

THE FOLLOWING IS A SUMMARY OF THE PROCEEDINGS OF THE  
SPECIAL SEMINAR FOR FEDERAL PERMANENT SECRETARIES  
HELD AT THE UNIVERSITY OF CALIFORNIA, BERKELEY  
ON MAY 15-17, 1967

### CLOSING OF THE SPECIAL SEMINAR FOR FEDERAL PERMANENT SECRETARIES

The seminar was held to provide an opportunity for the exchange of ideas and information among the permanent secretaries of the Federal Government. The seminar was held at the University of California, Berkeley, on May 15-17, 1967. The seminar was held at the University of California, Berkeley, on May 15-17, 1967. The seminar was held at the University of California, Berkeley, on May 15-17, 1967.

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The "work card" which Professor Adelman, the Seminar Co-ordinator, has prepared indicates that, as a group, you have recognized yourselves as being the most important of the Federal Government's permanent secretaries. He has mentioned of your high degree of responsibility and the high quality of your work. He has mentioned of your high degree of responsibility and the high quality of your work. He has mentioned of your high degree of responsibility and the high quality of your work.

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FOR FEDERAL PERMANENT SECRETARIES  
BY ORDER OF THE SPECIAL SEMINAR

**TEXT OF THE ADDRESS DELIVERED AT THE CLOSING OF THE  
SPECIAL SEMINAR FOR FEDERAL PERMANENT SECRETARIES  
BY  
HIS EXCELLENCY, PRESIDENT OLUSEGUN OBASANJO  
PRESIDENT, COMMANDER-IN-CHIEF  
FEDERAL REPUBLIC OF NIGERIA  
ON THURSDAY, 10<sup>TH</sup> JUNE, 1999**

Distinguished Resource Persons,  
Seminar Participants,  
Ladies and Gentlemen,

It gives me great pleasure to be with you again to witness the conclusion of your eleven-day seminar. The seminar is, in my view, a unique event in the recent history of Nigerian public administration. While it is true that, prior to this seminar, conferences, workshops and other seminars have been organised on the theme of public service management, nothing to the best of my knowledge compares with the experience you have just been through.

I am reliably informed that the past two weeks have witnessed a dramatic change in your perception of the challenges facing our country and of the civil service's role in responding to those challenges. In the course of your deliberations, you covered such diverse subjects as the role of the Federal Public Service in governance, the duties, social and moral responsibilities of Permanent Secretaries and other higher Civil Servants ; Poverty Alleviation Strategies ; Policy Analysis and Strategic Planning ; Public Service Productivity, the Preparation, Monitoring, and Evaluation of Ministerial and Departmental budget ; and issues of concern to civil servants. But more importantly, you had the interactions that you had never had before. Most of you were knowing yourselves for the first time. That, to me, is a positive outcome.

The "report card" which Professor Adedeji, the Seminar Co-ordinator, has just presented indicates that, as a group, you have acquainted yourselves creditably. He has scored most of you high on punctuality, on willingness to tackle complex problems, and on keenness to imbibe new ideas and learn new skills. I commend you for your dedication, your high sense of responsibility, and your determination to anticipate and respond to the challenges ahead. But there are other areas such as values as higher public servants where some of you fall below expectation.

While the interim assessment of the outcome of the seminar can generally be regarded as positive, we must face the fact that the process of revitalising the civil

service has just begun. The seminar has undoubtedly prepared you for the challenges and subjecting yourselves to further exposures and training. Only a fool will not learn from his experience and from others. Life itself is a continuous process of learning and improving on the job. This Administration has signalled its intention to improve the living conditions of our people. I enlist the entire civil service in the war against poverty, institution decay, embezzlement, wilful misallocation of resources, over-budgeting, declining productivity, and corruption.

As the leadership cadre of the civil service, you all have a vital role to play in tendering professional advice on the policies and programmes of this Government, and in mobilising the human, financial and material resources essential to the realisation of our strategic objectives. As I urged you at the beginning of the seminar, it is essential that you obtain a copy of my inaugural address and keep it as a reference document. Without prejudice to the cherished values of non-partisanship and professionalism, the leadership of the civil service plays a significant role in the articulation, drafting, refining, review, implementation and monitoring of public policy. If a policy responds adequately to a major national concern and offers a clear direction to the future, a great deal of the credit must go to the cadre of officials who, through patient distillation and analysis of data, transform political dreams into reality and declarations into programmes. By the same token, if a policy has catastrophic consequences, the career officials, cannot disclaim responsibility since they must have had every opportunity to influence the content, direction, and implementation of the policy.

