

OYO STATE COUNCIL FOR ARTS AND CULTURE

CULTURAL CENTRE ROAD, MOKOLA,
IBADAN NIGERIA

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	FILE NO.	VOLUME NO.
	SUBJECT : MINISTER of TRADE AND INDUSTRY (E.W.S Team Report)	
	CLASS MARK CAC 1.4.1	
	PIECE/SERIAL NO.	

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File Title

MINISTRY OF TRADE AND INDUSTRY

(This volume contains the copy of C.W.S. Team Report)

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SUMMARY OF RULING

RULING
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1 =

P.S.M.T.I.

A few days ago you handed to me a copy of the Report (revised version) submitted by a Mission of the Co-operative Wholesale Society Ltd. on their enquiry into the organisation, working, and financial conditions of the Co-operative Supply Association Ltd. of Western Nigeria. You directed my attention to the passages in Appendix 5 of the Report, and in Appendix 6, in which adverse comments were made by the Mission on the conduct of a senior officer of the Co-operative department of this Government.

2. I have read the passages in question and I agree that they call for action on our part. The first step will be to give to the officer against whom the allegations are made, a copy of the relevant passages in the Report and to ask for his explanation. What further steps should be taken after that will depend upon the nature of that explanation.

3. However, we cannot proceed, even to call for an explanation, until we know what the Minister of Trade & Industry proposes to do with the Mission's Report. No doubt you will keep me informed of developments.


(S.O. Adobo)

P.S.M.F.

30 November, 1957.

SECRET

0.144/41

2

SECRET & PERSONAL

11 February,

58

The Secretary,
Public Service Commission,
IBADAN.

Mr. O. Bateye -

Deputy Registrar of Co-operative Societies

I have to report that serious allegations have been made against Mr. O. Bateye, (Deputy Registrar of Co-operative Societies) which are embodied in a report on the workings of the Co-operative Supply Association Limited prepared recently by a C.W.S. team of three persons from the United Kingdom. The enquiry by the team was authorised by the Hon. Minister of Development early in 1957 in order to improve the efficiency of the Association.

2. I attach for your information :-

(1) "A" Copy of C.W.S. Team report

(2) "B" Reply by Mr. Bateye

(3) "C" Covering letter from the Registrar (Mr. Price)

(4) "D" Letter from this Ministry

(5) "E" Reply by Registrar (Mr. Price)

(at b.c.)
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3. The particular allegations against Mr. Bateye are contained in Appendix 5 and 6 of the Report. Page 14 (end of first paragraph) and page 31 (last paragraph) are also relevant. The criticisms against this officer are by no means precise or detailed; but on the hand the insinuations are couched in such strong terms that it cannot go unnoticed by the Public Service Commission.

4. The matter requires particularly urgent consideration because Mr. Price, the present Registrar, departs on leave and final retirement on March 25th next. A relief for him therefore must be appointed before this date.

....5/2

SECRET

3

5. Mr. Bateye was seconded as General Manager of the Co-operative Supply Association from its inception in 1954 until August 1956. The general inference of the Team's remarks against him is that he used his position as General Manager to permit large and unsecured credit facilities (£30,000) to the Ikeja Building Society through which Mr. Bateye himself built a house worth £8,000 although the original estimate was £1,920 only.

6. Mr Bateye's contentions are briefly that :-

- (a) A loan of £10,000 was being negotiated by the Co-operative Bank to the Society, and on the strength of this the Building Society was allowed credit with C.S.A.
- (b) The extra cost of his house was the fault of the Architect and Building Department.

7. It will be noted in Mr. Bateye's letter (Annexure "B") that he makes a very offensive and malicious attack on his Head of Department Mr. Price, who of course had no hand whatever in the preparation of the team's report. His remarks about Mr. Price appear to be wholly unjustified.

8. It also transpires that Mr. Bateye is not only heavily indebted to the Ikeja Building Society to the extent of £7,834, but also owes a further £727 to the C.S.A. (as at 31/12/57). I have therefore asked Mr. Price to take action under C.O. ch202 (c) and to obtain a statutory declaration from Mr. Bateye to disclose all his liabilities. This will be forwarded to you as soon as received.

9. Apologies are offered for the length of the enclosed documents but there is no alternative but to forward all of them for perusal by the Commission in order to determine at an early date :-

- (a) Whether any disciplinary enquiry should be undertaken against Mr. Bateye, and
- (b) How far this matter will affect the appointment of a successor to Mr. Price as Registrar.

10. I should add that the Registrar requires formal appointment by H.E. the Governor under paragraph 3 of the Co-operative Societies Law, No.6 of 1953.

11. A copy of this letter is being sent to the Permanent Secretary, Ministry of Finance for his information.

J. D. HAMILL

Acting Permanent Secretary,
Ministry of Trade & Industry.

JDH/MO

REF. NO. S.144/43/A

IBADAN. 11th February, 1958

Copy to :-

The Permanent Secretary,
Ministry of Finance,
IBADAN.

For information.

J. D. Hamill

Acting Permanent Secretary,
Ministry of Trade & Industry.

JDH/MO

The Permanent Secretary,
Ministry of Trade and Industry,
Western Region,
Ibadan.

Thro' The Registrar of Co-operative Societies,
Co-operative Headquarters,
Western Region,
Ibadan.

C.W.S. Team Report on the C.S.A. Limited.

With reference to your Secret and Personal letter S.29/1/214 of 19th December, you will remember that I was in your Office between 12 Noon and 1.00 p.m. on Monday, 27th December. I returned to my Office at about 1.30 p.m. to find a letter duly endorsed to me by Mr. Price asking for the submission of my comments by the 30th of December, that is, within three working days of the Christmas week. In the meantime, Mr. Price had left for Lagos to return on Saturday 28th, and I had to care to remove and carry away with him every file that came of use to me for reference purposes, including the C.S.A. Meetings files and most especially the file of the Ikeja Co-operative Building Society. When it is considered that Mr. Price has had this Report for weeks and must know from the contents the records I would require for my explanation, his behaviour must elicit surprise. I am, however, not surprised that he should have tried to obstruct me in order to protect my good name and incidentally that of the Co-operative Department as well, since he has done his utmost to discredit both of them at the time the fear of retirement possessed him about two years ago. What really amazes me is that he should have carelessly given away in this manner after very cleverly concealing his intentions for so long.

2. Right from the time the idea of an expert team to advise on the C.S.A. was mooted - I was partly instrumental in this - Mr. Price's behaviour became queer. I asked him for particulars and the terms of reference so that I could prepare a memorandum on behalf of the Department, or alternatively as the first General Manager of the Association, but he turned a deaf ear. Rather, he issued instructions stopping me from opening Confidential mail and thereafter kept everything secret from me. Considering that I am Deputy Registrar (entitled by my post to know what is going on in any Co-operative Society) and also the architect and founder of the C.S.A. which places me in the best position to explain plans and methods, I was completely mystified by Mr. Price's action in keeping the processes of the investigation secret from me, moreso, as it has now turned out, he had also put my character on trial. What could be the possible motive behind this? Was it the well-being of the Co-operative Movement, or of the C.S.A., or of the Co-operative Department? Certainly not. Or was this a deliberate effort to get the Team misled for purpose of personal benefit? Anyway, the result of his action is that no authoritative and comprehensive memorandum was available to the Team who, on account of this failure, said that they had to rely on "verbal information... of a conflicting nature" (see page 2 of the Report) for their conclusions. And the outcome: everybody, including the Minister and the Department, has come in for criticism, except of course, himself and one or two fellows who would appear to have been the instruments used for the execution of this evil plan.

3. By the confession of the Team, the Report is self-condemned from the start, but I have other condemnations of it too. I have a very strong objection to the method adopted by the Team to conduct their enquiries which enabled one person to accuse another in his absence and without his knowledge, giving room for all sorts of

of false information to be aired without check; the team then relying on their observations, acquired during their short stay in the country, to form a judgment. This seems to me extremely ridiculous and leads one to the inevitable conclusion that opinions, expressed by the Team which were based on these false informations must be extremely unreliable and that those pertaining to me who was the main target, were nothing short of Mr. Price's private wishes, carried out and expressed by proxy.

4. I also have an objection to the composition of the Team. On the technique to be adopted for the organisation of Co-operative Consumers Societies, I have a fundamental disagreement with the C.W.S., which is known to the whole of the Co-operative world. It is well-known that the C.W.S. method prepared by a C.W.S. Team in 1949 after a visit to West Africa (including Nigeria) is the opposite of the technique sponsored by me and accepted by the Regional Government and Legislature for the development of Consumers Co-operation in the Western Region of Nigeria, since the change of constitution in 1951. Although this technique met with stiff official opposition, this Region adopted it; but those who are against it do not appear to have given up their efforts to sabotage it. I must say that this technique has been discussed and endorsed by leaders of Co-operative thought and opinion in many parts of the world including the Director of the International Co-operative Alliance and also by the C.C.T.A. Conference held at the University College, Ibadan, in October, 1954, despite all the efforts made by an interested group to have it stultified. If, therefore, any expert advice is required on the running of the C.S.A., it should have been secured from a Team selected from outside the C.W.S., say from a country such as Finland which uses an accounting system similar to the one constructed for the C.S.A. Even though the Team slightly modifies the stand of the C.W.S. in their Report, many of the recommendations made indicate that they still wish to kill the technique which has been the most important contribution by this Region to Co-operative knowledge throughout the world. All the same, their qualified endorsement is worth reproducing here - (p.5) :

"This plan has very much to commend it, being bold, imaginative, original, though excessively optimistic. On consideration the Team believe that the framework outlined is the best method under the circumstances of establishing a Co-operative Wholesale Association and Retail organisations that will develop and expand parallel to, and in concert with the economic progress and development of the Western Region."

5. Under this same objection, I might just as well clear the position with regard to the accounting system. Despite the prejudiced background of the Team, they also admitted (p.6) that the present accounting system is "theoretically correct" and that by it

"(c) the control of financial transactions is sound".

On Stock control (p.12) they also admitted in the last paragraph -

"On the whole the existing system of stock control is achieving the first purpose", namely, that of accounting for all goods sold or transferred".

Many people will wonder why so serious an attack against the person of the Senior Accountant was made in spite of these admissions. Starting an organisation from scratch and with newly recruited staff, problems and difficulties are bound to occur over the book-keeping but as the staff become more used to the system, the position is bound to improve, a situation which was also admitted on (p.6) in the following words :-

"there does appear to have been a gradual improvement over the years in the methods and operation of the Accounts Department."

The main trouble with the Team is that knowing only the English system, they could not see any other way of keeping accounts except by the use of that system.

6. As will be shown presently, most of the conclusions of the Team were baseless and even false and I hold them to strict proof of a single one of them, so far as my activity or integrity is concerned. Take for instance the question of confidence between me and the C.S.A. Committee. On page 32, the Team mentioned this matter and concluded as follows in Appendix 6 -

"As mentioned in our Report, the Committee have no confidence in him"

Nowthen, I left the C.S.A. on leave on August 11, 1956, and returned to act as Registrar in October, 1956, and have not returned to the C.S.A. since, so that any question of lack of confidence would have been expressed when I was there. On the contrary, not only was there no question of the Committee raising this question, but that when I raised it during the last two meetings I held with them in June and July, 1956, the members unanimously passed a vote of confidence in my administration. I raised the question of confidence, not because of anything which happened on the Committee, but as a result of two meetings held with the Hon. Minister of Development in Ibadan in June, 1956, presumably on the advice of the Registrar (Mr. Price) who was pressing for my return to normal duties as Deputy Registrar, ostensibly because of his impending retirement sometime in 1957.

7. At the first meeting, the Minister stated among other things that he had learnt that I had filled the C.S.A. with Ijebu employees. I was so stunned by this that I thought I should report it to the Committee for their judgment, since out of fourteen persons in key positions at that time, only one was an Ijebu man. I reproduce below Minute No. 248 of the Committee of the C.S.A. held on 23rd June, 1956, which dealt with this matter :

"248. Joint Consultative Meeting: The General Manager informed the meeting that he and the Chairman had been invited to a conference with the Hon. Minister of Development and the Registrar of Co-operative Societies at which the affairs of the C.S.A. Ltd were discussed. The points touched included -

- (1) General administration, particularly the rumour that Mr. Bateye had filled the Association with employees of the Ijebu tribe.
- (2) The expansion of the activities of the Association and the necessity to get the Committee to accept greater responsibility and participation.
- (3) Mr. Bobade's activities and efficiency and the temporary solution proposed of placing him in charge of training of shop staff.
- (4) General staff position of the C.S.A. especially concerning a successor to Mr. Bateye if he was recalled to the Department as he was likely to be.
- (5) The conclusion reached that a Consultative Committee meeting of all the Apex organisations should meet to discuss the above problems as affecting them all with the Hon. Minister on Saturday the 23rd of June.

"The Chairman confirmed the story as related above. The meeting discussed the above points at length and finally expressed their dissociation from the rumour about the C.S.A. having been filled with Ijebu staff which they knew to be completely false and entirely without foundation. The members affirmed their confidence in the General Manager (Mr. Bateye) and decided that while they would welcome the advice and guidance of the Hon. Minister at all times on the running of the C.S.A., they would request that the Hon. Minister should stop making C.S.A.'s affairs the subject of Consultative Meetings which had never

"done the C.S.A., any good, since in the past such meetings had always given opportunity to mischief makers and biased people to strengthen their antagonism against the Association."

Even though this matter was satisfactorily cleared up at the Committee level I knew that some outside intrigue was being engineered from quarters outside the Committee.

8. At the second meeting with the Hon. Minister of Development - Consultative Meeting of 23rd June (see point 5 of the Minute above) the Hon. Minister proposed the appointment of Committee Representatives cum Managing Directors for the three apex trading organisations, namely the A.N.C.E., the CO-BANK and the C.S.A., so that when the three Managers - all borrowed - returned to their normal jobs, the organisations concerned would be able to carry on. At the meeting, I criticised this arrangement, stating quite clearly that executive management was not the function of the Committee or of any person not specially trained for the purpose. Unfortunately the views which I expressed at the meeting met with the disapproval of the Minister and the members of the Apex organisations who stood to benefit by the arrangement proposed by the Minister but as I was motivated by what was best for the Co-operative Movement and the health and progress of the organisations concerned, I was not in the least disturbed. (It is worthy of note that the present Team upheld my stand (p.32) in their comments on proposed amendments to bye-laws 35 and 39 although they were completely misinformed as to the reason for the proposal to have Resident Representatives, since if it was any lack of confidence that brought it about, the proposal would not have applied to A.N.C.E. and the CO-BANK, which were included).

9. As a result of the disagreement of views at the meeting, I referred this question again to the Committee of the C.S.A. and insisted that two members of the Committee who expressed rather strange views at the Consultative Meeting should be asked to resign or I would relinquish my post as General Manager. I reproduce below Minute No.256 (c) of the Committee Meeting held on 28th July, 1956 (two weeks before I went on leave), which dealt with this matter :-

"256 (c). Joint Consultative Meeting: The brief on this question and accompanying minutes were thoroughly discussed, with the Registrar of Co-operative Societies giving advice as the discussion progressed. In conclusion, the following decisions were taken :-

- (1) The impropriety of statements made by certain committee members at the Joint Consultative Meeting was deprecated and it was agreed that future policy would be not to talk on intimate matters of the Association at Joint Consultative Meetings.
- (2) A Vote of implicit Confidence in the General Manager (Mr. Bateye) was moved and unanimously carried.
- (3) The Hon. Minister should be advised by the Registrar to notify apex bodies of the matters to be discussed before calling a Consultative Meeting so that their Committees could study the matters beforehand and consider the views to be expressed.
- (4) In view of the manner the air had been cleared and the enlightenment of the Registrar, the briefs criticising the continued membership of the Committee by Messrs Beckley and Adewunmi and proposing resignation of the General Manager should be withdrawn".

Here again it is noteworthy that despite my inability to attend the Final General Meeting of the Association two weeks later, one of the Committee members criticised by me lost his seat on the Committee for failing to be re-elected.

10. If one may ask, where now did the Team get their information about any lack of confidence between me and the Committee? Could it have been from the Committee? No. The minutes quoted above give

clear proof that this information could only have been inspired from sources outside the Committee. The opening sentence of p.32, saying:-

"this was the culminating factor which led to his return to
"the Co-operative Department"

strongly suggests that this information could only have emanated from the Co-operative Department from someone having something to do with my posting. The Team, however, behaved rather strangely in Appendix 6, by stating that they had no confidence in me as a result of this information. I never expected them to and would, in fact, have been disappointed if they had. Knowing that the speed of development in the C.S.A. had been too fast for the liking of some people, I have realised that attempts will be made to find a way by which :

"the close association which Mr. Bateye has had with the Association both as its General Manager and Deputy Registrar (will) be
"not allowed to continue."

This is a shameful and dirty trick as events have proved since I returned to the Department.

11. I have withdrawn from any active participation in the affairs of the Association for over one year and left it to be run according to the system as inspired from Ibadan. Result - Administration expenses had outstripped income by 87% (derived from statistics given in the Report) and the Association is faced with imminent collapse. It is pertinent to note that in paragraph 8 of my Handing Over Notes to Mr. Price when he returned from leave in January 1957, I wrote as follows :-

"8. C.S.A. The Department continues to give every assistance to the C.S.A. despite the unfriendly attitude of the Committee who seem determined to do executive work because of the financial prospects offered. I had spoken with a lone voice against the present trend but I think others will now join me in saving the Association from collapse. I maintain that the work of the Management Committee is to determine policy objectives and direction and budgets and that whoever is found as manager will not make his job a success if he has to abdicate his responsibility to persons who have no training in executive management."

I said exactly the same thing at the meeting with the Hon. Minister of Development on 23rd June, 1956, but received no support. Surprisingly enough the Team has come to the same conclusion and I think the advice can now be heeded when it cost some money to get.

12. When I left the C.S.A., I left it with a total reserve of around £170,000 as a result of two years of skilful planning, expert management and application of business budgetary control. In a letter I wrote to the President and Committee of the C.S.A. in December, 1956, (Ref. No. CW.511/90), I said as follows :-

"For historical purposes, I record below the highlights of
"development during my tenure of office :-

- (1) The adoption by the Board of a Draft Policy prepared by me.
- (2) The adoption of new bye-laws mainly prepared by me.
- (3) The implementation of the policy by -
 - (i) Admission of individual members into the Association, and regional membership;
 - (ii) The opening of many shops and the design of distinguishing marks for these shops;
 - (iii) The expansion of the Association's business activities;
 - (iv) A comprehensive staff training scheme.

"It should be recalled that when I took up office in October, 1954, the total reserves of the Association amounted to under £500 but as your accounts up to 30th September, 1956, will show within these two years these reserves have been raised to £170,000. Even assuming that £70,000 of this was lost as a result of the speed of our progress and expansion in writing off bad debts and stock, I have left the Association with at least £100,000 better than I met it.

"This excellent achievement does not include the capital gain of over £50,000 which has accrued to the Association as a result of the skilled negotiations for the purchase of the Gaiser business or of revenue profits which will accrue from this investment from time to time."

It must be a matter for surprise that someone capable of serving the Association in this way and bringing about these achievements will be the person whose association with the C.S.A. should not be allowed to continue. As a matter of fact, the manner I managed the affairs of the Association has been the envy of those who are now angling to capture control. If I had not run it efficiently, no one would have been interested in finding ways of taking charge now. The post of General Manager of the C.S.A. was there for these people to take when I declined it right from the beginning in 1954. Everyone predicted then that it would be an impossible job but I have proved that with intelligence, skill and ability, this Region can run a Consumers Wholesale and Retail organisation comparable to anyone in other parts of the world.

13. But what had happened since I left? Skill and planning have departed and the business is now being run on impulse; the few accounting staff we had taken the pains to train have been sacked and replaced by a large number of friends at court, unjustified promotions have been made, heavy expenses have been incurred without reference to turnover and possible income and now disaster is in sight. The Team excepted the Petrol Department, but even here, although I do not wish to detract from any justifiable praise of the man in charge of the Department, I must record that when he started and could not make any headway with the budget of the Department and no one from the C.S.A. could give any guidance, I was specially commissioned by the Registrar to go and help and that it was I who drew up the Budgetary Control plan of the Department and put him through. (See Notes in File W.485A, page 11, on 15/4/57). If he too had rejected my advice the situation there would also have been different. It must be noted, however, that mastery of control over only one commodity - petrol - is not as difficult as managing say Grocery, over 600 lines or Hardware, about fifty lines. The man in charge also has a source of supply at his door and the assistance of Total Oil men in the field. He is not concerned with the complications over delivery of overseas orders. In view of the comparative simplicity of his work, one must deplore the insinuation that his department's results were entirely due to his efforts or ability. As a matter of fact, from my observations during my last visit to Lagos, difficulties will arise in the department very shortly because Revenue as well as Capital expenditure which should decrease in percentage ratio to turnover is already shooting outside of their control figures.

14. The Team went further in Appendix 6 :-

"We are satisfied that many of Mr. Bateye's activities were not in the best interests of C.S.A."

They made a similar statement on page 34, viz.,

"We are satisfied that the General Manager in control during the formative years of the Association, for reasons known to himself, negligently withheld information relating to financial arrangements that were entered into by him on behalf of the C.S.A. from which no tangible benefit could be expected and which, as events have now confirmed, they could ill afford."

I have gone through the Report with great care and can find no proof or a single specific instance given of this activity or of this failure save by inference, concerning the Ikeja Co-operative Building

Society which they admitted as outside their terms of reference (Appendix 5, para. 1). They continued :-

"but as the Society has an account outstanding in the books of the C.S.A., it was necessary to undertake some enquiries to verify the amount and the circumstances which gave rise to it."

