

# Management IN NIGERIA

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NIGERIAN INSTITUTE OF MANAGEMENT  
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## INNOVATIVE MANAGEMENT A CRUCIAL NATIONAL NEED.

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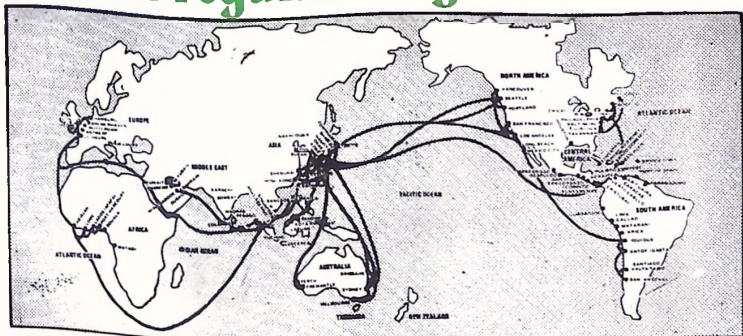


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## INNOVATIVE MANAGEMENT

—A Crucial National Need

This year's national management conference of the Nigerian Institute of Management was held at Owerri, Imo State, on the 21st and 22nd of May. This special edition of this journal is devoted to the conference and contains all the papers presented on the occasion.

The theme of the Conference was: "Innovative Management—A Crucial National Need"

### NIM SEES INNOVATIVE MANAGEMENT AS A CRUCIAL NATIONAL NEED

The main theme of our conference this year is "Innovative Management, A Crucial Need" and it is our perception at the NIM that in our present economic circumstance we must never stop re-examining the ways in which we can adapt theories, interpret philosophies and implement ideologies. In particular, the managers in this nation are enjoined to continuously look for new ways of managing our financial, human and material resources'. (Page 18)

### CONFERENCE THEME PAPER

"Innovative Management—A Crucial National Need"

'An NOIP (Nigerian Office of Industrial Property) Service Fee Agreement based on naira earnings which looked attractive when the naira was worth a little under '1 looks quite different to the offshore partner when the naira is worth one-sixth of a pound. We need to remove taxes (such as with-holding tax), which discriminate against investors if we are going to have any chance of attracting increased foreign investment. We also need to liberalise the present very restrictive procedures by which companies can only pay for technology under stringent conditions which have to be agreed with NOIP. In my view, companies should be able to purchase the foreign exchange which they need to acquire and maintain technology under SFEM in the same way as they purchase imports'. (35)

### MANAGEMENT OF HUMAN RESOURCES TO AVERT MASSIVE UNEMPLOYMENT

'I have organised my talk along the following lines: first, I shall define unemployment, second, I shall look at causal factors; and third, I shall take a look at the people affected by unemployment and discuss the consequences of unemployment on their lives.

Fourth, a look at the myth and realities of unemployment in Nigeria shall then follow, and fifth, there will be a review of the efforts of past governments in tackling the issue of unemployment' (page 49)

### MANAGEMENT OF RURAL DEVELOPMENT

'Important as the leadership factor is in rural development, it takes time to develop men who have the spiritual, mental and technical competence, who are impelled by a zeal that does not focus on the handicaps but places faith in the maximization of available social opportunities. Such men cannot be many in any community but the socio-political environment can encourage or discourage the potentiality'. (57)

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# MOBILISING THE NIGERIAN WOMAN MANAGER AND THE IVORY TOWER FOR EFFECTIVE MANAGEMENT

THE last NIM National Management Conference held at Concorde Hotel in Owerri, witnessed an impressive attendance of 223 participants from various walks of life and at least more than ten states of the federation. It, of course, witnessed a cross-section of the management group. Of these, only eight were women managers while nine came from our tertiary institutions and research institutes. Of the participants who attended from the tertiary institutions and research institutes, only one is an academician while the others are administrators. The two groups represent 7% of the Who's Who Yet, the well-received theme of the conference "Innovative Management: A Crucial Need". The well-thought-out theme paper of Chief Ernest Shonekan, Chairman and Managing Director of UACN Limited highlighted the need for collaboration between industry and academia particularly at this time when the industries have to research into local raw materials and they have the funds; whereas the institutions have the expertise and the equipment but not the funds. His thought-provoking paper could not have come at a more appropriate time than now when Nigerians at home, in the office and in the industries are striving hard to innovate new ways of doing things for the purposes of promoting Nigerianisation, adapting our knowledge and local materials to reactivate and/or optimize the use of

imported machines and conserving scarce foreign exchange.

The inadequate representation of the two groups of managers of our homes and the educational sector cannot but call for attention at this point in time when we are making concerted efforts to mobilize people into new ways of conceiving ideas, executing projects, retraining our youths for self employment, planning family and national budgets, processing our raw foodstuff et cetera. Where are our teachers and our ladies? We acknowledge the essential roles they play in society.

Our post conference enquiry reveals that some women managers claimed that they were handicapped by lack of information even though the conference was well advertised in the national papers. Some lacked finance or sponsorship. Some were short of time in the face of other competing issues while some were ignorant of the fact that attendance at management conferences is unisex.

On the other hand, our teachers are probably not aware that they are practising managers. The Vice-Chancellors, Rectors, Registrars, the Deans, Heads of Departments, Course Co-ordinators, Administrative Officers, Principals, et cetera, are all managers who should be encouraged to participate in such a forum as NIM's Management Conference for the good of their wards and the society at large. Graduates are basically unemployed at the

moment because they have no professions. Our educational system teaches theories without practice.

The Minister of Employment, Labour and Productivity stated this as one cause of mass unemployment in his paper. If we are to overcome this depressing situation, our teachers must re-design their syllabi, innovate new ways of teaching our children so that the students can be prepared at school for self-employment and they can also be equipped with innovations for meeting the hard challenges of recession and depression: and possibly post SAP tendencies.

This Editorial will, therefore, like to appeal to our ladies and teachers to take attendance at management conferences more seriously than hitherto to the benefit of all of us and the generations coming behind us. The problem packaged recession in, which we find ourselves now is the result of two and a half decades of mismanagement of our public and private lives. We can only eradicate this by constantly meeting to set objectives for the eradication, charting a course of implementation and monitoring our course of action.

NIM will continue to strive to provide the forum and the atmosphere for the industry and the ivory tower to exchange their products for the benefit of our homes. We are set for progress, excellence and prosperity through result-oriented management.

# IT'S A NATIONAL CHALLENGE

## *A background Paper on the Conference*

By  
JAMES O. OGUNLADE (Prof.)

### INTRODUCTION:

**T**ODAY, Nigeria can be appropriately described as a country undergoing the strains and stresses of a revolution—a revolution whose main catalysts were the inaugurations of the Structural Adjustment Programme (SAP) in July 1986 and the Second-Tier Foreign Exchange Market (SFEM) in September, 1986 as its major instruments.

The long-term goals and objectives of the SAP and SFEM are to:

- diversify the productive base of the economy so as to reduce dependence on oil and imports.
- achieve a fiscal viability and healthy balance of payment position in order to lay the basis for non-inflationary economic growth over medium and long terms.
- identify new uses of wealth, property relations, products and production processes, attitude to work, consumption habits and interaction with the rest of the world.
- increase agricultural production, and
- reactivate our idle factories and curtail inflationary pressures.

The 1987 Federal Budget as set out by President Babangida and elaborated upon by the Minister of Finance, Dr. Chu Okongwu, contains a wide range of commitments to raising the level of domestic investment, in order to increase productivity and generate employment.

All the programmes and policies

aimed at generating productivity and employment have capital allocations of about ₦1.1 billion in a total Federal Capital Budget of ₦6.7 billion. The Directorate of Food, Roads, and Rural Infrastructure and the Directorate of Employment are the key organs in these areas of promoting domestic investment, productivity and employment.

Whereas in the area of manufacturing, a sum of over ₦4.5 billion is earmarked in 1987, in the form of credit for export (to Nigeria from the Paris Club and World Bank), trade policy and development loan, to enable importation of raw materials, machinery, spare parts and services to flow in through the SFEM and other project loans.

In addition to all these policies which are designed to boost domestic investment in the rural and urban areas, tax cuts have been introduced as incentives to wage-earners and private sector organizations.

### THE NATIONAL CHALLENGE:

Perhaps the greatest challenge facing us as a nation today is:

*how the Structural Adjustment Programme can "reset the national economy on a healthy course of reconstruction, growth and development" which the 1987 budget is designed to achieve.*

It is against this background that the Council of the Nigerian Institute of Management (NIM) and its various organs have chosen for the

25th Annual National Management Conference of the Institute the theme:

### INNOVATIVE MANAGEMENT: A CRUCIAL NATIONAL NEED

with two Sub-Themes

1. MANAGEMENT OF HUMAN RESOURCES TO AVERT MASSIVE UNEMPLOYMENT, and
2. MANAGEMENT OF RURAL DEVELOPMENT.

Consequently, the key words in this year's conference themes are *Management, Innovation, Human Resources, Unemployment, and Rural Development.*

In analysing the content of the themes of this conference participants may need to address themselves to the following fundamental questions:

### MAIN THEME: "INNOVATIVE MANAGEMENT—A CRUCIAL NATIONAL NEED"

- (i) What is management?
- (ii) What is the nature of innovation?
- (iii) What should be the composite portrait of the innovative manager/leader?
- (iv) How do we create a climate that induces and sustains innovation?
- (v) What role does competition play in Innovative Management?
- (vi) Are there cases of innovations in Nigeria which have not been exploited?

(viii) Where does proper incentive come in encouraging inventions?

(ix) What is the role of management in promoting innovative entrepreneurship?

(x) How can we promote innovations in the sourcing of our local raw materials?

(xi) What research and development capabilities exist in the country and what research findings are available on the utilisation of local raw materials?

(xii) What managerial techniques or tools (e.g. Computers, Mathematical Models, Operation Research, Linear Programming, Statistical Data) are available for executives wishing to be more innovative in their organizations?

(xiii) What are the costs and engineering implications to industry of substituting local raw materials with imported ones and how do we effectively or innovatively link together producers of agricultural products, research centres and industries to achieve the nation's objective of self-reliance?

(xiv) What should be the role of management trainers and educational institutions in promoting innovative management?

(xv) Should a company buy technology (innovation) or create its own?

(xvi) How can leaders be innovative in the management of our political order?

(xvii) How can we be innovative in our human relations in order to inculcate excellence and respect for human dignity into our everyday interactions?

This list of issues is by no means exhaustive, nor is it designed to restrict the scope of the theme paper to be presented at the Conference, the order of presentation, or the dialogue that would

develop during the various sessions. Rather, it is indicative of the type of questions that we hope participants may wish to address their minds to.

In addition to finding answers to the above highlighted questions, the conference participants should focus attention on any of the following aspects of the sub-themes of the conference.

#### Sub-Theme I: MANAGEMENT OF HUMAN RESOURCES TO AVERT MASSIVE UNEMPLOYMENT

It goes without saying that unemployment has become a national problem. Young men in their late middle ages, graduates, retrenched workers, women, and the handicapped, all form a vast wasteland of our unutilized manpower.

As of July 21st, 1986, the Labour Minister indicated that 3 million people of between 15—59 years, out of a labour force of 36 million are jobless. This is about 8.3% of the Nigerian working force and about 3% of the entire population of the country.

#### Socio-Psychological Impact of Unemployment:

Unemployment statistics however essential they may be to our understanding of the problem, cannot tell the complete story of the effect of long-term unemployment on people. To know the effect, and equally importantly, to feel it vicariously, one must listen to the words of the unemployed and their spouses, children, parents and friends.

Unemployment has been shown to affect a person's sense of worth, political and religious attitudes, as well as feelings about one's country. Unemployment makes one redefine one's sense of masculinity and femininity. It turns people against their spouses, parents and children. In the most perplexing ways, it demands that people devise new philosophies of living and dying: philosophies that either justify their struggle to survive or end their lives.

It is so severe that the unemployed are forced to find not merely alternative sources of income, but alternative philosophies and style of living.

Long-term unemployment may well be linked to illness. It assaults people, affecting their physical and mental health as well as their spirit. Unemployment has been shown to be related to increased rates of depression, infertility, tooth decay, impotence, backache, infantile mortality, child-wife-beating, theft, homicide and suicide. It destroys individuals as well as families.

Clearly, a study of unemployment is addressed not only to a major social and political issue, but to the meaning of work as well. It is addressed to topics like physical and intellectual competence, the recognition and utilization of one's talent and capabilities, the union of education/training and career. Some of the relevant topics that need studying are:

- (a) Unemployment in the urban and rural areas.
- (b) White-collar unemployment.
- (c) The needs of the youth and of the aged.
- (d) Female occupational aspirations.
- (e) Industry manpower requirements, geographical, and by skills.
- (f) Managerial unemployment, by industry locations and disciplines.
- (g) Graduate unemployment.
- (h) Projected employment requirements.
- (i) Permanent employment contracts.
- (j) Industry employment Agencies, *et cetera*.
- (k) Possible impact of the application/misapplication of quota system (Federal character) on employment/unemployment.

In this session, participants may most probably want to direct their attention to the following questions:

1. What is unemployment?

2. What is the meaning of work in our society?
3. What factors are responsible for unemployment in Nigeria?
4. What gap exists between empirical knowledge and theoretical explanations of work, employment and unemployment in Nigeria?
5. What policies have been introduced to avert massive unemployment?
6. If such policies have been formulated, how effective and how relevant are they to Nigeria's social and economic needs?
7. What evaluative machinery are set in motion to monitor and test the effectiveness of these policies e.g. social and economic indicators?
8. What roles should be played by the public and private sectors in promoting acceptable/minimal levels of employment?
9. What should be the role of labour unions in promoting employment in the country?
10. What roles can individuals play in promoting self-employment?
11. What should we consider to be the retirement age?
12. What balance should be struck between the introduction of capital-intensive and labour-intensive technologies into the various sectors of the Nigerian economy?
13. How could educational institutions assist in promoting self-employment, and what form should this take in their curriculum, counselling and guidance programmes?
14. What should be the role of our social and labour institutions (e.g. NISER, Inst. of Labour Studies), in promoting proper utilization of our human resources?
15. What should be the role of international agencies (UNESCO, ILO, UNDP) in

promoting employment in Nigeria? and

16. What role should Management Information System (MIS) (Computers, Demographics) play in promoting proper utilization of our human and material resources?

#### Sub-Theme II: MANAGEMENT OF RURAL DEVELOPMENT

The problem of rural poverty has become a nagging issue of our time. At least 80% of those living in Nigeria are trapped in absolute poverty and four-fifth of the absolute poor live in rural areas. They suffer from chronic malnutrition and live on the bare margin of subsistence. Two-thirds of them never go to school and very few expect to live beyond the age of fifty. They have limited access to clean drinking water or health facilities and virtually have no security of employment or a decent livelihood. The unprecedented progress which the urban areas have seen since independence has simply been denied to this unfortunate segment of our society.

Disillusioned by the urban-centred model of development which this country has followed so far, the rural dwellers are seeking more meaningful alternatives which will not only increase production, but also liberate the poorest in the rural areas from the clutches of perpetual poverty. A clue to this quest lies in alternative strategies of rural development since the *Neglected Majority* live in rural areas.

Thus, a major challenge of this conference is to search for a comprehensive strategy of rural equality of opportunity, eliminate rural poverty and solve the problem of employment and income distribution.

The crucial questions are:

1. What is rural development?
2. What should be the basic objectives of rural development in Nigeria?
3. What current policies are

- being introduced to encourage and sustain rural development in the country?
4. How effective are the policies and what systems have been set in motion to ensure effective rural development?
5. What role should local government play in rural development?
6. What role should cooperatives play in rural development?
7. What kind of initiative and leadership role should traditional rulers play in their own local government areas?
8. What role should women play in rural development?
9. What should be the role of agriculture in rural development?
10. What should be the roles of the National Youth Service Corps (NYSC) in rural development?
11. What contributions are we expecting the respective rural dwellers to make in the development of their own areas?
12. Can the poverty of the poor (peasant) be removed without giving them effective share in political power?
13. What, if any, are the constraints to rural development?
14. What appropriate technologies do we need for sustaining rural-based industrialization in Nigeria?
15. What are the ethical issues involved in rural development?
16. What lessons could be drawn from the experiences of other countries (e.g. China, Japan, Korea) in rural/urban developments?

These and many other questions are guaranteed to make this a lively and exciting session.

#### WHO SHOULD ATTEND THE CONFERENCE?

Those who would greatly benefit from this conference and are accordingly invited are:

1. Government officials.
2. Senior managers in the private

sector, companies, banking and finance, insurance, agriculture, manufacturing and distribution trades, and

3. Top functionaries in trade unions, research institutes, the armed forces, parastatals and public corporations.
4. Industrialists.
5. Traditional rulers.
6. Local Government officials.
7. Persons who have a strong commitment to their professional career development.
8. Managers willing to share their experiences and knowledge with others.
9. Executives willing to experiment with alternative concepts /ideas.
10. Concerned Nigerian citizens.

It is most important that all participants should be 'stakeholders' in the fate and survival of this country, sufficiently concerned about the issues underlying the whole conference and above all claim a right to influence the outcomes.

#### CONFERENCE GOALS:

This conference is designed to serve as a forum where senior managers from the public and private sectors can explore the requirements and difficulties of managing our resources for self-reliance through listening to distinguished speakers and exchanging ideas with other top executives of considerable practical experience. Specifically, this conference is meant to:

- (i) identify the pitfalls and obstacles that impede proper management of our resources;
- (ii) increase the consciousness and commitment of persons in senior management positions about being architects and promoters of innovative management and optimal utilization of our nation's resources; and
- (iii) formulate positive suggestions aimed at solving two of the

most important problems facing our nation today—*unemployment and Rural Poverty.*

#### CONFERENCE SPEAKERS:

Three distinguished keynote speakers selected for the conference are:

Chief E. A. O. Shonekan, Chairman/Managing Director of UAC Nigeria Ltd.  
Brigadier Ike Nwachukwu, Federal Minister of Employment, Labour and productivity.

and  
Dr. Ozo-Emezia Nwabuoku jointly with Dr. S. W. Eremie, both of the Federal Agricultural Coordinating Unit in Ibadan.

They have been specially invited to give participants the benefits of their wealth of experience as policy-makers in both the private and public sectors.

#### CONFERENCE FORMAT:

- (a) The opening address from the Chief Host and Vice-Patron of the Institute in Owerri, Lt. Amadi Ikwechegh—the Military Governor of Imo State.
- (b) A distinguished chairperson one for each of the three sessions.
- (c) A question-and-answer period after each paper.
- (d) Committee sessions.
- (e) A plenary session; and
- (f) Published conference summary and resolutions.

The published Conference Summary and Resolutions will be distributed in July 1987 to those who will be responsible for the formulation and implementation of the relevant national and corporate policies emanating therefrom.

#### CONCLUSION:

The Council of NIM and its various organs believe that all who attend will have something valuable to contribute as well as gain for themselves and their organisations. Our nation should, in turn, benefit from the participation, particularly from

free and frank exchange of views, knowledge and experience between representatives of the various sectors of the economy.

#### ACKNOWLEDGEMENT:

This background paper has benefited immensely from various discussions at:

- (a) NIM Council
- (b) NIM Education, Training and Programmes Committee,
- (c) Many other persons whose experiences, ideas and suggestions are reflected therein.

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Prof. James O. Ogunlade, MNIM, is Director-General of the Nigerian Institute of Management

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## Head of State's Goodwill Message

# WE NEED ALL THAT INNOVATIVE MANAGEMENT CAN BRING.

By  
Major-General  
Ibrahim Babangida

As the patron of the Nigerian Institute of Management (NIM), it gives me great pleasure to once again identify myself with your yearly endeavour by sending you this goodwill message on the occasion of your 25th Annual National Conference. At the age of 25, which I recall the Institute attained a year ago, one should be considered sufficiently developed and equipped, both mentally and physically, to begin to recognise and deal with the myriad challenges posed by his environment I am, therefore, delighted that, after taking stock last year of its 25 years of existence, and mapping out a course for management in this country for the next 25 years, the Institute has graduated into specific management themes which are relevant to the fortunes and general development of our beloved nation. It must, indeed, be observed, to the credit of the Institute that, through the selection of its management themes, it has continued to identify itself as an institution that is both sensitive and responsive to the problems that confront us as a nation. As a corollary, it has, therefore, equally established itself as a relevant national institution that deserves to be cherished and encouraged.

