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1941

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Telegrams : PERMAT IBADAN
Telephone : IBADAN 2134 (P.B.X.)

Your Ref.

My Ref.

Date

5 November, 1957.

S. O. Adebo, Esq.,
Permanent Secretary,
Ministry of Finance,
Ibadan.

Dear

Simon,

A case has recently occurred of a Government servant writing direct to my Minister on a matter concerning his service with Government without my knowledge and without the knowledge of his Head of Department. I understand that there have been other occasions on which he has received letters from members of the Government service and has granted interviews. I cannot find anything in General Orders, in the note on Administrative Procedure, or in the Report of the Nigeria Constitutional Conference, which specifically covers this point; but the section dealing with the Public Service does stress that the Public Service should be kept free from political control. I am only too pleased that my Minister should take an interest in the staff; but I do feel that we should insist that all reference to him should be through official channels. Any system of direct approach would appear to be liable to abuse.

2. I accordingly intend to advise my Minister to insist that all correspondence or requests for interviews should be addressed through the Heads of Departments. Before I do this, however, I thought it better to seek your advice both on this point and on the general question as to how far Ministers should interest themselves in staff matters. I hope you will not regard this letter as an official complaint. I would like it to be regarded purely and simply as a request for your personal advice, and I would prefer it to be kept between ourselves. If, however, you consider the subject is one in which other Permanent Secretaries' views should be obtained, then the general question might be discussed at a Permanent Secretaries' Conference.

Yours

sincerely

James Brang

Permanent Secretary,
Ministry of Agriculture
& Natural Resources.

JB/L

2
23
7 November 7.

Dear James,

Thank you for your letter of 5th November about officers writing direct to Ministers or interviewing them without the knowledge of the Heads of Departments concerned. I agree with the course you propose in your first paragraph, and would be glad to have a chat with you on the general question after the Self-Government celebrations, after which we can decide whether the subject is worth tabling at a Permanent Secretaries' meeting.

Sincerely yours,

See

Issued
7/11

J. R. V. A. Bromage Esq.,
Permanent Secretary,
Ministry of Agriculture and
Natural Resources,
Ibadan.

CONFIDENTIAL

Minister of Agriculture and Natural Resources

Telegrams : MINNAT IBADAN

Telephone : OFFICE { 2134 Ext. 1
2211

RESIDENCE 171



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Your Ref.

My Ref.

Date

14 January, 1958.

Chief The Honourable Obafemi Awolowo,
Premier of the Western Region of Nigeria,
Ibadan.

My Dear Premier,

I believe I have arrived at a stage in the affairs of this Ministry where I should be capable of a bold decision if I am to be able to fulfil the functions of my office as Minister of Agriculture and Natural Resources. In view of this I consider it fair I should acquaint you with some of the goings on in this Ministry so as to enable you to acquire a pretty good picture of what my problems have been since I took over this portfolio.

2. Just before Mr. Gunton proceeded on leave there was a rather sharp exchange of letters between him and the Director of Agriculture on matters connected with the efficient running of this Ministry. The Permanent Secretary had listed a series of matters where failure to supply information sought, or to get appropriate action promptly had led to deficiencies in the working of the Ministry and he demanded an explanation. The Director's reply was such that Mr. Gunton felt that an attempt was being made to cast the responsibility for deficiencies on him personally.

3. Though I tried not to get involved directly in what amounted to an argument between two Senior Officers I was nevertheless fully aware there were deficiencies in the working of the Ministry, and I had my own views on who was to blame.

4. You would probably remember that my interest in the Department of Agriculture was apparent long before I came into this Ministry. In January, 1956, I had published in the local press an open letter to the Director criticising several aspects of his department. Two months later during the Committee of Supply stage of the Appropriation Bill at the Budget Session, I again attacked on the floor of the House certain questionable features of our agriculture over which the general public had expressed some concern.

5. When I took over responsibility for this Ministry in June, 1956, I quickly settled down to a careful study of the problems of the Department of Agriculture and followed this up with a paper on reorganisation proposals which I submitted to His Excellency for his comments. His Excellency's reaction was essentially sympathetic and encouraging and having secured support in principle for some of my views I proceeded to discuss certain details with the Director. It soon became apparent to me, however, that the Director would sooner not reorganise.

6. I agree with the view once expressed by my Permanent Secretary that there have been numerous incidents which reflect deliberate efforts to withhold information from the Ministry and I personally have had occasions to feel that some delays in getting action are calculated to impress on me the departmental

see p. 5

/resentment

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resentment to some enquiries made, or suggestions put forward by the Ministry with a view to enhancing efficiency.

7. You probably would have heard of the complaint that I interfere in staff matters. Happily enough such complaint is always in connection with the Department of Agriculture. In the Ministry itself or in the Departments of Forestry, Veterinary and Produce Inspection, I have never had any cause to interfere in staff matters. In the Department of Agriculture, however, the staff problem in my view is abnormal and I have come to believe that the greatest problem confronting the Department is the tragedy of a disgruntled staff. I feel obliged to give a few examples in illustration.

8. In the Benin/Delta circle during the last year a young Agricultural Officer in his first year of appointment acted and drew allowances as Senior Agricultural Officer, even though there was within that circle an older Agricultural Officer with four or five years seniority. This naturally provoked understandable frustration on the part of the older officer and bitterness between the two. When I got to know that a repeat of this sort of thing was being contemplated in the same circle I felt impelled to advise against it.

9. There was a case of another young officer who was literally rushed across to Benin to undertake some special work on rubber for about six months. This officer had no specialised knowledge on rubber cultivation and would certainly need all the six months to get to know the farmers, whose language he did not even understand. There seemed to be no clear cut definition of the type of assignment the young officer was to carry out and in any event he was going to depend on the pleasures of a relatively junior officer, already engaged on rubber work in that area, for staff. I feared there would be duplication and possibly conflict but I thought it was best not to interfere. When about two months later I was on tour of Benin Province, I discovered that indeed there was duplication and there was conflict which tended towards the detriment of the effectiveness of the rubber development campaign, which was drawing heavily on public funds. At this stage I again felt obliged to insist on some adjustment.

10. Last September and October the Department of Agriculture recruited about half a dozen Senior Staff from overseas, one of them being a Nigerian. Within three weeks of their arrival all the expatriate staff were comfortably housed and their motor car advances were made available to them. Apart from the difficulties of housing which he experienced, the Nigerian Officer continued in Ibadan for two months, without being able to obtain a motor car advance and he now serves at an out station some ten miles from the nearest town, still without a transport of his own. The result is he is temporarily separated from his family. One can feel from these instances that the body of African staff are unhappy about this sort of treatment which tends to suggest discrimination.

11. A lay-man sometimes feels baffled at the way the Director judges industry and ability among his staff. In my paragraph 8 I refer to a Senior Officer in the Benin/Delta circle. This gentleman apart from being about four years senior to the officer who superseded him, is by experience the Department's most knowledgeable officer in rubber cultivation, and has stayed longest than anyone else in that circle where he has established a most cordial relationship with the farmers. It was in the circumstance difficult for anyone to find any obvious justification for his being superseded.

/incidentally

12. Incidentally, I was acting as Minister of Development when an exploratory application for appointment of the officer referred to above was being considered by the Production Board and the matter was brought to my attention. When I interviewed the Director about this his attitude was one of complete indifference. Because I personally felt that the Department could ill afford to lose the services of an officer of this standing and experience at a time when Government's diversification scheme throws great emphasis on rubber cultivation in the Mid-West, I felt obliged to make an un-official appeal to the officer warning that I would not support his application if and when it was brought up to me officially.

13. I could supply a catalogue of occurrences in the Department of Agriculture which over the years have led to much depression and dwindling morale among the staff. There was the case of a young African Officer, who, in spite of holding two British University degrees, was subjected to treatment which tempted him to leave the Department. I am aware right now of what effort is being made to treat as specialists some ex-patriate officers holding qualifications in no way superior to those held by some of the Nigerian Officers. It is an established fact that the Croucher Regime has done a lot to discourage the boys and to militate against the Nigerianisation prospect in the Department. It is a sad reflection on the Croucher Regime that no Nigerian had ever been encouraged to follow the specialist line and it was in the face of stiff opposition by the Department that I obtained Government sanction to send one Mr. Opeke to specialise in the United Kingdom on the recommendation of his University College professors.

14. Perhaps I should add at this stage that having been for nearly 15 years a Civil Servant myself I am under no illusions as regards how jealous a Civil Servant usually is about his seniority and how sensitive he sometimes can be to any attempt to deprive him of what he considers his right under the terms of his employment. It is obvious that a Head of Department who wants efficiency and progress in his Department would refrain from acts which could excite and incite or neglects which would breed bitterness and strife among the rank and file of his staff. I have no doubt in my mind that the present Director would sooner have in my place a Minister who goes about with his ears shut; his eyes closed and his lips sealed; a Minister who in the circumstance would end up a colossal failure. Perhaps I should refer at this stage to two incidents over which I felt greatly disturbed during the last year.

15. Some time last week I had cause to raise the question of accommodation for the I.C.A. American specialists with the Secretary to the Premier. Apart from the fact that I think normally the officers deserve better treatment than they received from the Department of Agriculture, I thought it should have occurred to the Director that it is in the best interest of Regional agriculture that these men should settle down to their task with minimum delay so that we could derive maximum benefits from their limited stay in this Region. The Director's attitude in this matter apart from being unco-operative was, to me, most casual and most distressing.

16. Though I did not show it at the time, I felt considerably provoked by the way the Director went behind my back some time last year (to try and influence His Excellency) in urging the transfer of Mr. Gunton from this Ministry. I felt that a man who has the best interest of this Ministry at heart would not scheme to deprive me of the services of

an officer like Mr. Gunton who was both loyal and competent. The Director could not plead ignorance of the fact that at that time I was only a few months old in this Ministry and depended quite a lot on Mr. Gunton's long association with the affairs not only of the Department of Agriculture but also of all the other Departments within the Ministry.

17. Since I took over this Ministry some eighteen months ago pressure of work has been such that I have not been able to squeeze in any holiday. The Director of Agriculture on the other hand returned from a four-months leave only last May. It is revealing that with his Deputy now flown to England for Medical treatment and with four of his Senior Headquarters staff away from the Region he should choose on this time to proceed on a two weeks local leave to the Cameroons. This may sound a little point by itself but within the context of my experience with the Director it is typical of that attitude of questionable indifference so noticeable in the day to day administration of the Department's affairs.

18. I have taken the trouble to raise the above points with a view to giving you an insight into what has been the difficulty of this Ministry and the background to some of my problems which continue to be outstanding. It is my view that Integration would not of itself achieve success - the human element has to be reckoned with - . The disharmony and the distrust which has featured so prominently in the relationship between the Ministry and the Department, and which daily retards progress, must be brought to an end.

19. The purpose of this review therefore is to let you know that if I am to make a success of my assignment in this Ministry it is imperative that the Director be advised to retire AT ONCE. It is obvious he and I can no longer pull on together. I have no doubt in my mind that the Department of Agriculture will not miss Mr. Croucher and it is my view that the end of his Regime will open for his staff, both white and black, a new page of hope and bright prospects, and for his Department a period of revival so essential to success at this time. As for me I consider my duty to arrest this mad drive up the path of ultimate collapse and then settle down to plan for the success of the rural economy of this Region with an undivided attention. An early action in the light of my recommendation will be greatly appreciated.

PMF
*Forwarded to you
for such action as you
deem it necessary to
take.*

Yours

G. A. D. Doko

Minister of Agriculture &
Natural Resources.

17/8/58
17/2/58

CONFIDENTIAL

Minister of Agriculture and Natural Resources

Telegrams : MINNAT IBADAN

Telephone : OFFICE { 2134 Ext. 1
2211

RESIDENCE 171



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Your Ref.
"CONFIDENTIAL"

My Ref.

Date

7 February, 1958.

The Permanent Secretary,
Ministry of Agric. & Natural Resources,
Ibadan.

STAFF PROBLEMS IN THE DEPARTMENT OF AGRICULTURE.

Sometime last month I had cause to write a letter to the Premier setting out certain problems which might have adverse effect on the effectiveness of the Department of Agriculture in its functions in relation to the growing needs of the farmers in this Region. In the concluding paragraph of the letter I made the following comment:

"As for me I consider it my duty to arrest this mad drive up the path of ultimate collapse and then settle down to plan for the success of the rural economy of this Region with an undivided attention".

2. In view of the above I now feel obliged to request for any relevant informations with respect to the following persons whose continued association with the Department of Agriculture from current indications strike me as being unduly speculative.

3. Mr. Makinde. I think this officer was promoted an Agricultural Officer some five or six years ago. Though I think that by experience he is the Department's most knowledgeable officer in rubber cultivation, he has recently become very greatly frustrated as a result of some supersession which, to the ordinary person, cannot be easily justified. The result has been a desire by this officer to bail out of the Department and he actually submitted an exploratory application to the Production Board which was referred to me when I was acting as Minister of Development a few months ago. I made a personal appeal to Mr. Makinde not to deprive the Department of his services at a time when we engaged on a desperate drive to popularise rubber cultivation in the Benin/Delta Province, an area where he may be regarded as an authority. I begin to have reasons to feel that Mr. Makinde is again looking for opportunities outside the Department.

4. Mrs. Remi Agoro. I met this lady as Akinsemoyin when I was on the staff of Government College and she was a student in the School of Agriculture. I understand that she got through her examinations with flying colours and was subsequently employed by the Department of Agriculture for some years. She had to resign her appointment when she had a scholarship award for further studies in the United Kingdom. By that time she was married. Mrs. Agoro, I understand, studied horticulture and she has been back in this country for at least two months after successfully completing her course. Her husband, Mr. Agoro, who studied at the same college with me in Britain, called at my office yesterday and expressed great dissatisfaction at the way his wife was being treated in her effort to get back into the Department of Agriculture. It would appear that this young lady had passed through the Public Service Commission and also that there is a vacancy for her in the Department, but it seems to have taken the Department of Agriculture some two months to make up their mind whether or not they would offer her any employment. Mr. Agoro now hopes to make an effort to see if his wife could be employed in the Federal Department of Agriculture.

5. Mr. Dugan. I think

5. Mr. Dugan. I think around September last year one Mr. Dugan asked for an interview to discuss with me matters affecting cocoa cultivation. At the interview which I later granted I discovered that Mr. Dugan has had over 25 years experience in cocoa cultivation on his father's farm in Fernando Po. He expressed a desire to make his experience available for use in the Department of Agriculture. Through my Permanent Secretary I directed Mr. Dugan to interview the Director of Agriculture. I learnt later that Mr. Reed, who interviewed Mr. Dugan, felt that this gentleman would be a useful member of the Department of Agriculture and recommended to the Civil Service Commission that he be employed. I got to know during the last week that even though Mr. Dugan had been in the service of the Department of Agriculture for about three months, the Department has not made up its mind on what salary to pay him. The result is that Mr. Dugan who maintains a transport and who, I understand, has a large family to maintain, is in difficulties and it appears he is now thinking in terms of seeking employment elsewhere, as a result of feeling that he is not wanted.

6. Mr. Okediran. This is an officer who was previously trained in the School of Agriculture and pass out as an Agricultural Assistant. After being employed for some time he had an opportunity to train overseas and obtained a diploma which qualifies him for more effective service in the Department. I understand that the service conditions offered to this gentleman have led to some frustration on his part and, if my information is correct, the gentleman has already tendered his resignation and hopes to obtain a more lucrative appointment in the Production Board.

7. Mr. Ikumogunniyi. Some time earlier on in my association with this Ministry I became aware of some bad feeling developing among the African staff as a result of what appeared to be discriminatory treatment between holders of British University degrees and American University degrees. By appointing holders of British University degrees as Agricultural Officers and offering appointments to American University degree holders as Agricultural Superintendents, every other thing being equal, the impression was created that the British University trained officers were being given preferential treatment. At one stage I advised that in order to prevent ill feeling that may be due to this, American degrees holders who are not considered good enough to be appointed as Agricultural Officers should be made aware of the reasons for their being appointed as Superintendents, but where a qualification is such that he is not considered to be good enough as an Agricultural Superintendent, he should not be employed at all. Not long after I gave this advice Mr. Ikumogunniyi was appointed as an Assistant Agricultural Superintendent, even though he holds a University degree as M.Sc. in entomology. I understand that Mr. Ikumogunniyi was not aware of the implications of his appointment until he had joined the service and he has since protested again and again against what he considers a derogatory appointment. I understand that Mr. Ikumogunniyi has been pulling his weight in the Specialist Branch and I honestly would not recommend at any time that an M.Sc. degree holder should be employed and classified as an Assistant Agricultural Superintendent. It has now come to my notice that Mr. Ikumogunniyi has been offered an appointment carrying a salary of almost £1,000 (as against about £600 which he now earns) by a commercial firm, and the chances are that this officer, together with his accumulated knowledge, might soon be lost to us.

8. Quite frankly I should like to know if it is true that Mr. Dugan was passed as fit for appointment by the Public Service Board as far back as October and that up till now the Department has not determined his exact salary even though he performs duties which a Cocoa Development Officer would normally perform. Mrs. Agoro's case also requires a similar clarification.

9. You would agree there is nothing I can do to prevent the progressive exodus of several of our senior expatriate staff. The prospect of recruitment on the other hand continues to be one of infinite uncertainty. It is in the circumstance obvious that we cannot afford at this time to lose any of our experienced African Staff or make him feel that he is not wanted as the result would be either abandoning some of our agricultural development programme with grievous consequences or the Government going on its knees begging for external aid at prohibitive costs. I am under no illusions as regards my duty in these matters and would be grateful if you would get action promptly with regard to the points raised and let me have your comments and advice by Wednesday 19th February, 1958.

