

# Management

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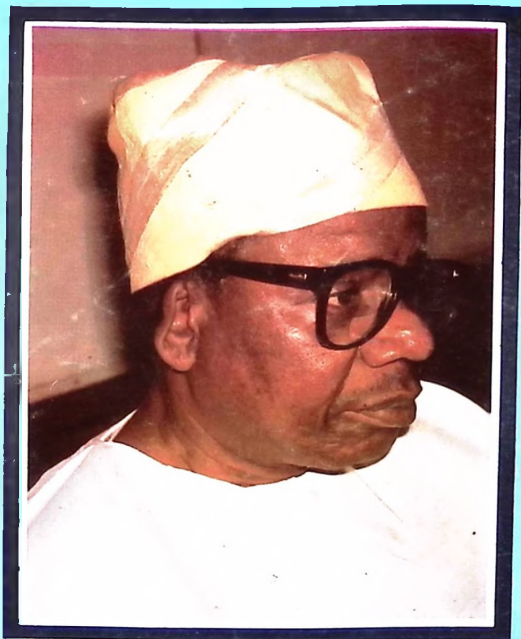
## OYELEYE ASCENDS NIM CHAIR

Implementation of the  
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Guidelines

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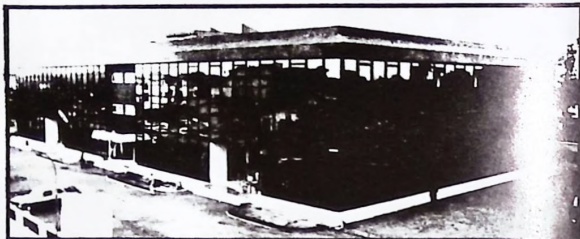
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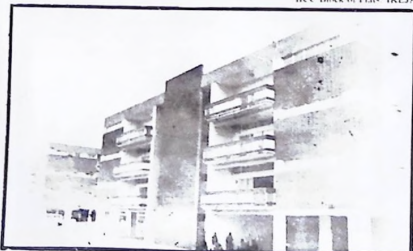
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# MANAGEMENT in Nigeria

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## OYELEYE ASCENDS NIM CHAIR

Oyeleye says "Government is the biggest business in Nigeria and we have not had a long stable government since independence, some 28 years ago. As a result, policies that are being practised have not had enough time to generate effective management. The role of NIM can be to try and influence government policies both at formulation and implementation levels to generate effective management". Page 43.

## THE IMPLEMENTATION OF CIVIL SERVICE REFORM GUIDELINES—by Victor Ayeni.

"By any reckoning the set of changes announced by the Federal Government early 1988, for Nigeria civil service system constitutes a major reform, but there is a pervasive ignorance about the reform. Yet, the reform can meaningfully thrive only in a socio-political culture that is best realised through the commitment, disposition and overall attitude of the military leadership". Page 7.

## NON-GOVERNMENTAL FUNDING SOURCES OF HIGHER EDUCATION: A Pragmatic Approach by O. Akinkunle.

The Pragmatic funding model of higher education the world over, identifies apart from government grants and community assistance, three major sources of revenue for tertiary education. Financial aid, sale of services and business enterprises. Nigeria's case should not be an exemption. Page 15.

## REVIEW OF PRIVATISATION AND COMMERCIALISATION DECREE (NO. 25), 1988, by Charles D. Mekwunye

The effect of the combination of the provisions of section 14 and 12 of the Decree is that the FMG intends with effect from 5th July, 1988, to stop providing subvention to enterprises to be fully commercialised and to reduce subvention to enterprises to be partially commercialised. The FMG does not intend to relinquish ownership of these enterprises. Neither is the Government breaking the monopolies of some of these enterprises such as (NEPA or NITEL or NIPOST) which are still monopolies under existing law. The Government wants these enterprises to operate as purely commercial enterprises, make profit or at least break-even, but they should be less dependent on Government subventions. Page 34.

## WEMABOD ESTATE CLOCKS #500 MILLION IN 25 YEARS

This is 25th Anniversary of what other people had done: What do we do so that in the next 25 years, people will look back and say this is what has been bequeathed unto us?" Page 38.

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## EDITORIAL

# LESSONS FROM PAKISTAN

**A**FTER 11 years of military rule, Pakistan India's immediate neighbour towards the north-west conducted parliamentary elections on November 16, 1988. That election was won by Miss Benazir Bhutto, a daughter of the former Prime Minister Ali Bhutto, who was deposed in a military coup in 1979 by General Zia Ul-Haq. Quickly following was the election of Ghulam Ishaq Khan as the President of Pakistan, the ceremonial head.

This development has several implications for developing countries and particularly Nigeria. The first lesson that we must learn is that political history continues to confirm that the will of the people is always the supreme law and of course, always triumphs irrespective of forces of coercion, force and autocracy. Although Ali Bhutto was deposed by the military junta in Pakistan, blackmailed and eventually executed on a flimsy excuse despite the world's outcry, Pakistanis still extended the love they had for Ali Bhutto to his daughter, Benazir. This is to say that, however good a military regime is, the populace will always prefer a civilian one which is representative, consultative and participatory which are de facto deficiencies in a military arena.

Secondly, we must note the development of a woman becoming a Prime Minister in a predominantly muslim community. Indeed, Pakistan has over 100 million muslims. Perhaps it is a public but political outcry against masculine chauvinism to show that Pakistanis like Nigerians are fed up with their male leaders who have not demonstrated political expertise but keep doing trial by error which has been too expensive for all of us the world over. Coming back to Nigeria, with

the various groupings and re-groupings going on at the moment among our women plus the awareness currently created by MAMSER that Nigerian womanhood is a force to be reckoned with in terms of numerical strength, skill, knowledge and status, perhaps it is a development that we must also watch out for in Nigeria in the Third Republic. After all, the case of Aquino of Philippines, Brandannakes of Ceylon, Margaret Thatcher of U.K. and Mrs Maryam Babangida in her present "Better Life for Rural Women" role are pointers to the trend that we may expect in the Third Republic.

Perhaps that lesson must be brought home a little closer to our female counterparts that Benazir did not merely rely on womanhood plus the sentiments and sympathies usually attached to womanhood. She has trained, worked and researched for her present success. She is an Oxonian (an Oxford graduate). Her mother was too and her father was a Professor at Oxford too. You know what that means in the academic world. In addition, she has been taking active part in politics since she was 22 serving apprenticeship under her father Ali Bhutto, who was loved by Pakistanis. With that, she challenged the operations of General Zia Ul-Haq, a military dictator who died in a plane crash in November, 1987. She even went to prison and exile but persistent in her outcry against military dictatorship until the ban on politics was lifted in December, 1985. Thirdly, she studied the customs of her people and played on the psychology of the people by marrying a Pakistani landowner last year and pronouncing it round the world that the marriage was arranged by the two families. So, her status today is not achieved by

*By Dele Osundahunsi*



chance but by a combination of being born with the political spoon in her mouth; training and purposefulness. So, the prerequisite for reaching such a high political office is not by leaning on religious bigotry, tribalistic jingoisms, sectional sentiments and connectocracy. There are universal attributes that aspirants to such positions must of necessity display to win the hearts of the people, in Pakistan as well as in Nigeria. These are solid welfare programmes.

What about the steadfastness of Mrs Bhutto, Benazir's mother and wife of Late Ali Bhutto and her being undaunted even when her husband and indeed the entire Bhutto family were being persecuted. Her good will and moral support have provided a springboard for Benazir and it may well live and lift her through the years ahead.

On this note, on behalf of the Council of the Nigerian Institute of Management, the Editorial Board of *Management-in-Nigeria*, the Management of the Institute and of course, the editorial staff, I wish our readers goodluck, (as they move to the second phase of the Political Programme) and sterner strength in the battle against the depressing effects of SAP in 1989.

# THE IMPLEMENTATION OF THE CIVIL SERVICE REFORM GUIDELINES

by Victor Ayeni

BY any reckoning, the set of changes announced by the Federal Government early 1988 for Nigeria's civil service system constitutes a major reform.<sup>1</sup> They definitely amount to what Gerald Caiden has characterised as "the artificial inducement of administrative transformation against resistant".<sup>2</sup> A number of implications derive from this

First, a successful reform exercise is a serious business. It requires advocates and reformers to properly understand what is desired, the step-by-step realisation of this and the appropriate strategy to win the cooperation of all possible contending interests. Second, the scope and depth of the change envisaged will essentially determine the outcome of the first issue above. It is pertinent, in this regard, to underscore the significant ramifying implications of a change that is more or less revolutionary or even radical as against one that is just incremental. The third and final observation relates to the need for reformers to adopt a comprehensive implementation strategy in order to ensure that the different segments of the reform target are influenced and made to adjust to the new mood. Even a minor deviation will disequilibrate the new state.

An attempt to review the current civil reform against the foregoing points is a task that a brief article as the present cannot thoroughly and meaningfully accomplish. Besides, a policy analyst must himself pursue a definite objective, and a necessary aspect of this is the relevance of his work to the practical problems of the

day I think it is only apt, in the light of government's commitment and the progress already made with the reform implementation to focus, one's searchlight on the pressing issue of how to successfully realise the ideals and expectations of the initiators. But even with this, the problem of defining a focus is not entirely laid to rest. The scope, magnitude and duration of the reform implementation are considerable and complex.

Two other comments are pertinent in order to put my interest in the reform in proper perspective. These, in fact, follow from some of my earlier observations. While acknowledging the fact that successive governments since the Murtala-Obasanjo regime have tried to curtail the influence of civil servants,<sup>3</sup> nonetheless the 1988 reform guidelines imply a radical transformation of several aspects of the Nigerian civil service system. Hence, the degree of adjustment the reform requires of civil servants cannot be readily realised by the prevailing orientation and logic of the system. This is an extra burden on the implementation process. It leads me to my next point.

The implementation of the 1988 reform guidelines must be addressed from at least five main dimensions:

(i) The political, requiring essentially the support and commitment of civil servants and other key targets. An initial part of this dimension is the controversy over the design and adoption of the reform. With

the exit of the former Head of the Federal Civil Service, it seems, apparently, that the government won this first round.<sup>4</sup> The story cannot be so simple in the subsequent stage particularly in the detailed interpretation and execution. The fact that the first set of Director-Generals are predominantly career civil servants indicates some hope.

(ii) Psychological and mental re-orientation. This relates closely to the above, but its target include potential opponents as well as advocates. The spirit and expectations of the reform must be detailedly understood and spread through and through. This is, to use a now familiar concept to 'mamsrise' the reform.

(iii) The actual implementation of the guidelines.

(iv) Institutionalisation of a reliable system of monitoring and assessment including measures to ensure that appropriate corrections are effected.

(v) The acquisition of the ability to simultaneously address the above four dimensions.

My reading of the progress so far especially the manner of adoption at the state-level simply suggests, a fascination with an implementation approach clearly distinct from what is set out above. Generally, all that I have seen is a particular concern about changes in nomenclature, with less serious regard for the actual substance of administration

and management. Thus, for instance, the salary adjustment that would have helped boost the moral of civil servants in anticipation of the reform's more business-like and productivity-conscious management style has been bungled. Somehow the exercise was turned into a political tool to hurriedly win workers' favour. It consequently lost its meaning, logic and capability to improve workers' lot in the prevailing harsh economic situation. Similarly, there is a pervasive ignorance about the reform in view of the little popularisation given to it.

This is not saying that the government lacks enthusiasm. On the contrary, there is an abundance of this. At the same time, the newness of the reform is no excuse for the current strategy of government. Indeed my contention is that the nature and character of the reform make the government's present strategy irreconcilable with any serious attempt to establish the reform on a firm foundation. I intend to devote the rest of this discussion to how this basic implementation flaw can be urgently rectified. For want of space, I shall assume that the reader is familiar with the main elements of the civil service reform.

The neglect of most of the dimensions we have identified can arise from several sources. But the most plausible of them is the possibility that the reformers lack a comprehensive in-depth appreciation of the reform programme. Side by side with this is a probable pressure to rush through the implementation process. Clearly, this latter is unlikely to exist without the former.

It is difficult to precisely determine how these explain the Nigerian situation. Besides, I want to be careful to avoid questioning the basic rationale of the reform. I think this issue is now ill-opportuned. So, also, is the question of whether one agrees with the ideological setting the reform has been fitted into. Nonetheless, there are evidences suggestive of confusion in the

definition of the problem the reform is meant to respond to.

For instance, it is not clear whether the priority is on the establishment of a civil service suitable for the Third Republic situation or on the contemporary problem of inefficiency and poor performance of the service or simply the curtailment of the wide influence of career civil servants. This confusion is well illustrated by the differences in the works of the Philips Committee and the Political Bureau.<sup>5</sup> Similarly, the very ambitious expectations of the reform does not appear to be fully appreciated. This is one problem the Udoji-based reform of 1975 shares with the current one.<sup>6</sup> But whereas the former tried to touch on every aspect of the public service, the current one appears guilty of attempting to realise too deep and far-reaching transformations.

These issues have implications for the execution process. One clearly has no problem in appreciating how they may have created the neglect and sequence of actions already discussed. I think, therefore, that some conceptual clarity of the overall objective of the reform is imperative. My suggestion is that the reform should be seen essentially as an effort to prepare the civil service for the Third Republic situation. The Third Republic is conceived here as a political economy which necessarily includes the economic liberalisation policies of the present military administration. In short, while not disregarding the need to underscore efficiency and performance, the particular situation and dynamics envisaged in the Third Republic must remain central to the implementation of the reform. This, of course, is dicey for the fact that we are talking about a future situation. But the good thing is the element of caution implied. We are in a position to appreciate the intricate nature of the task ahead. We are also better disposed to discern the weaknesses of the guidelines and even the reports which informed

them. Contrary to the optimism of the Philips Committee, the present reform is unlikely to satisfy all the demands for efficient performance in the 1980's and beyond. Suppose, for instance, socialism is ultimately declared as the official ideology of the Third Republic? I feel a follow-up reform will be necessary soon after the Third Republic is inaugurated.

It is in the face of this reality that we can correctly picture the implications of the depth and nature of changes the reform seeks to bring about. Note, please, that I am not addressing myself as such to the suitability of the reform guidelines to the political economy being put in place for the Third Republic. My concern is more of how to sustain the reform mood for long enough to realise its objectives. For if this is absent, we may suddenly find ourselves as a society lost and stranded in the middle of a great sea of changes. Then, it would be too late to moan the fact that we ever embarked on the reform.

The long and short of my point is the need to anticipate future developments. My earlier remark about the necessity to detailedly monitor the reform is very pertinent here. And I do not think that the Temporary Task Forces/Implementation Committees being established around the country can competently cope with the demand, even though they are by virtue of their direct link with the President or respective state Governors adequate for the specific function of implementation. Something more permanent, heavily research oriented and reasonably detached from the civil service system will be more appropriate for the monitoring exercise. Such bodies may need to be created at both the Federal and State levels.

One other implication of my observation about associating the reform principally with the third republic is the position of the civil service under the present military regime. Little account has been

taken of this regime situation. This, of course, is logical. We cannot prepare the civil service for civil democracy and at the same time expect it to fit into an aberrant regime setting. Certainly, this will defeat any meaningful institutionalisation of the changes being introduced. All these make a lot of sense at the level of theory.

In actual practice, we find ourselves caught in the dilemma of having to implement the reform under military rule. And this is not forgetting the fact that the same military initiated and designed the reform. The dependence on the military is so deep that unless the reform implementation itself is meaningfully successful, the realisation of the Third Republic may be impaired. It seems to me that this problem area has so far been taken for granted. This is unwise. It is compounded by the other areas of neglect highlighted.

The point to begin for solution is a demystification of any erroneous impression that the executive-presidential system, approved for the Third Republic, bear a lot of semblance with militarism. Thereafter, we have to address ourselves to the somewhat contradictory demand of how the present military rulers can create a transitional situation that replicates the Third Republic as closely as possible. This raises the issue of the basic commitment of the rulers to democracy as expressed mainly in their defence of human rights, and self-avowed determination to implement the political transition programme to the letter. This point is underscored by the reform's fascination with western business practices on the one hand and on the other, the free-market orientation of government's economic policies. There are several ways to realising the suggestion being made here.

First, and fortunately, certain useful structures already exist. Notably are MAMSER and the elongated transition agenda under which civil and military politicians will

operate side-by-side for some months. The reform implementation must take maximum advantage of these. But this will essentially depend on one other element. The military leaders must clearly understand the structural and behavioural implications of the reform otherwise, they cannot effectively supervise the transition period. Obviously, I do not rate the regime highly on the understanding it has of the reform. More than this, in several respects, the government has by its own actions severely contradicted its self-proclaimed democratic ideals. For instance, how much is centralisation of power, more and more in the office of the President, reconcilable with local democracy on the one hand and the professionalisation of the service on the other? Even the adoption of the reform has not been spared this influence as all state governments have had to implement the guidelines at about the same time as the federal. Similarly, one may ask is the prevailing high-handedness towards labour clearly compatible with professionalism and productivity?

As explained below, I also believe that the blanket exoneration of some chief executives of the second republic of the disgraceful failings of their administrations is inconsistent with the spirit of public accountability under the reform. Serving chief executives may, as a result, trivialise the heavy public responsibility placed on them in the guidelines. This is bound to be worsened by military politicians' ignorance and consequent disregard of prompt and decisive disciplinary actions against erring subordinate. I won't be surprised if situations like this have already arisen.<sup>7</sup>

I believe I should summarise the two things I am trying to get at here. The reform can meaningfully thrive only in a sociopolitical, culture that is best realised through the commitment, disposition and overall attitude of the military leadership. This is not much of a structural problem even though a lot of inspira-

tion can be got from MAMSER and the monitoring body earlier suggested.

The other thing I wish to bring out is the inter-linkages in how the government implements both the reform and the larger transition programme. This needs elaboration. And in doing this direct reference should be made to our opening observation about the necessity for all relevant sectors to be influenced and made to adjust to the reform situation. Some brief comments about the features of the reform are appropriate at this juncture.

With effect from January 1988, a Permanent Secretary, now Director-General, became an entirely political officer whose tenure is tied to that of the regime which appoints him. He is also no longer the accounting officer as the Minister is now appropriately the Chief Executive of the Ministry with the powers to appoint, discipline and promote. He has therefore taken over a good part of the previous functions of the Civil Service Commission which now serves more as an appellate and supervisory body. A minister has room to appoint one or two special assistants to his office to provide expert advice and enable him cope with the increased responsibilities.

The above re-ordering in the public personnel management system is coupled with a re-definition of the federal character provision. Federal character will now be applicable only at points of entry into the service, namely Grade Levels 07-10. The Civil Service Commission (not ministries) is empowered to handle such recruitments. It is notable that this posture on federal character logically lies up with the following points.

The reform places emphasis on the professionalisation and re-organisation of ministries/departments. Every civil servant is to become an expert in the working of a definite aspect of a ministry and will serve his entire career there. Each ministry has in turn been re-

organised into a maximum of eight definite functional areas. Offices are now to be designated according to their functional areas. Added to this the erstwhile Ministries of Finance and National Planning have been merged into a new Ministry of Finance and Economic Development. The Central Bank has been made autonomous and its Governor will now work directly to the office of the President. Similarly, the former Budget Department of the Ministry of Finance has been transferred to the Office of the President. Finally, on departmental re-organisations, a Permanent Planning Commission called the National Planning Commission has been set-up.

The reformers clearly recognised the accountability implications of the above proposals. Consequently, the office of the Auditor-General has been considerably strengthened. He can directly query a minister on financial matters. This is besides the fact that a minister can at anytime, even after his tenure be called upon to account for his actions. Also to come into existence is an Audit Alarm Committee whereby the Auditor-General can alert the President of any pre-payment audit queries. Similar bodies will be created at the state level.

Surely, the reform's attention on accountability is not only to the financial aspect. Several of the other features mentioned earlier, such as the appointment of ministerial assistants, politicisation of the top hierarchy of the service and professionalisation have relevance to accountability. Moreover, the reform envisages more objective and quantifiable methods of assessing officers' competence and performance vis-a-vis establishments' goals and objectives.

The structure of the reform clearly brings out the element of inter-relationships that have been stressed. The unfortunate thing is that the guidelines do not indicate the sequence of the implementation and consequently the point at which the non-implementation of one

aspect could set back other areas. Nonetheless, I am inclined to interpret this silence to mean that the guidelines expect simultaneously actions on related proposals. To some extent, I think government agrees with this position. This is evident in the fact that the initial actions of government gave official approval to a number of the reform provisions at the same time. One specifically has in mind here the first directive of the Secretary to the Military Government on the reform. But for obscure reasons, this approach has not been pursued to its logical end.