Your theme for this year's conference—"Innovative Management: A Crucial National Need"—is very apt, while your sub-themes—"Management of Human Resources to Avert Unemployment" and "Management of Rural Development"—are quite topical. Innovation con-

notes the idea of something new, something original and imaginative, or something different from the routine or the orthodox. The spirit of change which it engenders, in its extended ramifications, to free latent initiative, to create a determination and a willingness to experiment, to develop self-confidence and self-reliance, to emancipate the mind from mental and psychological blocks and to free oneself from external over-dependence and inertia. Co-incidentally, all these qualities and developments are the expressed or implied ethical requirements of our current Structural Adjustment Programme (SAP).

Therein lies the extreme importance of this Conference to the current issues facing the nation.

We are, at the moment, on the threshold of change in both the structure and orientation of our national economy. For us to successfully cross this threshold and launch ourselves into a new era of self-sustained growth and development, we need all that innovative management can bring to bear on the utilisation of our human and material resources. I am sure that you will, as managers, help to emphasise the point that any successful adjustment in the

national economy must, of necessity, begin with similar adjustments in the individual person's and individual family's life styles, tastes, habits and attitudes—since a nation is, after all, an aggregate of its individuals or families.

This Administration does not pretend to be unaware, neither does it wish to disguise the fact, that the structural changes demanded by our present Adjustment Programme will necessarily produce difficulties, as a side effect. Indeed, any meaningful or worthwhile change must involve some teething problems. But we believe that any sacrifices, hardships or deprivations which the nation may now be experiencing are sure investments towards a more abundant and more fulfilling future. We also believe that it is in times of hardship and deprivation, such as now, that the old good adage that necessity is the mother of invention can be made good. Someone, sometime, must exercise the guts to bell the cat—to decide to turn around our economy to the path of self-sustenance and self-reliance, after many years of wavering and vacillation. In this onerous task, the role of management, especially innovative management, in helping to create and sustain a healthy atmosphere and perspective in which this change can take place cannot be over-emphasised. If management can do this, it will be complementing the efforts of Government as a partner in progress.

If, as managers, you accept the

need for change in the national economy and make a commitment to the implementation of the SAP. certain postures and responses are demanded of you, whether you are in the private or public sector. It is the relevance of these responses to our various national challenges that will determine how innovative your management techniques have become. Since most of you represent various industrial/commercial establishments, you should consider it your duty to influence developments that will make your establishments, in particular, and the Nigerian public, in general decide to:

- (i) develop a pride for made-in-Nigeria goods and begin to patronise them, thereby helping to reduce our over-dependence on imported finished goods, conserve foreign exchange and check smuggling;
- (ii) stop complaining about the ban on some imported raw materials for which we can, given the determination and the will, develop suitable local alternatives. It should be realised that the process of local sourcing of raw materials (or backward integration) will help to generate employment while also conserving foreign exchange and enhancing self-reliance;
- (iii) develop and sustain a maintenance culture instead of continuing with the erstwhile replacement syndrome, with its unhealthy implications for our balance of payments position.
- (iv) look inwards for the improvement (by adaptation or modification) of available local technologies to serve our peculiar conditions and needs;
- (v) generally develop, patronise and promote the spirit of research and experimentation as a means of solution to our problems.

- (vi) persuade our professionals and other educated elite to develop the pioneering spirit of willingness to serve in our rural areas and other harsh environments, instead of the present tendency to shun the rural setting and flock to the cities;
- (vii) make greater use of our local human resources in order to generate sufficient expertise, promote Nigerian reliance and reduce unemployment;
- (viii) stimulate production and export in the non-oil sector, in order to help diversify our export base and cushion the adverse effects of over-reliance on an unstable oil market;
- (ix) inculcate in our management personnel, through various processes of staff development, the spirit of result-oriented performance, honest accountability and unalloyed loyalty and patriotism.

It is my belief that these and other similar objectives will agitate your minds during the course of your deliberations if the Nigerian Institute of Management can, in the course of time, help in the achievement of the objectives listed above which are consistent with those of SAP. It should congratulate itself on having lived up to the laudable theme of this year's Conference.

As has already been mentioned, your sub-themes are very topical, and touch on issues about which the Federal Military Government has expressed and shown great concern. Your Pre-Conference Announcement pamphlet has suffi-

ciently demonstrated why the "Management of our Human Resources to Avert Unemployment" as well as the "Management of Rural Development" came to be considered the most appropriate sub-themes for this year's Conference. It also showed sufficient justification for Government placing such a major emphasis on these themes, especially at this time. As you are well aware, Government decided this year to make a major thrust on rural development in a way that has never been done before. Similarly, Government has also taken a bold step to deal with the unemployment problem that is now facing not only our uneducated and unskilled brothers and sisters, but also university graduates. The current year's budget sufficiently indicates Government's interest in these matters, especially with the establishment of the Directorates of Food, Roads and Rural Infrastructure and of Employment. I note with interest that notable functionaries of Government and eminent scholars and intellectuals have been invited to speak at this Conference. I believe that together they will do justice to the details of these subjects I should, however, indicate that Government will be very interested in the outcome of your reasoned deliberations on these matters.

The Military Governor of Imo State, the Chairman of the Council of the Nigerian Institute of Management, distinguished participants, ladies and gentlemen, I now wish to conclude this address by sincerely wishing all of you a very successful Conference and God's guidance.

*Major General Babangida, CFR, fss, mni, is President of the Federal Republic of Nigeria, Commander-in-Chief of the Armed Forces and Patron of the Nigerian Institute of Management.*

# Goodwill Message From a Vice-Patron

## CONFERENCE THEME IS TIMELY

By  
Col. John Inienger

*This address, which was read by the Permanent Secretary in the Department of Manpower Development and Establishments, Bendel State—Mr. A. E. Oburoh—was presented together with a cheque for ₦1,000.00.*

I HAVE great pleasure in sending to the Management of your Institute, this goodwill message on the occasion of your 25th Annual National Management Conference holding at Owerri on 21st and 22nd May, 1987. It is regretted that I am unable to attend the Conference personally owing to other State engagements. I have therefore delegated Mr. A. E. Oburoh, Permanent Secretary, Department of Manpower Development and Establishments to represent me at the occasion. Also, two other officers in the State Public Service have been nominated to attend the Conference. This shows the importance which the State Government attaches to the role of your Institute in Management Education in Nigeria.

It is gratifying to note that your theme for this year's Conference is "Innovative Management—A Crucial National Need". It has become obvious that our nation's social, political and economic environments are constantly changing. These environmental changes call for new management

techniques designed to cope with the unexpected and unfamiliar tasks. Hence the theme of this Conference could not have been dealt with at a more appropriate time than this.

The two sub-themes of the Conference "Management of Human Resources to avert Massive Unemployment" and "Management of Rural Development", are also very relevant to the aspirations of the present Military Administration in its effort to revitalise the national economy and improve the lots of every citizen of the nation. I hope, therefore, that you will, at the end of the Conference, come up with useful

proposals on strategies for achieving Government's objective to tackle unemployment and improve the quality of life of our rural dwellers.

In appreciation of the laudable and tremendous role which your Institute has played and will continue to play in the development of management techniques in Nigeria, I wish on behalf of the Bendel State Government to donate the sum of ₦1,000.00 (one thousand naira) towards the organisation of the Conference.

Finally, on behalf of myself, the Government and people of Bendel State, I wish you successful deliberation at the Conference.

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*Col. John M. Inienger, fss, psc, is Military Governor of Bendel State and Vice-Patron of the Nigerian Institute of Management.*

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# 1987 YOUNG MANAGERS COMPETITION

**ENTRIES** are invited for the 12th edition of the Young Managers Competition organised by the Nigerian Institute of Management.

The Competition is for young Nigerian Managers who must not be below the age of 25 or over 35 years by November 1987. The competition will take the form of presentation of papers on any aspects of management in Nigeria, based on any one or combination of the following 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 Relations; Managerial Career Planning; Management of Innovation; Management and Technology; Corporate Image; Management Information Systems; Financial Planning and Control; Management Decision Making; Physical Distribution Management; Retail Management; Marketing Management; Management of Research and Development; Cost Reduction; Management in Service Organizations; Public Administration; Profit Management.

There will be six zonal heats, namely in Kano and Ibadan, Enugu and 3 centres in Lagos. Winners of the zonal heats will compete in the national final for the selection of the Young Manager of the Year and the runners-up.

## 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 express their ideas logically.

Entries will be judged on their:

- (i) helpfulness to Executives/Managers in solving major internal management problems and/or in making strategic adjustment of business to the environment and to competition;
- (ii) contribution to knowledge—innovation or originality of approach;
- (iii) depth of analysis and soundness of reasoning;
- (iv) provocativeness in challenging existing notions and practices; and
- (v) readability—clarity and simplicity of style and interest of wording.

## LENGTH OF PAPER:

The paper, typed double-space on A4-size paper,

must be between 25 and 45 pages.

## PRIZES:

Prizes will be awarded for the best entries as follows:

### National Final:

1st Prize: N1,000 cash and a return air-ticket to any African Country.

2nd Prize: N750 cash and a tuition-free one-week Management Course organised by the NIM.

3rd Prize: N500 cash.

### Zonal Winners:

1st Prize: N300 cash

2nd Prize: N200 cash

3rd Prize: N100 cash

## DATES:

The competition is scheduled as follows:

### ZONAL HEATS:

October 3, 1987

October 10, 1987

October 17, 1987

October 24, 1987

October 31, 1987

Lagos: Zone I and II

Lagos: Zone III

Kano

Ibadan

Enugu

### NATIONAL FINAL:

Management House, Plot 22, Idowu Taylor Street, Victoria Island, Lagos. Saturday, 21st November, 1987

## ENTRY TO THE COMPETITION:

For Competition Brochure/Entry Form, please contact:

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

## OR

### AREA Offices

KANO: 57, Airport Road, P.O. Box 6382, Kano.

ABA: 215 P/H Road, P.O. Box 3272, Aba.

No entry will be accepted unless on the official form obtainable from the NIM. The completed Entry Form must be returned with a fee of N20.00 (Twenty Naira) in cash, crossed cheque or bank draft to cover administrative cost.

Entries close on Friday, August 7, 1987.

## SPONSORS:

This year's Competition is sponsored by:

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# Goodwill Message from a Traditional Ruler

## NIM SHOULD UPHOLD INTEGRITY AND EFFECTIVENESS OF MANAGERS

I HAVE the singular honour and privilege to welcome you to my palace. I sincerely congratulate you for deciding to hold your 25th Annual General Meeting at Owerri and which has made it possible for you to visit me. I have no doubt that members of the NIM in Owerri will be encouraged and strengthened by your kind gesture. One would have expected that this meeting could have been held in Owerri before now, but "it is better late than never." I look forward to another opportunity of your meeting in Owerri, as well as in other state capitals, as such meetings and visits will in no small measure create a better atmosphere, report and sustained interest in the affairs of our Institute.

As some of you may know, I played a personal role in the establishment of the NIM in 1961. I joined the N.T.C. in 1960 as the Personnel Manager and one of my earlier assignments was to help in the establishment of the Institute. My Personnel Director, the late Mr. Gordon Bevan, M.C., F.N.I.M., who later became the Chairman of Council of the NIM apart from sponsoring my membership as an associate, helped in the founding of NIM. May I seize this opportunity to thank you for up-grading me to the rank of a member some years back. I have attended many of our AGMs and seminars in and outside Lagos and found such meetings very interesting and helpful. From the above background, you will see that I am speaking to you today not only as a Traditional Ruler of Owerri but as a member of NIM and a

By  
Eze Onu Egwunwoke

manager. I have watched the growth and activities of NIM with participating interest and I am glad to say that I have also paid my contributions towards the construction of the management house in Lagos.

It is unfortunate that time will not permit you to inspect our offices and group of companies. You would have seen that in commemoration of the inspiration and encouragement I received from my late Personnel Director of the Nigerian Tobacco Company, Mr. Gordon Bevan, my company, Onu Egwunwoke & Sons Nigeria Ltd. honoured late Gordon Bevan by naming our Central Conference Room located at Onu Egwunwoke Motors, after him. His photograph which adorns this office was made available to us by NIM as NTC had none of his photographs. The work of NIM therefore transcends above tribe, religion or political beliefs of individual members. NIM therefore, is a uniting force whose main objective is to uphold the integrity and effectiveness of practising managers while helping to up-date their knowledge through seminars and annual general meetings such as you are now holding in Owerri. I would like to congratulate the board of fellows and members of the Council of our institute for their continued strife to maintain the effectiveness of our institute. We are blessed to have always had a crop of dedicated and knowledgeable chairmen of Council

of our Institute.

Our present Chairman, Dr. Christopher Kolade visited Owerri some time last year and gave a lecture which, up till today, is the talk of Owerri and managers. I was at that lecture and felt so proud of NIM and my Chairman.

I cannot conclude this address without reminding the Council members, as well as all members of our institute, that as managers we have a stake in the affairs of Nigeria. We must always maintain the integrity and responsibility of managers by ensuring at all times that our advice to the government whether military or civil, is based on the truth and nothing but the truth; striving always to tell them what they should know and not what they would like to know. Through our services and dedications we should always discourage tribalism, nepotism and job discrimination by ensuring that the best man gets the job at all times.

May God Almighty continue to bless and guide you in your every day work and as you leave Owerri, carry the best memories of my people to your homes and friends and industries. We must continue to stand together and to fight for the rights of our fellow men, for life is meaningless if not for others we are living. Thank you and God bless.

*His Royal Highness, Eze Onu Egwunwoke, MON, MNIM, is Eze Oha I of Ihita-oha Uratta, and Deputy Chairman of Imo State Council of Ndi Eze.*

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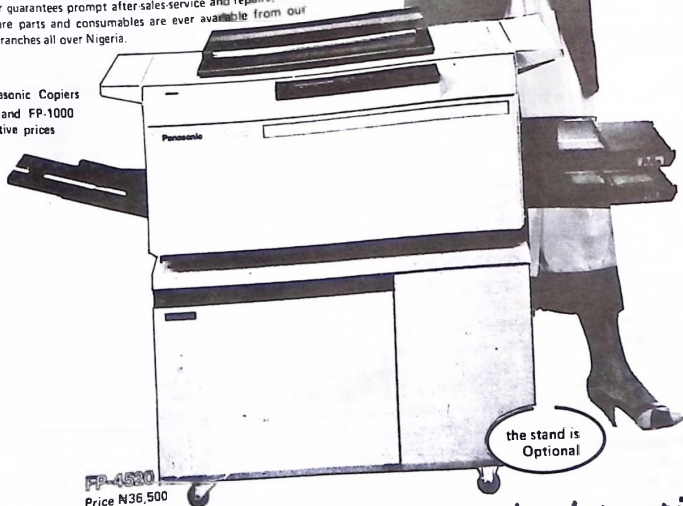
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## Keynote Address

# CONSIDER VILLAGERS AND THE UNEMPLOYED IN YOUR DELIBERATIONS

By

Lt. Commander  
Amadi Ikwechegh

It gives me great pleasure to address the 25th Annual National Management Conference of the Nigerian Institute of Management holding in Owerri today. I understand that this is the first time the Conference is holding in Imo State. May I, therefore, welcome you and hope that you will experience the traditional hospitality of Imo people during the period of this Conference.

This Conference is to explore the theme "Innovative Management: A Crucial National Need". The choice of this theme is most appropriate, especially because your emphasis appears to be on innovation. At a time when the nation's economy is going through very hard times it is imperative that we seek to discover novel ways and techniques for managing dwindling resources in such a way as to meet increasing needs. It is simply obvious that we cannot continue to manage our resources using the old approaches and concepts that led us into our current predicament.

Every crisis presents a challenge and every problem creates a new opportunity. To properly face the challenge and seize the opportunity presented by the prevailing unemployment, poverty and financial crises we must dare to do things differently.

There is a common belief that the tools of management and administration are neutral ones which can be freely applied to all cultures and economic systems. Such a belief is wrong. Specific cultures and

economic systems, as well as their changing processes, require specific administrative and management concepts and tools. It is for this reason that I strongly urge you to realise that the management tools which serve well in technologically advanced societies cannot necessarily solve the problems of underdeveloped and marginalised economies. This being the case we cannot over-emphasize the need for innovation in the management skills we use.

The present Military administration has set itself the difficult task of restructuring the economy. It is obvious that it has the determination to do so. To complement its will and ensure success of the programme, Nigeria's management cadre must bring itself in line with the desired policy objective. It must be more patriotic and bold. The influence which its many prominent members wield must be channelled away from serving private and sectional interests into serving national ones. Whatever advice and suggestions the managerial cadre brings into the decision-making process must be truly objective; they must be informed by patriotic and nationalistic considerations. Unfortunately, this has not always been the case. Some of our present problems have resulted from the unpatriotic and selfish action or inaction of those to whom the management of our common resources is entrusted.

The Federal Military Government has taken a bold step in embarking on rural development in order to

ameliorate the harsh conditions in which a majority of Nigerians live. Neither the rural majority nor the millions of unemployed or underemployed Nigerians have the managerial skills and tools to bring about the desired change in their situation. This means that a great deal of power for changing the unhappy situation we face lies in the hands of members of this Council. There is, therefore, a very clear challenge before you today. As you think of innovative management, part of that innovation must deal with how we can meaningfully involve the villagers and the unemployed to participate in managing the process which should change their situation for the better. In other words, you must prepare, and devise channels, for sharing your managerial power with those hitherto considered non-experts. These are the people who need to be given the skills so that they can help themselves better. This done, we shall be in a better position to achieve greater equality of opportunity, better income distribution and reduce rural alienation and poverty.

*(Continued on page 55)*



## Welcome Address

# NIM SEES INNOVATIVE MANAGEMENT AS A CRUCIAL NATIONAL NEED

By Christopher O. Kolade (Dr.) *President of NIM and Chairman of Council.*

**M**AY I extend a hearty welcome to you all, on behalf of the Officers and Council of the Nigerian Institute of Management. It is a distinct pleasure for us to receive you at this opening ceremony of our 25th Annual National Management Conference. In keeping with the nation-wide nature and scope of our Institute's activities, our management conferences are also held at venues outside Lagos. For every conference held in Lagos, two are held outside. This year, for the first time in the history of the NIM, Owerri is serving as the venue for our Conference. One of the best things about our Nation is that each part of the country is richly endowed with many natural resources. Imo State is no exception; this state has every justification for being proud of the resources of its people in agriculture and minerals. Moreover, we all know that Aba, which can be described as the commercial "capital" of this State, has long been famous for the entrepreneurship and venturesome determination of its citizens. Therefore, Sir, Mr. Governor and Vice-Patron of our Institute, I will seize this opportunity to express the gratitude and appreciation of all of us at the NIM to you, for graciously agreeing to be our host at this 25th Annual National Management Conference.

The main theme of our Conference this year is "Innovative Management", and it is our perception at the NIM that this is a "crucial national need" in our present economic circumstances. I suppose it could be justifiably said that

twenty-six years of sovereign nationhood is really a relatively short time-span. We may, therefore, wonder if we have really had enough time to test any particular theories, philosophies or ideologies sufficiently to determine whether they would work in Nigeria or not. In any case, as theories, philosophies and ideologies go, it has become increasingly difficult to devise anything that is truly new, anything which has not already been tried somewhere, sometime. However, we must never stop re-examining the ways in which we apply theories, interpret philosophies and implement ideologies. In particular, the managers in this nation will quickly cease to be effective if they stop looking for new ways of managing our human and material resources. For many Nigerians, the current Structural Adjustment Programme (SAP) is, in itself, an innovative, almost revolutionary way of managing the national economy. Like any previously-untried system, SAP is, of course, producing some hardship and pain; but it is also proving to us, among other things, that bureaucratic controls, graft and corruption are not indispensable elements of economic management. We, as professional managers, must seek innovative ways of breaking away from traditional constraints and laying new tracks for management performance hereafter.

