

OYO STATE COUNCIL FOR ARTS AND CULTURE

CULTURAL CENTRE ROAD, MOKOLA,
IBADAN NIGERIA

ARCHIVES

FILE NO.	VOLUME NO.
SUBJECT : NATIONAL INSTITUTE FOR POLICY AND STRATEGIC STUDIES - KURU	
CLASS MARK CAC 1.17.1	
PIECE/SERIAL NO.	

CAC 0022

ARCHIVES OF OYSCAC

OFFICE OF THE GOVERNOR
OYO STATE OF NIGERIA

FILE No. Vol-1
Hs. 29/5.1

CAC 17.1

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FILE No. Vol-1
Hs. 29/5.1

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HS. 29/S. 102

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FILE No. VL.1

HS. 29/3.1

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HS. 29/3.1

FILE No. VL.1

NATIONAL INSTITUTE
FOR POLICY AND
STRATEGIC STUDIES.

PRECEDENTS RECORDS NOTED

DATE

IN RESPECT OF

SECRET

TELEPHONE: IBADAN 24661

STAFF

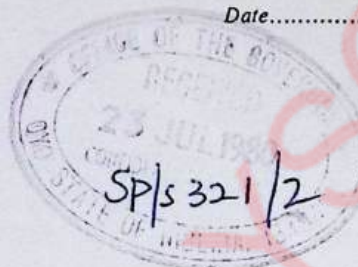


OFFICE OF THE STATE GOVERNOR
IBADAN · OYO STATE OF NIGERIA

Our Ref. No. SP/S 424/VL.1/196.

Date..... 18 July, 1980

The Head of Service,
Governor's Office,
I b a d a n.




Participation in Seminars organised at
the Institute of Policy and Strategic
Studies, Jos

see P. 8-9

I am directed to refer to the attached letter (photo copy) which relates to the above subject, and to request you to kindly indicate whether there has been any invitation extended to this State which was not honoured.

2. I am also to request you to please ensure that the State takes full advantage of any invitation to Seminars organised at the Institute.



(M. I. Aboaba),
for Secretary to the Government.

SECRET



DR O. O. TINUOYE
Commissioner

Residence:

2 Olagoke Akano Street,
Two Road,
Ibadan.

Civil Service Commission,
P.M.B 5005, Ibadan,
Oyo State, Nigeria.
Tel. 412312
462100/8245

Dear Sir,
Good day to you, Sir. How are you and the family?
On our recent tour of the Northern States, we had cause to be at the Institute of ~~State~~ Policy and Strategic Studies in Jos. During our discussion with some members of the Directing Staff, we were surprised to be told with an obvious concern that Oyo State has not been utilising its quota of participants of the various seminars arranged at the Institute from time to time for the benefit of Public Officers and the Service. In fact, we were given a challenge on the issue, and we promised to refer the matter to appropriate authorities of our Government.
Therefore, cognisant of the great premium Oyo State places on manpower development and its long history of professionalism, I believe it is essential that you please look

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into the circumstances surrounding the above
omission and set machinery in motion to correct same
soonest, Sir. In connection with the operational
details, you may wish to raise with the Head of Service
and appropriate functionaries in the Forests
I hope you find the foregoing useful

[Handwritten signature]
8/7/80

P.T.O.

ARCHIVES OF

~~10~~ 19 4

Sec. (s.m.)

pp. ¹7 to ³9 or leaf are hereby humbly submitted for your rec. action pls.


ADD

H. E. O. (ER)

28/7/80

H.E.O. CR;

Can you please attach any file(s) relevant to p.?)?


sec (sm)
29/7/80

ARCHIVED

Y.C.A.O.

H.S.

The letter on p.1⁵ announces the third Senior Executive Course in the National Institute, Kuru. The course which will last 38 weeks will commence on February 6, 1981. However, there is the opportunity for a participant to withdraw at the end of 18 weeks in case sponsors cannot release their candidates for the whole length of the course and we should take advantage of this option.

2. Candidates are expected to be of the status of Permanent Secretaries or Secretary for or of equivalent status in the Public Corporations. Other participants are also drawn from the Army, the Universities and the Private Sector.

3. The Permanent Secretary, Parastatals had indicated his interest in the course and if you have no objection, his name will be forwarded to the Director-General of the Institute.

[Signature]
(E.O.A. Taiwo),
Ag. Perm. Sec.(SM),
18th November, 1980.

Ag. P.S (sm)

Agreed as proposed.

Tejo Alalija
21/11/80

HEO (CR)

[Signature]

[Signature]
21/11/80

ARCHIVES OF

SECRET

3
7

24 ^{TS} November, 1980.

ES.29/S.1/Vol.I/3.

The Director-General,
National Institute,
Kuru,
P.M.B. 24,
Bukuru.

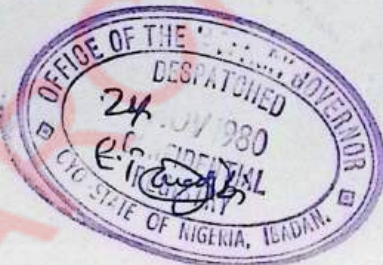
(For the attention of Major-General T.B.Ogundeko)

SENIOR EXECUTIVE COURSE 3

I am directed to refer to your letter No.NI/801/S of 17th October, 1980 and to inform you that Mr. P.O. Ishola, Permanent Secretary, (Parastatals) has been nominated to represent the State at the third Senior Executive Course taking place at the National Institute from February 6, 1981.

2. Mr. Ishola will spend eighteen weeks as he cannot be spared for the whole length of thirty-eight weeks. I shall be grateful if you will forward the instructions and Bio-data forms to him for necessary action. His contact address is:

Mr. P.O. Ishola,
Office of the Governor,
(Parastatals Department),
Agodi,
Ibadan.



u b
(E.O.A. Taiwo),
for Head of Service.

see P.14

SECRET

See P.9

XXX

HS.29/S.1

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NATIONAL INSTITUTE

KURU
PMB 24
BUKURU.

14TH NOVEMBER 1980

Ref: NI/027/A

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.....



INVITATION TO GRADUATION CEREMONY

It has been observed that the Invitation Card sent to you for our Graduation Ceremony did not provide for your wife. We very much apologise for this significant omission and do hereby state that seats will be provided for both you and your wife.

UBA OSIGWE
for: Sec/Director of Admin. & Finance.

✓
HS of CGE)
M. free away
[Signature]

ARCHIVES

HS 29 9

NATIONAL INSTITUTE



KURU
PMB 24
BUKURU
PLATEAU STATE, NIGERIA
Telegrams: NISTRA BUKURU

NI/801/S/3

Tel: 54535, Jos

16 December 1980

Head of Service
Office of the Governor
Ibadan
Oyo State



SENIOR EXECUTIVE COURSE 3

Reference:

- Ref. P. 5
Ref P.
7
- A. NI/801/S dated 17 October 1980
 - B. Your HS.29/S.1/Vol.1/3 dated 24 November 1980

I am directed to acknowledge your above-mentioned letter and to confirm that your nominee has been accepted. A copy of the Joining Instructions has already been sent to him.

G. Aiyegbusi
Personal Secretary
to the Director-General

U.S. (S.M.)

Above is hereby humbly submitted for your action pls.

ADD.

H. F. O. (C.R.)

30/12/80

HS. 29/5.1

10

NATIONAL INSTITUTE



KURU
PMB 24
BUKURU
PLATEAU STATE

December 1980

NI/801/S/3/104

Head of Civil Service
Oyo State
Cabinet Office
Ibadan

SENIOR EXECUTIVE COURSE NO. 3

Reference:

A. NI/801/S dated 17 October 1980

See the b.c. Copies of the Institute brochure and nomination forms are enclosed. Three forms should be completed by the student and returned to the Institute not later than January 15, 1981.

Professor G O Olusanya
Director of Courses
for Director-General

PS(P)

The forms are for your urgent action, please

PS(Sm)
6/1/81

PS(Sm) Kindly complete the last paragraph of p 4 of the form at bc. I have spoken to the Director of Admin of the Inst & he has said

bring the form by hand when
I am regarding at Kuru on
4.2.81.

DA Moh
PS (P)
29/1/81

Sec (Sill)

Please process forms abc
for the signature of HS.

2. Urgeat ~~action~~

AS
AS (Sill)
2/2/81

H.S.

Via

P.S.(SM), 2/2/81

You kindly approved the nomination of the Permanent Secretary, Parastatals for the Senior Executive Course 3 beginning at the National Institute, Kuru, on the 6th of this month.

2. The forms at b.c. are a follow-up to the nomination. Kindly complete the last paragraph of the application by signing the part marked 'X' on the flagged page. There are four copies, please.

UJ
(E.O.A. Taiwo),
Sec (S.M.),
February, 1981.

J
Sec. (SM)
P.S. (SM)
3/2/81

Forms also have been
duly signed. I need a stamp for
this office. The forms should have
stamp for (head of Service Organisation).
Reja Aluhin,
2/2/81.

2. Please endorse p.7 of file
to Mr. Ishola.

J
P.S. (SM)
3/2/81

ARCHIVES OF OYO STATE

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P.S.(F),

Kindly read p.12 and detach the forms at b.c, (four copies) already signed by the Head of Service.

2. In addition, please detach the endorsement at b.c which is a copy of p.7 (HS.29/S.1/Vol.I/3).

U L
(E.O.A. Taiwo),
Sec. (S.M.),
3rd February, 1981.

PS(SM)

P14 in this file which is an endorsement to me of P.T was extracted into a temporary file which I have minuted to the DG and SA for information about my imminent disposition.

2. I will leave for Kuru on 6.1.81, and I have informed Mr. S. A. Alawode, of Secretary in the Parastatals Department accordingly. I hope that he would look after the Department until suitable arrangements are made to provide a relief for me.

3. A copy of my handing over note will soon be submitted for the information of the HS.

✓ PS(S) 5.2.81

Above Noted. Action continues in another file

[Signature]
PS(SM)

PA

452931

NATIONAL INSTITUTE

13A

KURU
PMB 24
BUKURU

NI/801/S

17 October, 1980.

Head of Service
Oyo State
Cabinet Office
Ibadan

SENIOR EXECUTIVE COURSE 3

1. The third Senior Executive Course of this Institute will assemble on Friday, 6 February, 1981. The duration of the course will be 38 weeks. It will therefore graduate on Saturday, 31 October, 1981. As with the previous courses, Private Sector sponsors who feel unable to release participants for the entire course have the option of withdrawing them at the end of 18 weeks when they would have got the essential substance of the course.
2. You have a standing allocation of 1 Civil Service place on this course which I am now inviting you to nominate candidates for. These candidates should be of the status of Permanent Secretaries or Deputy Permanent Secretaries in the Federal and State Civil Services and of equivalent status in the public corporations. In the Armed Forces they should be Colonels and above, in the Universities, Senior Lecturers and above and in the Private Sector, members of Main or Subsidiary Boards of their Companies.
3. The list of nominated candidates should reach this office by 2 December, 1980. Joining instructions and bio-data forms will be forwarded to nominated candidates from this office as soon as the nominations reach us. If you have no nominations or cannot subscribe all your allocations, please write immediately to let us know so that other organisations would be offered the unsubscribed places. Places have been wasted in the past in the vain hope they would be filled by those to whom they were allocated.
4. Any place not taken up within the first week of resumption will be promptly filled by candidates placed on the waiting list.
5. Your cooperation will be highly appreciated in ensuring that suitable candidates are selected early and the list forwarded to us on time.

PS (com) 500 12 14

Please advise the

would send some to the

1980

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TB OGUNDEKO
Kaj-Gen
Director-General.

NATIONAL INSTITUTE



KURU
P.M.B. 24
BUKURU
PLATEAU STATE
Telegrams: NISTRA BUKURU

Tel: 54535, Jos

20 March 1981

NI/801/S/3

The Head of Service
Oyo State
Office of the Governor
Agodi
Ibadan

SENIOR EXECUTIVE COURSE 3

1. Please refer to your letter HS.29/S.1/Vol.1/3 dated 24th November, 1980, in which you nominated Mr. P.O. Ishola for the above-mentioned course which commenced on 6 February 1981. It appears that there is some misunderstanding from your end about the nature of the course. You indicated that Mr Ishola was being sponsored for 18 weeks. If you refer to paragraph 1 of my letter No. NI/801/S of 17th October, 1980, it would be found that the option of withdrawing from the course at the end of 18 weeks is open only to students sponsored by Private Sector organisations. As a rule students sponsored by Governments are not expected to withdraw from the course. The course is expected to finish on Saturday, 31st October 1981.
2. All the programmes of the course are designed to create in the students greater awareness of the problems confronting the nation, and to enable them, through dialogue, research and reflection to seek solutions to these problems.
3. In the present course there are 38 students including 2 who are sponsored by Private Sector organisations. None of the sponsors except your organisation proposes to exercise the option of withdrawing the student after 18 weeks. It is certainly in the interest of the nation; the sponsoring authorities and all the students that all the students on the course should be allowed to complete the course.

Note

Original of pages 13-16 transferred to pages 11-13 of file HS 8/S.1 Vol x.

Do
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H

Sec (50)

Pages 14 & 15 are turnably
substit. pls

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HEC 621
24/4

ARCHIVES OF OYSCAC

H. S.

Via

P.S.(S.M.), *L* 28/4/81

I respectfully invite your attention to the letter on pp.14-15 forwarded by Major-General T. B. Ogundeko, Director-General, National Institute, Kuru. The Major-General had stressed the need for Mr. P. O. Ishola who is now attending the Senior Executive Course 3, to stay on the course for the whole period of 38 weeks instead of 18 weeks approved for him.

2. In paragraph 1 of the letter on p.5, it was indicated that Private Sector sponsors who cannot release participants for the entire duration of the course, have the option of withdrawing them at the end of 18 weeks. There was no indication that those from the Public Sector could not take advantage of that option. I recommended on p.6 that Mr. Ishola should attend the course for 18 weeks and you kindly approved. Before making that recommendation, I was conscious of the practice and thinking here that at Permanent Secretary's level, officers should not be taken away from their seats for long duration. In fact, the trend in recent times has been to send Permanent Secretaries for overseas courses, the duration of which is not more than about 4 weeks.

3. In view of paragraph 3 of Major-General Ogundeko's letter which revealed that out of the 38 students now on the course, it is only in respect of Mr. Ishola that withdrawal after 18 weeks had been proposed, you are humbly invited to approve that Mr. Ishola should stay on the course for the full duration of 38 weeks. Fortunately, paragraphs 1 and 2 of your submission to the Governor on p.983 in file HS.8/S.1/Vol.X attached, suggests that the possibility of Mr. Ishola being away for 38 weeks could not be ruled out.