The reform guidelines have a superficial level which can be made applicable by a simple legal instrumentation. A good example of this is the change in nomenclatures. As said, this is the level, the implementation effort has so far been mostly marked, and obviously the interlinkages in the reform cannot be fully established in this way. Several less clearly specified but critically important things need to accompany the actions being currently taken. As a matter of fact, it is in regard to these accompaniments that the reform's link with the transition plan is most evident.

One clear observation about the reform is that it places most emphasis on the top hierarchy of the service. Its reasoning is that the key to satisfactory performance lies there, other levels of officers are simply to follow the lead provided from the top. Successive military regimes in Nigeria have generally approached the issues of administrative improvement from this perspective.<sup>8</sup> But more specifically, it is recognised, as the report of the Constitution Drafting Committee (1976) makes clear, that a desire for strong leadership underlies advocacy for the executive-presidential system that Nigeria will re-adopt in the Third Republic. The civil service reformers believe that the leadership of the service and that at the political level will reinforce each other.

The issue, however, is whether the reform has not over-stretched the logic of organisational leadership especially in regards to the control of street-level activities. As indicated, an over-emphasis on control from the top is not in the spirit of the reform. The reform as rightly noted in the guidelines calls for definite and sincere efforts to decentralise power. I am inclined to think that the guidelines expect us, at this point, to define leadership to cover every supervisory level even though silent on the concrete measures for enhancing their performance.

A follow-up to this problem is that of bringing up strong political leaders, especially at the level of the President and State Governors, to provide overall direction for the service. The reform completely takes this for granted. Yet, the entire reform expectation could easily collapse if responsible and competent political leaders do not manage state affairs.

Given the poverty of leadership in developing countries, such as Nigeria, it is logical that the reform implementation proceeds *pari-pasu* with vigorous effort to cultivate good leaderships. Fortunately, this is an important element of the transition plan. But, as observed, the present military government must correct those numerous aspects of it that contradict this pursuit.

However, attention must similarly be paid to widening avenues by which citizens can more effectively participate in and control government. This is very necessary to check tendencies towards authoritarian rule. Sesslie and Subramanian have in separate studies shown that African authoritarian regimes indicate a close association between presidentialism and one-party systems on the one hand and politicised civil service systems on the other.<sup>9</sup> The Scandinavian administrative experience provides useful lessons here. But the one I find of urgent interest to Nigeria is the liberalisation of public access to official information.

It would be unfair to fail to elabo-

rate on the contingency arrangements provided in the reform in the event of weak political leadership. Incidentally, this dimension is often underplayed by criticisms that the politicisation of the office of Director-General will deprive the service, in the long-run, of the continuity career Permanent Secretaries provided. Of course, this criticism is an exaggeration. The guidelines in this regard are highly commendable, although I must stress that they are no substitute for strong political leadership. A sufficient appreciation of how to implement these guidelines is paramount. I will make two illustrations here.

The provision for ministerial assistants implies a recognition of expertise and the availability of a pool of experts and competent people. Whereas Nigeria is evidently endowed with the latter, it is doubtful, given the experience of the Second Republic, whether the former exists in appreciable degree. This flaw must be addressed squarely if the reform is not to lead to a situation in which appointment to ministerial assistantship is done in exchange for political favour.

Professionalisation and the accompanying re-organisation also have far wider implications than what is expressly provided in the reform guidelines. First is the issue of the concrete meaning of a professionalised civil service. This is all the more important if one appreciates that the reform's proposal on professionalisation affects the erstwhile executive and administrative classes more than any other group. It is noteworthy that the Udoji Commission's attempt along similar lines failed essentially because of the Commission's inability to provide a precise definition of what it intended. What the 1988 reform has done, even though superior to Udoji's and easier to implement, cannot ultimately establish a truly professionalised civil service. A real professional is easily distinguished by his high social status, considerable skill, knowledge and intellectual outlook. He derives his right to practice from

the fact that he possesses an appropriate formal qualification and subscribed to a professional code of ethics.

The reform assumes that merely restricting the career of a civil servant to a functional area within a definite ministry will put an end to the philosophy of amateur-generalism. This is simplistic. The reform proposal can only make sense if ministries themselves have clearly defined functions and hence do not duplicate one another's activities as is presently the case. Otherwise, I do not think the reform would have succeeded to professionalise the service beyond what currently exists.

In short, I think the re-organisation of departments and ministries should be re-defined to mean the restructuring of government works along identifiable programmes.<sup>10</sup> Admittedly, this is a more difficult thing to do. But it can be founded on convincing scientific considerations. I find somewhat arbitrary, for example, the reform proposal that each ministry maintains a maximum of eight departments. The difficulty in re-organising the Federal Ministry of External Affairs which used to have over twenty departments well illustrates this point. A programme-based structure will minimise this kind of problem. Similarly, it is only by this that the reform's desire to ensure objective and quantifiable assessment of performance can be meaningfully realised.

There are yet other considerations in the professionalisation of the service. These include: a prior auditing of civil service management; existence of a virile management unit; institutionalisation of professional codes of ethics, establishment of relevant professional bodies to enforce these codes; a re-orientation of the intellectual character of the service including the design of more appropriate management education and training curricular and methods; overhauling the existing Civil Service Rules (General Order); adoption, of more modern and suitable management

styles and techniques; and provision of more attractive conditions of work. Government has already made attempts to respond to some of these.

For instance, the Code of Conduct Provision in the 1979 constitution has been enlivened with the recent inauguration of a Code of Conduct Bureau and its Tribunal. My problem, however, is that this code is directed at those in public service in general and hence does not seem adequate for specific professional assignments. The code of conduct idea should be seen as complementary to the above suggestion.

The same feeling of inadequacy, but with disappointment added to it, pervade the attempt made to improve the salary conditions of officers. We briefly touched on this earlier. Government should urgently establish a committee to re-examine the whole salary adjustment exercise. Hopefully, this will undertake the necessary analyses lacking in the present proposal. Furthermore, there is need to avert the resurgence of rigidity and unification imminent with the implementation of the proposal. Every post-Udoji administrative change, including the 1988 reform, has been directed at correcting the situation in which all of the public service was unified under a single civil service inspired system.

In regard to the other considerations, the reform guidelines are more or less silent. Perhaps, the reformers simply thought they could not adequately deal with the extensive nature of the problems raised. All the same, it is queer the way the reformers assumed that civil servants could smoothly shift from their previous role to the new one. Related to this, the reform has left unaddressed the issue of whether or not the current composition of the service is adequate and suitable for the new dispensation. Nothing expresses this better than the trivial attention paid to the backward state of management service functions.

throughout the country. The decisions to transfer the management services unit to the Civil Service Commission certainly does not contradict this point.

By the logic of the reform, not only should this unit be re-activated, a thorough management audit of the civil service needs to be carried out urgently. The latter is to determine the actual staffing situation of the service and work this to fit the new situation. These details will serve as yardstick for measuring the future growth of the civil service.

Education and training will naturally accompany all the above. But, again, these cannot be done and provided as before. New philosophy, strategy and operational modes are required. The Implementation Task Forces will have to work these out in collaboration with training institutions and professional organisations. Other relevant intellectual matters including the overhaul of the civil service rules and institutionalisation of new management styles and techniques can also be dealt with in this forum. But I must stress that these are huge and difficult tasks. Yet, training and education issues cannot wait until all the necessary infrastructures are worked out. At least, some orientation/induction programmes are imperative for several categories of officials including ministers and director-generals who need to significantly appreciate the essential collaborative nature of their responsibilities.

All things considered, there is a lot to be said about the 1988 Civil Service Reform. It seems adequate in several respects in tackling many of the problems that have plagued the Nigeria civil service institution. Professionalisation, for instance, raises some hope on the age-long. Professionalisation, for instance, raises some hope on the age-long conflict between generalist-administrators and specialist-professionals; the problem of bureaucratism and uninspiring administrative work; intersectoral mobility of personnels; the issue of how to balance merit with

representation; and the future of the civil service system in general. The autonomy now granted the Central Bank as well as the establishment of a Permanent National Planning Commission are also highly commendable, especially for their monetary and fiscal advantages.

However, this optimism must be set against the enormous challenges of implementation. It is largely on the implementation process that the ultimate success of the reform lies. Of course, the essential logic and rationale of the reform, are also an important determinants of success. Even then, there is some consolation in the findings of a recent discussion of some closely related issues. In this Olowu generally agrees to the fact that the reform is a remarkable response to government economic liberalisation policies "Whichever way one looks at the challenge of implementation, it is apt to conclude on the note that a reform such as discussed needs some time to mature. Prof. Philips, one of the architects of the reform, thinks this will take about two budget cycles."<sup>2</sup>

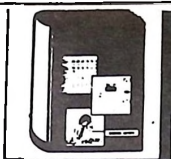
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3. See the summary of these in V. Ayeni "The Civil Service and the Policy Process" in A. O. Sanda, et. al. (eds) *The Impact of Military Rule of Nigeria's Administration*, Ile-Ife, Faculty of Administration, University of Ife, 1987, pp. 87 — 120.
4. See, for examples, *Newswatch*

(Lagos), 25th January, 1988, and 25th April, 1988.

5. The Philips Committee was established to review the Nigerian Civil Service system while the Political Bureau put together a transition programme for Nigeria's return to civil rule in 1992. See, respectively, Federal Republic of Nigeria, *The Nigerian Civil Service in the Mid-80's and Beyond*, Lagos, Mimeo, n.d., and Federal Republic of Nigeria, *Government's Views on a and Comments on the Findings and Recommendations of the Political Bureau*, Lagos, Federal Government Printer, 1987.
6. See Federal Republic of Nigeria, *Public Service Review Commission —Main Report*, Lagos, Federal Ministry of Information, 1974. Also, L. Adamolekun, "Reforming the Nigerian Public Service —The Udoji Commission and its Aftermath" *NASMET Journal of Management Education and Training* 2, 1, 1985.
7. See, for example, *Newswatch* (Lagos) 25th April, 1988, p. 15
8. See V. Ayeni, *op.cit.* This attribute is a derivation of their military background and the consequent penchant to control. Indeed it is not peculiar to Nigeria's military rulers. See E. Nordlinger, *Soldiers in Politics*, New Jersey, Prentice —Hall, Inc. 1977.
9. Viz: B. Selassie, *The Executive in African Government*, London, Heinemann, 1974; and V. Subramaniam, "Politicised Administration in Africa and Elsewhere" *International Review of Administrative Sciences*, 4, 1977.
10. For elaboration see, T. A. Akinyele, "P.P.B.S. in Former Western Nigeria —History Progress and Problems" in M. J. Balogun (ed.) *Managerial Efficiency in The Public Sector*.

(Continued on page 37)



# BOOKSELLER

## REVIEWS

## BRITISH COUNCIL LIBRARY RE-OPENS

### ENGINEERING FOCUS LAUNCHED

A new magazine of the Nigerian Society of Engineers "Engineering Focus" was launched at the National Engineering Centre in Lagos on Tuesday, 25th October, 1988, by Engr. Obembe, President of NSE from 1970 — 71, and the 1st indigenous consultant in Civil Engineering in Nigeria. He is also a past President of the Association of Consulting Engineers of Nigeria.

Speaking on the occasion, Engineer Ife Akintunde, President of

NSE noted that the idea to public the magazine was mooted in 1983 by NSE Council, when it became apparent that the NSE needs to relate to industry and commerce on a day-to-day-basis. The journal is, therefore, conceived as a communication link between NSE and the rest of the engineering family.

NSE also publishes "The Nigerian Engineer as an academic/professional journal".

### ADADEVOH POSTULATES ON STEWARDSHIP

Prof. Adadevoh, a member of Council of NIM and the Chairman of the Education, Training and Programme Committee of NIM as Guest Speaker at the launching of Mahmud Waziri's *Stewardship — My Vision for Nigeria* on Saturday, the 29th of October, 1988, at the Nigerian Institute of International Affairs, seized the opportunity to call on

leaders of the nation to be receptive to ideas from all angles.

He deliberated on stewardship as a theme concept noting that inherent in the definition and practice of stewardship is that the steward is a manager; and that stewardship can encompass arrogance, the limit lies in the satisfaction of the steward's master.

Alhaji Mahmud Waziri was a senator in the Second Republic.

### USIS DONATES TO NIM LIBRARY

The United States Information Service has donated some books on various areas of management for use in the NIM library.

The presentation ceremony was performed in the office of the Director-General of the Institute Prof. J. O. Ogunlade.

Making the presentation, 'the new cultural attache for USIS Mr. N. Robertson expressed his hope that the books will satisfy the whims of the many users of the NIM library.

The books which cover broad areas like Law, Business Management, Philosophy, Administration et cetera, promise to be invaluable aid to NIM and other users of the library.

Receiving the books, the NIM's Director-General thanked the USIS for their kind gesture and assured them of continued cooperation.

Mr. Nick Robertson the Cultural Attache for USIS and Mr. Ebner were conducted round the NIM library by Mrs P. E. Anabor the Manager, Membership Services Department and the Institute's Librarian.

(See picture on page 14)

**Donate Books and other teaching materials to NIM. You will be glad you did.**

The lending library of the British Council, Kingsway Road, Ikoyi, Lagos, has re-opened.

The library would open between 10.00 a.m. and 6.00 p.m. on weekdays, and from 9.30 a.m to 12.30 p.m. on Saturdays. Membership will be open to adults with an annual subscription fee of N50.00. An additional charge would, however, be made for the use of its video library.

The library would offer a collection of books in medicine, science and technology, agriculture, accountancy and other professional disciplines. It would also stock periodicals and journals.

Meanwhile, the library has announced the availability of the following video cassettes in management.

1. The Answer is online
2. You will soon get the gang of it.
3. Change from No to Yes.
4. Change Pt 2 the Shape of things to come.
5. When I am calling you.
6. The Balance sheet barrier.
7. Change Pt 1 Change for the better.
8. Shall we start again.
9. Something old something new.
10. Listen.
11. The journey to Excellence, The Mike Robinson approach to Quality.
12. Call yourself a manager —supervision.
13. Call yourself a manager —managing staff.
14. Call yourself a manager —meetings.
15. Call yourself a manager —Leadership.
16. Call yourself a manager —Selection/Interviewing.
17. Call yourself a manager —Interpersonal Relations at Work.

(Continued on page 42)

# PHOTORAMA



Nick Robertson of the USIS makes the book presentation to the NIM Director-General Prof. J. O. Ogunlade, while Dous Ebner and Dele Osundahunsi look on with admiration.



Lagos Branch Secretary, Mr. Egoh, welcomes the Chairman of Council, Engr. Teju Oyeleye, to Lagos Branch Business Luncheon at Sheraton Hotel, on Tuesday, 6th December, 1988, while the Branch President, Mr. Bayo Adenubi and Mr. Bayo Fowodu, Asst. Secretary-General smile to welcome the President.

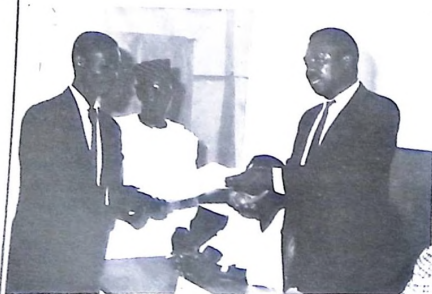
## 1988 YOUNG MANAGERS' COMPETITION IN PICTURES



The winner of Lagos Zone Young Managers' Competition, Mr. Nwaroh, receives his prize from Mr. M. O. Okereke, the PR Adviser of U.A.C. Sitting are Mr. Anabor, Director - CBN and Mr. Jolaoso (NIM).



NIM's Director of Membership Service, Mr. Jolaoso, gives vote of thanks during the 1988 Young Managers' Competition, while Dr. Nnanna, Dr. Nwaicho, Mr. Arogumata and Mr. Osundahunsi look on.



Western Zone winner of the 1988 Young Managers' Competition, T. A. Azeez, collect his prize from Dr. Nnanna of Central Bank, while the National Co-ordinator of the Competition Mr. Osundahunsi look on. Mr. Jolaoso is in the background.



Welcome to Didiari Barracks is what the Chief of General Staff, Vice Admiral Aikhonu, seems to be saying in this pic to NIM's Chairman of Council Engr. Oyeleye, during a courtesy call on the former.

# NON GOVERNMENTAL FUNDING SOURCES OF HIGHER EDUCATION: A Pragmatic Approach

BY O. AKINKUNLE

## INTRODUCTION

UNTIL early 1980s when global economic recession started to have a significant in-road into the nation's resources, higher education in Nigeria did not consider seriously the issue of raising funds outside government sources.

However, in 1984, the then military administration called on tertiary institutions in the country to engage in revenue generating projects with a view to supplementing government subventions.

Many reasons were advanced for such a clarion call. One of such reasons was due to the huge foreign and domestic debts which the military junta inherited from the ousted civilian administration in December, 1983. Another reason had to do with the declining revenue from oil and non-oil sectors. The problem of debt situation was so acute to the extent that Government earmarked well over 40 per cent of the 1984 budget for debt servicing. For these among other reasons Government thought it politically expedient to rationalise higher education and it accordingly phased out four of the twenty federal universities. But that decision was rather short-lived as Government demerged the four universities in the 1988 fiscal year.<sup>1</sup> The Federal Government also called on the state and local governments to overhaul their revenue collecting machinery with a view to generating a substantial part of their fund requirements through internal sources.

On its part, the Federal Military Government set up a panel which was headed by Professor Babs Fafunwa on funding of education in Nigeria. Although that body had

since submitted its findings, government has not issued its view on the Fafunwa Report. Nonetheless, a number of post-secondary institutions (particularly universities and polytechnics) have embarked upon revenue yielding projects. *There is, however, no adequate record to ascertain the number of tertiary institutions which have revenue yielding schemes, and information on the nature of projects being pursued is either fragmentary or is non-existent.* Reinforcing the dearth of information in this regard, Akangbou, in his Faculty Lecture titled "Funding Nigerian Universities", aptly observed that "although not much information is available on how much has been earned from these projects, it is difficult to imagine that this source of income can account for a substantial amount of university finance".<sup>2</sup>

The purpose of this undertaking, therefore, is to espouse the various techniques which tertiary institutions employ in raising and managing internally generated revenue. The next few paragraphs will accordingly examine a funding paradigm postulated by the writer. This model will then be extended to examining the numerous techniques for raising money for higher education. Section three highlights the management strategy, while section four presents a summary of this inquiry.

## TECHNIQUES FOR RAISING FUNDS

### Fund Raising Paradigm

Akinkunle proposed a funding model for higher education in 1986, where he claimed that an effective educational funding is a function of government, community, and educational institutions' efforts.<sup>3</sup> In that schematic framework, Akinkunle

delineated the role of government in educational financing, and that of the general public in relation to the role of higher education.

The role of government in funding education has probably been taken for granted and, accordingly, not sufficiently appreciated in the country. Many citizens feel strongly that Government should provide education free of charge at all levels, while quite a handful believe that the benefits derivable from educational endeavour go beyond the society at large, adding that there are private benefits accruing to individuals as well. Those who share the latter view believe that both the government and the citizenry should share the cost of education. This writer holds the view that the benefits of education are both private and public, and suggested a tripartite arrangement for funding it.

Government's share of education naira should come in the form of grants from local, state and federal governments. The second aspect of government funding is in the form of financial aid from educational agencies, such as scholarship boards, loans boards, science and technology fund, research institutes, et cetera. *Government may find it socially desirable to set up a council for financial aid to education or organise a national education foundation to which business enterprises, employees and public at large will contribute as highlighted hereunder.*

The role of community in funding education, as shown in figure 1, is two-fold. The first is in the form of tuition charges which educational institutions levy. At present, the Federal Government maintains free

tuition policy in all its tertiary institutions, *but states charge varying fees in their own institutions.* Ordinarily tuition and other charges are borne by parents, guardians and/or their wards. Such fees which are often discriminatory vary from one state to the other, depending on the programme of study being run. The second aspect of public effort in funding higher education is financial gifts. Financial gifts to higher education come from individual donors, social and philanthropic organisations and business enterprises.

Financial aid from this category of donors has admittedly been infinitely small. Hence the incessant demand for government intervention by enacting a law which will make it mandatory for business organisations and individuals to contribute to higher education finance. For instance, the former Vice Chancellor of the University of Lagos in his convocation address on Thursday, 14th January, 1988, unequivocally called on the Federal Government to enact a law which will make it mandatory for firms in the private sector to contribute a percentage of their yearly income to the funding of tertiary institutions.

The third aspect of the model deals with institution's internally generated revenue. The author identified three main sub-divisions, namely: financial aid, sale of services and business enterprises. Figure 1 illustrates this segment adequately. However, because of space constraint, only the strategies utilised by post-secondary institutions in raising and managing internally generated funds will be examined in this article.