The Annual National Management Conference brings us together, as professional managers, from all parts of this country. It is an

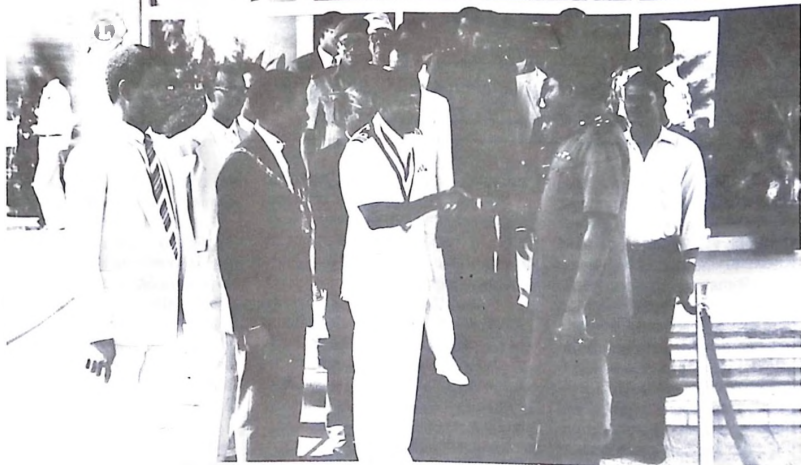
unbeatable opportunity for mutual collaboration, familiarisation, exchange and synergistic action.

Some moments ago, I observed that each part of our country was richly endowed in one way or another. The abundance of managerial talent, experience and expertise gathered in this hall today is a reflection of the great potential with which Nigeria is already blessed. Our best chance of realising that potential in full, is to remember always that diversity does not necessarily lead to division, and that differences are, indeed, the main ingredient of variety.

As we seek and discuss innovative ways of managing our society and our resources, let us cast off the shackles of all artificial, self-imposed and largely irrelevant divisions between public sector and private sector, between rural areas and urban areas, between "advantaged" and "disadvantaged" sections of our population, between the south, the north, the east and the west. None of us is truly successful as a manager unless we all succeed in managing our nation competently and effectively. At this conference, let us initiate innovative ways of moving ourselves along, together, towards the goal of effective and competent management of our country Nigeria.

Once more, please accept, from the Council and entire membership of the NIM, a very hearty welcome to our 25th Annual National Conference. I thank you all.

# CONFERENCE IN PICTURES



A scene at the reception as Imo State Governor and Vice-Patron of NIM—Lt Commander Amadi Ikecheghe—exchanges pleasantries with Federal Minister of Employment, Labour and Productivity, Major-General Ike Nwachukwu. NIM President, Dr. Christopher Kolade—on the right of Governor Ikwechegh—watches with admiration



President of NIM and Chairman of Council, Dr. C. Kolade, FNIM, addressing the conference.



Director General of NIM, Prof. J. O. Ogunlade, MNIM, making an address.



Mr. G. A. Ogbeide, MNIM, of NIM Council.

Continued on Centrespread

# NIM ELECTS FIVE NEW FELLOWS

## The Citations

Read by Chief Emmanuel Afolabi Silva, FNIM,  
Chairman of the Board of Fellows

**WHEREAS** The Nigerian Institute of Management was formed in 1961, and was on the 4th day of January, 1966 incorporated in the Federal Republic of Nigeria as a non-profit-making company limited by guarantee but exempted from the use of the word "Limited" after its name being an association for professional managers, concerned with increasing the effectiveness of Managers throughout Nigeria by the exchange of information and ideas, the promotion of management education, and the admission and classification of managers into various professional grades;

**AND WHEREAS** by the Articles of Association of the body corporate the Board of Fellows is empowered on the recommendation of the Fellows of the Institute to elect any person holding the professional status of a Member of the Nigerian Institute of Management to the highest rank of a Fellow of the Institute with a view that such a person shall give a lead to other grades of members in the Institute so as to strengthen the Institute's efforts to raise standards of managerial performance to the highest professional level, as well as to encourage their colleagues and subordinates to develop their managerial skills to the fullest extent;

**AND WHEREAS** the Board of Fellows at their duly constituted meeting held on the 27th February, 1987, did review the recommendations in respect of some professional members of the Institute and did consider the persons mentioned

hereafter as having achieved eminence in the field of management by attaining prominent positions in managerial work and/or by outstanding contributions to management knowledge;

I, therefore, Chief Emmanuel Afolabi Silva, Chairman of the Board of Fellows, acting with the authority of the Board, do hereby elect the following members to the status of Fellow with all the rights and privileges appertaining thereto:

### PROFESSOR VINCENT CHUKWUEMEKA IKE

You sir, having received your education in Nigeria and abroad graduated B.A. (London) from University College, Ibadan in June 1955 and M.A. from Standard University, U.S.A. in January, 1967.

You worked with the University College, Ibadan as Administrative Assistant (1957-58) and Assistant Registrar (Student Affairs) 1958-60) You were appointed Deputy Registrar, University of Nigeria, Nsukka, (1960-63) and in 1963 you were elevated to the post of Registrar—thus becoming the first Nigerian to hold the position in Nsukka. You Sir, scored another first when in 1971, you became the first Nigerian to be appointed Registrar and Chief Executive of the West African Examinations Council, with head office in Accra, Ghana. You held this position until 1979 when you retired voluntarily from the public service on July 1st.

You however, did not rest on your oars but instead moved to the academic world. In 1983, you sir,

were appointed Visiting professor of English, University of Jos.

A prolific writer, you have published such classics as *University Development in Africa: The Nigerian Experience*, 1976, and jointly edited *University of Nigeria (1960-85): An Experiment in Higher Education*, in 1986. As a seasoned novelist, you have authored seven best sellers amongst which are *Toads for Super*, *The Naked Gods*, *The Potter's Wheel*, *Sunset at Dawn* and *The Bottled Leopard*. Your articles, short stories and papers have appeared in several learned journals and reputable magazines.

You Sir, have been awarded International fellowship/grants such as USAID Fellowship for a study tour of U.S. and U.K. Universities in 1962. In 1970 you got a Ford Foundation Travel Grant to visit Canada, U.S.A. and Europe, to solicit funds for reopening the University of Nigeria. You won another Ford Foundation Travel Grant to study developments in educational measurement in U.S.A., Europe and Africa in 1974.

You Sir, have continued to contribute to the art and science of Management as Director, *The Daily Times of Nigeria Ltd.*, since 1971; Director, *University Press Ltd.*, since 1978; Chairman, Culture Sector, and member, *ad personam*, Nigerian National Commission for UNESCO, since October, 1986.

Some of your honorary activities include membership of Committee for Examinations in West Africa, University of London; Chairman, Commonwealth Planning Seminar

on Public Examinations; Consultant to the Botswana, Lesotho and Swaziland Schools Examinations Council; Member of the Executive Committee (representing Africa) of the International Association for Educational Assessment; Chairman, Committee on Comparability of Grades; Member of the Executive Committee, Association of Nigerian Authors, (1982-83); Patron, Nigerian Children's Book Club since 1982.

Indeed Sir, you have achieved eminence in academia as well as in the science of Management.

In recognition of this, therefore, I hereby admit you to the rank of Fellow of the Nigerian Institute of Management, with the distinctive right to use the letters FNIM after your name hereafter, and I hereby award you the Certificate of Fellow to that effect.

#### MR. OLADELE OLASHORE

You Sir, having received primary and secondary education in the south and northern parts of this country proceeded to the College of Administration of the University of Ghana (1959-1961) where you bagged the Associateship of the Chartered Institute of Secretaries and Administrators and were honoured in the final exam with the World First Prize in Economics and a distinction in Company Law. You then attended Leeds College of Commerce, England (1961-63) where you finally qualified as a Fellow of the Association of Certified Accountants (FCCA).

You Sir, worked with British Petroleum (Nigeria) Ltd. as a Divisional Accountant from 1964-1966 and thereafter, worked in the Central Bank of Nigeria rising to the post of Chief Banking Examiner/Director of Banking Supervision within seven years. Your hard-work; diligence and honesty of purpose which are qualities generally associated with you, qualified you to be appointed Managing Director of International Bank for West Africa in 1980 one of the top five banks in Nigeria.

You Sir, have been Managing Director of the First Bank of Nigeria Limited, the oldest bank in Nigeria for the last two and a half years.

Sir, some of your contributions to the development of the financial system i.e.

- (a) as a member of the Financial System Review Panel set up by the Federal Government to review the Nigerian Financial System;
- (b) in initiating the rural banking programme;
- (c) in single-handedly promoting the on-the-job training for banking personnel;
- (d) in providing working basis for the establishment of the Federal Mortgage Bank, and
- (e) in initiating the introduction of merchant banking in Nigeria and formulating the regulations for the conduct of the specialised services by the Nigerian Merchant Banks.

are well known and recognised in international professional circles.

Indeed, Sir, you have distinguished yourself as a banking educator and author having published several articles and a book titled *Policy Issues on Nigerian Banking and Economic Management*.

Sir, your personal financial contribution to the Management House which lists you on the Roll of Honour as well as the use of your good offices to help Nigerian Institute of Management to realise its dream to house itself permanently in the Management House are all commendable and are appreciated by NIM.

Indeed, Sir, you have achieved eminence in the practice and science of Management and have demonstrated in words and deed that you are committed to the survival and course of NIM. It is in recognition of the foregoing, that I hereby admit you to the rank of Fellow of the Nigerian Institute of Management with the distinctive right to use the letters FNIM after your name

hereafter, and I hereby award you the Certificate of Fellow to that effect.

#### CHIEF ERNEST ADEGUNLE OLADEINDE SHONEKAN

You Sir, having graduated from the famous CMS Grammar School, Lagos, in 1956, proceeded to London to search for the gold fleece and you not only got it but joined the society of learned gentlemen with Bachelor of Laws in 1961 and proceeded to get trained professionally at the Middle Temple where you were called to bar in December 1962, and later in Nigeria 1963.

You joined the U.A.C. as Legal Assistant in 1964, and were promoted to the post of Assistant Legal Adviser in 1967 from which you rose to the post of Deputy Legal Adviser in 1974. Based on your integrity and honesty of purpose, commitment to the U.A.C. you Sir, were appointed to head the Company's Legal and Secretarial services in 1975.

Sir, your qualities of honesty and leadership were confirmed and you were subsequently appointed to the Board of Directors of U.A.C. in 1977 and a year later, as a result of your leadership qualities, you were appointed the General Manager of Bordpak Premier Packaging, a division of U.A.C.

Your brilliant performance, Sir and your distinctive style of management became glaring that you were in 1980 elevated to the post of Chairman and Managing Director of U.A.C., the largest, most prosperous, well managed, highest private labour employer in Nigeria.

In the world of Management and Commerce, your contributions Sir, have won you the appointments into the Boards of several Companies and organizations amongst which are:

1. Shell Petroleum Development Corporation Ltd.
2. Lever Brothers of Nigeria Limited.

3. Cheesebrough Products Nigeria Limited.
4. Member, Nigerian-Netherlands Chamber of Commerce.
5. Member, Nigerian-British Chamber of Commerce.
6. Member, Nigerian Association of Chamber of Commerce, Industry, Mines and Agriculture, (NACCIMA).
7. Fellow, Institute of Directors.
8. Council Member, St. John's Ambulance.
9. Council Member, Lagos Chamber of Commerce and Industry.
10. Council Member, Nigerian Institute of Management and Patron:
11. Nigerian Association of Practising Company Secretaries.
12. Nigerian Universities Engineering Students Association.
13. Nigerian Economics Students Association (Uniscoto).

You Sir, have served the Nigerian Institute of Management with exemplary enthusiasm and loyalty. Your personal contributions to NIM Management House qualified your name to be included in the Roll of Honours. Sir, you have continued the U.A.C. longstanding tradition of rendering assistance to NIM as exemplified by the huge contribution of your company to the building of Management House.

Indeed Sir, you have achieved eminence in the practice and science of Management and in recognition of this, I hereby admit you to the rank of Fellow of the Nigerian Institute of Management with the distinctive right to use the letters FNIM after your name hereafter, and I hereby award you that Certificate of Fellow to that effect.

**OLATUNDE OLABODE**  
VINCENT, B.A. (Commerce)  
(CFR)

You Sir, having attended the famous CMS Grammar School, Lagos, you proceeded to the University of Manchester, where you

graduated with B.A. (Commerce) in 1956. In pursuance of your intention to participate in the management of this country, you proceeded to arm yourself with some management education at the Administrative Staff College, Henley in England in 1961.

It is on the record of WHO's WHO that you, Sir, have between 1977 and now held such enviable posts as Governor of the Central Bank of Nigeria (1977-82); Director, University Press Ltd. (1984); Director, Cement Company Ltd. (1984); Chairman, Sona Dairies Ltd. (1985); Chairman, Bonty Investments Ltd. (1986); and Chairman, Equity and Trust Finance Company Ltd. (1986).

It is recorded, Sir, that in appreciation of your meritorious services and unflinching patriotism to the cause of development of this country (Nigeria), you were honoured with the Commander of the Order of the Federal Republic of Nigeria (CFR) in 1982. As a professed Christian, you were awarded the African Church Primatal Honours Award in 1981.

In the world of Management and Commerce, your contributions, Sir, have won for you the Distinguished Nigerian Community Leader Award of the Nigerian-American Chamber of Commerce (1962-63). You Sir, were a Committee Member of the body that established the Investment Corporation of Nigeria (ICON). In addition, between 1963 and 1964, you Sir, were a member of the Committee of Nine which established the African Development Bank (ADB) and this bank pioneered the establishment of the African Reinsurance Corporation.

It is therefore not surprising that in the professional world of banking, you Sir, rose to the Fellowship of the Institute of Bankers (Nigeria) and that you, Sir, belong to not less than ten of the cream clubs of Nigeria, of which some are:

- (a) Nigerian Economic Society
- (b) Society for International Development.
- (c) The Nigerian Stock Exchange.
- (d) International Airline Passen-

- (e) gers Association of London, Island Club Lagos.
- (f) Metropolitan Club Lagos.
- (g) Nigerian Conservation Foundation.

The Nigerian Institute of Management, Sir, is proud of the excellent way in which you have served the nation in several top management capacities and have distinguished yourself as a man of honour, dedication and high integrity.

Indeed Sir, there is no gainsaying it that the heights you have achieved in the practice and science of management are distinctive and enviable. It is in recognition of these attributes that I hereby admit you to the rank of Fellow of the Nigerian Institute of Management with the distinctive right to use the letters FNIM after your name, and I hereby award you the Certificate of Fellow to that effect.

**CHIEF (MRS) UYI EFIONG TAYLOR**

You Madam, having received your education in Nigeria and abroad qualified as a Pharmaceutical Chemist in 1950 from the School of Pharmacy, Northampton Polytechnic now City of London University, London.

You joined the Civil Service and worked at the General Hospital, Lagos, in 1950, as a Pharmacist. In 1957, you became Pharmaceutical/Sales Manager of Kingsway Stores-U.A.C. of Nigeria. You also served in Kingsway Stores Sekondi, Kumasi and Accra in Ghana as a Pharmacist/Optician.

It is also on record that with your rapid promotion to the position of Sales Manager, you became the first African woman to be elevated to the status of Manager in the multi-million naira company of Kingsway Stores in particular and U.A.C. in general. No such records existed previously in the sister companies of Kingsway Stores in West Africa since women Management quota in the company was exclusively reserved for expatriates.

You Madam, scored another "first" when you became the first woman in the history of Kingsway Stores in West Africa and U.A.C. in general to be appointed as Executive Director of Kingsway Stores of Nigeria Limited in 1972.

Your blazing of the trail as the first African lady Manager and later Executive Director in such a big conglomerate paved the way, and gave encouragement, impetus and confidence to the authorities for further appointment of more African female managers in the company in Nigeria in particular and West Africa in general.

You Madam, have served our nation in various capacities as a:

1. Deputy Chairman of the Cosmetics & Drug Committee 1973-75.
2. A delegate to the Commonwealth Pharmacy International Conference in Australia, India, Trinidad and Tobago in 1973, 1978 & 1982 respectively.

3. An appointed member of the Southern Africa Relief Committee to raise fund for the inauguration of the Relief Committee in 1984.
4. A delegate to the International Pharmacy Congress held in Canada in 1985.
5. A delegate to the Commonwealth Pharmaceutical Conference in Nairobi in March, 1987.
6. A Council Member of and Guest Lecturer in Sales Management to the Nigerian Institute of International Affairs 1971-75.
7. President of the International Women's Society.
8. Vice-President of the Soroptimist International Club of Lagos, 1985.
9. Council Member of International Commonwealth Pharmacy Association, London, 1970-78.
10. Financial Secretary, Pharmaceu-

tical Society of Nigeria  
1975-79.

In recognition of your contributions to the Nigerian Society at large His Royal Highness, Bassey Eyo Adam III —The Obong of Calabar honoured you with a Chieftancy title "Ada Idaha ke Eburutu" in 1983.

You Madam, have contributed immensely to management development and training during your ten years as an active member of Council; Education & Programme Committee and Membership Committee of the Nigerian Institute of Management.

Indeed Madam, you have achieved eminence in the practice and science of Management and in recognition of this, I hereby admit you to the rank of Fellow of the Nigerian Institute of Management with the distinctive right to use the letters FNIM after your name hereafter, and I hereby award you the Certificate of Fellow to that effect.

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# CONFERENCE WHO'S WHO

Name of Delegate	Membership Grade	Position in Organisation	Name of Organisation	City
Abiri, J. O. U.	Associate	Controller—Admin/ Personnel	Tate & Lyle (Nigeria) Limited	Lagos
Adadevoh, B. K. (Professor)	Fellow	Chairman, ET&PC/ Member of Council	NIM	Lagos
Adedeji, H. S. A.	Fellow	Group Financial Director	A.G. Leventis and Co. (Nig) Lagos	Lagos
Adedoyin, A. D. (Miss)	—	—	SCOA Nigeria Limited	Lagos
Adedoyin, A. O.	Associate	Lecturer/Consultant	NIM	Ilorin
Adegoye, O. A.	Associate	Administrative Secretary	ARMTI	Lagos
Adekoya-Adegbuyi, O. (Ms)	Associate	—	School Management Council, Badagry	Lagos
Adetayo, J. O.	Associate	Assistant Factory Manager	Nigerian Tobacco Company Limited	Ibadan
Adikwu, O. C.	—	—	Coop & Commerce Bank Ltd	—
Adisa, Y. A.	—	Managing Director	Nigerian Wire Industries Ltd	Lagos
Afolabi, J. A. (Chief)	Member	Personnel Manager	Alumaco Nigeria Limited	Lagos
Agedah, H. (Chief)	Member	Legal Practitioner	Aluku Chambers	Lagos
Agim, C. O.	Associate	Admin. Manager	Agip Energy & Natural Resources Nigeria Ltd.	Lagos
Agunbiade, J. A.	—	—	—	—
Ajasin, K.	Member	Director of Research and Consultancy	NIM	Lagos
Ajetunmbi, S. O.	—	—	Ogun State Government	Abeokuta
Ajibawo, E. O.	—	Legal Officer	Odu'a Investment Company Limited	Ibadan
Ajibola, M. B.	—	—	Nigerian Television Authority	Lagos
Akanbi, J. A.	—	—	SCOA Nigeria Limited	Lagos
Akinlode, F.	—	—	SCOA Nigeria Limited	Lagos
Akinmade, O.	—	Deputy General Manager	First Bank of Nigeria Limited	Lagos
Akinnehin, R. K.	Associate	General Manager	GACOL Nigeria Limited	Lagos
Akinola, F. A.	—	—	—	—
Akinrele, M. O. (Chief)	Fellow	Chairman/Man Director	GACOL Nigeria Limited	Lagos
Akomolafe, A. (Chief)	Fellow	Chairman/Chief Executive	Daddy Akom Enterprises	Ibadan
Alayande, A. A.	Fellow	Chairman/Chief Executive	—	—
Ali, E. F.	—	—	The West African Portland Cement Company Ltd.	Lagos
Aliji-Idowu, P. A.	Member	—	—	Lagos

