KEYNOTE ADDRESS BY PROF. CHARLES ANOSIKE, FQIIN, DIRECTOR-GENERAL/CEO, NIGERIAN METEOROLOGICAL AGENCY (NiMet) AND THE PERMANENT REPRESENTATIVE OF NIGERIA WITH THE WORLD METEOROLOGICAL ORGANISATION (WMO), AT THE 3RD NATIONAL QUALITY IMPROVEMENT SUMMIT AND AWARDS (NQIS 2026), 12 NOVEMBER 2026

[Protocol]

I bring compliments from my Principal, the Director General/CEO Nigerian Meteorological Agency and Permanent Representative of Nigeria with the World Meteorological Organisation, Prof. Charles Anosike, who is unavoidably absent today due to exigencies of duty.

I feel honoured to deliver this keynote address, on behalf of Prof. Anosike, at the 3rd National Quality Improvement Summit and Awards, of the Quality Improvement Institute of Nigeria (QIIN). My sincere appreciation goes to the Management of the Institute for the invitation and for providing a platform for institutional leaders, quality management professionals, policymakers and other stakeholders to reflect on the role of quality in strengthening organisational performance and advancing national development.

The Nigerian Meteorological Agency is delighted to participate in this year's Summit, with the theme, **"Quality: Powering Performance - Moving Beyond Compliance to Measurable Results,".** The theme speaks directly to one of the most important responsibilities of contemporary institutional leadership - ensuring that quality is not only documented in policies, procedures and certificates, but is consistently reflected in the results delivered by an organisation, the value created and the impact made on the society. Institutional credibility can no longer rest solely on mandates, years of experience or the resources at an organisation's disposal. It must be earned through consistent delivery of reliable services, efficient utilisation of resources, ability to respond to changing circumstances and capacity to continuously improve. Therefore, the central message of this year's Summit, is that **quality must become a way of thinking, a way of working and, ultimately, a way of measuring institutional success.**

Ladies and Gentlemen,

At the Nigerian Meteorological Agency, quality management is not a new concept or a recently embraced administrative requirement. It is an integral part of our institutional responsibility and operational philosophy. NiMet has a long-standing mandate to observe, analyse and provide timely and accurate weather and climate information in support of the safety of lives and property; and the socio-economic development of Nigeria. This responsibility places an exceptionally high premium on quality because the information we provide directly influences decisions in aviation, agriculture, marine and blue economy, disaster risk management, water resources, oil and gas, transportation, insurance and several other critical sectors.

Our journey in the quality certification started back in 2013 when we first achieved the ISO 9001:2008 standard for aeronautical meteorological service provision. This happened due to the clarion call of the International Civil Aviation Organisation (ICAO) Annex 3 – S 2.2.2 and the World Meteorological Organisation (WMO) provision that all National Meteorological and Hydrological Services (NMHSs) adopt a Quality Management System (QMS) as a tool to ensure Aeronautical Meteorology (AEROMET) services conform to and meet international standards and recommended practices (SARPS) – WMO 1100, 2017. The scope of the QMS in NiMet initially covered the provision of Aviation Meteorological Services (AMS) at the four international airports – Lagos, Abuja, Kano, Port Harcourt, and related services at the NiMet headquarters. We subsequently passed a migration audit to ISO

9001:2015 standard in May 2017 becoming the first African state to attain this standard in aeronautical meteorological service delivery.

In July 2026, following a successful audit conducted by Certech Inc., Canada, the Agency secured ISO 9001:2015 certification for aeronautical meteorological services at Yola, Osubi and Owerri airports. This achievement also followed the successful recertification of our services at Murtala Muhammed International Airport, Lagos; Nnamdi Azikiwe International Airport, Abuja; Mallam Aminu Kano International Airport, Kano; Port Harcourt International Airport; and Akanu Ibiam International Airport, Enugu. This brings the number of QMS-certified NiMet stations to eight (8) Airports.

Again, to address professional competence, the WMO requested that our Regional Training College (RTC) located at Oshodi implement the ISO 29990:2010 standard for learning service provision during a state-wide audit of its training components in Nigeria. This standard was successfully implemented at RTC Oshodi in March 2019. Thus, our Regional Training Centre in Oshodi, Lagos, a 69-year-old WMO-accredited facility, stands as the first WMO-accredited training facility in Africa to attain ISO certification, serving personnel across West Africa and the continent. We have just completed an external audit of that Centre on 5th November 2026 on ISO 29990:2010, to ensure the design, development and delivery of learning meets ISO and WMO standards.

Experience has taught us that obtaining an ISO certificate is not the ultimate objective of quality management. Certification is an important independent confirmation that an organisation's processes conform to recognised standards, but the real value lies in sustaining those processes and continually improving the services they support. An organisation must not become satisfied merely because it has passed an audit. Rather, every audit should present an opportunity to identify gaps, address weaknesses, strengthen institutional capacity and raise the standard of performance.

In the course of carrying out our mandate, the consequences of poor-quality information can be significant. An inaccurate forecast, delayed warning, unreliable observation or poorly communicated advisory are not just nonconformities but risks to life, and can affect flight safety, agricultural planning, maritime operations, emergency preparedness and the livelihoods of millions of people. Therefore, quality at NiMet is about ensuring that any information from us is scientifically sound, operationally reliable, timely, accessible and useful to the people and institutions that depend on it. Our quality management journey has been driven by the understanding that institutional excellence must be supported by clearly defined processes, competent personnel, appropriate technology, effective monitoring systems and a sustained commitment to improvement.

Our commitment to quality management framework has helped institutionalise process-based management, standard operating procedures, documentation, risk-based thinking, internal audits, corrective actions and continuous performance evaluation. More importantly, it has encouraged us to move away from approaches that depend excessively on individual effort towards systems that promote consistency, accountability and institutional learning.