#### Fund Raising Strategy

Writers agree on a number of ways higher education can generate funds. Professor William Pickett of San Diego University who visited Nigeria in 1985, at the invitation of the United States Information Services and the NUC (National Universities Commission) highlighted a number of revenue generating endeavours which post secondary schools could embark upon. He

said that tertiary institutions in Nigeria could raise money from their research, buildings and former students. He, therefore, urged higher education in our society to consider fund-raising as a continuous process which could even be done on daily basis. Pickett identified four strategies which could be employed by post-secondary institutions to raise money. These are —government, tuition, gift income and auxiliary enterprises.<sup>5</sup>

The conceptual framework depicted in Figure 1 is not substantially different from the classification suggested by Pickett. In that model, Akinkunle identified three broad ways colleges can raise funds —government, community, and educational institutions' efforts. According to the pragmatic funding model, higher education can raise money in three major ways in addition to government grants and community assistance. These sources of revenue are enumerated as follows:

- (a) financial aid;
- (b) sale of services; and
- (c) business enterprises.

#### Financial Aid

This can be sub-divided into three distinct areas:

- (a) endowment fund and gifts;
- (b) development appeal fund; and
- (c) alumni fund.

#### (a) Endowment Fund

Endowment scheme is a sort of fund to which donors contribute for purposes of reinvestment. In other words, it is money that has been given to the college to be held in perpetuity. The principal may not be spent, but the income may be disbursed on operational projects. Endowment as a source of funding is not a new phenomenon. It was used extensively by Harvard, Yale, Cornell, and Columbia among others before the advent of World War 1.

In Nigeria, the practice is common among universities; but polytechnics and colleges of education are yet to take full advantage of this source of funding. However, the

Polytechnic, Ibadan, launched this scheme in 1983, and by 12th March, 1988, the project was reactivated during which time over N1.5 million was realised.

#### (b) Development Appeal Fund

This is very similar to the endowment scheme; yet it is different in the sense that most institutions which embark on it have specific purposes in mind. Such specific projects include building an auditorium or residential hall, construction of water dam, and procurement of computer hardware, etc.

The practice of embarking on development appeal fund scheme in Nigeria transcends educational institutions. In the last few years, a number of state governments and non-governmental agencies have relied on this method in funding a wide spectrum of projects including —sports, airport construction, industrial establishments and education. Whilst this method of raising money for specific projects has proved successful in this society, it is imperative for government to regulate its use in order to prevent abuse and eliminate possibility of fraud.<sup>6</sup>

#### (c) Alumni Fund

This method of raising money was suggested in 1870 by Professor William Graham Sumner, a famous Yale sociologist and economist. who pointed out that alumni would:

*...give according to their ability in order that the college might hold the same relative position to future generations which it held to their own. The sense of gratitude, the sense of responsibility, and light and interest in the cost of education, which are felt by these men (and women), constitute a source which has never yet been used but which would yield richly.<sup>7</sup>*

Late in the nineteenth century, a Yale Alumni Fund was established. Other institutions followed the Yale example. Thus, soliciting alumni support for the Harvard University Scheme, Professor Charles W. Eliot once said:

*It is, of course, largely by the extent of the support accorded to*

a college by its own graduates the world judges of the right of that college to seek co-operation from others in planning the future. An institution that cannot rally to its finance the assistance of the men (and women) who have taken its degree and whose diploma is their passport to the world is in a poor position to ask assistance from others. It is not merely what the alumni give, it is the fact that they do give that is of supreme importance.<sup>9</sup>

A number of tertiary institutions in developing societies do not keep an up-to-date record of their graduates. But in the face of acute financial problem which confronts higher education in Nigeria, it is not only adequate to keep records of graduates, it is imperative to update their addresses and maintain regular contact with them. For this group of men and women constitutes a good source of financial support for higher education if their efforts are well co-ordinated and articulated.

**Sale of Services:** Sale of services can be broken into sub-divisions: sale of admission form and general services, rental of physical facilities, and consultancy services.

**(a) Sale of General Services**

Amongst the services that higher education offers for sale are admission forms, instruction, academic records, academic robes, and examination. These services can yield a substantial revenue to colleges if properly harnessed.

**(b) Rental of Physical Facilities**

Many institutions have facilities which can yield money if they are hired out to individuals and organisations. Halls and classrooms could be hired out for conferences, examinations, wedding receptions, etc. According to Akangbou, rent on university property accounted for 0.7 per cent of the total recurrent expenditure of Nigerian Federal Universities between 1980/81 and 1984/85 academic sessions. In concrete terms, this amounted to N2,295,000 and N3,241,000 in the two sessions respectively.<sup>9</sup>

**(c) Consultancy Services**

A number of tertiary institutions, especially universities, engage in consultancy services. The most common among the services being provided are —business, engineering and education. In the case of business, staff recruitment and feasibility studies writing are paramount. As for engineering services, government at all levels may find it convenient to patronise higher education offering such services before considering external engineering firms. By providing such services, it is possible for the society to save a substantial sum in foreign exchange earning which ordinarily could have been siphoned out of the country as fees to foreign engineering and other consulting firms.

**Business Enterprises**

The first two approaches —financial aid and sale of services —constitute a direct way of raising money, business enterprise is an indirect way of generating funds for higher education. The funds realised under the first two methods may be invested in business ventures to yield additional revenues as shown in figure 2. This process will ensure effective administration of internally generated revenue of higher education.

There are five major business enterprises in which post secondary institutions can invest their productive funds. These are —agriculture, manufacturing, commercial, construction and portfolio management.

**Agriculture**

Although some post-secondary

institutions —such as Obafemi Awolowo University, the University of Ibadan and St. Andrew's College of Education at Oyo— are known to have established agricultural projects. All tertiary institutions should, as a matter of conscious and deliberate policy, be encouraged to embark on this venture. Colleges could and as a matter of fact, should play a significant role both in research work and practical agriculture in order to feed the growing population and to reduce the nation's dependence on imported foods from abroad.

**Manufacturing**

Post-secondary institutions may also consider setting up simple food processing plants where African staple foods can be processed for local consumption as well as for export. This approach is necessary in order to minimise the problems arising from inadequate storage facilities in most developing nations. Production of instructional materials and other educational consumables such as chalk, teaching-learning aids, etc., are viable areas of investment. Plans are afoot at The Polytechnic, Ibadan, to establish an industrial park where small scale tools and equipment can be fabricated in a way akin to the Faculty of Technology of the University of Ibadan.

**Commercial Ventures**

Higher education may embark on a wide range of enterprises, including real estate, market stalls and shopping complexes, petrol station, retail and distributive trade. Other

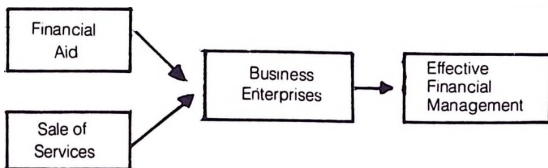


Figure 2: Effective Management of Internal Revenue Sources

viable projects which may be considered are: bakery, hotel and catering services, book shop, printing and transport services, etc. Besides these enterprises providing revenues for higher education, they can serve as training workshops for Students on Industrial Work Experience Scheme (SIWES).

Post-secondary institutions may also embark on other creative commercial ventures as a source of revenue. Commercial banks can be set up either by selected institutions or jointly by a group of post-secondary schools. In the alternative, the enabling laws of NUC and NBTE can be amended thereby empowering the NUC to set up a 'Varsity Bank' while the NBTE (National Board for Technical Education) may organize a 'Poly Bank' for technologically oriented institutions. Individual colleges may be encouraged to buy shares in such establishments. This practice will obviously sharpen business management skills of tertiary institutions in addition to raising money for them.

Furthermore, funds can be raised through lottery and raffle draws instead of going cap in hand and asking for financial hand-out from members of the public at regular intervals as is presently done. This method, aside from serving as a source of revenue to higher education, is a reliable way of redistributing the nation's wealth. The technique described here has proved to be an effective machinery hence it is adoption by governmental agency like the National Sports Council. Social philanthropic and religious bodies have successfully raised money through this medium in the past.

#### **Construction Works**

Institutions with engineering and/or environmental facilities may go into construction works. Such establishments may tender for construction jobs on their respective campuses as well as compete for construction projects in the society. In addition, such an organisation, aside from being revenue yielding, would provide excellent training

grounds for students.

Professor Sam Aluko supported this view when he said recently that "There is no reason why the universities cannot take road construction contracts or agricultural development contracts and perform the works of the many 'task forces' which they are able to perform as students and as staff, who are currently charged with these responsibilities".

Professor Aluko pointed out that apart from the gains which universities would derive from such participation, the country and the society at large would benefit immensely from the joint understanding and co-operation. Professor Aluko made this assertion when he was delivering a paper at a seminar of the Committee of Vice Chancellors of Nigerian Universities. He said that the universities should see themselves as leaders of thought and partners in progress by being actively involved in the execution of the mass transit system and the rural development programmes of the government.<sup>10</sup>

#### **Portfolio Management**

Investible funds of higher education could be put in government securities, bonds, debentures and stocks. Such a practice, although new in the developing societies, is not particularly strange to colleges in the developed economies. Some institutions in the United States, for example, put all their productive funds in government and corporate securities.

Harris reported that in 1938, Yale University introduced a formula which was labelled the "Thermostatic Theory of Investment." Under the Yale formula, the normal investment mixture was put at 30 per cent in stocks and 70 per cent in bonds. Harris further stated that Northwestern University adopted yet another formula in early 1950s whereby one third of its funds was invested in ordinary shares, one third in corporate bonds and one third in real estate.<sup>11</sup> This arrangement clearly poses a challenge to higher education in the developing

societies. In Nigeria for example, the Ondo State Polytechnic at Owo had well over ₦1 million locked up in portfolio management by 1986.

The Nigerian Federal Military Government provided the needed impetus for higher education in this area when it proposed in the 1986 fiscal year to divest its holdings in commercially-oriented firms and quasi-government enterprises. The universities and other forms of higher education are among other establishments which are slated to buy government interest in these agencies. One can only hope that colleges would be allotted a substantial proportion of government shares in its privatisation policy, so that higher institutions in the country can contribute meaningfully towards their own financial self-sufficiency.

#### **MANAGEMENT STRATEGY**

##### **Administration of Productive Funds**

Productive funds of tertiary institutions can be effectively managed in a number of ways. A college may appoint an officer to run its revenue yielding enterprises under the auspices of the governing council. Or, a college may set up a trust with a view to managing its ventures. Thirdly, the institution may incorporate a limited liability firm to administer its internal resources.

The Polytechnic, Ibadan, in the 1986/87 session set up Polyconsult—a consultancy-based enterprises. Poly-consult is being run by a director who is himself under a management board which reports to the governing council through the Rector, its chairman. In addition to rendering consultancy services, this establishment supervises the various revenue yielding projects of the institution, including a poultry, a petrol station and a shuttle bus service.

The University of Ibadan set up a number of revenue yielding establishments under the umbrella of CEREMAC (Centre for Resource Management and Consultancy) which was designed to ensure effective and efficient use of resource and thereby generate additional funds for the institution. Some of the

profit-centres under CEREMAC are guest houses, internal transport service, zoological garden, bookshop, petrol station and agricultural enterprises.

The University of Port Harcourt set up a limited liability firm —Uniport Investments Limited— a few years ago to administer its revenue yielding projects. The operational arms of Uniport are —the estate divisions, guest house and catering services, a bookshop division, a farm division, engineering and business consultancy services and a division for distributive and retail trade. The Ogun State University established a development foundation which is charged with the responsibility for organising and co-ordinating activities connected with soliciting and obtaining private and public donations to the institution.

Institutions of higher learning in other parts of the world employ similar techniques in the management of their internally generated funds. Harris reported that he surveyed the management strategy of some 200 colleges in the United States in 1958 — 59 session. He found that 68 relied on outside investment counsel, 64 on a committee of governing board, 49 on a trust company, and 19 on their own institutional investment staff. Harris stressed that the trend was towards expert advice; and said that the least satisfactory results seemed to occur when a committee of the governing board was in full charge of internally generated revenue projects of tertiary institutions. Harris suggested that a central organisation should be created to handle the investment projects of post-secondary institutions.<sup>12</sup>

From the foregoing discussion, it is clear that tertiary institutions do not only need to raise funds, they must manage the resources prudently in order not to over-burden the authorities which established them. As Harris had earlier suggested, more and more institutions in Nigeria are setting up a central organisation to manage their internally generated revenue. The main disadvan-

tage of this arrangement is that educational institutions will be competing with members of the public for the establishment of private firms.

However, the advantages of establishing limited liability enterprises by higher education are numerous. They are

- (a) Administrative.
- (b) Legal.
- (c) Financial.
- (d) Economic.

Administratively, it is convenient for a college to set up a central organisation to run its various revenue yielding projects in order to minimize the conflict of interest which usually arises between academic and business management objectives of higher education.

In the legal sphere, the establishment of a limited liability venture will give such an organisation its own legal 'life' and its activities can be separated from those of the institution. Besides, most tertiary institutions have legal provisions which make it easy for them to establish 'trust' or to employ and act through 'agents'.

A limited liability firm can borrow money without recourse to the management of the institution, thereby giving higher education administration sufficient time to devote to college matters while the management of their subsidiary organisations is entrusted to professional entrepreneurs.

Establishment of profit-oriented centres will not only raise revenue for post-secondary institutions, the public will hold higher education in high esteem for contributing to the overall economic development of the nation. It is therefore incumbent on higher education administrators to augment their institutions' income by establishing private firms. **Disbursing Accrued Income**

It is when sufficient revenue is realised from business enterprises and other sources that higher education can sponsor its own non-revenue yielding projects, such as research, instruction and administration. In the area of research, both pure and applied research works could be pursued.

Applying a rule of thumb, Akinkunle suggested in 1985 that not less than one third of the funds generated through internal sources should be committed to research efforts. He said that this is necessary in order for the country to be technologically self-reliant.

In the area of instructional services, he suggested that procurement of instructional aids, library books and materials should be emphasized. The third aspect involves staff development, scholarship awards to students and administrative overheads which, according to him, should be assigned a half of disposable locally generated revenue.<sup>13</sup>

#### ENDNOTES

1. By independence in October, 1960, there were only two universities and a handful of Polytechnics/Colleges of Technology in the country. In just two and a half decades after independence, the number of post-secondary institutions has increased manifold. Today, there are 20 Federal and 8 State Universities. The number of Polytechnics rose to 29 and colleges of education jumped significantly. The last two categories are non-degree awarding higher education.
2. S. D. Akangbou, "Funding Nigerian Universities", *Faculty Lecture Series No. 2*, (Ibadan, Nigeria: University of Ibadan, 20th February, 1986), p. 15.
3. O. A. Akinkunle, "Funding The Polytechnic, Ibadan: The way out of the woods," (A memorandum submitted to the *Government Visitation Panel to the Polytechnic, Ibadan*, on 24th February, 1986), 10 pp. mimeographed.
4. "Daily Times", January 16, 1988, p. 2.
5. How varsities can raise Funds, *The Guardian* June 6, 1985, p. 3.
6. Following the clarion call by the Federal Military Government for states to seek

alternative sources of funding, a number of state governments have launched various fund raising programmes. For example, Lagos State set up a ₦150 million educational development fund in 1984. Oyo State in July, 1985, launched a ₦30 million development fund. Kano State launched a ₦150 million Kano State Foundation in March, 1986. Niger State set up a Sport Foundation while Imo State in June, 1986 set up a ₦50 million airport appeal fund scheme, etc. Churches and mosques as well as educational and social institutions find it convenient to appeal to public for funds.

7. S. E. Harris, *Higher Education: Sources and Finance* (New York, N.Y.: McGraw-Hill Book Co., Inc. 1962), p. 469.
8. *Ibid.*, p. 470
9. S. D. Akangbou, *Op. cit.*, p. 9.
10. Samuel Aluko, "Generating and mobilising funds for

Science and Technological Education" (A paper delivered at the Eleventh Yearly Seminar of the Committee of Vice Chancellors of Nigerian Universities on 11th March, 1988, at Akure. See also Remi Olayiwola "Aluko on how varsities can generate funds", "Daily Times" (Saturday 12th, March 1988, p. 13).

11. S. E. Harris, *op. cit.*, pp. 437 - 8.
12. *Ibid.*, p. 440.
13. O. A. Akinkunle, "Funding Higher Education in Nigeria: (Governing Board of the Polytechnic, Ibadan, Paper 1006, January, 1985), 41 pp. (Mimeographed).

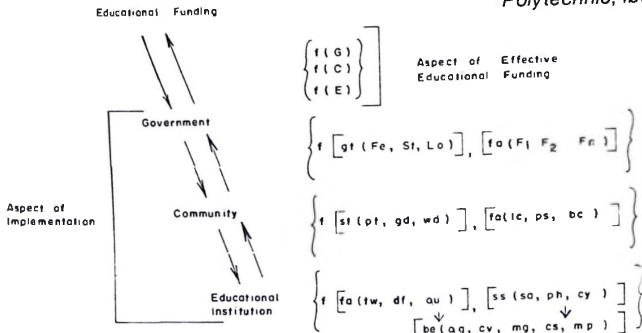
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1. Akangbou, S. D., "Funding Nigerian Universities", Faculty Lecture Series, No. 2, (Ibadan, Nigeria: University of Ibadan, 20th February, 1986), p. 15.
2. Akinkunle, O. A., "Funding The Polytechnic (Ibadan: The way out of the woods." (A

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4. Aluko, S., "Generating and Mobilising Funds for Science and Technological Education": A Paper Delivered at Akure, Ondo State at the Eleventh Yearly Seminar of the Committee of Vice Chancellors of Nigerian Universities on 11th March, 1988
5. Harris, S. E., *Higher Education Sources and Finance* (New York, N.Y.: McGraw-Hill Book Co., Inc. 1962), p. 469.
6. "How Varsities can raise Funds" *The Guardian* June 6, 1985, p. 3.

*Dr. Akinkunle teaches at the Polytechnic, Ibadan.*



**Legend**  
 gt = grant  
 Fe = federal government  
 st = state government  
 lo = local government  
 fa = financial aid  
 bc = business corporation

df = development fund  
 au = alumni fund  
 st = school fees  
 .pt = parent  
 gd = guardian  
 wd = ward  
 ic = individual gift  
 ps = philanthropic society

ph = property for hire  
 tw = endowment fund  
 cv = consultancy services  
 be = business Enterprises  
 ag = agriculture  
 cv = commercial Ventures  
 mg = manufacturing  
 cs = constructing Works  
 mp = Management portfolio

FIGURE 1: PRAGMATIC FUNDING MODEL

## MEDICAL DOCTOR WINS NIM'S 1988 YOUNG MANAGERS' COMPETITION

A medical doctor practising in Ibadan, Oyo State has made history when he won the 1988 NIM's Young Managers' Competition held in the courtyard of Management House, NIM Headquarters in Lagos on Saturday.

His name is Dr Aderomolu Olufikayo Adeyemo whose essay won the first prize. The essay was titled "An Accounting System for Small Private Hospitals."

Dr Adeyemo who is 32 graduated in Medicine from the College of Medicine, University of Ibadan in 1979 and later proceeded to undertake the Masters in Business Administration Course of the Department of Economics, of the University of Ibadan.

Dr Adeyemo who is married currently manages the Fimolu Medical Services in Ibadan. Apart from carting away N1,000.00, he will be free to attend a one-week NIM Management Training Course of his choice.

The second prize in the competition was won by Mr. Donatus Odum, a Personnel Officer with the

NNPC. His essay titled "Effective Leadership, Necessary Tool in Achieving Management and Objectives" won a cash prize of N500.00 in addition to one-week NIM Management Training Course.

The third prize of N300.00 plus NIM one-week Management Training Course was won by Mr. Azeez Akinde, a lecturer at the Federal Polytechnic, Ilaro. His essay was titled "Corporate Planning."

Speaking on the presentation of prizes, the President of NIM and Chairman of Council, Engineer Teju Oyeleye noted that the quality of the essays this year did not justify the award of both the Seven-Up Trophy and the Nigerian Breweries Trophy. He observed the interest with which professionals have come to realize that Management is an essential aspect of a successful professional practice.

The panel of judges was made up of Professor Babatunde Kwaku Adadevoh (Chairman), Dr. Ayo Fakolade, Group Training Director, Odu'a, Mr. Biodun Jolaoso, Director of NIM Membership Services and

Mr. Dele Adebayo, a Senior Management Lecturer/Consultant in NIM.

Commenting on the competition generally, the National Co-ordinator noted that the general apathy and lethargy in the Nigerian economy have affected in no small measure the number of entries for the competition and of course, the standard of performance in general. However, he described this year's competition as quite successful noting that the programme deserves more encouragement and promotion by all Nigerian who care about the future of Nigerians.