4. Kindly approve that Mr. Ishola stays for the duration of 38 weeks. I place at back cover, in the attached file, a draft submission (intimating the Governor of the latest position, please.

[Signature]
(E. O. A Taiwo)
Sec. (SM).
28th April, 1981.

P.S. (sm)

Further action on the number at P
17 continues in the subject file for the
assessment of Permanent Secs.

Veja Alalipa.

30/4/81

Sec (sm)

To note please

↓
P.S. (sm)
4/5/81

noted

4/5/81

NOTE

See p. 18 in file 118-81
S-1 UOT X P.A.

Sec (sm)
18/0

m:

TEJU ALAKIJA (MRS)
HEAD OF SERVICE



Office of the Governor
IBADAN, NIGERIA

HES (CR) 10/15/1981
As. P.S. (Smy) 12/14/81

To see the attached
and file away. DR.
J. T. Danilla is pretending
that he had not seen
my two letters. He must
be deceiving himself.
Teju Alakija

CENTRE FOR MANAGEMENT DEVELOPMENT
CAMBRIDGE

MEMORANDUM

Ms 87/54

19

To :

(Please see Newsletter)

Date :

From :

10 - August 81

Dear Mrs Alkiza
I am passing through
and stopped in to see
you.

I have not heard
from you re my notes
and letters but hope
they have been received.

I have been hoping
you would come to
Cambridge and spend
a few days giving a
Seminar. Alternatively
travelling with all of
us to USA.

Please let me
hear from you. Why
have I not see any of your
colleagues?

Regards
D. J. Daniel

Cambridge Management Centre News

Centre for Management Development,
Administrative Offices: 29A Bridge Street, Cambridge, CB2 1UJ, England.



MAY 1981

SPECIAL TOP MANAGEMENT PROGRAMME HELD IN THE CAMBRIDGE UNIVERSITY CENTRE.

The Centre for Management Development, Cambridge specialises in a number of practical problems pertaining to developing countries in the fields of management, finance and legal matters; management itself must be seen in the context of economic development of developing countries.

There are Top Management Programmes for those in the commercial, governmental, industrial and legal fields. This programme is for eight weeks held in the Cambridge University Centre. The participants come from Pakistan, Malaysia, Kuwait, Zimbabwe, Nigeria, Ethiopia and a number of other developing countries. During the first four weeks they exchange ideas with the fifteen tutors associated with the Centre and with each other, highlighting some of the peculiar problems facing developing countries in all facets of their economies.

This process continues during the last four weeks, however, this is the period when specialisation occurs and those Ministers, Permanent Secretaries, Broadcasting and Television Specialists as well as those in Ports and Banking, visit their counterparts in Britain, France or elsewhere to help them in understanding and facing their difficulties in a broader context.

There are other practical programmes which the Centre offers, for example, Hotel Management for Top Executives, Airline Management, Marketing Management, Financial and Profit Management, and Management in the Construction Industry as well as International Business with the peculiar problems associated with international transactions, processes of evaluation, bills of lading, letters of credit, etc.

The Special Top Management Programme is for the following categories of leaders from the private and public sectors of developing countries:-

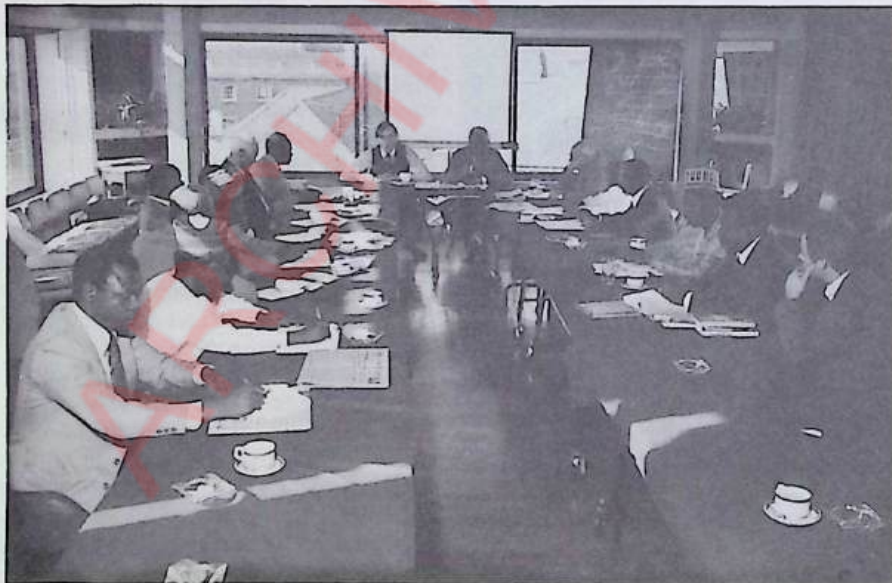
- (i) Minister or Commissioner
- (ii) Secretary to Government
- (iii) Chairman and Chief Executive
- (iv) Head of Civil Service, and
- (v) Judges and Law Officials

The Centre for Management Development, Cambridge recognises that the exchange of ideas in an intellectual environment is important for those from developing countries who should be able to read, study and reflect as well as participate with those from other developing countries and from industrialised countries. Problems are not presented by the Centre in a vacuum, but pertain to the real world and cannot be purely an intellectual exercise. Over the years the Board members of the Centre for Management Development, Cambridge have insisted that the cornerstone of policy must be based on the peculiarly practical problems faced by Top Officials in developing countries.

The original Board of 15 members from developing countries has been expanded to 38 members, reflecting a broad spectrum of countries, commercial, industrial and governmental personnel who oversee the management of the Centre from their respective disciplines and from the broad perspective of developing countries. It is the considered view of the Board, representing 45 developing countries, that the Centre should make certain that fundamental and practical issues are tackled with vigour and that practical problems, in particular, must be solved within the context of developing economies, as a matter of urgency.

The Centre for Management Development, Cambridge was established by and for developing countries outside of their own environment in order that objectivity set in an intellectual context, together with the exchange of ideas with those who have similar problems in the industrial countries would facilitate the solution of management problems which are some of the most pressing difficulties facing the Third World. Management problems are not peculiar to developing countries; these problems are also very much part of the fabric of industrial countries such as Germany, France, Britain, America, Japan etc.

In the industrial countries, there are problems in the fields of planning, marketing, personnel and a host of



A group of Special Top Management Fellows from Kuwait, Trinidad, Thailand, Kenya, Nigeria and Ethiopia at a Seminar in the Cambridge University Centre.

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financial problems which sound management techniques and planning can be certain to overcome. British Rail, British Leyland, ICI, General Motors, the various Railway Corporations and Ports Authorities as well as a number of private businesses in industrial countries are cases in point where sound management techniques have been abandoned and forward planning has been sorely neglected. The energy crisis and the recession could have been anticipated by industry, particularly by giant

corporations who have, at their fingertips, should they wish to use them, the techniques of planning, marketing and forecasting.

The Centre does not rely only on management techniques to assist in the solution of problems but also on the ability to secure the best information available and the techniques which this involves in order to make reasonable decisions on any problem which is faced, whether that be in government, the legal profession or a private

company. There are too many decisions taken for the best possible cause on the worst possible information, or lack of information, which lead to bad conclusions and chaos. The best possible facts available were not sought or were ignored. Management Specialists, Ministers, Judges, Chairman & Chief Executives are all quite often guilty of taking decisions on the scantiest of information, ignoring the new management technology of comparison, statistical forecasting and informational techniques available to them.

The Special Top Management Programme examines management techniques and their practical applications to the commercial, industrial and governmental levels in the United Kingdom, the United States of America and specifically developing countries. This assists in throwing light on the unique problems faced by Top Management Officials from developing countries. It must be clearly understood that Top Officials are managing organisations, economies of countries, legal systems etc. and that our own performances can be judged in the context of management systems.

During the first two weeks, the Special Top Management Fellows in the Cambridge University Centre exchange ideas with a number of tutors and leaders of business, politics, legal and other professions who have had many years of experience in their respective disciplines or in management in the commercial/industrial/governmental sector of developing countries. The tutors and leaders associated with the Centre are practical men of affairs, internationally oriented and well versed in multinational and related economic and financial problems of both the industrialised countries and the Third World.

During the third week, the Special Top Management Fellows are in the United States of America where they are guests of the City, State and Federal Governments in addition to the United Nations Headquarters in New York City, the World Bank in Washington, the New York and American Stock Exchanges and the business community in general. The Ministers, Commissioners and Officials from the private and governmental sectors find the experience most rewarding and invaluable.



Fellows and some of the 15 Tutors of the Centre for Management Development, Cambridge with Guests at a dinner.



Fellows of the Centre for Management Development from Zambia, Trinidad, Sierre Leone, Zimbabwe and Thailand during a reception in the Cambridge University Centre.

The fourth week, the Special Top Management Fellows of the Centre for Management Development return to the Cambridge University Centre to again exchange ideas and to carry out visits to the industrial, commercial, legal and governmental communities of their own choice.

All the Fellows of the Centre for Management Development, Cambridge are teachers, scholars and researchers of the Centre. They often return to read papers on some practical aspects of the economies of developing countries or of their professions. Medical practitioners, engineers, agricultural specialists and scientists share in the teaching, research and technical assistance programme of the Centre.

The Centre recognises also, that many of the Top Executives and Officials of developing countries have in most cases a much more onerous burden to bear in almost any aspect of the economy than their counterparts in the industrial countries. This is due to the fact that one of the great problems is the training of diverse personnel to support Top Management which is insufficient in numbers in almost every field in developing countries. It is therefore said that during the Third Economic Development Decade, 1980 - 1990, there will be a greater emphasis in developing countries on:

- (1) the transfer of technology to developing countries including management technology
- (2) a greater emphasis on investment by the industrial countries, rather than hand-outs and grants, and
- (3) a greater emphasis on the better management of the resources of developing countries both human and material.

The top echelon in developing countries have a great burden to bear as leaders which puts physical and other strains on them and their families. Their expertise and time is often taxed to the fullest, allowing them little time for personal, family and social relaxation. The implication of this is that they have practically no time to consult with specialists about their health, let alone the new techniques that assist in the solution of management problems that are so rapidly coming out of the international environment in which we live. We strongly advise in Cambridge that all

Top Management Fellows take time off to secure examinations of all aspects of their health as Cambridge has a very high standard in the medical fields.

Today we can get from London to New York, Washington or Hamburg to exchange ideas with our counterparts at about the same expense as we can on a trip from London to Zurich by air. In recognising many of the factors referred to above - coupled with the informational, management and scientific revolution taking place - we

are certain that the leadership of the Centre for Management Development, Cambridge will continue to be relevant and serve the commitment to practical solutions of economic development and related problems of developing countries, as the founders of the Centre envisaged. The Special Top Management Programme in particular is one of the world's great programmes in an intellectual setting for Ministers or Commissioners, Chief Executives, Judges and Top Officials.



Top Management Fellows from Nigeria, Kenya, Tanzania, Sierre Leone, Kuwait, Trinidad and Thailand.



Top Management Fellows from Ghana, Kuwait, Ethiopia, Kenya and Nigeria during a Seminar in the Cambridge University Centre.

SPEAKERS FORUM

Alhaji Ali U. Eri, Solicitor-General, Benue State of Nigeria has made comments for Top Management Fellows in the Cambridge University Centre.

This is an excerpt from his Paper entitled *'The Position of the Permanent Secretary under the Presidential System of Government in Nigeria: An excursion into the Realm of Nigerian Constitutional Law.'*

PERMANENT SECRETARY

In addition to the Vice-President and Ministers, for the Federal, and in addition to the Deputy-Governor and Commissioners, for the State, both the President and the State Governors are empowered to delegate their executive functions to officers in the public service. These officers in the public service include Permanent Secretaries now under sections 157(2)(d) and 199(2)(c) of the 1979 Constitution. Similar provisions in the 1963 Constitutions were section 149 (Federal) and Section 69 (North). Section 157(2)(d) which is mutatis mutandis, the same as section 188(2)(c) names the "Permanent Secretary or other Chief Executive in any ministry or department of Government of the Federation howsoever designated" as one of the offices in respect of which the President is vested with the power "to appoint persons to hold or act in," and "to remove persons so appointed". It is to be observed here again that, unlike the position under the 1963 Constitution the Permanent Secretary is not mandated to perform any specific function under the 1979 Constitution. Could the phrase "Permanent Secretary or other Chief Executive" therefore be construed to mean that the Permanent Secretary is also the Chief Executive of his ministry or department? An answer in the affirmative here would tend to destroy the argument and my conclusion relating to the Minister/Commissioner. The marginal notes here do not guide and it must therefore be accepted that subject to the functions specifically delegated to the Permanent Secretaries by the President/State Governor, the Ministers/Commissioners are Chief Executives of the Ministries/Departments to which they are assigned.

CONFLICT OF AUTHORITY AND ROLE RELATIONSHIP.

From the foregoing, it is hard to see how and why there could be any source of conflict of authority or role relationship between the Ministers/Commissioners and Permanent Secretaries arising from the provisions of our Constitution. To my mind, the Ministers/Commissioners, as "politicians" operating in a democratically elected system of Government, who are representing the Chief Executives of the Federation and the States in the various departments of Governments, and who should be recognised as Chief Executives in these departments, must always direct and control the affairs of government in the departments. The Permanent Secretaries, should continue to supervise and in addition advise where and when circumstances demand of them to do so. In addition, the Constitution (sections 156 and 187 of 1979 Constitution) empowers the Civil Service Commissions to delegate any of their powers to be performed by any officer in the civil service. These powers - of appointment and promotion of certain categories of staff, of discipline etc. - are usually delegated to Permanent Secretaries to perform. These cannot for example be interfered with by Ministers/Commissioners. The Permanent Secretaries supervise the day to day running of the administration of Ministries and departments. In some States, Permanent Secretaries are still the Accounting officers of their Ministries. This function is either specifically conferred on them by the Governor or taken away and given to Commissioners. In Benue State for example, it is conferred on Permanent Secretaries. As accounting officers of their various Ministries, it should be realised that they are not necessarily experts in finance or accounting matters though as career civil servants or the President's/Governor's appointees into the public service they, more than the Ministers/Commissioners, are well acquainted with the routine administrative matters of government. They have to carry out their duties subject to the directives and control of the Chief Executives. (President/Governor). With this rough outline, I do not seem to see any source of conflict unless a Permanent Secretary or a Minister/Commissioner suo moto creates one. People who try to blame the "inadequacies" in our

present constitutional arrangements relating to political and public service office holders are perhaps too prone to casting their minds back to the years of the Military era but not beyond that era into the years of the first Republican Civilian era. To my mind, the exaggerated powerful positions of some Permanent Secretaries during the Military administration were due to lack of political guidance caused by the absence of political parties and partisan political activities. It was to be expected that a group of people acting together, like in the Military regime, with different ideological thinking and objectives were more likely to depend on, and to be influenced by technocrats and career public officers who possessed the data of things for information, than our present day political office holders.

