expressed great satisfaction at the quality of topics and resource persons carefully selected by the Centre for the rare knowledge. They also appreciated the new Director General, Dr. Nasir Olaitan Raji-Mustapha for deeming it wise and necessary

to make staff training as top-most priority in his administration.

The top-management staff therefore pledged their unalloyed loyalty and support, and promised the Director-General that they would put in their best in taking the Centre to greater level than he met it. On his own the DG, Dr Raji-Mustapha expressed confidence that with the crop of knowledgeable, committed and dedicated directorate cadre of staff he has in the Centre, he would not disappoint the staff and the Centre. He further assured the staff that, since staff training and welfare were among his top priorities, he would deliver as promised.



**A cross section of top Management Staff of the Centre at Productivity Tools and Techniques training at the Anti-Corruption Academy, Keffi.**

## NATIONAL PRODUCTIVITY CENTRE SETS FOR SMARTER-PRODUCTIVITY INITIATIVE THROUGH DIGITALIZATION OF HUMAN CAPITAL DEVELOPMENT AND PRODUCTIVITY ENHANCEMENT

By Miriam Chiamaka Micheal



Dr. Nasir Raji-Mustapha with the FLEESD team during the MOU signing at Productivity House, Abuja

The Director General of the National Productivity Center Dr. Nasir Olaitan Raji-Mustapha has signed a partnership agreement with the Executive Secretary of Foundation for Leadership, Ethical Revolution and Sustainable Development (FLEESD) in respect of Digitalization for Human Capital Development and Productivity Enhancement for National Economic Development. (Smarter-Productivity) Nigeria Programme.

The event took place at the Conference room of the National Productivity Centre Headquarter Abuja on 23rd August, 2023. In attendance at the programme was the NPC Director-General Dr. Nasir Olaitan Raji-Mustapha, and his team of Directors comprising Engr. Clifford Alisigwe, Mrs. Oluwatoyin Osipitan, Mrs Rosemary E. O, Engr. Adejoh David, Mallam

Shaibu Zakari, Hajia Maimuna Adaji. Members from FLEESD present include Mr. Ademola Mohammed (Executive Secretary), Dr. Igbokwe, Engr. Nurudeen, Madam Folasade and others.





The Director of Productivity Measurement and Index, Engr Adejo who gave brief historical background of the programme, highlighted that feedback from studies has shown that productivity initiatives in Nigeria lacks digitalization and adequate technical know-how necessary to engage people who can strive to achieve development. He said, this Productivity improvement initiative is geared towards changing those things that we lack, and with the maximum support of the NGO(FLEESD) the Centre shall to put all factors in place that will enable us achieve our objectives.

In his opening remarks, the Director-General appreciated FLEESD for the partnership, as he posits that if National Productivity Centre is to lead the productivity movement in the country, then this initiative is necessary to change the narrative of Productivity in Nigeria. Dr. Raji-Mustapha stressed that the partnership is in line with the Centre's mandate of collaborating with local and International Organization. He emphasized that it will be beneficial to the Centre

to engage with FLEESD to make digitalization a driving force to enhancing National Productivity. In his final submission, the Director-General stated that the outcome of the MOU signing is not what matters to us as productivity practitioners, what matters is the outcome of the engagement. A team was nominated from the Centre. They are Engr. David Adejoh, Engr. Clifford Alisigwe and Mrs. Rosemary Esekhangbe.

The Executive Secretary of FLEESD Mr. Ademola Mohammed expressed his gratitude for the partnership. In his statement, he explained that, for a farmer that sweats so much to plant cassava to yield much, and a petty trader that sells his products to have sales, we need this engagement to create solutions for them to have profit. And it will be done in such a way that Nigerians will understand how to use digital technology to enhance their Productivity. He stated that NPC will be fully involved in this project, most importantly it will have what we can all be proud of as a team. The Project is expected to kick start immediately.

## NATIONAL PRODUCTIVITY CENTRE TRAINS MANAGEMENT STAFF OF THE INDEPENDENT CORRUPT PRACTICES AND OTHER RELATED OFFENCES COMMISSION (ICPC) ON PRODUCTIVITY TOOLS AND TECHNIQUES FOR ENHANCING ORGANIZATIONAL PERFORMANCE.

BY MIRIAM MICHEAL-ONYEBUCHI



The two (2) day in-plant training programme held from 20th -21st September, 2023 at the Conference Room of the National Productivity Centre commenced at 10.00am daily and closed 4pm. The training aimed at transferring critical knowledge and skill set to the management staff of Independent Corrupt Practices and Other Related Offences Commission (ICPC) on "Enhancing Organizational Performance through productivity Improvement Techniques", Coordinated by the Staff of Productivity Capacity Building (PCB) under the leadership of Dr. (Mrs.) Titilola Oshati



The programme kicked-off with the welcome address by the Director-General Dr. Nasir Raji-Mustapha, who was represented by the Director, Special Duty, Mrs. Amezhi Apia. She welcomed everyone to the In-Plant training programme, assuring that the objective of this training is to aid all participants to unlearn old methods of organizational operations that are not yielding result and learn new methods that can improve productivity and performance giving the changing times. While addressing participants on behalf of the Director-General, she stated that in decades the Centre has been involved in Productivity Promotion and Advocacy, Research and Survey, Productivity Measurement, Consultancy, Capacity Building, Productivity and Quality Improvement Intervention Programme.

The purpose of this training was to share the knowledge and importance of productivity, its tools and techniques for improvement, skills that will enable individuals and organizations continually improve and solve problems in

their work stations amongst others. She thereafter congratulated the members of staff of Productivity Capacity Building (PCB) Department, for their effort in putting the training together and hopes the training will birth new productivity Ambassadors leading improvement activities in their various offices, departments and units. Speaking at the opening ceremony, the Head of Department PCB, Dr. Mrs. Titilola Oshati emphasized on the importance for the participants to acquaint themselves with the productivity modern tools and techniques such as Quality circle, Flow Charts, Brain storming and so on, for productivity improvement.