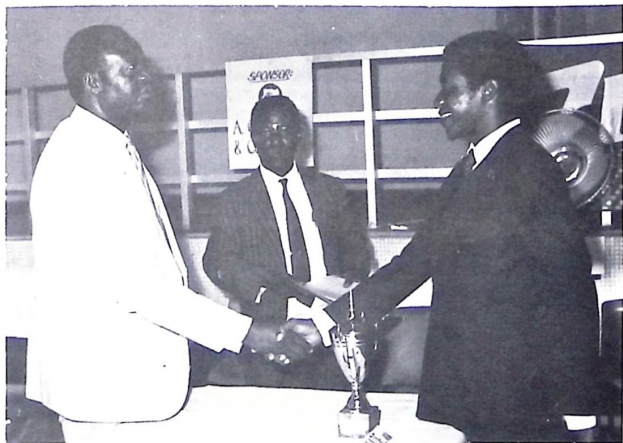
The 1988 Young Managers' Competition was co-sponsored by

1. AG Levents
2. Nigerian Breweries Limited
3. John Holt Nigeria Limited
4. North Breweries Limited
5. First City Merchant Bank
6. International Breweries Limited
7. Seven-Up Bottling Company
8. Financial Merchant Bank
9. Afromedia Nigeria Limited.

*NIM's Director General Prof Ogunlade congratulates the Young Manager of the Year 1988 Dr A O Adeyemo while Mr Osundahunsi, the National Co-ordinator looks on*

### NOTE:

*Announcement for 1989 Young Managers' Competition is on page 48*



(More pictures on Page 14)

# 1989 NIM ANNUAL NATIONAL MANAGEMENT CONFERENCE

- DATE:** 30th and 31st March, 1989.
- VENUE:** Federal Palace Hotel, Ahmadu Bello Way, Victoria Island, Lagos.
- MAIN THEME:** *"The Challenges of Ownership of Enterprises in Nigeria: Management Prospects and Problems"*.
- SUB — THEME I:** *"Managing the Challenges of Privatisation and Commercialization"*.
- SUB — THEME II:** *"Managing Agro-Allied and Small-Scale Industries"*.
- FOR WHOM:** All Senior Managers in Industry and Commerce, Top Functionaries in Government and Trade Unions, Academicians; Members of Professional Institutions and Senior Employees in the Parastatals, Individual and Corporate NIM Members and Interested Members of the Public.
- FEES:** Members N300.00 Non — Members N350.00  
FEE covers conference materials, two buffet luncheons, cocktail, snacks and other refreshments at periods to be stated.
- PAYMENT:** Payments can be made in Certified Cheque/Bank Draft/Cash. Certified Cheques/Bank Drafts to be made payable to Nigerian Institute of Management and mailed to: The Director-General, NIM, P.O. Box 2557, Lagos. Cheques drawn outside Lagos, should be crossed and marked "A/C Payee Only" and be endorsed "Commission to Drawer's Account and be duly signed
- REGISTRATION:** Forms can be obtained from

The Director of Membership Services  
Nigerian Institute of Management  
Plot 22, Idowu Taylor Street,  
Victoria Island  
P O. Box 2557, Lagos.

The Area Manager (East)  
c/o The Eastern Area Office  
Nigerian Institute of Management  
215, Port Harcourt Road,  
Post Office Box 3272, Aba

The Area Manager (North)  
c/o The Northern Area Office  
Nigerian Institute of Management  
57, Airport Road,  
Post Office Box 6382, Kano

A N D

Branch Chairman/Secretary at Abeokuta, Ibadan, Akure, Minna, Jos, Kaduna, Benin, Onitsha, Owerri, Port Harcourt, Zaria, Ilorin, Enugu and Calabar

OR

Fill form below and mail to Director of Membership Services, NIM.

## REGISTRATION FORM

Please register me for the forthcoming NIM 1989 Annual Management Conference coming up at the Federal Palace Hotel, Lagos, on the 30th and 31st March, 1989.

NAME: ..... (Surname) ..... (Other Names)

COMPANY ADDRESS: TEL. No. ....

Position in Company: ..... Grade of Membership: .....

Person to whom NIM should address official confirmation of registration: .....

..... Name and Official Designation: .....

I enclose N : K /N in cheque No. ....

of ..... Signature: .....

## OKEREKE HEADS THE NIGERIAN INSTITUTE OF PUBLIC RELATIONS

Mr. Mike Okereke, the UAC Public Relations Adviser has mounted the throne of the National President of the Nigerian Institute of Public Relations at the Annual General Meeting of the Institute held at Kwara Hotels, Ilonn, recently. He was turbanned at the closing dinner of the AGM.

Some of his plans for the Institute include

- (i) a restructuring of NIPR towards "Professionalism and Excellence"
- (ii) retraining of members on an on-going basis, and
- (iii) the establishment of a permanent secretariat for the NIPR

Towards this end, the NIPR Council has inaugurated 16 committees charged with various functions. The Fellowship Committee is headed by Chief Kanu Oforony while the Education, Training and Examinations Committee is headed by the

President himself

The journal of the Institute will be fashioned out by the Public Relations Committee headed by Teye Ogunorin

In a rather MBO style, the new President has advised all the committees to prepare annual work plan, meet monthly and prepare for the Silver Jubilee Celebrations planned for 2nd to 10th December, 1988

Mr Okereke is a Full Member of NIM as well as a member of the Education, Training and Program Committee NIM which handles the educational activities of NIM including the Diploma in Management Programme, the Young Managers' Competition, and the Distinguished Management Lecture Series

While *Management In Nigeria*, the official organ of NIM congratulates Mr Mike Okereke on his election

and wish him success and goodluck, it wants to be permitted to observe that the "First Forty Six Days" document points to an over-ambitious future for the image contracting organisation "Where ever there is a will, there must be a way"

## FIRST INTERMAN CONFERENCE

The first International Management Development Network (INTERMAN) will be held at Montreal from the 12th to 15th of April, 1989. The conference will examine management development implications for institutions in its 64—member countries

Interman is a world-wide network of management development institutions, enterprises and other organisations. Its secretariat is housed by the International Labour Organisation (ILO) in Geneva

The Conference is being hosted by the Canadian Federation of Deans of Management Administrative Studies

## BENAZIR BHUTTO MAKES HISTORY

HISTORY was made in Islamabad capital of Pakistan India's closest neighbour on the north-west by Ms Benazir Bhutto on Thursday the 1st of December 1988 when she was officially nominated as the Prime Minister-elect of Pakistan, a country of at least 100 million muslims

Benazir, 35 officially led the Pakistan Peoples Party, her late father's party to victory on November 16 when she polled 94 seats to 60 of the opponents. Her party won the highest number of seats and President Ghulam Ishaq Khan finally declared her the winner of the elections. She succeeds her late father Zulfikar Ali Bhutto who ruled as Prime Minister from 1971—1977 and was deposed in a military coup by General Zia Ul-Haq. Ali Bhutto was executed in April, 1979 for being responsible for the death of a political opponent, 22 months after his deposition.

The last eleven years have been horrors for Benazir who was first placed under house arrest but later sent to prison until she was allowed to go on voluntary exile on November 5, 1984 from where she was

leading her father's party against General Zia. However, when General Zia lifted the ban on politics on December 30 1985 she decided to return home to test her father's popularity. She had contested against muslim fundamentalists who believe that a woman should and could not play a leading role in public affairs in a muslim country. With persistence, she has made history as the first woman in the muslim world to head a country. Secondly, she is the youngest non-military democratically elected Prime Minister in the world

She did not get to the top by miracle. First, she is an Oxonian, an Oxford graduate. Secondly, she did her home work by marrying a Pakistan landowner on December 18, 1987 under the traditional laws. Thirdly, she laboured, suffered and persevered even in the face of persecution and martial laws at the expense of execution. The lessons of the situation and the implications for the rest of the Third World particularly for Africa are highlighted in the Editorial

## NEW STRUCTURE FOR GULF OIL

The management of Gulf Oil has been restructured. Some of the highlights include the reduction of 10 departments to 5 with addition of three new ones—Law, Land and Public Affairs, Computer and Support Services, and Security, and the recognition of two primary areas of COCON's business in Nigeria—Exploration, and Production. Meanwhile, Mr. Wole Ariyo has been appointed the first General Manager, to head Exploration. The re-organisation is conceived to improve efficiency and productivity.

**NIM STAFF SEND-OFF COLLEAGUES**

Training

**M**R A. O. Adedoyin, Lecturer/Consultant in charge of Human Resources, and Mathew Adebambo, Personal Secretary to the Director of Training, Research and Consultancy left the services of NIM recently. As usual, members of staff organised a send-off party to honour the two illustrious staffers.

It was a period of stock-taking as both junior and senior members of staff remembered the contributions of both men towards the growth of the Nigerian Institute of Management.

Speaking on the occasion, the Director of Training, Research and Consultancy, Dr Ben Nwaocha, who was also the chairman of the occasion, regretted that Mr. M. Adebambo was leaving the Institute at a time they were both beginning to get used to working with each other. He recounted the many

qualities that endeared him to Mr. Adebambo; the most being the ease with which he tackles onerous tasks.

Replying to the many good things said about his person, Mr. Adebambo thanked the members of staff for the cooperation he received and for their kind gesture in organising the send-off get-together. He stated that although he was leaving his spirit will always remain with NIM—being a pioneer staff. Also leaving the services of the Institute is Mr Paul Nwokolo, Head of Finance Administration whose resignation was announced at the End-of-Year Party by the Director-General who also wished him good-luck on his greener pasture.

Publications

In another development, the publications Department also lost two key staff Mr Robinson Ochia, the Confidential Secretary to the Editor and Mr Jethro Otobo, the

Graphic Artist, also resigned their appointments, Mr. Otobo is going for further studies.

Personnel

Also announced is the leaving of Miss Ajoke Shomade who was the switch board operator of the Institute and Ajide Femi the Personal Secretary to the Head of Personnel and General Administration.

Meanwhile, management has set up a committee to take a second look at the present working conditions in the Institute as part of its on-going restructuring and re-organisation. The committee has called for memoranda from staff members and it is expected to submit its report before the Institute closes for the year on Monday 19th December, 1988. It is headed by Dr. Ben Nwaocha, the new Director of Training, Research and Consultancy. On the committee are Messrs Adebayo, Akintomide and Mrs Pat Anabor, the Membership Manager.

**LAGOS BRANCH HOLDS BUSINESS LUNCHEON**

**T**HE Lagos Branch of the NIM recently organised a Business Luncheon at the Sheraton Hotel in Lagos. This was in an effort to reawaken the dwindling interest of members to the branch.

In his address, the Branch Chairman, Mr Bayo Adenubi, called on all members to wake up towards their responsibilities of making the branch viable and active noting that the branch commands about 45% of the total membership roll of NIM.

In a keynote address, the NIM President and Chairman of Council, Engr. Teju Oyeleye who was also the Special Guest of Honour called on all managers of the economy to shift emphasis from debt rescheduling and sporadic problems to develop-

mental issues. He advised Governments to spend 20% of their incomes on the development of men, materials and resources.

His address titled "Make the Eagle Fly" called on all managers to devote 2% of their time each day to reflect on the Nigerian economy.

The well attended Business Luncheon was used as a forum for fostering unity and full participation in the activities of the branch by all. The PRO of the branch Mr Dele Osundahunsi evaluated the luncheon as very successful.

Some of the guests include Surveyor Kukoyi (FNIM), First Vice-President, Engineer Bawa-Allah Member of Council, Mrs Ag Imokhuede, President of the National

Council of Women's Societies, Princess Edith Ike-Okongwu, Public Affairs Manager, Guinness Nigeria Limited, Mr. Oke, Director of Corporate Affairs, Nigerian Breweries, Mr Sanya Oyinisan, Assistant Director, FRCN, Prof. James Ogunlade, Director-General (NIM), and Mr. Biodun Jolaoso, Director of Membership Services, (NIM).

The luncheon was co-sponsored by

Lever Brothers Nigena Limited  
Nigerian Breweries Limited

Engr Teju Oyeleye, FNIM  
Surveyor Adekunle Kukoyi, FNIM  
Chief E. A. Ashamu, FNIM  
Alhaji S. A. O. Sule, FNIM  
High Chief Mrs Uyi Taylor, FNIM

**NIM LAUNCHES FELLOWS' NIGHT**

**T**HE Nigerian Institute of Management will launch the Fellows' Night on Friday the 20th of January, 1989. The occasion will take place at the posh Metropolitan Club, Kofe Abayomi Street, Victoria Island, Lagos. The Guest Speaker is expected to be Chief Olu Falae, Secretary to the Federal Military Government who has been

described in several circles as the flagbearer and acolyte of SAP as well as a loyalist.

Guess whom the fellows of NIM are. We better leave that because it will create fear in the minds of other professional bodies who might feel envious. But enough for us to tell you that it will be a meeting of the Nigerian giants by all criteria that

you may know and think of. The Chairman of the Board of Fellows, Chief E. A. Silva has already extended invitations to all fellows. In one circle, Chief Silva is the Chairman of Poletti Construction Company. You see what I mean?

It will be a date to remember. So all Fellows are advised to keep it open. Time is 7.00 p.m.

# NIM LAUNCHES COURSES FOR 1989

*The Nigerian Institute of Management has announced its courses for the 1989 course year. The courses will start from March and run through to December, 1989.*

*One of the highlights of the announcement is the introduction of new un-scheduled courses like Management for Local Government Administrators and Marketing for Non-Profit Making Organisations. Details of the programme are announced hereunder:*

Course No.	Course Title	Date	location
<b>MARCH</b>			
898	Management Appreciation	13 — 17	Lagos
		13 — 17	Kaduna
		13 — 17	Aba
907	Supervisory Management	13 — 17	Lagos
926	Effective Selling Skills	13 — 17	Lagos
<b>APRIL</b>			
902	Production Planning & Control	3 — 7	Lagos
935	Developing Supervisory Leadership Skills	3 — 7	Lagos
899	Management Course for Executive Secretaries and Personal Assistants	3 — 7	Aba
		17 — 21	Lagos
907	Supervisory Management	10 — 14	Aba
929	Leadership and Motivation in Management	10 — 14	Kaduna
920	Accounting for Supervisors and Senior Clerks	10 — 14	Lagos
924	Field Sales Management	17 — 21	
897	How to Improve Managerial Performance	24 — 28	Kaduna
<b>MAY</b>			
894	Advanced Management Course	15 — 2/6	Lagos
897	How to Improve Managerial Performance	22 — 26	Lagos
918	Banking and Corporate Cash Management	22 — 26	Lagos
927	Product & Branch Management	22 — 26	Lagos
903	Inventory Management	29 — 2/6	Lagos
926	Effective Selling Skills	29 — 2/6	Lagos
935	Managing The Team	29 — 2/6	Lagos
898	Management Appreciation	29 — 2/6	Kaduna
929	Leadership & Motivation in Management	29 — 2/6	Aba
<b>JUNE</b>			
892	Corporate Strategy for Directors	5 — 9	Lagos
896	Middle Level Management Course	12 — 23	Kaduna
		19 — 30	Lagos
		26 — 7/7	Aba
898	Management Appreciation	12 — 16	Lagos
906	Work Study	19 — 21	Lagos
909	Organisation & Methods	5 — 9	Lagos
910	Advanced Management Accounting and Information Control	5 — 16	Jos
923	Marketing Research	12 — 23	Lagos
929	Leadership & Motivation Management	26 — 30	Lagos
935	Developing Supervisory Leadership Skills	12 — 16	Lagos
897	How to Improve Managerial Performance	12 — 16	Aba

# NIM LAUNCHES COURSES FOR 1989

## JULY

Course No.	Court Title	Date	Location
907	Supervisory Management	3 - 7	Lagos
915	Budgeting and Budgetary Control	3 - 7	Lagos
924	Field Sales Management	3 - 7	Lagos
937	Effective Human Relations in Organisation	3 - 7	Lagos
929	Leadership and Motivation in Management	3 - 7	Jos
896	Middle Level Management	3 - 7	(Continued)
904	Network Analysis & Project Management	17 - 21	Lagos
891	Corporate and Boardroom Management for Directors	17 - 21	Lagos
919	Managing Accounting Departments	17 - 21	Lagos
925	Selling of Industrial Products	17 - 21	Lagos
898	Management Appreciation	17 - 21	Kaduna
		24 - 28	Lagos
926	Effective Selling Skills	17 - 21	Aba
916	Credit & Debt Management	24 - 28	Lagos
899	Management Course for Executive Secretaries & Personal Assistants	31 - 4/8	Lagos & Port Harcourt
935	Developing Supervisory Leadership Skills	31 - 4/8	Kaduna
928	Personnel Management (Res)	24 - 11/8	Lagos
908	Practical Purchasing Management	31 - 4/8	Lagos

## AUGUST

910	Advanced Management Accounting & Information Control	7 - 18	Lagos
917	Management Auditing	7 - 11	Lagos
928	Personnel Management	7 - 11	(Continued)
894	Advanced Management Course	14 - 1/9	Enugu
907	Supervisory Management	14 - 18	Lagos
921	Marketing & Sales Management	14 - 1/9	Lagos
902	Production Planning & Control	21 - 25	Lagos
914	Internal Auditing	21 - 25	Lagos
938	Understanding Human Behaviour Course for Senior Nursing Officers	21 - 25	Lagos
920	Accounting for Supervisors and Senior Clerks	28 - 1/9	Lagos
933	Managing People for Desired Results	28 - 1/9	Lagos

## SEPTEMBER

900	Work Study, Productivity and Cost Reduction	4 - 29	Lagos
911	Financial Management for Directors	4 - 8	Lagos
930	Job Evaluation and Salary Administration	4 - 8	Lagos
897	How to Improve Managerial Performance	4 - 8	Aba
898	Management Appreciation	11 - 15	Lagos
	Management Appreciation	25 - 29	Lagos
923	Marketing Research	11 - 22	Lagos
929	Leadership and Motivation in Management	11 - 15	Sokoto
935	Developing Supervisory Leadership Skills	18 - 22	Lagos
898	Management Appreciation	18 - 22	Port Harcourt
893	Top Management for Senior Executives	25 - 29	Kano
913	Management Accounting	25 - 29	Lagos
926	Effective Selling Skills	25 - 29	Lagos

# NIM LAUNCHES 1989 COURSE

## OCTOBER

Course No.	Course Title	Date	Place
897	How to Improve Managerial Performance	9 - 13	Lagos
901	Advanced Production Management	9 - 27	Lagos
927	Product and Brand Management	9 - 13	Lagos
929	Leadership and Motivation in Management	9 - 13	Lagos
	Leadership and Motivation in Management	23 - 27	Kaduna
	Leadership and Motivation in Management	23 - 27	Owerri
907	Supervisory Management	9 - 13	Aba
924	Field Sales Management	16 - 20	Lagos
931	Industrial Relations	16 - 20	Lagos
895	MBO Advisers Course: Getting Results Through MBO	23 - 10/11	Jos
919	Managing Accounting Departments	23 - 27	Lagos
912	Finance for Non-Finance Executives	30 - 3/11	Lagos
934	Personal Effectiveness: Self and Time Management	30 - 3/11	Lagos
896	Middle Level Management	30 - 10/11	Kaduna

## NOVEMBER

903	Inventory Management	6 - 10	Lagos
910	Advanced Management Accounting and Information Control	6 - 17	Port Harcourt
922	Advertising, Sales Promotion and Merchandising	6 - 17	Lagos
896	Middle Level Management	6 - 17	Port Harcourt
	Middle Level Management	20 - 1/12	Lagos
932	Employment Laws and Regulations	13 - 17	Lagos
926	Effective Selling Skills	20 - 24	Lagos
935	Developing Supervisory Leadership Skills	20 - 24	Lagos
898	Management Appreciation	20 - 24	Zaria
905	Maintenance Management	27 - 1/12	Lagos
915	Budgeting & Budgetary Control	27 - 1/12	Lagos
899	Management Course for Executive Secretaries and Personal Assistants	27 - 1/12	Enugu

## DECEMBER

918	Banking and Corporate Cash Management	4 - 8	Lagos
924	Field Sales Management	4 - 8	Lagos
933	Managing People for Desired Results	4 - 8	Lagos
897	How to Improve Managerial Performance	4 - 8	Kano
898	Management Appreciation	11 - 15	Lagos
907	Supervisory Management	11 - 15	Lagos
929	Leadership and Motivation in Management	11 - 15	Lagos
935	Developing Supervisory Leadership Skills	11 - 15	Kano
926	Effective Selling Skills	11 - 15	Aba

If the Post to be filled is truly Executive, Advertise it  
in **MANAGEMENT IN NIGERIA** the Pioneer  
Management Journal.

# News from NIM Member Organisations

## CONCORD ORGANISES FURNITURE EXPO

Made-in-Nigeria furniture and interior decoration goods got a big boost recently when the Enterprise Promotion Section of Concord Press of Nigeria Limited organised a week-long exhibition at the Lagos City Hall, Lagos. — October 18—24, 1988

It was a demonstration of the exquisite and sophisticated nature of Made-in-Nigeria furniture and it successfully highlighted the local and international market potentials of Made-in-Nigeria goods.