DUAL ROLE

As to the dual roles of Permanent Secretaries - as civil servants appointed by the Civil Service Commissions and as political appointees of the President/Governor, I wish to say also that the position is fairly clear. There are "two types" of Permanent Secretary appointees. First, there are those career civil servants, who, due to their long years of service and experience are rewarded by being appointed Permanent Secretaries. Second, there are those individuals who are appointed direct into the public service as Permanent Secretaries without prior experience in the service. The Constitution allows this except in the case of the Head of the Civil Service, where an appointee must be an existing Permanent Secretary in the Service (see sections 157(3) and 187(3) of the Constitution). The power of the President or Governor to remove any person from the office of Permanent Secretary is unambiguous (see sections 157 and 188 of the Constitution). I should add that removal as Permanent Secretary does not mean, and is not the same as removal from the civil service. That is the job for the Civil Service Commission. One thing is clear, the President/Governor can remove any person from the office of Permanent Secretary and such a person could be deployed to any other office or assigned other duties to perform.

24 6

SPECIAL TOP MANAGEMENT PROGRAMME

ONLY FOR

HEAD OF CIVIL SERVICE

SECRETARY TO GOVERNMENT

CHAIRMAN AND CHIEF EXECUTIVE

MINISTER OR COMMISSIONER

JUDGES AND LAW OFFICERS

MEDICAL PRACTITIONERS AND ADMINISTRATORS

LEGISLATORS AND ELECTED REPRESENTATIVES

*CENTRE FOR MANAGEMENT DEVELOPMENT
CAMBRIDGE*

4 WEEKS

31 August to 25th September 1981

HELD IN THE

UNIVERSITY CENTRE CAMBRIDGE

AND

IN THE UNITED STATES OF AMERICA

725

OBJECTIVES

To update knowledge as to the many problem solving techniques available to those undertaking economic development projects in developing countries.

To make available the basic knowledge for better management in order that goals and objectives can be realised.

To increase effectiveness as leaders by strengthening the ability to solve management problems in industry, commerce and Government.

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The seminar and tutorial methods are utilised in order to make certain that the Top Management Programme achieves the maximum results for each participant.

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T. Swabe, B.Sc. (Econ.), M.Sc., M.Phil.
M. Taylor, B.A. (Management Sciences)
F. Kriwaczek, B.Sc., Dip. Ad. Maths.
H. Goldberg, B.Sc.
D. Whiffen, Adv. Dip.N., M.B.A., M.Inst.M.
O. Vesey-Holt, M.A.
T. Payton, Ph.D.
N.D. Quy, Ph.D.

T. Bevan, M.B.A.
J.O. Jenkins, Ph.D.
I. Henderson, M.A.
J. Cathie, M.A.
S. Ward, L.L.B., L.L.M. Barrister
H.E. Beaton, D.M.S., A.M.B.I.M., M.Inst. M.

Visits to commercial and industrial establishments are arranged on a weekly basis.

Guest speakers from the fields of commerce, industry, Government and academic institutions concerned with management are frequent visitors.

PROGRAMME CONTENT

- 1. Strategic considerations:**
 - Determining policy and related objectives
 - Environmental analysis
 - Organisation structure
 - The national (governmental) and international dimension
 - 2. Management techniques:**
 - Statistical methods
 - Time series and forecasting
 - Linear programming
 - Planning methods
 - Decision theory
 - Creative thinking/flexibility
 - Significance of the computer
 - Operational research and model building
 - 3. Marketing:**
 - Marketing concepts
 - Marketing information
 - Distribution decisions
 - National and international marketing
 - Pricing policy
 - 4. People:**
 - Human needs and motivation
 - Management styles
 - Leadership
 - Industrial relations and negotiation
 - Staff appraisal
 - Personality and its influence on management effectiveness
 - Analysing and influencing group behaviour
 - 5. Finance:**
 - Financial structure of business
 - Setting financial objectives
 - Strategic planning
 - Profit improvement and maintaining financial strength
 - Financial information and its interpretation
 - Costing methods and implications
 - Capital investment planning
 - Aspects of inflation
- Promotion planning
Marketing plans

TIMETABLE
31 August - 25 September

Seminars: am — 10 - 2 noon
 pm — 2.30 - 4.30 pm

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
a.m. 10.00 - 12.00	Financial Planning and Accounts	Marketing Concepts and Promotion Planning	Industrial/Commercial Visits	Management Concepts and Organisation Strategic Considerations and Management Planning (Seminar)	Personnel Management and Industrial Relations
p.m. 2.30 - 4.30	Quantitative Methods	Planning	Industrial/Commercial Visits	Visiting Speaker	Financial Management

ARCHIVES OF OYSCAC



MINISTRY OF ESTABLISHMENTS AND TRAINING
RECRUITMENT AND TRAINING BRANCH

PRIVATE MAIL BAG No. 5001 · IBADAN · OYO STATE OF NIGERIA

Your Ref. No.....

All communications on this matter
should be addressed to the Permanent
Secretary quoting

Our Ref. No. RT2/971/Vol.V/537

HS. 87/4-4

Date..... 31st August, 1981

The Permanent Secretary,
Office of the Governor,
Staff Matters Division,
Agodi,
Ibadan.

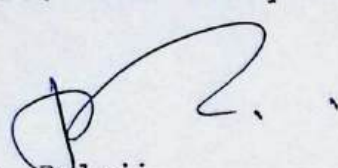


For the Attention - Mr. E. A. Akerele

Training for Chief Executives:
Mr. P. O. Ishola, National Institute
for Policy and Strategic Studies,
Kuru, Jos

I am directed to inform you that Mr. P. O. Ishola, Permanent Secretary, has submitted claims for Local Course Allowance including N100.00 Books Allowance in respect of an in-service training he is currently undergoing at the National Institute for Policy and Strategic Studies, Kuru, Jos, and to request you to forward details about the Course to enable us prepare his claims early. According to Mr. Ishola's letter the course which is partly in Nigeria and partly Overseas started in February and it will end by 31st October, 1981.

2. Since we do not have any records in this office about the course, it will be necessary to know the precise date Mr. Ishola commenced the course and to have any other relevant details about the course. Your early attention will be highly appreciated.


K. O. Selaji,
for: Permanent Secretary.

See P. 11

10/28

US(SM)

I humbly submit P. 9
of this file for your necessary
action please.

\$ERI

1/9/81



ARCHIVES OF OYSCAC



HS 87/S. 4

29

MINISTRY OF ESTABLISHMENTS AND TRAINING
RECRUITMENT AND TRAINING BRANCH
PRIVATE MAIL BAG No. 5001 · IBADAN · OYO STATE OF NIGERIA

Your Ref. No.....
All communications on this matter
should be addressed to the Permanent
Secretary quoting RT2/971/Vol. V/545
Our Ref. No.....

Date..... 17th September, 1981

The Permanent Secretary,
Office of the Governor,
(Staff Matters Division),
Agodi,
Ibadan.

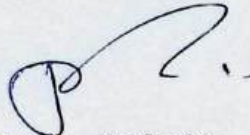


For the Attention of Mr. E. A. Akerele

1st Reminder

Training for Chief Executives: Mr. P. O. Ishola, National Institute for Policy and Strategic Studies, Kuru, Jos

I am directed to refer to my letter No. RT2/971/
Vol. V/537 of 31st August, 1981 to which no reply has
been given and to ask for the favour of your early reply.


K. O. Bolaji,
for Permanent Secretary.

Ref. P.9

CR I
For action
BUS (su) 17/9

~~12~~ 30

US (SM)

Further to my minute on
P. 10 in respect of P. 9, I
hereby humbly submit p. 11
for your necessary action
please.

\$cr
30/9/81

ARCHIVES OF OSCAR

I am directed to refer to your letter of the 24th inst. and to inform you that the same has been given and will be kept for the favour of your early reply.

18/10/81
18/10/81

HS.29/S.1/Vol.1/31

2nd October 81

The Permanent Secretary,
Ministry of Establishments and Training,
(Recruitment and Training Branch),
Ibadan.

For the attention of Mr. K. O. Bolaji

Training for Chief Executives: Mr. P. O. Ishola,
National Institute for Policy and Strategic Studies,
Kuru, Jos

I am directed to refer to your letter No. RT2/971/Vol.V/537 of 31st August, 1981 and the subsequent reminder No. RT2/971/Vol.V/545 of 17th September, 1981 on the above-named subject and to confirm that this office nominated Mr. P. O. Ishola, Permanent Secretary, to represent Oyo State at the third Senior Executive Course of the National Institute of Policy and Strategic Studies, Kuru, Jos, Plateau State. The course which commenced on 6th February, 1981 is scheduled to end on 31st October, 1981.

2. According to information available, the course is sponsored by the Federal Government, and as such the understanding is that all costs such as board, lodging etc. will be borne by that government. However in order to be able to determine the eligibility of Mr. Ishola for payment of local and overseas course allowances, etc., I am directed to suggest that you please address a letter to the Director-General, National Institute of Policy and Strategic Studies, Kuru, Jos, seeking further clarification on this matter.



E. A. Akerele
(E. A. Akerele),
for Head of Service.

HS.29/S.1/Vol.I/32

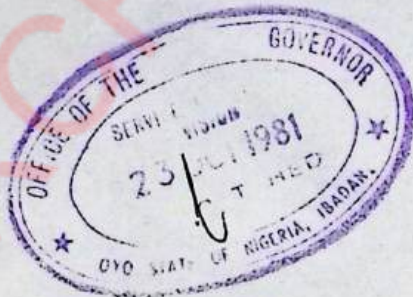
32
23rd October, 81

The Director-General,
National Institute for Policy and
Strategic Studies,
P.M.B. 24,
Bukuru,
Jos.
Plateau State.

Invitation to attend Foundation Laying Ceremony

I am directed to acknowledge the receipt of the invitation you forwarded recently to the Head of the Civil Service, Oyo State, asking her to attend the Foundation Laying Ceremony of your Institute which will be performed by the President of the Federal Republic of Nigeria, Alhaji Shehu Shagari at Laminga on Saturday, 31st October, 1981.

2. It is, however, regretted that due to previous engagements, she would not be able to honour the invitation.



(E. A. Akerele),
for Head of Service.

PA

INVITATION







The Director-General, National Institute for Policy and Strategic Studies
on behalf of the Board and Staff requests the pleasure of the company of

Head of Service, Oyo State

at the

Foundation Laying Ceremony

taking place on 31st October 1981 at Laminga

To be performed by The President of the Federal Republic of Nigeria

Alhaji Shehu Shagari

Time: 10.00 hours Please be seated by 09.30 hours

RSVP (Regrets only)

Director of Administration

PMB 24 Bukuru

ARCHIVES OF OYSC

NATIONAL INSTITUTE

34



KURU
PMB 24
BUKURU
PLATEAU STATE, NIGERIA
Telegrams: NISTRA BUKURU



NI/SEC.3/81
20th October, 1981

Mrs. Teju Alakija,
Head of Service,
Government of Oyo State,
Secretariat,
IBADAN.

My dear Auntie

The nine months Senior Executive Course which I have been attending at the National Institute since February 1981 will officially come to an end on Saturday, October 31, 1981. On that day the President of the Federal Republic, Alhaji Shehu Shagari will present Certificates to successful students.

I am pleased to inform you that I have been adjudged successful in the course. In this connection I forward two copies of the Essay which is part of the requirement for the successful completion of the course and also for becoming a "Member of the National Institute" (m.n.i.). A report about the course will be submitted later.

The Institute has informed us that our employers have been requested to grant two weeks post course leave to each of the students. The leave is necessary after the hectic nine months and long absence from home not only for rest but also for adjustments. In this connection I hereby humbly request for two weeks leave from November 1, 1981. If this request is granted, it means that I will resume duty on Monday November 16, 1981.

I look forward to joining you, auntie, and my other colleagues in the service of our people and country.

Yours sincerely

F. O. Ishola

F. O. Ishola

see p 39

Encs.

in file to me urgently, pls.

self
130/10

PS(SM)

Above humbly
subra pls

AZORFI
20/10/81

NATIONAL INSTITUTE

35



KURU
PMB 24
BUKURU
PLATEAU STATE, NIGERIA
Telegrams: NISTRA BUKURU

NI/SEC.3/81

28th October, 1981

Chief Bola Ige,
The Governor of Oyo State
Secretariat,
IBADAN.

My dear Uncle,

Please pardon me for my failure to write for so long. Our programme at the Institute has been very hectic. We have been kept busy and fully stretched for every day of the last nine months. The experience is however refreshing and rewarding to the mind and body.

Please find enclosed a copy of the Essay which I submitted as part of the requirements for becoming a "Member of the National Institute" (M.N.I.). This is a personal copy for Your Excellency. The official copy will be forwarded through the normal channel. I have been adjudged successful in the course. Along with other successful candidates I will receive the Certificate of the Membership of the National Institute which will be presented at the graduation ceremony of the Senior Executive Course No.3 by the President of the Federal Republic, Alhaji Shehu Shagari, on Saturday October 31, 1981.

The Institute has written to all employers that all the students on the course be granted two weeks leave for rest and adjustment. I find myself very much in need of the two weeks of rest and adjustment. For this reason I have today written through the Head of Service for permission to resume duty on Monday, November 16, 1981.

Finally, Uncle, please accept my prayerful good wishes for God's guidance as you discharge your onerous and sacred responsibility as the political and spiritual head of the Government and people of Oyo State.

Yours Sincerely

Niyi

P. O. Ishola

Enc.

H.S.,

I humbly submit at p.34, a letter written by Mr. P. O. Ishola, Permanent Secretary, Parastatals Department of the Office of the Governor. Mr. Ishola had been on a 9 months' Senior Executives course at Kuru near Jos. In the letter, he announced the end of the course. The closing ceremony was held on Saturday 31st October, 1981. He took the opportunity to thank the State Government for nominating him to participate in the course. He also attached two copies of the Essay he presented as a project study. The topic was "The Relative Roles of the Public and Private Sectors in Nigeria's Economic Development.

