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If 2025 taught us anything, it is that impact grows from consistency. Our 2025 recap reflects what changed because we stayed committed. The people reached, the systems strengthened, and the progress made when data is used with purpose.

Here is a look back at how those moments came together across our programs and partnerships.

Top Quote of 2025 from Our Executive Director

“The biometric devices in our centers of excellence are giving policymakers a full snapshot of where health workers are and how they perform, helping us link deployment with service delivery.”

- Nuradeen Maidoki



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Some of Our Key Initiatives of 2025



Strengthening healthcare workforce management through HRHMIS support and biometric attendance tracking across Primary Health Centres in Kaduna State.



Implementing a longitudinal health systems study to support continuous learning, peer reviews, and evidence-based improvements across Primary Healthcare Facilities.



Advancing health supply chain management through the design and refinement of a vaccines and cold chain equipment dashboard.



Organizing and contributing technical expertise to the Second Kaduna State Health Sector Retreat in support of data-driven public health reform.



Expanding the prestigious Data Science Fellowship Programme with specialization tracks in Data Analytics, Data Engineering, GIS, AI and Machine Learning.



Supporting international learning of Kaduna State Government Officials through a strategic study visit to Rwanda focused on data governance and public-sector data use.



Strengthening Human Resources for Health

At the heart of every functioning health system is a simple expectation shared by communities: when people walk into a health facility, someone should be there to attend to them.

In 2025, Natview Foundation for Technology Innovation focused its Human Resources for Health work on turning that expectation into a lived reality across Primary Health Centres in Kaduna State.

The journey began with equipping Programme Officers at the Kaduna State Primary Health Care Board (SPHCB) with practical skills to properly document, track, and manage health worker data using the Human Resources for Health Management Information System (HRHMIS) built by NFTI. The emphasis was on accuracy, accountability, and timely information that helps decision-makers ensure health workers are deployed where communities need them most.

As implementation progressed, SPHCB and NFTI convened a learning session with state officials and LTAs to review field experiences, take stock of progress, and refine the biometric attendance rollout. The session provided a platform to share lessons learned, address operational challenges, and agree on practical improvements to enhance sustainability, standardize processes, and strengthen workforce accountability in alignment with the state's broader health agenda.



Biometric devices were installed across 23 selected Primary Healthcare Centers, and Local Technical Assistants were recruited and trained in device handling, staff enrollment, troubleshooting, and day-to-day operations. This pilot, supported by high-level state engagement, integrates biometric attendance data into the HRHMIS to strengthen accountability, monitor workforce presence, and generate insights to inform policy and operational decisions, while also assessing feasibility for statewide scale-up.



When health workers are present, care is timely. When systems work, lives are protected. Our blog, *The Healthcare Worker, the Mother, and the Ticking Clock*, tells one such story, showing how workforce accountability directly shapes outcomes for families and communities. Read the story [here](#).



NFTI's Longitudinal Study

In 2025, the longitudinal study on Primary Healthcare Facility readiness across human resource and supply chains, launched in the last quarter of 2024, continued to serve as a powerful backbone of learning across Kaduna State's primary healthcare system.

Rather than one-off assessments, the study followed health facilities over time, creating space for reflection, peer learning, and continuous improvement. Across multiple rounds of visits, data were collected, validated, questioned, and used.

In Makarfi LGA, NFTI facilitated regular briefings with Officers-in-Charge, reviewing facility-level data and operational realities as they evolved. Peer learning sessions held after several rounds of visits allowed facilities to reflect on progress, identify gaps, and learn from one another's experiences.

In Kaduna South and Chikun LGAs, the study matured into structured peer review sessions where facility leaders compared challenges, shared practical solutions, and adopted improvements informed by collective insight rather than isolated effort.

In Kaduna North LGA, peer learning sessions concluded with reflections on performance trends, accountability, and what consistent data use revealed about everyday service delivery.



Across all locations, the longitudinal study served as a continuous learning process, translating data into action and strengthening routine health system operations.



Lasting improvement comes from tracking change over time, seeing patterns as they unfold, and responding before challenges become crises. In our blog, [Charting the Path to Sustainable Healthcare with Longitudinal Data](#), we explore why one-off surveys are not enough, and how sustained, time-based data is helping policymakers move from reactive fixes to long-term solutions across Kaduna State.

Read the full blog [here](#).



Strengthening Health Supply Chains

As part of its broader digital health and systems-strengthening agenda, NFTI advanced work in health supply chain management, with a clear focus on improving visibility, accountability, and decision-making for vaccines and cold chain equipment.