The objective of the exhibition was to educate, inform and stimulate consumer awareness on Made-in-Nigeria furniture and interior decoration products. It is expected that the furniture expo would help realise the Government objective of stimulating the production and consumption of locally made goods.

Among the exhibiting companies are Grato (Nigeria) Limited, Beauty Home (Nigeria) Limited, Exquisite Furniture Limited, and Niger-Nor Bahamas Interiors whose product line is cane chairs. Mayburn Limited, Pan Voyage Enterprises Limited, Gevieu & Co and Esther Furniture.

It was declared open by Dr. Doyin Abiola, Managing Director Concord Press. Present at the opening were the Governor of Lagos State representative, the Oba of Lagos, Oba Adeyinka Oyekan and Chief Executive, Aare M. K. O. Abiola.

Some of the visitors to the Expo included Major General Sami Sami, while it was declared closed by Lagos State Commissioner for Works and Transport, Architect Samsideen Allison.

## UNIVERSITY PRESS LIMITED IS TEN

The University Press Limited which took over the activities of the OUP in Nigeria is 10 years old. It was incorporated on 14th August, 1978, in accordance with the Nigerian Enterprises Promotion (NEP) Act of 1977.

In accordance with the NEP, the Nigerian public has 60% equity participation while OUP (UK) has 40%. The authorised share capital is N4 million and it has been fully subscribed. UPL is the only book publishing company in Nigeria that is publicly quoted and the company's

## BEWAC RUNS AT A LOSS

THE 1987 turnover of BEWAC although increased by about N3 million over the previous years yet it sustained a Pro-Tax Loss of N3,572 million. This was disclosed by the Group Chairman/Group Managing Director, Mrs D. B. A. Kuforiji-Olubi at the 39th Annual General Meeting of the company held at Presidential Hotel, Port Harcourt on the 13th of October, 1988. The loss was sustained as a result of Naira depreciation, high inflationary rate, customer resistance and high bank interests. Bank interest and depre-

ciation alone accounted for N4,017 and 1,024 million respectively. These accounted for 37% of the group's overhead. The Motors Division contributed 42% and 2% respectively while Ports and Services Division accounted for 24% of turnover. VYB including NACO contributed 32% as compared to 47.1% in 1986.

Consequently, BEWAC is undergoing some structural re-organisation towards survival. However, the company was able to boost of industrial harmony with all cadres of staff.

## INTERNATIONAL TOBACCO IMPROVES

THE turnover of International Tobacco Company moved to N36.7 million in 1987, from N26.7 million naira in 1986, a phenomenal increase of 36.7% even in the face of SAP and adjustments to local material sourcing. Ironically, the net profit fell to N1.8 million as against N2.4 million in 1986. The profit fell so sharply because of SFEM cost.

inflation and mercuric rise in bank interest rates. Although the sales volume improved, ITC will strive towards better distribution, wider coverage and rejuvenation of brands. As a result of the position, ITC proposes to increase its share capital by 500,000 ordinary shares to be issued at three shares to four; held.

## PFIZER SO RICH YET SO POOR

ALTHOUGH the sales of Pfizer rose to N38.4 million in 1987 representing an increase of 45%, its net income declined to N3 million representing 26% below the 1986 figures. During the year, the company celebrated its 30th anniversary.

Despite this, Pfizer's existence is threatened by the incursion of fake drugs into the Nigerian market. The gimmick for Pfizer's survival is corporate strategy in terms of promotional efforts.

main warehouse in Ibadan is the largest in tropical Africa. It is currently being managed by a team led by Mr. Michael Oluwasola Akinleye, the Managing Director/Chief Executive who had held various positions of Branch Manager, Salesman, Production Manager and Accountant at various times in the history of OUP Nigeria. He became the General Manager in 1974 and ascended his present position in 1978. He was honoured with an M.A. of Oxford

University in 1978 in recognition of his contributions to publishing and he is currently a member of the International Publishing Committee, the highest publishing policy-making body of OUP world-wide. In this capacity, he becomes the first African to be so appointed to represent Africa and Asia. UPL has already reached the N15 million mark.

UPL publishes books for primary teacher training, tertiary and general markets but aspires eagerly to dominate the secondary market in Nigeria.

## FIRST BANK APPOINTS FIRST NIGERIAN CHIEF INSPECTOR

The 1st Bank of Nigeria has announced the appointment of Mr Christian I Adimorah as the first Nigerian Relief Chief Inspector.

Mr Adimorah joined the services of First Bank of Nigeria Ltd. in 1964, and has served in several branches including Apapa, Onitsha (1964), Broad Street (1972), Ikeja, (1977), Ebute Metta (1978 — 79), Ibadan, Jos, (1981) and Bauchi. He has also managed several branches on relief and substantive basis but was the Assistant General Manager (Non-Imports) from 1985 to 1987, when he was re-deployed to the Inspection Department as Assistant General Manager (Special Duties), a position he held creditably till April 1988, when he bagged his new position. He is a Fellow of the Institute of Bankers of Nigeria and United Kingdom.

★ Meanwhile, the appointments of Dr Folorunso Abudu as the Assistant General Manager of Training & Development, Mr D T Iordaa as Assistant General Manager (Corporate and Banking) and Mr Olayiwola Osundairo (Marketing Manager) have been announced.

Dr Abudu was born on 25th February, 1950, at Oguname, Ughelli Local Government Area of

Bendel State.

He attended St Paul's Primary School, Ughelli, from 1957 to 1962, for his primary education, St Ambrose's Grammar School, Usietrun, via Ughelli, from 1963 to 1968, for Secondary education and Government College, Ughelli, from 1969 to 1970, for Cambridge Higher School Certificate.

Dr. Abudu obtained B.Sc Economics (Second Class Upper) from the University of Nigeria, Nsukka in 1974, M.A. Economics from University of Manchester, Manchester, England (1977) and Ph.D Economics, from University of Liverpool, Liverpool, England, in 1980.

Until his appointment with First Bank, he was the *Director Training and Research, Financial Institutions Training Centre, Yaba*.

Dr. Abudu has been involved in many research works and publications and he is an Author of many books and monographs. He is happily married with five children.

### Mr. Olayiwola Osundairo

Was born on 8th August, 1950, and attended Ayede Grammar School, Ayede, Ekiti, from 1961 to 1966, for his secondary education and Comprehensive High School, Aiyetoro between 1967 and

1968 for his Higher School Certificate.

He obtained B.Sc (Hon) Economics in 1973, from The University of Ibadan and Master of Business Administration in 1977. He worked in many organisations before joining First Bank in 1979.

Mr Osundairo was a Corporate Business Manager, Corporate Banking Department, before his new appointment. An Associate Member of Nigerian Institute of Management. Mr. Osundairo is married with children.

### Mr. D. T. Iordaa

Was born in 1950. He joined the services of the bank in 1968, thereafter proceeded to Zaria for a Diploma course in Banking at the Institute of Administration. He has managed several branches and he was manager of Kano branch before his appointment as Assistant General Manager (Corporate Banking) Head Office.

Mr Iordaa is a member of the Nigerian Institute of Management and Institute of Management Consultants.

His interests include christian affairs, Sports and Gardening. He is happily married with children.



Mr C. I. Adimorah



Mr O. Sundairo



Mr D T. Iordaa



Dr. Abudu

# MEMBERSHIP NEWS

## ELECTIONS

### Elected Members

- Abal, C I (Chief)
- Adelolu J O (Chief)
- Agboola, A
- Akintide O O (Chief)
- Akinmoladun, A
- Ali G M
- Alle H I
- Baba-Kusa, A
- Chukwu, F C
- Curry, J W
- Dambo L (Dr)
- Dembo, A A
- Dowrayo Y Y
- Ejeh E C
- Falode G A
- Famujoro, E D (Dr)
- Izangba A N
- Jayeoba K T (Dr)
- Jegede O (Mrs)
- Jimoh, L A
- Ladan, A (Aihaj)
- Lawal M A (Mrs)
- Lusgarten, J
- Muhammed, A
- Nwakalor, D O C
- Odina, B N
- Oginni, T K
- Okem, P C
- Okoya Thomas M (Chief) MFR
- Olagundoye O
- Ulaoye A
- Onilade A A (Dr)
- Ore, J O (Capt)
- Orimolade A
- Oworu O O (Dr)
- Tahir, I
- Tawar, J A
- Uzoje, G O J
- Yusuf, H
- Aniyikaye M A
- Atewogboye A B (Prince)
- Beber, H A
- Ezeugwu V U
- Itere, M O (Prof)
- Ngwakwe, M U (Chief)
- Odunsi, F J
- Oliver, R H J
- Oluwasanmi, C A

### Elected Associates

- Abari, C E (Dr)
- Abiodun-Wright, O (Miss)
- Abubakar, J D
- Abubakar, M
- Abubakar, S
- Abuceji, O O (Dr)
- Adelolaju, O O
- Adegoamgb, T T
- Adegbola, R A
- Adeoke, G S

### Associates Continued

- Adejumo, A
- Adenikinju, R R
- Adesun, J A
- Adetoye, O K (Dr)
- Adewale, A O (Miss)
- Adewoye, S O
- Adewumi, G O (Mrs)
- Adoye, D A (Mrs)
- Aqabi, Y M
- Agamah, P A
- Agimotowa, J Dr (Miss)
- Agugoesi, C U
- Agunbiade, F G
- Agunloye, G A
- Agunmobi, P O
- Ajibade, I B (Mrs)
- Ajose, S A
- Akande, J A
- Akhabbhai, J A
- Akhozema, D T I
- Akinfio, A O
- Akin-Johnson, O O
- Akinjide, H O
- Akpan, A R
- Alamiesogba, D S P (Sqn Ldr)
- Ali, A S
- Ali, E F
- Alibari, E A G
- Antony, D A
- Antidu, A T
- Anthon, O
- Anwanah, C K
- Anyasu, G C
- Aruba, A
- Aruma, S A
- Arwora, K A
- Asaju, A A
- Asara, P I
- Awosanya, F O
- Awofude, M O
- Awoyemi, D O
- Ayinwuyi, G D
- Ayi, M O
- Azeez, M A (Aih)
- Baba, M S
- Balogun, I A B
- Bambe, R A
- Bankole, Z O
- Biyok, G B S (Major)
- Bulama
- Chgbulue, F N
- Chima-Nwaneri, C O (Mrs)
- Damisan, B E
- Dodo, A M U
- Dokubo, S E (Mrs)
- Dosunmu, R A
- Eboreme, O F
- Eke, W E C
- Eleyinfale, M A

### Associates Continued

- Emodi, V O
- Erobuna, C N
- Esekhagbe, P O
- Essen, E E
- Esubi, I (Mrs)
- Enebeli, Cife E C
- Etiola, A M
- Ezolor, I B
- Eyeh, O
- Ezoh, O
- Ezoh, A M
- Famubode, A O
- Fajamade, P A
- Gaijara, M K
- Gbenro, C K
- Ibeh, C E J
- Ibikunle, O
- Ibisankele, O U
- Idowu, K R
- Ilieh, A U
- Igba, T N
- Ige, V M
- Ijaya, F T A
- Ikpalu, U
- Isah, D A
- Isembabi, S G
- Iwuchukwu, C O
- Jelodun, J A
- Jose, C O
- Kalu, A O
- Kolo, I N
- Kayode, Ojo, E B
- Kio, F O
- Kudehinbu, A O
- Ladega, O (Miss)
- Lawal, K F
- Limani, A S
- Maduforo, A B
- Makinde, A F (Miss)
- Mudjga, T G
- Mjkinde, C O
- Mapadetun, A A
- Mekwunye, G D
- Mmele, C U
- Mojekwu, E N (Mrs)
- Mohammed, S A
- Murina, S A
- Nmadi, T M (Mrs)
- Nadi, I V O
- Nwankwo, A E
- Nwosu, C A
- Nzomisaku, F D
- Obanja, O B A
- Obasohan, S A
- Ochigbo, O A
- Odagbe, P A
- Odsi, A B
- Odoma, S (Dr)
- Odukoya, S O
- Orunbaku, T O

### Associates Continued

- Olude, S
- Oobonnaya, E C
- Oggba, A V O
- Ojoku, C I
- Ojuntameru, I
- Ojundare, S A A
- Ojunsanya, S A
- Ojuwero, A O
- Ojo, G A
- Ojo, N A
- Ojo, J B
- Okebalama, P A
- Okebi, O (Miss)
- Okeke, F C
- Okeku, J E
- Okeke, C E
- Okeke, C J
- Okeke, G M
- Okeke, J O N
- Okeke, E C
- Olabitan, E A O
- Olabiyi, G A
- Olabayo, G T
- Oma, F O (Mrs)
- Omode, T A
- Omode, E I
- Omode, G A
- Omode, O S
- Omode, D Y
- Omode, O A
- Omode, E O
- Omode, B B
- Omode, F (Chief)
- Omode, C O
- Onibudo, A (Mrs)
- Onuga, H
- Onyenokpara, E J C
- Opara, P C
- Opanyinka, A F
- Oroduba, B K (Mrs)
- Orolowo, A S
- Oshinloye, M O B
- Osomo, O A
- Owocye, E A
- Oyediran, A L
- Oyekanni, A S
- Oyerokun, S B
- Oyewole, O J
- Oyeyinka, M A (Mrs)
- Oyibo, M Y
- Oyibo, W A
- Peter, G A
- Safako, H A
- Santuraki, M K (Dr)
- Shelu, S
- Shunbu, M A
- Sidi, I B
- Sodipe, K
- Sodun, Dr (Mrs) B O
- Sokunbi, O T

### Associates Continued

- Solanke, A Y (Mrs)
- Solanke, V O
- Sylvanus, J W (Rev)
- Tawo, O O
- Talabi, A A
- Tinubu, O A
- Ubaka, C M
- Udom, U E (Dr)
- Uduki, P C
- Ugboja, J C
- Ukumah, O O
- Umeha, G C
- Umofia, R V
- Umosen, U N
- Umunna, A I
- Umukha, A S
- Umunji, D
- Umuro, A
- Wamba, D
- Yisa, M K
- Zamona, H A
- Zokun, M I
- Adetunji, Z O
- Adedigbo, J A
- Adeniyi, C C
- Adeniyi, S O
- Adeniyi, S R
- Adigun, J O
- Agba, C A (Miss)
- Ajaba, M K
- Ajayi, O O
- Akinjanyin, A O
- Akinpelu, O A
- Akinjanyin, A (Miss)
- Akinjanyin, M A
- Akinjanyin, S K A
- Akinbani, C G M
- Ariyegbuna, U B (Miss)
- Atiku, U S
- Awarun, A (Sqn Ldr)
- Ayanbadejo, P K
- Babayemi, T Y
- Bakare, A O
- Bankole, B O
- Chazor, M N
- Deleke, D (Arc)
- Ekeocha, M N
- Elusagban, F O
- Emamere, M
- Essienekak, F J
- Etsegb, C A
- Ewuonu, O A
- Ihendinhu, J U
- Ilori, A O
- Ilori, O
- Izim, T
- Jegede, C T
- Johnson, I O
- Leo, Y N (Dr)

# MEMBERSHIP NEWS

## Associates Continued

Molehin, M I  
Nwokolo, E C  
Odenigbo, I A  
Ogu, J O  
Ojo, D A (Chief)  
Okoto, A C  
Oladeji, K O  
Olori, E O (Mrs)  
Onate, O C  
Onuh, S A  
Onwurah, G O  
Onyolu, S N  
Oreagba, M O  
Onola R  
Osho, O S  
Olitoola, O J  
Oyelaja, F D (Mrs)  
Salihu, I K  
Samuel, J A  
Sanda, G  
Shonola, E A  
Tawo, A A

## Associates Continued

Temlong, N P  
Adesida, R F (Mrs)  
Shall-Holma, D (Mrs)  
**Elected Graduates**  
Adeniran, A I  
Aikhuele, E L  
Aina, E R  
Ajibola, M J  
Akinpelu, M O  
Badejo, O I (Miss)  
Etim, A E  
Eze, P M  
Idowu, A  
Jika, B T (Mrs)  
Jumba, M  
Komiolafe, A (Miss)  
Koroye, P B  
Kudasi, R K  
Kwuhodu, G O  
Mba, L O

## Graduates Contd.

Nweke, S U  
Nwobu, C C  
Nwokolo, G I  
Odutayo, J O  
Ogberahwe, F  
Oguntodu, J K  
Ojeah, S A  
Okpanachi, A Y  
Orakhi, D  
Opeloye, T A (Miss)  
Olawoye, O L  
Salau, M A A  
Segher, P T  
Udofa, I A  
Usman, M H  
Adesun, O O  
Alarape, G B K  
Ashola, T A  
Okochi, A J  
Ososami, O A  
Sugh, S U

## Elected Affiliates

Adegbuyiro, A J  
Agbakwuru, T O  
Ajayi, O A  
Ajengbe, O E  
Akinyemi, O O  
Akegbhughu, O M  
Alabi, I K (Miss)  
Amoleme, O A  
Amokunmosa, A O  
Ayoola, M O  
Babalola, O B  
Bakare, I M B (Miss)  
Daka, B (Miss)  
Daramola, A A  
Dogara, M S  
Edem, S S  
Edu, M O (Mrs)  
Egbedi, G M  
Ekpe, D  
Essien, I O  
Etukudo, E B

## Affiliates Continued

Fasugba, I A  
Galadima, Y Z  
Koumah, P (Mrs)  
Makinde, M I  
Mohammed, G J  
Ngoka, G C  
Nwaeme, A M  
Nwosisi, J M (Miss)  
Ogunloyan, P O  
Ojeyemi, O J  
Olatunji, O J  
Olawole, O O  
Olorode, M A  
Onilo, C M E  
Paul, O G (Miss)  
Umoren, E O  
Umoren, S T  
Wamuo, I C  
Adegbile, F R (Mrs)  
Akinlunde, A E

## Affiliates Continued

Enabo, E O  
Ilukwe, N B  
Imokhai, B B (Mrs)  
Nwagoru, E C  
Obafemi, J B  
Onojobi, Y (Miss)  
Onwuzungbo, U B  
Opara, E N  
Ruejoma, I I  
Umukoro, F

## UPGRADINGS

NAME	FROM	TO	NAME	FROM	TO
Ajay, G A	Associate	Member	Diba, J N	"	"
Achebe, N A	"	"	Elijah, S A	"	"
Ajshogun, J O	"	"	Fanimokun, O A	"	"
Akande, R B	"	"	Lawal, R A	Affiliate	Associate
Akanni, J A (Mrs)	"	"	Mbonu, P P F C	"	"
Alabi, E L	"	"	Nsebot, O M	Graduate	"
Ashon-Imorosa, S A (Engr)	"	"	Obogbilla, A O	"	"
Duncan, J T D	"	"	Oginni, B T (Capt)	"	"
Ibeh, V U	"	"	Ogunseye, M K	Affiliate	"
Ibrahim, A Y	"	"	Ohimai, U O	Graduate	"
Juwah, H E	"	"	Ojedokun, G A	"	"
Lamina, M A	"	"	Ojo, F A	"	"
Nkwazema, G K	"	"	Okpanachi, B E	"	"
Nnebe, H E	"	"	Olasupo, A O O	Affiliate	"
Ogunjimi, E O (Dr)	"	"	Sandare, S M T	Graduate	"
Oisawomen, M U	"	"	Shodunke, J F	"	"
Okochukwu, W T M	"	"	Ugbeye, J O	"	"
Onyemaechi, O	"	"	Adegboroye, O V	"	"
Towaju, S O	"	"	Allen, A A	"	"
Ambola, O S	"	"	Efuwape, J A	"	"
Adedoyin, A O	"	"	Efial, M I	"	"
Adeyela, Dr. F A (Snr)	"	"	Idi, F E	"	"
Ajala, E O	"	"	Jibodu, E A	"	"
Ajayi, J O	"	"	McDappa, N A	Affiliate	"
Ajayi, M O	"	"	Monday, A	Graduate	"
Akingbade, J A	"	"	Nduneri, O A	"	"
Ambe, J Y	"	"	Odeneye, D A	"	"
Awosika, B O	"	"	Omolola, T S	"	"
Selo-Ojerme, D O	"	"	Soyebo, J A	Affiliate	"
Zakari, J L	"	"	Uba, A C	"	"
Achilefu, O	Graduate	Associate	Ofikwu, A A	Graduate	"
Adebowale, B S	"	"	Mgbolu, G I (Miss)	Affiliate	Graduate
Adedeji, S O	"	"	Eyo, F. A.	"	"
Akasha, V O O	"	"	Orzulike, A U	"	"
Amego, J A (Mrs)	"	"			
Annze, J C	"	"			
Asapokhai, O S	"	"			

# N.I.M. DIPLOMA IN MANAGEMENT PROGRAMME

## ADMISSION

**THE NIGERIAN INSTITUTE OF MANAGEMENT** invites applications from suitably qualified candidates for admission into the Diploma in Management Programme.