Fine. It is pertinent, however, to ask from the Team whether they undertook similar enquiries into all other Societies, businesses and persons having outstanding accounts in the books of the C.S.A. If not, it will be interesting to know why the Ikeja Co-operative Building Society was picked on for investigation when it was outside the Terms of Reference of the Team. Anyway, it is just as well that they did.

15. In concluding Appendix 5, (page 6), the Team stated :-

"The impression we gained was that this Building Society was formed for the benefit of certain Co-operative Department Officers and a C.S.A. Official who took advantage of the good intentions of the Government and their position within the Co-operative Movement to erect houses for themselves at cost prices."

Starting with this wrong assumption, it will be difficult for any conclusions based on it to stand. The truth is that there are 17 foundation members of the Society which was formed towards the end of 1954. The members were persons having contiguous plots of land at Mushin and only three of them are on the staff of the Co-operative Department. Even so, there is nothing in law or in propriety which forbids the staff of the Co-operative Department from forming or joining Co-operative Societies for a purpose which satisfies their needs. There is another building Society formed in Ibadan about the same time which has a substantial number of Co-operative Officials in its membership. As a matter of fact this sort of membership is encouraged as giving evidence of confidence in the Movement by those propagating it. At least one previous Registrar of Cooperative Societies in Nigeria and now one of the acknowledged authorities on Co-operation in the World was a member of a Co-operative Society when he was serving in Nigeria. Until a policy forbidding Co-operative officials from joining a Co-operative Society is laid down it will be pointless to criticise anyone for continuing the practice, which has so many years of established authority behind it.

16. The C.S.A. Building Department did not begin to erect buildings for the Society until July, 1955, when, on the advice of the Hon. Minister of Development, it became necessary to put up Ikeja as a Co-operative estate and showpiece to enable the Movement to get its fair share of any money being voted by the Regional Government towards the improvement of housing in the Region. The members would have built their houses in any case as five of the houses were under construction and two practically finished before the C.S.A. Building Department came into the picture, and took over the scheme in order to trim up all the houses so that there was the appearance of an estate. Anyway, when this situation arose, I referred the matter to the C.S.A. Committee in a brief reproduced below which I supplemented orally with all the confidential information given to me by the Hon. Minister.

Brief.

"CO-OPERATIVE SUPPLY ASSOCIATION LIMITED.

BUILDING DEPARTMENT.

"Members are aware of the provision in the C.S.A. Budget for the engagement of an Architect. After considerable search, one man has now been engaged as Architect for a trial period of six months on £300 per annum. The successful applicant, Mr. M.S.I. Grillo, is both an architect and a registered builder for the Public Works Department.

"With Mr. Grillo in the employ of the C.S.A., it is proposed to organise a proper Building Department, capable of executing contracts for building plans and designs and for putting up any buildings. The immediate advantage of this is that we can not only design and build our own premises, but can also take jobs from Co-Operative Societies generally. When contracts are won, it is planned to execute them and get paid for them on completion. Mr. Grillo is already engaged on building for the Ikeja Cooperative Building Society Limited on this basis.

"The Executive Committee is requested to note this arrangement and to approve accordingly.

O. Bateye
General Manager.

"Lagos, 27th July, 1955."

I also explained to the Committee the two main advantages which the C.S.A. itself would get from the scheme, namely,

- (1) It will enable the Association to enter the building construction trade and open up another avenue of profitable business with an almost free advertisement;
- (2) It will assist the Association to develop Building Hardware sales by providing an easy channel for the sale of cement and a ready means of ascertaining which other lines of Building Hardware should be added to the trade of the Association.

The Committee accepted the arrangement and adopted the brief at their meeting of 30th July, 1955. Neither I nor the Committee had any fixed figure in mind as the ceiling of expenditure at Ikeja, the main interest being to create this estate at a reasonable cost in order to obtain the direct advantages stated above and achieve the general aim of enabling the Co-operative Movement to obtain more capital. That it was possible to derive the direct advantages mentioned above was acknowledged by the Team during their criticism of the Building Department (p.23) where they stated :-

"the overall management and control of the Building Department...
"..... must be improved at once if the Department is to
"participate in the tremendous building activities which are in
"progress in the country."

It will be seen from the above that the C.S.A. did not go into Ikeja with the intention of assisting the Ikeja Society. The main purpose was to further the interests of the C.S.A. and the Co-operative Movement as a whole while appearing on the surface to be helping Ikeja which was only being used as a ready tool with the knowledge of all the Committee members. The Team confirmed this when they stated on page 23 :-

"In the initial stages the Department was almost wholly employed
"in building for the Ikeja Society with the object of showing
"other building Societies still to be formed the Public Works
"Department etc. the workmanship available from Co-operative
"sources."

Although by the nature of the circumstances it was not possible to write too loosely of the Scheme in the Minutes, available evidence which will be given here will prove beyond all doubt that the Committee was kept well informed of the position all along.

17. It is most important to appreciate this when considering all the difficulties that have arisen and the questions that have been posed about Ikeja. The Ikeja Society and members did not ask the C.S.A. to build their houses for them: the C.S.A. was in fact imposed upon them and they accepted the imposition because they believed it would raise the standard of construction of the houses without in any appreciable way increasing the cost beyond what they could have spent on the job

if carried out under their own supervision. When the Team stated in Appendix 5, page 5 therefore that:

"The circumstances surrounding the financing of the Building of the houses for the society is extremely unsatisfactory, as the transfer of C.S.A. funds under the guise of building materials was arranged by Mr. Bateye without the full knowledge or approval of the Committee, to the detriment of the financial position of the C.S.A."

they made an entirely untrue statement and completely over-looked the primary purpose of the venture. There was no guise of any kind and no question of "transfer of C.S.A. funds" to the society. The truth is that when Mr. Grillo, the C.S.A. architect, took over the scheme, it became a contract to be paid for on completion in accordance with the terms of the brief reproduced in paragraph 16 above, which have already been adopted by the Committee. Mr. Grillo, as head of his Department, handled all the funds of the department for the execution of all jobs on hand. In any case, it is complete nonsense to talk of the final cost of the scheme as something the Association "could ill afford" and "to the detriment of the financial position of the C.S.A." when it is considered that out of Reserves exceeding £150,000, only an amount of £30,000 (most of which is recoverable) has been spent on a scheme calculated to promote more business and secure more capital for the Co-operative Movement, especially when it is on record that during the first few months of the re-organisation of the C.S.A., Mr. Price advised the Committee to lend the sum of £25,000 outright to a private businessman for the prosecution of his business. I think that the reason the cost of the scheme was considered to be "detrimental" is that the idea emanated from the Minister and my house is among the lot affected by the scheme.

18. I am ready to admit that because Ikeja was the first job tackled by the C.S.A. Building Department, a mistake was made in the degree of confidence reposed in the Architect as to his ability to manage the Department, but it must be remembered that at the time of takeover of the scheme, I was not in direct immediate supervision of the C.S.A. When I resumed full charge in October, 1955, I took steps to bring affairs under control by issuing appropriate instructions to the Building Department for guidance in handling contracts and getting members of the Committee interested. Many of the houses were then in various stages of construction and it was necessary to have them completed and finished in order that they could provide adequate security for their cost, since to abandon them would be a complete loss and a failure of the real purpose of the Scheme. I found that the accounting position of the scheme was obscure due to the large volume of work a small accounting staff was doing their utmost to cope with and I immediately approached the Committee for a small increase in the number of accounting staff, but unfortunately, the approval was refused as the following extract of Minute No. 193 (a) of the Committee Meeting held on 29th October 1955, will show :-

"193. Business Progress Reports.

"a) The General Manager sought authority to employ two more clerks for the Accounts Department which he described as seriously overworked, but this was refused pending completion of the previous half-year's accounts."

However, I got the Committee to maintain interest in the scheme and the Building Department and many of them visited the site at Ikeja on their own or in my company. I brought to their knowledge the difficulties being encountered in the Department and the necessity of increasing the technical staff. Impressed with what has been done Committee members began to press for the erection of shops in various areas which resulted in the reference of the matter to a Committee Meeting. At the meeting the Building Department was fully discussed and the following decision was taken - Minute No. 200 (vi) of the meeting of 17th December, 1955 :

"200(vi) Building Department: The proposals for the expansion of this department were approved after consideration of achievements within the short period of its existence."

As a result of this decision I engaged a second architect in January 1956, to help with the re-organisation of the Department, but unfortunately the new man became involved in a case of theft within a very short time of his employment by us. The C.S.A. cashier also got into trouble in connection with the theft case. My attention on this development was unfortunately then interrupted by additional commitments concerning investigation into G.L. Gaiser which the Hon. Minister wanted the Co-operative Movement to acquire, and which involved my absence from the country in March/April, 1956. In the midst of this and with considerable difficulty, the Architect and the Accounts Department, under my pressure, succeeded in producing an analysis and breakdown of the total amount of money used by the Building Department. When the break-down figures were sent to the Ikeja Society for acceptance, many members detected mistakes in charges raised on them and these resulted in difficulties, which have now been aggravated due to poor handling by persons anxious to find fault with the scheme after my departure on leave in August, 1956.

19. Before I went on leave in August, 1956, I had posted an Accountant to the department to ensure adequate control and proper charging of costs directly to individual contracts instead of doing this at the end when information from the Architect is scarcely reliable. I had secured a better qualified man than Mr. Grillo who was to take over the duty of estimating for jobs and calculating quantities. (This man has now left the C.S.A. for a better job elsewhere). I had also made contract with Solel Boneh, the Israel Co-operative Building and Construction Company to explore the possibility of their joining the C.S.A. in a building and construction partnership so that the C.S.A. might get the benefit of their experience and skill. The Committee knew all this and even the Hon. Minister of Economic Planning followed up this Israel contract during his recent visit to Israel.

20. On page 6 of Appendix 5, the Team commented on the written evidence given by the C.S.A. Committee as follows :-

"It appears from the above that the Committee sanctioned a loan of money, but the Minutes disprove this, as do conversations with the Committee. As regards recovery of monies paid out, Mr. Bateye did not advise the Committee that the Ikeja Society was unable to raise a Bank loan because of the Bank's inability to obtain adequate security. At the same time, though granting a credit up to £10,000, he made no endeavour to safeguard C.S.A. by arranging security on their behalf."

This is another evidence of the Team choosing their conclusions according to their wishes rather than in accordance with the facts. As already stated, there was nothing like "granting a credit up to £10,000". The small credit I gave to the Society before Mr. Grillo took over was well under £700. With regard to security, all practical steps were taken to enable the C.S.A. to take a mortgage on the houses and the only hindering factor is the difficulty of reaching agreement between the C.S.A. and the society on the principal amount of the debt because building costs had exceeded the estimates. It is also not correct to say that the Co-operative Bank finally turned down the loan to the Ikeja Society. The position is that the Bank could not secure a mortgage on the buildings unless the Ikeja Society returned to the lessors for permission, which the society was reluctant to do because it would give the lessors the opportunity to ask for another large sum of money which would further reduce their anticipated loan from the Bank. Should it become absolutely unavoidable, however, the society would have had to do it and obtain the loan. The Bank Manager was himself kept informed of all that was happening and the purpose of the Ikeja Scheme, and during negotiations agreed to finance the Ikeja Society provided the C.S.A. which is a member of the Ikeja society and already qualified to have the lands assigned to it according to agreement with the lessors would guarantee the loan and agree to have its overdraft reduced by the amount of the guarantee. So far as I am aware, this offer from the Bank still stands as soon as the amount of the principal debt is agreed, negotiation can be resumed with the Co-operative Bank to take over the loan.

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21. The Report continues :-

"Perusal of the Files shows that the Building Society Bye-laws
"are being broken as Mr. Bateye's house, for one, has been sub-
"let without an amendment to the Laws being approved by the
"Registrar."

The Team did not disclose whose files have been read and which particular bye-law of the society had been broken. I say with authority that there is no such bye-law and that the Ikeja Society has always readily given permission as necessary to distant members transferred from Lagos, to let their houses. There was no need to amend any section of the Bye-laws to do this and no permission of the Registrar was necessary. In any case, it would not have made any sense to lock up all the houses when members are transferred and paying rent in their new stations. In fact, the society helps in the letting of the houses of distant members and gave a lot of assistance to me when I left for Ibadan.

22. Further down, the Team stated:

"We understand that the Ministry and the Co-operative Department
"encourage the formation of Co-operative Building Societies, but
"we doubt whether it is their intention that one member of a
"society should build a house to the value of over £8,000,"

that is, my house. My answer to this is that I never intended to build a house costing £8,000 and did not ask for one. My salary was £2,040 at the time I agreed to build under the Ikeja scheme and the estimate given to me for the house was £1,920, which I could well afford. Later, owing to additions agreed to on the recommendation of the C.S.A. Architect for the purpose of advertising the C.S.A. Building Department, the estimate rose to £3,500, an amount which I felt I could raise without much difficulty. There was no motive of any pecuniary gain and investigation will confirm that it was with very great reluctance that I agreed to the additions, and that I did only because my house was the only one which the Building Department could have used for the purpose suggested. The uppermost consideration in my mind in accepting the additional commitment was the good of the C.S.A. by filling a gap which contact with and inspection by the Lagos Executive Development Board had shown might reduce the type and value of contracts that the C.S.A. would be considered competent to undertake. That the cost of erection reached the figure of £8,000 is not peculiar to my case. In the same manner, the estimates of £800 given for constructing each of the standard houses for the other members of the Society rose to over £1,300 due to the inefficiency and inexperience of the Building Department. I have already mentioned the difficulties which made it impossible for accounts of the Department to be kept up to date to enable one to know the actual cost of the houses until construction was almost completed, and the steps I took to remedy the situation and prevent a recurrence. But to show that this fault was not peculiar to the Ikeja scheme, the Team themselves recorded that it persisted until three months ago: (p.23)

"as the quotation tendered by this Department dated 11th
"September, 1957, quoting £920 each for two produce stores
"at Ife proves."

The Ife tender was said to have been calculated by another recently engaged architect. The quotation continues :

"This figures was amended to £1,600 after an enquiry by the
"Architect who considers that the stores cannot be built to
"specification under £8,000 each and this is borne out by his
"alternative tenders which range in price from £7,500 to
"£10,000."

Ife Union was lucky in having an outside Architect to advise it, but suppose it accepted the C.S.A. tender of £920 and the C.S.A. eventually spent £8,000 to complete each of the stores, as they would have had to do, would it be correct to say that Ife Union was "getting some

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pecuniary gain" and "having its stores built at cost prices" as the Team suggested in the case of officials of the Co-operative Department, simply because they allowed their houses to be built under the C.S.A. Scheme? It does not sound logical to me and I cannot see how I could be asked to pay more than £920 unless it was possible to reach settlement by a negotiated compromise. To try to blackmail me into acceptance of a higher payment will not only be unbusinesslike but highly immoral. It is important to note that the estimates for the Ite stores were given one year after I had left the C.S.A. by a person supposed to be better than the one who handled the Ikeja Co-operative Housing Scheme. With this fresh evidence of the continued inefficiency of the Building Department the Team would appear to be highly prejudiced to refuse to accept the facts and still to hold anything against me concerning the high cost of my house. It seems to me that the Team were under the influence of persons who wish to capture the control of the C.S.A. by any kind of subterfuge.

23. The Team's quarrel seems to centre around the fact that I built my house through the Ikeja Co-operative Building Society at all as I was the General Manager of the Association at the time. This is rather curious and I must leave others to judge whether it is right for me to exhibit a lack of confidence in the C.S.A. organisation of which I was the Manager by giving the contract for my house to an outsider after I had got the Ikeja society to give the contract for their members' houses to the C.S.A. In fact, I think it was my duty to get my house built first in order to inspire confidence in others. This criticism of my patronage of the C.S.A. seems all the more curious when one considers that the first question the Team put to me when we met in Ibadan was why I did not ensure that the C.S.A. stocked C.W.S. tea and that as a Co-operator I should have encouraged patronage of the C.W.S.! Yes, C.W.S., but not the C.S.A.!

24. When all the attacks on me are considered along with the contributions which I have made towards the advancement of Co-operation in this Region in all the spheres it has been my privilege to serve, and the excellent record I have behind me for ability and integrity, one cannot but discover that the effort to stain my character at this stage of my career is a wicked conspiracy organised by a small clique who stand to benefit by my departure from the Co-operative arena. My career as a Civil Servant commenced over 18 years ago, during which period, both in the Civil Service and within the Co-operative Movement, I have built up a high reputation for absolute dependability and a keen sense of duty and responsibility. I am well-known in the Co-operative and business circles throughout Nigeria and in the outside world and held in the highest esteem both here and abroad. Among my colleagues and staff of the Co-operative Department in this Region and throughout the Federation of Nigeria, I enjoy the utmost confidence and am looked up to as leader, not only of Co-operative thought and technique but also of its practical application and administration. Among members of Co-operative Societies, my firmness in upholding justice and the right, whatever the influence at work, is widely acknowledged and admired. How then can one say that my association with a Co-operative society, more so the C.S.A., which I created myself and managed successfully for two years, despite open and concealed antagonism, be severed? My record and this suggestion just don't match.

25. I submit that every conclusion reached by the Team on me is false being based on false premises to start with, and that the object of putting across this falsehood is to enable irresponsible persons to capture the control of the Co-operative Supply Association which I have laboured to build up, and most especially to prevent me from rising to the post of Registrar which my good service to my Government, country and people entitles me to hope for.

(Sgd) Oladipo Bateye
Deputy Registrar of Co-operative
Societies.

WESTERN REGIONAL
CO-OPERATIVE HEADQUARTERS,
IBADAN, NIGERIA.

3rd January, 1958.

SECRET

The Permanent Secretary,
Ministry of Trade & Industry,
Western Region,
Ibadan.

Mr. O. Bateye.

I am forwarding herewith Mr. Bateye's comments as requested by you in your letter S.29/1/214 of 19th December, 1957.

2. Some of the statements made by him, especially in the first three paragraphs, are not only libellous but untruthful. I feel therefore that it is right and proper for me to add my own observations because some of his comments constitute a most unwarranted attack on me as head of this Department.

3. He states that I removed every file that could be of use to him. This is a most deliberate lie because the confidential registry records show that only the following files were taken by me for action and discussions with various persons in Lagos on the 24th and 27th December last.

1. No. CW.495 - Spraying Equipment
2. No. CW.585 - C.S.A. Property
3. No. CW.579 - Nidogas Agency
4. No. CW.436 - Departmental Transfers
& New Appointments
5. No. CW.570 - Nubex Agency
6. No. CW.515 - C.S.A. Staff

He mentions specifically that I took the C.S.A. Committee meetings files, but from the registry records file CW.511 "Minutes of C.S.A. meetings" was actually in his possession on the 24th December 1957.

4. I resent the implication he makes in his paragraph 1 that I have done my utmost to discredit him and the Department "from the time the fear of retirement possessed him about two years ago". For a remark like the above to be made by one's deputy, whom I trusted, is beyond my apprehension especially when I think of the great support I have always given him, as a Head of Department should, against attacks, often unwarranted, from some members of the Co-operative Movement.

5. In his paragraph 2 he states that he was partly instrumental in suggesting a team of experts. This is wrong, because the whole idea was the result of discussions which the Honourable the Minister of Development had with the Adviser on Co-operation to the Secretary of State. Please see minutes sent under cover of your letter No. 23/260 of 6th March, 1957.

6. Regarding his remarks in paragraph 2 about the terms of reference, he knows as well as I do that in any inquiry instituted under the Law the terms are always worded as follows :-

"To inquire generally into, and report on, the organisation, working and financial condition of the Co-operative Supply Association."

7. His reference to my instruction regarding the opening of Secret mail (paragraph 2): it is quite correct that I stopped him doing this because I consider that any secret mail addressed to me as Registrar of Co-operative Societies should be opened by me personally. I had never authorised him, at any time, to open such mail.

SECRET

8. I bitterly resent the insinuations made in paragraph 3 and elsewhere that the Team carried out my private wishes and that the whole purpose of the inquiry was to investigate Mr. Bateye's activities. I never gave any evidence before the Commission, but I made available to them all the files in this office which I thought would be of use and guidance to them. Other than that, they carried out their investigation without any interference from me, and I think the Team would confirm this if approached.

9. His comments in paragraph 21 are correct and after examining the registered bye-laws of the society, I am rather at a loss to know which bye-law the Team had in mind when it made this reference.

10. In fairness to Mr. Bateye, and in spite of his uncalled for attack on me, I cannot but uphold his contention that there is very little evidence included in the body of the report to support fully the opinion they express about him in Appendix 6. It would perhaps have been better if they had included more facts to substantiate their opinion. On the other hand, I can hardly imagine that a group of experts would have expressed such an opinion unless they were very sure of their facts.

11. Having regard to the untrue, vicious and unwarranted attack made on me by this officer, I cannot but request that either he be removed from this Department or else that I be allowed to proceed on retirement immediately. I feel that the presence of both of us in the Department will only lead to more bitterness which will sooner or later affect the morale of the whole staff. Unless a Head of Department and his Deputy can work in an atmosphere of mutual confidence the whole work and effectiveness of a Department is bound to suffer.

(Sgd) E. I. Price

Registrar of Co-operative Societies.

SECRET

ARCHIVES

S.144/48

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Ministry of Trade & Industry,
IBADAN.

10th January, 1958

SECRET & PERSONAL.Mr. O. Bateye

I am directed to refer to your letter No. CW.551/135 of the 3rd of January, and to ask you to be good enough to submit a further three copies of each your letter under reference and Mr. O. Bateye's memorandum addressed to me through you and dated the 30th of December, 1957.