Alonge, I. O. O.	Associate	Manager, Membership Services	NIM	Lagos
Amaliri	Associate	Chief Accountant/ Company Secretary	PAL Breweries Limited	Aguata
Amugo Sam (Engr.)	—	—	Metallurgical Training Inst	—
Anaedobe, M. M.	—	—	Metallurgical Training Inst	—
Anosike, G. I.	—	General Manager	United Technical and Supply Company Limited	P/Harcourt
Aruna, R. S.	—	Director of Company Services/Coy. Sec.	Odu'a Investment Company Limited	Ibadan
Atte, J	—	—	Nigerian Television Authority	Lagos
Awakessien, H. S	Associate	—	Nigerian National Petroleum Corporation	Lagos
Awoşika, B.	Associate	—	SCOA Nigeria Limited	Lagos
Bakare, C. G. M (Professor)	Member	Professor and Head of Department	University of Ibadan	Ibadan
Bakare, S. O.	Associate	—	Lagos State Govt	Lagos
Doghudje, C. A.	Associate	Managing Director	Lintas Limited	Lagos
Duru, M. I.	Associate	General Manager	Petrogas	Onitsha
Edeoghon, P. O.	Associate	—	Edok Eter Mandilas	Benin City
Efeduku, P. E.	Associate	Manager	Kaycee (Nigeria) Limited	Lagos
Eloagui, V. C.	Member	—	African Continental Bank	Lagos
Ehirim, C.	—	—	The Niger Insurance Company Limited	Lagos
Emeh, G. O.	—	—	West African Glass Ind.	Port Harcourt
Enegi, W. P.	—	Ag. General Manager	Cross River State Housing Corporation	Calabar
Eno, E. O.	Member	Manager, Human Resources/Ind Relations	Mobil Oil Nigeria Limited	Lagos
Eremie, S. W. (Dr.)	Associate	Deputy Senior Co-ordinator	Federal Agric Co-ordinating Unit	Ibadan
Erhuero, J. B.	Member	General Manager	Bendel Cement Company Ltd.	Okpella
Eteng, E. U.	—	—	—	—
Fabiyi, E. A.	Member	Chief Executive	Everyman and Company	Ilorin
Fadoju, F.	—	—	Ondo State Govt	Akure
Fadumila, J. S.	—	—	Kwara State Govt.	Ilorin
Famurewa, R. O.	—	Chief Engineer	Eko Holiday Inn	Lagos
Fashoyin, Tayo (Professor)	Associate	Member, E. T. and P. C.	NIM	Lagos
Gadzama, N. A.	—	—	SCOA Nigeria Limited	Lagos
Gana, F. Z.	Member	Director of Education	Federal Ministry of Education	Lagos
Ge, A. T.	—	Personnel Manager	Benue Brewery Limited	Makurdi
Ibegbulam, A. A.	Member	Assistant Director	Federal Ministry of Education	Lagos

Idode, J.	—		Bende State Govt.	Benin City
Idris. Aliyu	Associate	Principal Personnel Officer	Rural Electricity Board	Minna
Igah, M. E.	Associate	Administrative Manager	Benue Brewery Limited	Makurdi
Ijeh, S. L.	Associate	Ag. Managing Director	Central Water Transport Company Limited	Onitsha
Ike, T. N.	Member	Postmaster General	Nigerian Postal Services Dept.	Lagos
Ike, V. C.	Fellow	Professor of English	University of Jos	Jos
Ikelegbe, J. A.	Associate	Asst. Ind. Relations Manager	Kaduna Textiles Limited	Kaduna
Ikerionwu, I. O.	—	Senior Manager, Personnel	Nigerian Reinsurance Corporation	Lagos
Ikpaku-Elewa, J. N.	—	—	Rivers State Govt.	Port Harcourt
Ikpong, F. N.	Member	Director of Training	NIM	Lagos
Ikwechegh, Amadi (Lt. Commander)	—	Governor	Imo State	Owerri
Imoisili, I. C. (Dr.)	Associate	Executive Secretary	Assoc. of Food, Beverages & Tobacco Employees	Lagos
Inuwa, I. K. (Engr.)	—	—	Kano State Govt.	Kano
Iroraghon, T. I.	—	—	Nigerian Paper Mill Limited	Jebba
Irukwu, J. O. (Chief)	Member	Managing Director/Chief Executive	Nigerian Reinsurance Corporation	Lagos
Isiah, I. G.	—	—	Risonpalm Limited	P/Harcourt
Itan, G. B.	—	General Manager	Pabod Breweries Limited	P/Harcourt
Iwe, I. U.	—	Assistant General Manager	Union Bank of Nigeria Ltd.	Lagos
Iweka, C. B. (Snr.)	—	—	Metallurgical Training Inst.	
Jauro, A. B. (Alhaji)	—	Perm. Sec., Directorate of Food, Roads & Rural Infra.	Gongola State Government	Yola
Jimada, A. (Dr.)	—	Company Secretary	Gateway Insurance Company Limited	Ilorin
Kafur, L. M.	—	—	Katsina Polytechnic	Katsina
Kolade, B. E. (Mrs)	—	General Manager (Admin)	Alrairie (Nigeria) Limited	Lagos
Kolade, C. O. (Dr.)	Fellow	President/Chairman of Council	NIM	Lagos
Kuforiji-Olubi, D. B. A. (Chief Mrs)	Fellow	Group Managing Director	BEWAC/VYB Group of Companies	Lagos
Lawson, B. A.	Associate	General Manager (Technical Services)	National Insurance Corporation of Nigeria	Lagos
Maagbe, S. A.	Associate	Assistant General Manager	Benue Bottling Company Ltd.	Makurdi

Mabayoje, O. A. (Mrs)	—	Executive Director/Legal Officer	Motor Services Limited	Lagos
Madubuko, M.	Graduate	Asst. General Manager	Peugeot Automobile Nigeria Limited	Kaduna
Maduka, E. N. I.	Associate	Commercial Development Manager	Central Water Transport Company Limited	Onitsha
McDonald, F.	—	Senior Adviser	ARMTI	Ilorin
Moh, J. I.	—	Ag. Director of Training Dept.	National Electric Power Authority	Lagos
Mohammed, Bala (Alhaji)	—	—	Kano State Govt.	Kano
Mpamugo, Ikedi	Member	Council Member	NIM	Enugu
Muruako, J. O., Nze	—	General Manager	Adapalm (Nigeria) Limited	Ohaji
Nduka, E. E.	—	Personnel Manager	Golden Guinea Breweries Ltd.	Umuahia
Njoku, G. U.	—	Asst. Manager. Accounts	NIM	Lagos
Nkwoyobe, D. D.	Associate	Area Manager (East)	NIM	Aba
Notoma, G.	Associate	Operations Manager	Central Water Transport Company Limited	Onitsha
Nwabuoku, Ozo-Emezia (Dr.)	—	Manpower Co-ordinator	Federal Agric. Co-ordinating Unit	Ibadan
Nwachukwu, Ike (Major-General)	Minister	Major General/Minister of Labour	Ministry of Labour Employment & Productivity	Lagos
Nwachukwu, J. O.	—	Deputy General Manager	Chidi Ebere Transport Company Limited	Onitsha
Nwaeze, G. U.	Associate	Deputy Managing Director	General Cotton Mill Limited	Onitsha
Nwagbara, G. W.	Member	Chief Mgt. Dev. Officer	ARMTI	Ilorin
Nwagbara, G. N.	Associate	—	Imo State Govt.	Owerri
Nwaogugbe, J. N.	—	—	Adapalm (Nigeria) Limited	Ohaji
Nwokedi, R. C.	—	—	NITEL	Lagos
Nwokolo, P. E.	Associate	Head of Finance & Accounts	NIM	Lagos
Nwosu, C.	—	—	SCOA Nigeria Limited	Lagos
Nwosu, D. C.	—	Personal Secretary to DMS	NIM	Lagos
Nzewuihe, Nze C. O.	—	—	Hardel & Eric	—
Obianwu, C. O.	—	Advertising/Sales Promotion Manager	Premier Breweries Limited	Onitsha
Oburoh, A. E.	—	Permanent Secretary	Dept. of Manpower Development and Establishment	Benin
Ocheja, E. H.	Associate	Director, Admin /Finance	Industrial Training Fund	Jos
Odiba, S. O.	—	—	United Nigeria Textiles	—
Odimegwu, F. O.	Associate	Production Manager	Nigerian Breweries Limited	Lagos
Odoh, G. C.	Associate	Secretary	NIM, Onitsha Branch	Onitsha
Odutola, Y. O. (Alhaji)	Associate	Controller, Production	Tate & Lyle (Nigeria) Limited	Lagos

Ofoegbu, O. E.	Associate	Under Secretary (Human Resources)	ARMTI	Ilorin
Ofookun, C. O. (Chief)	Associate	Lecturer/Consultant	NIM	Aba
Ogbeide, G. A.	Member	Council Member	NIM	Benin
Ogbue, I. C.	—	GM (Staff Dev. and Training)	National Insurance Corporation of Nigeria	Lagos
Ogunajo, L. R.	—	Sec. (Management and Planning Serv.)	Oyo State Department of Establishment and Training	Ibadan
Ogundare, J. O. O. (Chief)	Associate	Personnel Director	Thomas Wyatt Nigeria Limited	Lagos
Ogunkoya, M. O.	—	Personnel Director	John Holt Limited	Lagos
Ogunlade, J. O. (Professor)	Member	Director-General	NIM	Lagos
Oguntola, M. A.	—	—	Lagos State Govt.	Lagos
Ojowali, Fola	—	—	Oyo State Govt.	Ibadan
Okafor, L. E.	—	Deputy General Manager	First Bank of Nigeria Limited	Lagos
Oke, G. A.	Member	Director of Corporate Affairs	Nigerian Breweries Limited	Lagos
Okeke, E. N.	Associate	Marketing Services Manager	Premier Breweries Limited	Onitsha
Okeke, M. O.	Member	—	International Paints for West Africa Limited	Lagos
Okere, T. C.	Member	Director of Administration	Imo Broadcasting Corporation	Owerri
Okereke, M. O.	Member	Public Relations Adviser	UAC of Nigeria Limited	Lagos
Oko, F. D.	—	—	New Nigeria Salt Co. Ltd.	—
Okonkwo, N.	—	Manager Admin/General Counsel	Mobil Oil Nigeria Limited	Lagos
Okoro, A. E.	—	—	May & Baker (Nigeria) Limited	Lagos
Okoronkwo, P. E.	—	Branch Manager (Enugu)	Nigerian Paper Mill Limited	Jebba
Okoye, O. F.	—	Chairman/Man. Director	Federal Mortgage Bank	Enugu
Oladapo, A. K. (Chief)	Member	Asst. Gen. Manager (Personnel)	Motor Services Limited	Lagos
Olarewaju, J. P.	—	Managing Director/Chief Executive	Nigerian Textile Mill Limited	—
Olashore, O.	Fellow	—	First Bank of Nigeria Limited	Lagos
Olawunmi, T.	—	—	SCOA Nigeria Limited	Lagos
Olu, D. I. N.	—	—	Niger Delta Basin Dev. Auth.	Minna
Olusanya, O. A.	—	National President	Food, Beverages & Tobacco Senior Staff Association	Lagos
Olusola, Segun (Chief)	Member	Council Member	NIM	Lagos
Omereji, G. O.	Associate	—	Risonpalm Limited	P/Harcourt

Omeruah, Emeka (Group Capt.)	Member	Governor	Anambra State	Enugu
Omopariola, J. O.	—		SCOA Nigeria Limited	Lagos
Oni, A.		Divisional Manager	Odu'a Investment Co. Limited	Ibadan
Oni, O. O.	—		Mandilas	Lagos
Onyeche, B. S. C.	—	—	Imo State Govt.	Owerri
Onyeka, B. O.	—		Coop. & Commerce Bank	Owerri
Okpara, C. C.	—		Modern Ceramics	Umuahia
Oreagba, T. O. (Mrs)	—	Marketing Controller	Tate & Lyle (Nigeria) Limited	Lagos
Orisananpe, M. B. (Miss)	—	Training Manager	Cadbury Nigeria Limited	Lagos
Orjiako, V. O.	—		Nigerian Telecommunications Limited	Lagos
Orugbo, R. O.	Member	Group Admin/Personnel Manager	Iddo Group of Companies	Lagos
Osayemi, L. A. O.	—	Managing Director	Thomas Wyatt Nigeria Limited	Lagos
Osibo, A. O.	—		The West African Portland Cement Company Limited	Lagos
Osuji, E. C.	—	Manager, General Admin. Dept.	National Electric Power Authority	Lagos
Osundahunsi, Dele	Associate	Editor/Head of Printing and Publications	NIM	Lagos
Olah, A. J. (Chief)	Member	General Manager (Freight Terminal Dept.)	Alraine (Nigeria) Limited	Lagos
Oyenola, G. A.	—	AGM (Staff and Training)	Societe Generale Bank (Nigeria) Limited	Lagos
Oyetunji, E. O.	—	Personnel Officer	Wemabod Estates Limited	Lagos
Oyewole, O. O. A.	—	Branch Manager (Port Harcourt)	Societe General Bank (Nigeria) Limited	P/ Harcourt
Peters, J. O.	Associate	Manpower Development and Training Manager	Nigerian Breweries Limited	Lagos
Peterside, P. D.	Member	Permanent Secretary	Rivers State Govt.	Port Harcourt
Salami, E. A.	Associate	Corporate Services Manager	VYB (Nigeria) Limited	Lagos
Sanni, A. R. O.	Associate		Lagos Building Investment Corporation	Lagos
Sanro, A. B.	—	—	Gongola State Govt.	Yola
Shobo, B. A.	—	—	Ogun State Govt.	Abeokuta
Shonekan, E. A. O. (Chief)	Fellow	Chief Executive	UAC of Nigeria Limited	Lagos
Shoroye, G.	—	Director	Central Bank of Nigeria	Lagos
Silva, E. A. (Chief)	Fellow	Chairman of Board of Fellows	NIM	Lagos

(Continued on page 44)

# CONFERENCE

Continued from page 21



Imo Concorde Hotel where the Conference was held.



A march to the High Table showing (front row, from left) NIM President Dr. C. O. Kolade, Imo State Governor, Lt. Commander Amadi Ikwechegh, and Minister of Employment, Labour and Productivity, Major-General Ike Nwachukwu



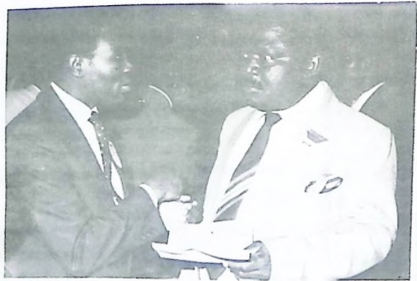
The new fellows at the Conference (from left) Prof. V. Ike, Mr. O. Olashore, Chief E. A. O. Shonekan, Chief (Mrs) Uyi Taylor and Mr. Ola O. Vincent.



Some of the participants at cocktail time. From left NIM's Director of Research and Consultancy, Mr. Kayode Ajasin, MNIM; and Mr. J. S. A. Adedeji, FNIM, Chief (Mrs) Uyi Taylor, FNIM and Mr. M. O. Okereke, MNIM all of NIM Council



The High Table as the National Anthem was being played

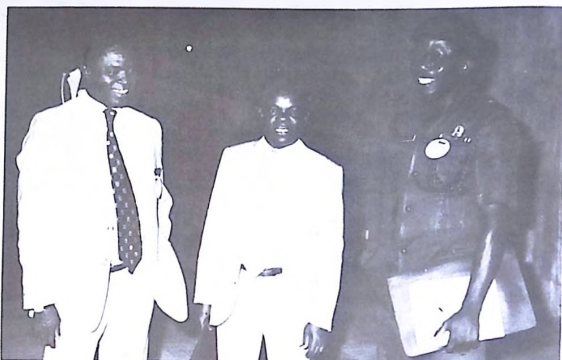


NIM Council Chairman, Dr. Kolade, left, in a serious chat with NIM's Director of Training, Mr. Fidelis N. Ikpong, during the Conference.

# IN PICTURES



A participant contributing to debate at the Conference.



Three of the many participants in a chat at recess time. From left: Mr. R. O. Orugbo of NIM Council, Dr. Udo Udo-Aka of CMD and a military officer.



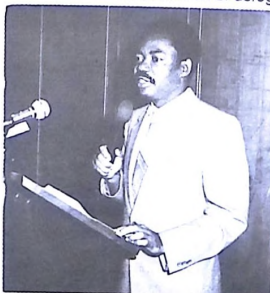
Chief Shonekan as he was presenting his paper



A cross section of delegates at the conference.



Major-General Nwachukwu presenting his paper.



Dr. Nwabuoku as he was presenting his paper



NIM's Director of Membership Services addressing the conference.



Question Time, and a participant makes a contribution. Chief Segun Olusola of NIM Council is first from left front row



One of the cultural groups that entertained at the Conference.

Some of the new fellows also made contributions to debates



Chief (Mrs) Uyi Taylor



Mr. Ola Vincent



Chairman of the Board of fellows, Chief E. A. Silva, making an address.



His Royal Highness Eze Onu Egwunwoke played host to an NIM delegation in his Palace. Here NIM president, Dr. Kolade, is seen (right) addressing the Eze. The Eze's red cap chiefs are also in attendance.



Eze Egwunwoke making a presentation of traditional kolanuts to a delegation of NIM Council.

Theme Paper:

# Innovative Management —A CRUCIAL NATIONAL NEED

I am most grateful for this opportunity to address this very distinguished gathering on the important subject of "INNOVATIVE MANAGEMENT— a Crucial National Need". The subject innovation is a very broad one. So what I intend doing today is to narrow down the topic to the role of science and technology in the economic development of Nigeria. My theme then will be the need for the proper management of innovation and the necessity to properly manage the nation's limited science and technical resources to ensure that they are directed at objectives which are relevant to national needs. I also want to talk about the need for government to create an enabling environment to provide the incentives for our national science and technological resources to be applied in an efficient manner to the economic development of the country.

As a businessman I am involved in applying science and technology in the development of my business and in so doing, my company contributes to national economic development. Therefore, I cannot fail to be interested in the contribution which science and technology can make to the development of this country and I hold strong views on how best to maximise the contributions from universities, research institutes and indeed companies to the technological and economic development of our country.

Before I go on to the subject of technological development, however, I would like to say just a few words by way of background

by:

**Chief Ernest  
A. O. Shonekan**

about our current economic situation and the role of incentives in reversing our present economic difficulties. I would like to do that because some of the lessons which can be drawn from a study of our present economic predicament are relevant to the management of our national science and technology resources as well.

Today we find ourselves in Nigeria in a situation where our earnings from oil exports are a fraction of what they were five years ago. We have a crushing debt service burden which is likely to consume a significant part of our foreign exchange earnings for years to come. The resulting squeeze on the remaining imports has been such that most of our industries have been operating for some years at a fraction of their capacity; there is now growing unemployment and wide spread shortages of essential goods. How did this situation come about? What went wrong with our economy?

To answer these questions, I would like to emphasise a point which I believe is fundamental to understanding how we can reverse our present economic situation and that point is as follows. In a free society such as ours, the long term economic and social climate in terms of the incentives and penalties associated with different activities is

a major, if not the major, determinant of the behaviour of people and, therefore, of the shape of the economy. If, over a long period of time, amenities and opportunities in urban areas are superior to those in the rural areas and if the rewards from trade exceed those from farming, then there will be a migration to the towns and cities, growth of the trading sector and a corresponding reduction in investment and output from the agricultural sector. If over a long period of time it is difficult and unprofitable to export, and it is easy and profitable to process imports, then we will see the growth of industries based on the processing and assembling of imported raw materials and components and a corresponding decline in export industries. This is what has happened in Nigeria over the last decade and if we are to reverse the process and encourage the growth of agriculture, agro-allied business and manufacturing industries which are not reliant on imports, then we must create a climate of incentives and disincentives which will facilitate the activities which we wish to encourage and reward those individuals and organisations which undertake these activities.

What then do we require to retract our present situation? What we require is to go back to where Nigeria once was. What we need do is go back to a situation where we were self-sufficient in food, where in addition to our oil, we produced cash crops at competitive prices for export and we also processed and added value to the agricultural raw

materials and oil which we have in this country. We also need to build up our industrial infrastructure and integrate back from mere assembly of imported components. We must do this selectively, however, only in those industries where the available markets are sufficiently large to enable appropriate economies of scale to be realised.

We should not attempt to be self-sufficient in everything (no country is self-sufficient in everything) but we should concentrate on the many areas where we Nigerians have a comparative advantage over other countries, such as petrochemicals, tropical agriculture (not temperate agriculture) and agro-industries, the whole area of taking primary products and processing them into industrial raw materials and finished products. We can then use the proceeds from exporting our oil, agricultural produce and manufactured products to finance the imports of these items which contribute to the development of the country and the well-being of our people but which others are better able to produce than we are.