**THE DIPLOMA PROGRAMME** is a part-time study mainly designed for working managers/supervisors who do not have time for full-time studies. Registered managers/supervisors and students are encouraged to study on their own or enrol in weekend or evening institutions that offer lectures for the Programme.

The Programme runs in three parts, Parts I, II and III to qualify a student for a **DIPLOMA IN MANAGEMENT**.

### ENTRY REQUIREMENTS

**APPLICANTS** will be required to submit acceptable evidence that he has obtained an approved educational qualification. The following educational qualifications will be accepted for this purpose.

1. A degree or approved diploma of a recognised University; or
2. The final examination certificate of a recognised professional body; or
3. At least Ordinary National Diploma or Certificate in Business Studies or Public Administration, or
  - (a) GCE 'O' Level in Five (5) subjects, including English Language; or equivalent qualifications from a recognised institution or examination body; and
  - (b) Three years post-qualification suitable and related work experience in an organisation preferably at not below supervisor capacity. Any candidate falling under this clause will be required to furnish evidence of work experience from an employer or a **PROFESSIONAL MEMBER** of the **NIGERIAN INSTITUTE OF MANAGEMENT**.

### METHOD OF APPLICATION

Application forms are obtainable from the Institute at the following rates:

Application Form	₦ 25.00
Prospectus	₦ 10.00
Student Registration	₦ 50.00

Payment can be made in **CASH OR CERTIFIED BANK DRAFT. POSTAL/MONEY ORDERS** are **NOT** acceptable.

For further details contact

The Director-General  
Nigerian Institute of Management  
Plot PC 22, Idowu Taylor Street  
Victoria Island  
P.O. Box 2557, Lagos.

# TRAINING IN PIX



Sitting left to right: Olu Ajayi, K A Ibraheem (NIM), Mrs I Uwakure E A Aden-bayo (NIM), N O Ataguba, T A Izren. Standing left to right: C O Kolawole, S C Uzoeloh, J A Oyetunji, A A Olatunde, J O Oni, D A A Bashi, A W Ogunfowoke, E A Adekoya, G B Maren.



Sitting left to right: E B Adaramola, Raapa Moh'd, F C Uhegbu, A A Adekan (NIM), A Okoli, V A Akinbohun, T A A Egede, Oloegbu Francis. Standing left to right: R Mandieng, I B Oaoye, E O. Ulagunju, G A Eweka, E A Bako, S N Lumor, D N Asegbu, C C Nwanna, A U Bambale, U E Kasimu, E O Irozuru, Azubike E Ahubelem, Musa Makoshi.



Sitting left to right: J G Ogbemi, Bob Joe Arogunmati (NIM), S S Idang, S Alonge, A U Okonweze, O Ezeokankwo. Standing left to right: I E Ukpang, J O Agbede, E Raphael, I Ukwuegbu, O N Onwumelu, A Arowolo.



Sitting left to right: S L Kehinde, O A Makinde, U F Aladejana, B A Nwabuko, Dr M U Eitokpah-Phillips, G A Udaze (NIM), Mrs C N Njoku, Mrs A D Ojechema. Standing left to right: S A Olofin, A A Ojutiku, V O Olojede, C C Ubur, U M Garba, B S Akanbi, M C Omayubi, Tom Isuekpe, E M Bohan, J Akinsola, S Alhaji Opaluwa.



Sitting left to right: I O Odunlami, R. T. Nwanegbo, Bob Joe Arogunmati (NIM), C. O Sogunro, O Ogunwale, S J S Toby. Standing left to right: O F Onwuka, N M C Okwechime, C U Oparaacha, R. A Yusuf, A. O. Ako, G O Alabi.



Sitting left to right: Gbemi Lyadu, Bob Joe Arogunmati (NIM), Dr Ben Nwaachei (NIM), Bas Oitoola (NIM), A Okuyeye. Standing left to right: E O Ogunjobi, M Bayo Adeosun, V. Taiwo Babarinlo.

# REVIEW OF PRIVATISATION AND COMMERCIALISATION DECREE (NO. 25) 1988

by Charles E. Mekwunye

## 1. INTRODUCTION

THE Federal Military Government (FMG) on the 5th day of July, 1988 passed the above Decree which provides for the privatisation and commercialisation of various enterprises in which the FMG has equity interest.

The Decree categorized enterprises to be affected as follows:

- (i) Those to be partially privatised
- (ii) Those to be fully privatised
- (iii) Those to be partially commercialised and
- (iv) Those to be fully commercialised.

## 2. Privatisation

The Decree in its section 14 defines privatisation as "relinquishment of part or all of the equity and other interests held by the Federal Military Government or its agency in enterprises whether wholly or partly owned by the Federal Military Government."

### (a) Scope

By section 1(1), 44 enterprises listed in part 1 of schedule 1 are to be partially privatised. And by section 1(2), 67 enterprises listed in part 11 of schedule 1 are to be fully privatised.

It follows from the combination of the provision of the sections referred to above that:

- (i) The FMG is to relinquish or sell (some but not all) its equity and other interests in the 44 enterprises listed in part 1 of schedule 1 to the private sector.
- (ii) The FMG is to relinquish or sell all its equity and other interests in the 67 enterprises listed in part 11 of schedule 1 to the private sector.

### (b) Extent of interest to be privatised

This is indicated in parts 1 and 2 of schedule 1 in respect of each enterprise. However, section 1(3) provides that the President "may by order published in the Gazette at anytime alter, modify, delete from or amend any of the enterprises listed in schedule 1 to this Decree so as to alter the category to which any enterprise belongs" (underlining mine). It must be noted that the President is empowered to alter, amend, *et cetera*, the category to which any enterprise belongs (either from part 1 (partial privatisation) to part 11 (full privatisation) or vice-versa). It is submitted that the President cannot under this subsection, change or alter the extent of Government's interest to be privatised in the case of enterprises to be partially privatised because this will not be amending the category to which an enterprise belongs.

Furthermore, the power of the President to alter, amend, *et cetera*, may be exercised "at anytime" so that a fully privatised enterprise may be re-acquired by Government by simply changing the categorization from part 11 to part 1 of the schedule. It is submitted that this provision will have the adverse effect of discouraging would-be investors and it is not in line with the policy of the FMG of attracting foreign investment.

### (c) Eligible Buyers

These are:

- (i) Nigerians (individuals, organisations and companies)
- (ii) State Governments<sup>2</sup> (through their investment agencies) and
- (iii) Foreigners<sup>3</sup> (subject to

applicable indigenisation law and other relevant laws).

These relevant laws will of necessity include:

- (a) Nigerian Enterprises Promotion Act 1977 (NEPA)
- (b) The Security and Exchange Commission Act 1979
- (c) The Nigerian Office of Industrial Property Act 1979
- (d) Exchange Control Act 1962, *et cetera*
- (d) **Some Pre-conditions**
- (i) Section 5(1) provides that the Technical Committee shall, not later than 12 months after the commencement of the Decree incorporate into limited liability companies under the Companies Act 1968 all enterprises to be privatised where such enterprises are not already incorporated and
- (ii) Section 5(2) provides that the FMG may on the advice of the Technical Committee direct that enterprises with weak financial structure be wound up and assets sold. So that only enterprises incorporated under the companies Act 1968 are to be privatised.

### (e) Administration of the programme

#### 1. Technical Committee

##### (a) Composition

Section 3 establishes a committee to be known as the Technical Committee on Privatisation and Commercialisation (the committee). It shall consist of the Chairman, and seven members to be appointed by the President. The members of the committee who shall be persons with detailed knowledge and wide experience shall be drawn from both the private and public sectors<sup>4</sup>.

**(b) Functions and powers**

- (i) The Committee has responsibility for the general co-ordination of the privatisation and commercialisation programme as provided in section 4.
- (ii) The committee is to formulate guidelines for these purposes.
- (iii) The committee has power to appoint agents e.g. issuing houses, stock-brokers, solicitors, *et cetera*, for the purpose of carrying out its functions<sup>5</sup>.
- (iv) The committee has very limited financial authority. It has to liaise with Security and Exchange Commission (SEC) before taking decisions on such matters as the sale of shares, prices, time and allotment pattern. Its decision on these matters are subject to the approval of FMG<sup>6</sup>.

**2. Position of security and exchange commission (SEC)**

The SEC will perform its usual functions, including the fixing of the time for sale of shares and their prices. All its decision under the Decree shall be subject to the approval of the FMG. After section 7(2), (4) and (5) have provided for the allotment of shares of up to 20% to such persons or interest groups as are provided in these subsections, section 7(3) provides that the remainder of the shares (which by simple arithmetic will be about 80% of the shares to be offered for sale) shall be sold to the public in such manner and at such amounts as may be determined by SEC and approved by the FMG. It follows that the SEC has as-much, if not more responsibility than the committee to see to the success of the privatisation policy in accordance with the provision of the Decree and other relevant laws. It is hoped that there will be no conflict between the SEC and the Committee in their performance of their respective functions under the Decree.

**3. Sale of shares**

**(a) Manner of issue**

- (i) Section 6(1) provides that the sale of shares shall be done in

the Nigerian Capital Market.

- (ii) Section 6(2) provides that sale is to be by public issue, however, private placements may be done with the approval of FMG on the advice of the committee.

**(b) Pricing**

The price of shares for sale is to be determined by the allotment committee of SEC whose decision will be subject to approval of FMG<sup>7</sup>

**(c) Spread of allotments**

Even-spread of allotment is to be ensured. Indigenisation Act (NEPA) requirements are to be adhered to. All allotments are subject to final approval of FMG<sup>8</sup>

**(d) Guide to allotments**

Section 7(1) of the Decree provides that subject to any directive of the FMG, the shares of enterprises to be privatised shall be allotted in accordance with the provisions of section 7(2). The subsection provides that:

- (i) Not less than 10% and not more than 20% of total shares on offer shall go to associations and interest groups
- (ii) Not more than 1% of the shares shall be allotted to each State through its investment agency where there is over-subscription.

It follows that by the application of the principle *expressio unius est exclusio alterius* (express mention of one thing is the exclusion of the others), States can hold more than 1% shares in a circumstance where there is no over-subscription.

- (iii) Section 7(5) provides that not more than 10% of the shares shall go to the staff of the company. Section 7(6) provides that "in the case of over-subscription no individual shall be allowed to hold more than 10% equity in any one enterprise." It is not clear whether the meaning of this provision is that an existing 5% shareholder (for instance) will be required to sell down to 1% in

the case of over-subscription or whether this subsection applies only to privatised shares. However, since the Decree provides only for privatisation of Government shares, it would appear that the courts might be more prepared to give the subsection the latter interpretation.

Furthermore, if the purpose of the subsection is to guard against concentration of shares in the hands of a few individuals, nothing stops such individuals from holding more shares in the same enterprise through nominees or nominee companies. Again, it is pertinent to point out that section 7(6) which limits the shares an individual can hold only applies to circumstances where there is over-subscription. Such that in circumstances where there is no over-subscription an individual may hold as much shares as possible.

Moreover, the subscription applies only to an individual, and not to artificial persons such as companies. So that companies may hold more than 1% of shares even where there is over-subscription. My fear is that this lapse might lead to concentration of shares in few hands as individuals can use companies as their nominees. Unfortunately the word *individual* is not defined in the Interpretation Act (Cap. 69). However, Blacks Law Dictionary defines *individuals* as "... this term denotes a single person as distinguished from a group or class, and also, very commonly, a private or natural persons as distinguished from a partnership, corporation, or association, but it is said that this restrictive signification is not necessarily inherent in the word, and that it may, in proper cases, include artificial persons."

(underlining mine). It is respectfully submitted that the word as used in section 7(b) is not the "proper case" where it will include an artificial person such as a company. This ambiguity could have been avoided if the Decree had used *person* instead of an *individual*. The word *person* would have clearly and beyond doubt included both natural and artificial persons.

However, one would like to think that to avoid the harm to be done by over-concentrating shares in few hands, the court may prefer the interpretation which will make *individual* to accommodate artificial persons in accordance with the Golden Rule<sup>9</sup> of interpretation. Under which, where the ordinary grammatical construction of a word used in the statute is ambiguous, or will lead to repugnance or absurdity, the meaning of the word may be modified in order to give effect to the intention of the legislature to be gathered from the whole of the document.

#### 4. Effect on privatised enterprises

##### (a) Control of enterprises

Section 2 provides that the control, management and composition of the Board of enterprises to be privatised is to reflect the ownership structure. While this may be easy with fully privatised enterprises, it will be a tricky issue in partially privatised companies. Ideally, the new shareholders should appoint a new board and management in a privatised company. But can this happen where only about 10% of Government shares have been sold in an enterprise?

##### (b) Loss of government privileges

It is pertinent to highlight the effect of sections 5(1) and section 13(d) in order to make the would-be managers of Privatised enterprises to be alive to their responsibilities. Section

5(1) requires that enterprises to be privatised be incorporated under the Companies Act 1968. Section 15 of this Act provides for the effect of incorporation under the ACT<sup>10</sup>. One of which, is that the company becomes a legal personality which can sue and be sued. This is also expressly provided for in section 13(d). It follows from a combination of these provisions that the FMG has removed an important protection hitherto enjoyed by some of the enterprises being privatised, i.e., their protection against legal action for their acts, omission or even for neglect<sup>11</sup>. Some of the Acts establishing some of these enterprises provide that they cannot be sued except the prospective litigant gives a stated period of notice and/or obtained the fiat of the Attorney-General or at all<sup>11</sup>.

Another privilege which may be lost by the enterprises is that they would cease to be agents of FMG. In which case they may lose their land holding under section 49(1) and (2) of the Land Use Act 1978.

The Section provides:

Section 49(1) "Nothing in this Decree shall affect any title to land whether developed or undeveloped held by the Federal Government or any agency of the Federal Government at the commencement of this Decree and accordingly any such land shall continue to vest in the Federal Government or the agency concerned."

Section 49(2) "In this section, 'Agency' includes any statutory corporation or any other statutory body (whether corporate or unincorporate) or any company wholly-owned by the Federal Government."

In which case, as the law is today, they may have to apply like any other person to the State Government concerned for right of occupancy over the land they now hold. However, this may not be the intention of FMG in respect of land which they now hold, in which case, it may be necessary to pass another Decree vesting the FMG's interest in

land now being held by these enterprises on the enterprises.

#### 5. Commercialisation

##### (a) Definition

Section 14 defines commercialisation as "the re-organisation of enterprises wholly or partially owned by the Federal Military Government in which such commercial enterprises shall operate as profit making commercial ventures and without subventions from the Federal Military Government."

##### (b) Scope

(i) Section 12(1) provides that the 14 enterprises listed in part 1 schedule 2 shall be partially commercialised

(ii) The Decree does not provide for the extent to which they are to be commercialised

(iii) Section 12(2) provides for 11 enterprises which are to be fully commercialised and which are listed in part 11 schedule 2

(iv) Section 12(3) reserves for the President the power at any time to add, alter, amend or delete from the list of enterprises schedule 2 by an order published in the Gazette. So that the President may exercise this power to change the category to which an enterprise belongs by ordering that an enterprise to be partially commercialised be fully commercialised and vice versa. It is respectfully submitted that unlike the same power reserved for the President in section 1(3) in the case of privatisation, this power will not affect third party rights. Instead, it would give the flexibility necessary in the implementation of Government policy to better the welfare of the masses.

##### (c) Position of Technical Committee

The technical committee is to

(i) Advise on the capital restructuring needs of enterprises to be commercialised<sup>12</sup>

- (iii) Ensure the success of the commercialisation exercise<sup>13</sup>.
- (iii) Ensure the updating of the account of all commercialised enterprises with a view to assuring financial discipline<sup>14</sup>.
- (c) Effect on Enterprises

It is respectfully submitted that the effect of the combination of the provisions of section 14 and 12 of the Decree is that the FMG intends with effect from 5th July, 1988 to stop providing subvention to enterprises to be fully commercialised and to reduce subvention to enterprises to be partially commercialised. The FMG does not intend to relinquish ownership of these enterprises. Neither is the Government breaking the monopolies of some of these enterprises such as (NEPA or NITEL or NIPOST) which are still monopolies under existing law. The Government wants these enterprises to operate as purely commercial enterprises, make profit or at least break-even, but they

should be less dependent on Government subventions.

The FMG also intends to exercise only general regulatory powers over these enterprises, leaving these enterprises with power to:

- (a) Fix rates, prices and charges for goods and services provided.
- (b) Capitalised assets.
- (c) Borrowed money and issue debentures and
- (d) Sue and be sued in its corporate name<sup>15</sup>.

It is submitted that what we said about the loss of Government privileges (SUPRA) in case privatised enterprises applies to commercialised enterprises except that, commercialised enterprises remain agents of the Federal Government as Statutory Corporations or wholly own Corporations of the FMG. In which case, they will still hold land as provided for in section 49(1) and (2) of the Land Use Act 1978.

## REFERENCES

1. IMB is in part 11 of schedule 1—present holding is to be maintained.
2. See section 7(2)
3. See section 4(8)
4. Section 3(3)
5. Section 4(1) (b)
6. See generally sections 4, 5, 6, and 7
7. Section 7(3)
8. See generally sections 4 and 7
9. See Beck V Smith 150 E. R 724 at 726.
10. See Nigerian Company Law and Practice by Dr Orojo—Cap 6—pp 88—94.
11. See for instance, section 12(2) of National Electric Power Authority Act (No. 24) of 1972
12. Section 5(i) (a)
13. Section 4(i) (a)
14. Section 4 (i) (h)
15. Section 13

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Legal Analyst (IMB)

## Civil Service Reform Guidelines

(Continued from page 12)

Ile-Ife, University of Ife Press, 1980, and V Ayeni, "The Civil Service as a Bureaucracy—Another Look at a Familiar Syndrome" *Africa Administrative Studies* Number 27, 1986, pp. 18—29

11. D Olowu, "Economic Liberalization and the Nigerian Public Service" *Quarterly Journal of Administration* XXI, 3 & 4, April/July, 1981, pp 157—172. I must add, however, that Olowu's analysis is valid essentially at the micro-level.
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## F.M.G. Political Transformation Programme

**Schedule 3—Programme for 1989**  
1st Quarter—1989

Promulgation of a New Constitution  
Release of New Fiscal Arrangements  
2nd Quarter—1989  
Lift of ban on Party Politics  
3rd Quarter—1989

Announcement of two recognised and registered political parties  
4th Quarter—1989  
Election into Local Governments on Political Party Basis

**Schedule 4—Programme for 1990**  
1st & 2nd Quarters—1990  
Election into State legislatures and State Executives.  
3rd Quarter—1990  
Convening of State Legislatures  
4th Quarter—1990  
Swearing-in of State Executives

**Schedule 5—Programme for 1991**  
1st Quarter—1991 Census  
2nd Quarter—1991 Census  
3rd Quarter—1991 Census  
4th Quarter—1991 Local Government Elections

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## WEMABOD ESTATES CLOCKS N500 MILLION IN 25 YEARS

**T**HE Wemabod Estates Limited is 25 years old having been founded in September 1962 with a share capital of ₦20,000 as Nabani Estates a subsidiary of National Bank of Nigeria. Although the book value is about ₦72.56 million, its estates in real terms are worth ₦500 million. Its subsidiaries include Lopal Property Company Limited, West African Pictures Limited and Cocoa Investment Property Limited. It is not surprising to learn that it is a conglomerate of the successful Odu's Group which manages 24 subsidiaries and has investments in 21 Associated companies.

Some of its estates include the 19-floor Western House in Lagos, Bristol Hotel Lagos, Investment House, Lagos, Challenge Bookshop in Lagos, Development House, Apapa, Banuso House, Lagos, Cocoa House, Ibadan Akure Shopping Complex, the new imposing Obafemi Awolowo House in Ikeja and a host of residential houses.

Management in Nigeria was curious to know the story of the success of Wemabod Estates Limited and it went out to interview the Managing Director, Mr. F. O.

### Interview with M.D. Wemabod Estates

*Editor: Good afternoon Sir, we want to start by congratulating Wemabod Estates Limited on its Silver Jubilee Anniversary. Now, if we can look back at Wemabod Estates Limited Sir, could we ask how the whole story started?*

**Abiodun:** Well, as you said we celebrated our 25th anniversary recently, that was 1988. Actually Wemabod Estates Limited started in 1962, the anniversary should have been celebrated in 1987. It started by the decision to form a property company from National Bank of

Abiodun Nigeria. And for the first few years it was called NABANI Estates. This was a derivative from National Bank Nigeria. It started with a few properties and a few years later it was expanded and it was taken over by the Western Nigeria Marketing Board. And I think Western Nigeria Marketing Board just like you had Nabani from National Bank Nigeria. Western Nigeria Marketing Board gave the name to Wemabod; but it has been the property wing of the Western Nigeria Marketing Board activities. These companies were owned wholly by the old Western Region and when the Western Region was broken into three states of Oyo, Ondo and Ogun, the Wemabod Estates Ltd., passed to the three states. At that time they could have split the estates, but in their wisdom, they decided to have the company as a whole and put it under the holding company of Odu's Investments Company Limited. I think that is in general the broad view of Wemabod Estate Limited.