2. At the same time as these copies are submitted, I shall be grateful if you will comment fully on the following points which have been raised in the C.W.S. Team's Report and in Mr. Bateye's memorandum. The paragraph references quoted below are those set out in Mr. Bateye's memorandum :-

- (a) Paragraph 1: The reference to a time limit of the 30th of December is not understood. In my letter No. S.29/1/214 of the 19th of December, no such time limit was laid down. In your letter No. CW.551/135 of the 3rd of January, you have dealt with Mr. Bateye's allegation about the removal of files.
- (b) Paragraph 2 & 3: The allegation that you influenced the C.W.S. Team adversely against Mr. Bateye are not understood. I shall be grateful if you will elaborate paragraph 8 of your letter of the 3rd of January stating at the same time the manner in which the Team conducted its investigations. I had always understood that before the Team wrote its Report it had spent at least one full day in discussion with Mr. Bateye.
- (c) Paragraph 4: Mr. Bateye's references to C.W.S. opposition are not understood, and I shall be grateful for any comment that you can give to clarify these allegations.
- (d) Paragraphs 6 & 7: Will you please comment and refer me to any minutes which were made of the meetings which the Minister of Development held. Did you propose that these meetings should be held?
- (e) Paragraphs 8 & 10: The allegations that the Team was misinformed are not clear any more than are the opening sentences in paragraph 10.
- (f) Paragraph 12: Please comment on paragraph 12 and the financial position of the Co-operative Supply Association Limited to which Mr. Bateye refers.
- (g) Paragraph 13: I shall be grateful if you will

....confirm

SECRET

confirm Mr. Bateye's statement in paragraph 13 that he was responsible for laying down the procedure which has led to the success of the Petrol Department.

- (h) Paragraph 15: The whole question of the actions of the staff of the Co-operative Department and their dealings with the Ikeja Building Society are most confused. Will you please clarify, naming the persons to whom loans have been made or who are indebted to the Society or to the Co-operative Supply Association Limited, giving details of their indebtedness and an indication of any steps that have been taken to rectify the position. In this connection your comments on paragraphs 17, 20, 21, 22 and 23 need amplifying. If necessary the Manager of the Co-operative Bank should be called upon to provide a statement setting out what happened when the Ikeja Building Society applied for a loan.

3. The C.W.S. Team in its Report indicated that Mr. Bateye had benefited from his activities in connection with the Co-operative Supply Association and the Ikeja Building Society. For this reason your comments on pages 31, 32 and Appendix 5 of the Team's Report will be necessary. The allegation that information was withheld from the Committee is most serious and should be amplified if this is possible, quoting examples of the type of information which was withheld.

(Sgd.) P.H. BALMER

Acting Permanent Secretary,
Ministry of Trade & Industry.

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SECRET

23 January, 58.

The Permanent Secretary,
Ministry of Trade & Industry,
Western Region,
Ibadan.

Mr. O. Batayo.

Your letter No. S.144/18 of 10th January refers.

1. Your para. 2(a) : When I endorsed a copy of your letter No. S.29/1/214 of 19th December, 1957 to Mr. Batayo I asked him to submit his comments by the 30th December so that I could have them in readiness for the meeting scheduled for that day when the Honourable the Minister was to meet the Committee of the C.S.A. Ltd.

2. Your para. 2(b) : When the team arrived the first meeting they held was with the Honourable the Minister, and I enclose herewith as Appendix A the brief that I prepared for the Minister for use at that meeting.

After the meeting was over the team and I proceeded to my office where :-

- (a) they met representatives of the C.S.A. Committee to discuss certain matters in connection with their expenses, remuneration, itinerary etc. See minutes of this meeting - Appendix B.
- (b) I handed over all relevant files which I thought would help them in their inquiry.
- (c) Signed and handed over to them the statutory order appointing them to inquire into the affairs of the C.S.A.
- (d) discussed the powers conferred on them under the Law.
- (e) discussed the relationship between the apex organisations: Co-operative Bank of Western Nigeria Ltd, Association of Nigerian Co-operative Exporters Ltd, and Co-operative Supply Association and the Department.
- (f) discussed the arrangements regarding their itinerary, accommodation, and transportation. The Acting General Manager of the Association was present during this discussion.
- (g) the team gave their views as to how they intended to set about their work and the manner in which they conducted their investigations is fully set out in the preamble to their Report.

Towards the end of the inquiry the team had an opportunity to discuss matters with Mr. Batayo. This meeting was held at the Board Room of the Co-operative Bank and, according to the team, lasted from 9 a.m. until 2.45 p.m. I am not aware of what was discussed during this meeting because I was not present.

The team spent their last few days at the Rest House Ibadan writing up their report. Mrs Clayphon (nee Saunders, ex-Confidential Stenographer-Police) helped with the typing of the report.

SECRET

Prior to the departure of the Team I was handed a draft of the report, and I discussed with them what immediate actions I should take regarding certain sections of the report pending the submission of the final report to the Honourable the Minister of Development and yourself in London. The result of these discussions was embodied in my memorandum entitled "Notes for the H.M.D. when he meets the Team from C.W.S." sent to you in Washington under cover of my Air Letter No. CW.551/72 of 28th September, 1957.

Regarding the allegation made by Mr. Bateye that I influenced the Team, surely the best course is to write to them inquiring if that is so or not.

3. Your para. 2(g): Mr. Bateye's antagonism to the C.W.S. dates back to 1949 when Messrs Lambert and Shearer of the English and Scottish C.W.S. respectively came out to report on the possibility of establishing consumers co-operation in the British West African Territories. (Vide Report of the Co-operative Mission to Nigeria - Government Printer, 1950).

I was on leave at the time but I understand that sharp differences of opinion arose between Mr. Gretton (then Registrar) and Mr. Barnie, Assistant Registrar on the one hand and Mr. Bateye on the other hand in connection with the basic structure of a consumers movement. The former maintained that it should be built as a pyramid, i.e. the formation of primary consumer societies in the first place with the eventual establishment of an apex wholesale importing organisation. Mr. Bateye advanced the theory that the wholesale organisation should be established in the first place - open up numerous retail shops with the view to organising the clientele of such shops eventually into primary consumer societies. The Mission recommended in the strongest terms the establishment of the basic primaries first. (Page 6 of the Report).

During the policy making days of 1951 I submitted to the Honourable the Minister of Development a draft policy paper. My remarks about consumer co-operation were based entirely on the Lambert and Shearer's Report. I was rather perturbed when the final draft was shown to me by the Minister and in it were plans for the expansion of the Co-operative Supply Association in the first place without having regard to the recommendation of the Mission's Report. Since Mr. Bateye was then Private Secretary to the Minister I could only conclude that he had pressed his views and I expressed my concern to the Minister in fairly strong terms. Hence Mr. Bateye's reference to "strong official opposition". I well recall the very heated argument the Honourable the Minister and I had but the main point at issue was not which scheme was the better, but that the final draft had been prepared without even a reference to me as Registrar who, by reason of his office, should be the main adviser on co-operative matters presumably. Anyway, I maintained that if the expansion of C.S.A. was Government's policy then it was my duty to carry out this policy without prejudice and with vigour. That has been my attitude ever since as the Honourable the Minister can testify.

One more point should be clarified while on this issue. Mr. Bateye in his paragraph 4 states as follows :-

"I must say that this technique has been discussed and endorsed by leaders of Co-operative thought and opinion including the C.C.F.A. Conference held at the University College Ibadan"

This is one more example of the manner in which Mr. Bateye twists facts in order to try and pull the wool over the eyes of people. Below is an extract from the official report of that Conference :

"The Conference recognized that methods, but not principles, adopted from Europe having often failed, novel forms of organization might have to be considered in Africa and noted with interest the unusual type of consumer co-operation now being experimented with in Western Nigeria, namely a single national society with local branch retail shops, distributing a part of its commodities through petty traders and pedlars organised in co-operative distributive societies."

4. Your para. 2(d) : I am attaching herewith files CW.529 and W.1316/E wherein you will see records of the meetings held with the Honourable the Minister. It was the Honourable the Minister who wanted these meetings and all I did, as Registrar, was to summon them.

At the meeting of 23rd June 1956 (File CW.529, pages 4-20) it was unfortunate that Mr. Bateye made the Minister feel most annoyed. The incident, I am sure, made an impression on all present. I do not think that it has been forgotten.

5. Your para. 2(e) : I do not know how the Team got their information about the lack of confidence between the Committee and Mr. Bateye. It may be possible that the Committee itself expressed this during its meetings with the Team. Anyway, I am not in a position to make any comments on this point, but I suppose the Team itself could supply you with information on the matter.

6. Your para. 2(f) : Mr. Bateye in his paragraph 12 says he left it with the total reserve of £170,000. This cannot be denied, but he tries to establish that this was due to his skilful planning, expert management and so on. It must be remembered, however, that this reserve was in the main created by conditions then existing in connection with the sale of sprayers and chemicals to farmers. C.S.A. had a sole monopoly then and the margin was so great between retail and wholesale prices that one could not but help making a huge profit. For example, during the half year ending 30th September 1955, the following reserves were created :

Trade Reserve	...	£68,981.	6.	4
Stock "	...	30,844.	17.	5
Depreciation	...	17,571.	14.	3
		£117,397.	18.	-

The Hardware Sales (mainly chemicals and sprayers) amounted to £410,125. 5. 6d. compared with Grocery Sales of only £9,025. 17. 11d., yet after making provisions for the above reserves the Association declared a profit of £9,655. 12. 3d. I am quoting the above figures just to indicate that the creation of the reserves mentioned by Mr. Bateye was not so much due to skill perhaps as to the fortuitous circumstances in which the C.S.A. was placed having a sole monopoly as far as the supply of sprayers and chemicals were concerned.

7. Your para. 2(g) : Before I deal with the specific point you raise, I wish to deal with Mr. Bateye's comments about his skill and planning to which he refers in the opening sentence of his paragraph 13. He tries to imply that the present condition of C.S.A. has developed since he left but the Team seems to think otherwise:

"Realising that expenses are an important element in the trading operations of any business it is quite evident that in C.S.A. there has been no attempt to keep the expenses in proper relationship with sales and the responsibility for this must be shared by the General Manager past and present and in particular by the Accountant". (Page 14 of the Report)

During 1956 the Honourable the Minister of Development and

myself were getting extremely worried about the C.S.A. - especially regarding stock control. Please see copy of my letter No. W.327/A/113 of 31st July 1956 (Appendix C). Mr. Bateye was sent on leave in August 1956 and I was horrified to see the chaotic conditions obtaining in the main wholesale stores of C.S.A. at Apapa. Groceries and hardware articles were literally piled together without any semblance of orderliness. I felt that the position, especially stock control, was so critical that I took the following actions:-

- (a) With the help of Mr. Dawodu (Assistant Registrar Accounts) and Mr. Durojaiye (Assistant Registrar) went thoroughly into the stock control system in so far as to safeguard stocks and to control movements.
- (b) Called Departmental staff conferences to put into effect a control system, based on recommendations made by the Assistant Registrar Accounts, whereby my own staff in the field would help with regular checking of stocks.

(Note: The minutes of those staff conferences are available if you wish to see them.)

Anyway, as the result of the joint efforts of my staff I think an adequate control of stocks was introduced and I am quite sure many possible leakages and losses were avoided. Please see the comments made by the Team on page 12 of their Report, especially the following :-

"On the whole the existing system of stock control is achieving the first purpose (i.e. to account for all goods sold or transferred)....."

"At the Branch level the system of stock control is adequate and being reasonably well maintained mainly due to the regular visits of Co-operative Department Inspectors."

During the same period of re-organisation I discovered that the accounts of the Association were hopelessly in arrears and since the accounting system introduced by Mr. Bateye provided means whereby stock could be controlled it was valueless unless all books and records were kept strictly up to date. The circumstances as I found them - i.e. posting of ledgers etc. hopelessly in arrears - meant that losses or leakages could not be detected for perhaps five or six months or even more.

I could quote other examples but I think that the paragraphs above sufficiently indicate that Mr. Bateye's "skill and planning" perhaps left a great deal to be desired.

With regard to your query in connection with the Petrol Department, I confirm that Mr. Bateye did help in laying down the procedure, but the success of this section is in the main due to the energetic manager. Please see the remarks made by the Team on page 25 of the Report. With these remarks, I am entirely in agreement, especially the one in which they say that they were impressed by the way in which the Manager had organised his Department.

8. Your para. 2(h) :

Ikeja Co-operative Building Society. -

The society was registered in February 1955 with the following objects :-

- (a) to raise funds required for the business of the society;
- (b) to grant loans to members for all or any of the following purposes :-

- (1) the erection of a house on land owned by a member for use as residence for himself and family;
- (2) the purchase of a house for use as aforesaid;
- (3) the substantial alteration, extension, or improvement of a house for use as aforesaid;
- (4) the discharge of any subsisting mortgage or charge on a house or land used as aforesaid;
- (5) the repair of a house erected, purchased or substantially altered, extended or improved by a loan obtained from the society;
- (6) the purchase of a building site;
- (c) to acquire land for division into building sites and sale to members.
- (d) to build and purchase houses and sell them to members.
- (e) to promote the social and economic welfare of all co-operators within the area of operation by providing good and cheap dwelling houses for renting to those co-operators who for some reason or other cannot qualify for membership (co-operators in this context shall mean members and employees of the Co-operative movement and of the Co-operative Department of the Western Region).
- (f) to do such other things as are necessary for the attainment of the above objects.

It will be observed that in (e) above the word "co-operator" could include members of the staff of the Department. I allowed this because during those days Lagos was included in the Western Region as far as Co-operative matters were concerned. I was having endless petitions from my Lagos staff - especially those in the Junior Service - asking for transfers because of the high rents they had to pay. Any transfers to Lagos were always greeted with petitions because not only were high rents demanded but some of my staff had to pay up to two years' rent in advance.

I thought that the formation of a building society with the above objects would help to alleviate matters from the point of view of some of my staff in Lagos being able to own their own houses.

The society commenced operations by acquiring land at Ikeja. This land was divided into plots which were allocated to members who had been admitted into membership in accordance with conditions laid down in the bye-laws of the society.

The scheme was that each member would put up plans of the type of house he wished to erect. The building department of C.S.A. would then erect it using materials supplied through the Association.

The Society applied for a loan for £10,000 from the Co-operative Bank of Western Nigeria. This loan was approved in principle on 15th April, 1955 but three members of the Bank's Committee were to make further investigations into the deed of lease and other matters. One of the Bank's representatives was Pastor E. T. Latunde who was at the same time the President of the C.S.A. and so the statement made by the Team (Appendix 5) that :-

"the transfer of C.S.A. funds under the guise of building materials was arranged by Mr. Bateye without the full knowledge..... of the Committee"

is perhaps not strictly correct. At least the President of the Committee knew about it and perhaps some blame can be apportioned to him for not informing his Committee.

Anyway, the question of the legal title to the land took so long to straighten out that the Bank Manager minuted as follows in the meeting of his Board on 14th October 1955 :-

"The Manager stated that he had received a report from the Solicitors stating that this society's title to the land they have leased for development is in order. Authority was given to issue the loan of £10,000 repayable in 10 years after the last payment has been made or as from 31st March 1956, whichever is earlier, providing the mortgage documents are properly executed and the Registrar incorporates into the bye-laws of the society that any loan made to a member for the purchase of a house is repaid from his or her salary by deduction at source. The rate to be charged is 5½% per annum, and this rate is subject to further consideration."

On the 11th November the following appeared in the minute of the Bank's committee :-

"It was decided that the rate of interest to be charged on this loan should be 5½% per annum."

The following extract is made from the minutes of the Bank's committee meeting held on 9th March, 1956.

"It was agreed to lend £10,000 to the Ikeja Building Society Limited on the guarantee of the Co-operative Supply Association Limited, providing the properties were insured in the joint names of the Bank and the Society and each member assigns his property to the Co-operative Supply Association Limited in the event of default."

I have quoted the above extracts to show that there was some procrastination on the part of the Bank in getting the loan fixed up properly, and in the meantime C.S.A. had continued to issue out materials on credit to the society. It now appears that the control over the issue of the materials left a great deal to be desired, but in fairness to Mr. Bateye a considerable portion of the blame must rest on Mr. G.B.A. Egbe (now acting Registrar of Co-operative Societies Lagos) and then secretary of the society. He also acted as Secretary to C.S.A. during Mr. Bateye's leave in 1956.

In view of the unsatisfactory reports on this society I minuted in my handing over notes to Mr. Bateye in October 1956 to the effect that something must be done to remedy matters in this society.

The committee of the C.S.A. took the matter up with the society and insisted on early arrangements being made to straighten out matters.

There was a great deal of confusion over the indebtedness of the individual members to the society mainly because of confusion in the C.S.A. records and members accounts having been wrongly debited. All this has taken a considerable time to sort out and some members are still querying their total liability. The present position is as follows :-

Plot No.	Cost of Each Home			Names of Members	Amount repaid by each member.		
	£	s.	d		£	s.	d
1.	1,448:	7:	9	Mr. T.A. Uweja	132:	-:	-
2.	1,719:	18:	7	Chief Akin Deko	100:	-:	-
3.	1,695:	18:	-	Mr. G.B.A. Egbe	50:	5:	-
4.	1,391:	11:	10	Chief A.A. Laditan	112:	2:	6
5.	1,255:	18:	-	Mrs. Dwhin	150:	-:	-
6.	938:	1:	3	Mr. E.A. Adeyemi	140:	-:	-
7.	2,435:	4:	1	C. S. A.	-:	-:	-
8.	1,157:	15:	4	Mrs. C. Pemu	190:	3:	9
10.	3,896:	6:	11	Chief D.A.O. Salu	400:	-:	-
11.	1,397:	13:	11	Mr. M.O. Oyeladun	40:	-:	-
12.	1,588:	11:	10	Mrs. C. Duncan	50:	-:	-
13.	8,284:	8:	5	Mr. O. Bateye	450:	4:	4
14.	2,070:	6:	1	Miss Duke	280:	-:	-
16.	1,735:	18:	3	Mrs. J. Prest	250:	-:	-
17.	1,573:	7:	11	Mr. R.A. Alade	187:	2:	2
72.	1,587:	18:	10	Dr. M.P. Otolorin	1,500:	-:	-
-.	-:	-:	-	Mr. Eric O. Cole	1,185:	-:	-

No. of Homes completed : 16

Total cost of buildings : £34,187: 7: -

Total amount repaid by the Society to C.S.A. Ltd : £5,226: 17: 9

It will be seen that Mr. Bateye's indebtedness is £7,834. 4. 1d. This is not all. As a responsible member of the staff and also as a member of the society he must be blamed for not seeing that the money by way of materials etc. issued by C.S.A. to the society was properly secured. In addition, he should have seen that the society had a valid agreement with its members in respect of the cost of the work done for each member. He has minuted as follows to me :-

"

"About this society, now that the C.S.A. confusion has been investigated, I think it will be possible to advise members properly, but it is only fair that we should see the Team's report on this project before going any further. I do not of course imply that the Team's conclusions will be reliable as evidence was taken in private individually and persons against whom allegations were made had no opportunity of hearing their accusers and examining them.

"2. In view of my connections with the C.S.A., I had interfered as little as possible in the society's operations but last August, I drew up a repayment scheme for the society which the members could not adopt until the capital sum could be agreed. We had blamed Egbe for leaving the contract sum improperly tied up, but as I have repeatedly pointed out, this is to the advantage of the C.S.A.; it is the members of the Ikeja society who are at a serious disadvantage. For if the various sums for which the members agreed to build were actually engrossed in proper tender agreements, less than half of the amount now shown will be recoverable from members. The C.S.A. would have executed the contract at a pure loss of some £15,000 and it would be immaterial whether or not the buildings erected were real value for the money expended, a factor now being introduced to confuse the issue. As matters now stand, everyone is under the erroneous impression that the members of the society are at an advantage.

"3. So long as this erroneous impression prevails, I find myself unable to continue to participate in pleading with members or even with myself....."

I find such attitude towards a society strange in view of the fact that he is

- (a) a Deputy Registrar of Co-operative Societies;
- (b) a member of the society.

If ever he assumes the duties of a Registrar how can he possibly direct any society in his capacity as Registrar when here is a society where practically every important bye-law was being disregarded. Please see Appendix D which is a copy of a report No. IK.54/39 dated 23rd October, 1957 from the Area Assistant Registrar.

Turning now to the question of indebtedness of various individuals to the C.S.A. itself. The Team when it left the draft report with me drew my attention to the fact that many of my own staff were indebted to the C.S.A. I took immediate action to rectify this by writing to each one. The following were the main debtors, and I give particulars of their accounts:-

		<u>30.9.57</u>	<u>31.12.57</u>
1.	Mr. O. Bateye	£743. 3. 10	£727.17. 6
2.	Mr. A.A. Laditan	£512. 14. 2	£212.14. 2
3.	Mr. M.O. John	£130. -. -	-. -. -
4.	Mr. Caxton-Idowu	£551. 13. -	£372. 8. -
5.	Mr. D.O. Agbeja	£284. 19. 7	£141.18. 1

As can be seen, 2 - 5 above are making real efforts to repay as a result of my letter to them.

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9. Your para. 3: I do not know what evidence the Team adduced to support their contention that Mr. Bateye had benefited from his connection with C.S.A. and the Ikeja Building Society. They must have obtained some concrete evidence because I cannot imagine a responsible group making such a statement without very good proof. He has, to my knowledge, built a very fine house for himself in Ibadan but how much this has cost him I would not know. Neither do I know whether he has paid for it.

Regarding the Team's contention that information had been withheld from the Committee, I do not know what particular instances they found out other than those referred to on page 31.

I doubt whether the conclusion arrived at by the Team in the first paragraph on page 32 is strictly correct. The main factor which influenced Mr. Bateye's return to the Department was that he was withdrawn from C.S.A. to act for me when I went on leave in 1956. Since he was the substantive Deputy Registrar the Honourable the Minister of Development felt that he should take up his duties as such in order to relieve me of the many routine duties which I was performing and thereby giving me more time to devote myself to real development in the co-operative field.