Furthermore, participants shared expectations for the productivity training programme. According to Mr. Iroka Sampson a participant, it is their desire that the knowledge available through this training will help them to curb the issues of productivity decline in organizations by improving the productivity and performance. In addition, he suggested the need to close the gaps in the performance management system so that the value added to the organization through the workforce can be

evaluated. Dr. Oshati in conclusion added the need for the participants to be properly guided during the course of the training programme.

The training covered several courses such as Application of 7 QC Tools for Problem Solving by Engr. David Adejoh, Director of Productivity Measurement and Index Department, An over view of Productivity Concepts and Application by Mr. Victor Ainoko, Leadership, Competitiveness and Higher Productivity by Dr. Olugbenga Emmanuel Bamiduro, Consultant of Balmony Global Services Ltd amongst others.

In attendance at the training programme were the Directors/HODs of the Centre and the staff of ICPC being participants. The participants include Alhassan Abubakar, Iroka Sampson O, Abubakar Abdullahi, Umar Mohammed Inuwa, Hafast Ismail, Ibrahim A. Usman, Emeoha O Chinyere, Angela Aziegbe and Hauwa Madu. The programme was concluded with questions and answer sessions with discussions, presentation of certificates to the participants and a group photo.

## **IMPROVING PROFITABILITY AT CWAY FACTORY, IDU INDUSTRIAL LAYOUT, ABUJA THROUGH THE P&QIP PROGRAMME**

The Consultancy and Business Development Department was also at CWAY factory, IDU for implant of the Productivity and quality improvement programme. The department created awareness on the programme within the strata of the company and conducted Organizational Diagnosis to identify productivity challenges using the productivity improvement tools and techniques. Problems affecting the productivity of the factory was identified and solution were proffered.

The factory has been since guided on how achieve Productivity and profitability.





# CENTRE CATCHES THEM YOUNG IN SECONDARY SCHOOLS

By Amina Alhassan and Esther Nwangwu

In its concerted efforts to further spread the message of productivity in every cranny of the country, National Productivity Centre has sustained its zeal through its schools programme tagged, "Productivity Coaching and Mentoring" in Secondary Schools across the Federal Capital Territory, Abuja.

Productivity Coaching and Mentoring is an Awareness Campaign programme aimed at expanding the frontiers of productivity at the grassroots. It is an arm of the Productivity Awareness Campaign programme designed to take productivity Awareness to schools in order to catch the younger ones early enough towards imbibing the culture of productivity. At the kick off of the programme, the Director, Corporate Affairs and Information Department of the Centre, Hajia Maimuna M. Adaji highlighted some of its objectives and benefits not only to the students, but the nation in general. Such benefits according to her include:

- ♦ To get a group that will be in the vanguard of entrenching productivity for national development.
- ♦ Teach basic principle of productivity improvement techniques'
- ♦ Provide basis for spreading productivity messages.
- ♦ To make the youth imbibe productivity culture early in life.
- ♦ To create an avenue where the youth are mentored and coached on the issue of productivity.
- ♦ To guide our youth to make positive decision in life
- ♦ To adequately position them to take their proper place in the developmental process of the nation.

The Director further opined that so far 27 schools had already benefitted for the Productivity

Coaching and Mentoring Programme in FCT, and are as the follows:

1. Government Secondary School Garki
2. Government Secondary School Dutse Alhaji
3. Government Secondary School Karu
4. Anglican Girls Grammer School Apo
5. School for The Gifted Gwagalada
6. Model Secondary School Maitama
7. Government Secondary School Lugbe
8. Government Day Secondary School Karu
9. Government Secondary School Nyanya
10. Nuru Bayan International Academy Wuse Zone 5
11. Government Secondary School Gwagalada
12. Government Secondary School Wuse Zone 3
13. Government Secondary School kubwa
14. Great Heigts Academy Kado
15. Government Science Secondary School Area 3 Garki
16. Government Secondary School Wuse 2
17. Government Secondary School Jiwa
18. Government Secondary School Kuje
19. Government Girls Secondary School Kuje
20. Fouad Labidi Islamic Academy
21. Government Secondary School Bwari
22. Arrahman International School Mabushi
23. Government Secondary School Wuse 2
24. Government Secondary School Gwarimpa
25. Government Secondary school Tudun Wada
26. Government Girls Science Secondary School Kuje
27. Government Day Secondary School Dutse Alhaji



# CENTRE ORGANIZES PRODUCTIVITY SCHOOLS DEBATE IN SELECTED SECONDARY SCHOOLS IN FCT, ABUJA.

By Favour Eyo and Eugene Abomnger

In order to awaken the productivity spirit and build sustainable consciousness to the younger generations in Nigeria National Productivity Centre successfully organized a Productivity Schools Debate in selected Secondary Schools in Federal Capital Territory Abuja.

The Productivity Schools Debate, which is an offshoot of the Centre's Productivity Coaching and Mentoring Programme designed Mentoring at expanding the frontiers of productivity at the grassroots. The Schools Debate has specific objectives of:

1. grooming malleable young generation stars that would be in the vanguard of entrenching productivity for national development.
2. encouraging them to Imbibe basic principle of productivity improvement techniques'
3. Provide basis for spreading productivity messages.
4. Make the youth imbibe productivity culture early in life.
5. 5Creating an avenue where the youth are mentored and coached on the issue of productivity.
6. To guide our youth to make positive decision in life
7. To adequately position them to take their proper place in the developmental process of the nation. Five Secondary Schools in the FCT benefited from the programme in the year under review:

Productivity Coaching and Mentoring Inter school's debate was held on the 15th and 17th February 2022. The topic for the debate was

titled "Social Media is Contributing to the Productivity of the Global society". The selected schools for the debate were as follows:

1. Airforce Girls Comprehensive School, Airport Road, Lugbe, Abuja.
2. Great Height Academy, Kado Estate, Abuja
3. Government Secondary School, Lugbe, Abuja.
4. Government Secondary School, Dutse, Abuja

The finals of the debate which was keenly contested between Government Day Secondary Dutse Alhaji and Great Heights Academy Kado, both in FCT, Abuja was held on 17th March, 2022 at Nigerian National Merit Award House, Maitama, Abuja. Government Day Secondary School scored the higher mark to emerge the winner, while Great Heights Academy became the second in the contest. The high points of the debate contest were Awards and Prizes to the winners.