2. Also at p.35 is a letter addressed to the Governor, Chief Bola Ige on similar lines as above. Mr. Ishola also attached a copy of the Essay for onward transmission to the Governor.

3. The 50-page Essay is a resume of the economic history of Nigeria from the colonial period to the present day. Mr. Ishola discussed the sectors and sub-sectors of the economy and the relative contributions of both the public and private sectors. He discussed education, health and manpower development, agriculture, industry, mining and quarrying. He also ended by discussing very briefly the objectives and achievements of Government monetary and fiscal policies as well as the attempts made to diversify the trading and marketing outlets of the country with the birth of ECOWAS.

4. The author praised the role of the private sector especially in education and medical fields and he would like the continued participation of the private sector in this social service sector.

5. I humbly commend the Essay to you to be read in extenso. I have also prepared a draft minute at back cover under cover of which the Governor's copy would be presented, please.

J. A. Fapohunda
(J. A. Fapohunda)
Ag. P.S.(S.M.)

3rd November, 1981.

The Governor,

May I respectfully submit at page 35, a letter written by Mr. P. O. Ishola, Permanent Secretary, Parastatals Department, Office of the Governor. In it he announced the completion of the Senior Executive Course No.3 in which he participated at the National Institute for Policy and Strategic Studies, Kuru, near Jos. Mr. Ishola was the State Government nominee on the programme which started in February this year. It was originally fixed for 18 weeks before it was extended to 36 weeks. The Governor graciously granted the extension of time to him to complete the course.

2. As part of the course work, Mr. Ishola presented an Essay titled "The Relative Roles of the Public and Private Sectors in Nigeria's Economic Development". He has presented 2 copies, a copy of which is submitted at b.c. for the Governor's retention. The Essay is quite comprehensive and makes very interesting and easy reading.

3. I recommend that Mr. Ishola should be commended for his effort.

Teju Alakija
(Teju Alakija, Mrs.),
Head of Service,
10th November, 1981.

I commend him.

BP
14/11/81

*See (SM)
Ag. P.S. (SM)*

*Give me a suitable draft
to Mr. P.O. Ishola.*

Teju Alakija 16/11/81

H.S.

Via

Ag.P.S.(S.M), *sub* 18/11

Kindly refer to your minute on p.37 and consider the draft letter at b.c, addressed to Mr. P. O. Ishola, Permanent Secretary in the Parastatals Department of this office.

u b
(E.O.A. Taiwo),
Sec. (S.M).

17th November, 1981.

ARCHIVES OF OYSCPC

Head of Service
H/S 29/5.1
+ 39

NATIONAL INSTITUTE



KURU
PMB 24
BUKURU
PLATEAU STATE, NIGERIA
Telegrams: NISTRA BUKURU

Ref. NI/057/A/3

23rd October, 1981

- Head of the Civil Service of the Federation
- Chief of Army Staff
- Chief of Naval Staff
- Chief of Air Staff
- Inspector-General of Police
- Vice-Chancellor, ABU - Zaria
- Head of Service Niger
- " " " Plateau
- " " " Kwara
- " " " Kano
- " " " Benue
- " " " Gongola
- " " " Oyo
- " " " Kaduna

The Nigerian Association of Chamber of Commerce.

SENIOR EXECUTIVE COURSE NO. 3
POST - COURSE LEAVE

Mr. P.O. Ishola

The Students on Senior Executive Course No.3 will graduate on 31st October, 1981. They will be requested to return to their sponsoring organisations immediately after the Course.

2. During their nine months stay here, they have been subjected to very strenuous intellectual and travelling assignments.

I should be grateful, therefore, if they could be granted a two-week Post-Course leave to enable them unwind and sort out their domestic problems before settling into their next assignments.

3. Your co-operation will be appreciated.

PROF. JUSTIN T. LAYO,
Director-General.

vis (sm)
Above from by
sused pg
120/CR
21/11/81

P.T.O.

Note

Reference overhead, Mr. Ishola has been granted two weeks leave with effect from 1st November 1987. His application which was approved by the Head of Service was treated in his open Registry file No. PP. 3101. No further action is therefore necessary.

6
US (SM)
12/12

ARCHIVES OF OYO STATE

3
41

NATIONAL INSTITUTE (FOR POLICY AND STRATEGIC STUDIES)



KURU
P.M.B. 24
BUKURU
PLATEAU STATE
Telegrams: NISTRA BUKURU

6 November 1981

NI/801/S

Head of Service
Oyo State
Cabinet Office
Ibadan



SENIOR EXECUTIVE COURSE 4

1. The fourth Senior Executive Course of this Institute will assemble on Friday, 5 February, 1982. The duration of the course will be 38 weeks. It will therefore graduate on Saturday, 30 October, 1982. As with the previous courses, Private Sector sponsors who feel unable to release participants for the entire course have the option of withdrawing them at the end of 18 weeks when they would have got the essential substance of the course.
2. You have a standing allocation of one place on this course which I am now inviting you to nominate candidates for. These candidates should be of the status of Permanent Secretaries or Deputy Permanent Secretaries in the Federal and State Civil Services and of equivalent status in the public corporations. In the Armed Forces they should be Colonels and above, in the Universities, Senior Lecturers and above and in the Private Sector, members of Main or Subsidiary Boards of their Companies.
3. The list of nominated candidates should reach this office by 4th January, 1982. Joining Instructions and bio-data forms will be forwarded to nominated candidates from this office as soon as the nominations reach us. If you have no nominations or cannot subscribe all your allocations, please write immediately to let us know so that other organisations could be offered the unsubscribed places. Places have been wasted in the past in the vain hope they would be filled by those to whom they were allocated.
4. Any place not taken up within the first week of resumption will be promptly filled by candidates placed on the waiting list.
5. Your cooperation will be highly appreciated in ensuring that suitable candidates are selected early and the list forwarded to us on time.

Professor Justin Tseayo,
Director-General.

Sec (sm)
Hq. P.S. (com)

Please process tome.

for f. rec. action

16/11

16/11/81

*42

Head of

Pl. merge this file with the main file and submit urgently.

Sec (SM)
18/11/81

See (SM)

Proceeding minute refers. Main file HS 29/S.1 is at present with the Head of Service as at this morning and I have the understanding that the file cannot be retrieved at the moment pls.

AEO CR I
19/11/81

AEO CR I

Your minute above is noted. Pl. watch the movement of the file and merge as soon as action is completed in the main file.

2. In any case, report submitted to me by Maddy November 23, 1981.

Sec (SM)
19/11/81

39
43

HS.29/S.1/Vol.1/39

25th Nov., 81.

Mr. P. O. Ishola,
Permanent Secretary,
Parastatals Department,
Office of the Governor,
Ibadan.

Dear

"The Relative Roles of the Public and Private
Sectors in Nigeria's Economic Development"

P.34

I have invited the attention of the Governor, Chief Bola Ige to your letter No. N1/SEC.3/81 of 28th October, 1981 in which you announced the completion of the Senior Executive Course No. 3.

A copy of the essay titled "The Relative Roles of the Public and Private Sectors in Nigeria's Economic Development", which you presented as part of the course work, was also forwarded to the Governor. The Governor has directed that you should be commended for the efforts put into the research, which resulted in that comprehensive and interesting essay.

Please accept my congratulations on the production of the essay and for successfully completing the course.

Compliments of the Season and Best Wishes.



Alakija
Teju Alakija
30/11/81

T.A

(Teju Alakija, Mrs.),
Head of Service.

H.S.

Via

Ag.F.S.(S.M), *sent 25/11/81*

By the letter on p 2 of this temporary file, the Director-General, National Institute (for Policy and Strategic Studies) has announced that the fourth Senior Executive Course of the Institute will commence on Friday, February 5, 1982. The course which is of 38 weeks duration, will end on Saturday, October 30, 1982.

2. The State has been given a place on the course and the candidate is expected to be a Permanent Secretary or a "Deputy Permanent Secretary". The name of the candidate nominated should reach the Institute by January 4, 1982.

3. I think we should nominate a Permanent Secretary as was done for the third course and in doing so, I wish to recommend that a choice should be made from among the relatively young Permanent Secretaries, who are likely to find a 38 - week course more attractive than their older colleagues. In the light of this, I shall be grateful if you will kindly invite any of the following for a discussion, with a view to ascertaining who of them is interested before a submission is made to the Governor, please:

- (i) Chief C. C. Olatunji.
- (ii) Mr. B. A. Osunkunle.

U b
(E.C.A. Taiwo),
Sec.(S.M).

25 November, 1981.

H.S.

I humbly re-submit this file on the nomination of officers for the 9 months' course at the National Institute for Policy and Strategic studies, Kuru, near Jos.

2. In addition to sounding the opinions of the two Permanent Secretaries mentioned in the preceding minute, you are kindly invited to consider the nomination of Mr. A. O. Omojowolo, Administrative Officer, Grade I. The choice of an officer on GL. 15 may help to remove the frustration and mental agony of an officer appointed to act as Permanent Secretary, for as long as nine months, when the substantive holder of the post returns from course and the acting appointment has to be withdrawn.
3. You are respectfully invited to consider the alternative proposal of sending Mr. Omojowolo on the course, please.

J. A. Fapohunda
 (J. A. Fapohunda)
 AG. P.S. (S.M.)

Ag. P.S. (S.M.)

11th December, 1981.

Bring this matter

up to me very early in the New Year by hand.

*Rega Alakija
 21/12/81.*

CR

Pls, B.U. 4/1/82

*sat
 21/12*

H.S.

PS(SM) sat/41

Above B.U. is kindly subd. for your further necessary action pls.

*For,
 4/1/82*

NATIONAL INSTITUTE



NI/801/S

KURU
PMB 24
BUKURU
PLATEAU STATE, NIGERIA
Telegrams: NISTRA BUKURU

January 6th, 1982

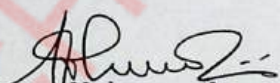
Head of Service,
Oyo State,
Cabinet Office,
Ibadan.

SENIOR EXECUTIVE COURSE 4

Reference to our letter, photocopy attached, regarding
submission of your nominations for the above course,
to which no reply has been received, I am forwarding
three copies of Biodata Forms for completion by the
candidate you intend to send for the course. Also,
one copy of Joining Instructions and Brochure are
--- hereby attached.

As indicated in our previous letter you have one
allocation which you are expected to fill, please.
In view of the fact that we are hardpressed for time,
your submission should reach this office not later
than January 15th, 1982.

x/ I suggest you use our Lagos Liaison Office, which is at
No. 15 Awolowo Road.


Adamu Mohammed
for: Director General.
AM/nre:

See P. 63

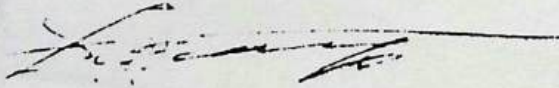
NI/801/S

6 November 1981

Head of Service
Oyo State
Cabinet Office
Ibadan

SENIOR EXECUTIVE COURSE 4

1. The fourth Senior Executive Course of this Institute will assemble on Friday, 5 February, 1982. The duration of the course will be 38 weeks. It will therefore graduate on Saturday, 30 October, 1982. As with the previous courses, Private Sector sponsors who feel unable to release participants for the entire course have the option of withdrawing them at the end of 18 weeks when they would have got the essential substance of the course.
2. You have a standing allocation of one place on this course which I am now inviting you to nominate candidates for. These candidates should be of the status of Permanent Secretaries or Deputy Permanent Secretaries in the Federal and State Civil Services and of equivalent status in the public corporations. In the Armed Forces they should be Colonels and above, in the Universities, Senior Lecturers and above and in the Private Sector, members of Main or Subsidiary Boards of their Companies.
3. The list of nominated candidates should reach this office by 4th January, 1982. Joining Instructions and bio-data forms will be forwarded to nominated candidates from this office as soon as the nominations reach us. If you have no nominations or cannot subscribe all your allocations, please write immediately to let us know so that other organisations could be offered the unsubscribed places. Places have been wasted in the past in the vain hope they would be filled by those to whom they were allocated.
4. Any place not taken up within the first week of resumption will be promptly filled by candidates placed on the waiting list.
5. Your cooperation will be highly appreciated in ensuring that suitable candidates are selected early and the list forwarded to us on time.


Professor Justin Tseayo,
Director-General.

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NATIONAL INSTITUTE FOR POLICY AND STRATEGIC STUDIES - KURU
JOINING INSTRUCTIONS

1. LOCATION: The National Institute is located at Kuru between Bukuru and Vom near Jos, which is accessible by air, rail and roads from all parts of the Federation.

2. COMMUNICATION:

(a) Postal Address - The Institute's Postal Address is:
National Institute,
Kuru,
PMB 24,
BUKURU.
PLATEAU STATE.

(b) Telephone: - Arrangements are being made for telephone-line extensions from Jos.

(c) Telegraphic Address - NISTRAS BUKURU

3. DURATION OF COURSE:

Your course will assemble on Friday, 5 February, 1982 and close on Saturday, 30 October, 1982. You are expected to report at the Institute's Administration Block on 5 February 1982 at 10 a.m. There will be an official of the Institute to receive you and give you further information. Arrangement will be made to meet those who are arriving Jos by rail or air from 4 February provided they let me have, well in advance, the dates of arrival, flight numbers or the trains on which the journies are being undertaken. It is important to mention that your programme begins on 6 February, 1982.

4. ACCOMMODATION:

The Course is fully residential. The Institute will provide each student with free accommodation consisting of a lounge, a study a bedroom and kitchenette. Accommodation will be lightly furnished including a fridge. No student is expected to live outside except on the ground of ill-health and evidence of the illness must be submitted for the commencement of the course. The Institute will not provide personal servants although the Director of Administration could assist in securing these at the expense of those who need them.

5. FEEDING:

Students will be centrally fed at the Institute's Restaurant. No efforts will be spared to ensure good and balanced diet consistent with the amount of money provided by the Federal Government. Students will be able to invite guests to meals at their own expense. Orders for such meals must be placed at least 24 hours in advance and must be accompanied with payment. A student member of the Welfare Committee will be appointed.

6. SALARIES:

The Institute will not be responsible for the payment of student salaries. These will remain the responsibilities of their sponsors including fares to join the course. It is therefore hoped that students will conclude arrangements with their respective employers for receiving their salaries before arriving at the Institute.

7. FEES:

No fees will be charged to Nigerian sponsors on this course.

8. TOURS:

There will be 3 tours during the course namely:-

- (a) Local tour i.e. visits to States within Nigeria;
- (b) African tour which will extend to East, West, Central and Southern Africa Regions;
- (c) Foreign tour to countries outside Africa.