G. G. M. Inko

Minister of Agriculture & Natural Resources.

Copy to:-
Permanent Secretary,
Ministry of Finance,
K. Dan.

10

20 February 8.

AP 1-4

I have just received the attached correspondence in which your Minister has made very violent complaints against the Department of Agriculture. As you will note from the minute copied at the foot of the letter, the Premier has left it to me to take such action as I deem to be necessary.

I should like, in the first place, to have a chat with you on the whole matter. I won't be able to manage this until the middle of next week, because of the conference in Lagos with the Ghanaians on cocoa price stabilization. Would 12 noon on Thursday, February 29, be all right by you?

Needless to say, we must keep these papers securely to ourselves for the present and breathe no word of them to anybody else.

See

(S. O. Adebó)

J. R. V. A. Bromage Esq.,
Permanent Secretary,
Ministry of Agriculture and Natural Resources,
Western Region,
Ibadan.

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*Issued
20/2*

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MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Telegrams : PERMNAT IBADAN
Telephone : IBADAN 2134 (P.B.X.)

Your Ref.

My Ref.

Date

21 February, 1958.

Personal and Secret.

Dear Sir,

(5)

Thank you for your letter of the 20th of February. I shall be glad to discuss the matter with you on the 27th of February. You mentioned Thursday the 29th of February in your letter but I presume you mean the 27th.

Yours sincerely

R.N. Jones

S. O. Adebo, Esq.,
Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

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21/2

ARCHIVES

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Minister of Agriculture and Natural Resources

Telegrams : MINNAT IBADAN

Telephone : OFFICE { 2134 Ext. 1
2211

RESIDENCE 171



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Your Ref.

My Ref.

Date

February, 1958.

My Dear S.O.,

From discussions I had with the Honourable the Premier with regard to my letter of 14th January requesting with reasons that Mr. Groucher be advised to retire at once I am assured of the Premier's sympathy. I understand from a later interview that necessary actions will proceed from your office.

2. At this stage I cannot overstress the need for prompt action in this matter as I discover more and more reasons why it is not in the best interest of the functions of the Department of Agriculture that I should tolerate the pressure of this officer a day longer than is absolutely necessary.

3. I am off to the North today and I will be most grateful for any action you may care to take such that by the time I get back on 7th March I will be under no obligation to seek advice from an officer whose loyalty has become a matter of grave doubts.

4. I forward herewith a copy of my comments on the Department of Agriculture's reply to the letter to my Permanent Secretary asking for some information on staff, a copy of which I forwarded to you. My comments might be of some assistance if and when you wish to discuss with my Permanent Secretary.

Kind Regards,

G. G. Lin. W. K. O.

Minister of Agriculture and Natural Resources

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(8-9)

13

27 February, 1958.

The Permanent Secretary,
Ministry of Agriculture
& Natural Resources,
Ibadan.

Mrs. Ludlow submitted the attached for my information while you were away. Would you please arrange for me to have a copy for more careful study.

2. In the meantime I feel obliged to make the following comments as I expect you might be following the matter up while I am away :-

(a) Benin/Delta Circle.

With the evidence that I now have to the effect that the Director recommended, and Government accordingly approved, Benin/Delta as one of the four circles carrying S.A.O. duty posts, previous efforts by the Department of Agriculture to impress it on this Ministry that it is Benin Province that carries an S.A.O. duty post was in my view most misleading. I now feel able to see the Makinde episode in a clearer light.

(b) If, indeed, it is the Benin/Delta circle (and not Benin Province) that carries an S.A.O. duty post then I can see no justification for asking Mr. Ige (in his first year of appointment as Agric. Officer) to act as S.A.O., while Mr. Makinde (with about five years seniority and with a much wider knowledge of agriculture in the Benin/Delta province) was available in that circle.

(c) Also, since Benin/Delta like Abeokuta - Ijebu - Colony is an approved circle, and in the circumstance that Mr. Wheeler (some two years junior to Mr. Makinde) steadily acted and drew allowances as S.A.O. in the latter circle, I can see no excuse for keeping Mr. Makinde severely away from an acting appointment, even though he operated continuously for about 4 years within that circle and supplied the necessary leadership to all Agricultural Officers within that circle.

(d) My overall view on this is that Mr. Makinde indeed has a justifiable cause to grouse and I would like your view on what you think we might do to indicate what sympathies I think he rightly deserves to ensure our retaining his services as a rubber expert.

3. Mrs. Remi Agoro/2

14

3. Mrs. Remi Agoro.

I do not consider the explanation here in any way convincing. Mrs. Agoro had served at the Agege Poultry Farm for many years and I am not aware of any complaints about the way she managed labour force or applied herself generally. I can therefore see no difficulty in finding a suitable place for her as a woman officer in view of her past association as a member of the staff in the Department of Agriculture. I might here mention also that a case has indirectly been made against the constant absence of the Director from Headquarters since the beginning of the year, hence it has taken about two months to make such adjustments as would have enabled Mrs. Agoro to resume duty. Perhaps you would let me know why Mr. Croucher had to stay about five days longer in Ghana than was required for the meeting you attended.

4. Mr. Okori-Dougan.

Would you please ask for copies of the Director's letters Nos. GW/10/30/28 and GW.1/141/5 of the 30th December, 1957, and 7th January, 1958, respectively, to the Ministry of Finance, as I would like to study them. In the meantime the only comment I would make with regard to this officer is that if indeed the Public Service Commission would not accept a recommendation for \$630 p.a. for Mr. Dougan until the Director got his scheme through this Ministry, which he said was done on 7. 1. 58., I would like to know on what grounds recommendations were made for Mr. Okori-Dougan to be put on \$450 p.a., while at the same time Mr. Friddy was put up for \$702 p.a. Perhaps I might mention in passing that I would like a recall of the Scheme of Service under reference as I think it deserves a more detailed study than was given to it.

5. Concerning Mr. Ikumogunniyi, I would advise we asked for reports on him from the officers with whom he worked and if his efforts since his employment gives the impression that our assessment of his M.Sc. degree (Canadian University) as equivalent to the diploma of the School of Agriculture is by now considered unfair, I would advise we approach the Public Service Commission for an early review of his case.

6. I would stress that I now consider it desirable you help look into the overall picture of the condition of the appointments and conditions of service of the staff of the Department of Agriculture, to make sure that the growing threat of staff depletion is arrested wherever possible, as we might otherwise be in serious difficulties.

G. G. G. G.
Minister of Agriculture
and Natural Resources.

Discussed with PS NARR.
I shall be seeing H NARR on his
return from tour.

Sca. 27/2/58

12th March, 1958.

The Permanent Secretary,
Ministry of Agriculture
& Natural Resources,
Western Region,
Ibadan.

Thank you for your notes and comments on the matters raised concerning some officers in the Department of Agriculture. I feel obliged to wind up what looks to me an unwholesome debate not likely to serve the best interests of this Ministry.

2. Just before he left, and as if with a strong suspicion that he might not be coming back, Mr. Gunton submitted a comprehensive criticism of Mr. Croucher's administration directing attention to a series of matters where failure to supply informations sought or to get appropriate action promptly, had led to deficiencies in the working of this Ministry. Mr. Gunton took that step because he feared that an attempt might at some later time be made to cast responsibility for deficiencies on him personally. Because I am aware there are deficiencies I regard it my legitimate duty to pay closer attention to the affairs of the Department of Agriculture.

3. I had in the past dealt with the matter of staff in the Department of Agriculture with some restraint because I would sooner avoid an open conflict which might make it impossible for the Director and myself to be able to continue to work together. I have never been under any illusions as regards the fact that the Director regards any interest I show in his staff, however genuine and legitimate, as unwarranted interference, and I know that since Mr. Gunton left this office, every effort has been made by Mr. Croucher to misrepresent my views in a deliberate endeavour to give the impression that I interfere in Civil Service matters.

4. I therefore now consider it desirable that for purposes of record I should explain the factors which have made it imperative for me to take a keen interest in the staff problems of the Department of Agriculture, especially at a time when the functions of the Department are linked up with the planning of our rural economy. I will refrain from general remarks but would use the case of the officers under reference, namely Mr. Makinde, Mrs. Agoro, Mr. Chori-Dougan and Mr. Ilamogunniyi as representing the view that I now hold that Mr. Croucher does not support the Nigerianisation policy of the Regional Government.

5. Mr. Makinde. With regard to this officer I would direct attention to three glaring anomalies which affect him and reflect on the rather slipshod manner in which the Department of Agriculture has been run for some time.

- (a) When I had cause to discuss this officer's supersession with the Deputy Director last June it was his view that the supersession was justified on grounds of merit. In para. 16 of letter No. CW5/25/134 of 8th June, 1957, from the Director's office to this Ministry, the following occurs in confirmation :-
"We have very recently heard the Honourable Minister's view on the supersession of a negative senior officer by a positive junior officer even for an acting appointment."
It is in the circumstance significant that in his letter No. 61901/115 of 19th February, 1958, Mr. Makinde's supersession

is being justified/2

is being justified no longer on grounds of merit, but on grounds of convenience of posting. I am of the opinion that the reason for supersession is of such paramount importance to the average Civil Servant that even where the Head of Department is not obliged to advance any reason he, nevertheless, should not make it the subject of wishful speculation.

- (b) On the recommendation of the Director, the Regional Government approved in the 1954/55 Estimates the creation of four duty posts in charge of circles. I have been under the impression that these circles have been operating since. It is, therefore, strange to note now that the Department of Agriculture has not been able to implement this Government's decision for four years. It is either that the recommendation was unwarranted in the first place or we are four years behind schedule. This reflects defective administration.
- (c) In para. 5 of the letter quoted in para. 5.(a) the Director confirmed, however, that both the Ministry and the Department agreed that Benin shall be an S.A.O. Province, yet para. 1 of a letter No. OWL/92/151 of the 20th January, 1958, to Mr. Opaize of Benin reads "In view of the fact that there is no Senior Agricultural Officer duty post in Benin Province I regret that I am unable to recommend you for an acting appointment as a Senior Agric. Officer." This is, in my view, a flagrant contradiction which in different contexts have been the cause of much frustration, as has been the case of Mr. Makinde. Indeed two or three expatriate officers who have at different times left this Region to take up appointments elsewhere, have given me the impression that they do not quarrel with the policy or the conditions of service laid down by the Regional Government, what they consider most repugnant was the twist usually put on them at Departmental level to embarrass the individual.

6. Mrs. Benji Agoro. The case of this officer is simple and obvious. If, in spite of what looks like a depressing record of previous services, Mrs. Agoro is still passed as fit for employment by the Public Service Commission I hold the view that the Director, whatever may be his personal feelings in the matter, is expected to submit cheerfully to that decision and get action promptly. If, indeed, as now confirmed in your minute, the Public Service Commission issued the requisite authority in December, 1957, that Mrs. Agoro should be appointed, the fact that a letter of appointment does not issue until the 27th February shows some reluctance on the part of the Director to submit to the decision of the Public Service Commission, or a subtle effort by the Department to keep Mrs. Agoro out by applying the weapon of delay. It is ludicrous to hope that a letter of appointment which issued from Ibadan by post on a Thursday could make a new recruit in Lagos report for duty in Ibadan on the Saturday following.

7. Mr. Okori-Dougan. Here there is evidence that the Director's Deputy, Mr. Reed, who interviewed this officer, recorded as follows :-
 "Mr. Dougan attended a Spanish institute and studied commerce and practical agriculture for three years. Has been on cocoa farms since 1929. Knows machinery. Drives tractor and knows all about preparation of coffee for market. Probably suitable for cocoa or coffee work at say £570 or £600 per annum."

I hold the view/3

I hold the view that this officer has more to offer as an Agricultural Development Officer than could, in normal circumstances, be expected of an expatriate officer on first appointment. If the Director's Deputy who conducted the interview suggested a minimum of £570 or £600, what then are the considerations which justified the Director rejecting his Deputy's recommendation and putting Mr. Olori-Dougan up for £450 p.a. while he at the same time put Mr. Priddy (a Clerical Officer) up for £702, both of them being Agricultural Development Officers. It is obvious to me that Mr. Dougan's place could only be taken by an expatriate officer probably much less qualified but at a salary at least twice what has now been offered to Mr. Dougan.

8. Mr. Hamogunniyi. This officer's case is even more depressing and I feel obliged to deal with it in greater detail.

- (a) In a letter No. CW10/13/69 of 22. 6. 55 from the Director's office, para. 3 reads as follows :-
"Mr. Hamogunniyi possessing a Canadian M.Sc. may be regarded as having the equivalent of a British Honours degree and is qualified for an A.2 appointment as Agricultural Superintendent which I am prepared to have offered to him."
 This is a definite promise.
- (b) In a letter No. CP587/44 of 28. 3. 56 addressed by the Secretary of the Public Service Commission to Mr. Barnett the Student's Liaison Officer in North America, para. 2 starts with this sentence :-
"Government has now decided to offer Mr. Hamogunniyi appointment to the post of Agric. Superintendent provided that he returns to Nigeria immediately."
 This again is a promise by the Government.
- (c) In spite of some mechanical arguments raised by the Department of Agriculture during the interval, a letter No. P.587/63.A of 13th November, 1956, from the Director of Recruitment, para. 2 informs the Director as follows :-
"His Excellency has already approved this candidate's appointment as an Agric. Superintendent and if you have any further comments to make it would be appreciated if you would forward them to this office as early as possible."
 Here again there is evidence of His Excellency's expressed approval.
- (d) On 8.11.56 my Permanent Secretary found it necessary to communicate my views to the Director in the following words :-
"Please see H.M.A.N.R.'s minute page 100. H.M.A.N.R. is quite clear that he would prefer that no offer at all should be made rather than an offer of Asst. Agric. Superintendent should be made. The applicant would almost certainly take more offence at being offered Asst. Agric. Sptdt. than at being told 'Sorry, no vacancy'."
- (e) On the same date as above my Permanent Secretary felt obliged to further ask the Director in writing :-
"Who is responsible for deciding what offer can be made? Is this not a Public Service Commission responsibility? You have presumably notified vacancies and approved qualifications, why therefore does the responsibility in an individual case fall on you?"

9. In view of a sentence which occurs in your minute I feel obliged to state the reason for taking up the matter of Hamogunniyi again at this

stage. It has recently come to my knowledge that Mr. Hamogunniyi has been offered an appointment by a commercial firm, and I am wondering if there is anything we could do to prevent losing him at a time when we are faced with increasing staff difficulty. To support my action I shall make reference to two letters I consider pertinent.

- (a) In his letter No. CWL/117/29 of the 16th November, 1956, to the Chairman of the Public Service Commission, the Director in para. 8 stated as follows :-
 "You will see from page 23 of my file that the A.D.A. (Investigation) feels we can make use of him (Mr. Hamogunniyi) and I feel it would be most unfortunate if we lost his services." I am of the opinion that in view of the experiences he must have acquired since his appointment, the loss of this officer would by now be even more grievous especially as I am not aware of any immediate prospect of finding a replacement for him.
- (b) In para. 4 of his letter No. P.587/75 of 6th December, 1956, to the Director of Agriculture, the Secretary to the Public Service Commission wrote as follows :-
 "The Controller of Establishments in agreeing to the compromise which Mr. Hamogunniyi's appointment has entailed expresses the hope that the Department would make an early effort to arrive at a settled policy in the matter of Asst. Agric. Superintendents."

10 For the above reasons I felt obliged to request you to "ask at once for reports on him (Mr. Hamogunniyi) from the officers with whom he worked, and if his efforts since his employment gives the impression that our assessment of his B.Sc. degree (Canadian University) as equivalent to the diploma of the School of Agriculture is by now considered unfair, I would advise we approach the Public Service Commission for an early review of his case."

11. I have been deliberate in quoting myself word for word as above because I felt greatly disturbed by the following sentence in your minute:-
 "Mr. Hamogunniyi is now a member of the Public Service and I would consider it most improper to make suggestions as to what his senior officers should write about him." Read away from the context of the simple and legitimate request I made above, your statement would give the unfortunate impression that I have suggested that we should tell Mr. Hamogunniyi's officers what to write about him. The inference being I wish to influence the decision in his favour. All I would add here is that I consider myself above any practise that may directly or indirectly be interpreted as an attempt to influence a situation for personal reasons. I am positive that in handling any of these cases I have stood strictly on the side of principle and policy and have never allowed any personal considerations to influence my judgment. In the circumstance I would still press my request that we should ask for a report on Mr. Hamogunniyi from his senior officer as I consider the present emergency justifies such action.

12. What I would like to stress here is that the assessment of Hamogunniyi's Canadian B.Sc. as equivalent to a British Honours degree, according to Government policy amply entitles him to the appointment *originally* offered him (as Agric. Superintendent) and I still see no justification for the Director :

- (a) breaking his own promise;
- (b) enforcing the impression that the Regional Government does not fulfil an expressed undertaking;
- (c) over-ruling His Excellency's approval; and
- (d) ignoring my advice.

I still hold the view that the placing of this African officer with

B.Sc. (Biology) and M.Sc. (Entomology) in the Junior Service has behind it considerations other than Government policy and I am aware that the entire Hamogunniyi episode (which in principle is not isolated) has had a demoralising effect on the general body of African Staff. I would add also that when, on the suggestion of His Excellency, I had an interview with students at the University College they cited the Hamogunniyi case as an example of what makes the average student believe that Government does not encourage Nigerians to opt for courses in Agriculture.