**Below are photographs of the Productivity Coaching and Mentoring Schools debate competition in Secondary Schools In FCT, Abuja.**



Seated are contestants of the finals of the Productivity Schools Debate from Government Day Sec. School. Dutse Alhaji, Abuja.



Contestants of Great Heights Academy, Abuja seated for the keenly contested debate.



Above are Invited schools from the FCT who honoured the Productivity School Debate.



Audience at the Secondary Schools debate stood for the National Anthem.



Representatives/contestants of Government Day Secondary School, Dutse, FCT, Abuja pose the debate pavilion.

## CENTRE EXTENDS MDAs PRODUCTIVITY AWARENESS LECTURES TO JUNIOR SECONDARY SCHOOLS TEACHERS IN FCT.

By Esther Nwagwu

In order to penetrate every sector of the Nigeria's economy, towards promotion and sensitization of the productivity message, the National Productivity Centre kick-started its drive in the education sector with the Junior Secondary School Teachers in the Federal Capital Territory, Abuja. The productivity awareness lecture was to enable teachers appreciate the need for productivity improvement so as to effectively create the necessary changes needed among Junior Secondary School teachers to enhance their productivity in the teaching profession. The lecture has so far been carried out in about

twelve Junior Secondary Schools within the FCT, Abuja. The productivity lecture is further aimed at:

- Enhancing Teachers output through efficient and quality service;
- Preparing Teachers to take over facilitation/coordination of activities at their various Productivity School Clubs;
- Stimulating and making teachers develop the desire to imbibe productivity culture.

So far, the teacher's awareness lecture has taken place in 26 schools.

**NPC AIM TO BOOST QUANTITY AND QUALITY OF PRODUCTS AS WELL AS SALES REVENUE AT REDUCED COST OF PRODUCTION AT 2MC BAKERY.**

The Consultancy and Business Development Department was also at 2MC Bakery Jabi, Abuja recently where for the Productivity and quality improvement programme. Here too it conducted Organizational Diagnosis to identify productivity challenges through the application of productivity improvement tools

and techniques. Through that it was able to diagnose problem deterring productivity in the bakery. The Productivity and Quality Improvement Program is aimed at improving the quantity and quality of products as well as sales revenue at reduced cost of production at 2MC Bakery.



**IMPROVING PROFITABILITY AT CWAY FACTORY, IDU INDUSTRIAL**

**Below are photograph of cross section of teachers at Junior Secondary School Teachers in Abuja listening to the productivity lectures.**



**Asst Director, Chris C. Nwaeze delivering productivity awareness lecture to teachers**



A cross section of Junior Secondary Schools Teachers listening with rapt attention at Productivity Awareness Lecture.



A cross section of teachers at the Productivity Awareness Lecture for Junior Secondary School in the FCT, Abuja



**(L-R) Director/ HOD Corporate Affairs and Information Dept, Hajia Maimuna M. Adaji delivering Productivity Awareness lecture to teacher**



**Staff of the Centre and Teachers pose for photograph.**

## PROVIDING PRODUCTIVITY SOLUTIONS AT STATE LEVEL

Oyo State Conduct Productivity And Quality Improvement Programme At A-Three Hotels & Suite, Sango Ibadan, By Oyo State.

The National Productivity Centre Oyo state office was at A-Three-Hotels & Suite, Sango Ibadan, By Oyo State to conduct the P&QIP Programme. During the organizational diagnosis stage, the P&QIP team found out that there was continuous decline and low productivity and the need for improvement in the contemporary and critical factors of production such as patronage, quality of products and services, skill of the workers and good customer service response.

They diagnosed the consequences of the above developments to include poor work ethics, redundancy, loitering of workers, poor service delivery, and low quality of work-life and reduction of the overall performance. The solution was therefore proffered based on the labour management principle that employees (labour) are the chief drivers of money and materials which are the two other key inputs in the process of hotel management.

The programme installed at A-three Hotel has instituted a culture of team work, establishment of Employee Suggestion Scheme (ESS), commitment culture and productivity consciousness among the staff and the management.



# CENTRE CONFERS (NPOM) AWARD ON DESESERVING INDIVIDUALS AND ORGANIZATIONS IN THE COUNTRY

*By Victor Ainoko*

In avowed commitment to sustaining the value for productivity and its improvement and to bring productivity to the front burner of national discourse, the Federal Government has set aside a day, each year, to be celebrated nationwide as National Productivity Day (NPD).

A major component of the National Productivity Day is the Conferment of the National Productivity Order of Merit (NPOM) Award on deserving individuals and corporate organizations in both the public and private sectors in Nigeria. This is an award of excellence, honour and dignity conferred by the President of Nigeria, on the most productive individuals and organizations operating in Nigeria, for their outstanding achievements and breakthroughs recorded in three preceding years, as well as their meaningful contributions to our developmental efforts.

The Director-General, Dr. Nasir Olaitan Raji-Mustapha, while presenting the Award to some awardees stated that, since the inception of the NPD in 1991, this yearly event has continued to achieve the following objectives, amongst others:

- i. To institutionalize productivity Consciousness and excellence in service among workers and organizations in both the public and private sectors in Nigeria; emphasizing on hard smart work, high performance, efficiency, discipline, dedication, humility and patriotism.
- ii. To accord workers and organizations proper and due recognition for hard work, high productivity and research achievements.
- iii. To identify, recognize and reward productive

workers and organizations in both the public and private sector of the economy.

He further revealed that the 20th Edition of the National Productivity Day (NPD) Celebration was slated to hold in May, 2023 but for various reasons away from usual tradition and from the yearly norm, the conferment was observed at the Corporate Headquarters of the National productivity Centre. The Centre conferred the honour on deserving individuals and organizations as approved by President Muhammadu Buhari on the 25th May before exiting office.

The following are the recipients of the National Productivity Order of Merit (NPOM) Award for Individuals, Corporate Organizations, Ministries, Departments and Agencies (MDA) for 2021 and 2022 respectively.