9. PASS-PORTS:

In furtherance of the proposed tours mentioned in paragraph 8 above, each student is required to ensure that he is in possession of a valid passport and valid international certificate of inoculation for Small-pox, Yellow-Fever, TAB and Cholera. Booster doses for Cholera will be given on the course. In addition to the passports and the certificate, each student is advised to bring along 8 passport size photographs of himself as they are required for Visa purposes in certain countries.

10. TAX CLEARANCE CERTIFICATES:

In order to facilitate foreign exchange approval from the Central Bank, for the purpose of the proposed tours each student

is advised to bring along his tax clearance certificates, for the years, 1978/79, 1979/80 and 1980/81. The Central Bank may not approve the release of foreign exchange in respect of any student who is unable to produce these certificates. If this happens the student concerned may run the risk of not participating in the tour.

11. TOUR FARES:

The Institute will be responsible for the cost of transport and hotel accommodation during the official tours of the course.

12. TRANSPORT:

The Institute has buses which will be used to convey students on official tours. For any travel, in and around Kuru and for social or unofficial but approved visits, students have to use their individual private means of transport or make their own arrangements. Students are therefore advised to bring their personal cars along.

13. MEDICAL FACILITIES:

The Institute operates a Medical Centre which is covered by a Doctor.

14. RECREATIONAL FACILITIES:

Indoor and outdoor recreational facilities are provided for both the Staff and Students of the Institute.

15. FAMILIES:

Students will not normally be expected to bring their families along with them for residential purposes. There is, however, no objection to families visiting students at the latter's own expense.

16. WATER, ELECTRICITY AND TELEPHONES:

These will be provided free by the Institute. It is hoped however, that judicious use will be made of these facilities, so that no cause is given to the authorities to consider changing the policy, Private Trunk Calls will be paid for.

17. TELEVISION HIRE:

The Institute will hire out 13 inch colour television sets to students at N50 per session. A refundable deposit for maintenance will also be payable

will also be payable.

18. LAUNDRY:

The Institute cannot undertake student's personal laundry. It will, however, strive to make arrangement for laundry services on repayment.

19. CLEANLINESS OF ACCOMMODATION:

Each student will be responsible for the cleanliness of the interior and the immediate surrounding of his accommodation. The Institute will take care of roads, paths and common grounds.

20. ABSENCE:

When it becomes necessary for a student to be out of Kuru for reasons other than approved official duties, he is expected to obtain permission for such absence from the Director-General through the Directing Staff. Weekend passes are allowed but must be sought and granted by the Director of Courses through the Directing Staff.

21. READING LIST:

In order to help prepare you for the course it is considered useful that you purchase and read as much as you can of the books listed on Annex 'A' to this publication before the course commences. Most of them are available at the National Institute.

22. LIBRARY:

The Institute already possesses a modest library which it intends to develop fully for the use of the students and staff. It is headed by a professional Librarian and is opened everyday of the week including Saturdays between 0800 - 2200 hours.

23. SOCIAL FUNCTIONS:

- (a) In order to enhance social contacts among students, staff and their families, there will be a lunch on the second Sunday of every month. Students are free to bring along their wives.
- (b) Formal lunches will be arranged on all working days to be announced for important guest lecturers.

- (c) it is envisaged that there will be special occasions organised either by the Institute or the student body. These may feature dinners, cocktails or dances.

24. WORKING HOURS:

The Institute works everyday from Monday to Friday. The daily routine will be as per Annex B attached.

25. DRESS:

As a general rule, students are expected to always appear suitably dressed in a manner appropriate to the occasion. Specifically, dresses will be as follows for the following functions:-

- (a) Lectures. Service Uniforms for members of the Uniformed Services, respectable National Dress for the civilian members of the course. When shirts are worn, they should be complemented with ties. Members of the Uniformed services may appear in civil dress, should they so wish.
- (b) Special Occasions. On special occasions, such as visits by the President, Heads of Foreign States or Governments and such similar cases, members of the Armed Forces and the Police will appear in Service Dress and Civilians in appropriate National Dress.
- (c) Club/Restaurant. After 7 pm. students will normally be expected to appear in respectable National Dress in the Club or Restaurant. However, on special occasions or functions, dresses will be formal and members of the Armed Forces and the Police may be required to wear their mess kit.

26. CURRICULUM VITAE OF STUDENT:

All students are required to forward 3 copies of their Curriculum Vitae to the Institute immediately on receipt of these joining instructions - to reach the Institute not later than February 6 1982. The Curriculum Vitae should give full information

on age, socio-economic status, educational and professional attainment, work experience and general interest.

27. These instructions are subject to alterations from time to time as circumstances demand.

NOC

NOVEMBER 10, 1981

UBA OSIGWE
AG. SEC/DIRECTOR OF ADMIN.

ARCHIVES OF OYSCAG

ADVANCED READING LISTINTERNATIONAL ECONOMICS

<u>Title</u>	<u>Author</u>
1. International Economics	B.O. Sodersten
2. The Theory and Problems of International Economics, 1975	D. Salvatore
3. International Finance, 1969	R.N. Cooper (ed)

INTERNATIONAL REGULATIONS

1. International Relations	J. Frankel
2. International Politics	F.L. Schuman
3. International Relations	J. W. Burton

INTERNATIONAL LAW

1. The Law of Nations (Prelim. Reading)	L.J. Brierly
2. Principles of International Law	I. Brownlie
3. Introduction to International Law	J.E. Starke

N I G E R I A

1. Nigeria; Background to Nationalism 1958	J. Coleman
2. The development of Modern Nigeria	Okoi Arikpo
3. Nigerian Political Parties	R.L. Sklar
4. The Nigerian Constitution: History and Development	Odumosu, O.I.
5. The Nigerian Military	R. Luukham

A F R I C A

1. History of West Africa Vols. I. & II	J.F.A. Ajayi and M. Crowder
2. A history of Africa	J.D. Page

INTERNATIONAL ORGANISATIONS

1. United Nations as a Political Institution	H.C. Nicholas
2. The OAU and its Charter The Political and Legal Nature of the Relationship between OAU and UNO	Z. Cervenka

THE GREAT POWERS

1. The Foreign Policies of the Powers) The International Political System)	F.S. Northedge
2. Politics among Nations	H.J. Morgantheau

ANNEX 'B'

NATIONAL INSTITUTE
SENIOR EXECUTIVE COURSE

BASIC DAILY PROGRAMME

MONDAY - FRIDAY

SYNDICATE ORIENTATION

- 0845 hours

FIRST PERIOD

- 0900 - 1115 hours

COFFEE BREAK

- 1115 - 1145 hours

SECOND PERIOD

- 1145 - 1345 hours

L U N C H

- 1400 hours

THIRD PERIOD

- 1700 - 1830 hours

The Liberty will open from 0800 - 2200 hours

ARCHIVES OF OYSCAC

H.S.,

I respectfully wish to refer to our discussions on your minute at p.45 in connection with the nomination of an officer to attend the nine-months course at the National Institute for Policy and Strategic Studies, Kuru, Jos.

2. Since the Secretary to the Government raised no objection to the nomination of Mr. A. O. Omojowolo, Administrative Officer, Grade I, you are humbly requested to approve that a formal letter of nomination be addressed to Mr. Omojowolo by the Ministry of Establishments and Training. We shall turn over to that Ministry all relevant papers including:

- (i) Joining Instructions, and
- (ii) Nomination/Biodata Forms.

3. The completed Nomination/Biodata Forms are to be submitted to the Institute not later than 15th January, 1982. These would be forwarded to the Lagos Liaison Office of the Institute to facilitate early delivery as indicated in the letter at p.46. The Ministry of Establishments and Training would be so informed.

4. Meanwhile, arrangements would be made at the appropriate time to get a suitable replacement for Mr. Omojowolo.

5. You are humbly invited to approve of action proposed in para.(2) above please.

Olufapohunda
(J. A. Fapohunda)
Ag. P.S.(S.M.)

12th January, 1982.

US(8M)

Ag. P.S. (8M) 8/1/82

Agreed as proposed

Rejo Alabi

12/1/82

US(8M)

Pls, above is very urgent. You need to take the papers to MET personally to ensure speedy action.

8/1/82

57

SECRET

HS.29/S.1 Vol.I/57

13th January, 1982.

The Permanent Secretary,
Ministry of Establishments and Training,
(Personnel Assistance Service Department,
Ibadan.

(For the attention of Mrs. D.E. Nottidge)

Mr. A.O. Omojowolo, Administrative Officer, Grade I:
Nomination for Course at the National Institute for
Policy and Strategic Studies, Kuru, Plateau State

I am directed to inform you that Mr. A.O. Omojowolo, Administrative Officer, Grade I, has been nominated to represent Oyo State at the 4th Senior Executive Course taking place at the National Institute for Policy and Strategy Studies, Kuru, Plateau State from 5th February to 30th October 1982.

2. In this connection, it will be appreciated if you will kindly advise Mr. Omojowolo accordingly and also process his nomination for admission at the Institute. For your information nomination of candidates for the course closes on Friday, 15th January, 1982 and as indicated in the attached letter (copy) No. NI/801/5 of 6th January 1982, nomination forms completed in triplicate could be submitted at the National Institute's Liaison office on 15, Awolowo Road, Ikoyi, Lagos.

3. In the same connection I enclose herewith the following documents:

- (i) a photo-copy of the Brochure of the National Institute for Policy and Strategic Studies;
- (ii) 3 copies of the 'nomination form'
- (iii) 2 copies of the 'joining instructions';
- (iv) copy of the main 'call circular' No. NI/801/5 of 6th December, 1981.

4. It shall be appreciated if the papers are processed as a matter of urgency in view of the closing date.



J. A. Fapohunda
(J. A. Fapohunda),
for Head of Service.

PA.

SECRET



MINISTRY OF ESTABLISHMENTS AND TRAINING
PERSONNEL ASSISTANCE SERVICES DIVISION
 PRIVATE MAIL BAG No. 5001 · IBADAN · OYO STATE OF NIGERIA

Your Ref. No.....

All communications on this matter
 should be addressed to the Permanent
 Secretary quoting

Our Ref. No....RT2/971T/Vol.VII/15

10th January, 1982



Head of Service,
 Office of the Governor,
 Ibadan.

(For the personal attention of Mr. J. A. Fapohunda)

Mr. A. O. Omojowolo, Administrative Officer
Grade I: Nomination for Course at the National
Institute for Policy and Strategic Studies
Kuru, Plateau State

I have already alerted your office of Mr. Omojowolo's rejection of his nomination for the course at the National Institute for Policy and Strategic Studies, Kuru, Plateau State. A copy of my letter to him via Permanent Secretary, Office of the Governor is attached herewith. A copy of his reply is also attached.

2. I have retained the brochure of the Institute, the nomination forms and the 'Joining Instructions' so that these can be forwarded to the next officer nominated for the course.

D. E. Nottidge
 (D. E. Nottidge)(Mrs.),
 for Permanent Secretary

Pg 2-4
 P359

ARC

58

13th January, 1982

Mr. Lola Omojowolo,
Administrative Officer Grade I

u.f.s.


The Permanent Secretary,
Office of the Governor,
Ibadan.

Mr. A. O. Omojowolo, Administrative Officer
Grade I: Nomination for Course at the National
Institute for Policy and Strategic Studies
Kuru, Plateau State

This office has just been informed of your nomination for the fourth Senior Executive Course at the National Institute for Policy and Strategic Studies, Kuru, Plateau State. I attach herewith therefore for your urgent necessary action:

- (i) A photocopy of the brochure of the Institute.
- (ii) 3 copies of the nomination forms
- (iii) 1 copy of the 'Joining Instructions'.

2. Kindly note that nomination closes on Friday 15th January, 1982 and endeavour to ensure that the completed nomination forms are submitted to the Institute's liaison office at No. 15 Awolowo Road, Ikoyi, Lagos by that date.


(D. E. Nottidge)(Mrs.)
for Permanent Secretary

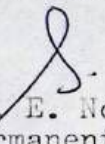
Our Ref. No. RT2/971^T/Vol.VII/4
Ministry of Establishments and
Training,
Ibadan.

13th January, 1982

cc.

The Permanent Secretary,
Office of the Governor,
Ibadan.

The above is for your information. Please deliver the attached letter to Mr. Omojowolo.


(D. E. Nottidge)(Mrs.)
for Permanent Secretary



OFFICE OF THE STATE GOVERNOR
IBADAN · OYO STATE OF NIGERIA

Cur Ref.No.SP/S.424/324

Date: 17 January, 1982

The Permanent Secretary,
Ministry of Establishments
and Training,
(Staff Matters Division)
Secretariat,
Ibadan.

For the attention of Mrs. D.E. Nottidge

Thro'

The Permanent Secretary,
Office of the Governor,
Secretariat,
Ibadan.

Mr. A.O. Omojowolo, Administrative Officer Grade I:
Nomination for Course at the National Institute for
Policy and Strategic Studies, Kuru, Plateau State

I humbly wish to express gratitude for your letter No. RT2/971T/Vol.VII/4 of 13th January, 1982 on the subject above, which was endorsed to me this morning. Much as I feel greatly honoured for being nominated for the Fourth Senior Executive Course at the National Institute for Policy and Strategic Studies, Kuru, Plateau State, I humbly wish to suggest that the opportunity should be given to another colleague who may be interested.

It is pertinent to recall the following courses which I was privileged to attend recently:

- (i) September, 1975 - December, 1976: Master of Public Administration Course at the University of Ife, Ile-Ife; and
- (ii) August - October, 1980: Top Management Course at the Centre for Management Development, Graduate Centre, University of Cambridge, U.K.

----- In the circumstance, I humbly wish to return herewith, the following attachments:

- (i) A photocopy of the brochure of the Institute;
- (ii) 3 copies of the nomination forms;
- (iii) 1 copy of the 'Joining Instructions'.

so that you would be in a position to nominate another officer

for the course before the entry closes tomorrow Friday, 15th January, 1982, please.

Once more, I wish to express my deep appreciation for your kind gesture.

LO

('Lola Omojowolo)
Administrative Officer, Grade I

ARCHIVES OF OYSCAC

5
62/57

H.S.

I humbly invite your attention to the letter at p. 1 informing this office of Mr. Omojowolo's rejection of his nomination for participation at the 4th Senior Executive Course at the National Institute for Policy and strategic studies, Kuru, Jos. His reason for rejection of nomination was that he had undertaken the M.P.A. course at Unife in 1975/76 session and also attended a top management course at the centre for Management Development, University of Cambridge, United Kingdom from August to October, 1980.