(Sgd.) E. I. PRICE

Registrar of Co-operative
Societies.

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Notes for the H.M.D. when he meets
the Team from C.W.S.

The members of the team are as follows :-

- (a) Mr. R.A. Harrison, Advisory Officer on
Retail Societies, (C.W.S.).
- (b) Mr. G. Topp, Assistant Hardware Buyer of the
C.W.S. Export Department.
- (c) Mr. D. Abbotts, Manager of the Grocery Department
of the Leicester Co-operative
Society Ltd.

2. H.M.D. might wish to give a brief summary regarding the policy of the present Government in fostering consumers co-operatives. Reference may be made to the Report submitted by Messrs Lambert and Shearer. They recommended that consumers societies should be started in the orthodox manner, that is, from the ground upward and not from above. This advice was accepted by the then Government but there was little or no progress in consumers societies although the other side of the Movement, marketing and credit, has developed a great deal during the last decade.

3. Reference can be made to the secondment of Mr. Bateye to organise the C.S.A. on a proper basis. He was sent on a tour of U.K. and Europe to make contacts and study the consumer organisations in various countries. It was necessary however that he should revert to his substantive rank of Deputy Registrar. Consequently, the Association was left without expert management although another officer of the Department was seconded as a stop-gap measure. There has been a tremendous expansion and H.M.D. would wish to express that it was his opinion that there should be consolidation. This opinion was also expressed by the Adviser to the Secretary of State on Co-operation, (Mr. B.J. Surridge).

4. It was ultimately decided therefore that a preliminary step towards consolidation would be to get a team of experts to advise. The terms of reference are as follows :-

- (1) To enquire generally into and report on the organisation, working and financial condition of the Co-operative Supply Association and in particular the following :-

- (a) the grocery section,
- (b) the hardware section,
- (c) the building section, and
- (d) the accounting system.

- (2) To make such recommendations as are considered necessary for the future efficient running and expansion of the Association.

5. The Registrar is arranging a meeting between the team and the committee of the Association in order to agree on allowances and so on.

(Sgd) E.I. Price
Co-operative Headquarters,
IBADAN.

9th August, 1957.

CO-OPERATIVE SUPPLY ASSOCIATION LTD.

Our Ref: GM/V.4/24

LAGOS OFFICE:

53, Idumagbo Avenue
Lagos, Nigeria.

17 August, 1957.

The Registrar of Cooperative Societies,
Western Regional Cooperative Headquarters,
Ibadan.

Dear Sir,

On the 10th of August 1957 there was a short meeting held with you in your office attended by the following persons :-

- | | |
|--------------------------------|------------------------------------|
| 1. Pastor E.T. Latunde O.B.E., | - President C.S.A. Ltd. |
| 2. E.B. Beckley Esq., | - Vice President C.S.A. Ltd. |
| 3. O.A. Williams Esq., | - Committee Member, C.S.A. Ltd. |
| 4. G.B. Durojaiye Esq., | - Ag. General Manager, C.S.A. Ltd. |
| 5. G. Topp Esq., | - Member of Commission of Inquiry. |
| 6. D. Abbotts Esq., | - Member " " " Inquiry. |
| 7. R.A. Harrison Esq., | - Member " " " Inquiry. |

2. At the meeting, points agreed upon were as follows :-

(a) Each member of the Commission of Inquiry is to be paid the following rates of allowances.

- 1) Five guineas per day in Lagos.
- 2) Four guineas per day in any other place.
Any extra-ordinary expenses incurred by these people should be brought to the notice of the R.C.S. and the C.S.A. Committee members for consideration and repayment.

3. Each member of the Commission will be paid an Outfit Allowance of £70.--. Each person will be paid a net amount of £200.-- (tax excluded), made available to them by the Cooperative Bank of Western Nigeria Ltd., in the United Kingdom. In due course, Mr. Harrison, the Manager C.B.W.N. Ltd and I will arrange the method of payment.

4. A copy of this letter will be submitted to the next Committee meeting of the Association for formal approval please.

5. Whilst thanking you for the highly esteemed advice and guidance being constantly given to this Association,

I am, Sir,
Yours sincerely,

for: Cooperative Supply Association Limited.

(Sgd) G. B. Durojaiye

Ag: General Manager.

No. W.327/A/113.

WESTERN REGIONAL
CO-OPERATIVE HEADQUARTERS,
IBADAN, NIGERIA.

31 July, 1956.

The General Manager,
Co-operative Supply Association Ltd.,
53, Idumagbo Avenue,
Private Mail Bag 2149,
G.P.O., Lagos.

Dear Sir,

Final Accounts and Balance Sheets.

You will recall that at the meeting of your Committee held on the 28th of July, 1956, I drew attention to the statement made in paragraph 4 of the Brief which you submitted. I refer in particular to the discrepancy of \$10,000 revealed in your Branch Reconciliation Statement. This means, as you point out, a stock shortage on selling values.

This discrepancy is mainly due to incompetence on the part of the Departmental Manager concerned. At the same time, however, I cannot help thinking that it may also be due in part to leakages at the various shops. It is this particular aspect which is worrying me.

I realise that recently you have issued a complete set of accounting instruction but it seems to me that the accounting system which you have established is of no value in detecting leakages at any branch or shop unless the accounts at your Head Office are kept right up to date. I am most perturbed to read in Mr. Dawodu's Special Notes (copy attached) that the writing up of the accounts are up to four months in arrears. I also regard some of the other points mentioned in Mr. Dawodu's Notes, to say the least, most disturbing.

You have convened a meeting of your Committee for Tuesday, 7th August to study the final accounts. At the same time your committee should seriously consider the recommendations made by Mr. Dawodu. With these recommendations I thoroughly agree, although you may wish to modify some of them in the light of your own more detailed knowledge of the Association.

I am quite willing to attach some of my staff to help in any way to help with the checking, and posting and especially to carry out the detailed investigation referred to in paragraph 5(iii) of Mr. Dawodu's Notes.

I have in addition called a staff Conference for Friday 10th August and the main item for discussion is the C.S.A. Accounting System. I am asking you to open the discussion and I hope we shall, at that meeting, evolve a plan where the efforts of the staff of the Association and the staff of this Department can be co-ordinated.

In the meantime, the contents of my letter No. W.1739/269 of 10th April, 1956, regarding the expansion of Co-operative Supply Association Ltd., should be adhered to, as I feel there should be no further development by way of opening new shops until the Grocery Section has been firmly established on a sound basis.

Yours faithfully,

(Sgd) E. I. Price
Registrar of Co-operative
Societies.

No. W. 327/A/114A.
Ibadan. 31 July, 1956.

Copy to:-

The Honourable the Minister of Development,
Ministry of Development,
Western Region,
Ibadan.

For information.

----- 2. Copy of Mr. Dawodu's Special Notes
referred to above is attached herewith.

(Sgd) E. I. Price
Registrar of Co-operative
Societies.

No. W. 327/A/114B.
Ibadan. 31 July, 1956.

Copy to:-

The President,
C.S.A. Ltd.,
Ife.

For information.

----- 2. Copy of Mr. Dawodu's Special Notes
referred to above is attached herewith.

(Sgd) E. I. Price
Registrar of Co-operative
Societies.

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1. The Co-operative Supply Association is growing and developing at a rapid pace, it is therefore essential, if the Association will not collapse suddenly, that the staff position and the accounts section should be under continuous, detailed and close supervision and review.

2. It was discovered during the audit that the accounts for March were not completely prepared, even during the month of July, and that April accounts have not been entered up at all at the end of July. This means that the writing up of the accounts in the Books of Accounts is at least four months behind. This, no doubt, is a very serious situation, especially as the branches keep no books of accounts. The accounts may get out of control at any time unless the position is improved.

3. I was informed that goods are being sent to branches by departmental heads without the accompanying invoices authorising the issuing out of the goods by the Storekeeper at Apapa, and that the Association drivers had been challenged carrying goods to the Branches or otherwise without the invoices or waybills. This is a deplorable position creating ample grounds and opportunities for fraud, theft and mis-appropriation of goods. The position I understand will be improved when the new accounting system is introduced. There is no doubt that in the meanwhile, great havoc might have been done to the Association.

4. It has not been possible to reconcile the accounts of the branches with the goods sent out. These discrepancies will be due to the following faults :-

- (a) Goods sent to Branches without invoices with the result that the Head Office accounts may not record the amounts in the Branches accounts.
- (b) Invoices prepared but misplaced or not sent to the Accounts Section for entry by the Department which prepared the invoices.
- (c) Leakages in the branches by pilferings and thefts.
- (d) Failure to record entries of adjustment in Branches as they occur due to lack of direct supervision and co-ordination of the 2 trading Departments and the Accounts Section.

5. Recommendations.

- (i) Whoever is the accountant should be restricted to the accounts section only, as he would have more than sufficient work to cope with. There should also be provision for an assistant accountant.
- (ii) An Assistant General Manager should preferably be appointed to co-ordinate the functions of the 2 Trading Departments, Accounts Section and the Stores and also to supervise the Branches. This Manager has too much schedule of work to cope with and he also has not got the time for Direct Supervision of the Departments Heads that they are actually carrying out their duties correctly. Issuing out good instructions to the staff is important, but seeing that the instructions are carried out is more important.
- (iii) A detailed investigation of the issuing out of goods to the branches to be carried out in order to ascertain the exact value of the goods of the Association which had been mis-appropriated or, and not properly accounted

for or recorded in the Books of Account of the Association. This investigation cannot be properly carried out within the short-period of my audit of the accounts, as the investigation may take about six or more weeks. 35

- (iv) All the Store Branches should be requested to keep Head office accounts which should be reconciled with the Branches Accounts in the Head Office by sending monthly statements to the Head Office for confirmation or reconciliation. This is a good method of checking whether goods supposed to be sent to branches are actually received and recorded by them.
- (v) Finally, I will recommend that the spending of two or three thousand of pounds will be more advantageous to the Association than economising and losing tens of thousands of pounds.

(Sgd) W. B. Dawodu

Assistant Registrar Accounts.

ARCHIVES OF

CO-OPERATIVE DEPARTMENT

From: AR., Colony, Ikeja.
To : RCS., Western, Ibadan.
No. : IK. 54/39.

Date: 23 October, 1957.

Ikeja Co-operative Building Society Ltd.

I submit hereunder the following facts on the present state of affairs of the above-mentioned society.

- (1) No. of members of the Society that agreed to the allocated costs of individual buildings - Nil.
- (2) Arrangement made for regular repayments by members - None.
- (3) Agreements made between the Society and members
 - (a) in respect of the property;
 - (b) in respect of repayments - None.
- (4) Arrangement made with the Co-operative Supply Association Limited to mortgage the property with the Association as security for the money lent by the Co-operative Supply Association - None.

In connection with (2) - (4) above, the Society has not found its way yet, since, in the words of the President and Treasurer, action on any of them hinges on (1) above, i.e. agreement on true value of the buildings. Members whose houses had been completed refused to accept figures quoted by the Co-operative Supply Association Limited as costs of the buildings. This is a matter which requires immediate action.

(5) Some glaring infringement of the Bye-laws :-

- (1) OBJECTS: The Bye-laws provide that the objects of the Society, inter alia, should be the erection of a house on land owned by a member for use as residence for himself and family; and to promote the social and economic welfare of all co-operators within the area... by providing good and cheap dwelling houses for renting to those co-operators i.e. members and employees of the co-operative movement and the Co-operative Department of the Western Region. This object has been defeated by selfish and personal motive.

MEETINGS: Annual General Meetings.
General Meetings.
Committee Meetings.

There have been no meetings for quite a long time, consequently the functions assigned to these meetings in accordance with the Bye-laws have been in arrears.

SCRUTINERS: These exist only in name. They are charged with the duty of scrutinising the books and accounts of the Society, and should prepare quarterly report supported by a trial balance. Their failure to discharge their duties is confirmed by adverse reports on the Society's books of accounts.

COMMITTEE: The duties of the Committee include arrangement for prompt payment of all proper contributions and fees of members. The Committee, in their conduct of the affairs of the Society, shall exercise the prudence and diligence of ordinary men of business.

This sounds very rhetoric. It is unfortunate, however, to find that the Committee had been grossly inefficient. It should be held responsible for the sorry state of the Society.

LOANS: The Bye-laws provide that..... no member shall receive in loan from the Society a sum exceeding 90% of the total value of the house, land in respect of which the loan is granted as estimated by the committee.

Furthermore the bye-laws provide that "the Committee shall satisfy itself that the borrower has deposited with the Society or saved or has spent at least 10% on the house or land in respect of which the loan is granted."

From the records of up-to-date members' savings, it would be seen that some members automatically became entitled to loan by paying only the nominal share of £5. Some members paid only £2 for the share: yet this qualified them for a loan of more than £1,500. There is another case of a member who had a loan of £1,727.6.10d (being cost of his own building) yet from records he had not paid for his share and did not contribute anything towards his savings. This member had, however, paid £100 in the last few months.

REPAYMENTS OF LOAN: shall be effected by equal monthly instalments. Default to pay an instalment within 30 days of the date on which it is due renders the member to a default charge of 10% of the amount of the instalment overdue per month. Defaulted members in this connexion are liable to dismissal if they failed to bring instalments up-to-date after 3 months.

These sound very good as far as they go, but how far they have been enforced remains a mystery.

MORTGAGE: Every loan must be secured by mortgage of the building and/or land in respect of which the loan is granted.

So far there is no mortgage of any of the buildings or land of any member.

INSURANCE: Any house mortgaged shall be insured against fire with a company approved by the Committee.

INSPECTION OF HOUSE: Inspection of the house by the Committee of person duly authorised by them while the construction work proceeds was provided by the Bye-laws.

This duty which was assigned to the Committee was neglected by them and it is to be admitted beyond doubt that the present disagreement as regards the costs or value of the individual houses built by the Cooperative Supply Association Limited, Building Section, could have been averted if the Committee had been alive to their responsibility.

REMARKS: From the foregoing, it will be seen that the Committee is responsible for all the misfortune of the Society. It failed to exercise exacta diligentia in discharging its duties as ordinary men of business.

It will not be too much to say that precaution is requisite where danger is apprehended. There is need therefore of the greatest caution and circumspection.

(Sgd) I. Ogbue.
Assistant Registrar
Co-operative Societies, Ikeja.

SECRET

11 March 1958.

The Permanent Secretary,
Ministry of Trade & Industry,
Western Region,
Ibadan.

Copy to:-

Permanent Secretary,
Ministry of Economic Planning,
Western Region,
Ibadan.

Miscellaneous Correspondence: Ministry of
Trade and Industry

--- I forward herewith a copy of a letter of the 6th March
--- addressed to me from London by Mr. P.H. Balmer, together with
a copy of the letter of the same date with which it was transmitted
by the Senior Trade Officer in the Western Nigeria Office in London.

2. I am sending to the Permanent Secretary, Ministry of
Economic Planning, a copy of this correspondence, so that he may
bring it to the notice of the Minister of Economic Planning as
requested by Mr. Balmer.

3. No action need be taken by you on paragraph 2 of
Mr. Balmer's letter. If any action is necessary, I shall take
it here after receipt of the recommendations by Mr. Balmer.
The remainder of the matters discussed in Mr. Balmer's letter are
for action by you. If, of course, there are any points on
which you require my advice I shall be only too ready to give it.

(Sgd.) S.O. Adebo.
Permanent Secretary,
Ministry of Finance.

SECRET

LEORAND:
"WESTREGCON, LONDON"
TELEPHONE:
LAN 814-8111



YOUR REF:

OUR REF:

6th March, 1958

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

Dear Mr. Adebo,

Mr. Peter Balmer has asked me to forward the enclosed memoranda to you. He was unable to sign them before he left for Kenya this morning as he had to catch his plane while the Secretary was still working on his draft.

With best wishes,

Sincerely yours,

T.A. Fagbola.



TELETYPE

W.R.P.D.

FEB/VI

6th March, 1958.

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

Before I left Ibadan we discussed a number of matters which I said I would look into when I was in London this week. This letter is in the nature of the progress report about my discussions here, and I am enclosing two extra copies so that one can be sent to Dina for Chief Akran's information and the other can go to John Hamilton for the information of Mr. Adeyi and for any action which John may consider to be necessary.

(1) TRADE DIVISION, COMMISSIONER'S OFFICE, LONDON

2. I have spoken to Fagbola about his future here and I feel that arrangements should be made for him to complete a normal full tour in London. I understand that he is arranging for his wife to join him shortly. On my return from East Africa next month I will spend some days in the London Office and I will then put forward proposals covering Fagbola's acting allowance. I am told that a letter has been received recently from the Establishment Division stating that Fagbola's post in London will be regarded as being a Scale B4 appointment. I imagined that this is an interim proposal pending my recommendations as to Fagbola's acting allowance.

3. I was surprised to learn that the Western Region Production Development Board Office in London has not been closed. When I left Ibadan, the Minister of Trade and Industry had approved that the office would close with effect from the 28th of February. I gather that the Chairman of the W.R.P.D.B. has notified the London Representative that both the Government and the Board may be going to reconsider their former decision about closing the latter's London Office. I hope that something final will be agreed to soon so that when I return to London in April arrangements can be completed for the take over by the Trade

.....Division

Division of the Board's responsibilities in London.

(ii) COMMONWEALTH FINANCE DEVELOPMENT COMPANY

4. I have seen Samways and Russell of the C.D.F.C. You will remember that they visited Nigeria at the end of last year and that I sent you a copy of their report just before I left Ibadan. My impression after meeting them again is that they have developed a strong enthusiasm for Nigeria and that a great deal of trouble will be taken by C.D.F.C. to help in economic development in Nigeria provided suitable ways and means can be found. The C.D.F.C. thinking here at present is very much in the lines of the memorandum which the Western Regional Government has put forward for consideration in the next meeting of the N.E.C. and which deals with the creation of an industrial development and credit company. From what I have learned, the C.D.F.C. has been holding discussions with representatives of the World Bank as well as British, Swiss and German interests in order to secure their participation in due course in a suitable scheme. The C.D.F.C. has also been thinking of the needs of the various Governments in Nigeria for industrial advisory services. As C.D.F.C.'s ideas develop, it may be necessary for the Western Regional Government to modify the scheme which I put forward in the light of Mr. Nagavacher's report. However, for the time being, it would be wiser to leave the proposals as they now stand.

5. The C.D.F.C. has been keeping Stapleton and Griffin informed of these developments and I suggest that either Hamilton or Dina should make sure that the Western Region is kept in the picture about all present and future C.D.F.C. ideas, particularly as the C.D.F.C. may be prepared to send a representative to Nigeria to attend the next meeting of the N.E.C. if it is thought that his presence will be of value during discussion of the various suggestions and ideas which are now under examination for promoting industrial development and investment.

(iii) DUNLOP RUBBER COMPANY

6. On their return to the United Kingdom Samways and Russell of the C.D.F.C. implemented their promise to me in Ibadan to investigate why the Dunlop Rubber Company have decided not to go ahead with plans to establish a Tyre factory in Nigeria. Samways told me recently that after discussing this matter with a Director of the Board of Dunlop Rubber Company Samways had sent a letter to Stapleton explaining in detail why Dunlop had taken their decision. This letter went on to raise vital matters of principle governing policy during the formative years of new industrial projects in Nigeria. Not only are the proposals for establishing a Tyre factory involved but the position is similar to that which has arisen over Booker Brother's suggestions for a Nigerian sugar industry. I have also seen Cecil Stack, who lead the

...../Dunlop Mission

ARCHIVED

Dunlop Mission to Nigeria, and I am sure that if the difficulties which C.D.F.C. has brought to the attention of the Federal Government can be overcome, the Dunlop Rubber Company may well be prepared to re-examine their earlier decision of not going ahead now in Nigeria. I hope the Federal Ministry of Commerce and Industry has kept the Western Regional Government informed about these matters.

(iv) BINDER HAMLYN AND COMPANY

7. I have seen Brigadier Hamlyn and I have told him that I would like to know whether his company wishes to establish a branch in Ibadan. If it does, I have informed him that I would like to know the conditions under which it would want to operate as it is imperative that there should be no further misunderstanding in this matter. It was agreed that I would have further discussions in this matter with him and Tony Burney after my return from Kenya next month. Provided Binder Hamlyn's terms are reasonable the Government may then wish to arrange for the auditing of the accounts of the W.N.P.D.B., W.N.D.B., and W.N.P.C. to be handed over to Binder Hamlyn. This is a matter that can be looked into further when I have more information to send you.

(v) BUFFALO BOOKS LIMITED.

8. I have seen both Pages and Frank Smith and they appear to be greatly upset by Mr. Osoba's memorandum. They are supplying the information for which John Hamilton has asked but they are also considering most seriously taking action requesting Mr. Osoba to withdraw a number of the statements which he had made and which they consider to be defamatory. I am afraid that there will be a great deal of talk of writs unless Mr. Osoba withdraws some of his statements and apologies. This is all very unfortunate as it will delay still further any decision on the proposed trading company and the winding up of the present W.N.P.C.. Pending the settlement of this dispute I would urge that consideration should be given to notifying Buffalo Books of the thinking at "official level" about the establishment of the trading company. You will remember that we decided not to mention any of our counter proposals to Buffalo Books until the memorandum had been sent to the Executive Council. The Council I believe deferred consideration of the memorandum pending clarification of the allegations made by Mr. Osoba. It does not look from here as though the Council will be able to consider this matter for at least another two months, and in all fairness to Buffalo Books they should now be told of the "official" counter proposals. However, I leave this to you and John Hamilton to decide.

I apologise for the length of this letter, but I hope that you will find some of the information which it contains to be useful and of interest.