## 2021 INDIVIDUAL AWARDEES

1. Prof. Oyebanji Oyelaran-Oyeyinka
2. Mr. Fabian Onyemaechi Okoro
3. Mr. Mustapha Abubakar Gajibo
4. Dr. Philip Anuku Okoh
5. Adebola Patrick Olusanmi
6. Prof. Nicholas Agiobi Damachi
7. Chief Sylvester Momoh Onoja, OON
8. Awosope Niyi Toluwalope
9. Barr Veronica Safiya Ndanusa
10. Ambassador Lawal Kazaure
11. Prof. Umar Dambatta
12. Lady Ada Chukwudozie
13. Senator Ita Enag
14. Senator Ita Enang
15. Adebayo Omoboriowo

16. Senator Lee Maeba
17. Ben Akabueze
18. Adeola Ipaye
19. James Sule
20. Tolani Ali
21. Barr Chinedu Dike
22. Oliver Alawuba
23. Mallam Denja Abdullahi
24. Prof. Abdullahi Mustapha
25. Folasade Yemi-Esan
26. Halima Musa mni
27. Ojochenemi Nadia Soso-Muhammed
28. Belgore Shuaib Muhammad Lamido
29. Juliana Adebambo
30. Mallam Shehu Ibrahim MNI
31. Abike Dabiri-Erewa OON
32. Aliyu Ahmed
33. Dr. Yerima Peter Tarfa
34. Bashir Yusuf Jamoh
35. Hon. Chudi Offodile
36. Engr. Muhammad Ali Wudil

#### 2022 INDIVIDUAL AWARDEES

1. Prof. Ibrahim Gambari
2. Mr. Olawale Tunde Fasanya
3. Dr. Chukwuemeka Wogu
4. Ekpo Una Owo NTA Esq.
5. Tijani Umar
6. Dauda Ali Biu
7. Mrs. Aminatu Abdullahi Oyagbola
8. Comrade Ali M. Paul
9. Mrs. Beatrice Jedy-Agba
10. Prof. Ibiyemi Ibilola Olatunji-Bello mni
11. Mr. Humphrey A. Ngonadi
12. Love Idoko-Uloko
13. Ezra Yakusak
14. Dr. Tommy Etim Okon
15. AIG Tony Olofu
16. Barr Maureen Allagoa
17. Comrade Ayuba Wabba
18. Rev. Father Basil Ekwunife
19. Mohammed Bello-Koko
20. Dr. Kashim Akor FIPP
21. Barr Bene Nwachukwu
22. Adejoke Orelope-Adefulire

23. Uzoma Igbonwa
24. Barr Chukwulo Moedu
25. Sen. Godiya Akwasiki
26. Cardinal James Odunmbaku JP, MFR
27. Mrs. Oyeyimika Adeboye
28. Dr. Mrs. Christiana V.N. Atako, FNIM
29. Prof. Bolaji Owasanoye SAN
30. Bolaji Adebisi
31. Prof. Ujah Achanya Ootobo Innocent MNI
32. Dr. Mbaeri Nnamdi Maurice
33. Mrs. Veronica Okechukwu
34. Olajide Oshundun
35. Magdalene Ajani

#### 2021 CORPORATE ORGANIZATION AWARDEES

1. Genesis Group
2. Shelter Setters Aluminum and Experts (NIG). LTD
3. DD's Skills Acquisition Center
4. Globe Motors
5. P2E Technologies
6. Wichtech Industries Limited
7. Huawei Technologies Company Nigeria Limited

#### 2022 CORPORATE ORGANIZATION AWARDEES

1. AIG-IMOUKHUEDE Foundation
2. Biomedical Limited
3. Eastern Wrought Iron Limited
4. Tropical General Investment Group
5. Green Life Pharmaceuticals
6. Mitchell Laboratories Ltd
7. His Promise School of Victoria Studies

#### 2022 MINISTRY, DEPARTMENTS AND AGENCIES (MDA) AWARDEES

1. Teachers Registration Council of Nigeria
2. Nigerian Institute of Advanced Legal Studies
3. National Primary Healthcare Development Agency (NPHCDA)
4. Federal Ministry of Women Affairs

BELOW ARE

# PHOTOSPEAKS

ON SOME OF THE CONFERMENT AND PRESENTATION OF NPOMA AWARD ON RECIPEINTS







# NATIONAL PRODUCTIVITY CENTRE HOLDS ITS BIENNIEL FOUNDATION DAY LECTURE (FDL)

*By Chris C. Nwaeze and Blessing Salifu*

In its quest to sustain the drive towards productivity sensitization and educating Nigerians on the importance of productivity, and its implications so as to enhance their productivity and improve standard of living in the country, National Productivity Centre, recently organized the 7th Foundation Day Lecture.

The Foundation Day Lecture (FDL) is one of the core programmes of the National Productivity Centre designed to bring the issue of productivity to a wider national focus through sharing experience of other nations in their efforts towards higher productivity. This is with a desire to reawaken productivity consciousness in the citizenry.

Essentially the lecture celebrates the productivity movement in Nigeria, which

dates back to 1978. It is also designed to tap from the knowledge of other nations so that Nigeria can be enriched in her knowledge and practice of the productivity concept.

The overall objective of the programme is to educate Nigerians on productivity movements in various parts of the world and to generate a national discourse that will stimulate the development of a productivity mind-set among all Nigerians.

**Other objectives include:**

- ◆ To create national consciousness towards a sustainable productivity-driven economy.
- ◆ To highlight the importance of labour in the process of enhancing national output, higher performance, growth and sustainable development.

♦ To deliberate on strategies necessary for promoting productivity in the country

The 7th Foundation Day Lecture (FDL) organized by National Productivity Centre (NPC), was held on 28th March, 2023 at Nigerian National Merit Award House, Maitama, FCT, Abuja. The FDL has Arc. **Yusuf Kazaure** fnia fncs, chairman Nigeria Satellite Communications Ltd (NIGCOMSAT) as its guest Speaker. The theme of this year's FDL:

**PRODUCTIVITY IMPROVEMENT IN A DEVELOPING ECONOMY; THE INFORMATION TECHNOLOGY (IT) APPROACH.**

In his welcome at the occasion of the FDL, the predecessor of the present Director General, National Productivity Centre, **Dr. Nasir O. Raji-Mustapha** in the person of Dr Kashim Akor, noted that the programmes of the centre have been enriched and stepped up to ensure that the centre not only actualize its mandate but properly key into the nation's developmental objectives. He further pointed out that productivity has remained a key factor that enables society to generate value added through efficient and effective use of available resources.