2. It is my humble opinion that the service reserves the right to determine management development programmes for its staff. You will kindly note that the course at Cambridge had been under attack as previous participants did not think much of the course. This view was also shared by Heads of Civil Services in the Federation. Thus, the course that may seriously be reckoned with as far as Mr. Omojowolo is concerned is the M.P.A. programme of 1975/76.

3. It will be sad if officers are allowed to reject off hand, their nominations for courses without any serious personal reasons. To the best of my knowledge, only Permanent Secretaries are allowed to determine the type of orientation courses that suits them. This privilege is yet to be extended to other officers.

4. Now that the closing date for the Kuru programme is today, 15th January, 1982, it may not be easy to call on another officer at this stage. I humbly recommend that you invite Mr. Omojowolo for a discussion on his nomination. He was picked upon after a thorough examination of the type of participants that would make this state very proud.

5. Four your consideration, please.

(J. A. Fapohunda)
Ag. P.S. (SM)

15th January. 1982.

HS. 29/S.1 Vol.I/63

20th January, 82.

The Director-General,
National Institute for Policy
and Strategic Studies,
Kuru,
P.M.B. 24,
Bukuru,
Plateau State.

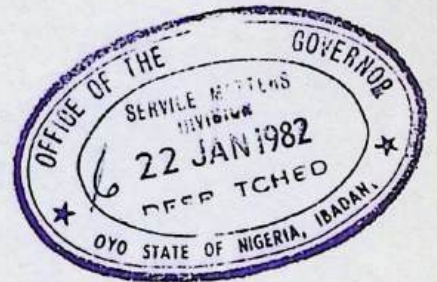
Nomination of Participant at the
4th Senior Executive Course, 1982.

The Head of Service has directed to acknowledge with thanks your letter Ref. No. N1/801/S of 6th January, 1982 requesting for the nomination of Oyo State Government participant on the 4th Senior Executive Course, 1982.

2. I wish to inform you that arrangements have almost been finalised on the process of selection and the particulars of the participant eventually selected would be forwarded to the Institute in due course.

3. I have therefore also been directed to kindly request you to keep open the place allotted to the Oyo State Government.

J. A. Fapohunda
(J. A. Fapohunda)
for Head of Service.



Sec (SM)

This is an urgent letter. Please arrange for its delivery to the address marked x/ at p. 46.

*Subj
21/1*

VS (SM)

We despatched. Pl. deal as directed above.

*Sec (SM)
21/82*

*SRE (SM)
The letter above had been despatched*

*An officer would be taking it to Lagos as soon as a vehicle is available.
22/1*

64



MESSAGE FORM

Police B/t (Old No. A/62)

Nigeria Police Press

REGISTER SERIAL NO

CALL SIGNS	PRIORITY	GROUPS	SPECIAL INSTRUCTIONS
BB T B2	all	49	

ABOVE THIS LINE FOR SIGNALS USE ONLY

From Compol A Jos Date-Time Origin 19/250/1/82
 (To A) Compol's Sokoto/Enugu/Abokuta/Ibadan

For Info (W) Director General NIPSS Kuru

Originator's No SB. 100/PS/357 x Gratorul Convey

Following Message from the Director General
 National Institute of Policy and Strategic
 Studies Mine to HEADS OF CIVIL SERVICE
 Yours - Begins - Nomination for Senior Exe
 tive Course 4 is closed x Ends x Treat

Office Date Stamp

as Urgent x

Signature of Originator

Degree of Priority

T.H.T. or T.O.R.

Time of Clearance

Initials Operator

[Handwritten signature]
 J.R.D.
 A.N.R. 22/1

Immediate

19/250/1/82
 20/632/1/82



See (EN)

Pls, process in file. We have already issued a letter to the Director - General on the above.

22/1

H.S.

Via

Ag.F.S.(S.M), *sat/29/1*

I respectfully invite your attention to the telegraphic message on p.64 stating that nomination for ^{the} Senior Executive Course 4 is closed.

2. As shown in paragraph 3 of p.41, the closing date for the nomination was January 4, 1982. Unfortunately, Mr. A. C. Omojowolo who was nominated for the course, has in his letter on Pp.60-61, indicated his unwillingness to participate.

3. Meanwhile, the letter on p.63 has issued informing the Director-General, National Institute of Policy and Strategic Studies, Kuru, that arrangements for the selection of the State's participants has almost been finalised. The letter was forwarded to the Liaison Office of the Institute, at 15 Awolowo Road, Lagos.

4. I shall be grateful for your directive on this matter, please.

h
(E.O.A. Taiwo),
Sec. (S.M).

20 January, 1982.

Ag. P.S. (sm)

We have received information that nomination has closed.

*Teju Akhija
28/1/82*

See (sm)

sat/29/1 *pls. dispose of file.* *PA*

CR I

fls. 29/s. 1

66

NATIONAL INSTITUTE



KURU
PMB 24
BJKURU
PLATEAU STATE, NIGERIA
Telegrams: NISTRA BUKURU

Ref. NI/801/S

19th January, 1982

Head of Service
Oyo State
Cabinet Office
Ibadan



Closure of Nominations for Senior Executive Course No. 4

Please refer to the Director-General's letter of 6th November, 1981 informing you of the place allocated to your State on the Next Senior Executive Course and inviting you to send your nomination.

I regret to inform you that nominations for the Senior Executive Course No. 4 have now closed.

[Signature]
Dr. E.E. Soladoye
For Director-General.

Ag. A. S. (M)

*Information forwarded
Rejoice Akubaji
28/1/82*

P.A.

ARCHIVED

HS. 29/S. 1

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NATIONAL INSTITUTE FOR POLICY AND STRATEGIC
STUDIES, KURU.



NATIONAL INSTITUTE PUBLICATIONS

1. PROCEEDINGS OF THE SEMINAR FOR SECRETARIES TO GOVERNMENTS ON FUNCTIONAL ROLES AND RELATIONSHIPS. (Restricted).
2. THE PROCEEDINGS OF THE CONCLUDING SEMINARS ON SELECTED NATIONAL POLICY MATTERS OF THE SENIOR EXECUTIVE COURSE NO. 1. (Restricted).
3. SUMMARIES OF PROCEEDINGS ON DIMENSIONS OF SOCIAL PROBLEMS.

- ABC
- i. Herewith attached are copies of the National Institute Publications forwarded to you with the compliments of the Director-General of the National Institute.
 - ii. Please note that some of the publications are classified "Restricted".
 - iii. Please acknowledge receipt.

ARCHIVES

68

PAS (sm)

Overleaf and b.c.
Submitted pls.

§CR,

4/2/82

ARCHIVES OF OYSCAC

69
H. S.

Via

P. S. (S.M.),

Via

Sec. (S.M.),

I submit at back cover copies of three publications forwarded to your goodself by the Director-General of the National Institute for Policy and Strategic Studies, Kuru. The Publications are titled:-

- (i) Proceedings of the Seminar for Secretaries to Governments on Functional Roles and Relationships;
- (ii) The Proceedings of the Concluding Seminars on Selected National Policy Matters of the Senior Executive Course No. I;
- (iii) Summaries of Proceedings on Dimensions of Social Problems.

The first two publications are classified 'restricted' and 'confidential' respectively.

2. Proceedings of the Seminar for Secretaries to Governments on Functional Roles and Relationship

2.1. The Seminar came up between 21st April - 23rd April, 1980.

The following subjects were discussed:

- (a) Relationship between the Federal and State Government;
- (b) Secretary to Government and Civil Service;
- (c) The Role of Special Advisers to the President and Governors;
- (d) Pressure Group and National Interest.

Since most of the subject-matters discussed relate to the functions of the Secretary to the Government and the Special Advisers, I humbly suggest that the booklet be forwarded to the Secretary to the Government for his perusal. One of the topics may however be of interest to your goodself. I therefore give a resume of the paper on "Relationship between the Federal and

State Government."

2.2. The paper examined Inter-Governmental relations and fiscal relations between Governments as follows:-

- (i) Regionalism retarded the growth of a sense of Nationalism. Thus the tendency subsequently favoured strong Central Government.
- (ii) During the civil war and after the military rule, the Federal Government became a kind of all-purpose and benevolent father. In fact, the State looked to the centre for leadership, direction and general guidance for practically everything. The gap created by constant regional conflicts seemed to narrow down. The constitution gave superior power to the Federal Government in the sharing of certain responsibility in response to new and social conditions.
- (iii) The paper cited examples of areas where Inter-Governmental relations existed e.g. Education and Housing. The Federal Government participated in these areas because the cost was beyond the power of the purse of the State Governments. However, one underlining purpose of these activities was to transform the country from regional society into a national society.
- (iv) Experience during the war showed that there were neglected sources which could be tapped to finance development. It also showed that reliance on foreign aid to finance development could be disappointing. Finally, the management of the economy, during the military era showed that planning ^{is} ~~was~~ dependent on adequate consultation, effectively marshalling of resources and purposeful leadership.
- (v) The paper traced the growth rate of the economy which it described as cyclical in pattern since 1963-1964 e.g. 6.7% in 1963-1964; 4.2% in 1966-1967; 18.4% in 1971-1972 and 9.7% in 1974-1975.

2.3. The paper then identified the following ^{points} in the performance of the economy:-

- (a) There had been steady growth in Government's recurrent expenditure.
- (b) There had been a greater shift in favour of the Federal Government in the sense that the lion share of the expenditure had been borne by that Government.
- (c) The issue of shared functional responsibility and the need to control expenditure.
- (d) The problem of the un-predictability of sources of fund for all Governments.
- (e) The financial problems of all government's units and their effect on Inter-governmental relations.
- (f) The distribution of revenue and its impacts on Federal/State relations.

2.4. The author accepted the fact that the decline in revenue would create difficulties which would make it impossible for State Governments to sustain the benefits of their programmes. It might even lead to the suspension or even abandonment of such programmes. Speaking further on revenue allocation, he suggested the establishment of an Advisory Committee on Inter-Governmental Relations whatever the outcome of the revenue allocation exercise was. Such Commission would focus attention on pressing issues as they affected the relations and would ^{w.w.} purpose measures for dealing with them. He also stressed the need to foster harmonious Inter-Governmental Relations. The key to this obligation did not lie in Service Regulations or in Party Manifestoes but through intimacy and mutual confidence. The chief Executives should be less partisan and should display more statemanship skills.

3. The Proceedings of the Concluding Seminars on Selected National Policy

3.1. The book is a collection of papers presented at the 5-day Concluding Seminars on Selected National Policy Matters of the Senior Executive Course. Subjects covered during the Seminars included Health, Education, Manpower, Foreign Policy, Defence, Agriculture, Housing, National Discipline, Industries and the problems of the Public Service. The method by which the seminars were conducted was that a Federal Minister responsible for a particular subject presented a leading paper; then a group of students who had addressed their minds to the subject also presented a paper on the subject. A discussion of the papers by the audience then followed.

3.2. I humbly invite attention to the following pages which contain the resume of the discussions on each subject:

Social Services - Health	Page (ii)
Education	Page (iii)
Housing	Page (v)
The Economy - Agriculture	Page (vi)
Industry	Page (vii)
Manpower Development and Utilisation	Page (viii)
Defence	Page (ix)
Foreign Policy	Page (x)
National Discipline	Page (xiii)

3.3. One subject discussed in one of the Seminars, which may be of particular interest is titled "Problems of the Public Service" - see pages 216 - 237 of the book. The leading paper was presented by Mr. G. A. E. Longe, Head of the Federal Public Service. In the paper, Mr. Longe reviewed the fast changing role of the Public Service over the last two decades since the problems presently confronting the service arose from the past. The following problem areas were identified:

- (i) Problem of adjustment to change.
- (ii) Management of the Civil Service which includes:

personnel management policy
recruitment and training
evaluation of performance morale.

- (iii) Operational problems of public utilities
- (iv) Relationship between the Civil Service and the Political leadership within a Ministry
- (v) Relationship between the Legislature and the Executive and the assignment of responsibilities to Ministries.

3.4. Under sub-paragraph 3.3. (ii) above the following observations were made on the work of Civil Servants:

- (i) Negative attitude to work, lateness, over-manning, loitering, idleness
- (ii) Delay in the selection and promotion processes resulting in frustration of staff
- (iii) Inadequate supervision and low productivity
- (iv) Failure to respect the confidentiality of discussions between senior officers, which is essential for the development of a healthy relationship among civil servants.

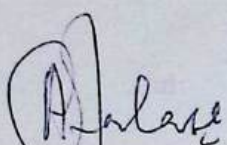
On the relationship between the civil service and political leadership within the Ministry, Mr. Longe was of the view that the Minister was like the Chairman of the Board of Directors of an organisation rather than its Managing Director. The Permanent Secretary of the Ministry was the Accounting Officer and the Principal Adviser to the Minister. There should be no problem between the Civil Service and the political leadership of a Minister provided that the Minister allowed the Civil Servants to do their work and did not depend on unofficial advisers outside the civil service.

3.5. Another major highlight of the discussions that followed the presentation of the papers on the problems of the Civil Service in Nigeria was the discussion on the constraints affecting productivity.

These were identified as:

- (i) Inadequate Office accommodation
- (ii) Inadequate transportation and communication facilities evident in poor urban transportation and unreliable and inadequate telephone facilities.
- (iii) Lack of working tools and equipment. The Seminar felt it was better to reduce staff to the level at which they could be effectively equipped than to increase staff without correspondingly increasing their working aids.
- (iv) Inadequate residential and recreational facilities for staff. On this, the seminar recommended the provision of more staff houses, staff canteens, staff clubs etc.
- (v) Need for constant revision of rules and regulations was stressed to obviate the use of obsolete rules and regulations as alibi for non-performance by indolent officers.
- (vi) Overconcentration of decision making process.
- (vii) Discipline. The Seminar recognised indiscipline as the greatest problem in the Civil Service. The Civil Service indiscipline was a reflection of the Nigerian Societal indiscipline. In order to reduce indiscipline in the service, the front-line supervisors should be given more powers. The Seminar also recommended that the scope of discipline should be enlarged to provide for rewards as well as punishments. Rules and regulations should be reviewed constantly to conform to the rules of natural justice.
- (viii) Poor coordination; and
- (ix) Staff shortage.

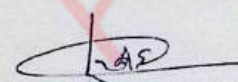
4. There is no gainsaying the fact that the problems of the Civil Service had been adequately highlighted. The prompt application of some of the measures recommended in the seminars would certainly minimise the incidence of indiscipline and strikes in the Public Service. I wish to recommend with respect that the "Proceedings of the Seminar for Secretaries to Governments on Functional Roles and Relationship" should be sent to the Secretary to the Government for his perusal, please


(Wole Falase),
P. A. S. (S.M.)