P. H. Palmer.

SECRET

and PERSONAL



S. 60/100-43
PUBLIC SERVICE COMMISSION
WESTERN REGION
IBADAN, NIGERIA

24 April, 1958.

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

44-56
I am directed to enclose for your information papers regarding the disciplinary proceedings against Mr. O. Bateye, acting Registrar of Co-operative Societies, on charges of gross insubordination.

57
2. The charges were found to be proved against Mr. Bateye and His Excellency has approved the Commissioners' recommendation that

- (a) he be severely reprimanded;
- (b) he will not be considered for substantive promotion to the post of Registrar of Co-operative Societies during the twelve months from the 17th March, 1958 and, in the event of his being substantively promoted, the effective date of promotion will not be earlier than the 17th March, 1959, being twelve months from the date of His Excellency's Order.

58-59
3. His Excellency and the Commissioners will be grateful if you will speak to Mr. Bateye and convey to him the substance of His Excellency's comments on the case which are among the enclosed papers.

Carfel,
Pl. enclose in
Disc. file (T & 9), in the
H.S. series.
24/4.

Richardson
Secretary,
Public Service Commission.

SECRET AND PERSONAL

Subd. pl
24/4/58.

30th December, 1971

The Permanent Secretary,
Ministry of Trade and Industry,
Western Region,
Ibadan.

Thro' The Registrar of Co-operative Societies,
Co-operative Headquarters,
Western Region,
Ibadan.

C.W.B. Team Report on the C.S.A. Limited.

With reference to your Secret and Personal letter Ref. No. S.29/1/214 of 19th December, you will remember that I was in your Office between 12 Noon and 1.00 p.m. on Monday, 23rd December. I returned to my Office at about 1.30 p.m. to find your letter duly endorsed to me by Mr. Price asking for the submission of my comments by the 30th of December, that is, within the remaining three working days of the Christmas week. In the meantime, Mr. Price had left for Lagos to return on Saturday 28th, and taken care to remove and carry away with him every file that could be of use to me for reference purposes, including the C.S.A. General Meetings files and most especially the file of the Ikeja Co-operative Building Society. When it is considered that Mr. Price has had this Report for weeks and must know from the nature of its contents the records I would require for my explanation, his behaviour must elicit surprise. I am, however, not much surprised that he should have tried to obstruct me in clearing my good name and incidentally that of the Co-operative Department as well, since he has done his utmost to discredit both of us from the time the fear of retirement possessed him about two years ago. What really amazes me is that he should have carelessly given the show away in this manner after very cleverly concealing his intentions for so long.

2. Right from the time the idea of an expert team to advise the C.S.A. was mooted - I was partly instrumental in this - Mr. Price's behaviour became queer. I asked him for particulars and the terms of reference so that I could prepare a memorandum on behalf of the Department, or alternatively as the first General Manager of the Association, but he turned a deaf ear. Rather, issued instructions stopping me from opening Confidential mail and thereafter kept everything secret from me. Considering that I am Deputy Registrar (entitled by my post to know what is going on in any Co-operative Society) and also the architect and founder of the C.S.A. which places me in the best position to explain plans and methods, I was completely mystified by Mr. Price's action in keeping the processes of the investigation secret from me, more so as it had now turned out, he had also put my character on trial. What could be the possible motive behind this? Was it the well-being of the Co-operative Movement, or of the C.S.A., or of the Co-operative Department? Certainly not. Or was this a deliberate effort to get the Team misled for purpose of personal benefit? Anyway, the result of his action is that no authoritative and comprehensive memorandum was available to the Team who, on account of this failure, said that they had to rely on "verbal information... of a conflicting nature" (see page 2 of the Report) for their conclusions. And the outcome: everybody, including the Minister and the Department, has come in for criticism, except of course, himself and one or two fellows who would appear to have been the instruments used for the execution of this evil plan.

3. By the confession of the Team, the Report is self-explanatory from the start, but I have other considerations too. I have a very strong objection to the method adopted by the team to conduct their enquiries which enabled one person to accuse another in his absence and without his knowledge, giving room for all sorts

false information to be aired without check; the team based their observations, acquired during their short stay in the country, to form a judgment. This seems to be extremely ridiculous and leads one to the inevitable conclusion that opinions expressed by the Team which were based on these false informations must be extremely unreliable and that those pertaining to me who was the main target, were nothing short of Mr. Price's private wishes, carried out and expressed by proxy.

4. I also have an objection to the composition of the Team. On the technique to be adopted for the organisation of Co-operative Consumers Societies, I have a fundamental disagreement with the C.W.S., which is known to the whole of the Co-operative world. It is well-known that the C.W.S. method prepared by a C.W.S. Team in 1949 after a visit to West Africa (including Nigeria) in the opinion of the technique sponsored by me and accepted by the Regional Government and Legislature for the development of Consumers Co-operation in the Western Region of Nigeria, since the change of constitution in 1951. Although this technique met with stiff official opposition, this Region adopted it; but those who are against it do not appear to have given up their efforts to sabotage it. I must say that this technique has been discussed and endorsed by leaders of Co-operative thought and opinion in many parts of the world including the Directors of the International Co-operative Alliance and also by the C.O.A. Conference held at the University College, Ibadan, in October, 1951. Despite all the efforts made by an interested group to have it stultified. If, therefore, any expert advice is required on the running of the C.S.A., it should have been secured from a Team selected from outside the C.W.S., say from a country such as Finland which uses an accounting system similar to the one constructed for the C.S.A. Even though the Team slightly modifies the aims of the C.W.S. in their Report, many of the recommendations made indicate that they still wish to kill the technique which has been the most important contribution by this Region to Co-operative knowledge throughout the world. All the same, their qualified endorsement is worth reproducing here - (p.5) :

"This plan has very much to commend it, being bold, imaginative, original, though excessively optimistic. On consideration the Team believe that the framework outlined is the best method under the circumstances of establishing a Co-operative Wholesale Association and Retail organisations that will develop and expand parallel to, and in concert with the economic progress and development of the Western Region."

5. Under this same objection, I might just as well clear the position with regard to the accounting system. Despite the professional background of the Team, they also admitted (p.6) that the present accounting system is "theoretically correct" and that

"(c) the control of financial transactions is sound".

On Stock control (p.12) they also admitted in the last paragraph

"On the whole the existing system of stock control is well adapted to the first purpose", namely, that of accounting for all goods sold or transferred".

Many people will wonder why so serious an attack against the person of the Senior Accountant was made in spite of these admissions. Starting an organisation from scratch and with newly recruited staff, problems and difficulties are bound to occur over the book-keeping, but as the staff become more used to the system, the position is bound to improve, a situation which was also admitted on (p.5) in the following words :-

"there does appear to have been a gradual improvement over the years in the methods and operation of the Accounts".

The main trouble with the Team is that knowing only the English system, they could not see any other way of keeping accounts except by the use of that system.

6. As will be shown presently, most of the conclusions of the Team were baseless and even false and I held them to strict proof of a single one of them, so far as my activity or integrity is concerned. Take for instance the question of confidence between me and the C.S.A. Committee. On page 32, the Team mentioned this matter and concluded as follows in Appendix 6 -

"As mentioned in our Report, the Committee have no confidence in him"

Now then, I left the C.S.A. on leave on August 11, 1956, and returned to act as Registrar in October, 1956, and have not returned to the C.S.A. since, so that any question of lack of confidence would have been expressed when I was there. On the contrary, not only was there no question of the Committee raising this question, but that when I raised it during the last two meetings I held with them in June and July, 1956, the members unanimously passed a vote of confidence in my administration. I raised the question of confidence, not because of anything which happened on the Committee, but as a result of two meetings held with the Hon. Minister of Development in Ibadan in June, 1956, presumably on the advice of the Registrar (Mr. Price) who was pressing for my return to normal duties as Deputy Registrar, ostensibly because of his impending retirement sometime in 1957.

7. At the first meeting, the Minister stated among other things that he had learnt that I had filled the C.S.A. with Ijebu employees. I was so stunned by this that I thought I should report it to the Committee for their judgment, since out of fourteen persons in key positions at that time, only one was an Ijebu man. I reproduce below Minute No. 248 of the Committee of the C.S.A. held on 23rd June, 1956, which dealt with this matter :

"248. Joint Consultative Meeting: The General Manager informed the meeting that he and the Chairman had been invited to a conference with the Hon. Minister of Development and the Registrar of Co-operative Societies at which the affairs of the C.S.A. Ltd. were discussed. The points touched included -

- (1) General administration, particularly the rumour that Mr. Bateye had filled the Association with employees of the Ijebu tribe.
- (2) The expansion of the activities of the Association and the necessity to get the Committee to accept greater responsibility and participation.
- (3) Mr. Bobade's activities and efficiency and the temporary solution proposed of placing him in charge of training shop staff.
- (4) General staff position of the C.S.A. especially concerning a successor to Mr. Bateye if he was recalled to the Department as he was likely to be.
- (5) The conclusion reached that a Consultative Committee made up of all the Apex organisations should meet to discuss the above problems as affecting them all with the Hon. Minister on Saturday the 23rd of June.

"The Chairman confirmed the story as related above. The meeting discussed the above points at length and finally expressed their disassociation from the rumour about the C.S.A. having been filled with Ijebu staff which they knew to be completely false and entirely without foundation. The members affirmed their confidence in the General Manager (Mr. Bateye) and decided that

the Hon. Minister at all times on the running of the C.S.A., they would request that the Hon. Minister should stop making C.S.A.'s affairs the subject of Consultative Meetings which had never

47
Does the C.S.A. any good, since in the past such meetings
always given opportunity to mischief makers and blabbers
to strengthen their antagonism against the Association.

Even though this matter was satisfactorily cleared up at the
Committee level I knew that some outside intrigue was being spread
from quarters outside the Committee.

8. At the second meeting with the Hon. Minister of Development
Consultative Meeting of 23rd June (see point 5 of the Minute above)
the Hon. Minister proposed the appointment of Committee representatives
cum Managing Directors for the three apex trading organisations
the A.N.C.E., the CO-BANK and the C.S.A., so that when the three
Managers - all borrowed - returned to their normal jobs, the organiza-
tions concerned would be able to carry on. At the meeting I criticised
this arrangement, stating quite clearly that executive manage-
ment was not the function of the Committee or of any person not
specially trained for the purpose. Unfortunately the views which
I expressed at the meeting met with the disapproval of the Minister
and the members of the Apex organisations who stood to benefit by
the arrangement proposed by the Minister but as I was motivated by
what was best for the Co-operative Movement and the health and
progress of the organisations concerned, I was not in the least
disturbed. (It is worthy of note that the present Team upheld my
stand (p.32) in their comments on proposed amendments to bye-laws
35 and 39 although they were completely misinformed as to the reasons
for the proposal to have Resident Representatives, since if it had
any lack of confidence that brought it about, the proposal would not
have applied to A.N.C.E. and the CO-BANK, which were included).

9. As a result of the disagreement of views at the meeting, I
referred this question again to the Committee of the C.S.A. and
insisted that two members of the Committee who expressed rather
strange views at the Consultative Meeting should be asked to resign
or I would relinquish my post as General Manager. I reproduce below
Minute No. 256 (c) of the Committee Meeting held on 28th July, 1955
(two weeks before I went on leave), which dealt with this matter.

"256 (c). Joint Consultative Meeting: The brief on this question
and accompanying minutes were thoroughly discussed, with the
Registrar of Co-operative Societies giving advice as the discussion
progressed. In conclusion, the following decisions were taken:

- (1) The impropriety of statements made by certain committee
members at the Joint Consultative Meeting was deprecated
and it was agreed that future policy would be not to talk
on intimate matters of the Association at Joint Consultative
Meetings.
- (2) A Vote of implicit Confidence in the General Manager (Mr.
Bateye) was moved and unanimously carried.
- (3) The Hon. Minister should be advised by the Registrar to
notify apex bodies of the matters to be discussed before
calling a Consultative Meeting so that their Committee
could study the matters beforehand and consider the views
to be expressed.
- (4) In view of the manner the air had been cleared and the
enlightenment of the Registrar, the briefs criticising the
continued membership of the Committee by Messrs Bateye
and Adawunmi and proposing resignation of the General
Manager should be withdrawn".

Here again it is noteworthy that despite my inability to attend the
Final General Meeting of the Association two weeks later, some of the
Committee members criticised by me lost his seat on the Committee
failing to be re-elected.

10. If one may ask, where now did the Team get their information
about any lack of confidence between me and the Committee? Could it
have been from the Committee? No. The minutes quoted above give

clear proof that this information could only have been inspired from sources outside the Committee. The opening sentence of the report states:

"this was the culminating factor which led to my return to the Co-operative Department"

strongly suggests that this information could only have emanated from the Co-operative Department from someone having something to do with my posting. The Team, however, behaved rather strangely in Appendix by stating that they had no confidence in me as a result of this information. I never expected them to and would, in fact, have been disappointed if they had. Knowing that the speed of development in the C.S.A. had been too fast for the liking of some people, I have realised that attempts will be made to find a way by which:

"the close association which Mr. Bateye has had with the Association both as its General Manager and Deputy Registrar (will) be not allowed to continue."

This is a shameful and dirty trick as events have proved since I returned to the Department.

11. I have withdrawn from any active participation in the affairs of the Association for over one year and left it to be run according to the system as inspired from Ibadan. Result - Administration expenses had outstripped income by 87% (derived from statistics given in the Report) and the Association is faced with imminent collapse. It is pertinent to note that in paragraph 8 of my Handing Over Note to Mr. Price when he returned from leave in January 1957, I wrote as follows :-

"8. C.S.A. The Department continues to give every assistance to the C.S.A. despite the unfriendly attitude of the Committee who seem determined to do executive work because of the financial prospects offered. I had spoken with a lone voice against the present trend but I think others will now join me in saving the Association from collapse. I maintain that the work of the Management Committee is to determine policy objectives and direction and budgets and that whoever is found as manager will not make his job a success if he has to abdicate his responsibility to persons who have no training in executive management."

I said exactly the same thing at the meeting with the Hon. Minister of Development on 23rd June, 1956, but received no support. Surprisingly enough the Team has come to the same conclusion and I think the matter can now be heeded when it cost some money to get.

12. When I left the C.S.A., I left it with a total reserve of about £170,000 as a result of two years of skilful planning, expert management and application of business budgetary control. In a letter I wrote to the President and Committee of the C.S.A. in December, 1956 (Ref. No. CW.511/90), I said as follows :-

"For historical purposes, I record below the highlights of development during my tenure of office :-

- (1) The adoption by the Board of a Draft Policy prepared by me
- (2) The adoption of new bye-laws mainly prepared by me
- (3) The implementation of the policy by -
 - (i) Admission of individual members into the Association and regional membership;
 - (ii) The opening of many shops and the design of distinguishing marks for these shops;
 - (iii) The expansion of the Association's business activities.
- (iv) A comprehensive staff training scheme.

"It should be recalled that when I took up office in October 1954, the total reserves of the Association amounted to under £500 but as your accounts up to 30th September, 1956, will show, within these two years these reserves have been raised to £170,000. Even assuming that £70,000 of this was lost as a result of the speed of our progress and expansion in writing off our debts and stock, I have left the Association with at least £100,000 better than I met it.

"This excellent achievement does not include the capital gain of over £50,000 which has accrued to the Association as a result of the skilled negotiations for the purchase of the Oba business or of revenue profits which will accrue from this investment from time to time."

It must be a matter for surprise that someone capable of serving the Association in this way and bringing about these achievements will be the person whose association with the C.S.A. should not be allowed to continue. As a matter of fact, the manner I managed the affairs of the Association has been the envy of those who are now angling to capture control. If I had not run it efficiently, no one would have been interested in finding ways of taking charge now. The post of General Manager of the C.S.A. was there for these people to take when I declined it right from the beginning in 1954. Everyone predicted then that it would be an impossible job but I have proved that with intelligence, skill and ability, this Region can run a Consumers Wholesale and Retail organisation comparable to anyone in other parts of the world.

13. But what had happened since I left? Skill and planning have departed and the business is now being run on impulse; the few accounting staff we had taken the pains to train have been sacked and replaced by a large number of friends at court, unjustified promotions have been made, heavy expenses have been incurred without reference to turnover and possible income and now disaster is in sight. The Team accepted the Petrol Department, but even here, although I do not wish to detract from any justifiable praise of the man in charge of the Department, I must record that when he started and could not make any headway with the budget of the Department and no one from the C.S.A. could give any guidance, I was specially commissioned by the Registrar to go and help and that it was I who drew up the Budgetary Control plan of the Department and put him through. (See Notes in File W.485A, page 11, on 15/4/57). If he too had rejected my advice the situation there would also have been different. It must be noted, however, that mastery of control over only one commodity - petrol - is not as difficult as managing say Grocery, over 600 lines or even about fifty lines. The man in charge also has a source of supply at his door and the assistance of Total Oil men in the field. He is not concerned with the complications over delivery of overseas orders. In view of the comparative simplicity of his work, one must deplore the insinuation that his department's results were entirely due to his efforts or ability. As a matter of fact, from my observations during my last visit to Lagos, difficulties will arise in the department very shortly because Revenue as well as Capital expenditure which should decrease in percentage ratio to turnover is already shooting outside of their control figures.

The Team went further in Appendix 6 :-

"We are satisfied that many of Mr. Bateye's activities were not in the best interests of C.S.A."

They made a similar statement on page 31, viz.,

"We are satisfied that the General Manager in control during the formative years of the Association, for reasons known to him, negligently withheld information relating to financial arrangements that were entered into by him on behalf of the C.S.A. from which no tangible benefit could be expected and which, as events have now confirmed, they could ill afford."

I have gone through the Report with great care and can find no proof or a single specific instance given of this activity or of this failure save by inference, concerning the Ikeja Co-Operative Building

...which they admitted as outside their terms of reference in Appendix 5, para. 1). They continued :-

"but as the Society has an account outstanding in the books of the C.S.A., it was necessary to undertake some enquiries to verify the amount and the circumstances which gave rise to it. It is pertinent, however, to ask from the Team whether they undertook similar enquiries into all other Societies, businesses and persons having outstanding accounts in the books of the C.S.A. If not, it will be interesting to know why the Ikeja Co-operative Building Society was picked on for investigation when it was outside the Terms of Reference of the Team. Anyway, it is just as well that they did."

13. In concluding Appendix 5, (page 6), the Team stated :-

"The impression we gained was that this Building Society was formed for the benefit of certain Co-operative Department Officers and a C.S.A. Official who took advantage of the good intentions of the Government and their position within the Co-operative Movement to erect houses for themselves at cost prices."

Starting with this wrong assumption, it will be difficult for any conclusions based on it to stand. The truth is that there are 17 foundation members of the Society which was formed towards the end of 1954. The members were persons having contiguous plots of land at Mushin and only three of them are on the staff of the Co-operative Department. Even so, there is nothing in law or in propriety which forbids the staff of the Co-operative Department from forming or joining Co-operative Societies for a purpose which satisfied their needs. There is another building Society formed in Ibadan about the same time which has a substantial number of Co-operative Officials in its membership. As a matter of fact this sort of membership is encouraged as giving evidence of confidence in the Movement by those propagating it. At least one previous Registrar of Co-operative Societies in Nigeria and now one of the acknowledged authorities on Co-operation in the World was a member of a Co-operative Society while he was serving in Nigeria. Until a policy forbidding Co-operative officials from joining a Co-operative Society is laid down it will be pointless to criticise anyone for continuing the practice, which has so many years of established authority behind it.

14. The C.S.A. Building Department did not begin to erect buildings for the Society until July, 1955, when, on the advice of the Hon. Minister of Development, it became necessary to put up Ikeja as a Co-operative estate and showpiece to enable the Movement to get its fair share of any money being voted by the Regional Government towards the improvement of housing in the Region. The members would have built their houses in any case as five of the houses were under construction and two practically finished before the C.S.A. Building Department came into the picture, and took over the scheme in order to trim up all the houses so that there was the appearance of an estate. Anyway, when this situation arose, I referred the matter to the C.S.A. Committee in a brief reproduced below which I supplemented orally with all the confidential information given to me by the Hon. Minister.

Brief.

CO-OPERATIVE SUPPLY ASSOCIATION LIMITED.

BUILDING DEPARTMENT.

"Members are aware of the provision in the C.S.A. Budget for the engagement of an Architect. After considerable search, one man has now been engaged as Architect for a trial period of six months on £300 per annum. The successful applicant, Mr. Grillo, is both an architect and a registered builder for the Public Works Department."

"With Mr. Grillo in the employ of the C.S.A., it is proposed to organise a proper Building Department, capable of executing contracts for building plans and designs and for putting up any buildings. The immediate advantage of this is that we can not only design and build our own premises, but can also take jobs from Co-Operative Societies generally. When contracts are won, it is planned to execute them and get paid for them on completion. Mr. Grillo is already engaged on building for the Ikeja Co-operative Building Society Limited on this basis.

"The Executive Committee is requested to note this arrangement and to approve accordingly.

O. Bateye
General Manager.

"Lagos, 27th July, 1955."

I also explained to the Committee the two main advantages which the C.S.A. itself would get from the scheme, namely,

- (1) It will enable the Association to enter the building construction trade and open up another avenue of profitable business with an almost free advertisement;
- (2) It will assist the Association to develop Building Hardware sales by providing an easy channel for the sale of cement and a ready means of ascertaining which other lines of Building Hardware should be added to the trade of the Association.

The Committee accepted the arrangement and adopted the brief at their meeting of 30th July, 1955. Neither I nor the Committee had any fixed figure in mind as the ceiling of expenditure at Ikeja, the main interest being to create this estate at a reasonable cost in order to obtain the direct advantages stated above and achieve the general aim of enabling the Co-operative Movement to obtain more capital. That it was possible to derive the direct advantages mentioned above was acknowledged by the Team during their criticism of the Building Department (p.23) where they stated :-

"the overall management and control of the Building Department..... must be improved at once if the Department is to participate in the tremendous building activities which are in progress in the country."