In related development, the FDL Chairman, Barr. Eyo Nsa Ekpo, chairman of the governing council, National Productivity Centre, in his opening remark affirmed that productivity is acknowledged globally as crucial to a county's competitiveness and its integration into the global economy. He said that the application of the concept of productivity is of great benefit to businesses whether small, medium or big, individuals in all works of life.

The chairman noted that as long as there is growth, there is need for constant

improvement, adding that the National Productivity Centre must be properly empowered because it is the base of foundation of our development as a nation.

He further said that the productivity improvement drive has become a major driving force behind economic development with total reliance on knowledge, creativity, innovation, wealth creation, employment generation and ultimately poverty reduction. Therefore, productivity aligned firmly with the dictates of a knowledge-based economy.

In his opening remarks, the former Minister of Labour and Employment, Senator Dr Chris Nwabueze Ngige, in his keynote address affirmed that the lecture built on past lectures since its inception in 1997 beaming light on the trends and realities of productivity movement across the globe viz a viz our peculiarity and experience as a people. Speaking through his representative, the Minister stated that the lecture creates the opportunity for sensitizing the general public on the very essence and advantages associated with productivity in the enhancement and improvement of our national productivity levels. He further reminded the audience that the productivity movement in Nigeria, dates back to 1978.

The Minister emphasized the importance of this year's lecture theme; **Productivity in a Developing Economy: 'The Information Technology Approach'** which is apt to our national reality.

He stated that the major variable for determining real economic growth and development remains productivity because the effective and efficient utilization of

available resources for overall well-being of a country and her citizens all revolves around productivity improvement drives. "It is therefore a fact that productivity can guarantee this nation a better growth rate of national income, per capita income consumption (PCC), physical quality of life (PQLI), and human development index (HDI), Industrial progress and capital formation".

The Minister also asserted that information technology has been the brain behind all industrial revolutions of the world and the efficiency and productivity of systems. Adding that processes that were manual and time consuming are now quick and efficient with the use of digital tools, and applications. It is interesting to listen and know how best other societies have deployed information technology to improve productivity in their various economies and learn from their experiences.

Dr Ngige revealed that at the ministerial level, they are committed to the creation of employment opportunities, social security, occupational safety, industrial peace based on collective bargaining, enhancement of productivity across all sectors of the economy as they have continuously evolved in their policies to see improvement in the labour productivity and ensure stable industrial environment for all.

He congratulated the centre for organizing this year's lecture, as he is confident that Alhaji Yusuf Kazaure, a well read and travelled intellectual with experience in the field of information technology would share with participants his critical knowledge necessary for stimulating the productivity needed in

Nigeria. And also provide academic guide to high interactive learning and conversations.

Arc. Kazaure, highlighted the characteristics of a developing economies which include; Low levels of capital and technology, Low human capital Limited access to infrastructure and markets

He thereby advised that information technology can help overcome these challenges and boost productivity in various ways because productivity improvement is essential for economic growth and development. Higher productivity leads to increased output, which can translate into higher incomes and a higher standard of living, improved productivity can also result in cost savings, as fewer resources are needed to produce the same output. He said in a developing economy where resources may be scarce, productivity improvement can be a key driver of progress. He said adoption to Information technology can enable the collection and analysis of data, leading to better decision-making and optimization of operations.

Discussant at the lecture observed that the Introduction discussed the challenges hindering growth of developing economies and opined that adoption of ICT can lead to significant improvement and Productivity. As a background to the presentation, the discussant noted that the speaker stated that Covid-19 has accelerated the use of IT to improve productivity as a result of the lockdown.

The paper also dwelt on the 4th industrial revolution which is expected to bring about more advancement in the next 10 years than in the last 250 years. He further stated that Africa

will experience unprecedented demographic changes with Africa housing more than a quarter of the world's population of citizens in less than 25 years.

In discussing developing economics, the discussant listed some of their critics to include: low levels of capital and technology, low human capita and limited access to infrastructure and markets.

The discussant admits that the country has made giant strides no doubt, as the impact of IT sector on productivity has increased efficiency, job creation, and access to markets, innovation and improved infrastructure. They further affirmed that the ICT sector is one of the fastest growing sectors in Nigeria with a significant impact on the nation's productivity.

**The following were recommendations made at the end of the Foundation Day Lecture;**

1. For Nigeria to succeed in such a rapidly shifting landscape, the government and its citizens must be able to adopt and explore new digital technologies that will transform government practices, business models, and society in general.
2. The Nigerian economy must be assessed by observing its performance in three areas which are factors essential for promoting digital transformation. These are: knowledge, Technology and future readiness.
3. That government plays a key role in promoting the adoption of information technology; therefore, it must provide enabling infrastructure investments, education and training, and providing supportive regulatory frameworks.

4. That Information technology requires capacity building, infrastructure and cyber security measures. Without these, businesses can face significant risks such as data breaches and loss of productivity. It is therefore essential to ensure that technology adoption is accompanied by a proper framework to mitigate these risks.

5. In conclusion, the adoption of information technology can be a driving force for developing economies in terms of productivity growth and competitiveness. With the right approach and framework, Nigeria can unlock the full potential of technology and drive growth and prosperity.



**A cross section of participants at the 7th Foundation Day Lecture**



**A cross section of participants at the 7th Foundation Day Lecture**

## **CENTRE SENSITISE MDAs ON IMPLICATION OF IMPROVED PRODUCTIVITY**

**By Ladidi Abu and Rekiya Muhammed**

National Productivity Centre in its relentless efforts to promoting productivity and institutionalize productivity consciousness amongst the public servants in Nigeria, embarked on Productivity Awareness Campaign in Ministries, Departments and Agencies (MDAs).