*Editor: Knowing fully well that when people take over leadership of companies, organisations et cetera, they normally set out achievable goals themselves. What goals did you set for Wemabod as an organisation when you took it over?*

**Abiodun:** The first thing that I noticed when I came over to Wemabod was that we have been managing properties inherited over the years. And I remember saying to some people who came to me that my headache was that we are celebrating 25th anniversary soon. This is 25th anniversary of what other people had done, what do we do so that in the next 25 years, people will look back and say this is what has been bequeathed unto us to manage along with what we had in the first 25 years? In looking at the portfolio, I



**Mr. F. O. Abiodun, Managing Director, WEMABOD Estates Ltd.**

found that we had some abandoned projects which caused a lot of headache for me personally because before I came to Wemabod, I was in Ogun State Housing Corporation and one thing I tried to do there was to minimise the extent of projects that would be abandoned. So I always made sure that we could see the end of whatever was started. We had two big projects, one is what we now call Obafemi Awolowo House in Ikeja. I had seen that building myself several times and there is one thing about abandoned projects that I find very distasteful. They look as if whoever is building them, even if it is a private house, and then there is nobody to take over. I was very happy that we were going to celebrate the 25th Anniversary and I said to management, what are we going to show as a hallmark and we identified that project that we would complete it. This is a project that has been going for about ten years and I was very happy that we were able to commission that project and it was the highlight of the 25th anniversary. I think the happiest day for me so far was the 26th of May 1988, when that house was officially commissioned.

Another project I inherited which we are likely to finish soon is the Trade Effluent Farm in Ikeja. This is again the foresight of the founders of this company. They owned

industrial estates and they had the fore thought that industries would create toxic wastes, effluents etc. What do you do? So, they had got the treatment plant but unfortunately over the years, manufacturing had improved, size has increased so that plant collapsed and a contract was awarded to replace it. Unfortunately, it didn't materialise but again that is another unfinished project that by the grace of God we will soon be commissioning. Now the long-term view, having disposed of the long term projects, what then do we do? Wemabod is blessed with properties which can now be redeveloped and refurbished. I think the days of building multi-storied Western House, Development House, Unity House, Cocoa House, etc. are not with us now because there are so many of them and we are having problems getting all this let in the market. We want to refurbish our old properties and turn them into smaller units, maybe offices, shopping complexes and if we are lucky to have properties that we can get into modern flatlets then you know that we have achieved what we are working on now. They will not be multi-million naira projects but they will be projects one can start and finish say in about eighteen months, increase the asset base and then you get your income. So this is the view of management now and I am happy that we are actively pursuing this goal.

*Editor: Thank you very much, we are happy to know that along the*



**Mr. Niran Olabimtan, Public Relations Officer, WEMABOD.**

*spirit of SAP you are also trimming the size of your operations. I guess that the kind of things you are talking about now are likely to bene-*

*was talking about, the first thing that struck me when I went to the place was talking about, the first thing that struck me when I went to the place*



**Navy Capt. M. A. Lawal  
Ogun State Governor**

*fit more middle level people than people who are looking for sky scrapers. An accusation had been levelled against Wemabod that the initial founding fathers or the proprietors had always used this organisation like any other subsidiary of O'dua for political aspirations. To what extent is this true?*

**Abiodun:** Well, I don't know what political aspirations the founding fathers could have other than the one that is obvious. They foresaw that a time would come when the cities of this country will need industries and what they did was to acquire land, layout the land into industrial and commercial plots, attract investors, perhaps use this land as part of their own equity participation to develop the country not just the Western Region. It started in Western Region but their net was cast all over the country. If the development had taken place more say in Ikeja or in Ibadan, it is because the centre of economic activities happens to be there. But, I think it was a foresight, you see, when you come to work for an organisation like Wemabod and you see how little things like the Trade Effluent Plant I

years ago when we were not even near it at all. I remember when I first went into housing in Nigeria and I said people are coming into these estates and they will need ordinary things like dustbin, people said look, this man is talking of dustbins that is not the important thing, we're talking of houses. I think you see the analogy. When somebody can see that industries will produce wastes, what do you do with the wastes? And they built in something. So, to me the political aspiration is to develop the country to that level where Nigeria should be seen at par with any industrialised country and if we the successors are continuing this, I think we are just trying to follow what we see as the good example laid by them.

*Editor: You will notice that it is usual in Nigeria to try to measure people in terms of their assets. You remember recently that "This Week" Magazine rated companies, the First One Hundred Companies in Nigeria. How will you rate the Wemabod Estates Limited in terms of assets and liquidity?*

**Abiodun:** Well we have assets, we are not very liquid at the moment

and why we are not very liquid at the moment is because most of our buildings are old. As I said, we had inherited Cocoa House, Western House, all high rise buildings. They cost very much now to maintain and this is one of the reasons we are now trying to move away from them because you put a lift in a house it takes all your money but the houses that have lifts cost you enormous amount to maintain. And these houses are multi-storey buildings. You cannot tell people to walk up to 14th Floor or 15th floor so you have to maintain them. So, this is where the liquidity comes in. The supportive facilities are expensive. We had a state of badluck with NEPA and everytime there is NEPA blackout, we have to put our generator on. I remember sometime last year when Western House had to run for weeks on the generator. And it got to a stage where the generator just seized to work and it was a very frightening experience when a lift was going up and without warning it stopped midway and I happened to be outside when I heard the scream, I don't know how we opened the door but the whole place was dark and I kept saying how many of you there? And this lady said only me, and I said please can you reach out. Fortunately, she is a tall person so I was able to drag her out. She was dirty and and all that. To make sure this doesn't happen, one has to make sure that the generator is serviced regularly, more regularly than it ought to be because generators are supposed to be standby, but when generators now become the main source of power and some of our tenants work on Saturdays and Sundays because they are professional people, consequently we have to keep our services open on Saturdays and Sundays. The chance to service these things regularly is cut down. These are problems that affect our liquidity. But I would say that as to capital, we are blessed because quite a lot of our buildings and properties are in very prime areas. And what we are

trying to do as I said, earlier is to look at areas where may be we can change the user to get more revenue.

*Editor: In terms of capital assets, how much do you think Wemabod estates is worth? Would you say Wemabod Estates is worth up to hundred million naira or one billion naira in assets?*

**Abiodun:** Can we come half way, lets say \$500 million in overall assets.

*Editor: This organisation is owned by three states, what has continuously baffled people over these years is that many people have never heard the states quarrelling about the sharing of the profits and assets as we do hear of other assets jointly owned by two or three states. How has O'dua and Wemabod managed to keep this ship going without letting the world into the secret?*

**Abiodun:** O'dua is the holding company and we are just one of the so many companies that are subsidiary to O'dua. O'dua accounts to the three proprietors. I know that at the inception of the three states, when the old Western Nigeria was broken up into Ondo, Ogun and Oyo States it was decided that assets and liabilities be shared with Oyo 44%, Ondo 31% and Ogun 25%. Don't forget that just as we are talking of sharing of assets, that is how the liabilities are shared and I think it is because the whole thing had been equitable and fair that none of them had cause for quarrel.

*Editor: How do you use all these profits you make, granted you make profits however little, to better the lives of the common man in the society? The average man from Oyo, Ogun and Ondo, how do you help them with these profits?*

**Abiodun:** Okay, the profits that Wemabod makes can only be profits after we had accounted to O'dua. So, the benefits now can be seen from two angles, what O'dua gets is not just spent in running O'dua alone. It is pumped into all

these states for social policies implementation. For instance, we are not building houses as such for the common man but Ogun State, Ondo State, Oyo State, have housing programmes and markets. The money they are using, part of it could come from whatever they get from O'dua. From Wemabod itself I was just saying that we are trying to widen our base. Every time we are able to open a factory we get rent but some people get work. I remember years ago when I was trying to negotiate for land for a housing project and I was able to carry the people with me by saying, look, when the housing estate is going on, it is not my wife in Abeokuta who is going to sell food to the labourers, it is your wives here. So, when the projects go up, people live very near the houses around get tenants, the food-seller gets people to buy food so you have this generation of income which spread. It is a continuum. I think you have seen the two aspects, the complementary nature of the supply and demand in this business.

*Editor: Are there any immediate plans for Wemabod to go into smaller estates that the middle level man can benefit from?*

**Abiodun:** Yes! Actually this is one of the things that have been going on since I came here. We have been interacting with the three owner states and we are trying Abuja too. We are also planning with local governments to work out areas of co-operation. We want level of participation in the development of the states and this, depending on the dialogue, we would identify the area where we would be most effective. If it is, say in the area of rural development where we feel we can go in, interact either with the local government or the State Government in developing an estate or attracting agro-based industries which we feel we can either directly take part in or invite subsidiary sisters like the other O'dua companies, we will then look into this. Recently, myself and the Chairman had visited the state

governors. One of the areas talked about was how Wemabod can come and participate in the overall development of the states and this is borne out of the fact that everytime now we have trade fair and we attend, people come in to discuss what we can do. But we will not go into any area where there cannot be profit because we are not a service organisation. I told you that O'dua is a holding company. It has a way of saying well done good and faithful servant and you can only be good and faithful servant if you make some profit.

*Editor: Finally Sir, How will you describe the housing policy in Nigeria. Do you think that the slogan "House for all by the Year 2000" is achievable? Because you can see a lot of people sleeping under the bridges now.*

**Abiodun:** Before I came to Wemabod I was in charge of Ogun State Housing Corporation for ten and half years and I believe that housing for everybody is possible but my very close friends know my views that housing as defined by the average person may make it impossible to achieve. What it means is, if you tell me you need a house and you say you have a wife and three children and how do we solve your housing problem? I may say alright. Let us design a core house where we have two bedrooms, one sitting room, a kitchen and a toilet. But get the architect to make sure that the design is such that later on as you can afford, you can add two more rooms. So, you then have housing in stages. Five years if his son leaves school and decides to live at home, he might bring his own income and they expand the house. But the typical approach to housing is that the Nigerian wants to open a ten-room housing and invite everybody to come and bless.

A friend of mine always says that he will never forget when a fellow was praying that we will never sell this house and I said it was a bad prayer. If the house is no longer



**Col. S. Oresanya**  
Oyo State Governor



**Commodore Olabode I. George**  
Ondo State Governor

functional, sell it and use the money for a more functional one. If you have a house in Abeokuta and you are now living in Lagos, sell the one in Abeokuta and buy one in Lagos. But unfortunately, our social culture does not accept that. If you advertise in the papers that you want to sell that house, everybody will come asking what the trouble is. So, this is the problem. I think if our attitude to housing can change, if we see house as something that is just a functional asset that you can move from A to B when it is no longer suitable, and dispose of A or if you can only afford two bedrooms now and you have space later on you add to it, I think everybody can have housing by the year 2000. People will say you are very unrealistic, have you forgotten extended family? If we have SAP this is an area that we have to look into. Because we had always done something in a certain way does not make it the ideal. I think everybody can have a house by the year 2000 if we adopt a more realistic approach. Another thing is that if you want a house, you must know that you must give up so many things. I remember the case of a member of staff. The mortgage was approved and we had a standard that you must do xyz and he did x. I said that he must do yz and he got somebody to come and beg me. I

told that person that I still see that boy going to the club to drink. When he is building a house, he should get to a stage where when they say a bottle of beer he immediately thinks that it is a pound of nails. You have to make that sacrifice. No government, however, rich can make houses available. People have to do it.

I was the Chairman of the National Year of Shelter just before I came to Lagos and one thing I was able to convince Government about then was that the government will make land available. Then people who are going to take part in the scheme would get loans but not in cash. We were going to buy bulk bricks from Lapeleke. We were going to get bulk cement and they will draw the loans in that, in kind. And then if they know that calling somebody to do certain jobs he would charge N40, if they can draw water or their children can do it for #20 it is for them to decide that on Saturday instead of doing something else they should draw water. To me these are the ways one can achieve this. Personal sacrifice and our own attitude to change.

*Editor: Thank you, Sir, I am sure our readers will benefit from your housing advice and experience. On behalf of our readers, I want to say thank you.*

## WRITING WINNING REPORTS AND PROPOSALS

**Author:** Alexander Hamilton Institute  
**Publisher:** Modern Business Reports, New Yours  
**Reviewer:** Dele Osundahunsi

**T**HE book is a rare gem in the market partly because the subject is highly specialised and partly because the book is not currently being distributed by any of the publishing houses operating within the precincts of Nigeria.

These do not dwarf the importance of the book especially to managers who have to write proposals at the alpha source and a report at the omega end of a project. It is more difficult if the proposal must convince and win the hearts of sponsors and financiers who in their own rights are rationalists and experienced analysts. This explains the rationale for this review and of course, why the book is invaluable to managers.

The book has been divided into eight sections with an addendum of twenty-one sample reports and ten sample proposals with some quantitative appendices where desirable.

Section I shows the background in terms of planning a report, establishing a rationale for it, setting objectives, determining the audience, length, outline, logistics and scope

of coverage. It ends with how to establish credibility for a writing, overcoming the myth of writing and ten ways of cutting paperwork.

Section II looks at writing the first draft as III concerns itself with organising materials into various sections. Section IV goes into the psychology of peeping into the mind of the audience so that the right tone can be used. Section V goes into some desk editorial details, syntax and word processing as VI educates on the formal layout of a report in terms of headings and sub-headings, plus the use of statistics, graphs, data, pie chart, bar graph, tables, illustrations, flow charts and graphics in order to enhance readership clarity and credibility. Section VIII deals principally with how to write persuasive proposals.

### ERRATUM

In the last issue of the journal, name of Mr. E. Ezeah, was inadvertently omitted as the author of the article. "The workmen's compensation Decree No. 17 of 1967—A Review", pp. 34—42. The error is regretted.

## British Council Library (Continued from page 13)

### 18. More bloody meetings.

Any bona fide institution may apply to join the Video Library provided applications are made in writing by a senior member of staff who is prepared to become responsible for all videos loaned to the institution.

An annual fee of N100 is charged for institutional membership which entitles the institution to borrow one video at a time for up to one week.

In addition, the library in Lagos holds a range of videos (PAL VHS format) on general factual topics. Many of these are useful as part of staff training or academic courses, and are available for institution loan. Topics covered include the science of management, technology, cultural topics and agriculture. New videos are purchased regularly to keep the collection up to date.

## NEW WRITINGS

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- Knoepfel, H. "Project Organisation and Contract Management" in *International Journal of Project Management*. Zurich, 1988.
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- Margenson, C. (Ed) *The Journal of Management Development*. Bradford, MCB University Press Ltd., 1988.
- Mayer, Jean. *Bringing Jobs to People*. Geneva, ILO, 1988.
- Takezawa, S et al (Ed) *Improvements in the Quality of Working Life in Three Japanese Industries*. Geneva, ILO, 1988.

## OYELEYE ASCENDS NIM CHAIR

*In the last issue, we featured the news of Engineer 'Teju Oyeleye, as having been elected as the current Chairman of NIM Council and President of NIM —with effect from the 25th of September, 1988. MANAGEMENT IN NIGERIA thinks that you will be interested to know what goals and objectives the new Chairman has set for himself and the institute; we went out to interview your new President.*

**MIN:** Good morning Sir. We want to start by congratulating you on your election as the President of NIM and Chairman of Council. Congratulations Sir.

**Oyeleye:** Thank you very much.

**MIN:** Sir, we want to try and find out how you interpret the functions of the President of NIM and Chairman of Council vis-a-viz management, the administration of the branches and other functions of NIM.

**Oyeleye:** Well, the NIM President and Chairman of Council is elected by members of Council to direct the policy of the Institute during his tenure of office. He is to ensure that the Director-General of the Institute succeeds in the day-to-day management of the responsibilities of the Institute. He advises him, warns or reprimands as the occasion may demand, bringing very serious issues to the notice of the Council of the Institute. From my personal experience as former chief executive, I do know that the progress of the Institute will be greatly affected for good or ill by the relationship between me as the President and the Director-General as the chief executive of the Institute. There must be mutual understanding and respect between us.

**MIN:** Thank you sir. We recognise that broadly, the functions of the President of NIM and Chairman of Council are basically to direct the policy framework of NIM. In looking back at the Institute, you have been a member for about two decades. Looking back at the Institute as a whole, not in Lagos alone, all over,

what will you consider as the significant achievements of the Institute itself?

**Oyeleye:** Well, the NIM in my own opinion has fulfilled, by and large, the role that it set out for itself, that is, to promote, encourage and develop the science and art of good management in Nigeria. When NIM started 27 years ago in 1961, it was the premier organisation. There are now many management organisations both in the Public and the Private Sector of the economy, some of them owing a lot to the NIM. In the training of members, in addition to the organisations set up by government, we do have those that are set up by others and this is because NIM has tried to point out that for effective management, you have to develop the science and the art. The Institute continues to have its professional training and consultancy activities that it had started since its inception. It has workshops in all the areas. It generates discussions. It now has the Distinguished Management Lectures at which important management areas are covered. It has annual conferences; it publishes books and the magazine—Management in Nigeria. It has the Young Managers' Competition. There is the new NIM Diploma course and of course, there is the Management House that it built and that was commissioned a few years ago. So NIM has really made its mark in the development of management in Nigeria.

**MIN:** Thank you Sir. It is generally believed that the economic woes of

Nigeria have stemmed from the fact that the general situation including the economy, the finance, the people have been inadequately managed in the last few years. What do you think NIM can do in this area to contribute towards reversing this particular situation?

**Oyeleye:** Well, Government is the biggest business in Nigeria and we have not had what we can consider to be a long stable government in the country. Since we became independent some 28 years ago, we've had about eight governments and we've had coups both against civilians and against military governments. This has not enabled the country to settle down effectively. As a result of that, policies that are being practised have not had enough time to generate effective management. The role of NIM, therefore, can be two in this particular area. The first is to try and influence government policies both at formulation and implementation levels to generate effective government. And secondly, by encouraging both individual and corporate members of NIM to adopt the Code of Conduct of NIM which is all embracing. The Code of Conduct as you will remember is two folds, first is to generate effective professional management and secondly, to have personal probity in management activities. The way it is expressed is:

1. That the professional manager will put service above self and will ever seek to find and employ more efficient and more economical

- ways of getting things done".
2. "That the professional manager will accept the more scrupulous and transparently honest and ethical process of thought for all decisions in his daily work and be himself free of any fraudulent and/or corrupt practices and within his scope of authority treat all persons as being equal and refuse to give special favours or privileges to anyone".

So the NIM endeavours to ensure that its members practise the Code of Conduct and secondly assist by influencing government policies.

*MIN: Thank you Sir. Looking at NIM, you will discover that NIM seems to be made up of who is who in Nigeria both in the private and public sectors of the economy and that of course will show that NIM as a body seems to have virtually all the who's who in its fold. How are these helping the operations, growth and survival of NIM?*

*Oyeleye:* When I was mentioning the achievements of NIM earlier on, I did comment about different things that had happened. These things had been done by members of NIM by and large. The contributions towards the building of Management House for instance had been done by NIM's individual members, corporate members and friends of NIM to the level at which it is today and all the training, book writing and other things that are being done are done by members and friends of NIM. So NIM members' contributions have been mainly by adopting the Code of Conduct of the NIM by making sacrifices, putting their own service before considering themselves.

*MIN: Now, it looks to us, (from the question we asked earlier on) that the NIM is looked at as an elitist organisation, although it is neither the Rotary nor the Lions Club. Do you want to correct this impression of NIM because many people believe that it is only made up of the Abebes, the Omolayoles, the Onosodes, the Ogunlanas, Kolades,*

*the Oyeleyes, the Aikhomus, the Kukoyis, Adebayos, the Kuforiji-Olubis, the Adelekes, the Akinyemis, Guobadias, Ubekus, Balarabe Ismailas, the Harunas and a host of others. And so the young managers coming into the management fold who qualify to be elected into associate grade may tell you that NIM is not really for the younger ones. Do you agree with this view?*

*Oyeleye:* A top manager has to be from the people but he does not necessarily have to be of the people. Now, this may create an elitist image and we have in NIM a membership committee whose current chairman is Chief Folarin Coker a fellow of the Institute. The committee looks at the different criteria that are set for the different grades of membership of NIM. The Institute is a free association of all those who believe in the aims and objectives of NIM and are able to abide by the Code of Conduct of the Institute. So, if anybody wants to get to the highest grade i.e. the Fellowship of the Institute, the criteria are clearly laid down. All the names you mentioned earlier on are Fellows of the Institute. There are other professional grades of Members and Associate Members. There are the Affiliate grades of Graduates, and Students. If

anybody wants to start to climb the tree from the top and not accept a grade of membership appropriate to his background, education and experience, there is little one can do. The training programme that I mentioned earlier on including the NIM Diploma Course is a way of encouraging people who believe seriously in getting to the top through hard work. NIM should not lower its standard in order to be able to attract other people. Those people should aspire to meet the standards set by NIM.