13. The points raised in this letter so far only lead to some conclusions I am about to draw. I can now see two dangers threatening this Ministry and with regard to them I consider prompt action is imperative. The first danger affects the Department of Agriculture, while the second affects the Ministry.

(a) The Department of Agriculture.

In the first case I have come to hold the view that Mr. Croucher does not believe in the ability of the African and, sooner than encourage average ability to success, he tends to discourage it to failure. The case of Hamogunniyi refers.

Secondly, in his dealing with staff matters Mr. Croucher sometimes gives the impression that factors other than merit influence his decision, as in the case of Mr. Okori-Dougan.

Thirdly, Mr. Croucher's inability to arrive at decisions in good time or to get prompt action after a decision has been arrived at has been the cause of much embarrassment in his department. I consider the case of Mrs. Agoro typical on the staff side.

Fourthly, the case of Mr. Makinde does reveal that Government policy sometimes submits to so much confusion in the Department of Agriculture that one in my position cannot always vouch for what exactly is happening just because the Director himself becomes a victim of the confusion he generates.

Fifthly, that Mr. Croucher should vary the recommendation of his immediate Lieutenant, Mr. Reed, in the matter of salary for Mr. Okori-Dougan without any apparent good reasons, confirms me in the view that co-operation at executive level is not what it should be.

(b) From the Ministry's angle I have been under no illusions as regards how much has been going on behind my back to create in the mind of the average British officer in and outside this Ministry the impression that I am meddling, difficult and I have even heard it said that I am anti-white. Though I am not necessarily worried about this impression (since I know it is faulty) I feel a bit disturbed with regard to what effect it might have on the future of this Ministry if such impressions were allowed to continue unchecked.

Mr. Gunton was not anti-white and yet he could not get on with Mr. Croucher. In fact Mr. Gunton's more expert knowledge of Mr. Croucher offered me some protection in my earlier association with this Ministry in that he would, on his own, query discrepancies and check excesses as is obvious from what I quote in my para. 8 (c). I am sure that Mr. Croucher, knowing what Mr. Gunton's reaction would be, would not think of taking the new Ranch-Wagon to the Cameroons without ensuring he had (if only out of courtesy) consulted with this office. I am sure also, if only for

CONFIDENTIAL

- 6 -

fear of being queried by this office, Mr. Croucher would not have allowed two months to go past before carrying out the legitimate instructions of the Public Service Commission in the case of Mrs. Agoro.

I would stress that my references to Mr. Gunton are not meant as a reflection on you. I personally appreciate what embarrassment the present situation can be to anyone in your position. I am only trying to direct attention to the fact that Mr. Croucher takes advantage of your being relatively new to some of the inner problems of his Dept., to create embarrassment for me. The same problem will arise with any new Permanent Secretary who suddenly finds himself between two loyalties, and I am the one more likely to be misunderstood. I am not posted here to engage in any tug-of-war on policy with Mr. Croucher, I am here to see Government policy, plan and programme, as I know them, faithfully carried out and it is imperative that whoever serves as my Permanent Secretary should have an opportunity to understand me well enough to be free to give me his fullest co-operation and helpful advice if I am to carry out my assignments to the best of my ability.

24. The above, therefore, are some of the reasons why I have come to the conclusion that if I will succeed in preventing a situation which now threatens the effectiveness of this Ministry and which, if carried on much longer, would precipitate the ultimate collapse of the Department of Agriculture, I feel obliged to insist that Mr. Croucher should sever all connections with this Ministry by the end of this month and I would be glad if you would please draft for me a letter conveying this conclusion to the appropriate authority should you consider that further step necessary.

G. Adin-Doko
Minister of Agriculture
and Natural Resources.

Copy to : His Excellency the Governor,
Western Region,
Ibadan.

The Honourable the Premier,
Western Region,
Ibadan.

The Permanent Secretary, ✓
Ministry of Finance,
Western Region,
Ibadan.

The Chairman,
Public Service Commission,
Western Region,
Ibadan.

The Director of Recruitment,
Western Region,
Ibadan.

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegrams : AGRISEC IBADAN

Telephone : IBADAN 200 EXT.

Your Ref.

My Ref.

Date

13 March, 1958.

S. O. Adebo, Esq.,
Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

Dear

Simon.

Before he recently left on tour the Minister asked me to look into the cases of certain officers, whom he mentioned in a recent letter which he addressed to the Premier. This I did to the best of my ability and minuted to him. You will have now received his letter of the 12th of March. You will see that copies of his letter have been sent to His Excellency, to the Premier and to the Chairman of the Public Service Commission. I have discussed this matter with you and you know my views. The issue is a far wider one than a personal antipathy between the Minister and Mr. Croucher. The decision on Mr. Ikumogunniyi was taken by the Public Service Commission after full consideration of the facts. The issue, therefore, involved is the independence of the Public Service Commission and the freedom of the Public Service from political pressure. I can see no alternative but to call for a completely impartial enquiry into the facts of each particular case by the Public Service Commission with a view to deciding how far Mr. Croucher has been guilty either of negligence or discrimination.

2. After the Public Service Commission has completed its enquiries I consider that the wider issues should be discussed at the highest level.

3. I am deeply distressed that this matter should have come to a head at the present time. The shortage of experienced officers in the Department of Agriculture is becoming desperate, and I am most unhappy about the effect that this matter is likely to have on the morale of those officers who have remained. We have a number of important projects in hand and have had some highly encouraging results. We can look forward to considerable achievements provided we have experienced staff. It now seems that our efforts may now be in jeopardy.

Yours

*Sincerely
James*

Permanent Secretary,
Ministry of Agriculture
& Natural Resources.

Note

Discussed at Govt Hill. Present - H.E., Mr. Brown
Mr. Brownage & PSDR. Agreed that PSDR should
propose a fact-finding committee to PSC.

Soa 14/3/58

15 March, 1958.

The Chairman,
Public Service Commission,
Western Region,
Ibadan.

15 MAR

I am directed to refer to a letter addressed to me by the Honourable the Minister of Agriculture and Natural Resources, a copy of which has been endorsed to you. In his letter the Minister has charged Mr. Croucher, the Director of Agriculture, with failure to support the Regional Government's policy of Nigerianisation and has cited the cases of four officers of the Agricultural Department in support of his charges. The Minister has requested that Mr. Croucher should sever all connections with the Ministry of Agriculture and Natural Resources by the end of March.

2. I have discussed the Minister's letter with the Permanent Secretary of the Ministry of Finance. It appears to us that before any action can be taken by the Public Service Commission, the facts of the cases cited by the Minister must be clearly established. It would not be appropriate for this duty to be undertaken by myself, as both the ministry and myself personally have been heavily involved. The Ministry of Finance and the staff of the Public Service Commission have both been involved in at least two of the instances cited by the Minister. It is therefore proposed that the Public Service Commission should appoint an independent fact-finding committee to investigate and report on the cases of the four officers concerned. On the basis of the facts found in the report the Public Service Commission should be in a position to decide whether formal charges should or should not be laid against Mr. Croucher.

3. It is recommended that the fact-finding committee should consist of senior members of the public service. I submit the following names for your consideration:-

Dr. S. O. Biobaku, Secretary to the Premier and
Executive Council. - Chairman.

Mr. M. C. Atkinson, O.B.E., Permanent Secretary, Ministry of
Home & Mid-West Affairs. - Member.

Mr. F. T. Bell, Deputy Director of Audit. - Member.

4. I have/2

See P25
p. 67

SECRET

23

4. I have sent a copy of this letter to the Permanent Secretary, Ministry of Finance.

MDromey

Permanent Secretary,
Ministry of Agriculture
& Natural Resources.

JB/L

175 MAR

Copy to : Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

SECRET

24

SECRET

15 March, 1958.

The Chairman,
Public Service Commission,
Western Region,
Ibadan.

I refer to my secret letter dated the 15th instant. In my third paragraph, I intended to recommend the name of Mr. Bond, Acting Director of Audit. Would you kindly amend my third paragraph accordingly.

RN Ramsey
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

JRB/L

15 MAR

Copy to The Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

15 MAR

SECRET

SECRET

15/3/58

The Chairman,
Public Service Commission,
Western Region,
Ibadan.

Ministry of Agriculture and Natural Resources -
Complaint by the Minister

P22-4 With reference to the two letters of today's date addressed to you by the Permanent Secretary, Ministry of Agriculture and Natural Resources regarding a complaint made by the Minister of Agriculture and Natural Resources against Mr. Croucher, I wish to confirm that I agree with the proposals of Mr. Bronage, subject to one reservation. The terms of reference he proposes for the fact-finding committee seem to be too narrow. I think the committee should investigate and report, not ~~just~~ "on the cases of the four officers concerned", but on the ^{whole} personnel administration of the Department of Agriculture over, say, the last three years. The Minister did indicate in paragraph 4 of his letter of 12th March (a copy of which was sent to you) that he was using the case of those officers to support his general impression that things were not what they should be.

2. I have sent a copy of this letter to Mr. Bronage.

See
Permanent Secretary,
Ministry of Finance.

Secret.

No. HS. 4/25A.
Ibadan, 15 March, 1958.

Issued
17/3.
Copy to:-

J.R.V.A. Bronage, Esq., Permanent Secretary, Ministry of Agriculture and Natural Resources, Ibadan.

For information.

See
Permanent Secretary,
Ministry of Finance.

SECRET AND PERSONAL

S.306/4. 26

Telegrams :

STAFF



PUBLIC SERVICE COMMISSION

WESTERN REGION

IBADAN, NIGERIA

17 March, 1958.

S.O. Adebo Esq.,
Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

Dear Sir,

Thank you for your letter No.HS.4/25 of the 15th March, which has just reached me. We are sending you a copy of our letter to the Permanent Secretary, Ministry of Agriculture and Natural Resources, explaining the Commission's attitude towards the proposed Committee. The only point which Sam and I would like to add, as a suggestion for your consideration, is that perhaps you, as Head of the Service, might appoint the Committee.

L.G. Coke Wallis,
James,

L.G. Coke Wallis.
Chairman,
Public Service Commission.

SECRET AND PERSONAL.

SECRET

S.306/3.

27

17 MAR

15 March, 58.

The Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Western Region,
Ibadan.

I am directed to refer to your letter of the 15th March, 1958, addressed under secret and personal cover to the Chairman on the question of investigating the grounds for certain charges which might be preferred against Mr. Croucher, the Director of Agriculture.

2. I am to say that the Commissioners concur in your view "that before any action can be taken by the Public Service Commission the facts of the case cited by the Minister must be clearly established", and I am to add that it would be highly unconstitutional for the Commission to be involved in this case before the facts have been established. The only investigating Committee with which the Commission might be concerned is that which might be appointed under the provisions of Colonial Regulation 62, when it appeared to them that after an officer had been charged he had failed to exculpate himself.


Secretary,
Public Service Commission.

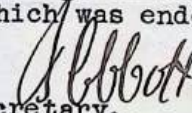
SECRET

S.306/3A.

Ibadan, 17 March, 1958.

Copy to:- the Permanent Secretary,
Ministry of Finance,
Western Region, Ibadan.

With reference to paragraph 4 of letter No - of the 15th March, 1958, from the Permanent Secretary, Ministry of Agriculture and Natural Resources, a copy of which was endorsed to you.


Secretary,
Public Service Commission.

SECRET

SECRET

18 March

8.

K.Y.M. Mackenzie, Esq., M.B.E.,
Acting Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Western Region,
IBADAN.

B27

With reference to our conversation of this morning, I have now received a copy of letter No. S.506/3 of 15th March addressed to you concerning the proposed enquiry into the administration of the Department of Agriculture. I attach for your comments a draft of the letter of appointment I propose to send to each of the members of the committee.

If you agree with the draft, I shall issue the letters and you can then write to inform the Director of Agriculture that, in consequence of certain charges made by the Minister against the administration of the Department, it is proposed to hold this enquiry and that, at your request, I am appointing the three officers named to conduct the enquiry; you will be glad if he and his colleagues will give the committee the fullest co-operation.

Issued
19/3/58.

[Signature]
(S.O. Adebo)

See B32

SECRET

ARCHIVES

DRAFT

SECRET

T to S.O. Biobaku, SPER.

M.C. Atkinson, Esq., O.B.E.,
Permanent Secretary, Ministry of Home Affairs, Ibadan.

P.K. Bond, Esq., Acting Director of Audit, Ibadan.

In a recent letter addressed to his Permanent Secretary, the Minister of Agriculture and Natural Resources has alleged that there have been over the last few years serious ~~deficiencies~~ ^{deficiencies} in the administration of the Department of Agriculture and has suggested that it is necessary for the better administration of the Department that the present Head of the Department should not continue in that office.

In order to establish the fact upon which the Public Service Commission can determine whether or not there is substance in these allegations, the Permanent Secretary has requested me to appoint a committee to probe into the matter.

The terms of reference of the proposed committee are as follows :-

(3) to examine specifically the cases of the four officers referred to by the Honorable the Minister of Agriculture & Natural Resources in his letter to his Permanent Secretary; and

- (1) "to enquire into the personnel administration of the Department of Agriculture over the last three years;
- (2) to advise as to whether or not there have been, and if so what, deficiencies in the administration of the Department and as to who have been responsible therefor; and
- (3) to submit a report to the Permanent Secretary, Ministry of Agriculture and Natural Resources setting out the committee's findings and the reasons therefor;"

2. I shall be glad if you will agree to be ^{a member/chairman} ~~chairman~~ of this committee, the full composition of which is :-

Chairman	-	Dr. S.O. Biobaku, Secretary to the Premier and Executive Council
Members	-	M.C. Atkinson, Esq., O.B.E., Permanent Secretary, Ministry of Home and Mid-west Affairs, Ibadan.
	-	P.K. Bond, Esq., Acting Director of Audit, Ibadan.

(S.O. Adebayo)

Copy to P.S.M.A.N.R.

SECRET

30

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegram : SECNAT IBADAN

Telephone : IBADAN 2134 EXT.

Your Ref.

My Ref.

No. P.52/19/24

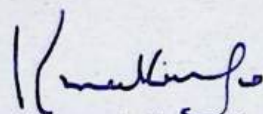
Date

20 March, 1958.

The Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

With reference to your demi-official letter No. HS.4/28 dated 18th March, 1958, I have studied the draft and am in agreement with the terms of reference of the proposed committee apart from paragraph 2 of same to which I would suggest the following be added :-

"and furthermore to report specifically on the cases concerning the four officers referred to by the Honourable the Minister of Agriculture and Natural Resources in his letter addressed to his Permanent Secretary;" and


Permanent Secretary,
Ministry of Agriculture
& Natural Resources.

Mc/L

See P32

SECRET

Dr. S.O. Biobaku, Secretary to the
Premier, Ibadan.

No. 11. 4/31.

M.C. Atkinson, Esq., O.B.E.,
Permanent Secretary, Ministry of
Home and Mid-west Affairs, Ibadan.

20 March

6.

P.K. Bond, Esq., Acting Director of
Audit, Ibadan.

NOTE

In a recent letter addressed to his Permanent Secretary, the Minister of Agriculture and Natural Resources has alleged that there have been over the last few years serious deficiencies in the administration of the Department of Agriculture and has suggested that it is necessary for the better administration of the Department that the present Head of the Department should not continue in that office. In order to establish the facts upon which the Public Service Commission can determine whether or not there is substance in these allegations, the Permanent Secretary has requested me to appoint a committee to probe into the matter.

The terms of reference of the proposed committee are as follows :-

- (1) "to enquire into the personnel administration of the Department of Agriculture over the last three years;
- (2) to advise me to whether or not there have been, and if so what, deficiencies in the ^{personnel} administration of the Department and as to who have been responsible therefor; and
- (3) to examine specifically the cases of the four officers referred to by the Honourable the Minister of Agriculture and Natural Resources in his said letter to his Permanent Secretary; and
- (4) to submit a report to the Permanent Secretary, Ministry of Agriculture and Natural Resources setting out the committee's findings and the reasons therefor."

2. I shall be glad if you will agree to be chairman/member of this committee, the full composition of which is :-

Chairman	-	Dr. S.O. Biobaku, Secretary to the Premier and Executive Council;
Members	-	M.C. Atkinson, Esq., O.B.E., Permanent Secretary, Ministry of Home and Mid-west Affairs, Ibadan.
	-	P.K. Bond, Esq., Acting Director of Audit, Ibadan.

See

(S.O. Adobo).

Issued
21/3/58

Sup 71

2
No. HS. 4/32.

Ibadan, 20 March, 1958.

Copy to:-

The Permanent Secretary, Ministry of Agriculture and Natural Resources,
Western Region, Ibadan.

Department of Agriculture - Inquiry into

P30
With reference to your secret memorandum No. P.52/19/24
of 20th March, I attach for your record a copy of the letters I have
issued to the members of the committee.

P28
2. In addition to the action I suggest^{ed} in paragraph 2 of my letter
No. HS. 4/28 of 18th March with respect to the Director of Agriculture,
I shall be glad if you will also keep the Minister of Agriculture and
Natural Resources informed of developments.

Sca.
Permanent Secretary,
Ministry of Finance.

Issued
21/3/58.

ARCHIVES OF OY

SECRET.

33

No. PKB/2.

Audit Department,
Western Region of Nigeria,
Ibadan.

22nd March, 1958.

Dear Mr. Adebo,

Thank you for your letter No.HS.4/31
of the 20th March. I am quite willing to be a
member of the committee in question.

Yours sincerely,

T. K. Bona.

Mr. S.O.Adebo,
Permanent Secretary,
Ministry of Finance,
Ibadan.