In my view we can only go back to where Nigeria once was by making major structural adjustments in our whole economic environment, by consistently, over a number of years, altering the climate of rewards and penalties in our economic and social system to reward and facilitate agricultural production, agro-related enterprises, manufacturing industry and especially export activities while at the same time making importing and market trading less attractive. We need also to improve the quality of life for people in rural areas to attract more people back from the towns and cities to the rural areas. If, consistently over a period of years, it becomes more profitable to farm or manufacture than to trade in the markets, if it becomes easy and profitable to produce for export and comparatively difficult and unprofitable to import and trade and if the

quality of life in rural areas becomes comparable or superior to that in the towns and cities, then people, capital and our national energies will be channelled into farming, manufacturing and exporting from our rural base and away from market trading in the towns and cities.

What is the government doing to reverse Nigeria's economic decline? Well, the Medium Term Structural Adjustment Programme which the government introduced last year aims to fundamentally change the long term economic and social climate in terms of the incentives and penalties associated with different activities so as to liberate the productive potential of the Nigerian economy. It has changed the "ground rules" for the management of the economy in a way which rewards productive activity and penalises unproductive activity. It also aims to reduce some of the worst imbalances in our economy such as the gap between the rich and the poor in our society and the contrast between urban prosperity and rural poverty. It represents, I believe, an historic turning point in Nigeria's economic history.

It gives us a major opportunity to curb our tendency to import goods from abroad rather than manufacture locally while providing incentives necessary to create a viable non-oil export sector to complement and supplement the revenues which we will receive from oil.

I believe that the lessons which we have learned about the management of our economy in terms of the role of incentives in the management of our society can be applied equally to the management of our country's technological development also. What we need here is get the climate of incentives and penalties associated with the use of our scientific and technical resources right and then, I believe, we can be confident that our limited scientific and technological resources will be applied efficiently to maximise

the benefits to the nation as a whole. That is the central theme of my address to you today. Get the climate right and our scientists and technologists will do the rest. If you get the climate wrong then resources will be wasted and progress will be limited.

What are the secrets of success in the application of science and technology in a developing country? Well, I firmly believe that the success of a developing country turns on its ability to recognise the key areas of agriculture and industry in which it can be self-reliant and in particular those areas in which it has an advantage and so can earn foreign exchange by exporting raw materials or improved products. To become self-reliant it must import selected science and technology from other countries, adapt it to local needs and continue to improve upon it.

The preferred order of progress

- (i) to develop the raw material base, import technology and export raw materials;
- (ii) select the manufacturing industries, ensure the necessary raw material supplies and again import the required technology;
- (iii) develop products by local activities which give a unique character;
- (iv) a longer range research base is not essential at the early stages of development and even later its main function may be to assist in the recognition of new technology rather than to invent it.

Throughout the whole process it is essential that universities and technical colleges produce a cadre of good applied scientists and engineers who can join in the national development, venture abroad and return bringing with them modern techniques.

In all countries the role of universities is to supply good, well-educated graduates and also to do some

research. Government institutes provide a national programme of research and development—the latter being of higher priority in developing country. They have a role to play in introducing new technology into industry. The main thrust of industry must be to receive technology from other countries, to strengthen their marketing, manufacturing and sales functions and to mount development projects which take advantage of local conditions.

Once the process of developing technology begins it is ongoing. Europe and the United States of America transferred technology to Japan. Now Europe and the United States are receiving new technology from Japan! We should aim to become internationally competitive in some aspects of our industrial base. But we must not try to do everything—for example, in my view, a research base can wait until we have a clear industrial strategy and an income to support it. There are many international schemes, often run by the United Nations Organisation, by the EEC, USA, Russia or the Eastern bloc, to help developing countries obtain access to technology. Multi-national companies too have a big role to play in internationalising technology, and science. Not only do they have research and development, they have management skills and training schemes. Transferring technology and adapting it to new locations experience in the supply of raw materials are part of their stock in trade.

In summary, science and technology in developing countries is most successful when the country has a sufficient infrastructure of good nationals who can assess raw material possibilities, choose an appropriate industrial profile and help to bring in and adapt technology from more advanced countries. It requires vision and discipline, the ability to form working partnership often at long range with other countries or with multi-national

companies. It does not follow that the developing country is always the receiver. Japan is an example of one country which transfers technology to countries which in the past have been the donors.

Having given an overview on how I believe we should approach the application of science and technology to the development of our economy, I would like to talk in a little bit more detail about how the various resources which the country has available to it can be made to work together more effectively and therefore more fruitfully. I would first like to examine how our universities and our research institutes can work more closely with government and industry to develop our indigenous scientific and technological base. I would then like to look outside Nigeria and see how we can utilise global pool of scientific and technological know-how to aid our country in its development.

Starting off with the universities, I would like to see the wide gulf which is also deep between the academic world and the private industrial sector bridged as quickly as possible. One of our missions today is to seek ways and means of laying the solid foundation for this bridge. Within the constraints of our limited resource availability, government has rightly given priority to raw materials for the operation of our base industries. In addition, we are encouraged to develop and use local raw materials as soon as possible. In my view, the universities, through their research facilities, have an important role to play and they should be encouraged to concentrate their efforts on developing local substitutes for imported raw materials.

A commercialisation of university research efforts could generate revenue for the institution. There may well be the result of research findings on shelves only waiting to be taken up by industry, but due to lack of communication, such opportunities are not being exploited. I would like to see the universities

play a more positive role in the development of local resources and I believe the private sector should encourage them by developing clear links and exchanging information. However, it is also my considered view that the universities should endeavour to sell the result of their research to the private sector for commercialisation. It should be remembered that you do not sell your second-hand cars by locking them up in the garage.

There is a myth that you cannot get commercial application out of fundamental research but this has surely been exploded when one observes that few years ago in the university town of Cambridge, England, there were a mere 41 high technology companies whereas today there are 325, mainly owned by science graduates, active as a result of commercialising local academic research. I am not advocating we concentrate upon high-technology but we must surely have potential for developing the base we have.

Here in Nigeria, probably the best example is that of IITA Ibadan with its development of high yielding, disease food crops which our farmers have taken advantage of. However, IITA is an international institution and relates to agriculture throughout the tropical regions whereas our universities have the potential to examine many facets of our manufacturing industry and they should be encouraged to do so.

Turning now to the national research institutes, I would like to touch upon an important topic which is the need to improve the interface between the national research institutes and end-users in industry and agriculture. There is no doubt that the research institutes have a crucial part to play in the economic development of Nigeria. Potentially these institutes have a great deal to offer the country in general and industry and agriculture in particular. However, this potential has not been fully realised in

practice for a number of reasons. For one thing, the interface between end-users and the institutes is not fully effective and many potential users are unaware of the technological capability which is on offer from the institutes. On the other hand, the institutes often have difficulties in ensuring that their resources are deployed on carefully defined and targeted programmes which are relevant to the real needs of industry and agriculture and which are therefore likely to produce real benefits for the nation. The reason for this is of course that end-users in industry and agriculture have not been successful in communicating their needs to the programme management in the research institutes.

While the institutes have certainly a lot to offer industry, I firmly believe that industry has much to offer the institutes also. There is no doubt that Nigeria is fortunate in having so many high calibre scientists and technologists working in our research institutes. It is my opinion also that, although the institutes are not over-equipped, they do in general have sufficient instrumentation and equipment to enable them to fulfil their main missions although I have no doubt that there are cases where more or better equipment or instrumentation would enhance their research capability. The main problem seems to be that the quality of management in the research institutes could be improved and instrumentation in the institutes is either under-utilised or is not in fact working. Skilled management is a resource which is available in industry and it may be that while the research institutes are assisting industry in solving its technical problems, industry may be able to assist the research institutes in overcoming some of their management problems.

What is required is closer collaboration between the research institutes and end-users in industry and agriculture. There is a need for representatives of end-users on the

boards of the institute to make an input into the directions of research programmes carried out by the institutes. Individual institutes could move to provide services for industry and agriculture in their region and could charge fees for such services. There are opportunities for industrial and agricultural enterprises to engage in joint projects with the institutes which could involve the secondment of institutes' staff to these enterprises and also the secondment of managers from these enterprises to the institutes to assist them with their management problems.

The scope for mutually beneficial collaboration between the institutes, industry and agriculture is clearly very wide. What is now required is a mechanism for moving forward. I would like to suggest that forum should be established consisting of eminent scientists and leading industrialists to advise the Ministry of Science and Technology on how best to unlock the potential of the research institutes and improve the collaboration between the institutes, industry and agriculture. The problems of end users of research results could be fully discussed and solutions proffered. This will ensure that the programmes of our research institutes have inputs from end users and thus enhance their relevance to society. The activities of our research institutes cannot thrive on a vacuum. Research findings have to be utilised to create goods and services for a better quality of life for all our citizens. Mutual interaction would benefit both the research institutes and industry.

In general, the same comments which I have applied to the research institutes can also be applied to the science and engineering faculties in our universities. There is scope for industry to establish relationships with university departments to provide relevant industrial projects and also industrial experience for students and departments.

In my capacity as chief executive of Nigeria's largest private com-

pany, I have the opportunity of visiting our universities and research institutes and this year in particular, I have taken the opportunity to visit departments of science and engineering in a number of our universities and I have also visited some of the research institutes as well. My own impression is that Nigeria is not short of his quality, creative and inventive scientists. The productivity of these scientists, however, could be enhanced by improved management and improved targetting of the research programmes in universities and in the institutes. It is also my impression that Nigeria is not short of scientific equipment. The problem is that most of the scientific equipment which I have seen in universities and in research institutes are not properly maintained and therefore do not function.

The first priority is to get the existing equipment working before buying any new equipment. The equipment in our universities and research institutes while it may not be the latest and most sophisticated of its kind, is normally quite adequate for its purpose. Nigeria, in my view, does not need any more research institutes. What it needs to do is to get its existing research institutes to work more efficiently and on more relevant projects. Nigeria needs development rather than long term research. It needs to harness existing knowledge to tackle Nigeria's current practical problems.

As a professional manager, I can tell you that what we require in our national scientific and technological development programme is better management so that we can utilise our resources more effectively and produce more relevant results. There is no doubt that both the agricultural and industrial sectors need the universities and research institutes for higher productivity and competitiveness in their various operations. At the same time, the research institutes need the agricultural and industrial sectors to

improve their management capabilities. Mutual interaction and in fact a partnership in technological development would benefit universities, research institutes, industry, agriculture and the nation as a whole.

I would just like to say a few words about the evolution of the new information technologies and their relevance to our country's development. It is said that nine out of ten of the scientists and technologists that have ever lived are living and working today. Over the last fifty years there has been explosion of scientific and technical knowledge. This treasure house of knowledge is contained in the scientific papers which are printed in the twenty or thirty thousand scientific and technical journals which are published in the world today and this mass of technical knowledge grows daily in size and value. The key to unlocking this treasure trove of useful knowledge lies in the skillful use of information technology. In a number of centres, mostly in Europe and the United States, there are computer database services which contain abstracts of scientific and technical papers. With modern telecommunications, scientists at terminals anywhere in the world can retrieve from these databases those abstracts which are relevant to the subject in which they are interested by dialing into the centres and using sophisticated computer searching software. In this way, scientists and technologists can keep abreast of what is going on at the frontiers of their subjects and avoid reinventing the wheel. We need to make more use of this kind of technology in Nigeria.

As far as the wider application of the computers is concerned, here we have a case where the latest technology is in fact the most appropriate technology for a country like ours. Nigeria would do well to bypass the mainframes and mini-computers and go straight to personal/micro computer technology which is simple to operate,

simpler to maintain and quite powerful enough for the vast majority of applications. There is a further benefit. I know from my own company's experience that the pace of technological development in the personal computer field is such that the prices of these computers have actually fallen faster than the value of the naira over the last year. It cost my company less in naira to buy an IBM Personal Computer in 1987 than it did in 1986. Not many imports have gone down in price during that period.

Reliable telecommunications system is essential for the development of information technology. The presence of reliable telecommunications system would assist Nigeria to use external databases to ensure that Nigerian science is kept up to date with the state of the art in each scientific and technological area and to avoid replicating work which has been done elsewhere. In addition, simple database technology is available which could be applied in our own laboratories. Unfortunately we do not yet have reliable telecommunications system here in Nigeria. I am constantly frustrated being unable to make a simple call from my office in Lagos Island to our divisions in Apapa.

It is actually easier for my Associates in London to communicate with Calabar via the Cameroun Republic than it is for me to contact Calabar from Lagos and if I want to send a message to one of my Associates in the Republic of Benin, it is easier to send it via London. This is hardly a satisfactory environment for an international business to operate in. The difficulties in attempting to connect computer terminals in this country with computer databases in others are almost insuperable given the present performance of our telecommunications systems. An efficient and reliable telecommunications system is as vital for the development of a modern nation as a good road in rail system. We must as a matter of urgent national priority seek to significantly improve the

quality and reliability of both our internal and external telecommunications infrastructure.

Having touched on the potential for information technology to enable us to tap into scientific and technical knowledge available elsewhere in the world, I would like to go a bit further now and talk about technology transfer in a wider context.

I am fully convinced of the vital importance of developing our own Nigerian R & D Centres of Excellence and our own Nigerian scientists and technologists. In addition, however, I would like to point out that the input of world wide science and technology and of high quality scientists and technologists from abroad can only enrich our own Nigerian technological base. No country can be a technological island.

Technology has a worldwide application and any country that talks of national self-sufficiency in technology would be nonsensical as it would imply the use of scarce resources to reinvent what had already been invented elsewhere in the world. Research done here in Nigeria must not repeat the research that has been done elsewhere. It is not profitable for us to reinvent the wheel. What I am really saying here is that Nigeria needs to collaborate with other friendly countries in the business of technology transfer. One has only got to look at developments elsewhere in the world to see that it is becoming increasingly necessary for countries to collaborate in the development of technology. Even the super-powers find it necessary to collaborate with other nations in technological developments.

Take for example, possibly the most advanced military development currently being researched—America's so-called Strategic Defence Initiative. Here the Americans have already signed technology transfer agreements with West Germany and they are currently seeking to acquire Japanese know-

how in key areas of enabling technology such as lasers and other optical and electro-optical devices so as to incorporate these in the sub-systems of the overall SDI packaged. There has already been some cooperation between Japan and the United States under an agreement reached in 1983 for Japan to furnish America with technical assistance in military fields. Image tracking technology developed by Toshiba ended up in the missiles. If the United States of America feels the need to collaborate with other countries so as to acquire the technology which it needs, then Nigeria needs to do the same if we are to get the best technology for our national needs.

There are certain general principles which apply to the whole process of technology transfer. Technology is applied knowledge. It is not as many people imagine simply a scientific concept or a production process or pieces of equipment which can easily be transferred from one country to another. In reality, technology does not come in convenient self-contained units that can be shipped ready for use from one part of the world to another without further servicing or follow-up being necessary.

There is only one way to transfer technology and that is through people. Technology is usually derived from a continuum of activities involving not only scientific, engineering and production skills but also in many cases marketing operations, procedures for quality and stock control, purchasing, accounting, distribution and personnel management and skills. All are techniques which have to be assimilated and made to work when technology is transferred from one country to another. Another common misconception is to see the transfer of a technology package as a once and for all process. If this were true developing countries would very soon be saddled with

out-of-date processes and techniques. It is necessary to ensure when receiving technology that the mechanisms are there to ensure that receiving countries can benefit from continuing access to the latest developments through the ideas, advice, information, people and expertise flowing from the country or indeed the organisation which is the source of the technology. If this is not done, investment in technology will undesirably, get out of date.

I can perhaps illustrate and exemplify the sort of principles that I have been talking about by referring to the relationship which my own company, UAC of Nigeria, has with its main Technical Partner, Unilever PLC in London. Unilever PLC as well as being our Technical Partner owns a 40% minority shareholding in UAC of Nigeria through its subsidiary UAC Limited. As the largest company in Nigeria and with its very wide spread of industrial interests, UAC needs a technical partner who has technological capability in a wide variety of industries. Unilever is the world's largest producer of consumer goods. It employs around 300,000 people, manufactures in 75 countries and exports to more than 100 countries. As well as consumer goods, Unilever has a significant interests in agri-business, plantations, chemicals, paper plastics and packaging and also the many diverse industrial ventures and merchandising operations of UAC Limited (London), one of its largest companies.

The importance which Unilever attaches to science and technology can be very clearly seen in financial terms. Unilever commits more than two hundred million pounds per annum to research and development, half of which is spent by its Research & Engineering Division in its major research laboratories and the other half by individual operating companies in their own development laboratories. The importance of science and technology is also

reflected in the sheer size of Unilever's international research structure. Unilever's three European laboratories, Colworth and Port Sunlight in the United Kingdom and Vlaardingen in the Netherlands employ more than 3,500 staff. A similar number is employed throughout the rest of Unilever in two smaller laboratories in India and the United States and also in other company development laboratories in over 40 countries. Because Unilever deals with a great variety of products and processes, ranging from its long established businesses in foods, detergents, personal products, chemicals, animal feeds to new ventures such as medical diagnostics and fish farming, the scope of its research is wide. Nevertheless, despite this diversity there is also a certain unity for most of Unilever's products; and the processes are based on three broad areas of expertise:

- physics and chemistry which provide the foundation for such traditional Unilever products as detergents, margarines and other foods;
- manufacturing technology which encompasses all aspects of factory production;
- bio-technology, the application of biological organisms, systems or processes to manufacturing industry.

By having Unilever as its Technical Partner, UAC of Nigeria is able to tap into the whole of Unilever's technological base. It therefore has access to a range and depth of technology, at a reasonable price, which no single company in a single country could ever hope to provide or own for itself. When UAC of Nigeria receives technology from Unilever as part of its business investments, it can benefit from continuing access to the latest developments through the ideas, advice, information, people and expertise which flow regularly from Unilever's technological clearing house to Unilever subsidiaries and

associated companies such as ourselves. The international nature of Unilever's business is a crucial factor in this process; much of its store of know-how is derived from the fact that, every day, millions of consumers around the world are putting its products and technologies to the test. Some 4000 research and technical reports are produced and collected centrally in Unilever each year and are available to companies which are associated with the group. This highly disciplined system ensures that companies get what they need and in addition, that the substance of all these reports is added to Unilever's central databank of technology available to companies as new needs arise.

Obviously Unilever has to charge for the technology it provides, because cost of developing new methods and processes is very high and there are risks attached to innovation. However, multi-national company like Unilever offers to companies like UAC of Nigeria the most cost effective way of obtaining technology: all users worldwide can share in the cost, which makes it much cheaper than recreating the same technology in many different countries. The risks too are minimised, by Unilever's experience of similar operations in other countries.

As far as general services and back up are concerned, Unilever is able to provide a full range of support activities such as technical, engineering safety, productivity, financial, data processing, environmental protection, personnel, training, legal and marketing services which enable its companies to meet the opportunities and problems of the particular environment in which they operate. The methods of charging for these services are negotiated between Unilever and the appropriate companies with the approval of government authorities of the country concerned when this is required. As with technology, these

services are planned and provided on an international basis. This enables substantial economies of scale to be achieved and put at a disposal of all countries (expertise that might not otherwise be accessible to them.)

The extent to which companies draw on central services can vary from year to year but the resources and services must be continuously available so that companies can have access to them whenever the need arises. The system works very much to the advantage of developing countries in particular because the level of expertise and know-how maintained in Unilever is very high and a major part of the cost is inevitably borne by the companies in the industrialised countries, yet their expertise can be made available to companies in the third world as and when they need it.

Unilever continues to add to its range of technological skills. Its expertise in the processing, preservation and distribution of oils and fats and other food products is already well known and for some years now, it has also been making exciting advances in agricultural technology and bio-technology. All of these skills can be applied to the problems of improving the diet and meeting the growing food requirements of the world's population. For example, in countries such as our own, much food is wasted between the time it leaves the producer and its receipt by the consumer. Unilever's experience in the efficient transfer of its produce from A to B can play a large part in helping to reduce this wastage, as well as the application of its tried and tested food technology and preservation techniques such as dehydration, freezing and appropriate packaging.