It will be seen from the above that the C.S.A. did not go into Ikeja with the intention of assisting the Ikeja Society. The main purpose was to further the interests of the C.S.A. and the Co-operative Movement as a whole while appearing on the surface to be helping Ikeja which was only being used as a ready tool with the knowledge of all the Committee members. The Team confirmed this when they stated on page 23 :-

"In the initial stages the Department was almost wholly engaged in building for the Ikeja Society with the object of showing other building Societies still to be formed the Public Works Department etc. the workmanship available from Co-operative sources."

Although by the nature of the circumstances it was not possible to write too loosely of the Scheme in the Minutes, available evidence which will be given here will prove beyond all doubt that the Committee was kept well informed of the position all along.

17. It is most important to appreciate this when considering all difficulties that have arisen and the questions that have been put about Ikeja. The Ikeja Society and members did not ask the C.S.A. to build their houses for them; the C.S.A. was in fact invited to build and they accepted the invitation because they believed it would raise the standard of construction of the houses without in any appreciable way increasing the cost beyond what they could have spent on the

if carried out under their own supervision. When the Team states in Appendix 5, page 5 therefore that:

- "The circumstances surrounding the financing of the Building Department
- "the houses for the society is extremely unsatisfactory, as
- "transfer of C.S.A. funds under the guise of building material
- "was arranged by Mr. Bateye without the full knowledge or
- "approval of the Committee, to the detriment of the financial
- "position of the C.S.A."

they made an entirely untrue statement and completely over-looked the primary purpose of the venture. There was no guise of any kind and question of "transfer of C.S.A. funds" to the society. The truth is that when Mr. Grillo, the C.S.A. architect, took over the scheme, it became a contract to be paid for on completion in accordance with the terms of the brief reproduced in paragraph 16 above, which have already been adopted by the Committee. Mr. Grillo, as head of his Department, handled all the funds of the department for the execution of all jobs on hand. In any case, it is complete nonsense to talk of the final cost of the scheme as something the Association "could ill afford" and "to the detriment of the financial position of the C.S.A." when it is considered that out of Reserves exceeding £150,000 only an amount of £30,000 (most of which is recoverable) has been spent on a scheme calculated to promote more business and secure more capital for the Co-operative Movement, especially when it is an axiom that during the first few months of the re-organisation of the C.S.A. Mr. Price advised the Committee to lend the sum of £25,000 outright to a private businessman for the prosecution of his business. I think that the reason the cost of the scheme was considered to be "detrimental" is that the idea emanated from the Minister and my house is among the lot affected by the scheme.

18. I am ready to admit that because Ikeja was the first job tackled by the C.S.A. Building Department, a mistake was made in the degree of confidence reposed in the Architect as to his ability to manage the Department, but it must be remembered that at the time of takeover of the scheme, I was not in direct immediate supervision of the C.S.A. When I resumed full charge in October, 1955, I took steps to bring affairs under control by issuing appropriate instructions to the Building Department for guidance in handling contracts and getting members of the Committee interested. Many of the houses were then in various stages of construction and it was necessary to have them completed and finished in order that they could provide adequate security for their cost, since to abandon them would be a complete loss and a failure of the real purpose of the Scheme. I found that the accounting position of the scheme was obscure due to the large volume of work a small accounting staff was doing their utmost to cope with and I immediately approached the Committee for a small increase in the number of accounting staff, but unfortunately, the approval was refused as the following extract of Minute No. 193 (a) of the Committee Meeting held on 29th October 1955, will show :-

"193. Business Progress Reports.

- "a) The General Manager sought authority to employ two more clerks
- "for the Accounts Department which he described as seriously
- "overworked, but this was refused pending completion of the
- "previous half-year's accounts."

However, I got the Committee to maintain interest in the scheme and the Building Department and many of them visited the site at Ikeja on their own or in my company. I brought to their knowledge the difficulties being encountered in the Department and the necessity of increasing the technical staff. Impressed with what has been reported, committee members began to press for the erection of shops in various areas which resulted in the reference of the matter to a Committee Meeting. At the meeting the Building Department was fully discussed and the following decision was taken - Minute No. 200 (vi) of the meeting of 17th December, 1955 :

- "200(vi) Building Department: The proposals for the expansion of this department were approved after consideration of achievement within the short period of its existence."

As a result of this decision I engaged a second architect in January 1956, to help with the re-organisation of the Department, but unfortunately the new man became involved in a case of theft within a very short time of his employment by us. The C.S.A. cashier also got into trouble in connection with the theft case. My attention on this development was unfortunately then interrupted by additional commitments concerning investigation into G.L. Gaiser which the Hon. Minister wanted the Co-operative Movement to acquire, and which involved my absence from the country in March/April, 1956. In the midst of this and with considerable difficulty, the Architect and the Accounts Department, under my pressure, succeeded in producing an analysis and breakdown of the total amount of money used by the Building Department. When the break-down figures were sent to the Ikeja Society for acceptance, many members detected mistakes in charges raised on them and these resulted in difficulties, which have now been aggravated due to poor handling by persons anxious to find fault with the scheme after my departure on leave in August, 1956.

19. Before I went on leave in August, 1956, I had posted an Accountant to the department to ensure adequate control and proper charging of costs directly to individual contracts instead of doing this at the end and when information from the Architect is scarcely reliable. I had secured a better qualified man than Mr. Grille who was to take over the duty of estimating for jobs and calculating quantities. (This man has now left the C.S.A. for a better job elsewhere). I had also made contact with Solel Boneh, the Israel Co-operative Building and Construction Company to explore the possibility of their joining the C.S.A. in a building and construction partnership so that the C.S.A. might get the benefit of their experience and skill. The Committee knew all this and even the Hon. Minister of Economic Planning followed up this Israel contract during his recent visit to Israel.

20. On page 6 of Appendix 5, the Team commented on the written evidence given by the C.S.A. Committee as follows :-

"It appears from the above that the Committee sanctioned a loan of money, but the Minutes disprove this, as do conversations with the Committee. As regards recovery of monies paid out, Mr. Batey did not advise the Committee that the Ikeja Society was unable to raise a Bank loan because of the Bank's inability to obtain adequate security. At the same time, though granting a credit up to £10,000, he made no endeavour to safeguard C.S.A. by arranging security on their behalf."

This is another evidence of the Team choosing their conclusions according to their wishes rather than in accordance with the facts. As already stated, there was nothing like "granting a credit up to £10,000". The small credit I gave to the Society before Mr. Grille took over was well under £700. With regard to security, all practical steps were taken to enable the C.S.A. to take a mortgage on the houses and the only hindering factor is the difficulty of reaching agreement between the C.S.A. and the society on the principal amount of the debt because building costs had exceeded the estimates. It is also not correct to say that the Co-operative Bank finally turned down the loan to the Ikeja Society. The position is that the Bank could not secure a mortgage on the buildings unless the Ikeja Society returned to the lessors for permission, which the society was reluctant to do because it would give the lessors the opportunity to ask for another large sum of money which would further reduce their anticipated loan from the Bank. Should it become absolutely unavoidable, however, the Society would have had to do it and obtain the loan. The Bank manager was himself kept informed of all that was happening and the purpose of the Ikeja Scheme, and during negotiations agreed to finance the Ikeja Society provided the C.S.A. which is a member of the Ikeja Society and already qualified to have the lands assigned to it, reaching agreement with the lessors would guarantee the loan and to have its overdraft reduced by the amount of the guarantee. I am aware, this offer from the Bank still stands as soon as the principal debt is agreed, negotiations can be completed.

21. The Report continues :-

"Perusal of the Files shows that the Building Society Bye-laws are being broken as Mr. Bateye's house, for one, has been sub-let without an amendment to the Laws being approved by the Registrar."

The Team did not disclose whose files have been read and which particular bye-law of the society had been broken. I say with authority that there is no such bye-law and that the Ikeja Society has always readily given permission as necessary to distant members transferred from Lagos, to let their houses. There was no need to amend any section of the Bye-laws to do this and no permission of the Registrar was necessary. In any case, it would not have made any sense to lock up all the houses when members are transferred and paying rent in their new stations. In fact, the society helps in the letting of the houses of distant members and gave a lot of assistance to me when I left for Ibadan.

22. Further down, the Team stated:

"We understand that the Ministry and the Co-operative Department encourage the formation of Co-operative Building Societies, but we doubt whether it is their intention that one member of a society should build a house to the value of over £8,000,"

that is, my house. My answer to this is that I never intended to build a house costing £8,000 and did not ask for one. My salary was £2,040 at the time I agreed to build under the Ikeja scheme and the estimate given to me for the house was £1,920, which I could well afford. Later, owing to additions agreed to on the recommendation of the C.S.A. Architect for the purpose of advertising the C.S.A. Building Department, the estimate rose to £3,500, an amount which I felt I could raise without much difficulty. There was no motive of any pecuniary gain and investigation will confirm that it was with very great reluctance that I agreed to the additions, and that I did only because my house was the only one which the Building Department could have used for the purpose suggested. The uppermost consideration in my mind in accepting the additional commitment was the good of the C.S.A. by filling a gap which contact with and inspection by the Lagos Executive Development Board had shown might reduce the type and value of contracts that the C.S.A. would be considered competent to undertake. That the cost of erection reached the figure of £8,000 is not peculiar to my case. In the same manner the estimates of £800 given for constructing each of the standard houses for the other members of the Society rose to over £1,000 due to the inefficiency and inexperience of the Building Department. I have already mentioned the difficulties which made it impossible for accounts of the Department to be kept up to date to enable one to know the actual cost of the houses until construction was almost completed, and the steps I took to remedy the situation and prevent a recurrence. But to show that this fault was not peculiar to the Ikeja scheme, the Team themselves recorded that it persisted until three months ago: (p. 23)

"as the quotation tendered by this Department dated 11th September, 1957, quoting £920 each for two produce stores
"at Ife proves."

The Ife tender was said to have been calculated by another recently engaged architect. The quotation continues :

"This figures was amended to £1,600 after an enquiry by the Architect who considers that the stores cannot be built to specification under £8,000 each and this is borne out by his alternative tenders which range in price from £7,500 to £10,000."

... was lucky in having an outside Architect to advise it, by suppose it accepted the spent £8,000 to complete each of the stores, as they would have had to do, would it be correct to say that Ife Union was "getting some

pecuniary gain" and "having its stores built at cost prices" as the Team suggested in the case of officials of the Co-operative Department, simply because they allowed their houses to be built under the C.S.A. Scheme? It does not sound logical to me and I cannot see how life could be asked to pay more than £920 unless it was possible to reach settlement by a negotiated compromise. To try to blackmail life into acceptance of a higher payment will not only be unbusinesslike but highly immoral. It is important to note that the estimates for the life stores were given one year after I had left the C.S.A. by a person supposed to be better than the one who handled the Ikeja Co-operative Housing Scheme. With this fresh evidence of the continued inefficiency of the Building Department the Team would appear to be highly prejudiced to refuse to accept the facts and still to hold anything against me concerning the high cost of my house. It seems to me that the Team were under the influence of persons who wish to capture the control of the C.S.A. by any kind of subterfuge.

23. The Team's quarrel seems to centre around the fact that I built my house through the Ikeja Co-operative Building Society at all as I was the General Manager of the Association at the time. This is rather curious and I must leave others to judge whether it is right for me to exhibit a lack of confidence in the C.S.A. organisation of which I was the Manager by giving the contract for my house to an outsider after I had got the Ikeja society to give the contract for their members' houses to the C.S.A. In fact, I think it was my duty to get my house built first in order to inspire confidence in others. This criticism of my patronage of the C.S.A. seems all the more curious when one considers that the first question the Team put to me when we met in Ibadan was why I did not ensure that the C.S.A. stocked C.W.S. tea and that as a Co-operator I should have encouraged patronage of the C.W.S.! Yes, C.W.S., but not the C.S.A.!

24. When all the attacks on me are considered along with the contributions which I have made towards the advancement of Co-operation in this Region in all the spheres it has been my privilege to serve, and the excellent record I have behind me for ability and integrity, one cannot but discover that the effort to stain my character at this stage of my career is a wicked conspiracy organised by a small clique who stand to benefit by my departure from the Co-operative arena. My career as a Civil Servant commenced over 15 years ago, during which period, both in the Civil Service and within the Co-operative Movement, I have built up a high reputation for absolute dependability and a keen sense of duty and responsibility. I am well-known in the Co-operative and business circles throughout Nigeria and in the outside world and held in the highest esteem both here and abroad. Among my colleagues and staff of the Co-operative Department in this Region and throughout the Federation of Nigeria, I enjoy the utmost confidence and am looked up to as leader, not only of Co-operative thought and technique but also of its practical application and administration. Among members of Co-operative Societies, my firmness in upholding justice and the right, whatever the influence at work, is widely acknowledged and admired. How then can one say that my association with a Co-operative society, namely the C.S.A., which I created myself and managed successfully for two years, despite open and concealed antagonism, be severed? My record and this suggestion just don't match.

25. I submit that every conclusion reached by the Team on me is false being based on false premises to start with, and that the object of putting across this falsehood is to enable irresponsible persons to capture the control of the Co-operative Supply Association which I have laboured to build up, and most especially to prevent me from rising to the post of Registrar which my good service to my Government, country and people entitles me to hope for.

(Sgd) Oladipo Bateye
Deputy Registrar of Co-operative Societies.

SECRET

Western Regional
Co-operative Headquarters
Ibadan, Nigeria. 56

11th March, 1958.

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

Thro' The Registrar of Co-operative
Societies, Ibadan.

Sir,

I have the honour to acknowledge your Secret letter
No.S.65/124 of 8th March, together with Annexures
A and B.

44-5 2. When I wrote my letter of 30th December, 1957,
my observations and all the information available
to me led only to the conclusions which I drew and
I had a genuine conviction that my remarks were
true and fully justified. Shortly before receiving
your letter, however, I have had an opportunity
to discuss the whole situation with Mr. Price and
got to know that in an attempt to stay on neutral
ground during the last few years Mr. Price has had
to take a stand and adopt an attitude towards me
which were completely at variance with what he
expressed to be his true thoughts and beliefs about
me. It is indeed unfortunate that until I was
pushed into a position where I was obliged to speak
up in defence of my good name and career, I had no
means of knowing Mr. Price's true mind.

3. I must say that since Mr. Price became the
Registrar of Co-operative Societies in the Western
Region in 1951, I have served him with great devotion
and loyalty. At all times and in all kinds of
situations I have never stinted in the quality of
my support of his regime and can say with pride and
satisfaction that whenever necessary I have offered
to him the best possible professional and technical
advice which my qualifications and my long training
and experience in the Department enable me to give.
I have taken on cheerfully all kinds of positions
of responsibility within the Department and in the
Co-operative Movement and rendered service of
great quality and value to the Region in them all.
In the Co-operative Supply Association particularly,
Mr. Price could give testimony to my hard original
work and the extent to which I went in sacrificing
my health, time and money in promoting its cause.
I would be more than a mortal to remain quiet while
seeing the whole of my efforts and contributions
completely misrepresented, my career thrown into
jeopardy, my achievements and successes in the
Association being rapidly turned into ruin and
failure, and all those I was entitled to rely on
to protect me and defend my cause appearing in-
different and sometimes apparently hostile.

4. So far as I can judge, it will do no good to
Mr. Price's memory of this country and the last
few days before his retirement for me to proceed
with a catalogue of the incidents and observations
on which I relied before writing my letter of
December 30th. In the circumstances, I should
be glad if you would believe that Mr. Price and I
have made up this matter and that I have expressed
my sincere regret to him that while remaining in the
dark about his true intentions I have interpreted
my observations in a manner which has caused so
much pain to him and to me.

I have the honour to be, Sir,

Your obedient Servant.

(sgd.) O. Bateye, Deputy Registrar
of

Your Excellency,

Arising from our submission at page 23 Mr. Bateye was informed of the charge of gross insubordination under the provisions of Colonial Regulation 57 made against him, and was called upon to submit in writing the grounds upon which he relied to exculpate himself.

2. Within the specified time limit Mr. Bateye replied to the charge and his reply is at page 126. Your Excellency will observe that Mr. Bateye states that the personal attack he made upon Mr. Price was done in defence of his own good name and in good faith in the belief that what he said was true. He adds that he has now learned the truth of the matter and has apologised to Mr. Price. Your Excellency will observe from Mr. Price's comments at page 127 that Mr. Price believes that Mr. Bateye was sincere in his expressions of regret.

3. We are agreed that Mr. Bateye has failed to exculpate himself from the charge of insubordination and we recommend to Your Excellency that

- (a) Mr. Bateye be severely reprimanded;
- (b) in the event of Mr. Bateye being appointed as acting Registrar, Co-operative Societies, he will not be considered for substantive promotion to that post during the following twelve months, and in the event of his being substantively promoted to the post of Registrar the effective date of the promotion be not earlier than the date of expiration of the twelve months period following the date of Your Excellency's Order.

(sgd.) S. Ade. Ojo.
for CHAIRMAN,
PUBLIC SERVICE COMMISSION.

14 March, 1958.

Chairman,
Public Service Commission.

This is an unpleasant case which leaves a nasty taste in the mouth. I have given a great deal of careful thought to it as I feel sure the Commission also has done. I accept the Commission's recommendations. In my view it has taken a very generous view of Mr. Bateye's conduct, but in our present circumstances I believe that view to be right. In view, however, of the fact that we have taken a much less severe view of Mr. Bateye's case than the facts of the case would appear to merit, I think I ought to set out at slightly greater length than usual the reasons for my decision.

2. In the first place, I must state frankly that the tone of the letter at 126 leaves a great deal to be desired, and in fact appears to me to be only slightly less offensive than the original communication which was the basis of the charge. I should have thought a great deal more highly of Mr. Bateye, and should have found it easier to believe the testimonial to himself in paragraph 3 of his letter, if he had been able to retract what he said more completely and apologised less grudgingly. 'X' of paragraph 3 does not stimulate much confidence in his ability to deal objectively and dispassionately with difficult personnel matters as the Head of a Department.

3. However, Mr. Price has magnanimously accepted Mr. Bateye's apology, and that being so I feel that we should do the same.

4. Coming now to the facts of the case, it may be one of the frailties of human nature immediately to blame others for one's own shortcomings or any difficulty in which we may find ourselves, but Mr. Bateye's outburst goes quite beyond any reasonable limit and shows a lack of balance and restraint which in a senior civil servant is really lamentable. Further, subject to what I have already said above, his retraction hardly reaches the barest minimum that we could accept. In ordinary circumstances I would have been forced to the conclusion that we must take a more severe view. The Commission has, however, taken a very generous one, and having given it very careful thought I agree with it. The following are the reasons which have led me to this conclusion, and I have no doubt they are the same as those which influenced the Commission.

- (i) Mr. Bateye is one of our most senior civil servants. To dismiss him now or to pass him over at this stage of his career would give a very serious setback to Nigerianisation.
- (ii) He is well qualified professionally.
- (iii) There is no one else available in the Region who could take over the Department. If he is not appointed to act it will almost certainly involve bringing in an expatriate from outside. This would clearly be difficult politically, apart from being another setback to Nigerianisation.
- (iv) Mr. Price has accepted the apology, if it can be called that.

4. For these reasons I accept the Commission's recommendations. Judging by Mr. Bateye's attitude in this case, however, it will require a very great effort on his part if he is to deal adequately with the personnel problems in the Department and in his dealings with the Societies and the general public. We will have to be satisfied that he can and is doing this before his substantive promotion can be approved.

(signed)

GOVERNOR.
17th March, 1958.

25th April

8.

For the Secretary, Ministry of Finance & Head of the Service.
 The Permanent Secretary, Ministry of Finance & Head of the Service.
 Ministry of Trade and Industry, Lagos.
 Western Region, Lagos.
 Ibadan.

Mr. O. Babayo

(Sergeant)

I enclose a copy of a letter (No. S. 65/140 of 24th April, 1958) which I have just received from the Secretary, Public Service Commission, regarding Mr. O. Babayo, acting Registrar of Co-operative Societies.

2. His Excellency had informed me about a fortnight ago of the suggestion that I should speak to Mr. Babayo, and I have already done so. Mr. Babayo expressed to me his profound regret for having given cause for His Excellency to make such adverse comments upon his conduct.

3. I shall be glad if you will now address Mr. Babayo in terms of paragraph 2 of the attached letter, with copies to myself and to the Secretary, Public Service Commission to whom I am also sending a copy of this letter.

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

ENCLOSURE

No. HS. 5/60A.
 Ibadan, 25th April, 1958.

Copy to:-

The Secretary, Public Service Commission, Ibadan.

For information with reference to your letter
 No. S. 65/140 of 24th April.

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

P. A.

25/4/58

P43

P43

25/4/58

To: THE SECRETARY,
PUBLIC SERVICE COMMISSION,
WESTERN REGION, IBADAN
WGP 394

No. 61906 Vol.2/296

Recommendation for Acting Appointment

(See General Orders 290-295)

General 66

Vacant post	Salary	Cause of Vacancy	Date	Nature of increased responsibilities necessitating an acting appointment	ACTING OFFICER: Name	Substantive appointment	Basic † Salary	If a senior officer is being passed over...etc.
(1)	(2)	(3)	(4)	*(5)	(6)	(7)	(8)	(9)
Principal Fisheries Officer	Scale A(U) Min: £1,188	Vice Mr. F.O. Otorubio, Principal Fisheries Officer who is proceeding to Israel on 2-3 months' in service training programme	22/4/59	The Officer will assume the full duties and responsibilities of Principal Fisheries Officer. Full acting allowance recommended.	R.G. Bennett	Fisheries Office-r	£888	No supersession is involved.

* Column (5) need not be completed in the case of the vacant post being that of a Head or Deputy Head of Department.

† Details of any allowance (duty, seniority or charge) which is being drawn should be given.