SECRET

SECRET

34

Telegrams : SECPREM IBADAN

All communications should be addressed

THE SECRETARY TO THE PREMIER
AND EXECUTIVE COUNCIL
WESTERN REGION
IBADAN, NIGERIA

and the number given above should be quoted.



No. S. 99/2

PREMIER'S OFFICE

WESTERN REGION

IBADAN, NIGERIA

24 March, 1958

My dear Sir,

I refer to your demi-official letter No.HS.4/31 of the 20th March, 1958, in which you invited me to serve as Chairman of a Committee to investigate certain allegations which have been made in respect of the administration of the Department of Agriculture over the last few years.

2. I note the Terms of Reference of the Committee and its composition, and I hereby signify my willingness to serve as its Chairman.

Yours ever

(S. O. Biobaku)

S. O. Adebo, Esq.,
Permanent Secretary,
Ministry of Finance,
Ibadan.

Telegram: PERMHOME

All communications should be addressed to
THE PERMANENT SECRETARY
and the number given above should be quoted



No. S.14/2

MINISTRY OF HOME AFFAIRS
AND MIDWEST AFFAIRS

WESTERN REGION

IBADAN, NIGERIA

21st March, 1958

S.O. Adabo, Esq.

SECRET

The Permanent Secretary,
Ministry of Finance,
Ibadan.

Dear *Simon*,

Thank you for your letter No. HS. 4/31
of 20th March, 1958 - I am prepared to be a
member of the proposed committee.

Yours sincerely

W. H. H. H.

Permanent Secretary,
Ministry of Home Affairs
and Midwest Affairs.

SECRET

No. P.52/19/27

22 March, 1958.

Mr. H. H. Croucher,
Director of Agriculture,
Western Region,
Ibadan.

I am to inform you that as a consequence of certain allegations made by the Honourable the Minister of Agriculture and Natural Resources against the administration of the Agricultural Department, the Permanent Secretary, Ministry of Finance, has agreed, on my request, to appoint the following three officers :

Dr. S. O. Biobaku, Secretary to the Premier and Executive Council, Ibadan.

M. C. Atkinson, Esq., O.B.E., Permanent Secretary,
Ministry of Home and Mid-West Affairs, Ibadan.

P. K. Bond, Esq., Ag. Director of Audit, Ibadan.

to conduct the enquiry, the terms of reference of which are as follows :-

- 1) "to enquire into the personnel administration of the Department of Agriculture over the last three years;
- 2) to advise us to whether or not there have been, and if so what, deficiencies in the personnel administration of the Department and as to who have been responsible therefor;
- 3) to examine specifically the cases of the four officers referred to by the Honourable the Minister of Agriculture and Natural Resources in his said letter to his Permanent Secretary; and
- 4) to submit a report to the Permanent Secretary, Ministry of Agriculture and Natural Resources setting out the committee's findings and the reasons therefor."

2. I will be glad if you and your colleagues give the committee your fullest co-operation.

[Handwritten Signature]

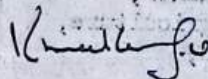
Ag. Permanent Secretary,
Ministry of Agriculture
& Natural Resources.

No. P.52/19/27.A

Ibadan 22nd March, 1958.

The Honourable the Minister of Agriculture
and Natural Resources,
Western Region,
Ibadan.

For your information.



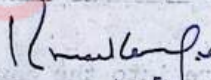
Ag. Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

No. P.52/19/27.B

Ibadan 22nd March, 1958.

The Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

For information with reference to your letter
No. HS. 4/32 of the 20th inst.



Ag. Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

25th March

8.

SECRET

K.Y.M. Mackenzie, Esq., M.B.E.,
Acting Permanent Secretary,
Ministry of Agriculture and Natural
Resources,
Western Region,
KINSHASA.

I have now been informed that the PSC have approved the translation of Monro to Local Government as P.A.S. on 1/4/58. Wilson will report to you on Monday 31st March. I regret that his present duties make it impossible for him to report earlier. Monro should show him all he can on the 31st March so that he himself can report to Ian Cameron the next morning.

I should like to hold a conference with you, and your Heads of Divisions (Agriculture, Forestry, Livestock and Administration and General) at 9 a.m. on 1st April. This will give me the opportunity of giving further explanation as to how integration is supposed to work. It will also give the principal officers of the Ministry of Finance the chance of explaining the proper relationship between the Establishments and Finance Divisions of this Ministry on the one hand, and the Administration and General Division of an integrated Ministry on the other. The conference will take place in my office.

S.O.
(S.O. Adebo)

SECRETNote

Copy sent f.i. of DPS, C/E & N Wilson.

See 2573

*Issued
JL 25/3/58*

CONFIDENTIAL

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegram : SECNAT IBADAN

Telephone : IBADAN 2134 EXT.

Your Ref.

My Ref.

Date

No. G.247/5/62

19 June, 1958.

S. O. Adebo, Esq.,
The Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

My dear Simeon,

Yesterday we discussed duties and responsibilities of the post of Under Secretary for Agriculture in this Ministry. In the light of our discussion I have prepared the attached draft memorandum. I shall be most grateful if you will be good enough to look at it and to let me know whether it meets with your approval. I know you are very busy but if I could have your reply soon it would help me.

Yours sincerely,

Permanent Secretary,
Ministry of Agriculture
& Natural Resources.

B/L

U.S./E40.

Please discuss.

See.

20/6/58

CONFIDENTIAL

✓ See 20/6

20 June 8.

CONFIDENTIAL

P.H. Balmer, Esq., O.B.E.,
Permanent Secretary,
Ministry of Agriculture & Natural
Resources,
Western Region,
Ibadan.

d/o.

Thank you for letting me see your draft note on the duties and responsibilities of the Under-Secretary for Agriculture (forwarded with your letter No. G.247/5/62 of 19th June). I have shown it to Derek. The only criticism we have is that the draft suggests that the Heads of the Divisions are responsible to the Minister through the Permanent Secretary, whereas in our view they should be responsible to the Permanent Secretary who is the officer responsible to the Minister for the administration of the entire Ministry.

I am glad that you are stressing that there is no finality in these arrangements and that you will be prepared to consider any proposals for modification, provided that the present arrangements are first given a fair trial.

I suggest you show the draft to the Minister before it is issued.

Sca
(S.O. Adebo)

P.A.

Sca
20/6

Issued.
By.
20/6.

~~CONFIDENTIAL~~

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegram : SECNAT IBADAN

Telephone : IBADAN 2134 EXT.

Your Ref.

My Ref.

Date

No. G.247/5/77.A

3 July, 1958.

S. O. Adebo, Esq.,
Permanent Secretary,
Ministry of Finance,
Western Region, Ibadan.

My dear Simeon,

Thank you for your letter No. HS.4/40 of the
20th June. I am attaching for use in your Ministry two
copies of the memorandum setting out the duties and
responsibilities of the Under Secretary for Agriculture.
This memorandum has been approved by the Hon. the Minister
of Agriculture and Natural Resources.

Yours sincerely,

P. H. Balmer.

B/L

Conf. Sect.

Pl. make a copy of this letter,
for transmission to U.S./Eto. with one copy
of the annexure.

See 3/7

~~CONFIDENTIAL~~

P.S.,
Action taken as above.
V.B. 7/58.

Duties and Responsibilities of Under Secretary for
Agriculture:

Ministry of Agriculture and Natural Resources.

The implementation on the 1st of April this year of the Government's approved integration arrangements for the Ministry of Agriculture and Natural Resources resulted in radical changes in the organisation of the Agricultural and Veterinary sections of the Ministry. The establishment and accounts branches of these two former Departments were merged with those of the Forestry and Fisheries sections of the Ministry to form an Administration and General Division, while the Extension and Research activities of the former Department of Agriculture were made into two separate Divisions of the Ministry. Finally, the Livestock activities of the Department of Agriculture were amalgamated with the former Department of Veterinary Services to form the Livestock Division of the Ministry. Each of the Divisions was given a Head charged with the duty of administering his Division efficiently and each was made responsible to the Permanent Secretary.

2. In addition to the Extension, Research and Livestock Divisions the Ministry now consists of the Forestry, Fisheries and Administration and General Divisions. The Heads of each of these six Divisions is equally responsible to the Permanent Secretary for the activities and efficient administration of his Division. In order to deal expeditiously and properly with the affairs of the whole Ministry the Government decided that the Permanent Secretary would require the assistance of an Under Secretary for Agriculture who would help him in his dealings in technical matters with the three "Agricultural" Divisions (Extension, Research and Livestock) of the Ministry. In order to achieve this objective the Under Secretary's duties are defined as follows :-

- a) to co-ordinate, scrutinise and, where necessary, process all technical papers which the Head of the three "Agricultural" Divisions need to submit to the Permanent Secretary. This does not mean that the Heads of Divisions will refer to

43

the Under Secretary for direction matters within their competence. Once a policy has been laid down it is the responsibility of the Heads of the Divisions to implement it without frequent reference to the Permanent Secretary or Under Secretary for decisions of detail on how this is to be done. It does mean, however, that policy and other technical matters of importance which require the Honourable Minister's or the Permanent Secretary's attention will be submitted by the Heads of these three Divisions in the first instance to the Under Secretary. Before Heads of Divisions put forward policy papers it would be best for them first to discuss their ideas with the Under Secretary whose greater experience will enable him to advise them on how best to approach a problem. On receipt of a Head of Division's proposals the Under Secretary will then decide whether further information is needed from that Head of Division and/or whether additional relevant facts are needed from another Division. If the Under Secretary is not satisfied with the way in which the papers which he has received have been prepared he will return them to the Head of the Division concerned stating what is required. Once the Under Secretary is satisfied with the submission he will forward it to the Permanent Secretary having processed it or added to it in whatever way he considers necessary. Any technical papers from the Honourable Minister or the Permanent Secretary requiring the attention of the Heads of the three "Agricultural" Divisions will be sent to them via the Under Secretary;

(b) to undertake specialist and technical studies. The Under Secretary may be required from time to time to undertake or prepare for the Honourable the Minister of Agriculture and Natural Resources specialist or technical agricultural - livestock studies. In order to be able to conduct these satisfactorily the Under Secretary will call upon the Heads of the three "Agricultural" Divisions to give him all the information which he needs;

3. The arrangements detailed in the previous paragraph do not mean that the Heads of the Extension, Research and Livestock Divisions are being made responsible to the Under Secretary for the administration of their Divisions. This is not the case. He is not their Head of Department. They are responsible to the Honourable Minister through the Permanent Secretary and at all times they will have the right of access to the Permanent Secretary direct, and in all matters of discipline the Permanent Secretary will have direct dealings with the Heads of Divisions. If the Under Secretary is dissatisfied with the way in which a Head of an "Agricultural" Division is submitting papers naturally he will tell him so. If he does not bring about the desired result the matter will become one requiring disciplinary action and the Permanent Secretary will then take it over.

4. In addition to the duties outlined so far in this memorandum the Government has decided that the officers in charge of the Agricultural Training Schools will be responsible direct to the Under-Secretary.

5. Normally a Head of a Division will represent his Division at meetings and conferences. For example if an Agricultural research matter has to be discussed the Head of the Research Division will be present. There may be occasions, however, where a more comprehensive view point involving more than one of the Divisions is required. At such times it is probable that the Under Secretary alone or accompanied by the Heads of the appropriate Divisions may need to be present. No hard and fast rule can be laid down covering all contingencies, each case will have to be decided on its merits.

6. This paper has been prepared in an effort to prevent possible misunderstandings arising as a result of any doubts which may exist in the minds of Officers about the status, duties and responsibilities of the post of Under Secretary for Agriculture. Experience may show that minor modifications to some parts of this memorandum may be necessary. With goodwill on all sides and once the proposals outlined above have been given a fair trial I shall be happy to consider suggestions based upon experience and designed to bring about improvements in implementing Government's prescribed policies for the Ministry of Agriculture and Na ural Resources.

P. H. Balmer,
Permanent Secretary,
Ministry of Agriculture
& Natural Resources.

SECRET

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegram : SECNAT IBADAN

Telephone : IBADAN 2134 EXT.

Your Ref.

My Ref.

Date

9 JUL

No. 61906/213

9. July, 1958.

The Permanent Secretary,
Ministry of Finance,
Ibadan.

Acting Appointments

47 I am directed to refer to my letter No. 61906/212 of 9th July, 1958 (copy attached) addressed to the Secretary of the Public Service Commission. The four officers (Messrs. Croucher, Welch, Gale and Adames) have been undertaking the full duties and responsibilities of the posts in which they have been acting since the 1st of April this year. For this reason, I recommend that they should receive in due course an acting allowance of 100 per cent of the difference between their substantive salaries and whatever salary is decided upon for the higher posts in which they are acting.

2. I have only been in this Ministry for just over three weeks and my first impression of the administrative ability of Messrs Adames and Gale to discharge the responsibilities of the offices in which they are acting is one that contains some doubts. I am not competent to comment on their technical abilities. Mr. V. Rose will take over from Mr. Gale as Chief Agricultural Extension Services Officer on the former's return from leave next month, and Mr. Adames will proceed on leave next month. This means that before either of these two officers again act in offices higher than their own (they both hold the rank of Assistant Director of Agriculture), I shall have an opportunity to assess whether or not they will be capable of discharging all the duties and responsibilities of that office. However, on this occasion, I recommend most strongly that in fairness to Messrs Gale and Adames they should receive acting allowances at a rate of 100 per cent of the difference in salaries.

P. H. Balmer
Permanent Secretary,
Ministry of Agriculture &
Natural Resources.

SECRET

No. 61906/212

9 July, 1958.

The Secretary,
Public Service Commission,
Ibadan.

Acting Appointments

48-55

I am directed to forward the attached General Forms 66 in respect of the following Acting Appointments :-

- Mr. H. H. Croucher for the appointment of Under-Secretary;
- Mr. D. H. Welch for the appointment of Under-Secretary;
- Mr. V. E. Gale for the appointment of Chief Agricultural Extension Services Officer;
- Mr. P. Adames for the appointment of Chief Agricultural Research Officer.

56-58

2. I forward herewith also Reversion papers in respect of Messrs. Willder, Gale and Smyth.

3. The delay in submitting these proposals is the result of re-organisation and integration within the Ministry of the various former departments which came within the portfolio of the Honourable the Minister of Agriculture and Natural Resources. As a result of the changes which came into effect on the 1st of April this year the posts of Under-Secretary, Chief Agricultural Extension Services Officer and Chief Agricultural Research Officer were not graded. It was decided that this could not be done until the Committee on superscale gradings had submitted its report and until the Government had decided in the light of the Report the gradings which would be given to these posts. Unfortunately it has not been possible for any announcement to be made in this matter. The continuing delay and uncertainty is proving bad for the morale and efficiency of all concerned, and it is imperative that the position should be regularised now by the publication of acting appointments irrespective of the final gradings of the posts.

4. A copy of this letter and my recommendations are being sent to the Permanent Secretary, Ministry of Finance for information. I am addressing him separately about rates of acting allowance.

Sgd. P. H. Balmer

Sept 1958

Permanent Secretary,
Ministry of Agriculture &
Natural Resources.

CONFIDENTIAL.

The Secretary, Public Service Commission,
Ibadan.

ACTING APPOINTMENT.

No. 4
Agric. Department,
Ibadan.
~~May, 1958.~~
4th July, 1958

N a m e	Rank of Officer and Department	Acting Appointment	Date of Acting Appointment	Date of Reversion to Substantive Appointment.
As G. Willder	Senior Veterinary Officer	Chief Veterinary Officer	8/10/57	31/3/58.

AG. PERMANENT SECRETARY,
MINISTRY OF AGRICULTURE AND
NATURAL RESOURCES.

CONFIDENTIAL

The Secretary, Public Service Commission,
Ibadan.

ACTING APPOINTMENT.

No. **CW1/15/**

Agric. Department,
Ibadan.

~~1st~~ **1958.**

4th JULY 1958

N a m e	Rank of Officer and Department	Acting Appointment	Date of Acting Appointment	Date of Reversion to Substantive Appointment.
V. E. Gale	Assistant Director of Agriculture; Department of Agriculture.	Deputy Director of Agriculture	22/3/58	31/3/58

AG. PERMANENT SECRETARY,
MINISTRY OF AGRICULTURE AND
NATURAL RESOURCES.

The Secretary, Public Service Commission,
Ibadan.

ACTING APPOINTMENT.

No. **61906/200**
Ag. Department,
Ibadan.
At **July 1958.**

Name	Rank of Officer and Department	Acting Appointment	Date of Acting Appointment	Date of Reversion to Substantive Appointment.
A.J. Smyth	Soil Scientist Ministry of Agriculture & Natural Resources.	Principal Research Officer	1/9/56	14/4/58
for Ag. Permanent Secretary, Ministry of Agriculture & Natural Resources.				

PSMF
...

pp 46-58

I am sorry the pp in here were filed in here by misunderstanding. You may wish to comment to SPSC. I have told him today that you have not seen them & are away till 18/7.

2. If you do not want the forms at pp 3-9 & will send them out they will be filed elsewhere.

~~h~~
18/7

conf. tel.

Pl. remove into the HS file on Agric & N. R., and resubmit.

see 15/7

P.S.N.F.

from p. 46 resubmitted, pl.

21/7/58.

See p. 60

21st
24 July, 58.

CONFIDENTIAL

The Secretary,
Public Service Commission,
Western Region,
Ibadan.

Acting Appointments: Ministry of Agriculture and
Natural Resources

With reference to letter No. 61906/212 of 9th July addressed to you by the Permanent Secretary, Ministry of Agriculture and Natural Resources, I have one comment to make. The gradings for the posts of Under-Secretary, Chief Agricultural Extension Services Officer and Chief Agricultural Research Officer are still to be settled. They will not be until Executive Council has considered the report of the Verity Committee on the grading of superscale posts. In the circumstances, if these acting appointments are to be made and published immediately for the reason stated by Mr. Balmer, the appointees must be clearly informed that their acting allowances will depend upon the gradings approved in due course by Government for the posts concerned.