A remarkable example of how Unilever technology can help boost food production is to be found in the use of tissue culture techniques to speed up plant breeding. This is a type of technology that could well

be of interest to us here in Nigeria. Basic research into improving yields, carried out by the company Colworth Laboratory in England, led to a breakthrough in the cloning of the oil palm. This involves a technique whereby a piece of tissue cut from the roots of a selected hardy and high yielding parent tree can be regenerated into many thousands of young palm trees. All possess qualities identical with those of their parent. Yields are likely to be improved by up to 30% and it should also be possible to clone palms with other desirable characteristics such as oil with a particular composition or exceptional resistance to disease. More than thirty different palm clones have been produced and over 200,000 individual plants are now established in Asia, Africa and South America involving trials in eleven countries. The search for desirable palms to clone continues and Colworth is also trying to identify other crops to propagate by tissue culture. The coconut palm for example is a promising candidate for the tropics. Eventually, it should be possible to combine plant cloning with genetic engineering to produce crops that are perfectly suited to the soils and weather conditions of the place where they are grown and, in the case of oil palms, it would be highly convenient to alter the oil's composition to fit its intended use, obviating the need for costly chemical or enzyme processing.

As you can imagine, the implications of this kind of technology for Nigeria with our national drive to become self-sufficient in agricultural produce and with our enormous, relatively untapped, oil palm resources are very considerable and UAC of Nigeria together with our associates, Lever Brothers (Nigeria) Limited and Pamol (Nigeria) Limited are currently discussing with the government of Cross River State the possibility of acquiring an existing plantation

there. If, in due course, we succeed in establishing such an enterprise, we will seek to introduce this type of technology.

I have gone into some detail with these examples of the benefits of international collaboration because I feel UAC's experience is very typical of the kinds of benefits which can be achieved over a wide range of activities by Nigerian companies and organisations having associations with overseas technical partners. I am quite sure that some of you will like to ask me the question whether or not we get value for the money we pay for the advice and co-operation we get from Unilever. My answer to that and which I am prepared to give on oath is that we get far more value for the money we pay. If any one is in doubt about this, I invite him to visit our farm project at Kidanda in Giwa District, Zaria, Kaduna State so as to see for himself the near wonders we have been able to perform within a short period of time. You are also perfectly within your rights to interview the local villagers with a view to finding out the veracity or otherwise of the things I have said. Without the support of Unilever, I can tell you we would not have been able to achieve it.

Transferring technology is, I believe, one of the most efficient and viable ways of bringing the technological capability of a country in any particular area to the level of the best available in the world. Modern techniques which have taken hundreds of years to evolve and to which millions of people have devoted their labour and ingenuity, can now be transferred to developing countries at comparatively little cost and with them, all the associated advantages—efficient production, employment, low prices for the consumer and improved living standards. We must ensure of course that the technology transferred is not too sophisticated or inappropriate for our needs. The

most appropriate technology is that which can be made to work successfully within the constraints of the receiving country and using locally trained people.

In order to create the new industries which the country requires, Nigeria will need substantial amounts of new capital equipment, new technologies and also skills that are new to this country.

One of the best ways of achieving this objective is to encourage foreign companies to invest in Nigeria and to enter into joint ventures with Nigerian companies so that we can set up the new industries which we need. Unfortunately Nigeria has over the years enacted legislation which makes the process very difficult and very unattractive especially to the foreign partner. Over the last decade we have been very successful in introducing measures to accelerate the Nigerianisation of our economy. I would like to suggest, however, that the process of Nigerianisation is now largely complete. In my own company, for example, which is 60 per cent owned by Nigerian shareholders, expatriates now account for less than one half per cent of the total staff employed and the numbers continue to fall. I would therefore suggest that we can now afford to dismantle some of the restrictions which have now outlived their usefulness. We should change the definition by which companies which are 60 per cent owned by Nigerians are regarded as wholly foreign so as to encourage those companies to form joint ventures with foreign or Nigerian associates so as to enter joint local sourcing ventures and tap into new technologies as they move into areas which are new to them. NEPD (The Nigerian Enterprises Promotion Decree) acts as a major barrier to industrial developments of this kind.

There is little dispute about the contribution which companies like UACN have made to the Nigerian economy and the assistance which

our overseas partners have provided in enabling these contributions to be made. The next question I would like to ask is: What is the role of government in all this? How can government collaborate with Nigerian companies and their foreign partners to the benefit of everyone? Well, the role of government, I would respectfully suggest, is to create an enabling environment in which the other two partners are encouraged and enabled to make an effective contribution.

Creating an enabling environment not only means creating an environment in which Nigerian industry contributes to the national well-being. It also means creating an environment which will enable our overseas technical partners to make their contributions also. I have talked about the benefits of technology transfer and collaborations with overseas technical partners but there is, of course, a price to pay for technology transfer. Technology has to be paid for. We can only receive technology if we pay for it either in the form of royalty payments, purchase of equipment or service fees of one kind or another or if the partner is a shareholder in dividends. One of my concerns at the moment is the serious danger of losing out because it will be unable to obtain the technology which it needs because of the present restrictive legislation which makes it very difficult for Nigerian companies to adequately reimburse overseas technical partners for the technology which we receive.

Take tax for example. With corporate tax at 40% and dividend payments limited to 50% profit after tax, a company can distribute as dividends a maximum of 30% of its before tax profits and, after withholding tax, investors will receive in total a maximum of 27% of that company's profit before tax. Under NEPD regulations, the maximum foreign shareholding permitted in companies covered by schedule 2

is 40% and so the total dividends paid to foreign shareholders of such companies are therefore limited to 10.8% of total pre-tax profits. It follows that if a company here in Nigeria which has the maximum 40% shareholding which is permitted under NEPD schedule 2 regulations makes ₦1m profit before tax, then a maximum of ₦108,000 will be received by the foreign shareholders and that, at today's rate of exchange, translates into less than £20,000. While ₦1m profit is a sizeable amount here in Nigeria, £20,000 is a negligible return for a foreign investor in the UK. Even the largest companies in Nigeria, even UACN, cannot provide anything other than negligible returns for their foreign shareholders. Given this state of affairs, it is difficult to see how we can attract more foreign investment to this country. It is also proving impossible to adequately recompense foreign technical partners through service fees for the technical services which they provide. The same thing applies to the use of consultants and the purchase of royalties and patents. In fact, it is becoming increasingly difficult for Nigerian companies to acquire the technology which the country needs from abroad.

An NOIP (Nigeria Office of Industrial Property) Service Fee Agreement based on naira earnings which looked attractive when the naira was worth a little under £1 looks quite different to the offshore partner when the naira is worth one-sixth of a pound. We need to remove taxes (such as with-holding tax) which discriminate against investors if we are going to have any chance of attracting increased foreign investment. We also need to liberalise the present very restrictive procedures by which companies can only pay for technology under stringent conditions which have to be agreed with NOIP. In my view, companies should be able to purchase the foreign exchange which they need

to acquire and maintain technology under SFEM in the same way as they purchase imports.

In addition, there are, of course, non-fiscal barriers to foreign investment. These investment disincentives include the restrictions imposed by NEPD, and the present unduly tight regulations not only on the number of expatriates which a company may employ but also on the positions in which they may be employed. It is also becoming increasingly difficult to attract high quality expatriates to this country, which we require to transfer the technology which foreign investment will bring us and which we will need to reduce the present disincentives. While these barriers are non-fiscal, this, nevertheless, represents serious obstacles to foreign investment.

Like all collaborations, this collaboration between Nigerian government and industry on the one hand, the overseas technical partners on the other, requires a spirit of give-and-take by all parties involved. The Nigerian company is expected to contribute to the national well-being but the government needs to create an environment which will provide incentives and remove obstacles to companies doing this. The offshore technical partner is expected to provide technical assistance to the Nigerian company to enable it to achieve its aims but it will expect payment in terms of service fees, royalties and, if it is a shareholder, dividends. It is of course, very important that government does not create obstacles in the way of these payments; otherwise, the incentive and indeed the financial means for the overseas technical partners to make their contributions will be non-existent. The benefits of understanding each other's expectations and problems and of effective collaboration between the three parties cannot be over-emphasized. I am

confident that this government understands the needs of business and is responsive to the requirements of responsible business organisations.

I think this brings me back to the main theme of my address to you today. I have talked about the need for a mutually beneficial interaction between universities, research institutes and private industry. I have also talked about the need for Nigerian companies, overseas technical partners and the Nigerian government to collaborate in technology transfer. The essential ingredient for success here is that government should create the right enabling environment and provide the incentives to enable these various resources to work together in partnership towards the technological development of our nation. We are a fortunate nation, rich in human and natural resources. If harnessed properly, our natural resources are quite considerable.

In concluding, I want to reiterate that, we do not lack the scientists and technologists or the scientific facilities to unlock the potential of our natural resources. The future potential is immense. If only we can

- (i) do again in agriculture what was once done well,
- (ii) enjoy the advantages of moderate if not super-wealth from oil, and
- (iii) create the right enabling environment to provide the incentives for our scientists and technologists to work in partnership in technological development with local companies, international companies, scientists and technologists overseas.

then we will indeed be powerfully paced in the future and our children will enjoy their full share of a rich harvest.

Thank you very much

*Chief E. A. O. Shonekan, FNIM, is Chairman/Managing Director of UAC of Nigeria Limited*

(Continued from page 31)

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## Sub-Theme Paper I

# MANAGEMENT OF HUMAN RESOURCES TO AVERT MASSIVE UNEMPLOYMENT

By  
Major-General Ike Nwachukwu

IT gives me great honour and pleasure to be amongst you this afternoon to present a paper at your Institute's 25th Annual National Management Conference. Government is aware of the great role your organization has been playing in the area of enhancing high level of management performance in the economy.

I have been invited to address you on a topic which is dear to the present Administration. That is *Management of Human Resources to Avert Massive Unemployment*.

Nigeria is faced with the socio-economic problem of massive unemployment. To map out strategies for tackling such a problem effectively becomes the challenge of our time.

Therefore the demand for a thorough analysis leading to meaningful solutions to this suppressive problem could not have come at a better time. I sincerely thank the Nigerian Institute of Management for this admirable show of concern for the sufferings to the general populace—particularly the unemployed graduates and school leavers.

My presentation will be as follows: First, I shall attempt to define unemployment. Second, we shall look at causal factors. Third, we shall look at those affected by unemployment and its consequences on their lives. Fourth, we shall look at the myth and realities of unemployment in

Nigeria. Fifth, we shall look at the role of various past governments in tackling the problem of unemployment. The major portion of this paper will focus on the contemporary Government action in this area. I do this in the strong belief that participants will seize the opportunity to make necessary inputs that will assist Government effort in all its ramifications.

The last portion of the paper will attempt to suggest some innovative ideas in the area of human resource utilization.

### DEFINITION OF UNEMPLOYMENT

ACCORDING to Richard Lester "Unemployment is the difference between the supply and demand for labour at the prevailing wages". An unemployed person is therefore one who is willing to work at a wage currently being paid to other individuals with same educational qualification and experiences (if any), but finds no job available.

Since the end of the civil war, unemployment has been a serious economic problem in Nigeria. The rate of job growth has slowed down while industrial and occupational shifts in employment have been accelerating. The result has been a general increase in joblessness (surplus labour), with a marked expansion in the number of long-term unemployed—those out of work half a year or more.

Unemployment means wasted human resources. It holds production below capacity and reduces the buying power of workers. The role of different causal factors in explaining our widespread and persistent joblessness may be in dispute but in the context of politico-economic systems for men's minds and loyalties, unemployment has become an important indicator for measuring success or failure.

### CAUSAL FACTORS

Now, let us examine some of the major causes of unemployment. The specific causes of unemployment are many and complex. Unemployment may be caused by decelerating business cycle, technological change, product or international competition, bad and restrictive economic policies; bad labour and trade union policies and a hundred other conceivable factors. Various explanations may be offered for the high rates of unemployment especially in our society. Most of them can be grouped under two general headings:

- (a) A deficiency in aggregate demand of goods and services.
- (b) Enhanced difficulties of adjustment to change. That is, the difficulties of adjustment may have increased because changing technology in

accelerating job shift from extensive manual operation to quasi automation and heavy reliance on or preference for machinery.

The relative emphasis one places on these explanations has important implications for public policy. A strong advocate of the thesis of 'inadequate demand' would emphasize measures to raise consumption, business, and government spending by such means as low interest—rate policy, monetary expansion, tax reduction et cetera. On the other hand those who place considerable rites on greater adjustment difficulties would press for such measures as early warning and preparation for major technological changes, increased training and vocational guidance. Furthermore, the thesis of "Deficiency in aggregate demand" also finds support in unemployment statistics. They show that the rise in joblessness has been widespread affecting almost all industries and occupations in roughly the same proportions. The high rate of unemployment (and especially long-term unemployment) among our youth and unskilled workers is characteristic of recession period such as being experienced contemporarily.

#### THE AFFECTED GROUPS

**N**ORMALLY in periods of high unemployment such as we are experiencing, the incidence is especially so among the youth and the unskilled. Some of the reasons for the relatively high incidence of unemployment among the youth are obvious. A large proportion of them are new entrants into the labour force. They are largely unskilled, inexperienced, and very vulnerable to layoffs. The Second Group is the fresh college graduates who because of insufficient job-openings are victims of unemployment. This group should be of great concern to the society because, having been exposed to a high level of education they have great

aspirations which could turn into frustration and aggression when their expectations remain unfulfilled. They begin to detest the society for its inability to absorb them. They become volatile and dangerous.

The third group is women who because of male dominance would not appear to have been given equal opportunity, to compete with their male counterparts at all levels. The fourth group constitute the able-bodied people who have been forced to retire at an age when they can still make valuable contribution to society. The final group is the handicapped who are often discriminated against because of their physical handicap.

#### THE SOCIO-PSYCHOLOGICAL IMPACT OF UNEMPLOYMENT

**I**T is important to note that these groups not only suffer economic deprivations because of unemployment, they are also victims of socio-psychological problems. Not only does it involve wastage of active human resources, it is also a social stigma which encourages and fosters all sorts of anti-social behaviours ranging from juvenile delinquency to hard core crimes. Unemployment could make the unemployed lose their physical and mental balance thereby denying them their self respect, integrity and human dignity. It leads to a sense of stupor, hopelessness and frustration which culminate in pessimism in thoughts and behaviour. Unemployment leads to idleness of the mind which is said to be the "devils workshop". Unemployment generates hatred of the unemployed on the society. Moreover, unemployment destroys the very fabric of the family which is the basic unit of the society. In brief, unemployment has a lot of adverse consequences. It dehumanizes.

In the light of the foregoing, participants to this conference are urged to really think deeply and search for short and long term solutions to the problem of unemployment in Nigeria.

#### MYTH AND REALITY OF UNEMPLOYMENT IN NIGERIA

**T**HE paucity of statistical information has created the problem of qualification of unemployment in the country. However, some data available are obtained from periodic labour forces samples which are usually conducted by the National Manpower Board. According to that Board's report for June and September 1986, Urban unemployment rates in the country were 11% and 10% respectively while the rural figure is 4.1%. The bulk of the unemployed in the country are secondary school leavers and dropouts who constitute 60.3% and 40.2% of the total unemployed in the urban and rural areas respectively. Unemployed persons with post secondary education are 8.1% and 1.3% in the urban and rural areas respectively. Majority of the urban unemployed which accounts for 73.1% were below 25 years of age. Suffice it to say that one of the core problems of unemployment in Nigeria is the inability or failure of economic growth to generate adequate employment opportunities. Early development plans only sought to maximise growth and not employment because it was felt that what was necessary for rapid economic development was the maximum possible increase in output—high productivity. So, wage employment was regarded as a by-product of development and the employment problem was not perceived in terms of unemployment but in terms of inadequate supply of appropriate skills. The consequence of this phenomenon therefore, culminated into not having employment-oriented development programmes neither were employment targets set. A contributory factor to the high level of unemployment in Nigeria is the fast growth rate of the labour force. This growth rate is the product of increase in population which is said to be growing at the alarming rate of 3% per annum. So our population was

estimated to be ninety-eight million in 1985. New entrants are injected into the labour force every year arising from expansions in primary, secondary and post secondary institutions. This constant injection obviously boosts and enlarges the size of the labour force. The implications of this is that more people enter the labour force than the number of people who leave it either through retirement or other factors.

The other problem associated with unemployment is that posed by what might be termed "education explosion". This arises from the policy to offer education to every citizen in order to enhance the citizens intellectual and working capabilities. Mind you, education is said to be an index to social mobility. It is however, unfortunate that education which should lead to improved opportunities for jobs has not realised this objective because of its faulty system. Emphasis has not been placed on skills acquisition which *ipso facto* enhances the prospects of gainful employment to school leavers. So far now, our school leavers are not equipped to obtain gainful employment. Neither can they set up on their own as self-employed.

Finally, our economic systems has its own contribution to the level of unemployment. Nigeria is a free enterprise economy. Entrepreneurs decide on what goods and services to produce where and when, by whom and what quality. This decision by the entrepreneurs has far-reaching implications on employment because of the skill distribution. Since the entrepreneur is almost only interested in profit making, he hires only and nothing but only the skills he requires. He of necessity should not care whatever happens to the pool of the unemployed in the society, if he approaches his decision on job creation strictly on need. Extra labour for him should be a factor for optimization of productivity. Not charily. However Nigerian entre-

preneurs have not always adopted this obvious stance.

## GOVERNMENT ROLE—THE PAST

**E**MPLOYMENT creation and its substance is not easy. It requires concerted effort of both government (public organisations and the private sector (formal and informal). Government must be seen to have a lot of problems to handle and so should not be looked up to as father christmas. However, successive administrations right from the end of the Second World War in one way or the other had looked into the issue of unemployment.

Past government endeavours to tackle the problem of unemployment started in 1946 by the establishment of labour exchanges which were critical sections of the Ministry of Labour. The Labour Exchanges (which are extant) served as contact points between the job seekers and prospective employers.

It is worthy of note that the first problem the Labour Exchanges tackled was the resettlement of the demobilized soldiers at the end of the Second World War.

Between 1950—1960, the Ministry of Labour embarked upon the interview of secondary school leavers for available jobs. This exercise was done in the last year at school. Apart from the interviews, they were appraised of prospects in various careers and vocations. It was believed that some measures of labour stability would be achieved since the choice of any job by the school leavers was based upon their interests and inclinations.

By 1965, the situation had changed, quite a lot of school leavers were turned out to the extent that supply of labour was far in excess of the demand for same. This state of affairs discouraged the Ministry from further interviews of school leavers as this would lead to frustration. This was the period when, in an attempt to reduce unemployment among school

leavers, some State Governments introduced farm settlements and school leavers' farms. All these efforts were geared to finding employment for the youth.

Before the civil war, unemployment was not a feature on the part of graduates of universities and ploytechnics since jobs were readily available for them. But soon after the war, unemployment on the part of graduates crept in and in a bid to tackle this problem, the Ministry of Labour created the Professional and Executive Registry where graduates register with their particulars which are subsequently passed to major employers of Labour with a view to placing them in employment. These particulars are also made available to the Expartriate Quota Board to ensure that non-Nigerians are not allowed into the country to take up jobs for which Nigerians are qualified and well suited.

This situation was further aggravated by the increase in the number of Universities and other post secondary institutions which turn out graduates annually in great numbers. Added to this was the liberal policy of some State Governments which introduced free education at all levels.

Unfortunately, this ugly situation was further compounded by the recent recession in both the Nigerian and world economies leading to mass retrenchment of workers in the private sector and retirement exercises in the public sector. This state of affairs has precipitated a very high level of unemployment which has been officially put at three million, that is, eight per cent of the actual labour force.

It is in the recognition of the faulty assumptions that characterised the previous policies with their attendant consequences, that the present government has decided to come up with something different—corrective measures which some people consider revolutionary.

This paper will now examine this

policy, particularly as it relates to the whole issue of mass unemployment.

### CONTEMPORARY GOVERNMENT ACTIONS

**U**NDER the present government policy which you are familiar with, what government has done to check massive unemployment is the creation of the National Directorate of Employment which has articulated four programmes for this purpose. These include:

- (a) The National Youth Employment and Vocational Skills Development.
- (b) Special Public Works Programme.
- (c) Agricultural Programme and the
- (d) Small Scale Industries and Graduate Employment

### THE NATIONAL YOUTH EMPLOYMENT AND VOCATIONAL SKILLS DEVELOPMENT

**U**NDER this programme, the National Open Apprenticeship Scheme is specially designed to give vocational training to secondary school leavers and other young people between the ages of 15 and 25 who have no skills and therefore are not easily employable. The training is such that should lead participants in this scheme to self employment having acquired skills of their choice. The objective of the scheme are:

- (a) To impart technical and vocational training to the youth who held school certificates or drop outs from secondary schools as well as those who have not been to secondary schools.
- (b) To equip the youth with such skills as will enable them to be self-employed.
- (c) To provide a pool of low-level trained human resources to service the industrial and commercial sections of the economy.
- (d) To provide alternative employment opportunities for the youth so that they can form co-operatives.
- (e) To encourage those who have

completed their training to return to their Local Government Areas and set up their own businesses and thereby decongest the urban centres while encouraging industrial and commercial activities in their Local Government Areas.