The lecture which was aimed at arousing productivity awareness in the consciousness of public servants and impacting positive productivity improvement in service delivery in the public service, was targeted at the middle cadre of the public officers on grade levels 7-14.

**Other objectives of the lecture are:**

1. To inculcate in the participants, the right attitude to work.

2. To enable participants to explain the concept and importance of productivity.

3. To teach participants how to apply basic productivity concept in their daily work life.

4. To enable participants to apply basic productivity improvement techniques in their life.

1. FRCN

2. FIRS

3. NHIS

4. UBEC

5. FCTSEC

It is worthy to institution to note that over 300 MDAs have benefitted from the programme across the 36 states of the Federation

## **CENTRE SUSTAINS ITS PRDUCTIVITY PUBLICATIONS TEMPO FOR GREATER DISSEMINATION OF PRODUCTIVITY INFORMATION**

**By Chris C. Nwaeze**

Publication has proven to be one of the effective ways through which the productivity message is disseminated. NPC has over the years produced a considerable number of titles from its various conferences/seminars/workshop's proceedings, research findings, consultancy services, P&QIP, etc.

Other publication activities include production of scholarly materials on productivity subjects for publications in NPC Journals, Newsletters and other intellectual titles of the Centre. Some of these publications include;

- Publication of Productivity Indices in Nigeria
- Publication of Productivity Research and Surveys
- Productive Capacity Building Training Courses.

- Development and Training of Productivity Practitioners

- Productivity Awareness Campaign (PAC) Booklets

- Publication of Labour Productivity Trends & (2012 - 2019)

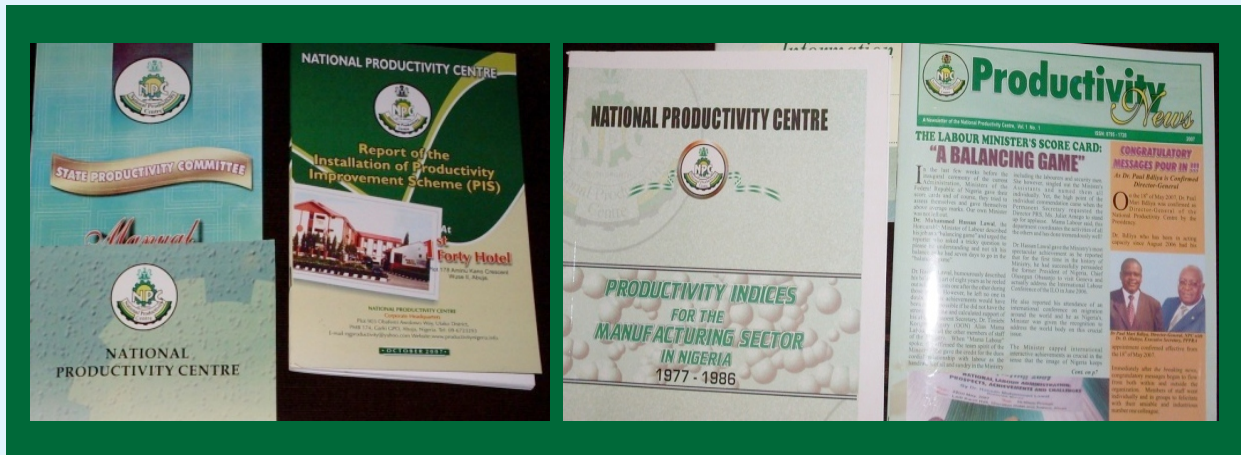
- Publication of Productivity Index of Manufacturing sector 2012 - 2019

- Publication of the Survey on Citizens' Satisfaction Index in Nigeria.

- Publication of Research on the Impact of Infrastructure on Productivity of SMEs in Nigeria.

- Productivity Coaching & Mentoring (PCM) in secondary schools Handbills

- Publication of the Survey result of the "An Analysis of the Determinants of SMEs Productivity in Nigeria"



## **NPC UPGRADES ITS LIBRARY TO WORLD CLASS PRODUCTIVITY LIBRARY**

**By Chris C. Nwaeze.**

As the apex productivity organization in Nigeria, The National Productivity Centre has commenced the upgrade of its library to match the international best practices. The Centre's library which has over the years served as a wealth of knowledge bank both to the research officers of the Center and visiting scholars, has been upgraded with the latest productivity and related titles.

Addressing staff of the Centre at the unveiling of the recent stock of publications in the library, the Director-General, Dr. Nasir Raji-Mustapha

enjoined staff to take advantage of the new titles to upgrade their knowledge on productivity in order to stay abreast with contemporary productivity trends. The D-G further asserts that staff should not only focus on productivity knowledge, but also equip themselves by diverse reading as productivity cut across divergent spheres of life. He revealed that besides books, others on various professions such as; Law, Engineering, Agriculture, Businesses, Administration and all lots were available in the library, and that visitors who wished to tap from the great stock of the Centre could as well do so

## **DG NPC, INDUCTED AS PATRON, PROGRESSIVE SOLIDARITY FOR ASIWAJU (PSA)**

**By Blessing Salifu**

The Director General, National Productivity Centre, Dr. Nasir Olaitan Raji-Mustapha has reiterated his continuous support for good governance in the country. The DG gave the assurance when he received in audience members of the Progressive Solidarity for Asiwaju (PSA) in Abuja. The Director General who was inducted as the National Patron of the Progressive Solidarity for Asiwaju (PSA), also acknowledged president Ahmed Bola Tinubu's commendation of the group and encouraged Nigerians to have fate in the new administration.

Reacting to the Director-General's address, the chairman of the group, Alhaji Ibrahim

Emokpaire, who conferred the position of National patron on the DG, said that he was chosen because of his laudable contributions towards the emergence of President Ahmed Bola Tinubu in the February 25th, 2023 presidential elections. Alhaji Emokpaire, equally congratulated the Director General on his new appointment, adding that his dedication, determination and continuous contributions to the Centre has been recognized.

Dr. Nasir Raji Olaitan Mustapha, thanked the group for finding him worthy of the award. He assured that because of their common interest for good governance, the Centre will continue to use

every opportunity to create productivity awareness and collaborate with relevant stakeholders in the areas of productivity promotion and advocacy. Dr Raji also noted that

the Centre is equipped with trained productivity experts to give technical support to ailing companies.