2. I am sending a copy of this letter to the Permanent Secretary, Ministry of Agriculture and Natural Resources.

See
Permanent Secretary,
Ministry of Finance and
Head of the Service.

CONFIDENTIAL

No. HS. 4/60A.
Ibadan, 24 July, 1958.
21st.

Copy to:-

The Permanent Secretary,
Ministry of Agriculture and Natural Resources, Ibadan.

For information.

2. With reference to your letter No. 61906/213 of 9th July, I see no objection to your proposal that Messrs Gayle and Adames should receive full allowances on this occasion, provided it is made clear to them that this does not necessarily mean that similar rates will be payable in future.

See
Permanent Secretary,
Ministry of Finance and
Head of the Service.

CONFIDENTIAL

SECRET

61

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegram : SECNAT IBADAN

Telephone : IBADAN 2134 EXT.

Your Ref.

My Ref.

No. P.52/19/62

Date

28 July, 1958.

S. O. Adebo, Esq.,
Permanent Secretary,
Ministry of Finance,
Ibadan.

Dear Simeon,

Herewith an advance copy of the Report of the Committee of Enquiry on the Personnel Administration of the former Department of Agriculture. The final approved copies will be issued later when they have been signed by Mike Atkinson.

2. The Hon. the Minister of Agriculture and Natural Resources has seen the attached copy of the Report and he has expressed general satisfaction with the findings.

3. My first reactions are as follows:-

a) Paragraph 6 of the Report

My limited experience in this Ministry confirms the Committee's findings. In this connection you may be interested to read the attached extract from a recent meeting which I had with the Heads of Divisions of this Ministry.

b) Paragraphs 7 and 8 of the Report

I have disbanded the Committee as I did not consider it served a useful purpose. I hope that future staff relations in this Ministry will not require the creation of a Staff Liaison Committee for the reasons which brought one into being in the former Department of Agriculture.

c) Paragraph 9 of the Report

The findings of the Committee are perplexing as there is a great deal of evidence here that the vexed question of assessing the merits of American degrees was under close attention for a long time in the former Department of Agriculture. It is perhaps symptomatic that the papers were not produced and shown to the Committee.

d) Paragraph 12 of the Report

Mr. Makinde's promotion has been approved by the Public Service Commission and I have put forward proposals suggesting a date from which it should be effective.

e)/2

SECRET

e) Paragraph 14 of the Report

Public Service Commission was asked last month to interview Mr. Okori-Dougan. Since then a reminder has been issued and I have spoken to the Director of Recruitment urging him to expedite the date of the interview.

4. The points made by the Committee will be given careful attention in order to attempt to prevent any recurrence of the past unfortunate events. I would be grateful, however, for your advice on any further action which you consider necessary as a result of this report. When you have finished with this advance copy may I please have it back in order to pass it to the Secretary of the Public Service Commission for information.

Yours ever,

P. H. Balmer

(P. H. BALMER).
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

B/L

29/7/58

ARCHIVES OF

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X

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X

63

Meetings of Heads of Divisions with their Field Officers

4. The Permanent Secretary considered that as a result of Constitutional and other changes in the organisation of Government there now appeared to exist a feeling of uncertainty in the Staff. Before integration specialist and professional officers knew their Heads of Departments. It was now most important that Heads of Divisions should fill the gaps left by the disappearance of the former Heads of Departments posts. In order to foster a contented service each Head of Division should try to arrange to meet his staff regularly to discuss problems which might be causing worry or uneasiness. Also, each Head of Division should bring to the notice of the Permanent Secretary as soon as possible any personnel matter that might have repercussions, or in which early action by the Permanent Secretary might help an officer.

29 July, 58.

SECRET

P.H. Balmer, Esq.,
Permanent Secretary,
Ministry of Agriculture
and Natural Resources,
Ibadan.

d/o

P-61

With reference to your letter No.P.52/19/62 of 28th July, I return the advance copy of the Report of the Committee of Enquiry. I shall be glad if you will let me have in due course a copy after signature by all concerned.

I suggest that you do nothing until your Minister returns from leave, that you then bring the Report to his notice, ^{and} say that you will be taking action in the light of the criticisms and recommendations in the Report to promote improvements in the personnel administration of the Ministry as a whole, but that, in view of the fact that Mr. Croucher has since retired, you propose to take no action in regard to him other than to forward him a copy of the Report for such comments as he may wish to make.

S.O.
(S.O. Adebo)

Issued
H/307.

SECRET

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegram : SECNAT IBADAN

Telephone : IBADAN 2134 EXT.

Private Mail Bag 5007

Date

PERSONAL.

Your Ref.

My Ref.

No. 61906/231.

2nd August, 1958.

S.O. Adebo, Esq.,
Permanent Secretary,
Ministry of Finance,
Ibadan.

My dear Sir,

As a result of our discussion yesterday morning I have prepared the attached draft letter to send to Gale. As I do not want to put my foot in it when dealing with a delicate matter such as this, I shall be grateful if you will be good enough to look at the draft and to let me know whether it has your approval.

2. It is not possible to give detailed firm dates for Aribisala's leave as he will be on a four months' visit to the United States sponsored by the U.S.I.S.. He is now awaiting notification from the U.S.I.S. of his actual date of departure in September from Nigeria.

As sent,

Pedro

FAA:

SECRET

SECRET

4 August 8

d/o

P. 65

Your letter No. 61906/231 of 2nd August about Gale. Your draft (returned herewith) seems to me to meet the case. I suggest you let the Public Service Commission see it before issue.

sea

(S.O. Adebo)

P.H. Balmer, Esq.,
Permanent Secretary,
Ministry of Agriculture
and Natural Resources,
Western Region,
IBAD. N.

SECRET

revised
lll
4/8

ARCHIVES OF OYCSAC

SECRET

4 AUG

67

Private Mail Bag 5007.

No. P. 52/19/71.

4 August, 1958.

The Chairman,
Public Service Commission,
Western Region,
Ibadan.

Sir,

Committee of Enquiry: Personnel
Administration of the Department of Agriculture

Reference my letter of 15th March, 1958, I am directed to forward the attached copy of the Report of the Committee of Enquiry on the Personnel Administration of the Department of Agriculture. I am informed that the original copy of the Report signed by all members of the Committee will be available shortly, but that it varies in no way from the attached copy.

2. This copy of the Report is submitted for your information as I do not propose taking action on the Report at present. On his return from leave I shall place the Report before the Honourable the Minister of Agriculture and Natural Resources advising him at the same time that I am taking note of the Committee's criticisms and recommendations in order to ensure that the future personnel administration of the Ministry of Agriculture and Natural Resources is maintained at a high standard. I propose adding that I am sending Mr. Croucher, who has now retired, a copy of the Report for such comments as he may wish to make.

3. I shall be grateful if you will confirm that my proposals meet with your approval and that you do not wish any other action to be taken in this matter.

4. The Head of the Civil Service is aware of my intention and a copy of this letter is being sent to him for information.

I am, Sir,

Your obedient servant,

(Sd/-) R. H. BALMER

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

FAA:

The Permanent Secretary,
Ministry of Finance,
Ibadan.

No. P. 52/19/71A.

Ibadan 4 August, 1958.

67 "A"

For your information, please reference Secret & Personal correspondence
Adabo - Balmer of 29th July (No HS 4/64). P.H. Balmer

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

SECRET

See p. 71
p. 87

578/58

P. A. 578

68

SECRET

7 August,

58.

The Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Ibadan.

Mr. V.E. Gale - Asst. Director of
Agriculture

With reference to our conversation (Balmer/Rosser) of the 4th August, the draft letter addressed to Mr. Gale has been seen by the Commissioners.

2. Regulation 21 of the new Public Service Commission Regulations states as follows:-

"Where a public office which is one of a number of such offices has been abolished but one or more such offices remain the appropriate officer shall make his recommendations with reasons therefor as to which substantive holder of such office shall have his appointment terminated to the Secretary and the Commission shall make its recommendations thereon to the Governor".

3. It is expected that the new regulations will be made by His Excellency within a few days, and the Commissioners have agreed that this case of abolition of office should be considered under the terms of Regulation 21.

4. I should be grateful if you would submit for the Commissioners' consideration your recommendations in accordance with the terms of this Regulation.

5. A copy of this letter goes to the Permanent Secretary, Ministry of Finance.

(Sgd.) T. N. Rosser

Secretary,
Public Service Commission.

See pp. 80-82

P.t.o.

69
No.S.326/3.

Ibadan, 11. August, 1958.

Copy to:-

The Permanent Secretary,
Ministry of Finance, and
Head of the Service,
Western Region,
Ibadan.

For information with reference to your demi-official letter No.HS.4/66 of 4th August addressed to Mr. Balmer in which you suggested that the draft letter to Mr. Gale should be shown to the Commission.

2. The procedure laid down by Regulation 21 follows the practice in Ghana.

[Signature]
Secretary,
Public Service Commission.

See p. 89
ARCHIVES

[Signature]
7/8

70

7th August, 58.

The Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Western Region,
Ibadan.

Acting Appointments

47 I am directed to refer to your letter No.61906/212 of 9th July, 1958, and inform you that His Excellency, on the recommendation of the Commission, has approved the acting appointments proposed. Gazette action will be taken by this office.

2. May I remind you of the terms of the Permanent Secretary, Ministry of Finance's letter No.HS.4/60 of 21st July, 1958, addressed to me and copied to you, regarding acting allowances?

(Sgd) T. N. Rosser
Secretary,
Public Service Commission.

CONFIDENTIALNo.286/3/1/22A.

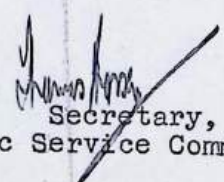
Copy to:

Ibadan. 7th August, '58.

The Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

For information with reference to your letter No. HS.4/60 of 21st July, 1958, In approving these appointments His Excellency observed:

" I hope that everything possible will be done to expedite decisions on the Verity report. Delay in grading senior posts must inevitably cause some confusion and loss of efficiency which we can ill afford in the midst of so much reorganization".


Secretary,
Public Service Commission.

CONFIDENTIAL

7 AUG 1958

recd 8/8

Private Mail Bag 5007.

No. P.52/19/73.

8 August, 1958.

Dr. S.O. Biobaku,
Chairman of the Committee of Enquiry into the
Personnel Administration of the Department of Agriculture,
c/o Premier's Office,
Western Region,
Ibadan.

Sir,

31 I am directed to refer to Mr. S.O. Adebo's secret letter No. 4/31 of the 20th of March, addressed to you and to say that now that I have had an opportunity of examining the Report of the Committee of Enquiry into the Personnel Administration of the former Department of Agriculture I would like to thank you and the Members of your Committee for the careful manner in which you conducted the enquiry. To do so must have made heavy demands on your time - a commodity which is very valuable and in short supply amongst senior Government officials. I hope that by following the Committee's recommendations it will be possible to maintain and improve personnel relations in the Ministry of Agriculture and Natural Resources, and in this way to create a high standard of morale amongst its staff.

I am, Sir,

Your obedient Servant,

(Sgd.) P. H. BALMER

(P. H. Balmer).

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

No. P.52/19/73A.

Ibadan. 8 August, 1958.

Copy to:-

✓ Permanent Secretary,
Ministry of Finance,
Ibadan.

67 For information reference my letter No. P.52/19/71A of the 4th of August, 1958.

12/8
FAA:

P.H. Balmer
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

SECRET

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegram : SECNAT IBADAN

Telephone : IBADAN 2134 EXT.

Private Mail Bag 5007.

Date

Your Ref.

My Ref.

No. 61906/235.

// August, 1958.

D. H. Welch, Esq.,

P. Ademes, Esq.,

V. E. Gale, Esq.,

Ministry of Agriculture and Natural Resources,
Western Region,
Ibadan.

Sir,

Acting Appointment

I am directed to inform you that the Secretary, Public Service Commission, has notified me that His Excellency has approved the recommendation of the Commission that you should act in the appointment of

1. Under-Secretary for Agriculture;
2. Chief Agricultural Research Officer.
3. Chief Agricultural Extension Services Officer.

A Gazette Notice of this effect will be published shortly.

2. In notifying you of the approval of this acting appointment I have been instructed to inform you that until the gradings of superscale posts have been approved by the Government the amount of acting allowance to which you will be entitled cannot be determined now as it will depend upon the grading of the post in which you are acting.

I am, Sir,

Your obedient servant,

(Sgd.) F. H. BALMER

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

FAA:

P.T.O.

SECRET

73

SECRET

No. 61906/235A.

Ibadan. // August, 1958.

Copy to:-

The Secretary,
Public Service Commission,
Western Region,
Ibadan.

Overleaf for information reference paragraph 2 of your letter
No. 286/3/1/22 of the 7th of August, 1958.

70

(Sgd.) P. H. BALMER

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

No. 61906/235B.

Ibadan. // August, 1958.

Copy to:-

✓ The Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

221 AUG
12 AUG

Overleaf for information reference your endorsement
No. HS.4/60A of the 21st of July, 1958.

9/12/58

P. H. Balmer

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

SECRET

SECRET & PERSONAL.

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence on this subject to :

THE PERMANENT SECRETARY

Your Ref.

My Ref. P.52/19/75.



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegrams : PERMNAT IBADAN

Telephone : IBADAN 2134 (P.B.X.)
2212

Date 12 August, 1958.

W.St.P.M.Hancock, Esq.,
Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

My dear Sir,

75-78 Will you please refer to paragraph 1 of Simeon Adebo's secret letter No.HS.4/64 of the 29th of July, addressed to me. I have now received the signed original copy of the Report of the Committee of Enquiry and attached for your information and retention is a copy of the Report.

2. Once the Honourable the Minister of Agriculture and Natural Resources returns from leave action as proposed by Simeon will be started.

Yours ever,

Peter

FAA:

(P.H.Balmer).

SECRET

25th July, 1958

The Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Western Region,
Ibadan.

Sir,

Committee of Enquiry:
Personnel Administration of the Department of Agriculture

We have the honour to submit the following report in pursuance of the instructions contained in the Permanent Secretary, Ministry of Finance's letter No.HS.4/31 of the 20th of March, 1958.

2. Our terms of reference were as follows:-

- "(1) to enquire into the personnel administration of the Department of Agriculture over the last three years;
 - (2) to advise as to whether or not there have been, and if so what, deficiencies in the personnel administration of the Department, and as to who have been responsible therefor;
 - (3) to examine specifically the cases of the four officers referred to by the Honourable the Minister of Agriculture and Natural Resources in his said letter to his Permanent Secretary;
- and (4) to submit a report to the Permanent Secretary, Ministry of Agriculture & Natural Resources, setting out the Committee's findings and the reasons therefor."

3. We met on a number of occasions between 17th April and 16th June, 1958, during which period the following documents were examined:-

- (a) the relevant Departmental files;
- (b) the files of the Establishments Division of the Ministry of Finance for the four officers specifically mentioned in our terms of reference.

The Public Service Commission declined to make their files, in respect of the said four officers, available to us. These records were, however, inspected in the office of the Commission by the Chairman.

4. On the 8th and 14th May, evidence was heard from Mr. H. H. Croucher and from two members of the Staff Liaison Committee, namely -

Mr. A. Trueblood, Principal of the School of Agriculture,
Moor Plantation.

Mr. T. S. B. Aribisala, Acting Principal Agricultural
Officer.

5. Our findings are as contained in the following paragraphs.

6. On the question of the general personnel administration of the Department, we find that there have been deficiencies in staff relations arising from lack of contact between Headquarters and officers in the field. In this respect, it is considered that full advantage was not taken of personal contacts between officers.

7. We feel that the Departmental authorities themselves were not unaware of this failing, and the Staff Liaison Committee appears to have been set up with the object of improving matters. This was a good idea, but composition of the Liaison Committee was not properly conceived and the whole project was not pursued with sufficient vigour.

8. In particular, we have the following criticisms to make of the arrangements for the operation of the Liaison Committee:-

- (a) The members were nominated instead of being elected by the officers they were supposed to represent.
- (b) The procedure for convening the Committee was unsatisfactory and inadequate.
- (c) The meetings of the Committee were held infrequently and the staff gained the impression that they were "being put off".

9. The question of the qualifications of Specialist Officers has clearly been a source of discontent amongst Agricultural Officers for some time. Whilst fully understanding the very proper desire of the Department to maintain high standards, we have gained the impression that the attitude of the Department towards Universities outside the United Kingdom

has tended towards insularity. We found no evidence that the question of the relationship between holders of United Kingdom degrees and graduates of other Universities had ever been referred to an independent authority and consider that this should have been vigorously pursued (and, if not subsequently done, should now be done). We are also of the opinion that the qualifications required by Specialists might have been more clearly defined.

10. The responsibility for these failings must undoubtedly rest with the Head of the Department. However, Mr. Croucher's way, particularly with regard to personal contacts, may not have been made easier in that he was appointed to his post from outside Nigeria, which probably made him deficient in the kind of personal interest in professional matters to which the staff had been accustomed in former Directors.

11. The cases of the four officers specifically mentioned in our terms of reference are now dealt with individually.

12. Mr. Makinde.

This officer was passed over for an acting appointment only because it was a "stop gap" appointment, and it would have meant removing him from an area where he was doing good but not outstanding work. This appears reasonable. Had the matter been explained personally to him, (and an officer of his seniority might well have expected such an explanation), it is thought that he might have accepted the position without complaint. It is understood that he has since been promoted to the substantive grade of a Senior Agricultural Officer.