It is my intention to hold you collectively and individually responsible for the planning and implementation of the changes contemplated by this administration. From now on ; it will no longer be "business as usual". Excellence will be rewarded and mediocrity will not be tolerated. This country, and certainly this Government, deserve greater effort from you and have every right to expect substantial improvements in the services provided to the public. How you apply your policy analytic and strategic planning skills in bringing this about is the challenge ahead of you.

I have already stated the position of this Administration regarding the enforcement of rules and regulations. Let me reiterate that the time when rules were flouted with impunity is over. We are strongly committed to change and to rapid improvements in the standards of living. However, this commitment will not be at the expense of public accountability. If any rule proves to be an obstacle to change, the official concerned would have to exercise the utmost restraint and ensure that the agreed processes for amending the "difficult rule" are exhausted. To abandon the rule or to short-circuit in any way is to encourage corruption or to eliminate the standard of performance.

Government will not condone negligence, or collusion on the part of those charged

with the responsibility for rules enforcement, nor will Government recognise the status of "an innocent by-stander" as far as rules enforcement is concerned. A state official who craves personal survival and comfort over public good has distorted the notion of public service and rendered his position untenable. A highly placed official who remains silent when the nation's vital interests are threatened is as guilty as the direct perpetrators of the crime. If in the course of safeguarding the interests of the country, a civil servant is threatened in any way, my Government will protect and defend the civil servant concerned. But there will be no godfatherism. And you should see yourself as I see you irrespective of the accident of your place of birth or origin—a Nigerian highly placed official, with broad outlook and patriotic fervour working patiently and industriously, to bring over all development and progress into this country in peace, justice and unity. We will eliminate the culture of pleading and external interference from the civil service. You will be judged by the totality of your performance.

I cannot over-emphasise the need for team work. Inter-personal or inter-ministerial rivalry is capable of hampering government business to the disadvantage of the communal interest. It is therefore essential that areas of disagreement be resolved well before they get out of control.

I wish to take this opportunity to thank our resource persons for agreeing to participate at this seminar and for doing so marvellously well. I am particularly grateful to Professor Adebayo Adedeji, the Seminar Co-ordinator, and the formidable team comprising such seasoned civil servants as Chief Allison Ayida, Alhaji Liman Ciroma, Alhaji Adamu Fika, Mallam Adamu Ciroma, Madam Teju Alakija, Professor Grace Alele Williams, Chief S. B. Awoniyi, Chief Omowale Kuye, Mr Olu Fadaka, Alhaji Abidu Yazid, Professor Adebayo Akinde, Mr Jeremy Pope, Professors M. J. Balogun and A. D. Yahaya, Dr Asmelash Beyene, and others. May we continue to have achievers like these that we may be able to call upon in times like this. I should also thank the secretariat staff who put in extra hours to ensure the success of the seminar. It is my hope that their efforts will be rewarded with a professionally competent, morally and ethically upright, development-oriented, and forward-looking Civil Service always ready to deliver service to the people of Nigeria. Let us now follow the rules and the procedure.

Finally, let me warn again that no slipshod work, disloyalty, indolence, lawlessness, absenteeism, disobedience and misconduct will be condoned. Civil Servants are meant to offer civic responsibility. We expect nothing less.

Once again, let me congratulate you for attendance at this seminar. I have pleasure to declare the seminar formally closed.

May God Almighty bless you all.

The first part of the book is devoted to a general introduction to the subject of the history of the English language. It discusses the various influences that have shaped the language over time, from Old English to Modern English. The author also touches upon the role of literature and the media in the evolution of the language.

The second part of the book is a detailed study of the history of the English language. It covers the period from the 5th century to the present day. The author discusses the various dialects of English and the process of standardization. He also examines the influence of other languages on English, particularly Latin and French.

The third part of the book is a study of the history of the English language in the United States. It discusses the influence of other languages on American English and the role of the media in the development of the language. The author also examines the influence of the English language on other languages.

The fourth part of the book is a study of the history of the English language in the British Empire. It discusses the influence of other languages on British English and the role of the media in the development of the language. The author also examines the influence of the English language on other languages.

The fifth part of the book is a study of the history of the English language in the Commonwealth. It discusses the influence of other languages on Commonwealth English and the role of the media in the development of the language. The author also examines the influence of the English language on other languages.

The sixth part of the book is a study of the history of the English language in the world. It discusses the influence of other languages on world English and the role of the media in the development of the language. The author also examines the influence of the English language on other languages.

The seventh part of the book is a study of the history of the English language in the future. It discusses the influence of other languages on future English and the role of the media in the development of the language. The author also examines the influence of the English language on other languages.