*MIN: Thank you sir. Again stemming from that, a lot of people tend to believe that NIM is a Lagos organisation. By and large, if you look at the roll of NIM, definitely more than 80% of the membership is made up of the Lagos members. Now how do we ensure that the other managers in the other twenty states also benefit from the activities of the NIM so that we can erase the idea that it is a Lagos organisation?*

*Oyeleye:* It is not true that NIM is a Lagos organisation. By its composition, the President of the Federal Republic of Nigeria is the Patron of NIM and all the State Governors are vice patrons of NIM. NIM has 18 branches in 16 states of the federation. The Annual Management Conference is rotated throughout



*Engr. Teju Oyeleye welcomes the Editor and his team to the venue of the interview.*



will have to meet to respond. When we have tried all these, there are some other areas which we are presently exploring and we have set up a committee to look into this. I don't want to anticipate the report of that particular committee but I will do my best to ensure that during my tenure of office, the problem of the debt is solved.

**MIN:** Members of staff will like to know definitely, what is in the offing for them during your tenure because NIM is not different from any other organisation in Nigeria. At the moment, everybody is talking about elongated salary, increase in fringe benefits, housing allowance, vehicle et cetera. I am sure members of staff will be delighted to know what you are likely to do for them during your tenure. Will you like to comment on this?

**Oyeleye:** Well, I will definitely want to comment. The Council of NIM is not unaware of the environment in which their staff are working and you are aware that when in January 1988, government deregulated the salary increase of staff, the Council made some awards without being promoted by staff that something should be given to them. So that in the same way, during my tenure of office the Council will continue to create a conducive working environment for the staff and this of course includes remunerations and at the same time, try to be firm, fair and apply social justice to the staff that are there. Finally, the Council will encourage all members of staff of NIM to belong to the Institute. I am happy to see that the reactivated Lagos Branch has some members of staff as part of the officers and if they themselves are insiders, they will together grow with the NIM and ensure that the Code of Conduct of members of the NIM is applied i.e. putting service before self. If they do that, there is no doubt that they will not only be happy because they will see that they are developing with NIM and they are creating an atmosphere for professional

management to grow in Nigeria.

**MIN:** Thank you Sir. As it will be expected, the public will definitely want to know who is that person who is now occupying the chair of this apex management organisation in Nigeria. Will you like to tell the public something about yourself? We know that you had been in the public service for a long time particularly in the mass media and that you retired from there into the private sector. So you are quite conversant with the operations of both sectors of the economy. But I think beyond that, very few people know more about you. Will you like to talk to the public about your life.

**Oyeleye:** I am an Electrical Engineer by profession. Because of this, I joined the society that promotes engineering development in the country, that is the Nigerian Society of Engineers. I am a past President of the Society. I was also a member of Council of Registered Engineers of Nigeria (COREN) and the Chairman of the committee of COREN that is promoting, in addition to the registration of Engineers, the registration of technologists, technicians, and craftsmen—all members of the Engineering family. This is with a view to ensuring that anybody who is practising any aspect of engineering will feel a sense of belonging to the family and will be proud of what he is doing and ensure that the standard of engineering is properly maintained in the country. At the NIM I have served as the first Chairman of Ibadan Branch, the Chairman of the Membership Committee and the first Vice-President.

My top management career started as a General Manager of the defunct WNTV/WNBS in 1966. I was General Manager of that organisation for seven years. It is true that I joined the private sector and I was General Manager of Total Nigeria Limited for seven years from 1977 to 1984. I am now a consultant for Total Diversification Projects in Agriculture, gas cylinder

manufacture including the manufacturing of Eazeze Cooker, and the Agro-chemical company.

I am married with children.

I lost my first wife in a fatal motor accident in March 1978 on our returning from holidays at Yankari Games Reserve in Bauchi State. All our three children—all boys were in the secondary school at that time. Thank God, they are all graduates now, two in engineering and one in medicine. My late wife was a registered state nurse and midwife. She managed the family very skillfully both with me as a young professional and as a Chief Executive. She was indeed a saint, we were very happy together. I remarried in November 1979 to a Chief Insurance Inspector of the Federal Ministry of Finance and because of her successful management of the home and the grown up children, they all came out in excellent grades. For them, Olufunmike (their mother) planted Olubunmi (their step mother) watered and God blessed all of us. We are indeed a happy family for which I am very grateful to God. I am indeed very proud of her and call her Oluwalobunmi—the gift of God to me. The marriage is blessed with three children—two boys and one girl. We are trying to bring the young ones up and the older ones are getting on in their chosen professions. One of them is getting married in December, 1988. That is the summary of me and my immediate family.

**MIN:** Indeed you are a very lucky man Sir, very very lucky.

**Oyeleye:** Yes, I am. I have had my ups and downs, but thanks to God.

**MIN:** Sir, do you have any advice you want to pass on to members of NIM all over the world and readers of *Management-In-Nigeria* about managing their lives, managing the economy et cetera?

**Oyeleye:** I believe that the practice of NIM's Code of Conduct will lead to peace, joy and justice and make for effective progress and improvement of the quality of life of

the citizens. That is very pregnant with quite a lot of meanings. For instance, when I talk of peace, I include the possibility of ensuring that the number of armed robbers are reduced if not totally eliminated. There can be no peace if you are afraid that when you are going out, you are not safe. If many people do not have jobs, there are bound to be a lot of armed robbers. 'Joy' is when you are getting fulfilment both physically and intellectually and internally in your mind. 'Social justice' includes a situation where as a Nigerian, you are happy and able to live anywhere in the country and

be accepted as a Nigerian so that I believe that if we can practise the Code of Conduct of NIM, we will go a long way in achieving this objective.

*MIN: I want to thank you very much for taking some of your time particularly on a Monday morning when all executives are quite busy. We appreciate it and the best we can say for now is to wish you a happy and successful tenure of office.*

*Thank you Sir,*

**Oyeleye:** I thank you very much. It's been a great honour having you here

## Acknowledgement

**T**HE articles in this journal have always been subjected to painstaking reviews before being accepted for publication.

*Management-in-Nigeria*, therefore, wishes to express its gratitude to the following, who during the past year, spent time and effort to review the major papers that were published in the journal. On behalf of our readers, I say thank you very much for a job well done.

1. Adebayo B.
2. Agwu Kalu
3. Ali Shettima
4. Aina A. I.
5. Arogunmati Bob-Joe
6. Adejuyigbe B.
7. Asaolu J. O.
8. Ayeni V. O. (Dr.)
9. Enworom A. S. (Dr.)
10. Ezeah F. O. C.
11. Fashoyin Tayo (Prof.)
12. Ibekwe Oliver
13. Ibrahim Deen
14. Igweonu D. P. (Dr.)
15. Kapde M. O. (Prof.)
16. Ladele P. I.
17. Ndekwe E. C. (Dr.)
18. Nwokolo Paul
19. Okpechi Simeon (Dr.)
20. Oni J. O. (Dr.)
21. Otth O. L. (Dr.)
22. Oshagbemi Titus (Dr.)
23. Okedeji Olunbunji (Miss)
24. Osagie F. (Prof.)
25. Osundahunsi Femi
26. Omogbehin V. A. (Dr.)
27. Oni J. O.



## "Management In Nigeria" Advert Rates 1989

Colour	₦
Outside Back Cover	4,320
Inside Front Cover	3,888
Inside Back Cover	3,744
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Page Opposite the Inside Front Cover	3,456
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A Double Page Advert	5,748
Half Page Advert	1,728
One Spot Colour	720
<b>Black and White</b>	
Full Page (R O P)	2,448
A Double Page Advert	4,608
Half Page	1,606

## Home Coming

**T**HE death of Chief Stephen Ossai Ossai, 59, Managing Director of SERA Printing Ltd., printers of *Management-in-Nigeria*, has been announced.

A retired Assistant Director of Prisons (1979), he was MD of KRANS Graphics Ltd., Kranos Nig Ltd., Director of Triana and Chairman of STEVE Motel, Utagba-Ogbe

A Past Rotary President, late Chief Ossai was an Associate of NIM, whose invitation to Business Luncheon at Sheraton, he honoured on 6th December. He hailed from Umusam, Utagba-Ogbe in Kwale, Ndokwa Local Government Area of Bendel State.

May his gentle soul rest in perfect peace.



Late Chief S. O. Ossai

# 1989 YOUNG MANAGERS' COMPETITION

**ENTRIES** are invited for the 15th edition of the Young Managers' Competition organised by the Nigerian Institute of Management.

The Competition is for young Nigerian Managers', between the ages of 25 and 40 years

bulion Management, Retail Management; Marketing Management, Management of Research and Development, Cost Reduction, Management in Service Organizations; Public Administration; Profit Management; Marketing.

## 2. THE AIM:

The aim of the competition is to stimulate helpful, analytical and interesting research/writing on management issues pertinent to the Nigerian situation and to give such young/potential managers the opportunity to demonstrate

- their knowledge of the subject.
- originality of thought, and
- the ability to communicate their ideas logically

## 3. ELIGIBILITY

(i) Must be member of NIM

## 3. ELIGIBILITY

- (i) Must be a member of NIM
- (ii) Must not be younger than 25 years but not older than 40 years by November, 1989.

## 4. NATURE OF COMPETITION

### STAGE 1

The first stage of the competition will take the form of sending in an essay plus an abstract on any aspect of management with special reference to Nigeria.

### Stage II

Oral presentation of paper at the zonal level

### Stage III

Zonal Winners will compete at the national level with presentation of papers to selected audience.

## 5. SUBJECT AREAS:

Management Development, Leadership and Motivation; Management and Productivity; Social Responsibility of Business, The Accountability of the Board of Directors to Shareholders; Organization Development; Corporate Planning; Management and National Development; Employee Communications; Industrial Relation; Managerial Career Planning; Management of Innovation; Management and Technology; Corporate Image; Management Information Systems; Financial Planning and Control; Management Decision Making; Physical Distri-

## 6. LENGTH OF PAPER:

The topic must be based on any one or combination of the subject areas listed above. The paper typed double-space on A4 size paper, must be between 25 and 45 pages.

The entry paper must be accompanied with a not more than 350-word abstract of the paper.

## 7. ZONAL HEATS

- Lagos Zone — September
- Northern Zone — October
- Western Zone — October
- Eastern Zone — October

Specific dates will be announced later.

## 8. NATIONAL FINAL

Management House, Plot 22, Idowu Taylor Street, Victoria Island, Lagos.

Saturday, 9th December, 1989

## 9. PRIZES:

Prizes will be awarded for the best entries as follows:

### National Final:

- 1st Prize ₦1,000 cash and one-week Management Course of own choice (excluding accommodation and meals).
- 2nd Prize ₦500.00 cash
- 3rd Prize ₦300 cash.

### Zonal Winners:

- 1st Prize ₦200.00 cash
- 2nd Prize ₦150.00 cash
- 3rd Prize ₦100.00 cash

## SPECIAL PRIZE

Seven-Up Silver Trophies to be presented for the best essay in **Marketing**, provided there are 5 entries. Nigerian Breweries Trophy.

## 10: ENTRY TO THE COMPETITION:

All intending contestants must complete the Entry Form in the Brochure or below and send to:

Director — General  
 Nigerian Institute of Management  
 Management House  
 Plot PC 22, Idowu Taylor Street,  
 Victoria Island

Island

**YOUNG MANAGERS' COMPETITION**  
 (National Competition for Young Nigerian Managers)

**ENTRY FORM**

Candidate's Name \_\_\_\_\_  
 Surname \_\_\_\_\_ Others \_\_\_\_\_

Date of Birth \_\_\_\_\_ Sex \_\_\_\_\_

Occupation \_\_\_\_\_

Name of Organization \_\_\_\_\_

★ Address \_\_\_\_\_

Position Held \_\_\_\_\_

Correspondence Address \_\_\_\_\_

Tel/ Nos \_\_\_\_\_

Signature of appropriate \_\_\_\_\_

officer in contestant's \_\_\_\_\_

Organisation \_\_\_\_\_

Official Stamp \_\_\_\_\_

Name of Officer \_\_\_\_\_

Position in Firm \_\_\_\_\_

★ NOTE:

Candidates will be grouped into zones on the basis of the correspondence addresses unless otherwise stated

I apply to enter the Young Managers' Competition and agree to abide by the rules of the competition. I certify that I will not be under the age of 25 or over 35 years by November 1988

Signed \_\_\_\_\_ Date \_\_\_\_\_

**11. ENTRY FEE**

Entries must be accompanied by a fee of N30.00 (Thirty Naira)

★ Payment should be made in bank draft, crossed cheque or cash. Postal Orders are not acceptable. Cheques must be drawn in favour of the Nigerian Institute of Management. Cash should be paid to the Accounts Department of NIM at Victoria Island, and a duplicate copy of the Receipt issued should be attached to the completed Entry Form.

**SUBMISSION OF PAPERS:**  
**12. SUBMISSION OF PAPERS:**

Contestants must submit 7 copies of their papers and abstracts to Lagos or Area Offices at Abuja and Kano. The papers must be accompanied by:

- an abstract of the paper (in not more than 350 words),
- a brief curriculum vitae of the contestant
- two passport photographs, and
- a birth certificate or statutory declaration of age of the contestant.

**13. CLOSING DATE FOR ENTRY:**

All completed entry forms must reach the Director-General (NIM) on or before 30th of June, 1989.

**14. CLOSING DATE FOR SUBMISSION OF PAPER:**

All papers typed doubled spaced on A4 paper, between 25 pages and 45 pages must reach the Director-General in Lagos, or through Area Offices at Abuja and Kano, not later than 26th August, 1989.

The abstract in not more than 350 words must reach the Director General in Lagos or through Area Offices at Abuja and Kano, on/before 30 June, 1989.

**15. FOR FURTHER INFORMATION:**

For further enquiries, contact

DIRECTOR-GENERAL  
 NIGERIAN INSTITUTE OF MANAGEMENT  
 MANAGEMENT HOUSE  
 PLOT PC 22, IDOWU TAYLOR STREET  
 P O BOX 2567  
 LAGOS  
 TEL 615105/616203

OR

AREA OFFICES  
 KANO—57, AIRPORT ROAD  
 P O BOX 6382  
 KANO  
 ABA—216, PORT HARCOURT RD  
 ABA

**NIM BRANCHES**

Abeokuta Mr O O Ostelu, AMNIM  
 Ministry of Local Government, Abeokuta

Akure Mr J B Abegunde, MNIM  
 P O Box 684, Akure

Jos Dr Samuel A Olaiya, MNIM  
 Industrial Training Fund,  
 P M B. 2199, Jos.

Kaduna Alhaji Inuwa Jibrin  
 P O Box 254, Kaduna

Ibadan Chief A. Akomolafe, FNIM  
 P M B 5377, Ibadan

CHECKLIST	ENC LOSED	PREVIOUSLY SENT	TO BE SENT LATER
(i) Entry Fee (N30.00)			
(ii) Paper			
(iii) Abstract of Paper			
(iv) Brief curriculum vitae			
(v) 2 Passport photograph			
(vi) Birth certificate or statutory declaration of age			
(vii) Duplicate copy of Entry Fee Receipt if			

Port Harcourt Mr P D Peterside, MNIM  
 Ministry of Agriculture,  
 P O Box 5713, Port Harcourt

Zaria Mr S Imasuen, MNIM  
 ATSC/Comm. School,  
 NCATS, Zaria

# MANAGING YOUR HEALTH

## DON'T MIX BUSINESS WITH DRIVING

Dr. Fikayo Adeyemo,

**F**IRST, let's take a true life story. A couple of years ago, a young executive was travelling between two towns where he had business interests. In fact, he was a doctor, the proprietor of three private hospitals and his trip was taking him from one such hospital to another. He was alone in the car. His mind was very busy. He had just received some uncomfortable news from his assistant about poor sales patronage and staff disharmony. He knew he needed to do something fast to save the situation. Money was running low, and time even lower. He was a deeply troubled man. On and on he kept ruminating on the options open to him: should he take another overdraft? Should he close down the ailing annex? Should he employ a professional administrator? In a word, he was in a world of his own.

Then, out of the blues, the harsh hoot of an on-coming vehicle jarred him into reality. The reality that in the next one or two seconds, he would have an head-on collision, for what he saw was the fast approaching menacing hub of a Mercedes Benz "911" truck. Only the will of God and the proper co-ordination of fast reflexes saved him from an instant death. The next day, he hired a driver. He had learnt his lesson, "don't mix business with driving". That executive was yours truly.

For a clear perspective, this experience should be viewed in the light of the societal attitude to drivers and the fact of being chauffeur-driven. The driver is seen as a symbol of status for the driven. Only an executive who has attained a particular level or status will have an official driver and only businessmen who count their money in millions think themselves rich enough to hire drivers.

The practice of allocating official drivers to officers of certain levels stemmed from the fact that the work schedule at such levels demands a lot of physical and mental exertion on the executive, and driving, which is both physically and mentally demanding in its own right, can not be profitably combined with the workload of such executives. Unfortunately, people hardly see this basic health necessity of being driven. What they see is the fact that someone sits at the "owner's corner" of a car, a driver waits on him, opens the door for him to get in and out and in fact sees to the day-to-day maintenance and cleaning of the car.

For these reasons, the driven executive is seen as having "arrived". This is a myopic way of looking at the role of the driver. Driving, the type needed by most busy executives is a full time job. Further, it is a job requiring the full functioning of the mental faculties of the driver. This is not to talk of the physical exhaustion that driving usually entails. Thus, it is not only dangerous for a busy executive to insist on driving himself, but also outrightly suicidal.

One reason why many executives drive themselves nowadays is age. There are many in private and public sectors between the ages of 30 and 40. Understandably, such young executives think they are still young enough to combine driving with their normal work schedule, and that if they engage driving with their normal work schedule, and that if they engage drivers at their age, they may be seen as being lazy and given to the soft and easy life.

Another reason is money. Many executives who actually would want drivers think they are not buoyant enough to afford one.

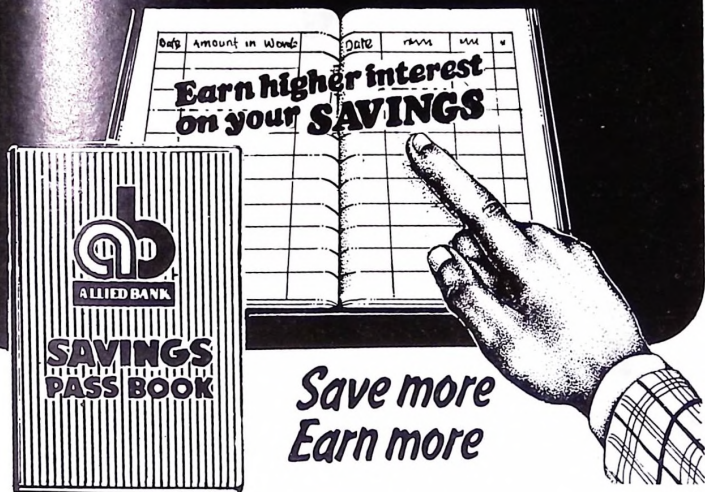
A third reason, which to my mind, is no reason at all, is the phobia some people have against being driven. Such people cannot just stand being driven by another person.

Well, I do not think any of the reasons mentioned above or elsewhere are good enough reason to sacrifice your life for. The busy executive has enough on his hands trying to control office and home-related stress and keep his blood pressure low without adding the peculiar difficulties inherent in driving himself. Driving, if done at all should be limited to off-duty hours especially, when on leave and holidays. The executive who criss-crosses the country (or the globe) covering several hundred kilometers per week transacting various types of business will only be deceiving himself if he thinks it cost-efficient for him to drive himself.

The same goes for the person who sits behind his desk all day figuring things out in an analytical manner, because such mental efforts, apart from being highly demanding, are also problematic in the sense that they tend to persist in the mind even after the person might have left the office. To drive in this state of mind can be disastrous. Teachers, scientists, doctors and lawyers are especially susceptible to this kind of risk.

To conclude, may I remind our executives that it does not cost much to employ a driver and in the final analysis, what one gains in none monetary terms far exceed the little sacrifice made to engage the driver. There is no doubt that the productivity of the executive will improve, and he can also have the joy of having reduced the employment figure of the country by one.

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