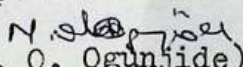
5 March, 1982

5. I found really interesting most of the papers in the "Proceedings of the Seminar for Secretaries to Governments on Functional Roles and Relationship". On the other hand, the materials in "The Proceedings of the Concluding Seminars on Selected National Policy Matters" are too general to be useful. As for the third document, "Dimensions of Social Problems", the contents are a resumé of the seminar papers presented; as in most summaries, the materials focus on the essence of the papers.

6. I do not think that the documents should be forwarded to the Sec. to the Govt.; at best, they can be read at one's leisure.

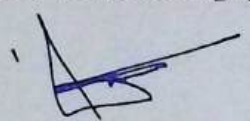

(I. O. Dada),
Secretary (SM),
9 March, 1982

7. From the contents of the documents as shown on pp.70 to 71 and 72 to 74, it will appear that they would be of little value to the Secretary to the Government. The contents are essentially for the Civil Service and therefore should be kept in the Service Matters department, pls.


(N. O. Ogunjide)
P.S. (SM)
16 March, 1982.

76
P.S.(S.M.),

I have taken my time to browse through this report and I agree with your para. 7 at the bottom of page 75. If the documents were not highly classified, they would have been best placed in the Secretariat Library. But in the circumstances, the best course of action is what you have suggested, that they should remain with us here. I therefore direct accordingly.


(M. A. Adesiyun),
Ag. Head of Service,
26th March, 1982.

US(SM),

Above for rec. action, ps.

H
PSC(SM)
29/3/82

CRI

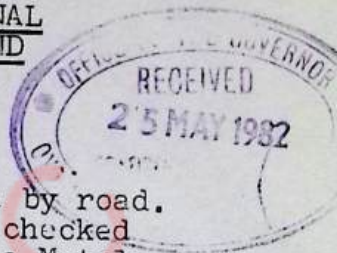
Please put the booklets a-b-c in an envelope and enclose it securely also so that they can serve as useful reference documents in future. Thereafter
PT.

b
US(SM)
29/3

Hs 29/s-1 -

77

PROGRAMME FOR THE VISIT OF STUDENTS OF THE NATIONAL
INSTITUTE, KURU TO OYO STATE FROM 27TH MAY, TO 2ND
JUNE 1982



Thursday 27th May 1982

Noon/Evening

- Arrival from Abeokuta by road. Met by officials and checked into the Trans Nigeria Motels.

Friday 28th May 1982

- ✓ 8.30 a.m. - 9.00 a.m. - Visit to the Head of Service
- 9.10 a.m. - 9.50 a.m. - Visit to the Secretary to the Government
- 10.00 a.m. - Courtesy call on the Governor.
- 10.30 a.m. to 11.30 a.m. - Visit to the Commissioner of Police Oyo State, Eleyele, Ibadan
- 1.05 p.m. - 1.40 p.m. - Visit to the Assistant Director, Nigeria Security Organisation, Eleyele Ibadan.
- 2.00 p.m. - Luncheon party at the Govt. House.

Saturday and Sunday 29th - 30th May 1982

- Compilation of Reports

Monday 31st May 1982

- 8.30 a.m. - 11.30 a.m. - Visit to the Commissioner for Education including visits to the school farms at:
(i) Prospect High School, Abanla
(ii) Idito High School, Erunmu
- 12.00 noon - 12.30 p.m. - Visit to the Commissioner for Local Government
- 12.35 p.m. - 1.10 p.m. - Visit to the Commissioner for Health
- 1.15 p.m. - 1.45 p.m. - Visit to the Commissioner for Social Development, Youth & Sports.
- 2.00 p.m. - 2.30 p.m. - Visit to the GOC, 2nd Inf. Division, N.A., Agodi
- 2.45 p.m. - Return to Trans Nigeria Motels for lunch

Tuesday 1st June 1982

- 8.30 a.m. - Leave for International Institute of Tropical Agriculture.
- 9.00 a.m. - 9.45 a.m. - Visit to IITA
- 9.45 a.m. - Leave for Oyo
- 10.30 a.m. - 11.30 a.m. - Courtesy call on the Alaafin of Oyo

- 78
- 2 -
- 11.45 a.m. - 12.30 p.m. - Visit to the Federal Govt. Girls College, Oyo
 - 1.00 p.m. - 1.30 p.m. - Visit to the Federal Advanced Teachers College (for Special Education), Oyo.
 - 2.20 p.m. - Leave for Ibadan.
 - 3.30 p.m. - Arrive Trans Nigeria Motels for Lunch
 - 5.00 p.m. - Depart for Olubadan's Palace
 - 5.30 p.m. - 6.30 p.m. - Courtesy call on Olubadan.
 - 7.00 p.m. - Return to the Hotel.

Wednesday 2nd June 1982

- 8.30 a.m. - Visit the State owned paper mill at Oluyole Estate.
 - 10.10 a.m. - Depart for the Leyland Motors Ltd. Ibadan
 - 11.00 a.m. - 12.00 noon - Visit to the Leyland Motors Ltd, Iwo Road Ibadan
 - 12.15 p.m. - Leave for College of Education Ilesha
 - 1.30 p.m. - 2.30 p.m. - Visit to the College of Education Ilesha.
 - 2.40 p.m. - Lunch at Ilesha
 - 3.30 p.m. - Depart for Akure.
- ARCHIVES

H. S. ,

Please see the itinerary of the visit of the students of the Institute of the National Institute for Strategic Studies, Kuru from page 77. The visit starts from today when the students arrive from Abeokuta. They are billed to see your goodself between 8.30 a.m. to 9.00 a.m. on Friday.

2. I have told the Protocol Officer, Mr. Oyelowo that the Head of Service will not be available on Friday 28th. 27th,

3. Above is for your information only, please.

N. O. Ogunjide
(N. O. Ogunjide),
P.S. (S.M.)

26th May, 1982.

P. S. (S.M.)

Alamu has been noted. Please alert the information people.

Keyin Alabi
26/5/82

P.A.

ARCHIVES

GOVERNOR
- 8 MAR 1982
As 29/S1

NATIONAL INSTITUTE FOR POLICY
AND STRATEGIC STUDIES, KURU

NATIONAL INSTITUTE PUBLICATION

THE FUTURE OF PUBLIC CORPORATIONS IN
NATIONAL DEVELOPMENT: A POLICY STUDY

ABC^{i.} Herewith attached is a copy of
a National Institute Publication
forwarded to you with the compli-
ments of the Director-General of
the National Institute.

ii. Please acknowledge receipt.

ARCHIVED
E O S C A C

281

AS(SM)II

Page 1 and the book a.b.c
Subtd. for your information
pls.

ARCHIVES OF OYSCAC

H. S.

Via

P. S. (SM),

Via

Sec. (SM), Ed 22/3

Via

P.A.S. (SM), AF 19/3/82

I submit a.b.c. a copy of the proceedings of the Seminar on the 'Future of Public Corporation in National Development' forwarded to this Office by the National Institute for Policy and Strategic Studies. The Seminar was held at the Institute in Jos from September 22nd to 24th 1980. The keynote address was given by his Excellency Mr. Solomon Lar, the Governor of Plateau State.

2. During the course of the Seminar, seven people presented papers on different issues relating to Public Corporations and there were discussions after the the presentation of each paper (the last two papers were read and discussed together in one session) vide pages 14-95. A summary of the recommendations by the Committees set up for that purpose can also be found on pages 97-101.

3. The highlights of the papers presented at the seminar are as follows:-

3.1. Public Enterprises: The Conflict of Expectations by Dr. M. O. Kayode.

3.1.1. In his paper on pages 14-22, Dr. M. O. Kayode recognised public enterprises as agents for development and for the distribution of wealth, resources and influence. For this, governments had shown interest on the effect of enterprises on the economy. But because of the inability of private enterprises to achieve the aspirations of other participants, government ownership was usually the answer. In other words, the objective of the government was to harmonise the conflict of expectations. He also agreed that the operation of these public enterprises had generated conflicts. These conflicts would include conflict of expectations between owners and management and conflict of interest between foreign and national interests. One major cause of conflict of expectations

483
could be traced to the poor performance of public enterprises.

3.1.2. In concluding his paper, the only way out of this problem would be to determine what exactly would be needed from the public corporation. In other words, corporations must have clearly defined objectives to operate well. Also, he recommended that enterprises should be financially independent of the Ministry and government.

3.2. Politics as a factor in the performance of Public Corporations by Turi Muhammadu.

3.2.1. The crux of his own argument was that regardless of the types of regimes and the nature of corporations, 'politics' as a factor would play a role not only in the objectives they would pursue but in their performances. He stated that the problems with the Nigerian Public enterprises under the first republic still surfaced under the Military regime. He therefore suggested that there should be no excessive politicking by the Boards in the running of the various corporations. Mallam Turi was therefore of the opinion that Management must be given a free hand in the day-to-day administration of the enterprises both by the Board and the supervising Ministry.

3.2.2. In his summing up, he acknowledged the rightful role of the politicians but that competent and suitable people should be placed to serve on the Boards.

3.3. Issues on the funding of Public Corporations in Nigeria by Dr. G. P. O. Chikelu.

3.3.1. After enumerating the characteristics of public corporations, Dr. Chikelu agreed that the financial needs of the public corporations were enormous. He therefore suggested four main sources of finance for public corporations which are as follows:-

- (a) Current revenue from sale of services;
- (b) government loans and grants;
- (c) other internal loans;
- (d) external loans;

3.3.2. In his summing up, he pleaded for loans for the corporations in order to perform very well. He also suggested that the Government

843

should deal with questions of reasonable pricing of the corporations' services, capital structure and subsidy for uneconomic projects so as to improve their financial position significantly.

3.3.3. A lot of the issues raised by the speaker generated a heated debate among the discussants..

3.4. Conditions of service and the general work environment as a factor in the operational efficiency of Public Corporations by G. O. Onosode.

3.4.1. Mr. Onosode dealt very extensively with the Udoji recommendations as they affected the entire Public Service. He was of the opinion that the compensation of employees of public corporations should not have been willy-nilly squeezed into the mould of the Civil Service Unified Grading System since they did not operate under the same environment. Furthermore, he was of the opinion that this grading system was affecting the operational efficiency of the public corporations. For example, the National Electric Power Authority (NEPA) if given the freedom to set up its own conditions of service by reference to the market situation, would solve its middle and high level manpower problems.

3.4.2. Furthermore, he mentioned the role which the hot and humid climate in the south and the less humid and much hotter conditions in the North had brought on the operational efficiency of the workers. He therefore called for an improved work environment to ensure maximum efficiency. He also mentioned the impact of radio and electronic communications equipment on operational efficiency.

3.4.3. A lot of the issues discussed were agreed upon by the discussants.

3.4.4. After some discussions on all the issues raised by Mr. Onosode, there was a general consensus that the public corporations should have a measure of autonomy and freedom to set conditions of service even if comparability with the private sector as regards remuneration did not in itself solve the problem of performance.

3.5. Operational autonomy in Nigerian Public Corporations by Dr. Michael S. O. Olisa.

3.5.1. In his paper, he submitted that because public corporations were created and owned by the State, they were subject to a wide

6 85
range of State regulations and controls to which the private company was not subjected. For example, any decisions and actions of the public corporation, whether of its Board of Directors or its management, were hedged with the phrase "Subject to the approval of the Minister".

3.5.2. The theme of his paper was therefore that public corporations could not be run by traditional government departments or Ministries for lack of adequate manpower and due to inhibitions of official governmental rules and regulations. In effect, he was of the opinion that public corporations should be free in their operations and better equipped in staff and skill to handle the business for which they were created. However, they agreed that public corporations needed some controls as they were unavoidable. Here, he raised arguments for and against the control of public corporations (vide page 76-80 a.b.c.).

3.5.3. In conclusion, it was submitted that the case for or against controls should not be presented in absolute terms but in terms of selected and particular forms of control which could balance the necessity of economic efficiency with the necessity for national interest.

3.6. Public Corporations and the conflict of expectations by Dr. O. O. Olaiifa.

3.6.1. In his paper, Dr. Olaiifa submitted that The Federal Corporations and State Owned Companies were set up primarily to provide defined essential services to members of the public. In this regard, the government expected these organisations to be run with maximum efficiency and effectiveness under the direction of duly constituted Boards of Directors. However, these organisations had some constraints which had been responsible for the varying degrees of poor performance in the various corporations. Among these were undue intervention and interference in the affairs of the statutory corporations and harmonisation of service conditions and salary structures with those in the social service-oriented civil service.

3.6.2. He therefore urged that these constraints would have to be removed if the objectives of the various corporations and companies

867

were to be realised. Also, the relationship of these corporations with the various arms of government must be reviewed.

3.6.3. In his summing up, Dr. Olaifa was of the opinion that:-

- (a) the supervisory role now claimed by the Permanent Secretary over the Corporation was an unnecessary incursion into the corporate administrative process since the role was essentially that of the Minister;
- (b) the concept of harmonisation extended to the statutory corporations and state owned companies should be reviewed;
- (c) the Chief Executive should be given a free hand to function in the best way he might deem fit.

3.6.4. In the discussion that ensued after the presentation of the paper, participants were of the opinion that the control of the Corporations was unavoidable.

A 3.7. Insights ^{into} ~~inot~~ the new Nigeria Development Company Limited (NNDC) by Alhaji Zayyad.

3.7.1. In his paper, Alhaji Zayyad centred his discussion on the historical evolution and objectives of the new Nigeria Development Company Limited as somebody who had had the privilege to be associated with the Company in different capacities from 1968-1975. The history of the NNDC had been a success as a result of the following factors:-

- (a) autonomy in Management decisions;
- (b) clearly defined objectives;
- (c) effective planning;
- (d) committed staff and leadership;

3.7.2. In concluding his paper, Alhaji Zayyad submitted that public corporations could be a successful venture. In his own opinion, the NNDC was a success.

4. There were three committees set up for the purpose of making recommendations on the different papers that were presented. All the committees made a good number of recommendations which could be of immense value to the development of the Corporations in the Country (vide 97-101).

887
5. Above is only for your information please.

[Signature]
(Layi Owolabi),
AS (SM) II

15th March, 1982.

6. The summary of recommendations as contained on pp.97 to 101 makes an interesting reading and you may wish to glance through for what it is worth. If you have no objection, the document shall be referred to Perm. Sec. Parastatals for information and any action he may wish to take pls.