Date 23rd April, 1959

(Sgd.) P.H. Balmer

P.T.O.

Head of Department
PERMANENT SECRETARY. M.A.N.R.

ARCHIVES OF OYSCAC

24 APR
Done from CS to US (G10)
27/4/59

60B

The Permanent Secretary,
Ministry of Finance,
Ibadan.

Copy for information, reference your C.3602/Volume III/359 of 5th March, 1959.

For Permanent Secretary,
(Admin. & General Division),
Ministry of Agriculture and
Natural Resources.

No. 61906 Vol. 2/299
Ibadan: 24 April, 1959.

SECRET

61
S.114/70

28 April, 58.

O. Bateye, Esq.,
Acting Registrar of Co-operative Societies,
Co-operative Headquarters,
IBADAN.

Mr. O. Bateye - Disciplinary Proceedings.

I have to refer to the disciplinary charges of gross insubordination brought against you in connection with the C.W.S. Team report and the allegations made by you against Mr. Price, the previous Registrar of Co-operative Societies.

2. I am now requested by Mr. S.O. Adebo, Permanent Secretary and Head of the Service, to inform you that the charges were found to be proven, and that His Excellency has approved the recommendation of the Public Service Commission as under:

- (a) that you be severely reprimanded, and
- (b) that you will not be considered for substantive promotion to the post of Registrar of Co-operative Societies during the 12 months from the 17th March 1958, and in the event of your being substantively promoted, the effective date of your promotion would not be earlier than the 12th March 1959, being 12 months from the date of His Excellency's order.

3. It is understood that Mr. Adebo has already spoken to you about this matter, and that you have offered your profound regrets about the whole affair.

4. Kindly acknowledge receipt of this letter.

J. D. HAMILTON

Acting Permanent Secretary,
Ministry of Trade and Industry.

JDH/PT.

SECRET

62

REF. NO. S.144/71
IBADAN, 28 April, 1958.

Copy to:-

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

For information.

To name it.

JDH/FT.

Acting Permanent Secretary,
Ministry of Trade and Industry.

P.A.

See

575758

Copy.

Pl. G. U. 15
14/59 ✓

HS

Subd. M.

15.4.59

See

B.U. 1575759

See

See p. 63.

ARCHIVED

SECRET

63

S. 144/70

22nd April, 1959

HS. 5/63

The Permanent Secretary,
Ministry of Trade and Industry,
Ibadan.

Mr. O. Bateye

p 62 Will you please refer to correspondence concerning the above officer ending with your predecessor's endorsement No. S. 144/71 of the 28th April, 1958. I suggest that it is time steps were taken to make a substantive appointment to the post held on an acting basis by this officer.

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

SECRET

B. U. ²² 4/5/59

Subtd. M

22/5/59

Issued
23.4.59

64

~~US~~

Confel,

Overleaf.

I understand that PSNT 9 has
written to SPSC and sent us a
copy of his letter. Will you pl. trace?

See.

22/5/59

Its.

Above. Please see the letter
now enclosed as p. 65 opposite.

Ult
22.5.59.

65
May,

59.

The Secretary,
Public Service Commission,
Ibadan.

see
I would refer to your letter S.65/140
and to recommend that Mr. Bateye be confirmed
in the substantive appointment of Registrar with
effect from 17th March, 1959. *no record*

2. Throughout the past year Mr. Bateye has
worked loyally and well as Acting Registrar
and in addition to his wide knowledge of
Co-operation has on occasion used his not-
inconsiderable influence tactfully and
effectively in the best interests of the Movement.

See p. 63
See p. 67
Permanent Secretary. *"A"*

c.c.

The Permanent Secretary,
Ministry of Finance,
IBADAN:

Ref: C 67/100A

Ministry of Trade & Industry,
Ibadan.

19 May, 1959.

For information.

W. S. S.
Phend
Permanent Secretary.

66

May, 59.

The Secretary,
Public Service Commission,
Ibadan.

Approval has recently been given for Mr. P.H. Tompkins to act as Chief Produce Officer. In the normal course of events, I would expect to be able to make an early recommendation regarding his substantive appointment. I have to request, however, your approval for delaying a recommendation for some months probably until September.

2. Before retiring his predecessor Mr. Fleming gave it his opinion that Mr. Tompkins was not suitable for substantive promotion on the grounds that though technically and professionally competent, he did not have the confidence of his Senior staff. I have some grounds for not accepting unreservedly Mr. Fleming's judgement in this matter but you will appreciate that if I am to reverse the advice given me, I must have a good opportunity of personally assessing Mr. Tompkins. He has only recently returned from leave and I am now about to go on leave and I will need some time after my return before I can give a firm recommendation.

3. I must add that my preliminary impressions are that Mr. Tompkins is in fact suitable for ~~confirmation~~ promotion.

Permanent Secretary.

Ref: No. C67/101A.

Ministry of Trade & Industry,
Ibadan.

19 May, 1959.

C.C.:

The Permanent Secretary,
Ministry of Finance,
Ibadan.

For information.

P.W. Kennedy
Permanent Secretary.

See p. 68
p. 105 in Vol. 1
119 MAY in Vol. 1

Conf. Clerk
Dr. P.H. to PSMT in the appropriate
HS file Dec 20/1/59
Done 22/1/59

67

SECRET

23rd May, 1959

H.S. 5/67

The Secretary,
Public Service Commission,
Ibadan.

Registrar of Co-operative Societies.

p. 65 I support the recommendation in letter No. C. 67/100 of 19th May of the Permanent Secretary, Ministry of Trade and Industry that Mr. Bateye should be promoted Registrar with effect from 17th March, 1959.

✓60

Head of the Service.

SECRET

See p. 91

Issued
27/5/59

SECRET

23rd May, 1959

H.S.5/68

The Secretary,
Public Service Commission,
Ibadan.

Chief Produce Officer

66
I wish to support the recommendation of the Permanent Secretary, Ministry of Trade and Industry in his letter No. C. 67/101 of 19th May, that a substantive appointment to the post of Chief Produce Officer should be deferred for the present.

500
Head of the Service.

SECRET

B.U. 23/6/59

500

Issued
25/5/59.

See p. 86

CONFIDENTIAL

Telegrams : PERMIND.

Telephone : EXT. 117

Please address all further correspondence
on this subject to :

THE PERMANENT SECRETARY



Ref. No.

MINISTRY OF TRADE AND INDUSTRY
WESTERN REGION

IBADAN, NIGERIA

27th May, 1959.

My Ref: C.104/27.

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

HANDING-OVER NOTES

I am directed to enclose for your information a
copy of the Handing Over Notes from Mr. P.W. Kemmis, D.F.C.,
Permanent Secretary, Ministry of Trade and Industry, Ibadan,
to Mr. J.O.I. Longe of the same Ministry.

J. O. I. Longe
for Acting Permanent Secretary,
Ministry of Trade and Industry.

CONFIDENTIAL

ll
28/5/59.

PERMANENT SECRETARY'S HANDING-OVER NOTES:

MR. P.W. KEMMIS - Handing Over.
MR. J.O.I. LONGE - Taking Over.

----- 00 -----

GENERAL:

, As you are familiar with the working of the Ministry I will not give any general description of its activities but will confine myself to particular subjects which I have been dealing with myself or where I know there is important action outstanding.

OFFICE ORGANISATION:

We have in the last two weeks discussed the Development division and the functions of the Trade & Industry sections. To summarise our conclusions, the Development division will undertake the following :-

- (a) Direct responsibility for all subjects and correspondence relating to the Statutory Boards and Corporations which are responsible to this Ministry.
- (b) Responsibility for initiating and co-ordinating action on all new projects or substantial extensions of existing ones which involve more than one division or involve a division and a statutory body. It would allocate duties as regards investigation and collect all information, negotiate with other Ministries and present final plans. Once these had been approved by the Minister or Exco. as the case may be, the project would be handed over to the division or organisation responsible.
- (c) For the time being and until the two divisions are fully staffed and organised, all the papers coming from the Trade and Industry divisions will pass through S.A.S. (Development). He will not normally have much to do with such papers unless they refer to some project which comes within the category (b) above. He will have to be responsible for seeing that papers from the divisions reach the Permanent Secretary in such a form that he can

*ambiguous
terminology
see*

reasonably take actions on them. He will also be responsible for preventing overlap between the two divisions.

*This is
not our
intention
see*

In general, although the Ministry of Finance has not so designated the post, the S.A.S. (Development) will to some extent act as Deputy Permanent Secretary. This point should not be stressed to the other divisions.

As regards the allocation of duties between Trade and Industry the general dividing line is clear enough. If there is a manufacturing process in a particular project it is to be regarded as industrial rather than trading. Trade should confine itself to commercial activities not manufacturing. In general both these two divisions should concentrate their attention on existing commercial, trade and industrial activities and not, unless instructed by the Development division, to deal with new projects. They are both ~~run~~ ^{dissipating} under-staffed and ~~misapplying~~ ^{dissipating} their energies by attempting to undertake more ~~often~~ than are at present capable of doing. It is particularly important to prevent Trade from trying to undertake functions which are clearly industrial. The Trade division has a great deal of very important work to do in its own right which it has to some extent neglected over the past months and this can only be corrected if it concentrates on its own work and does not go outside to look for additional problems.

ALUMINIUM INDUSTRY:

See files C.166 and C.115/27. There are two projects - Aluminium Sheeting and Aluminium Utensils. The Minister wishes to wait until confirmation of the sponsors' intentions regarding the Aluminium Sheeting factory is obtained before taking further action on the Utensil Industry. There is a draft memorandum at cover on C.166 awaiting this confirmation. The action required is to get as early an answer as possible out of the Aluminium Union Representatives.

BRICKMAKING:

Mr. Fleming - Rockefeller Brothers local representative, has told me verbally that this is a project which his organisation is going to assist in. He proposes finding a top-level expert on the subject with experience in tropical condition. From our point of view, there are two aspects of his investigations which we want him to undertake. Firstly, the specific investigation of a major industry

designed for a large urban market, the most promising site appears to be Ikorodu and Mr. Fleming has visited the area and discussed with local businessmen. An alternative possibility is in the Ifo area or in the neighbourhood of the Papalanta cement factory though this is farther from Lagos but is still on the main line. Secondly investigation of the possibility of improving small-scale manufacture in urban districts. I suggest these points are made clear to Mr. Fleming as soon as possible and that when arrangements are made for the expert to come the Brickmaking Officer accompanies him throughout. We have agreed to provide transport and accommodation for the expert when he comes otherwise the expenses will be borne by the foundation.

HOTEL PROJECT:

See File C.147. A memorandum has just gone to Exco. seeking approval for the general policy. Assuming this is approved, one of the first steps is to ensure the Ministry of Lands acquires the necessary site, correspondence about this is in the file. There is also a question as to which organisation should provide the technical management and participation. So far, the Israelis alone have been consulted on this subject and they have indicated their willingness to provide the management and some credit facilities but to date no willingness to provide any money or financial participation. In any case, as I have indicated in the file, the Israelis are not regarded as being in the top-rank of hotel management, I feel in view of the importance of this project, particularly in its publicity value to the outside world, every effort should be made to obtain top-level management if it can possibly be done without causing undue delay and on reasonable terms. I have already written to Hiltons International - a big American concern which runs hotels throughout the world to discover if they are interested and I suggest Lyons Hotels might also be interested. If correspondence should ^{show} ~~show~~ they are, I could look into it further in London.

TEXTILE INDUSTRY:

We have got approval to support the Picciotto/Maurer/Chase proposals from Exco. but this is subject to obtaining satisfactory assurances regarding the supply of cotton. I have discussed this with you. All those to whom I have spoken since agreed that the proposal is perfectly reasonable and only the blindest political prejudice would prevent it.

The important thing therefore is to prevent an ill-considered "no" being received which will be difficult afterwards to get changed. I have discussed with Thompson, Economic Secretary in the Prime Minister's Office, Lagos and with Williams, Deputy Permanent Secretary, Ministry of Commerce and Industry, Lagos and both of these men will give you their views when you see them at J.P.C. meeting. I am getting a message to Fenton, Governor of the Central Bank who I am certain, will use his influence to support this as he is very much against allowing political consideration to interfere with economic development particularly where reliable outside capital is concerned. I hope to get a telephone call through to Makenzie, Permanent Secretary, Ministry of Trade and Industry, Kaduna before I leave and will let you know his views. The basic points on which we need assurance are (-) we require to buy about 3,000 tons of cotton lint a year. This can be either Northern N.A. (ii) cotton but at a price equivalent to the Liverpool c.i.f. price less the marketing, shipping etc., expenses or medium grade overseas cotton imported less import duty. The former is preferable on grounds both of quality and of the national interest. Informally, the answers of the Federal Government have indicated that application for import duty relief on imported cotton will only be granted if Northern cotton were not obtainable at a reasonable price. This, in my opinion is perfectly fair but is a bargaining point to be made if the North show any signs of obstinacy. I suggest that you get in close touch with the Chairman, Development Corporation and Chairman, Marketing Board in any negotiations that may be going on on this subject. If there appears to be any serious difficulty, please keep in touch with me by post.

HAND WOVEN TEXTILES:

You have seen the papers on this earlier but there has been very little action recently on the part of the divisions concerned. It seems to me the basic information should by now be available and there is nothing to prevent the early presentation of a reasonably sound scheme to expand this industry. This is one of those subjects where the Development division has to ensure parallel action by Industries and Co-operatives. I have a feeling that this project is not getting very far through lack of certainty as to which division is supposed to be getting on with this.

HANDICRAFT SHOP:

I have suggested in the file that there should be established a handicraft shop, which might well be co-operatively run, established in Ibadan for the sale of all forms of hand-made products, leather work, carving, brasswork, textiles, pottery etc. This would I realise, to some extent overlap the interests of the Hausa traders but would also cover a number of things which they do not at present handle. Any central site would do to start with but ultimately, we should try and aim at a new central building which would include trade offices and this shop. In this connection the Ministry of Agriculture has suggested that it would like to join with us in setting up a new building on the present Forestry offices site which would include the things I have mentioned as well as an exhibition or museum on their part showing the utilisation of natural products. I think this should be gone into thoroughly during the next few months with a view to including it in next year's advance proposals. But the shop should, I think, be established in some central place without waiting for the construction of a new building. Here again Development must initiate and co-ordinate action as between Industry, Co-operative and Trade. If the Ikeja Arms Hotel project goes forward, a branch of this shop could operate in the hotel.

TRADE BULLETIN:

You have seen this file. The Minister has recently asked whether something cannot now be done about this. As you know, my fear has been that until we are fully staffed and everyone knows his job and is doing it properly the production of this bulletin may lead to people spending too much time describing what they hope to do and nothing is actually done. This is a very real risk but nevertheless I think that recent staff changes should enable this problem to be looked at again and there is a good chance that it can now be undertaken, providing initially, at least, it is not intended to publish it too often. It is much easier to increase the size and increase the number of publications than it is to reduce them. I consider that the initiative for this should rest predominantly with S.T.D. but I will like to be certain that he can undertake this without detriment to his other activities.

SAPELE INDUSTRIAL ESTATE:

There is a file dealing with the future development of Sapele. I am not sure whether I have expressed my views yet on it and I cannot find it at short notice. Briefly I think the position is as follows. There are a number of industrial ventures which require a site near deep water - these are of course particularly ones which require heavy bulk cargoes of raw-materials. Apapa has very little land left and most of it is being made available at black market rates. The Escravos bar project is now going ahead and the benefits from it will be felt within a few years' time. This will make the Delta Ports deep water ports for ocean going ships. This would mean that providing suitable land can be found adjacent to the deep water, those industries which require such a site can be found accommodation in the Delta area. This might well have advantage also to those industries who are interested in distributing not only in the Western Region but particularly to the Northern and to some extent the East. The river steamer distribution from the Delta ports is an extremely cheap and economical way of carrying cargoes. All this points to the desirability of having as soon as possible an industrial estate with normal amenities of electricity and water and access roads adjacent to deep water in one of the Delta Ports. Forcados is out of the question as there is no further dry land available, and from my many years experience of Warri and Sapele, I am reasonably certain that the only possibility is the long stretch of reasonably dry land on the north bank of Ethiope river opposite Sapele stretching from Ughara through to Ajagbodudu to Koko. Exactly which area is the best here will need more detailed examination but a great number of industrial firms have already established themselves here despite the difficulties of land tenure. I consider that taking a long view, the Ministry of Lands ought to be asked to examine this now as a matter of urgency with a view to having the estate ready as soon as possible so that industrialists looking ahead can be found suitable sites.

HONOURS:

See files C.20 and C.20/1 in the secret cabinet. Recommendations are due by July the 14th. I have expressed to you my general views on this subject.

TRADE EXHIBITION:

I have discussed with S.T.O. the possibility of having a Trade Exhibition or Trade Fair in Ibadan on the occasion of independence. If this is to be done preliminary planning and approval in principle from Exco. would have to be obtained reasonably early. S.T.O. is to be asked to make some detailed recommendations as quickly as possible.

TRADE OFFICE IN IBADAN:

S.T.O. has made little progress on this and you will need to see that this is not overlooked. The last I remember was instructing that a formal approach should be made to the Ministry of Agriculture regarding the proposed exchange of accommodation in the Forestry office and in the Co-operative office. If their reply is unfavourable, the Minister will like to be informed as he would wish this to be referred to the Premier's office and if necessary to the Premier.

C.U.W.N. FINANCES:

R.C.S. have drafted a paper on this subject and I have sent it with my comments to the Ministry of Finance.

PRINTING CORPORATION:

X | The file is with the Minister containing a minute making my general recommendations as to the future policy of the Corporation. Since I wrote that I note that the Corporation has itself recommended accepting Domingo's proposals regarding the future. I do not disagree with his ideas as regards the proposed objectives of the Corporation but I am not certain that the methods he suggests of reaching those objectives are necessarily the best. In my view a public Corporation is neither necessary in this instance nor particularly efficient, it would be very much better if this organisation could be transformed into a normal company with Government participation and a competent technical partner. If this policy is approved by the Minister, the next step would be to find technical partners. If you will write to me, I will take it up with De La Rue in London but I will also suggest that you approach representatives of the publishing houses already established in this country who are interested in the production of text books particularly those in West African languages. It seems to me they are most likely to welcome the idea of joining such a company.

INSURANCE:

C-113

I have minuted to the Minister and you have read the minute on the general nature of the proposals likely to be forthcoming from the Ghana Insurance Company and my reactions to the proposals. I think some reluctance from the Finance Corporation and its insurance advisers may be expected as regards this proposal. They have for some time been devoted to the idea of establishing their own company by themselves without outside participation. This is not in accordance either with the general policy nor with Exco's wishes as I understand they were expressed at the last meeting. (Though this is not explicitly recorded in the conclusions) nor in my opinion is it likely to prove profitable. I do not consider that the Finance Corporation has the necessary knowledge or experience to establish such a company efficiently on its own. This does not mean that the Ghana Insurance proposals automatically should be accepted without question but I would suggest that you examine any criticisms that the Finance Corporation may put forward somewhat critically bearing in mind this point.

MR. FABIYI:

It is important that the disciplinary questions raised against this officer should be settled one way or another as quickly as possible. Whatever his explanations on these charges are, I do not regard him as sufficiently efficient to justify either acting appointment nor any special consideration regarding overseas leave.

INDUSTRIAL PROMOTIONS COMMISSIONER:

I hope to have the latest information from the Public Service Commission before I leave. I do not regard the situation regarding this appointment as pessimistically as do other people. I have never really believed in the "Superman". If such a man really does exist and could be persuaded to come here, it would not be for less than £10,000 to £15,000 a year and I would regard this as a bad bargain. He still will not know about everything. In addition, so high powered man as this would tend to be consulted on subjects outside his real competence and it would not be easy to ignore his advice in such cases. Difficulties of these sort have, I understand, been experienced in Ghana. In my view, a practical if less glamorous solution of the problem is to make an appointment of the sort of person which has now offered himself i.e. a

reasonably level-headed thoroughly experienced man with good commercial and industrial experience but not necessarily a really big top executive. Such a man could be obtained in a normal salary of between two to three thousand pounds. One of his first duties would be to consider the sort of consultancy services he would need; whether to make an agreement with one or more of the various firms which may offer their services or whether to use each or any of them for particular investigations as the occasion arises. In either way, a substantial vote for industrial and commercial investigations would be required but this would still be less overall than the salary that a superman would require. If any appointment or proposed appointment is made while I am away, I will be grateful if you will give me details by post so if possible I can make contact with the man in England.

UTILISATION OF CITRUS CROP:

We have discussed this subject in general and I have proposed holding meetings with the two boards to ascertain the facts and propose a solution. I have not done this partly because my illness lost a valuable working week but also because in view of the negotiations going on regarding the possible utilisation of the Lafia Factory for Pepsi Cola production I felt this point should be settled before any decision on the factory and the citrus crop were taken. Nevertheless the basic facts as to how the past years' crop was handled and the difficulties encountered should I think be ascertained as soon as possible. It is particularly important to get the legal position clear regarding the Marketing Board's rights over the Development Corporation's crops.

IKORODU CERAMICS:

502 !
The Finance Corporation has put £50,000 into this. £25,000 was committed without the Minister's approval and some of this expenditure was for purposes whose necessity is by no means clear. It is I think important to make sure that they do not put more money into this company until the proper technical investigations have been undertaken and we are reasonably certain of what equipment is required. We have discussed the position regarding Mr. Bhagat. The Finance Corporation and Aladji Gbadamosi have put us in a rather embarrassing position about this, the only thing you can do, as you suggest¹⁸ to explain the whole thing to Mr. Bhagat and endeavour to placate him and keep him patient. Clearly if the Italian advisers will genuinely assist financially, this is an offer which should not be rejected. This point must have to be cleared up very quickly.