## CENTRE LAUNCHES CAPACITY BUILDING PROGRAMMES ACROSS THE COUNTRY

In its sustained efforts to actualize the Centre's programmes and activities, and also to constantly educate Nigerians on the relevance of productivity and the strategic place of the National Productivity Centre in leading the movement for productivity growth in Nigeria, the Centre engaged in capacity building in some Local Government Areas in the country.

The trainings were designed to educate participants with the requisite knowledge that will enhance their competences and sharpen their skills for improved performance and higher productivity. Specific objectives of the training include:

- ◆ To adequately publicize the activities and programmes of the Centre.
- ◆ To disseminate productivity tools and techniques for productivity improvement.
- ◆ To constantly highlight the cardinality of productivity in the socio-economic growth and development of Nigerian economy.
- ◆ To ensure a favourable corporate image and identity for the Centre

So far, the following Capacity Building

Programmes were conducted for officers of the Oyo State Local Governments Areas:

- ◆ Workplace Transformation Challenge.
- ◆ Productivity Improvement and Effective Service Delivery.
- ◆ Total Quality Management: A Productivity Improvement Tool for Achieving Organisational Excellence.
- ◆ Taking Local Government Administrators to the Next Level Agenda in Productivity, Leadership and Accountability for Oyo State Local Government Leadership and Productivity Workshop
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### **PRODUCTIVITY- HALF HOUR ON RADIO AN INTIATIVE TO CREATE AWARENESS, ON TOOLS AND TECHNIQUES**

**By Blessing Salifu**

In order to aggressively bring productivity to the grassroots, the National Productivity Centre has redoubled its productivity awareness creation through both the print and electronic media. The Productivity Half-hour

is a radio interview of productivity experts that talks extensively about issues on productivity.

This programme is a regular programme through which Management Staff are always on air to discuss important topics related to

productivity from 3.00pm to 3.30pm every Thursdays, on Kapital FM Radio.

A total of 29 Management Staff have featured on the radio programme during the period under review.

In addition, jingles in English, Pidgin English, Hausa, Yoruba and Igbo are being aired

intermittently on the local radio channels especially Radio Nigeria, Kapital FM and Human Rights Radio.

The visuals were also aired on NTA International for a period of time. This has continued to arouse the consciousness of the citizenry.

### **WEB-BASED PLATFORM FOR IN-HOUSE TRAINING OF NPC STAFF, A PUSH TO THE NEW NORMAL.**

For efficient and effective enhancement of its staff for quality service delivery, the Management of the National Productivity Centre has successfully created a web based virtual platform known as Zoom for virtual trainings and meetings of staff, departments and units of the organization. Using the virtual platform, the following in-House Seminars were conducted between March and November, 2022:

#### **Workplace Transformation Challenge: An Overview.**

- Value Added Productivity Measurement: A Technique for Productivity Improvement in Organisation
- Understanding the Workings of the 2004 Pension Reform Act as Amended.

- Solid Waste Management Strategies for Productivity Improvement in Micro, Small and Medium Enterprises.
- Value Stream Mapping: A Productivity and Quality Improvement Technique for Enhanced Organisational Performance
- Women Empowerment and Productivity: A Case Study of Women in Ibadan North LGA, Oyo State.
- Work Ethics for Improved Productivity.
- Quality Circle as a Tool for Enhancing Productivity Improvement in Organizations.
- Introduction to Productivity Measurement.
- Performance Measurement for Organisational Improvement.

### **PRODUCTIVITY CENTRE OBSERVES 4TH NATIONAL PRODUCTIVITY SUMMIT**

National Productivity Centre in its relentless efforts towards navigating productivity across all sectors of the nation's economy, recently organized a ground-breaking fourth National Productivity Summit.

The 4th National Productivity Summit organized by the National Productivity Centre, took place at the Nigerian Army

Resource Centre Asokoro, FCT, Abuja from 4th - 5th April 2023. The theme of the Summit was "Enhancing the Productivity of the Informal Sector in Nigeria for Increased Competitiveness".

The National Productivity Summit is a core programme of the National productivity Centre designed to bring together, productivity practitioners and intellectuals



from all fields of life and sectors of the economy to brainstorm on pressing productivity related issues, in order to increase productivity and competitiveness in the various sectors of the Nigerian economy.

The main objective of the 4th Productivity Summit was to create a national platform for a virile discourse on how to increase productivity and competitiveness in the informal sector of the Nigerian economy.

**Other specific objectives included to:**

- i. Identify challenges facing the informal sector of the Nigerian economy;
- ii. Propagate the culture of productivity in the informal sector;
- iii. Identify the drivers of growth in the various sub-sectors;
- iv. Recommend the way forward for improving productivity across the sector in Nigeria, for a virile and globally competitive economy.

Highlights of the two-day event included various activities such as opening ceremony, goodwill messages, plenary and panel sessions, technical presentations, discussions, questions and answer sessions, communiqué drafting session and the Closing Ceremony.

Dignitaries at opening ceremony included His Excellency, Sen (Dr) Chris Nwabueze Ngige OON, the immediate past Honourable Minister, Federal Ministry of Labour and Employment (FML&E), who was ably represented by Ms. Kachollom

Daju mni, Permanent Secretary, Federal Ministry of Labour and Employment. The Chief Host was Dr. Kashim Akor, the immediate past Director-General of the National Productivity Centre.

The summit had about 150 Participants in attendance, drawn from the informal sub-sectors across Nigeria, representatives from the Bank of Industry and other funding institutions, regulatory and advisory agencies, non- governmental organizations, and other pertinent Government Ministries, Departments and Agencies (MDAs).

In the course of the two days summit, speakers, discussants and participants explored the theme and addressed a number of critical issues. Conversations were enriched by contributions from a diversity of participants, including representatives from the informal sector, government ministries and agencies, and other stakeholders.