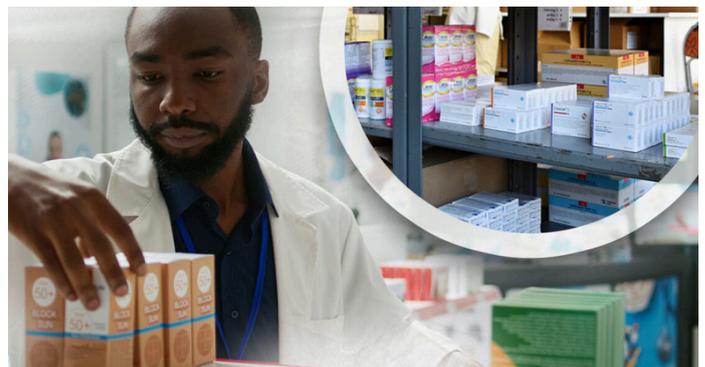
The process began with strategic planning sessions between Kaduna State Health Supply Management Agency (KADHSMA) and NFTI to expand the existing health dashboard to include vaccines and cold chain equipment. This step integrated supply chain data into a centralized digital platform, enabling more effective tracking of critical commodities to support service delivery across the state.

Following this, NFTI hosted a workshop on the new health supply chain dashboard, bringing together relevant stakeholders to build an understanding of the system's functionality and intended use.

As the work progressed, NFTI organized a Supply Chain Management Vaccine Component Zero-Draft Dashboard Review Session. This session provided stakeholders with an opportunity to review the initial dashboard draft, validate indicators, identify gaps, and offer feedback to improve accuracy, usability, and relevance. The review ensured that the dashboard was grounded in operational realities and positioned for effective use upon full deployment.



Together, these engagements strengthened the foundation for a more responsive, data-driven health supply chain system, capable of supporting vaccine availability, cold chain monitoring, and informed decision-making across Kaduna State.



At the heart of healthier communities is reliable access to health supplies. With our partners at KADHSMA, NFTI is helping to prevent stockouts of life-saving drugs, reduce waste, and improve care quality. Data-driven supply chain management is changing healthcare delivery in Kaduna State. Read more about how smarter stock management is saving lives by clicking to read our full story.



Convening the 2025 Kaduna State Health Sector Retreat to Accelerate Public Healthcare Transformation

The Kaduna State Ministry of Health, together with its agencies and development partners, successfully convened at the Eko Hotel and Suites in Lagos for a 3-day retreat to chart a unified path forward for health reform. The retreat, held under the theme “From Insights to Impact: Consolidating Progress through One Perspective, One Plan, One Budget, One Report, and One Conversation, focused on strategic reforms, systems strengthening, and actionable use of data to improve health outcomes.

The retreat was supported by the Gates Foundation, the Natview Foundation for Technology Innovation (NFTI), UNICEF, the Clinton Health Access Initiative (CHAI), and the Health Strategy and Delivery Foundation (HSDF).

The retreat featured discussions on the 2025 Annual Operational Plan (AOP), an assessment of resolutions from the 2024 retreat, and detailed diagnostics of systemic bottlenecks. Sessions showcased new ideas like the updated Integrated Supportive Supervision (ISS), tracking health workers with biometric technology, improved facility data analysis, and new ways to ensure that health resources lead to real results in services.

The Executive Secretary of the Kaduna State Primary Health Care Board emphasized the need to strengthen foundational systems for better health outcomes. He reiterated the state’s commitment to the “2+2 Agenda,” a focused strategy built around two critical input indicators, human resources and infrastructure, and two essential output indicators, service utilization and client satisfaction.



Together, these engagements strengthened the foundation for a more responsive, data-driven health supply chain system, capable of supporting vaccine availability, cold chain monitoring, and informed decision-making across Kaduna State.



With stronger data systems, closer coordination, and a growing coalition of committed actors, Kaduna State is better positioned than ever to drive health improvements that reach every ward, every facility, and every household. The 2025 Health Sector Retreat created space for these critical conversations, aligning evidence with action and partners with purpose.

Read [more](#) about the retreat and key takeaways on our [blog](#).



DSFP in 2025: A Year of Growth, Grit, and a New Frontier

2025 was a defining year for the Click-On Kaduna Data Science Fellowship Programme. It was the year DSFP entered its fifth edition. Interest in the fellowship was high, driven by the growing visibility of alumni impact, stronger peer mentorship, and a rising culture of self-improvement among young people across Nigeria.