Distinguished participants,

One of the most important lessons from our quality management journey is that quality cannot be sustained through procedures and technical systems alone. It requires leadership, commitment, employee ownership and an organisational culture that recognises the relationship between individual performance and institutional outcomes. The improvement must begin with leadership. Leaders must demonstrate the standards they expect from others, provide the resources required to achieve organisational objectives, establish clear responsibilities and create an environment in which employees are encouraged to identify problems and propose solutions.

At NiMet, we recognise that the staff remain our most valuable institutional asset. The quality of our observations, forecasts, climate products, advisories and related service delivery is dependent on the competence, commitment and professionalism of the workforce. Accordingly, the Management of the Agency has continued to prioritise staff training and professional development, improve staff welfare and conditions of service, strengthen ethics and performance management, and encourage innovation and collaboration across the Agency. These initiatives reinforce an important point: quality is not achieved by simply asking employees to work harder. It is achieved by providing them with the right competencies, tools, technology, working environment and institutional support to deliver better results.

Another important aspect of quality is the ability to listen to stakeholders. An organisation cannot accurately determine the quality of its services without understanding the expectations and experiences of those who use them. For this reason, stakeholder engagement, feedback mechanisms, customer satisfaction assessments and periodic reviews must be integral components of every effective quality management system. NiMet has over the years built sustained engagements with stakeholders across all sectors, to assess the effectiveness of our services and identify areas requiring improvement. The lesson is clear, that quality must ultimately be judged not only by what an organisation says it delivers, but by the value and satisfaction experienced by those it serves.

Therefore,

As we reflect on the theme of this Summit, I would like to draw particular attention to an important institutional development at the Nigerian Meteorological Agency - the introduction and launch of our Balanced Scorecard Performance Management System, integrated into the Agency's Strategic Plan 2026–2030.

The Management of NiMet consider this a major step in strengthening the relationship between strategic planning, quality management and measurable institutional performance. While the QMS provides the framework for ensuring that our processes are consistent, efficient and aligned with recognised standards, the Balanced Scorecard provides a structured mechanism for translating our strategic direction into specific objectives, performance indicators, targets, and measurable results.

The Agency's Strategic Plan was built around five strategic pillars which includes Employee Growth and Development; Strategic Partnerships; Technology and Innovation; Quality Service Delivery; and Revenue Diversification. These reflect our understanding that institutional performance is multidimensional and that sustainable excellence cannot be achieved by focusing on financial or operational outcomes in isolation. The Balanced Scorecard therefore provides a stronger basis for monitoring progress, identifying performance gaps, aligning the activities of directorates and departments with corporate objectives, and holding relevant officers accountable for agreed results.

For us at NiMet, the integration of the Balanced Scorecard into our 2026–2030 Strategic Plan represents a deliberate transition from measuring institutional success largely by the activities undertaken to measuring it by the results achieved and the value delivered. We believe this is an important lesson for public institutions across Nigeria. Strategic plans should not become documents that are prepared, approved and subsequently forgotten. They must be living management instruments that guide resource allocation, influence daily decisions, inform performance reviews and provide a basis for assessing institutional progress.

Furthermore, we must recognise that quality improvement is not a destination. It is a continuous journey that requires organisations to anticipate emerging challenges, embrace innovation and adapt their systems to changing expectations. In the case of meteorological services, these expectations are increasingly shaped by climate change, rapid technological advancement, growing demand for high-resolution forecasts and the

need for more effective early warning systems. Our response must therefore be anchored in continuous learning, scientific excellence, institutional agility and strategic investment.

At this point, I wish to emphasise that quality improvement must be viewed as an investment rather than an additional administrative cost. Effective quality management reduces operational inefficiencies, minimises errors, improves resource utilisation, strengthens public confidence, and enhances institutional credibility. For public institutions, these benefits translate into better value for money, improved public service delivery and greater confidence in government institutions.

Distinguished Ladies and Gentlemen,

As we look towards the future, I believe there are several considerations that should guide our collective approach to quality improvement in Nigeria.

1. We must institutionalise a culture of quality that transcends individual leadership tenures and administrative changes. Quality systems must be embedded in organisational structures, operational processes and institutional values so that improvements are sustained over time.
2. We must strengthen the link between quality management and strategic performance. Organisations should establish clear indicators for measuring service quality, operational efficiency, stakeholder satisfaction, employee productivity and institutional impact. What is not measured adequately cannot be managed effectively.
3. We must invest in people and technology. The quality of institutional performance is increasingly determined by the ability to attract, develop and retain competent personnel while deploying appropriate technologies to improve processes and service delivery.
4. We must strengthen stakeholder participation and partnerships. Quality improvement is most effective when institutions understand the needs of their users and work collaboratively with relevant stakeholders to develop solutions.
5. We must promote leadership accountability. Senior management must take ownership of quality and performance outcomes, ensuring that commitments are translated into actions and that results are regularly reviewed and improved.

As we celebrate organisations and individuals making outstanding contributions to quality improvement, we should also remember that awards and recognitions carry an important responsibility. They should encourage us to sustain the standards for which we are recognised, inspire others to embrace excellence and remind us that institutional reputation must be continually reinforced through performance.

Ladies and Gentlemen,

I, therefore, encourage all institutions represented at this Summit to reflect on this fundamental question: **beyond the certificates we obtain, the policies we formulate and the activities we undertake, what measurable difference are we making to the people we serve?**

I wish the Quality Improvement Institute of Nigeria (QIIN) continued success in its efforts to promote quality consciousness, professional excellence and institutional transformation across the country.

Thank you for your attention. God bless the Federal Republic of Nigeria.