The summit was enriched by the quality of papers presented by the erudite and notable industry experts and resource persons drawn from across the nation. They include:

- ♦ Dr. Henry Emejo- Chairman, Innovation Impact Partners and Director, National Small Scale Industrialist (NASSI);
- ♦ Engr. Obassi Etti, Deputy Director, Engineering Design& Development (RMRDC);
- ♦ Mrs Victoria Madedor, Group Head, Business Development, Bank of Industry investment Trust Limited.

- ◆ Dr. Gbenga Komolafe, General Secretary Federation of Informal Workers Organization of Nigeria (FIWON);
- ◆ Mr. Laretta Adogu, Director/HOD occupational Safety and Health (OSH)

**Papers presented that addressed the theme were:**

- ◆ Enhancing the Productivity of the Informal Sector in Nigeria for Improved Competitiveness.  
Panel discussion: The limitations, environment, enablers of productivity and competitiveness in the informal sector.
- ◆ The Role of Raw Materials in Enhancing Productivity and Increasing Competitiveness in the Informal Sector.
- ◆ The Role of Financial Institutions in the Productivity and Growth of the Informal Sector in Nigeria.
- ◆ Exploring the Employment Potentials of Organized Informal Sector to Curb Rising Unemployment in Nigeria.  
Some key messages that emerged from the Productivity Summit include:
- ◆ The recognition of different informal occupations as legitimate professions with sector-specific legislation and regulations designed to strengthen livelihoods, are key to reducing harassment and vulnerability.
- ◆ Need driven capacity building for workers' organizations in the informal sector is key to strengthening their confidence and negotiating skills. Thus, allowing them to present collective views, so as not be left out of policy development.
- ◆ The critical need for Linkage between informal workers and formal actors through improving value chains. Hence, formalizing the informal sector could significantly improve the economic contribution of workers and this could be enhanced through formalization programmes, expanding access to social protection, microfinance and financial inclusion programmes, and other forms of partnership. It was also noted that improving linkages between informal workers and the formal institutional environment required collective action.
- ◆ Value chains could be enhanced by the formation of creative and innovative clusters well as helping the women to rediscover themselves, their values and importance. Furthermore, adopting the cooperative model of Social and Solidarity Economy (SSE) would enable informal self-employed workers to access funds and support, rationalize working methods or access larger markets in the case of producers.

# PHOTO



S P L A S H



**Assistant Director, Corporate Affairs and Information Department, Chris C. Nwaeze engaging Teachers on Productivity Awareness at the Junior Secondary School Productivity lecture**



**Director, Corporate Affairs and Information Dept. Mallam Hassan delivering Productivity Awareness**



**Lecture to teachers**



**MDA PRODUCTIVITY LECTURES NIGERIAN TELEVISION AUTHORITY NTA CHANNEL 9, CALABAR.**



**Centre's PRO, Victor Ainoko delivering productivity lecture for teachers at Junior Secondary School.**

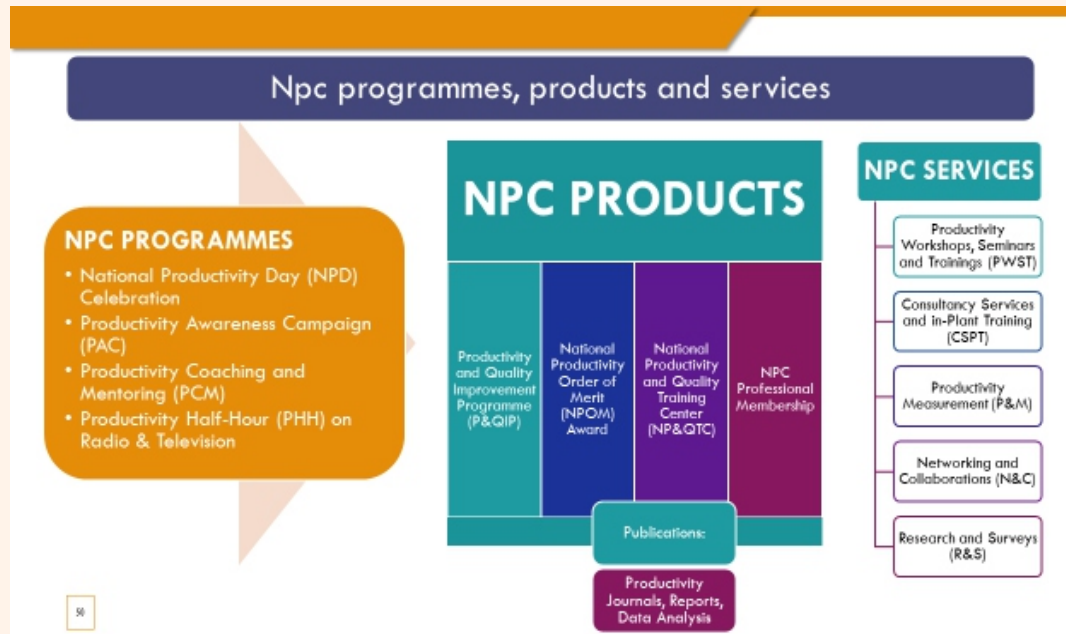


*Cooperate Affairs Commission Productivity Awareness Lecture*



**CENTRE DEPLOYS 5S GOOD HOUSEKEEPING AT CANNAN DELIGHT BAKERY**

## PRODUCTIVITY AWARENESS LECTURES AT CUSO INTERNATIONAL, CALABAR



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## **NATIONAL PRODUCTIVITY CENTRE**

The Centre is a research oriented Federal Government Parastatals established by Act (CAP) No 70 Law of the Federation of Nigeria, 2004 to accelerate socio-economic growth and development in Nigeria.

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### **VISION**

To be a world class productivity institution and key player in realizing Nigeria's overall growth and development objective

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### **MISSION STATEMENT**

To develop the mindset and institutionalize productivity culture in the citizenry for the enhancement of service delivery and quality of life.

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### **PHILOSOPHY**

Our philosophy is to develop a culture of operational efficiency, effectiveness and respect for the right of employees and other stakeholders for the attainment of higher levels of national productivity and competitiveness in pursuit of comparative advantage in a globalized economy.

*...think productivity for economic growth and development*

## **NATIONAL PRODUCTIVITY CENTRE**

### **Corporate Headquarters**

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