- (f) To promote, foster and encourage conditions necessary for the development of a technology conscious society.

Trainees in this scheme are attached to Government owned institutions such as the Nigerian Railway Corporation, Nigerian Ports Authority, NNPC, *et cetera*, private companies such as UAC, SCOA, PAN *et cetera* which have adequate training facilities and to private master-craftsmen in the informal sector for on-the-job training. The training is eighty per cent practical and twenty per cent theoretical.

This scheme has taken off in Lagos where 5,000 participants have been placed in different training centres. It is hoped that before the end of this month the scheme would have taken off in the 19 states of the Federation including Abuja. Quantum to this effect has been set and surely by the end of the year 1987 about 50,000 trainees will come under this scheme. At the expiration of the training, participants will receive loans in kind to set up their businesses either individually or in cooperatives.

### SPECIAL PUBLIC WORKS PROGRAMME

**T**HIS programme is designed

- (a) To provide employment and generate additional income to the rural areas.
- (b) To build and maintain development of infrastructures such as feeder/rural roads, water system, planting of trees to check desertification, irrigation schemes *et cetera*.
- (c) To train people in skills relevant to rural development activities in planning and

executing rural works using labour intensive techniques as opposed to over reliance on equipment.

Operationally, each state government was authorized to employ 1,000 people comprising 200 graduates and 800 non graduates. Graduates are on monthly salary of ₦200 while the others are paid ₦150 per month. Payments are effected through the Chief Labour Officer in charge of each State Labour Office to ensure that the money is used for the purpose it was meant.

However, the Special Public Works Programme is to provide temporary relief and therefore, it is an ad hoc measure while the participants in this programme look for permanent jobs. For instance a graduate of agriculture can join the Agric programme while the youth can join the National Open Apprenticeship Scheme.

### SMALL SCALE INDUSTRIES AND GRADUATE EMPLOYMENT PROGRAMME

**T**HE objective of this programme is to assist both graduate and non-graduates alike to establish small scale industries or businesses in the areas of their competence. The industries to be set up by them must be those that require local sourcing of raw materials and whose products must be in constant demand by the society. To operationalize this programme, the National Directorate of Employment has set up a ₦55 million Job Creation Guarantee Loan Scheme with Commercial Banks. The fears of banks about giving loans to prospective entrepreneurs are allayed by the guarantee loan scheme. Furthermore, materials and equipment of the loan beneficiaries will be covered by insurance policies. By so doing public money is protected.

At present about 1,000 applications have been received and the modalities for granting loans have been worked out with the Commercial banks involved. The banks

however, will use their facilities to strictly monitor those who obtain loans under this scheme while loans granted to people must be repaid. The scheme will be officially launched on 1st June, 1987.

The Agricultural Programme is aimed at encouraging unemployed agricultural graduates and other persons with the aptitude for agriculture to take to farming as a means of promoting self employment. This programme is carried out in conjunction with state governments who are expected to provide participants with land for this purpose. Under this programme 100 farmers per state will be provided with at least 5 hectares of land for cultivation. Quantum for the take off of this programme has been made and officials of the Directorate have finalized arrangements with some state governments to ensure that land made available are utilized this cropping season. Participants under this scheme are to benefit from the Job Creation Guarantee Loan Scheme.

#### OTHER GOVERNMENT MEASURES

##### (a) Population Control

To ensure that the gains of creating jobs through self employment; *et cetera* are not neutralized by uncontrolled population growth, government is looking closely into the issue of population control. Some international organizations such as the United Nations and the UNDP are working in collaboration with government agencies on the core area of family planning.

##### (b) Check on Immigration

Again government has strengthened immigration activities to ensure that only authorised aliens are allowed into the country for the purpose of taking up gainful employment in Nigeria.

##### (c) Appeal to Employers of Labour

Here government through the Ministry of Employment, Labour and Productivity has made several appeals to employers of labour to

broaden their scope of operations. This will make it possible for them to take in more people from the labour market.

Summarily, the creation of the NDE is a mopping-up system by the Federal Military Government to relieve the economy of the backlog of unemployment and to give impetus to the take off and sustenance of the 6-3-3-4 education system. This system aims at shifting emphasis from white collar jobs to skills acquisition which precipitates self realization and self employment. Again one of the thrusts of self-employment is that it creates multiplier effects and engenders further employment. With this government effort, it is hoped that the problems of unemployment, if not completely solved, will at least, be reduced to the barest minimum.

#### TOWARDS INNOVATIVE UTILIZATION OF HUMAN RESOURCES

A LOT of write up abound in the area of management and the utilization of human resources. As experienced managers, I am sure you are all very much aware of most modern management techniques which foster, provide, enhance and encourage proper, astute and effective use of human resources to achieve our pre-determined objectives. It is a fact that the human resource is the most important resource but also useless if not developed. In so far as this is true, management should take into constant consideration the quality of life of its employees. According to Herricks, "Quality of working life is the degree to which workers are provided security, equity, individuation and participation." Security therefore is the work life dimension relating to workers' feelings about safety, health, income, continuing employment and future economic status and well-being. Anxiety over physical and economic conditions may produce anger and hostility. Such feelings become emotional barriers

to self-development, learning and involvement at work place.

*Equity* is the dimension of workers' feelings concerning fairness and equality of treatment and conditions. When, for example, workers perceive that they are paid commensurate with their inputs to the value of the product or services produced, there is likely to be an absence of resentment and other negative emotions. Equable treatment may lead to greater concern for fairness in a variety of other work settings, increased feelings of responsibility and more incentive to produce and to grow in capacity. *Individuation* emphasizes worker autonomy, learning and craftsmanship. Is the work interesting and challenging? Does the work provide for self-development, allow individual discretion and elbow room? Does the work stimulate pride and workmanship? The worker with individuation frequently is a better producer and has better physical and psychological health. *Participation* (or democracy) deals with workers' perception of the degree to which they are listened to, are considered in decisions which directly relate to their situations and which affect their work. Participation offers recognition, activeness, responsibility and psychological ownership or commitment. A lack of participation offers passivity, and feelings of helplessness and unimportance. These four factors are work situations which would benefit the individual, his or her work organisation and the Nigerian society.

How much of these factors are in your respective organisations in terms of human resources utilization? Again, think of the following:

(a) Is there constitutionalism in your organisation? Under this, think of the rights of workers. Are these rights protected? Does the Employer/Manager respect privacy, tolerate dissent and provide due process in work-related

matters?

- (b) Is there development of human capacities? Under this, is the employee able to use and develop knowledge and skills? Does the job foster self-esteem?
- (c) Is there advancement? Under this heading, do work assignments contribute to new capabilities? Can new skills and knowledge be used in future assignments?
- (d) Are personal identity and self-esteem enhanced? Under this heading, is the work-place free from prejudice? Is there a sense of Community? Is there inter-personal openness? Is there an absence of undue stratification in the organisation?
- (e) Is there sufficient total life space? Under this, does the work create involvement without taking a person's time unnecessarily from family and leisure? Is promotion available without undue dialogue?
- (f) Is there improvement in your data base? What type of management information systems are available to you?
- (g) What type of leadership styles are useable in different situations? What type of leaders are you?

In Chief Sonekan's main address he asserted that we must have the climate right before we could have our dreams about a greater Nigeria come true. To this extent I will like to address the following in relation to priority: Incentives, Development and Increased Productivity. Which comes first—Incentives, Technological development or Increased Productivity? In my view and judging by our level of development coupled with the aspirations of our people, Nigerians required to decide on these three points in order to make further progress. It is like a chicken and egg situation. Which comes first? The egg or the chick. Workers call for more

incentives to increase productivity. Employers and government call for increase productivity in order to have the resources to create further incentives for the workforce. Both the workers and the employers await the other to make the move and nobody seems to be doing anything to help the situation. Meanwhile the economy suffers from very slow growth rate and the people including the workers suffer. What I believe should be done is for both sides to make up their minds to explore all possible avenues to enhance our development through increased productivity. To do so will require total sacrifice and a well coordinated time table for achieving results. Leading the way in this regard should be the workforce whose will to survive should be brought to bear on the productivity factors such that within the agreed time scale, Nigeria will record a high increase in productivity. With a steady increase in productivity, increased incentives should follow to maintain the momentum thereby steadying the growth of the economy and technological development. If you ask me, I will call on all Nigerians to order our priorities as follows: Increased Productivity/ Increased Technological Development and then Increased Incentives.

As management experts who form part of the leadership group for which government is the mouth piece, you must all be determined to give service before we can begin to think of reaping the benefits from our work.

Management techniques must be such that ensures that policies, investments and mechanics for implementation are in place to channel our human resources along the path of meaningful development of the Nation. You must encourage training, research and investment in human resources such that we produce people with marketable skills and flexible employment potentials.

Improved human resources

should lead to self reliance and self-dependence—the two major attributes that are missing from our work culture.

NIM should lead the way in producing men and women and youth who should NOT look upon government or the limited organised private sector for employment but are motivated, indeed propelled by the desire to contribute to the development of our society rather than join what there are. Each persons or group should aim at breaking new grounds—Innovation is the Key to Creation of Jobs and Indeed Employment.

#### Maintenance Culture

Mr. President spoke on this subject recently. We all do imagine what jobs will be created if we decide to collect and maintain all the broken down machinery and equipment in Nigeria? What amount of work these machinery and equipment will be put to? What effects such works will have on our lives? And what happiness these measures will contribute to the teeming millions of our people.

Distinguished members of NIM what role do you see yourselves playing to realise our desire for innovative attitude and an effective maintenance culture? Your role in channelling our human resources to becoming not just a dormant entity but an economically active labour force?

NIM composition makes it appropriate for me to address the need (as indeed Chief Sonekan did) for a deliberate effort on your parts to invest in research. Perhaps you may not have N1.5b to invest as individual companies but your organisations through your personal input can force a general agreement to set aside at least 5% of your annual profits to a National Research Fund that will be used for investigating new grounds as will be agreed upon by a Council of all companies and government for the development of our country. You cannot wait on government alone to

do so. If we are operating a free economy, you should as NIM encourage the various companies in which you work to feel compelled to invest heavily into research individually and as a group. This action by you will guarantee more jobs, employment and social justice.

On technological transfer, I wonder if we do not have in Nigeria enough technology already transferred to us through the high technology equipment that we have already imported into the country. Recall that frequently the Western World is always 'calling on their member states to deny the USSR the acquisition of certain high tech equipment whose technology the USSR needs to perfect some of its weapon systems for example. Your research fund should be used in copying what technology we are lucky to have acquired which we fail to appreciate. Japan and India benefitted from doing just that.

Lets make a start. Lets not wait for some external agencies and foreign countries to play the role of conduit for transfer of technology. Nobody will be prepared to give us any thing for nothing. We have already acquired some technology on which we can build. What is left is the translation of our desire to be technologically developed into reality through our will to survive. And to do so we will need to harness our human resources to maximum effect thus guaranteeing employ-

ment opportunities on a continuing basis.

Above all, I charge you to think of the core dimension of the topic being discussed; that is the problem of unemployment and the management of human resources to avert it. I am sure by the end of this conference, you would have found further ways to stem this nagging problem which will complement the series of actions already enunciated by the Federal Military Government and of course your various organisations.

I wish you fruitful deliberations during this Conference.

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*(Continued from page 19)*

I have drawn your attention to only one of the important points I believe you should keep in mind. Going through your background paper for the Conference, one finds a long range of very pertinent questions which have been posed. They already constitute enough mental elixir for the speakers and the discussants alike. I do not desire to add to your task.

I trust that you will, at the end of this Conference, come up with concrete and realisable proposals that will enliven our economic and industrial establishments towards greater productivity and more scientific utilisation of our available resources both in the private and the public sector.

While you are here, I urge you to find the time to avail yourselves of the traditional Imo hospitality. We have such tourist attractions as the Oguta Holiday Resort and Golf Course, the Azumini Blue River, the Okigwe Rolling Hills, to name just a few. I believe you will find a trip to any of them quite rewarding.

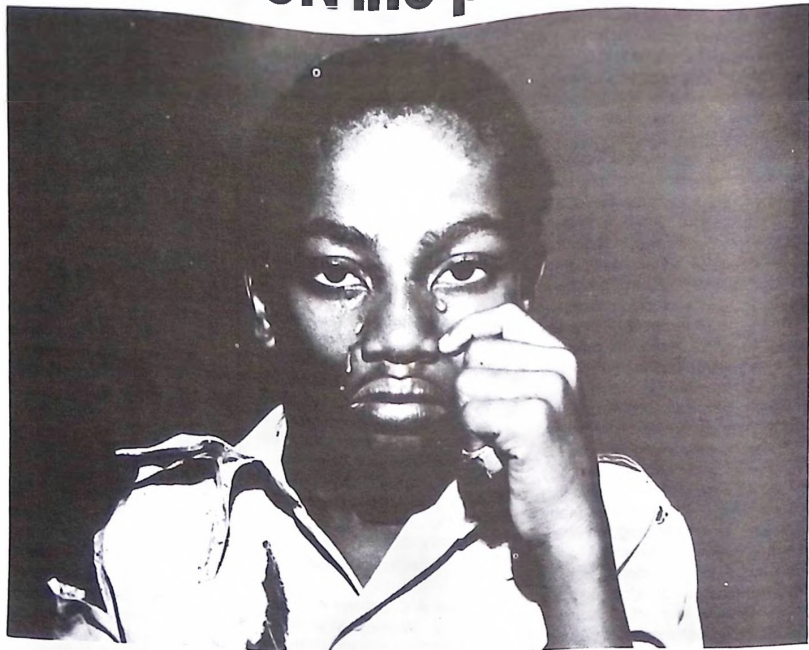
Once more, distinguished Ladies and Gentlemen, I welcome you to Imo State and to this important Conference. It is now my pleasure to formally declare open the 25th Annual National Management Conference of the Nigerian Institute of Management.

Thank you and God bless.

*Major-General Ike Nwachukwu, mni, is Federal Minister of Employment, Labour & Productivity.*

*Lt. Commander  
Ikwechegh, fss,  
psc, is the Military  
Governor of  
Imo State.*

# 'If only Daddy had taken a NICON life policy...'



If I was told that life would ever turn this way, I would never have believed. How could I, anyway? Daddy provided everything just for the asking. I wore the best dresses, ate the best meals and lived really well. But suddenly the unexpected happened. Daddy lost his job and in no time life took a dramatic turn.

Our home grew wretched, meals became far spread and sometimes none at all and my clothes began to tear without replacement. And as if to compound my sufferings, daddy has since bid good-bye to the world.

But I still see my best friend whose daddy lost his job when daddy did. He told me that his daddy's NICON LIFE POLICY saved them from my kind of situation. Because his daddy was allowed to borrow some amount on his life policy before maturity and did not lose his benefits. He was therefore able to start a small business which has continued to grow.

And if tomorrow his daddy is no more, his family has a right to his NICON LIFE POLICY. So they can continue to live as before, if not better. I have since been saying to myself, if only daddy had taken a NICON LIFE POLICY....!

No matter what happens **NICON** will stand by you



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# MANAGEMENT OF RURAL DEVELOPMENT

by  
**Dr. Ozo-Emezia Nwabuoku**  
and **Dr. S. W. Eremie**

*The paper was presented by Dr. Ozo-Emezia Nwabuoku*

## INTRODUCTION

**R**URAL life in Nigeria is associated with low income per capita, low literacy, high infant mortality and poor housing condition. Its infrastructural facilities such as feeder roads, electricity, water, health centres, schools and credit facilities are inadequate. Productivity in agriculture is very low and its growth rate is very slow. Also employment opportunities in the non-farm sector which can provide adequate income are very limited in the rural areas and urban migration of enterprising rural youth is a common feature.

The first significant government effort towards planning for integrated rural development in Nigeria was in the third National Development Plan (1975-80). The policy in the Third Plan was to concentrate on (i) raising productivity in agriculture, the predominant occupation of the rural areas and (ii) providing basic amenities such as water, medical services, school and electricity. The guidelines to the Fourth Plan reaffirmed that: "The policy of promoting a more rapid development of the rural areas through a sustained effort to raise agricultural productivity and provide basic human needs such as hygienic water, access road, electricity, *et cetera*, will continue. This strategy will help to provide a basis for more even geographic spread of physical development throughout the country, and help to counter balance the

trend towards rural—urban migration, the adverse effects of which have become quite noticeable in recent years".

However, since previous government policies did not pay adequate attention to the planning and management of rural development, the rural people particularly the rural poor benefitted very little from the rapid economic growth of the past decade.

Due to the emphasis placed on rural development by the present Military Government, greater attention is now being paid to integrated rural development programmes. The success of efforts in this direction will however depend on realistic planning and the effective management of the programme at the grassroot level.

### Meaning of Integrated Rural Development (IRD)

Integrated Rural Development (IRD) involves planned change of the rural man and his socio-economic environment from a less desirable stage to a more desirable stage. Idachaba (1983, p.9) defined IRD as "the process by which the well being of the people is significantly uplifted—when there is a general enhancement in the quality of life of the majority of the rural people". The basic objectives of such IRD should, according to Idachaba include:

(i) enhanced incomes of rural people engaged in agriculture

and rural non-farm activities, including agrobased industries;

- (ii) reduction in the level of rural poverty and rural unemployment;
- (iii) a reduction in inequalities in the distribution of wealth and personal incomes including a more even distribution of human capital;
- (iv) increase in rural value added products;
- (v) enhanced good health for rural people and the reduction of ignorance through mass literacy and education;
- (vi) enhanced quality of life from provision of potable water, electricity and other basic needs and
- (vii) integration of rural people into the nation's political and economic process through enhanced political awareness and consciousness and the recognition of the rural resident first and foremost as an individual citizen entitled, like his urban counterparts, to all good things in life.

### Organisation of the Paper

In the rest of this paper, section 2.0 examines current rural development programmes while section 3.0 reviews some of the issues in rural development management. In section 4.0, we summarised the recommendations for effective management of rural development

in Nigeria while section 5.0 is a conclusion.

#### CURRENT RURAL DEVELOPMENT PROGRAMMES

SOME of the major thrusts of government in rural development will be briefly reviewed.

#### Integrated Agricultural Development Projects (ADP)

Of the various programmes on agriculture and rural development in Nigeria, the Agricultural Development Projects (ADPs) deserve special mention. The ADPs were first identified as viable projects in 1972 at a time when only two years after the end of the civil war, Nigeria was facing its first food shortage which started manifesting itself in soaring food prices and rising food import. Starting in 1975 with the first three enclave ADPs in Funtua (Kaduna), Gusau (Sokoto) and Gombe (Bauchi), all the states in the country are now covered by the ADP system.

The ADP system is based on the premise that a combination of factors comprising the right technology, effective extension, access to physical inputs, adequate market and other infrastructural facilities, is essential for increased agricultural productivity and production. The ADP places emphasis on the small scale farmer as the centre piece of incremental food production activity. The ADP management does not engage in direct production with the possible exception of seed production. What ADP management does is to sustain a favourable infrastructural environment which together with an efficient input distribution system provides the driving force that motivates millions of farm families to increase their agricultural productivity and production. The main components through which the benefits of the ADPs are derived include:

- (a) a reorganised and revitalised agricultural system that integrates extension workers' training and farm visits and ensures two way communica-

tions between farmer and researcher.

- (b) an effective farm input distribution system which, operating through a network of farm service centres, ensures that supplies and needed farm input are reliable and available to the farmers at the right time and in close proximity to the farm.
- (c) a network of feeder roads to assist with farm produce evacuation as well as cost effective farm input distribution.
- (d) an autonomous ADP management unit that possesses flexibility to promptly take management decisions in keeping with the demands for timelines in agricultural operation.
- (e) a rigorous monitoring system that provides needed management information and ensures that errors in one project are not perpetuated, and
- (f) joint state/federal responsibility in project formulation and implementation.