Over 5,400 applications were received for DSFP 5.0, making it one of the most competitive cohorts in the programme's history. Behind those numbers were months of preparation, learning, and courage from applicants who believed that data could change their lives and their communities. The selection process was rigorous and transparent, spanning essays, video applications, computer-based tests, and interviews. In the end, merit prevailed, and for the first time, the programme expanded beyond its original plan, welcoming 45 fellows instead of 40 in recognition of the exceptional quality of candidates.

Since its launch, the Click-On Kaduna Data Science Fellowship Programme has delivered measurable and lasting impact across people, institutions, and the public sector.

- Over 70 percent of fellows successfully transition into relevant roles or advanced learning pathways after the programme, demonstrating strong skill acquisition, confidence, and readiness to apply data in real-world contexts.
- DSFP alumni continue to generate economic value through gainful employment, consulting, research, entrepreneurship, and global fellowships, contributing both locally and internationally.
- Within government, the programme has played a critical role in building internal data capacity, reducing reliance on external consultants by equipping civil servants and embedded fellows with hands-on, job-ready skills.
- Perhaps most importantly, DSFP supports long-term institutional knowledge retention.



The fifth cohort of the Click-On Kaduna Data Science Fellowship Program, DSFP 5.0, officially began classes on October 6th, 2025, at the Amina J. Mohammed SDG Data Lab, marking another milestone in Kaduna State's growing data revolution.

The program has become one of Nigeria's most respected models for building data talent, funded by the Gates Foundation and implemented by the Natview Foundation for Technology Innovation in partnership with the Kaduna State Bureau of Statistics.



The Fellowship Programme reached a major milestone with the graduation of 40 fellows from its fourth cohort, reinforcing Kaduna State's commitment to building a strong, sustainable data ecosystem for evidence-based governance and inclusive development. At the ceremony, state leaders and partners highlighted the fellowship's role in driving Kaduna's data revolution, its evolution to reflect global trends in data, AI, and specialization, and the growing impact of fellows as problem-solvers across government and communities.



NFTI Supported Kaduna State Government to Explore Rwanda's Data Leadership Model in Strategic Study Visit

In 2025, Natview Foundation for Technology Innovation supported Kaduna State through a strategic study tour to Rwanda, aimed at learning from one of Africa's most advanced data-driven governance systems.

The study tour offered firsthand exposure to how data is embedded into national planning, policy execution, and public service delivery. The tour, which took place from April 29 to May 1, 2025, was facilitated by the Rwanda Cooperation Initiative (RCI) and supported by the Natview Foundation for Technology Innovation (NFTI). The delegation included the Statistician-General of Kaduna State, Dr. Bukar Alhaji Bukar, the Head of the Project Technical Coordination Unit (PTCU) at Kaduna State Bureau of Statistics, KDBS, Hajia Amina Aliyu Lami, the Executive Director of NFTI, Mr. Nuradeen Maidoki, and members of NFTI's technical and communications team.

The study tour was designed to expose Kaduna's senior leadership and the Kaduna State Bureau of Statistics (KDBS) to best practices in national statistical coordination, strategic planning, administrative data systems, and transparent data communication—hallmarks of Rwanda's globally respected model. Through a series of high-level engagements, technical sessions, and institutional site visits, the team explored how Rwanda has embedded data into the heart of its policy planning and national development frameworks.



How Rwanda's Data-Driven Model Can Inspire Kaduna's Reform Journey

A standout highlight was the session with NISR's Director General, Mr. Ivan Murenzi, who emphasized the importance of government ownership of statistical systems. The session also showcased Rwanda's investment in digital infrastructure, talent retention strategies, and real-time survey monitoring systems powered by technologies such as GIS and CAPI.

Rwanda's emergence as a continental leader in data-driven governance has positioned the country as a compelling case study for African governments aiming to

strengthen institutional capacity and improve public service delivery. With a population of approximately 13.4 million, Rwanda has demonstrated how strategic investment in data systems, supported by political will and government ownership, can transform development planning. Its relevance to sub-national contexts such as Kaduna State in Nigeria, with a population of over 10 million, lies in its clear, structured, and locally driven approach to using data as a foundation for governance.

[Read our blog](#) on how Rwanda's Data-Driven Model can Inspire Kaduna's Policies Reforms.



The Data Management Community of Practice: Learning Together, Growing Stronger

In 2025, much of our impact was driven by young people who carried our work forward across our communities in real time. Our Data Champions continued to play a vital role in translating data into action. Embedded within systems and communities, they supported evidence-based thinking, strengthened data use practices, and demonstrated how data can inform everyday decisions.