13. Mrs. Remi Agoro.

In view of her past record, the reluctance of the Department to re-employ her is understandable. There appears to have been an administrative failure in the procedure of re-appointing her, but

5778

this is considered to be the result of muddle and not deliberately intended. Mrs. Remi Agoro has since been re-employed in the Department and posted to Ibadan.

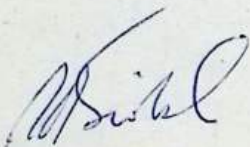
14. Mr. Okori-Dougan.

The Department originally recommended a salary of £600 for a temporary appointment. The matter had to be referred to the Establishments Division of the Ministry of Finance and they approved £450 pending the finalisation of a scheme of service for Development Officers. Because Mr. Okori-Dougan's usefulness to the Department was based purely upon experience outside this country, it was more difficult to assess his salary than that of Mr. Priddy who had been in the Department before. We have been unable to ascertain whether the Department or the Establishments Division of the Ministry of Finance was responsible for the reduction in salary, but we feel the Departmental authorities might have exerted themselves more on behalf of some one for whom they had a specific use.

15. Mr. Ilamogunniyi.

We are not competent to assess his qualifications, but it appears to us that he has not been fairly assessed and we consider that it would have been better to have sought an opinion from an independent authority on this point. Having offered him an appointment as Agricultural Superintendent, it is our view that the offer should have been honoured in its original terms even though, due to a regrading of the post, Mr. Ilamogunniyi's remuneration would have been at a much higher rate than originally intended. The Public Service Commission, the Establishments Division of the Ministry of Finance and the Department would seem, from the limited evidence available to us, to be jointly responsible in this respect.

We have the honour to be, Sir,
Your obedient Servants,



(S. O. Bjobaku)
CHAIRMAN

(M. C. Atkinson)
MEMBER



(P. K. Bond)
MEMBER

13th August, 58.

P.H. Balmer, Esq., O.B.E.,
Permanent Secretary,
Ministry of Agriculture
and Natural Resources,
Western Region,
IBADAN.

No

P. 74
P. 75-78

Thank you for your letter No.P.52/19/75 of the 12th
of August and for the copy of the report of the Committee
of Enquiry which you sent with it.

Your second paragraph is noted.



(W.St.P.M. Hancock)

Issued
13/8.

ARCHIVES OF OYSCAC

No. CW.1/15/181.

Private Mail Bag 5007.

14 August,

58.

The Secretary,
Public Service Commission,
Western Region,
Ibadan.

Mr. V.E. Gale - Assistant Director of Agriculture

68 I am directed to refer to your letter No. S.326/2 of the 7th of August, 1958, and to say that the position regarding the abolition of the offices of Assistant Director of Agriculture is as follows. Prior to the integration of the Ministry of Agriculture and Natural Resources there were five Assistant Directors in the former Department of Agriculture. They had been appointed for the following purposes :-

Assistant Director of Agriculture (Cocoa) - Originally in-charge Cocoa Division, subsequently as general adviser on and supervisor of Cocoa matters.

Assistant Director of Agriculture (Training) in-charge Staff Training Schools.

Assistant Director of Agriculture (Extension) in-charge Extension Branch.

Assistant Director of Agriculture (Investigation) in-charge Investigation Branch.

and Assistant Director of Agriculture (Relief) - to relieve the Deputy Director of Agriculture when the latter was on leave or relieving the Director of Agriculture. This officer was subsequently used in a temporary manner as an Assistant Director of Agriculture (Headquarters and Special Duties).

The officers holding the posts of Assistant Director of Agriculture (Cocoa) and Assistant Director of Agriculture (Training) (Messrs Hadland and Reed) have retired under the interim lump sum compensation scheme. The remaining three Assistant Directors of Agriculture are still in the service.

2. When early in April this year Executive Council approved the integration proposals and the estimates for the Ministry of Agriculture and Natural Resources (it is understood that these estimates have still to be placed before the Legislature for formal approval), the following posts were created as the senior posts in the Agricultural Divisions of the Ministry :-

- a) Under-Secretary for Agriculture
- b) Chief Agricultural Extension Services Officer
- c) Chief Agricultural Research Officer
- d) Chief Livestock Officer

These four posts replaced the eight posts of Director of Agriculture, Deputy Director of Agriculture, five Assistant Directors of Agriculture and Chief Veterinary Officer for which no financial provision has been made in the 1958-59 Estimates.

It was accepted by the Integration Committee and the Executive Council that the post of Chief Livestock Officer would be filled by a Veterinary Officer. This meant that three former Assistant Directors of Agriculture were available to fill the two posts of Chief Agricultural Extension Services Officer and Chief Agricultural Research Officer (Mr. D.H. Welch, Deputy Director of Agriculture, is acting as Under-Secretary for Agriculture). Of the three officers concerned Mr. P. Adames had been appointed an Assistant Director of Agriculture as a result, it is understood, of a request which had been submitted to the Secretary of State asking for the recruitment of an officer to fill the appointment of an Assistant Director of Agriculture who would be in charge of Research. For this reason, Mr. Adames was deemed as the most suitable Assistant Director of Agriculture to act in the post of Chief Agricultural Research Officer.

3. Mr. Rose was appointed Assistant Director of Agriculture to take charge of the Extension Branch of the former Department on the 20th of September, 1956 while Mr. Gale had been appointed Assistant Director of Agriculture and was temporarily posted to special duties in Headquarters on the 1st of October, 1956. In the circumstances Mr. Rose is considered to be the more suitable officer to act in the appointment of Chief Agricultural Extension Services Officer and a request for approval for him to be allowed to do so on his return from leave on the 20th of August is being put forward separately.

4. Until the Executive Council approves gradings for the superscale posts in this Ministry I cannot put forward recommendations for the substantive appointment of any officers to the following posts:-

- a) Under-Secretary for Agriculture,
- b) Chief Agricultural Extension Services Officer,
- c) Chief Agricultural Research Officer,
- d) Two Principal Agricultural Officers,
- e) a Principal Research Officer,
- f) the Chief Livestock Officer.

It is not known when the Executive Council will take a decision on the Verity Report on Superscale Gradings. Meanwhile the above-mentioned posts are being filled on an acting basis. In the circumstances the alternative left to me is to pay Mr. Gale from a holding post and, since the Permanent Secretary, Ministry of Finance will not agree to him being used as an officer on special duties, to offer him an opportunity to discharge on a temporary basis the duties and responsibilities of a Principal Agricultural Officer during the period of Mr. T.S.B. Aribisala's leave which is due to begin next month.

5. A copy of this letter is being sent to the Head of the Service with a request for direction and approval for the action proposed in paragraph 4 above.

(Sgd.) P. H. BALMER

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

PAA:

82

No. CW.1/15/181A.
Ibadan. 14 August, 1958.

Copy to:-

The Permanent Secretary,
Ministry of Finance,
(for attention of the Head of the Service, please),
Ibadan.

Overleaf for your information and approval please as requested in paragraph 5 of my letter overleaf addressed to the Secretary of the Public Service Commission. His Secret letter S.326/2 of the 7th of August addressed to me and copied to the Permanent Secretary, Ministry of Finance refers.

Subd. 687/69
15/8/58

P.H. Balme

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

PSMF

U.S.(E+O)

Any comments?

U.S.(E+O)

Have you any comments #1?

16.8.58

See p.83

H.S.

P.S.M.F. —

82.

The proposal concerning Mr. Gale appears to be consistent with the tenor of the papers in 1318/1 "Proposal to create post of officer on Special Duty - Ministry of Agriculture & Natural Resources", which Mr. Adebo submitted to H.M.F. For ease of reference I copy below Mr. Adebo's minute and H.M.F.'s comment:-

"H.M.F.

From p.1. Because of the reduction in the number of Group 7 agricultural posts caused by integration, Mr. Gale, a substantive Assistant Director of Agriculture, is surplus for requirements in that grade. Mr. Balmer, the Permanent Secretary of the Ministry, suggests that a Special Duty post in Group 7 should be created to accommodate him.

2. Mr. Balmer discussed with me before he wrote, and I said I would give his proposal sympathetic consideration. I am afraid that, after the most careful consideration, I do not find my way clear to recommending the proposal. The cut in the number of Group 7 agricultural posts was a deliberate operation, made in the light of the volume of duties requiring to be performed, and agreed by H.M.A.N.R. and yourself (as you will recall) after the fullest discussion. As Mr. McGrath points out in paragraph 3, p.2., it could hardly have been contemplated that one of the deleted posts would be restored in this way.

3. Accordingly, I seek your approval to reply that it is not considered that a sufficient case has been made out for a Special Duty post, and that the position must be faced that the post held by Mr. Gale has been abolished and there is not available a post of corresponding status which can be offered to him."

(S.O. Adebo) 25/7/58.

"P.S.M.F.

Agreed as above.

(J.A.O.O.) 28/7. "

2. I shall be glad if 1318/1 may return to me in due course.

(F. D. McGrath)
Ag. U.S.E.O.

18 August, 1958.

File 200.
S.H.
17/8

19 August, 58.

The Permanent Secretary,
Ministry of Agriculture
and Natural Resources,
Western Region,
IBADAN.

Mr. V.E. Gale - Assistant Director of Agriculture

82 I refer to your endorsement No.CW.1/15/181A of the 14th of August and the memorandum to the Secretary, Public Service Commission on the subject of Mr. V.E.Gale, Assistant Director of Agriculture. I approve the course of action proposed in paragraph 4 of the memorandum under reference on the understanding that the arrangement will not make it impossible for Mr. T.S.B. Aribisala to return to the post of Principal Agricultural Officer after his leave.

Issued
19/8.

Sgd: S.O. Biobaku
Secretary to the Premier
and Executive Council &
Acting Head of the Service.

SECRET

No.HS.4/84A

A

Ibadan. 19 August, 1958.

Copy to:-

The Secretary,
Public Service Commission,
Western Region,
IBADAN.

80 For information, with reference to letter No.CW.1/15/181 of the 14th of August, addressed to you by the Permanent Secretary, Ministry of Agriculture and Natural Resources.

Sgd: S.O. Biobaku
Secretary to the Premier
and Executive Council &
Acting Head of the Service.

Issued
19/8.

SECRET

Imp. 90

CONFIDENTIAL

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Telegram : SECNAT IBADAN
Telephone : IBADAN 2134 EXT.

Private Bag No. 5007

Date 16 August, 1958

Your Ref.

COPY

My Ref.

No. FC. 2374/122

The Secretary,
Public Service Commission,
Ibadan.

118 AUG

Mr. A.J. Smyth, Promotion to post of
Senior Scientist (Soils)

I am directed to recommend that Mr. A.J. Smyth be promoted to the rank of Senior Specialist (Soils) for which there is a vacancy under Head 328 sub-head 1(49) of the 1958/59 Estimates.

2. Mr. Smyth is a Scientific Officer in the Colonial Research Service. He was appointed to this Ministry on 6th November, 1952, in the capacity of a Specialist Officer (Soils) even though his conditions of service as a member of Colonial Research Service remained unaffected. In my letter No. FC. 2374/120 of 12/8/58, I have requested that he be offered transfer to the post of Specialist Officer (Soils) on the pensionable establishment of the Western Region Public Service.

3. Mr. Smyth is a fully qualified Specialist Officer (Soils) and has put in a total of almost 6 years service. He has acted both for the Senior Specialist (Soils) and the Principal Research Officer on a number of occasions and has performed these duties satisfactorily.

4. Mr. Smyth is the senior of the only two officers at present working as Specialist (Soils) in this Ministry. There is therefore no supersession involved.

5. A copy of this letter has been sent to the Permanent Secretary, Ministry of Finance.

Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

CONFIDENTIAL

P.T.D.

86

CONFIDENTIAL

No. FC.2374/122A

Ibadan: 16 August, 1958.

The Permanent Secretary,
Ministry of Finance,
Ibadan.

Copy for information.

Off Ala
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

H. 9/8/58.

CONFIDENTIAL

ARCHIVES OF SOAC

CONFIDENTIAL

87

No.P.52/19/79.

Private Mail Bag 5007.

18 August,

58.

Dr. S.O. Biobaku,
Chairman of the Committee of Enquiry into the
Personnel Administration of the Department of Agriculture,
c/o Premier's Office,
Western Region,
Ibadan.

Sir,

I am directed to refer to paragraph 15 of the Report of the Committee of Enquiry on Personnel Administration into the former Department of Agriculture, and to say that the Secretary of the Public Service Commission has advised me that the Commissioners have asked that you should be notified that when Mr. Ikumogunniyi's case was being considered by the Public Service Commission the Commissioners recorded that they had been embarrassed by the lack of a clear policy directive from this Ministry.

2. A copy of this letter is being sent to the Head of the Service for information.

I am, Sir,

Your obedient servant,

(Sgd.) P. H. BALMER

(P.H.Balmer).
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

FAA:

Copy to:-

No.P.52/19/79A.
Ibadan. 18 August, 1958.

The Permanent Secretary,
Ministry of Finance (for the attention of Head of the Service, please),
Western Region,
Ibadan.

For your information with reference to my endorsement
No.P.52/19/71A of the 4th of August, 1958.

P.H. Balmer
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

from p. 85 - subd. 1/19/11

87 A

cc pA

cc
P.H. Balmer
18/8/58

88

cc (Mr Dawson)

PA.

6/7

ARCHIVES OF OYSCAC

COPY.

No.S.326/15.

89

SECRET

29 August, 58.

The Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Western Region,
Ibadan.

Mr. V. E. Gale:
Assistant Director of Agriculture.

p. 80
I am directed to refer to your letter No.CW.1/15/181 of 14th August, 1958, and say that the Commissioners accept the fact that you will not be able to make recommendations for substantive appointments to the posts in question until Executive Council has approved the gradings. The Commissioners would be glad if you will submit your recommendations as soon as you are in a position to do so.

2. With reference to your paragraph 4, the Commissioners do not wish to comment on your proposals regarding Mr. Gale's duties or the vote from which he should be paid, since they consider these matters do not come within their purview.

(Sgd.) T.N. Rosser.
Secretary, Public Service Commission.

SECRET

No.S.326/16.

Copy to:

Ibadan. 9th Sept., '58.

The Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

p. 69
For information with reference to my endorsement
No.S.326/3 of 7th August.

[Signature]
Secretary,
Public Service Commission.

Its. Subtd. pl. I have
placed a copy at b.
of file 25723 attd.

[Signature]
9/9/58.

[Signature]
9/9

SECRET

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Telegram : SECNAT IBADAN
Telephone : IBADAN 2134 EXT.

Private Mail Bag 5007.

Your Ref.

My Ref.

Date

No.CW.1/15/192.

18 September, 1958.

The Head of the Civil Service,
c/o Permanent Secretary,
Ministry of Finance,
Ibadan.

Mr. V. E. Gale: Assistant
Director of Agriculture.

p. 91
I am directed to refer to your letter No.HS.4/84 of the 19th of August, and our conversation (Biobaku/Balmer) of the 13th of September. In the light of the discussion I have addressed Mr. V.E. Gale in the terms of the attachment to this letter.

2. It now appears unlikely that I shall be in a position to put forward recommendations to the Public Service Commission for substantive appointments to the Superscale Posts of Under-Secretary for Agriculture, Chief Agricultural Extension Services, and Chief Agricultural Research Divisions until the National Council on Establishments has examined and approved this Government's proposals for superscale gradings. Also, it seems to be unlikely that the National Council on Establishments will be able to make any pronouncement in this matter until perhaps February next year. In the circumstances, I shall be faced with the same problem regarding Mr. Gale as soon as Mr. Aribisala returns from the United States in January, 1959.

3. I am bringing this matter to your attention now so that it can be examined in good time as it is most unfair to Mr. Gale that he should continue to be moved from one post to another through no fault of his own. Unless it is agreed that he can be used as an Officer on Special Duty from the time that Mr. Aribisala returns to duty early next year until the decision of the Public Service Commission about abolition of office has been made, I can see no other alternative at present but to continue to treat Mr. Gale in this unsatisfactory manner.

4. I shall be grateful for your further advice in this matter.

P.H. Balmer

(P.H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

FAA:

SECRET

CONFIDENTIAL

91

Private Mail Bag 5007.

No. CN. 1/19/191.

18 September, 1958.

V. E. Gale, Esq.,
Assistant Director of Agriculture,
Ministry of Agriculture & Natural Resources,
Ibadan.

Sir,

I am directed to confirm the verbal notification which I gave you on the 2nd of September that as Mr. W. V. Rose is assuming the duties and responsibilities of the office of the Acting Chief Agricultural Extension Services Officer I now wish you to take over from Mr. Aribisala and to discharge the duties and responsibilities of Principal Agricultural Officer (E). When Mr. R. Rowe returns from leave next month, the Chief Agricultural Extension Services Officer wishes him to gain experience as Principal Agricultural Officer (E) until Mr. Aribisala returns from leave early next year. You will probably have to undertake the duties of Principal Agricultural Officer (West) for this period but I will notify you definitely later.

2. As a result of the integration of the former Department of Agriculture within the framework of the Ministry of Agriculture and Natural Resources your appointment of Assistant Director of Agriculture (Relief or Headquarters - the exact designation is not clear), Group 7, no longer exists insofar as there are any duties attached to it. Although in the current estimates there is a post of Assistant Director of Agriculture, which is a holding post, there is no suitable Group 7 or higher appointment in the present organisation of the Ministry to which you can be posted in either an acting or substantive capacity. My proposal to create a post of Officer on Special Duty has not been approved and the only alternative for employing you is to call upon you to discharge the duties of a Principal Agricultural Officer in the Extension Division until further notice. It is appreciated that you are a Group 7 officer and that the present gradings of these two posts are below Group 7. There will not, however, be any question of varying your present substantive salary.