ADP funds are derived from three main sources (1) Direct grant from the Federal Government (2) Grant by the state government and (3) Loan from the World Bank. One special feature of the ADP system is that each project goes through a rigorous project cycle involving identification, preparation, appraisal, negotiation, project start-up, implementation and supervision and evaluation.

The role of ADPs in crop production as stated earlier, is a facilitating one. By 1986, 518 farm service centres, 168 stores and 108 earth dams had been built. 3660 boreholes were fitted with hand pumps and 2772 wells sunk. For small scale *fadama* irrigation, 3224 irrigation pumps have also been installed. During the last five years more than one million tonnes of fertilizer were distributed to small farmers. The impact of all these activities on

agricultural production has been quite impressive. In 1985 the ADP areas were estimated to have been responsible for 46.3% of the crop production of the nation. During 1986, crop production in the ADPs is estimated to have increased by 3.5 per cent over the 1985 level.

#### River Basin Development Authorities (RBDA)

Federal Government's commitment to comprehensive development of the countries water resources dates back to the River Basin Development Authority Decree of 1976. The river basin development concept stresses the orderly and optimal use of the land and water resources of a drainage area as a regional entity. The RBDA's are charged with the following functions with respect to the integrated development of their territories:

- (a) to undertake comprehensive development of both surface and underground water resources for multi-purpose use;
- (b) to undertake schemes for control of floods and erosion and for water shed management; and
- (c) to develop irrigation scheme for crops and livestock production.

The RBDA's, especially in the north of the country have succeeded in establishing a number of irrigation projects covering thousands of hectares under one management and involving thousands of participating farmers who produce such crops as rice, wheat and vegetables. In the southern part of the country, RBDA projects have tended to be smaller, focussing on the village as a unit (Olayide, Eweka and Bello-Osagie, 1980). Some RBDA dams have been utilised for potable water supply to big towns while boreholes have been provided to a number of rural communities. Recently, the Federal Government directed that RBDA's should disengage from direct

agricultural production activities and concentrate on water resources development.

One major criticism against the RBDAs has been the concentration of large amounts of public resources in projects whose benefits accrue directly to only a small proportion of the population. These issues of optimum resource utilization and equity should concern managers of rural development programmes. In particular, it is advised that higher management see the roles of RBDAs and ADPs as complementary, pointing out the need for effective coordination of these two agencies.

#### Directorate of Food, Roads and Rural Infrastructure (DFRRI)

This directorate was set up in 1986 by the Federal Government to raise the quality of life of the rural population in such areas as food and agriculture, electrification, industrialisation, water, roads and manpower development. Considerable achievements have already been made in road construction and attention is being focussed on such other areas as seed multiplication, intensification of oilseed production, aquaculture, livestock, forestry and development of indigenous technological capability. DFRRI has so far operated through established institutions, usually funding those activities considered relevant to its terms of reference.

#### Other Programmes for the Development of Rural People

Apart from the programmes of the ADPs and RBDAs which primarily aim to bring about improvement in crop farming, several programmes are also in operation throughout the country to improve other aspects of rural life. The objectives of these programmes *inter alia* are to:

- (a) provide potable water and primary health care for rural people;
- (b) provide access roads and electricity to rural communities;
- (c) develop new village commu-

nal environments;

- (d) provide education facilities for rural children;
- (e) provide increased access to markets and credit facilities to the farmers and
- (f) more recently, to promote agro-based industries for the processing of raw materials produced from agricultural activities. These industries include primarily rice milling, cassava processing (into gari and starch), sugar cane processing for sugar and processing of grains for flour and livestock feed.

#### Need for Inter Sectoral Integration

The multiplicity of agencies for rural development in Nigeria creates a special management challenge. While there is need for improving the implementation and management of each of the programmes in the farm and nonfarm sectors described in the preceding section, one of the immediate tasks for top management level is to ensure effective intersectoral linkages at the planning stage and coordination at the implementation stage of various rural development programmes so that the overall objective of improving the quality of life of rural people could be achieved.

#### ISSUES IN RURAL DEVELOPMENT MANAGEMENT

##### Cooperatives in Rural Development

**S**OCIAL transformation and economic improvement have remained the objectives of most cooperative efforts. In the context of rural development in Nigeria, an effective cooperative system can act as a catalyst utilising the pooled resources of the rural poor for their social and economic upliftment. Bulk purchasing and sales can strengthen bargaining power; the practice of regular savings could help in capital accumulation for expanded business while community facilities such as meeting halls dispensaries and adult education classes could be provided. But

the story of cooperative development in Nigeria has been chequered, more of a disappointment than a blessing to the rural poor. Most cooperative societies have stagnated or are moribund. The major reason for this situation is a management crisis. The societies lacked the initiative and self-reliance necessary for further growth, with most important decisions being taken by government officials rather than the societies.

The cooperative system as a tool in rural development requires that greater autonomy be given the leaders and their managerial skills consciously developed.

Cooperative education should not only instil in members the values of cooperation but also impart to committee members such ideas as personnel management, methods of increasing efficiency, accounting, citizenship and performance evaluation. In the face of pressing commitments by people to provide for themselves, well-trained cooperative leaders need to be encouraged by financial rewards to devote time and energy to the society. We may consider this an infringement of cooperative tenets, but the long run survival of the societies will in itself depend on how successful they are as business organisations. Rural development will also demand cooperative societies that are not ephemeral and using state-granted privileges to mask their inefficiency.

Management deficiencies are also obvious in the national organisation of cooperatives, where a motley of ministries and projects handle cooperative matters. *At the end of the day, nobody appears to accept responsibility for the performance of cooperative societies. It is recommended that government direct involvement in cooperatives be limited to regulatory functions, leaving cooperative formation and support to local government or project authorities. These authorities are nearer the people and feel more*

the crunch of rural underdevelopment.

## LEADERSHIP IN RURAL DEVELOPMENT

**T**HE ability of leadership at the different levels to inspire confidence in their followers and involve them in decision-making is a crucial factor in rural development. Leadership for rural development must ensure that the rural people participate in the planning, implementation, monitoring and evaluation of development efforts. Such leadership must have aims which are believed worthy of the efforts of the people and standards of behaviour that make the people see the leader as worthy of their respect. The social stratification in most rural Nigeria which is based on age, provides ample opportunity for leaders to display dignity and authority. This of course does not preclude the existence in all communities of hardened anti-social elements who deliberately want to thwart all development efforts.

A feeling gaining currency in Nigeria is that the days of selfless, intelligent, self-confident and innovative leadership are gone, giving way to situational and opportunistic leadership. Leaders now ride to power on the backs of the rural people and ditch them immediately after. This is one unique country where the majority of people including the leadership, have rural backgrounds and yet urban development is given priority to satisfy the short-term needs of the leaders and the vocal minority in the urban areas. *It is indeed our contention that Nigeria's rural development efforts suffer more from inspired leadership than from inadequacy of physical and financial resources.*

Important as the leadership factor is in rural development, it takes time to develop men who have the spiritual, mental and technical competence, who are impelled by a zeal that does not focus on the handicaps but places faith in the maximization of avail-

able social opportunities. Such men cannot be many in any community but the socio-political environment can encourage or discourage the potentiality.

Rural development would also rely heavily on a leadership with a planning culture, able to decide on objectives, to identify all the requirements for the attainment of the objectives and proceeding to execute the plan in an orderly fashion. Leadership indiscipline is probably most prominent in plan implementation. This is why our rural areas have become a museum of uncompleted buildings and roads, boreholes without fittings to make the water available to the people, generator plants without diesel to run them, landing jetties that are located away from population centres, cleared agricultural project land that has reverted to forest, et cetera. Our management development institutions can teach leaders how to plan but we are not sure they can impart to them the discipline for plan implementation, and a trained but crooked man is a veritable danger to society.

### Local Governments in Rural Development

Local governments by their position among the tiers of government are nearest to the rural areas and in a unique position to be agents of rural development. In a democratic system of government, the tenure of membership of the local government council is actually at the will of the people. Local government councillors under such a dispensation could be called to question for their performance in rural development efforts. Local government councils under a military government are accountable to the state government.

Nigeria's local governments had their glorious days in the 1950s and 60s when they were the centre of government activities, generating a substantial part of their operational revenue and even sustaining the higher levels of government finan-

cially. With the change in the government revenue flow, the tide of local governments have also lost their grip on the rural areas. Management of rural development agencies can be rejuvenated to play their proper role. The first step requires constitutional provision for local governments to be elected by the people irrespective of whether the state and central governments are military or civilian. This way, the local government system will become recognised as a developmental agency rather than a political institution.

Local governments and even village councils are in a better position to tap the bounties of their areas, exploit communal labour, improve inter-community relations, and reduce rural development costs.

### Women in Rural Development

Women in rural areas suffer from institutionalised discrimination reinforced by custom. Yet women constitute 60 to 80% of the total labour force in rural areas and in addition to income-generating activities, perform their roles as mothers and wives for which there is no financial compensation. Women have also worked behind the scenes in food preservation, utilization and marketing and assuring good family food consumption patterns. In some rural areas of Nigeria, women are in fact the family bread-winners while the men laze under trees drinking palmwine and gin. Yet, rural development planners have continued to focus on the economic activity of men only. Any wonder then that our rural development efforts are not yielding commensurate returns?

Effective management of rural development consequently demands that the family should be regarded as an organizational unit with different obligations, opportunities and rewards based on age, sex and productivity role. Rural development planning can

assume that increased losses or benefits are equally distributed in the family. This realization will make rural development efforts consider among other things:

- (a) proportion of development resources allocated to women's component of the programme;
- (b) proportion of women receiving programme inputs such as seeds, fertilizer, credit and extension services, and benefits such as training;
- (c) implementation of women's component of the programme relative to the rest of the programme;
- (d) access of women to land and productive resources, and
- (e) participation of women in decision-making.

A lot of innovation will be required of our rural development managers with regard to the integration of women into development efforts; it is not enough to merely diagnose the problem. May we share with you the imaginative strategy attempted in Bangladesh to seriously tackle the credit problem of rural women in that country (UNESCAP, 1985). In 1976, the Rural Economics Programme of a university launched the Grameen Bank (Rural Bank) Project (GBP) in a village adjacent to the university campus with the objective of reversing the vicious cycle of "low income, low savings, low investment, low income". The Central Bank of the country and the International Fund for Agricultural Development (IFAD) provided the GBP loans for refinancing purposes as the GBP spread its operations. Each GBP branch had a manager and 3 female staff who live in the villages they are assigned to work in. Any villager who had less than 0.2 hectare of land and the value of all the family assets together does not exceed the market value of 0.4 hectare of land, is eligible to take a loan for any income generating activity, provided he or she belonged to a group of five. The

loanee alone is responsible for the loan which is extended for one year and is repaid in weekly instalments. Some among us here may already be wondering at the paper work and costs involved in this arrangement. In actual fact, these were highly limited. The group collects the repayments and exerts sufficient peer pressure to keep members in line with the objectives of the programme. Poor rural women in Bangladesh have so benefitted from the programme that they are ready to defend it with their blood. The issues is, who is ready to bell the cat in Nigeria?

#### Peoples Participation

The rural dweller is both the subject and the object of social and technological transformation of his society. *This implies that the transformation should be initiated planned and implemented by him for himself with other factors coming into the phenomenon as resources and experts.*

The participation of the rural poor in rural development may involve the following:

- (a) their coming together (unity) to break the monopoly on the use of resources held by the privileged.
- (b) the identification of their own problems and needs.
- (c) the analysis and articulation of these problems and needs.
- (d) the commitment to the effort to get the problems solved through self-help and other-help efforts.
- (e) the learning and adjustment that these change efforts and change require.
- (f) raising, a leadership from among themselves that can mould a political force that will be patronized by the privileged on mutually beneficial terms, and
- (g) establishing standards by which they themselves can assess their own progress in terms of attitudinal and technological gains and in terms of

how much they have reduced the gap between themselves and the privileged that are among them.

Effective participation of the rural poor in development efforts would manifest in:

- (a) self help programmes
- (b) credit and thrift societies
- (c) craft and trade unions
- (d) adult learning centres
- (e) cultural and leisure societies
- (f) women societies
- (g) communally-owned economic ventures
- (h) efficient self leadership, and
- (i) an internally managed secretariat that would monitor the activities of all the above and compare with what happens in other communities.

*Unfortunately, it has been observed that the rural dweller exhibits a dependency attitude to development agencies.* The policy and the practice of the aid-package approach whereby the government or a donor agency imports and plants infrastructures and facilities for the rural dweller without the rural dweller participating in the selection and implementation of programmes, reinforces and perpetuates the trend. Even among rural dwellers, the landless poor depend on the relatively rich land owner, a dependence that stifles the initiative and creativity of the dependant.

Again, the divisions among the poor themselves as well as their attitudes toward taking economic, social and political initiatives prevent them from benefitting maximally from development packages. Any strategy of rural development whose target is the rural poor has to start with bringing about unity among the poor. Rural development workers must also commit themselves to the following:

- (a) equality of access to economic resources,
- (b) equality of rights for all—political, social and cultural, and
- (c) participation in all social deci-

sions.

From the foregoing, a major component of rural development is human development—a process that will release the rural dweller's creative energies for development. The poor needs his consciousness to be raised to make him aware of his socio-economic environment and to participate in the process of planning and implementing changes. The challenge before managers of rural development programmes is the development of the local initiators who can sensitize the people in the right direction.

#### **Agricultural Stagnation—Management Gap**

Though the ADPs and other agencies have achieved some success, Nigeria is still far from her goals in the agricultural sector. Attempts to expand the productive capacity of Nigerian Agriculture through investment in agriculture have been largely ineffective for many reasons which include weak technological base, poor staffing (quantity and quality) high staff turnover, inadequate infrastructural support, inadequate and unstable funding of agricultural development projects, ineffective extension system, lack of effective linkages between the research and extension system and lack of appropriate agricultural pricing policies and food import policies. Most of the rural development projects, with the exception of the ADPs, also lacked adequate monitoring and evaluation facilities.

Policy makers and planners are fully aware of these constraints to agricultural development and attempts have been made in the planning exercise to address these issues. What is required, as rightly suggested by Idachaba (1985) is plan implementation discipline which ensures not only strict compliance with the laid out programmes but also ensures that implementation follows the expected sequence of activities. For this we require not only sustained

political will but also trained and capable managers of agricultural development programmes who possess high sense of commitment for the development of the small farmers of the country.

#### **RECOMMENDATION**

**C**ONSIDERING the issues raised in this paper, the following recommendations are suggested for effective management of rural development in Nigeria:

##### **Institutional Coordination**

##### **Task Force on Implementation of Recommendations (TFIR)**

It is our belief that reasonable data, analysis and recommendations on how the Nigerian Rural Community can be improved have accumulated over the year.

It is recommended that a Task Force on Implementation of Recommendations (TFIR) should be set up under the Directorate of Food, Roads and Rural Infrastructure (DFRRI). The TFIR will distill all relevant recommendations on rural development and

- (a) determine the implementation gap
- (b) report on the progress of recommendations being implemented as well as the impact of already implemented recommendations
- (c) prioritize the unimplemented recommendations, and
- (d) recommend strategies and resources for implementing them.

##### **Rural Basic Needs Coordination Unit (RBNCU)**

A Rural Basic Needs Coordination Unit (RBNCU) should be set up in each state to:

- (a) divide each state into 4–5 zones for the purpose of coordinating and supervising rural development activities,
- (b) make an inventory of all Federal, State and Local Government funded rural development projects for effective supervision and monitoring of such projects,
- (c) provide monthly, quarterly

and annual reports on the constraints and progress of rural development activities in the state.

- (d) link up with relevant agencies in the state with respect to rural development activities.

##### **Manpower Development Curriculum Development for Rural Development**

A committee comprising representatives from the Agricultural and Rural Management Training Institute (ARMTI), the Industrial Training Fund (ITF), universities, National Association of Training and Development (NATAD) and the Federal Agricultural Coordinating Unit (FACU) should be set up to:

- (a) determine the curriculum (content, methods and materials) of a programme that will supply the needed manpower for rural development, and
- (b) determine the strategies for implementing such a curriculum.

##### **Orientation of Professionals in Rural Sociology**

It is recommended that all high level manpower (salary grade level 08 and above) recruited by the government should spend at least six months during the first year of their employment in a rural area. This deployment will orientate such manpower in the values of rural living as an input to meaningful policy making and implementation.

##### **Rural Development Courses**

It is recommended that universities and other higher institutions of learning offer courses in Rural Development for the supply of needed manager for rural development.

##### **Participation of the Rural Poor**

It is recommended that for the effective participation of rural people in the development effort,

- (a) A programme of sensitization of the people on the realities of their socio-economic needs and problems should be launched. This programme

can be undertaken by the ADPs and other appropriate agencies through their community development programmes and such programmes need to be strengthened where they already exist.

- (b) Representatives of the rural people must participate in planning, implementation and evaluation of rural development programmes. Planning so far has been up-down.
- (c) Community organisations such as credit and thrift societies, craft and trade unions, and adult education groups should be strengthened for effective participation and the development of local leadership.

#### Appropriate Technology

Rural development must entail a gradual shift from the local technology to the appropriate intermediate technology. The *Rural Agro-Industrial Development Scheme (RAIDS)*, the National Mechanization Centre and related organisations should intensify efforts in the development of such intermediate technology. Such agencies need to be assisted by government to enable them produce en masse. **Credit**

To break the vicious cycle of poverty in rural areas, deliberate attempts have to be made to infuse credit into the rural economy. Since commercial banks will not normally invest in low-yielding, costly credit operations in rural areas, government intervention is needed. The Commercial Services Divisions of ADPs should support cooperative groups who will operate a credit scheme for rural people with funds provided by the Federal and State Governments. An effective credit system in the rural areas will enable the rural poor to diversify the urban rural economy through small-scale and cottage industries.

#### Study On Rural Welfare Gap

A study on the rural-urban welfare

gap should be commissioned by the Federal Department of Rural Development (FDRD) to determine the minimum rural basic needs. The study would also provide criteria for the identification of the rural poor.

#### CONCLUSION

**I**N this paper we have surveyed the current efforts and activities in the management of rural development in Nigeria. In the survey we have observed key constraints and offered some recommendations for overcoming or at least reducing the effects of these constraints. It is

hoped that the observed constraints and our recommendations will generate more useful discussions from which strategies will be sharpened for a more innovative management of Rural Development in Nigeria.

#### Acknowledgement

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*Dr. Ozo-Emezia Nwabuoku is manpower development and training coordinator with the Federal Agricultural Coordinating Unit, Ibadan.*

*Dr. S. W. Eremie is deputy senior agricultural research and extension coordinator also with the Federal Agricultural Coordinating Unit in Ibadan.*

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Specific Coverage						
Area Flexibility	✓			✓	✓	✓
Precise Siting				✓		✓
Colour	✓			✓		✓
Movement/ Sound	✓			✓	✓	
Story-telling						
Detailed Explanation		✓				
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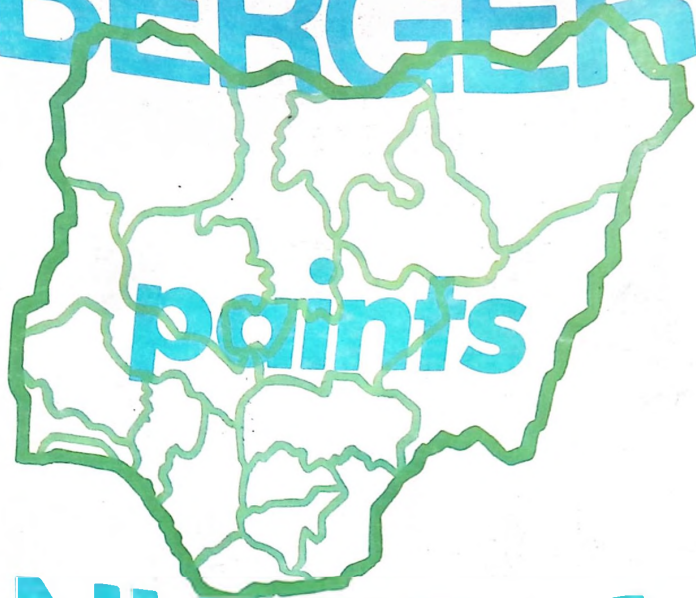
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