At the frontline of implementation, our Local Technical Assistants (LTAs) became the backbone of several health system interventions. Working directly in facilities and communities, they supported biometric attendance systems, ensured data quality, troubleshoot challenges, and acted as trusted links between technology and service delivery. Their presence turned systems into lived practice.

Beyond active programmes, the DSFP Alumni Network has grown into a strong, connected community of practice.

The CoP became a place for honest conversations, peer support, and collective problem-solving around data, systems, and social impact.

We hosted community members at events exploring emerging tools and methods, including practical applications of large language models, data storytelling, and responsible data use. Members examined how these tools can be applied in government, health systems, and community-focused work. Reflections on past learning cycles helped the community take stock of progress, celebrate milestones, and identify areas for growth.



Beyond technical learning, the CoP strengthened relationships. It created room for mentorship, experience-sharing, and collaboration across disciplines and sectors. The end-of-year Community of Practice Meet-up provided a moment to pause, reconnect, and realign for the year ahead, reinforcing a shared commitment to using data for social good.



By the close of 2025, the Community of Practice had become more than a network. It evolved into a learning community grounded in trust, curiosity, and a collective drive to make evidence work for people.



We Received A Meritorious Award

Somewhere between training, building tech solutions for social impact, peer review meetings, and long departmental meetings, we were also being watched. NFTI received a Meritorious Award from the Shehu Idris College of Health Sciences and Technology for its contributions to health systems strengthening and capacity building.

We Took The Discussions Further on Spotify

In 2025, NFTI launched a podcast to spotlight data-driven impact across Africa, creating space for thoughtful conversations at the intersection of health, technology, and policy. Through the podcast, NFTI explored critical themes shaping evidence-based decision-making and system strengthening. Episodes featured conversations on digitizing healthcare workforce management in Kaduna State, unpacking how technology is improving accountability and service delivery.



NFTI Highlights Digital Health Innovations at Kaduna State Council on Health. The 13th Kaduna State Council on Health concluded on Friday, October 10, 2025, after three days of intense discussions, policy launches, and technical sessions centered on one central idea: building a resilient health system that can withstand global health threats. The Natview Foundation for Technology Innovation (NFTI) was a key participant at this year's edition. Our Executive Director, Mr. Nuradeen Maidoki, joined a high-level panel on "Building a Resilient Health Workforce," where he shared practical lessons from NFTI's efforts to digitize health workforce management across the state. Mr. Maidoki also presented a paper titled "Technological Innovations in Promoting Health Security."



Strengthening Health Planning Through Digitized Facility Census Data. In 2025, the Natview Foundation for Technology Innovation supported the Kaduna State Health Facility Census by applying technology and data visualization to turn census results into practical planning tools. At the Health Facility Census Dissemination Workshop convened by the Kaduna State Bureau of Statistics, NFTI presented an upgraded Health Facility Analytics (HEFA) dashboard that digitizes census findings and compares 2025 results with the 2018 assessment. The interactive dashboard transforms raw facility data into clear, accessible insights, allowing policymakers to track changes over time, identify gaps, and plan more effectively.



THANK YOU !!

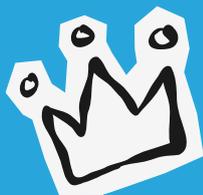
Thank you to our partners who trusted the process and stayed the course.

Thank you to government teams and frontline workers who showed up every day, asked hard questions, and kept pushing for better systems.

Thank you to our fellows, data champions, local technical assistants, and alumni who carried this work into classrooms, facilities, offices, and communities.

Thank you to everyone who shared their time, insight, and belief in the idea that data can improve lives when it is used with care and intention. None of this progress happened in isolation. It happened because of collaboration, patience, and a shared commitment to people.

As we step into a new year, we carry forward the lessons, relationships, and responsibility that 2025 gave us.



We remain grateful, grounded, and committed to doing this work and scaling our impact.

Thank you for being part of our 2025 journey.

Editor's Note

If you're reading this, it means you've been on this journey with us, and I don't take that lightly.

2025 was full of beautiful moments of impact. Some encouraging, some forced us to pause and rethink. Through it all, knowing that people were reading, paying attention, and rooting for our work made all the difference.

This newsletter exists because we believe progress should be shared. We write it for people who care about how systems affect everyday lives, who want to understand what's changing and why it matters. If that sounds like you, then you're exactly who we hope to keep hearing from.

Thank you for staying with us through 2025. As we step into what comes next, we do so with full hearts, clear lessons, and a deep commitment to keep showing up.

I hope you'll stay with us, keep reading, and keep being part of this community.

Thank you for being here.



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