3. These arrangements are necessary as interim measures until the Government approves gradings for the new posts in the Ministry which have replaced the superscale posts in the former Department of Agriculture. Although I have made the strongest representations that this should be done as a matter of urgency I cannot give you any indication of when a decision will be made as the grading of superscale appointments affects a number of other Ministries as well as this one.

I am, Sir,

Your obedient servant,

(Sgd.) P. H. BALMER

CONFIDENTIAL

(P. H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources

SECRET

92

cc (H Dawood) /
Pr file
24/9

No. FC.970/26.

Private Mail Bag 5007.
23 Sept.,

58.

The Secretary,
Public Service Commission,
Ibadan.

Mr. P. Adames
Assistant Director of Agriculture:
Request to Retire

p.94
I am directed to forward for your information and consideration the attached copy of a letter which I have received from Mr. P. Adames, Assistant Director of Agriculture. In this letter Mr. Adames asks to be permitted to retire under abolition of office terms.

p.80
H. 95-97
p.47
2. In my secret letter No. CWL/15/181 of the 14th of August concerning Mr. V.E. Gale, Assistant Director of Agriculture, I set out the position in this Ministry regarding Superscale Appointments. Mr. Adames was transferred to Western Nigeria from Sierra Leone in October, 1956. In his Despatch No. 237 of the 30th of July, 1956, addressed to His Excellency the Governor, Sir John Rankine, K.C.M.G., (endorsed to me under your cover of your letter No. 4939/7 of the 17th of August, 1956), the Secretary of State stated that he had selected Mr. P. Adames for transfer on promotion as an Assistant Director of Agriculture. In correspondence, however, with Mr. G.W. Nye, the Secretary of State's Adviser on Agriculture (copies attached) the former Director of Agriculture (Mr. H.H. Croucher) made it clear that he wished Mr. Adames to be appointed to the post of Assistant Director of Agriculture (Investigation) and to be in charge of the Investigation Branch of the Department. Mr. Adames, in fact, started to discharge the duties of that post from the time of his arrival in Western Nigeria until the former Department of Agriculture disappeared as a result of integration on the 1st of April this year. From that date Mr. Adames acted in the appointment of Chief Agricultural Research Officer (please see my letter No. 61906/212 of the 9th of July and your reply No. 286/3/1/22 of the 7th of August) until he proceeded on leave at the end of last month.

3. I found it necessary to inform Mr. Adames in July that I was not satisfied with the manner in which he was discharging his administrative responsibilities and that when the time came for me to make recommendations for substantive appointments to the superscale posts in the Ministry, I would not be able to recommend him for appointment to the post of Chief Agricultural Research Officer owing to his lack of administrative ability. I made it clear to Mr. Adames that I was not in a position to comment on his technical ability, but that I considered that whoever occupied the post of Chief Agricultural Research Officer would have to be a man who could discharge efficiently the administrative responsibilities attached to the post. My further experience of Mr. Adames subsequent to my discussion with him in July confirmed my original assessment that he was not of the administrative calibre to be appointed as head of the Research Division.

4. Mr. Adames is junior to Messrs D.H. Welch and W.V. Rose and I do not consider that he would be suitable for substantive appointment to either of the superscale posts in which they are acting, and for which they will have to be considered for substantive appointment when it is possible to do so.

...../2.

See p. 104

SECRET

- 2 -

5. In the Research Division of this Ministry the post next in seniority to that of Chief Agricultural Research Officer is the Principal Research Officer. This post is now graded as a Group 8 appointment. The Ministry recommended to the Verity Committee on Superscale Appointments that this post should be upgraded to Group 7. It is understood, however, that the Committee did not support the recommendation.

6. In the circumstances outlined in this letter, and if the Public Service Commissioners accept the views which I have put forward, there will not be a Group 7 or higher appointment which can be offered to Mr. Adames once action has been taken to fill the present vacant superscale appointments in this Ministry.

7. Mr. Adames arrived in Western Nigeria on the 17th of October, 1956, and he does not appear to be an officer entitled to retire under the Lump Sum Compensation Scheme. Secondly, he will reach the age of 45 years on the 13th of December this year, i.e. before the expiration of his present leave. In the light of these facts, I shall be grateful for advice on how to reply to Mr. Adames' letter to which I have referred in paragraph 1 of this letter.

8. Copies of this letter are being sent to both the Head of the Service and to the Permanent Secretary, Ministry of Finance, for information.

(Sd/-) P. H. BALMER

(P.H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

FAA:

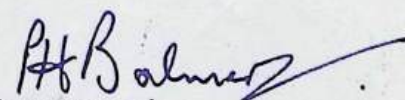
No. FC. 970/26A.
Ibadan. 23 Sept., 1958.

Copy to:-

✓ The Head of the Civil Service,
Western Region,
Ibadan.

The Permanent Secretary,
Ministry of Finance,
Ibadan.

For information.


(P.H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.


- 2/9

94
COPI.

Mount
Fulborough
Sussex

Sept 1st. 1958

The Permanent Secretary,
Ministry of Agriculture & N.R.
Ibadan.

Sir,

With effect from Oct. 1st 1956, I accepted the offer of appointment as an Assistant Director of Agriculture in the Western Region Department of Agriculture.

2. Since then, owing to "integration", the Department of Agriculture has ceased to exist, and likewise the post to which I was appointed.

3. I now find myself acting as Chief Agricultural Research Officer, a post which appears to be equivalent to that of a Departmental Head under former circumstances, but with no supporting headquarters staff.

4. This is a position that I did not contemplate when accepting the offer of my substantive appointment, and I am not prepared to accept such a post under such conditions.

5. Since my substantive post has ceased to exist, and as there is no equivalent post in the new organisation, I shall be grateful if I may be permitted to retire from the service of the Western Region under the conditions appropriate to abolition of office, with effect from the expiry of my present vacation leave.

(Sgd.) P. Adames.

Ag. Chief Agricultural
Research Officer.

COPY

95

EXTRACT

No. CW10/2/

CONFIDENTIAL.

20th April, 1956.
Headquarters Office,
W.R. Dept. of Agriculture,
Moor Plantation,
Ibadan,
Nigeria.

Dear Nye,

X

X

X

4. While on the subject of staff matters I understand that Adames is prepared to accept transfer as Assistant Director. I am most anxious for him to come soon. My difficulties in controlling and stimulating investigational work are being increased by the transfer of our administrative headquarters away from the specialists at Moor Plantation to the main Ministry building. I do hope that the difficulties which Greaves's departure from Sierra Leone may have created will not hinder or delay his transfer.

X

X

X

Yours sincerely,

(Sgd.) H.H. Croucher.

G.W. Nye, Esq., C.M.G.,
Assistant Agric. Adviser to
Secretary of State for the Colonies,
Colonial Office,
Great Smith Street,
London, S.W.1.

96
CONF.

EXTRACT.

No. CW10/2/91.

CONFIDENTIAL.

10th July, 1956.
Headquarters Office,
W.R. Dept. of Agriculture,
Moor Plantation,
Ibadan,
N I G E R I A.

Dear Nye,

Appointment of Assistant Director of Agriculture.

X

X

X

3. We have not had final confirmation about Adames for Assistant Director of Agriculture (Investigations), although I understand from Sierra Leone that he is all set to come here. I would like him to arrive as early as possible in September, if that could be arranged without undue inconvenience to Sierra Leone. Jones does not appear to be unduly disturbed at losing him. He realises that it is in Adames' interest and that if the more senior officers in Sierra Leone are to get promotions, it must in the majority of cases be on transfer.

Yours sincerely,

(Sgd.) H.H. Croucher.

G.W. Nye, Esq., C.M.G., O.B.E.,
Colonial Office,
Sanctuary Buildings,
Great Smith Street,
London, S.W.1.

COPY.

No. CWL/114

4 August, 1956

Headquarters Office,
W.R. Dept. of Agric.,
Moor Plantation,
Ibadan, Nigeria.

CONFIDENTIAL.

Dear Nye,

You mentioned that Adames may be coming out some time in September to take up his duties as Assistant Director of Agriculture (Investigation). I should be most grateful if you could possibly give me an expected date of arrival as I have contingent leave arrangements to finalise.

Yours sincerely,

(Sgd.) R. S.

for H.H. CROUCHER.

G.W. Nye, Esq., C.M.G., O.B.E.,
Colonial Office, Sanctuary
Buildings, Great Smith Street,
LONDON, S.W.1.

SECRET

6 October, 58

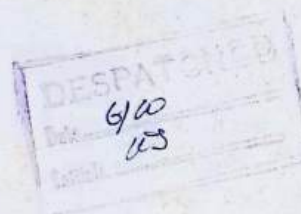
The Permanent Secretary,
Ministry of Agriculture
and Natural Resources,
Western Region,
Ibadan.

Mr. V.E. Gale: Assistant
Director of Agriculture

P.90

build/ I am directed to refer to your letter No.CW.1/15/192 of 18th September, 1958, in which you requested my further advice in the matter of securing a satisfactory posting for Mr. Gale. You suggest that Mr. Gale might be used as an Officer on Special Duty from the time that Mr. Aribisala returns to duty early next year. In order to assist with consideration of this proposal, I should be grateful if you indicate in detail such duties as Mr. Gale would be expected to perform and for what period.

Sgd: S. O. Biobaku
Secretary to the Premier
and Executive Council &
Acting Head of the Service.

SECRET

CS
PA
G
6/10

SECRET

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence on this
subject to :

THE PERMANENT SECRETARY

Your Ref.

My Ref. No.P.92/19/95.



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Telegrams : PERMNAT IBADAN
Telephone : IBADAN 2134 (P.B.X.)
2212

Private Mail Bag 5067.
Date 6 October, 1958

The Head of the Service,
c/o Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

Sir,

Committee of Inquiry : Personnel
Administration of the Department of Agriculture

I am directed to refer to your letter No. HS.4/64
pp. 100-102 of the 29th of July, and to forward for your information
the comments of Mr. H. H. Croucher, formerly Director of
Agriculture, on the Report of a Committee of Inquiry into
the Personnel Administration of the Department of Agriculture.

2. The Honourable the Minister of Agriculture and
Natural Resources has seen and noted Mr. Croucher's comments
on the Report. The Minister does not consider that any
further action is necessary in the light of these comments.

I am, Sir,

Your obedient Servant,

P. H. Balmer

(P. H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

SECRET

FAA:

Hy 7/10/58

34. Wantage Rd.
Wallingford,
Berks.
20 September 1958.

The Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Ibadan
W. Region, Nigeria.

I beg to acknowledge your Secret Memorandum Ref. No. P52/19/83 dated 12 Sept 1958 enclosing a copy of the Report of the Committee of Enquiry: Personnel Administration of the Department of Agriculture.

2. I beg to make the following comments which, you will appreciate, are made without having immediate reference to papers and files.

3. It would appear that the Committee in making a number of their statements and particularly those in par. 10 have not taken fully into consideration the several major changes in administrative procedure which have occurred in the past few years among which are (a) the general Government procedure in dealing with personnel problems, and (b) the re-organisation of the Dept. of Agriculture.

Under the earlier and traditional organisation the Head of a Department had almost autonomous jurisdiction over the affairs of his staff subject to general approval by the Colonial (or Chief) Secretary and the Governor with the Treasurer advising on any financial aspects. Now, the main authority is exercised by a combination of the Public Service Commission, the Establishment Branch of the Ministry of Finance and the Director of Recruitment. Although in theory these authorities have merely replaced the previous ones, in practice the change has greatly reduced the personal effect of a Head of Department. To enable Directors of Agriculture to have time to consider and deal with the broader aspect of policy and administration, the responsibility for the detailed administration of personnel matters has, in all modern Dept. of Agriculture (prior to the introduction of any integration system), been placed with the Deputy. This was in operation in the Western Region prior to re-organisation and was in the main continued. This statement is made in no way with the purpose of diminishing the responsibility of the Director in personnel matter which rests fully with him, but as an indication of the trend under which the Director has, of necessity, much reduced personal contact with staff in so far as their personal affairs are concerned. Nevertheless I have always ensured that I was kept fully informed of personnel matters and no decision or step of any importance was taken without the fullest discussion with me. Such discussions have in fact occupied a very considerable amount of time. Moreover, every member of staff however junior has had the right of access to me to discuss personal problems and no request has ever been refused nor the fullest hearing given.

4. It is possible that many members of staff may not be aware because of the confidential nature of the issues, of the battles which have been waged on their personal or general behalf with other authorities. Situations sometime became confused and long delay occasioned by the frequent changes in administrative staff in the sections of Government dealing with personnel matters. These have been most frustrating to the responsible members of Departmental staff and to the individual members concerned.

5. The statement suggesting that conditions obtaining in other territories are basically different from those in Nigeria and that circumstances in Nigeria are unique in respect of these matters is of course without foundation. It is an outlook which is known to be fostered in some sections of the Nigerian Service..

6. With regard to the operation of the Departmental Liaison Committee, it was appreciated that it did not provide the perfect solution. Service consideration was given to re-organising it on the basis of a Whitley Council which appeared to be the best alternative. Long experience of Whitley Councils has shown that they seldom provide the solution to such situations (with the possible exception in the United Kingdom although recently even there confidence in them has been disturbed) and they often create more problems than they solve. It is admitted that more frequent meetings could have been held with advantage or, for example, regular quarterly meetings held, but the very great and continuous pressure of immediate work on all head office senior staff obviated this. At the same time it must be recorded that any member of the Committee could request a meeting at any time.

7. With reference to par. 9, the qualifications for the normal Specialist Post have long been clearly defined on a United Kingdom basis. The Committee apparently was unaware of the very great amount of official and personal enquiry on the relative value of U.S.A. degrees which was undertaken both on general and personal issues. As the problem is one affecting other territories than Nigeria, the Scientific Adviser to W.A.I.F.S. following representation from the Director of Agriculture made special attempts to obtain an assessment. His result supported previous experience of others that there is the greatest difficulty in getting anyone to commit themselves in writing on this matter in respect of any particular University. Worthwhile and reliable assessment can be obtained only confidentially by personal contacts and by direct independent assessment of the training and ability of the individual. The latter must be the final criterion for any appointee. The possession of a degree or diploma does not (or should not) alone qualify anyone for an appointment automatically. Both of the cases arising, of which one is referred to in the report, were explored exhaustively. The standard of documents and theses available was assessed by qualified officers independent of the Department and furthermore the techniques and ability were assessed similarly by independent officers. It was with consideration of these independent views that any action taken was based. The statement suggesting that no independent assessment was attempted is incorrect.

8. Mr. Makinde was made fully aware of the reasons why he was not transferred temporarily to another station to act in a senior post and that no succession was involved.

9. The Committee's investigations have drawn attention to the fact that the Government system of personnel administration which has operated in the past few years has been unduly cumbersome. It has involved three entities each of which in its own phase could have what was in effect an overriding decision in respect of individual officers and each of which had, in abnormal cases, to be persuaded that the Department submission was correct and the most satisfactory. Few persons other than those senior officers directly involved can appreciate the additional time-consuming work and frustration to which the system has given rise. The situation was not helped by the fact that certain officers in the Establishments branch of the Ministry of Finance and the Director of Recruitment have been asked to undertake an impossible task in that they were expected to assess the relative professional qualifications, training and experience of the whole wide range of professional officers in the Government Service, and have been required to be critical of proposals put forward.

forward by senior professional officers. The change in the past few years from the earlier system of decentralisation in these matters to one of almost complete centralisation has resulted in a system which would be difficult to operate even with the highly specialised administrative officers of long experience. It is to be hoped that the present proposals to decentralise administrative action and responsibility into the respective Ministries will be fully implemented for they can do much to obviate the recurrence of the circumstances which gave rise to the appointment of the Committee.

10. I have commented at some length and trust that my comments will assist in obtaining constructive results from the work of the Committee.

11. I consider it unfortunate that the Committee did not see its way to discuss with me more fully many of the matters on which they have commented when it would have been possible to have given more detail than is possible here. I appeared before the Committee on one occasion only and then I had no advance information, other than their terms of reference, of the lines their investigation was to take or of the particular cases they had been asked to investigate.

12. It is most regrettable that certain members of staff chose to approach the solution of their grievances or those of their fellow members, by 'back door' methods rather than through official or semi-official channels and I trust that, in the interest of building up a strong and efficient Nigerian Civil Service, such cases which may arise in the future will be severely dealt with.

13. In conclusion, I wish to reaffirm that I have always taken the strongest personal interest in the problems of my staff and particularly my Nigerian Staff and had a full knowledge and assessment of the capabilities of all individual Nigerians on the Senior Staff. All action and decision I have taken have been based on the objective of building up a strong, competent and reliable professional service in the Ministry of Agriculture for the future when it will be composed entirely of Nigerians.

H. H. Croucher.

cc (Mr Dawodu) *[Signature]*

Please h-u pp-99-102 k

Adabo on his return.

[Signature]
Ag HS
7/10.

os.
PA
[Signature]
17/10

ARCHIVED

SECRET

20 October

58.

The Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Western Region,
IBADAN.

Mr. P. Adames, Assistant Director of Agriculture: Abolition of Office

p.92
I am directed to refer to your secret letter No.PC.970/26 of 23rd September, 1958, and say that Mr. Adames's letter has been considered by the Commissioners in consultation with the Acting Head of the Service and a representative of the Ministry of Finance. The Commissioners are agreed to advise that since the post of Assistant Director of Agriculture ceased to exist on 1st April, 1958 and since you will not be able to recommend Mr. Adames for appointment to an equivalent post, his post has been abolished and he is entitled to retire on abolition of office terms.