CO-OPERATIVE COLLEGE.

See file C/10. The draft memorandum is now nearly in order but there are still a few further details and definite information which are required. R.C.S. is obtaining these and this should then go ahead and get cleared with Finance if possible.

CO-OPERATIVE POLICY:

The paper on this subject was deferred by Exco. and you will need to discuss with the Minister what further steps should be taken. There are three main approaches to the Co-operative problem. Firstly improved training which is being dealt with by the memorandum on the money for the new college, and secondly, expansion development and propaganda and field training which is the responsibility of C.U.W.N. and this is being dealt with in a separate paper to Exco and thirdly the question of the amount of the additional powers necessary to give the Registrar in order to ensure that the irregularities at present occurring come to an end.

GLASS INDUSTRY:

File C.216. The advice so far obtained is somewhat contradictory though I think it quite likely that the argument that unless it can be done on a very large scale it will not pay is correct. This, in turn, depend on the supply of beer bottles more than anything else. As long as Star Brewery can buy second hand bottles imported full of Heineken, etc., the prospects do not look very good. However, clearly there is a great deal ^{of} basic information which must be obtained to put in the hands of consultants and prospective investors. This is both on the industrial and on the trade side. We must know fairly accurately what raw-materials are in fact available and secondly we must have details of the proposed consumption of glass both bottles and sheet glass. When this is available, we can forward it both to the Dutch consultant and any other of the consulting firms who have approached us with a view to seeing what their reactions are.

CO-OPERATIVE FISHERIES:

W. 341. The Coops. and the Fisheries division of the Ministry of Agriculture have put forward some proposals on this subject which appear to me to be reasonably sound.

I suggest that you discuss this with the Ministry of Agriculture to go with the details and if you are satisfied as to its soundness seek the Minister's approval for a joint memorandum. I have endeavoured to discuss this with the Ministry of Agriculture over the past few weeks but this has not proved possible. Note that there are also proposals for the establishment of private fishing fleet by Dr. Maja for which he is applying for a loan of £300,000 from the Finance Corporation. It will be necessary to see whether these two projects conflict or whether there is room for both of them.

C.S.A. HALF A MILLION POUNDS:

C-15
As you know, £200,000 of this sum was released immediately after Exco's approval was obtained but it was not possible at that time to find the remaining £300,000. Since then there has been considerable re-organisation of the Co-operative staff the new Finnish Accountant is just arriving and Mr. Osinbowale is just taking over the management. I have suggested to R.C.S. that there is a further pause ^{before} for the balance issued and that the Minister should be consulted before it is released.

A. O. A. LONGE

OFFICER TAKING OVER

OFFICER HANDING OVER

May, 1959.

Re Printing
Copy.

J.H.S.

from p. 69 - Subtd. pl. *pl.*

28.5.59.

U.S (E. & O.) - Sec. Thank you *AS*
U.S.(F.) 29/4/59

These notes by Mr. Kemmis will be very useful to his locum tenens. I certainly find them useful.

2. Mr. Kemmis' ideas on some aspects of "office organisation" do not exactly coincide with mine, but I do not propose to do anything about this until he returns and I can take the points up with him personally.

3. Printing Corporation

I note that the Ministry of Trade and Industry are still hoping to retain this Corporation indefinitely and are now toying with the idea of extending it. That may be the right line to take, but it was not the line we agreed at a meeting held in my office about ten months ago attended by representatives of the Corporation as well as of Trade and Industry, when it was generally agreed that the Corporation should be wound up as soon as possible, and its present functions taken over by the Government Printer which should seek to develop a section similar to Her Majesty's Stationery Office in London. There must be a record of the discussion somewhere, either in our file or in that of Trade and Industry. We all felt at that time, including the Manager of the Printing Corporation, that it was an untidy and uneconomic arrangement for Government to maintain two printing establishments. Perhaps opinion has changed in Trade and Industry since then. U.S. (F) may wish to enquire into this.

4. Industrial Promotions Commissioner

I understand from the Minister of Trade and Industry that he also is having second thoughts (or is it third thoughts?) about the need for this post. We shall probably be hearing from the acting Permanent Secretary soon about it.

S.O.A.,
P.S.M.F.

29th May, 1959.

Conf. Clerk.

Pl. attach the files about the Printing Corporation.

(I had them shortly after my return in April).

29.5.59

US(F)

are attd., pl.

files 30667 & F. 264

28.5.59.

P.S.M.F.

note § 3 of your minute p81, your recollection of the agreement reached last July is correct, but it is regretted that no follow-up action was taken in F30667.

2. I discussed the matter with PSM.T. shortly after returning from leave, and he informed me that:

(a) he hoped it would be possible to get Messrs ~~de~~ de la Rue interested in participating in the Printing Corporation. He had had some preliminary discussion with their representative, but negotiation had not reached the stage of firm proposals. On return of the file I will enquire what HUNT's reaction was to X, p 76.

(b) in his opinion, there was nothing to be gained by paying off Buffalo Books and that, on that issue, he would prefer to let Sleeping Dogs lie.

Action taken at p 61
in 30667. 3.6.59.

That was my mind
too. 3.6.59.

1.6.59.

✓ Sole.

2/6/59

Cont. Clear.

File in distance R.

3.6.59.

T.A.

CONFIDENTIAL

83 81/50
C.95/104.

28 May, 59.

The Secretary,
Public Service Commission,
Ibadan.

Industrial Promotions Commissioner:

84
82
P. 51
I am directed to refer to our conversation at a meeting of the Public Service Commission yesterday, the 27th instant, in which the Chairman requested a written note in order to be able to hold over active consideration of the appointment of an Industrial Promotions Commissioner which was then in progress. My Minister has approved that I should forward to you the attached minutes which I exchanged with him on my return from the meeting of the Public Service Commission.

2. You would note from the minute of the Honourable Minister that Government is actively considering a modification of the original proposal to appoint an Industrial Promotions Commissioner. On the strength of this, therefore, I am to advise that the consideration of an appointment to fill this post be not proceeded with for the time being.

3. My Minister has directed that his appreciation be conveyed to the Commission for its co-operation in finding a suitable man and regrets very much the necessity for holding up action in favour of an alternative plan.

W.D.M.
Ag. Permanent Secretary.

Enc:

Ref. No. C.95/104A.

Ministry of Trade & Industry,
Ibadan.

28 May, 1959.

84
82
P. 51
The Permanent Secretary & Head of Service,
Ministry of Finance,
Ibadan.

Copy together with copy of minutes for your information please. I will clear the alternative proposal with you before going to Exco.

CONFIDENTIAL

W.D.M.
Ag. Permanent Secretary.

8451
H.M.T.I.

I reported to you that I was invited, along with the Head of the Service, to a meeting of the Public Service Commission this morning as consultant in connection with the appointment of an Industrial Promotions Commissioner, and that there was at least one very good candidate in view, by name Mr. Stoneham. There is also a local candidate in the person of Mr. Angus, formerly of the Electricity Corporation of Nigeria, but he did not appear to be so good as Mr. Stoneham. There is, however, one small matter to be cleared up about Mr. Angus before, in our opinion, the appointment of Mr. Stoneham could be proceeded with. Mr. Adebo is making enquiries and we hope to be able to give the Commission the O.K., so far as we are concerned, in the next day or two.

x 2. I understand that in fact you have developed doubts as to the wisdom of having an Industrial Promotions Commissioner, and that you are now inclined to the view that an Industrial Promotions Commission of three members would be better. If a change in direction is to be made, it is most essential that it should be decided upon at once. London has made it clear that if we do want Mr. Stoneham, an offer must be made to him without delay, because there is an alternative offer which he is already considering; if we lose Mr. Stoneham our prospects of securing such a good man are considered slim. I shall, therefore, be grateful if your new proposal may be cleared with at least the Honourable the Premier as soon as possible, so that I can let the Public Service Commission know that we do not propose to proceed with the appointment of an Industrial Promotions Commissioner.

Sgd: J.O.I. Longe.
Ag. P.S.M.T.I.
28th May, 1959.

P.S.

x
As at above/that is exactly what I have been thinking about. The subject has been discussed with the Hon. Premier who does not appear to have any objection to the new proposal. Would you take action accordingly please?

(Intld) A.O.A.
28/5/59. HMTI

J.H.
from p. 50 sublt. pl.
Copy of PP enclosure in the HS file
made & industry
on 28/5/59, & p. 2.
see 2/6/59

1.6.59

C.67/101.

SECRET

S.31/2/19.

4th June, 1959

The Permanent Secretary,
Ministry of Trade & Industry,
Western Region,
IBADAN.

Substantive filling of the post of Chief
Produce Officer.

I am directed to refer to your letter of May 19th, 1959, and to say that His Excellency the Governor, on the recommendation of the Commissioners, has approved that the substantive filling of the post of Chief Produce Officer should be deferred until after the return from leave of Mr. Kemmis, Permanent Secretary, Ministry of Trade & Industry.

(Sgd.) P. Ofili
Secretary,
Public Service Commission.

SECRET

P.t.o.

86

SECRET

No.S.31/2/20.

Copy to:-

Ibadan,

4 June, 1959.

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

For information with reference to your
letter No.H.S.5/68 of May 23rd, 1959.

[Signature]

Secretary,
Public Service Commission.

SECRET

[Signature]

Substa. pl.

[Signature]

✓

P.A.

SEA

576/59

[Signature]
576/59.

See p. 105
in Vol. II
13/7/59

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10 BRUTON STREET,

BERKELEY SQUARE, LONDON, W.1

2nd June, 1959.

Mr. S.O.Adebo,
Permanent Secretary,
Ministry of Finance,
IBADAN,
Nigeria.

Dear Sir,

I have talked with representatives of two major American firms who do the sort of economic promotion which we have discussed. I enclose brochures from them describing their organisations.

There is no longer any question in my mind about what the Government should do in this connection. I think that, rather than hiring a single man down there, you should engage an organisation of the type described in the brochures. This will ensure that you have :

1. A detailed report on the economic possibilities of the area, based upon the research which has already been done. This will give the Government guidance as to priority in developing various agricultural and industrial projects and will give potential investors the type of detailed information they will need.
2. A man on the spot to deal with visitors and to handle correspondence from potential investors. In addition, he can bring up to date the research information about the Region.
3. A selling organisation outside of Nigeria which will make personal representations to potential investors.

Our public relations organisation, of course, will back this organisation up with publicity campaigns aimed specifically at promoting whatever areas of interest have top priority. In other words, if you decide that agriculture offers the greatest possibility for increasing the Western Region's economy, we can concentrate a large amount of effort on publicising the potential for investment in rubber, citrus, etc. and can give publicity to the crops which result. At the present time, we are somewhat handicapped in publicising developments in Nigeria because this is done on a rather hit and miss basis.

mf.

88

Mr. S.O.Adebo.

- 2 -

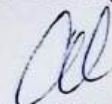
2nd June, 1959.

We hear about pineapple plantings, new small industries, etc. but we are not able to keep up a steady fire of publicity about any one subject.

The cost of retaining one of these organisations is considerable, of course. The Stanford Research people estimate that it would cost between forty and fifty thousand dollars for a year's representation. This would include keeping a man in Nigeria. The cost of the other operation is set out in the enclosed letter. However, experience would indicate that you will get more for your money by spending a larger sum than you will by paying the relatively high salary which would be required by a single man to advise you.

If you are interested in either of these organisations, we should be glad to assist you in investigating them more carefully and making recommendations to the Government.

Sincerely,



ALFRED TOOMBS.

Encs:

ARCHIVES OF

89

HS. 5/87

10th June, 1959

Alfred Toombs, Esq.,
Patrick Dolan & Associates, Ltd.,
10, Bruton Street,
Berkeley Square,
London, W.1.

d/o

I thank you for your letter of 2nd June on the subject of our efforts to recruit an industrial promotions commissioner. I think you have slightly misunderstood the scope of the work that we have in view for the appointee. You appear to be thinking in terms of "economic promotion" whereas we have a more limited objective - industrial promotion. That is not to say of course that we are not interested in economic promotion. The point is that we already have an organisation for this, in the form of the Ministry of Economic Planning, which is headed by an experienced economist and where we are doing our best to build up a trained staff of other economists and statisticians.

I am sending a copy of your letter, together with its enclosures, to the Permanent Secretary, Ministry of Economic Planning, and the Permanent Secretary, Ministry of Trade and Industry, because they may wish on occasions to make use of the consultant organisations recommended by you.

As regards industrial promotion, the Ministry of Trade and Industry, who are in charge of the subject, have been having second thoughts as to the appropriate institutional arrangements for their purpose. They are giving up the idea of a single commissioner. Instead they propose the establishment of an industrial promotions commission, the chairman of which will more or less fill the role previously envisaged for the sole commissioner, but will not need to be quite so high-powered. I shall enlarge upon this proposal when we meet.

Are you returning to Nigeria before the middle of July? If not, our next meeting is likely to be in London since I am due there on the 10th July. I am attending a conference in Cambridge from the 13th to the 24th of that month after which I hope to be in Germany for about a fortnight, and then do some official business in London for a week or two, and sail for home on or about the 2nd September.

May I say thanks again for the interest you have shown in the subject matter of this letter.

Yours sincerely,



(S. O. Adebo)

Issued
10.6.59.

90

HB. 5/87A

Ibadan, 10th June, 1959

The Permanent Secretary,
Ministry of Economic Planning,
Ibadan.

and

The Permanent Secretary,
Ministry of Trade and Industry,
Ibadan.

For information and such action as you may deem fit,
immediately or in the future.

2. The papers forwarded with Mr. Toombs' letter are enclosed
for perusal by the Permanent Secretary, Ministry of Economic
Planning, and transmission to the Permanent Secretary, Ministry
of Trade and Industry, for perusal and retention.

.....

Issued
19/6/59

Soa
Permanent Secretary,
Ministry of Finance.

ARCHIVES OF NIGERIA

SECRET

COPY

S.40/3/7.

4th June, 1959.

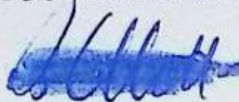
C.67/100.

The Permanent Secretary,
Ministry of Trade & Industry,
Western Region,
IBADAN.

Promotion to Registrar of Co-operative
Societies: Mr. O. Bateye

I am directed to refer to your letter of May 19th, and to say that His Excellency the Governor, on the recommendation of the Commissioners, has approved the promotion of Mr. Bateye to the post of Registrar of Co-operative Societies with effect from 17th March, 1959.

2. I am to add that Mr. Bateye's attention should again be drawn to the last three sentences of paragraph 8 of his 1959 Confidential Report.

 (Sgd) P. J. Li
Secretary,
Public Service Commission.

No. S.40/3/7A.

Copy to:-
The Head of the Service,
Ministry of Finance,
Ibadan.

Ibadan, 5 June, 1959.

For information with reference to your Secret letter No. H.S.5/67 of May 23rd, 1959.


Secretary,
Public Service Commission.

SECRET

Recd. 9.6.59
xl

11/10/6.

92

S.40/3/7A.

HS.5/92

10th June, 1959.

The Secretary,
Public Service Commission,
Western Region,
I b a d a n.

Mr. O. Bateye, Registrar of Co-operative
Societies:

I shall be glad if you will let me have the
confidential report file of the above named officer
for perusal and return.

Sca

Head of the Service.

Issued
HL 11.6.59.

See p. 93.

93

11th June, 1959

HS. 5/93

Secret

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

copy to:

The Permanent Secretary,
Ministry of Trade and Industry,
Ibadan.

Promotion to Registrar of Co-operative
Societies - Mr. O. Bateye

May I refer to paragraph 2 of your letter No. S. 40/3/7 of the 4th June addressed to the Permanent Secretary, Ministry of Trade and Industry and copied to me? I shall be glad if the Commission will reconsider their directive. In paragraph 9 of the 1959 confidential report on Mr. Bateye it was clearly indicated that the criticism made in paragraph 8 had been brought to his attention. I happen to know that that criticism is applicable to some other Heads of Divisions as well, due in part to the novelty of "integration" in this Region.

2. With great respect, I do not consider it to be fair or prudent that an officer whose promotion has been delayed in the way that Mr. Bateye's has been should, when that promotion is eventually approved, again have his attention drawn to a criticism which has previously been brought to his attention.

..... 3. Your file No. A.D.5. is returned herewith.

See

Head of the Service.

Issued
14/6/59

B.U. 256/59

See p. 94



94

PUBLIC SERVICE COMMISSION

IBADAN · WESTERN NIGERIA

Your Ref. No. HS.5/93.All communications should be addressed
to the Secretary quotingOur Ref. No. S.40/3/14.SECRETDate 23 June, 1959.

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

Promotion to Registrar of Co-operative
Societies - Mr. O. Bateye.

p.93 I am directed to refer to your letter of 12th June, and to say that the Commissioners considered your letter under reference at their meeting on the 19th June and are agreed that you were well aware of the reasons for the delay in the promotion of Mr. O. Bateye and, therefore, consider that your remarks in that connection, to say the least, are uncalled for.

2. I am to add that the Commissioners also agreed that in the absence of any additional information, there is no reason to justify varying the recommendation, which has had the approval of His Excellency, that Mr. Bateye's attention be drawn to the last three sentences of paragraph 8 of his 1959 Confidential Report.

Secretary,
Public Service Commission.

SECRET

Conf. Sect.

Pl. endorse to PSNT & I for information

See

25/6

see p. 95

24/6.

95

H.S.5/95

Ministry of Finance,
Ibadan.

29th June, 1959

The Permanent Secretary,
Ministry of Trade and Industry,
Western Region,
Ibadan.

Overleaf for your information.

See
Head of the Service.

PA

Issued
[Signature]
29.6.59.

ARCHIVES OF OYSCAC

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TELEPHONE: GROSVENOR 7701

PATRICK DOLAN & ASSOCIATES LTD.

DIRECTORS

PATRICK DOLAN (U.S.), CHAIRMAN, NOEL NEWSOME, O.B.E., MANAGING,
WILLIAM J. CALDWELL (U.S.), ALFRED TOOMBS (U.S.), SYDNEY WHITCOMBE

10 BRUTON STREET,
BERKELEY SQUARE, LONDON, W.1

22nd June, 1959.

Simeon Adebo, Esq.,
Permanent Secretary,
Ministry of Finance,
IBADAN,
Nigeria.

Dear Simeon,

I have just received a note from George Wittman, one of the economic consultants whose brochures I sent you. He tells me that they are getting a good reaction in the U.S. to the report which they have just published on Ghana.

He asks whether I would feel that it is worthwhile for their representative in Accra to come to explore possibilities in Western Nigeria. I am suggesting that they do so, inspite of the fact that you seem to feel that there may be no need for this type of service. At any rate, if it does not cost us anything, I think we might take advantage of this offer.

I am looking forward to having a more detailed discussion with you about all of this, since I still believe there would be many advantages in having an organisation of this kind working for the Government.

Sincerely,


ALFRED TOOMBS.

See p. 97

97

Ministry of Finance,

Ibadan,

Nigeria.

29th June, 1959

Alfred Toombs, Esq.,
10 Bruton Street,
Berkeley Square,
London, W.1.

d/o

Thank you for your letter of 22nd June concerning George Wittman. I am sure we would welcome the visit proposed and I suggest that Wittman should get in touch with the Ministry of Economic Planning and the Ministry of Trade and Industry when he arrives. I shall probably be away in England at the time.

As you say, we should discuss in more detail when we meet in London.

(S. O. Adebayo)

PK.

Issued
9/29/6.

July,

59.

Mr. O. Bateye,
Registrar of Co-operative Societies,
Ministry of Trade & Industry,
Ibadan.

Promotion to Registrar of Co-operative
Societies - Mr. O. Bateye:

I am directed by the Public Service Commission to draw your attention to the comments which were made on you in your 1959 Confidential Report. It was observed that you had not fully adapted yourself to the role of Head of Division in an integrated Ministry. You had not yet learnt to express your views and represent the needs of your Division clearly and concisely in a way which could be readily understood by someone not already familiar with your problem.

2. It is appreciated that this is largely a matter of experience and knack and there is little doubt that with your intelligence you will soon overcome this defect.

3. Please acknowledge reply in triplicate.

Acting Permanent Secretary,
Ministry of Trade and Industry.

Recd. 14/7/59.
[Signature]

Ref. No. C.67/112A.

Ministry of Trade & Industry,
IBADAN.

8 July, 1959.

The Secretary,
Public Service Commission,
Ibadan.

The Permanent Secretary & Head of Service,
Ministry of Finance,
Ibadan.

above
Copy for your information together with
copy of acknowledgement of Mr. O. Bateye, Registrar,
Co-operative Societies.

P.99

de Dillon
Acting Permanent Secretary.

OB/149.

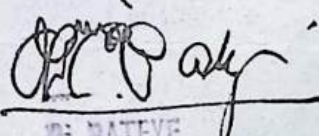
99
Ministry of Trade and Industry,
Cooperative Division,
Private Mail Bag 5062,
Ibadan.

13th July, 1959.

The Permanent Secretary,
Ministry of Trade and Industry,
Ibadan.

Promotion to Registrar of Cooperative Societies-
Mr. O. Bateye.

p. 98
This is to acknowledge your letter Reference No.C.67/112 of 8th July, 1959 and to say that I have made a careful note of its contents. The position, duties and functions of a Head of Division have only recently been explained to all Heads of Divisions in this Ministry by the Head of Service and not until then, as was evident from the discussions, was a clear idea given of how matters should be handled under an integrated Ministry or the facility provided for anyone to operate the system explained. Since then, however, I hope you have noticed a great change and improvement in the position.


O. BATEYE

Registrar of Co-operative
Societies.

Its. Pp. 98 & 99 f.i.

Previous corr. are at pp. 1-37, 43-60,
61-65, 67 and 91-95 inclusive, pl.

14.7.59.

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See. pr

14/7

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