2. A copy of this letter is being sent to the Acting Head of the Service and to the Permanent Secretary, Ministry of Finance, for information.

T. N. Rose.

Secretary,
Public Service Commission.

SECRET

P.T.O.

SECRET

No. S. 322/18

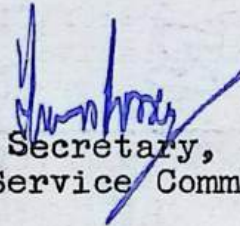
Copy to:

Ibadan. 24. October, '58.

The Secretary to the Premier
and Executive Council and Acting
Head of the Service,
Western Region,
Ibadan. ←

The Permanent Secretary,
Ministry of Finance,
Western Region,
Ibadan.

For information.

29/10/58

Secretary,
Public Service Commission.

SECRET

1
HS.
J. i.
29/10/58
2
CL (In Darwood)
Seen; pa.

20/11
21/10

3
HS.
To see pp. 99-102, p

4/11

500 4/11

FA

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence on this subject to :

THE PERMANENT SECRETARY

Your Ref.

My Ref. No. ADC.1/335.



REGIONAL HEADQUARTERS
IBADAN, NIGERIA

Telegrams : PERMNAT IBADAN
Telephone : IBADAN 2134 (P.B.X.)
2212

Date 18 November, 1958.

PERSONAL.

Chief S.O. Adebo,
Permanent Secretary,
Ministry of Finance and
Head of the Service,
Western Region,
Ibadan.

My dear Simon,

In my personal letter No. ADC.1/298 of the 5th of November I mentioned that I would be writing to you about a number of major issues.

2. From what you told me when I was posted to this Ministry and from my discussions with Chief Akin Deko on arrival I obtained the impression that you were both profoundly dissatisfied with the manner in which the Ministry was operating. As a result of integration on 1st April and considerable staff changes in the Agricultural Divisions, as well as the upheaval which had occurred when the Administration and General Division was created this Ministry had become "sick", and the manner in which it operated in Ibadan left a great deal to be desired. This at any rate was my appraisal of the situation.

3. I hope that the hard work of every-one in the Ministry in recent months and their acquisition of experience during this period is bringing about an improvement in the situation. I must, however, give warning now that in achieving any improvements which may have been made in the last four months a very heavy toll has been taken of the energies of all the senior officers in the Ministry inclusive of myself. I have already mentioned to the Minister recently that I cannot continue at the present rate, especially as I can see my burden of responsibility for the efficient execution of business increasing daily.

4. In order to enable this Ministry to function with a modicum of efficiency the senior officers who work in it are stretched to the limit. Super-imposed on their day-to-day tasks is the very necessary desire of the Minister to revise policy and to introduce measures which will lead to rapid improvements in the agricultural economy of Western Nigeria. With this aim in view a draft policy paper has been prepared (you have a copy of it). I think that you should know that I had to draft the policy paper drawing on information where I could find it. If I had waited for the technical officers to put forward their sections of the paper it would still be a figment of the imagination. You also have my proposals for the subsidy scheme for the spraying of cocoa. These have been evolved after many hours of meetings all of which I have had to attend and conduct. I have mentioned to you the possibility that policy in the matter of swollen shoot may have to be revised very soon. This is another matter that will take a great deal of my time. Apart from these preparatory time-consuming exercises, if the Ministry is to play the constructive part which it must in the future economy of Western Nigeria, the responsibilities which will fall upon me to ensure the efficient execution of policy are bound to increase.

5. So that all officers in the Ministry both at Headquarters and in the field should play their part whole-heartedly in future development I have taken a special interest in personnel matters as I was only too well aware from gossip and from my own observations before I came to the Ministry of the low state of morale of many officers. I hope that there has been an improvement, but if there has it has only come about as a result of much time and effort on my part which I could ill afford.

6. I do not want you to think from the tone of this letter that the other senior officers in the Ministry are not contributing all that they can to the cause. I am encouraged and assisted by the work in the Forestry Division, and in the Extension Division now that Rose is back and Rowe and Aribisala have been promoted things are beginning to hum. The Research and Livestock Divisions exist more on paper than in reality and they are a liability at present. The Schools Division is a constant source of worry and it is going to need special attention in the near future. The Fisheries Division is small and competent in a limited fashion. The Administration and General Division has done a good job and Wilson has worked very hard. However, both he and his assistants lack experience and much of my attention is taken up in advising and guiding their activities.

7. I have told both Chief Akin Deko and yourself that I accept the view that the present organisation of the Ministry should be given a year's trial, but I want to make clear now that at the end of the year, i.e. in April next year, I will be putting forward a very strong case for staff increases. Some of these will affect the duties of the Permanent Secretary. Although in ideal circumstances the Permanent Secretary should not require special assistance circumstances here are not ideal. Far too much of my precious time is taking up with dealing with almost routine matters. Some of these I have tried to pass to the Assistant Secretaries in the Administration and General Division, but I am loath to deal with them direct as it disrupts their work and it gives a wrong impression of the position of the Senior Assistant Secretary. Equally it is wrong to direct such matters to the latter as his desk will become even more over-loaded than is the case at present.

8. Apart from the personal difficulties which face me there are two more general matters to which I have referred briefly in conversation with you. These are in connection with the financial and establishments procedures of the Government. Now that this Ministry has an Establishments and Finance Officer (the Senior Assistant Secretary) it should be possible for the rigid control which your Ministry has quite rightly established in the past in these matters to be relaxed. It is my impression that far too much time and energy is being spent in both the Ministry of Finance and in this Ministry in exchanging letters and obtaining approval for financial and establishment matters which cannot be classified as having policy implications. In order to overcome this bottleneck and to give all officers better opportunities for dealing thoroughly with major matters, I would suggest that in financial matters greater powers of virement should be conferred upon Permanent Secretaries. Secondly, the approval of all allowances for motor vehicles and motor cycles should be vested in the Ministries. The Ministry of Finance will lay down the rules and it is up to us to follow them or else get sacked if we do not. Finally, as many minor establishment matters as possible should be left in the hands of individual Ministries provided any changes which may be made during any one financial year do not affect policy nor any Ministry's overall expenditure on personal emoluments. Perhaps at the start a ceiling should be fixed so that when any such new powers are conferred on Permanent Secretaries for staff matters they would only extend to officers and classes where the salaries did not exceed a certain level (£744 per annum?).

Contract
taken for

further

action by

MS/F and

MS/E & O.

See.

27/11/58

9. 7 I apologise for burdening you with this letter and the problems that it contains. I think that you know that I enjoy constructive work but unless something is done soon to rectify a situation which is becoming intolerable the results can only be unfortunate if not disastrous. Once you have had a chance to consider this letter perhaps we could discuss the points that I have raised.

With all good wishes,

As ever,

P. H. Balmer

(P.H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

FAA:

see P. 111

19 November

8.

PERSONAL

P.H. Balmer, Esq., O.B.E.,
Permanent Secretary,
Ministry of Agriculture &
Natural Resources,
Ibadan.

d/o

PP 106-8

I am very grateful for your letter
No. ADG.1/335 of the 18th November. I hope
to be able to find time either towards the
end of this week or some time next week
to discuss the very useful proposals put
forward therein.

Soa.

(S.O. Adebo)

Permanent Secretary,
Ministry of Finance &
Head of the Service.

Issued

19/11

A.U. 25711/58

Soa.

ARCHIVES

SECRET

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence on this subject to :

THE PERMANENT SECRETARY

Your Ref. HS.4/109.

My Ref. No. ADG.1/464.



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegrams : PERMINAT IBADAN

Telephone : IBADAN 2134 (P.B.X.)
2212

Private Mail Bag 5007.

Date 11 December, 1958.

PERSONAL.

Chief S.O. Adebo,
Permanent Secretary,
Ministry of Finance and
Head of the Service,
Western Region,
Ibadan.

my Dear Simeon,

p.106 I am sorry to return to the matters raised in my personal letter No. ADG.1/335 of the 18th of November, and our subsequent discussion on the 25th of November. I am compelled to do so as a result of the urgency of the situation.

2. You are aware that Mr. Welch has retired. Mr. A. Trueblood has also given notice stating that he wishes to retire next February. The departure of Mr. Welch means that a further appreciable burden will descend upon my shoulders, particularly as there is not anyone suitable to be appointed to act as Under-Secretary. Rose is the only possibility, but I am strongly opposed to moving him at this time from the Extension Division.

3. You will remember that we spoke about the decision to abolish one post of Assistant Secretary within this Ministry. The decision was made before I came to the Ministry but I believe that as an act of grace you had allowed this Assistant Secretary post to remain in the Administration and General Division for one year. I think that you should know that Wilson is very heavily burdened. If you have an opportunity I would like you to discuss with him direct the weight of work with which the Administration and General Division has to contend. Although I have promised not to start agitating for changes in the organisation and structure of this Ministry until the Integration proposals have been able to run for a year I view with alarm the possibility of the Ministry losing an Assistant Secretary post on the 1st of April next year. If the Administration and General Division of this very large Ministry is to function efficiently it needs to be reinforced rather than to be stripped of administrative class staff. As regards personalities I have a high opinion of Boyo, but I feel that Akintola is weak and should be replaced if you could spare a stronger Assistant Secretary to deal with the Finance schedule of the Ministry. Spielberg is a problem that I wish to discuss with you as soon as you can spare the time. I am coming to the conclusion that he needs an immediate transfer to another Ministry.

4. In discussing these matters at this juncture we are all handicapped because Reynolds has not been able to devote enough time to the examination of the Ministry and to preparing a report on how it is operating and on how it can be made more efficient. He has made visits to this Ministry from time to time since August, but he tells me that pressure of other work continues to prevent him from completing his study and report. As a result some of our establishment Advance Proposals cannot be considered this year. I wonder whether it would be possible for you to direct him to complete his examination of this Ministry as a matter of priority? I am anxious that Reynolds should complete a detailed and thorough inquiry into this Ministry and I have asked him to let me know at any time what assistance he needs from me to be able to do this. If he can devote himself to

...../2.

SECRET

SECRET

112

- 2 -

PERSONAL.

Agriculture and Natural Resources next month this will be of benefit to everyone.

5. This is largely an interim letter to let you know how concerned I am about the efficiency of the Ministry and to ask for your help in the first step of arranging for an expert to examine and report on it urgently.

As ever,

P. H. Balmer

(P.H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

FAA:

SECRET

ADC.1/464

HS.4/113

11 December, 1958

P.H. Balmer, Esq., O.B.E.,
Permanent Secretary,
Ministry of Agriculture & Natural Resources,
Ibadan.

d/o

Thank you for your letter (No.ADC.1/464) of 11th December, 1958, about the Staff situation in your Ministry. I was, in fact, hoping to discuss with you at an early date the moves that we might make in consequence of the departure of Welch. If you can come along at 9 a.m. on Saturday, December 13th, we can go over this and the other matters raised in your letter. P. III

I suggest you bring Wilson along as well. I want to ask him a question or two concerning his side of the Ministry, and I want you to be there when I put my questions. I am also asking Reynolds to be present so that we can deal properly with the question of his study and report on your Ministry.

Sca

(S. O. Adebo)

Issued
JL
11/12.

27
20.
Bu. 13.12.58

Conf Cl.
Meeting held. Minutes
are being prepared by SAs (Agric).
K. J.

13/12

SECRET

MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

Please address all further correspondence on this
subject to :

THE PERMANENT SECRETARY

Your Ref.

My Ref. No. 61905/227.



REGIONAL HEADQUARTERS

IBADAN, NIGERIA

Telegrams : PERMNAT IBADAN

Telephone : IBADAN 2134 (P.B.X.)
2212

Private Mail Bag 5007.

Date 19 December, 1958.

The Permanent Secretary,
Ministry of Finance
and Head of the Service,
Western Region,
Ibadan.

Superscale Appointments - Ministry of Agriculture
and Natural Resources

115-116 I am directed to forward for your information and such
action as you may wish to take a copy of a letter which I have
addressed to the Secretary of the Public Service Commission
putting forward recommendations for filling superscale vacancies
in this Ministry.

2. The Honourable the Minister of Agriculture and Natural
Resources is aware of my recommendations.

Confcl

on file, pl.

Clc.

FAA:

22/12

P.H. Balmer

(P.H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

SECRET

HS. Subtd. pl 22/12/58

No.61905/225.

Private Mail Bag 5007.

19 December,

58.

The Secretary,
Public Service Commission,
Western Region,
Ibadan.

Superscale Appointments - Ministry of Agriculture
and Natural Resources

I am directed to refer to paragraph 4 of my secret letter No.CW1/15/181 of the 14th of August, and to the recent decision of the Executive Council to grade the undermentioned posts in this Ministry as follows :-

- | | |
|---|----|
| 1. Under-Secretary for Agriculture | 5A |
| 2. Chief Agricultural Extension
Services Officer | 6 |
| 3. Chief Agricultural Research Officer | 6 |
| 4. Chief Livestock Officer | 7 |

2. Now that gradings having been made for the above-mentioned posts I wish to submit the following recommendations for substantive appointments to be made to fill the vacancies which exist.

(a) Under-Secretary for Agriculture:

Mr. D.H. Welch is the senior officer at present in the service of this Government who is entitled to be considered for promotion to the post of Under-Secretary for Agriculture. Mr. Welch was appointed Deputy Director of Agriculture on the 6th of January, 1955. Subsequently he has acted as Director of Agriculture twice, as well acting as Under-Secretary for Agriculture from the 5th of June until the 11th of December when he proceeded on leave having given notice of his intention to retire at the end of his present leave (please see letter No.P.25723/192 of the 3rd of December, addressed to you by the Permanent Secretary, Ministry of Finance). On the grounds of seniority and service Mr. Welch is worthy of promotion to the office of Under-Secretary for Agriculture. However, as I have already stated in my recent confidential report on Mr.D.H. Welch, I have some doubts about his complete suitability for the post. Mr. Welch is an officer of ability, but unfortunately his obsession with detail prevents him from submitting clear concise recommendations on matters of policy. Despite this weakness and the knowledge of his impending retirement I feel compelled to recommend Mr. Welch for consideration for promotion to the post of Under-Secretary for Agriculture. If it is decided to accept my recommendation the appointment should be with effect from the 1st of April, the date on which the post was created. Between the 1st of April and the 5th of June Mr. H.H. Croucher, Director of Agriculture (now retired), acted in the post of Under-Secretary for Agriculture. For some of this period Mr.Welch was on leave, for the rest of it he was in Nigeria on special duty.

- 2 -

(b) Chief Agricultural Extension Services Officer:

The senior officer in the service of the Government holding a Group 7 appointment as Assistant Director of Agriculture is Mr. W.V. Rose. Although this is only Mr. Rose's second tour in Western Nigeria he came to the country as Assistant Director of Agriculture (Extension) and he is senior to the other Assistant Director of Agriculture, Mr. V.B. Gale. In the short time that I have worked with Mr. Rose he has impressed me as being an officer of considerable ability who is eminently fitted to fill the post of Officer-in-Charge of this Ministry's Agricultural Extension Division. Mr. Rose appears to have a sound technical knowledge of his subject as well as administrative ability. Furthermore, he is a hard-working officer who is able to achieve results. I unhesitatingly recommend his promotion with effect from the 1st of April this year.

(c) Chief Agricultural Research Officer:

There is no officer in the service of the Government who is qualified to be considered for promotion at present to this post. I shall be addressing you in due course about filling the post from outside the service of the Government of Western Nigeria.

(d) Chief Livestock Officer:

Mr. A.G. Willder had acted as the Chief Veterinary Officer for Western Nigeria until the post was abolished on the 31st of March this year and replaced by that of Chief Livestock Officer. He acted in the latter capacity until he proceeded on leave at the end of August. Mr. Willder is professionally qualified as a veterinarian. In the period in which I worked with Mr. Willder he showed that he would be capable of discharging satisfactorily the duties of the Chief Livestock Officer. Not only is he hard-working, but provided he can be given reasonable supporting staff Mr. Willder appears to be capable of developing the animal husbandry resources of Western Nigeria. I recommend his promotion with effect from the 1st of April, the date upon which the post of Chief Livestock Officer came into being.

3. I am addressing a copy of this letter to the Head of the Service in order to enable him to comment on these recommendations if he wishes to do so.

(Sgd.) P. H. BALMER

(P.H. Balmer),
Permanent Secretary,
Ministry of Agriculture
and Natural Resources.

FAA:

117

23 December, 1958.

HS. 4/117.

SECRET

The Secretary,
Public Service Commission,
Ibadan.

Copy to:-

The Permanent Secretary,
Ministry of Agriculture &
Natural Resources,
Ibadan.

Superscale Appointments - Ministry of
Agriculture and Natural Resources

With reference to letter No. 61905/225 of 19th December addressed to you by the Permanent Secretary, Ministry of Agriculture and Natural Resources, I wish to comment only on the recommendation regarding the post of Under-Secretary for Agriculture. In view of the fact that Mr. Welch has already given notice of retirement, I am unable to support his candidature for this post. The Commission will recall, in this connection, the case of Mr. Gunton whose promotion to a post of Permanent Secretary had actually been recommended to His Excellency before his intention to retire was known; the recommendation was not proceeded with.

CSA
Permanent Secretary,
Ministry of Finance &
Head of the Service.

SECRET

*Issued
23.12.58*

P.A.
CSA
23/12/58

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