[Signature]
(N. O. Ogunjide)

P.S.(SM)
24th March, 1982.

P.S.(S.M.),

The copy of the report of the proceedings of the seminar on the Future of Statutory Corporations a.b.c. is very interesting. It underlines the belief that the problems of Public Corporations and Boards in this country are the same. I believe myself that P.S. (^{Parastatals} ~~SM~~) should carefully go through the report and determine what can be useful to him for the governmental control of the Corporations and Boards of this State. It would be a good idea if he could give a feed-back to the Head of Service in due course.

[Signature]
(M. A. Adesiyun),
Ag. Head of Service,

26th March, 1982.

see (l) *[Signature]* 30/3
P.S. (P)

Above for rec. action

pls.

[Signature]
P.S. (SM)

29/3/82

A.S. (P)
P.S. (P)

11/5/82
Pl. read the report at b.c and highlight useful areas.

Enganmode
13/4/82



NATIONAL INSTITUTE

National Institute for Policy
and Strategic Studies
Kuru PMB 24 Bukuru Plateau State
Telegrams: NISTRA BUKURU
Lagos office: 15 Awolowo Road
South West Ikoyi
Telephone 684669

Ref. NI/801/S

Head of Service
Oyo State
Cabinet Office
Ibadan

September 2, 1982



SENIOR EXECUTIVE COURSE 5

1. The fifth Senior Executive Course of this Institute will assemble on Friday 4, February 1983. The duration of the course will be 38 weeks. It will therefore graduate on Saturday, 29 October, 1983. As with the previous courses, Private Sector sponsors who feel unable to release participants for the entire course have the option of withdrawing them at the end of 18 weeks when they would have got the essential substance of the course.
2. You have a standing allocation of one place on this course^{for} which I am now inviting you to nominate candidates. ~~from~~ These candidates should be of the status of Permanent Secretaries or Deputy Permanent Secretaries in the Federal and State Civil Services and of equivalent status in the public corporations. In the Armed Forces they should be Colonels and above, in the Universities, Senior Lecturers and above and in the Private Sector, members of Main or Subsidiary Boards of their Companies.
3. The list of nominated candidates should reach this office by 3rd January, 1983. Joining Instructions and bio-data forms will be forwarded to nominated candidates from this office as soon as the nominations reach us. If you have no nominations or cannot subscribe all your allocations, please write immediately to let us know so that other organisations could be offered the unsubscribed places. Places have been wasted in the past in the vain hope they would be filled by those to whom they were allocated.

2619
89

4. Any place not taken up within the first week of resumption will be promptly filled by candidates placed on the waiting list.

5. Your cooperation will be highly appreciated in ensuring that suitable candidates are selected early and the list forwarded to us on time.

Professor Justin Tseayo,
Director-General.

See (54)

~~P.S. (8m)~~ 21/9

Please make recommendations
to come on file from the second line up in
view of our previous experience.

Teja Khatiwala
20/9/51

ARCHIVED COPY

H.S.

P.S.(S.M.), N 29/11/82

The National Institute for Policy and Strategic Studies, Kuru, has allocated a place to Oyo State in the Senior Executive Course 5 holding between 4th February and 29th October, 1983. It covers a period of 38 weeks. The conditions for admission into the Course is that our nominee should be of the status of either a Permanent Secretary or Deputy Permanent Secretary in the Public Service of the State. Nominations should reach Kuru not later than 3rd January, 1983.

2. In view of the directive at p.26 of file, I am making this nomination from the grade of officers who are Administrative Officers Grade III, GL.13 and who have already been recommended to the Civil Service Commission, for promotion to GL.14. I have tried to find out some details about the Course and I have discovered that students of the Institute undertake visits to various parts of the country as well as to other countries in Africa and outside the Continent. I hereby nominate Mr. G. A. Bamgboje for the Course.

3. Mr. G. A. Bamgboje is currently on assignment to the Investment and Credit Corporation as Secretary to the Corporation. He has earned very good reports over the years. He was rated third out of the twenty-one officers in the grade of Administrative Officers Grade III at the last meeting of the Senior Management Board held on 21st September, 1982. I have no doubt that Mr. Bamgboje will be a good ambassador of the State at the Institute if the nomination is approved.

4. In view of the foregoing, I hereby recommend that Mr. G. A. Bamgboje, Acting Administrative Officer Grade II, be nominated for the 5th Senior Executive Course holding at the National Institute for Policy and Strategic Studies from 4th February to 29th October, 1983. Please approve accordingly.

A²0igbA
(Atilola A. Adedigba),
Sec. (S.M.),

29th November, 1982.

27

91

P.S.(S.M.),

Reference the minutes at page ⁹⁰27, I want us to discuss the nomination for the course. I feel that we must take somebody a lot higher, since only Permanent Secretaries will be sent from other parts of Nigeria.

Teju Alakija
(Teju Alakija, Mrs.),
Head of Service.

5th December, 1982.

ARCHIVES OF OYSCA

21
88
92

SmG



IN LIEU OF NA MSG FORM

Sec (Sm)
Please handle.
h
28/2

IMMEDIATE

DTG: 211525A FEB 84

FROM: COS SHQ

TO: ALL MIL GOVS

INFO: COAS CMM CNS CMM CAS AND SFMG

SECRET

SHQ/A/137 (.)

TEXT: SPONSORSHIP TO NIPSS (.) COMMENCING FROM NEXT SESSION
(.) ALL PERMANENT SECRETARIES AND CHIEF EXECUTIVES OF STATE
OWNED COMPANIES AND CORPORATION MUST BE SPONSORED AS CANDI-
DATES TO NIPSS COURSES (.) SELECTION WILL BE AS MUCH AS
POSSIBLE IN SENIORITY ORDER (.) ALL ACK

BT

CRYPTO SYSTEM

TOR:1115/23

COPIED BY

OSENI.

Sec (Sm)
Above humbly
referred pls.
h
EO. CRi
1/3/84

S.M.G. & H.S.,

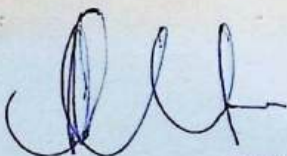
I enclose at page 92 of file the telex message just received from Supreme Headquarters directing the Oyo State Government to sponsor Permanent Secretaries/Chief Executives of State-owned companies and Corporations for courses at the National Institute of Policy and Strategic Studies (NIPSS) as from next session. I have spoken with one of the officers at the NIPSS Liaison Office in Lagos and told me that the usual nine-month course for Permanent Secretaries etc. began on 3rd February. I also told the officer to send to the State Government the calendar of the Institute for the 1984/85 academic session and to keep us informed as soon as nominations are requested for any course.

2. According to the directive at page 92, nomination should, as much as possible, be based on seniority. In that wise, one of the most senior Permanent Secretaries will have to be nominated for the course. I think only Mr. P. O. Ishola had participated in the course out of all the Permanent Secretaries in the State. The order of seniority of the P.S. is at back cover of file.

3. At this stage, the S.M.G. & H.S. is invited to note the telex message for information only. Subsequent submission will be made on the receipt of additional information.

A=0igba
(Atilola A. Adedigba),
Sec. (S.M.).

6th March, 1984.


D. A. ABINUSAWA
8/31/84

Sec (S.M.),
Please find out
urgently when the
course is expected to
start. I understand the
call center is in the
same place and urgently

94
US (SM)

We discussed. You may have
to go to the Lagos Office of the
NIPSS and ^{Oyo State} Liaison Office tomorrow
regarding overleaf.

A 20186A
S (SM)
12/3/84

S.M.G.&H.S.

Sec. (SM),

Please refer to the above minute.

2. Consequent upon your directive, I went to Lagos Office of the National Institute of Policy and Strategic Studies (NIPSS) yesterday, 13th March, 1984, in order to collect more information about the current session's Senior Executive Course (SEC), which is the 6th in the series, being run at Kuru, Jos, in Plateau State. Unfortunately, I did not meet, in office, the Liaison Officer, one Miss Abimbola Oki, whose contact phone No. is 684669. However, I consulted one of her junior officers, who offered to help me send a radio message to the Director-General, Prof. Justin Tseyayo in Jos in order to know if Oyo State can still send its nominee for the course which commenced as from 3rd February, 1984. Shortly after my departure from the office at 1.30 p.m.; the Director-General sent his message requesting Oyo State to send its nominee for the current session's course which spans through a period of 9 months i.e. 3rd February - 27th October, 1984.

3. The junior officer, one Mr. Samuel Nweke, supplied me with two copies of the SEC's current brochure placed abc for your perusal. He could not however give me a copy of the programme

of activities which the participants now at current Senior Executive Course in Jos are running through for their lectures seminar, discussions, workshops etc. because only the file copy was available.

4. From the foregoing, kindly note:

- (i) that the current NIPSS course for Senior Managers in 1984 commenced as from 3rd February 1984 and would end by 27th October 1984;
- (ii) that the 9-month course, which comes up annually, is for top managers/civil servants in the rank of Permanent Secretaries and Deputy Permanent Secretaries in the Civil Service;
- (iii) that the Director-General has kindly given his consent to Oyo State's nomination for the current session's course;
- (iv) that two copies of the brochure for the course obtained from the Liaison Office in Lagos are placed a.b.c. for your perusal.

JMA
(Jumo Aremu),
U.S. (SM),

14th March, 1984.

5. In view of the observation of the S.M.G. & H.S. at page 93, and the report submitted by the U.S.(S.M.) above, one of the Permanent Secretaries listed in order of seniority at back cover may be selected for the course. As indicated at 'X' of p.93, Mr. P. O. Ishola, Permanent Secretary, Ministry of Agriculture & Natural Resources has participated in the course. The

96
signal at page 92 has directed that as much as possible,
selection should be based on seniority.

A=Dig (A)
(Atilola A. Adedigba),
Sec. (S.M.).

14th March, 1984.

ARCHIVES OF OYSCAC



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NATIONAL INSTITUTE

National Institute for Policy and Strategic Studies
Kuru PMB 24 Bukuru Plateau State
Telegrams: NISTRA BUKURU
Lagos office: 15 Awolowo Road
South West Ikoyi
Telephone 684669

NI/834/S/Vol.VI/

1st March, 1984



The Secretary to the State Military Government
Office of the Governor,
Oyo State
IBADAN

STUDY TOURS OF STATES BY THE NATIONAL INSTITUTE SIXTH SENIOR EXECUTIVE COURSE

Some members of the Sixth Senior Executive Course of this Institute are scheduled to undertake a Study tour of your State between 7th and 25th May, 1984. This tour is an essential part of the Course Programme and we are writing to request your usual cooperation and assistance. The detailed tour schedule will be forwarded to your office as soon as it is drawn up. This will indicate the exact time of arrival to your State.

The main focus of this year's study tour is the examination of the prospects and problems of the nation's food production programme and the implications of the findings for policy formulation.

We would be most grateful if you could assist us in the following ways:-

- (a) Booking of hotel accommodation. We will continue to appreciate official accommodation and hospitality where possible;
- (b) Arranging Courtesy calls on the Military Governor and other dignitaries considered appropriate;
- (c) Making the necessary advance, official contacts with the various organisations to be visited.
- (d) Assigning an experienced senior official to accompany the visiting team and to facilitate their work.

Please accept our sincere appreciation for your cooperation and assistance in the past.

Professor Justin Tseayo
Director-General

HEU (P) 11
Ph. process
DA.
'80 14'3

Sec (sm)
Above humbly
subtd f. n. a pl.
h
CRI
9/3/84

PFO

C.P.O

2
98

page 1

You are kindly requested to see ~~overleaf~~, I am not sure if much can be done for now on the requests enumerated in a - d until the detailed tour schedule referred to in paragraph 1, the number of touring participants and the exact week in May when the tour will start, are known.

2. Meanwhile file is hereby referred for further directives please.

Whit

(A. Akinwale),
H.E.O. (P) II

15 March, 1984.

3. I suggest that we K.I.U. this request until we receive the details promised at 'x' of the letter (p.11). We could not possibly arrange accommodations until we are advised about the number of officers to be catered for and the actual duration of the tour.

DAV

*PPD
15/3*

*HEO (P) II
PPD OPA. 15/3*

File! agree with you pl. K.I.U

*G.P.O
15/3*

BV 18/4/84

*Whit
HEO (P) II
16/3*

*Noted sir,
D.A. Ajin
16/3/84*

899
H.E. O (P) II

B.u. at the bottom of p. 2,
is hereby Submitted for necessary action
Please.

~~BAJIAN~~
18/4/84.

C.R.

Since there is no information
yet from ~~the~~ the National Inst.
please b.u. file ago on

3/5/84

~~AKIN WAVE~~
H.E.O (P) II
24/4/84

Noted please

~~AKIN~~ 24/4/84.



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NATIONAL INSTITUTE

National Institute for Policy and Strategic Studies
Kuru PMB 24-Bukuru Plateau State
Telegrams: NISPRABUKURU
Lagos office: 15 Awolowo Road
South West Ikoyi
Telephone 684669

NI/834/S/Vol.VI/30.

The Secretary to the State
Military Government,
Cabinet Office,
Ibadan.
.....
Oyo State.
.....
.....

16th April, 1984.

STUDY TOUR OF STATES BY THE NATIONAL INSTITUTE SIXTH SENIOR EXECUTIVE COURSE.

I am directed to refer you to our letter No. NI/834/S/Vol.VI of 1st March, 1984 on the planned Study Tour by members of our Sixth Senior Executive Course.

Please find enclosed, some details on the tour indicating the expected time of arrival in your State, places of special interest and the duration of visit. The list of members of the Syndicate scheduled to tour your State is also enclosed.

We sincerely hope these details provided will enable you to work out a final and acceptable programme that will help to make the tour a mutually rewarding one. It will be well appreciated if we could be informed of the first place of call on arrival, especially of the accommodation previously arranged for the team.

We will continue to appreciate your usual cooperation.

PSona
[Signature]

[Signature]
UBA OSIGWE,
for: Director-General.

C.P.O.
Discuss your proposals
on 20/4/84.
[Signature]
10 March 26/4

P. 1
1.97

pp 5-1
PP 101-103

P.P.O
help me here this 24/4/84
in file now.
[Signature]
27 4/84

TOUR OF SELECTED STATE IN NIGERIA

1. STATES TO BE VISITED - KWARA AND OYO STATES
2. DURATION OF VISIT - 3 WEEKS, 7-5-84 TO 28 - 5 - 84

NAMES OF VISITING TEAM

SYNDICATE I

1. Prof. E.O. Awa - Director of Studies
2. Mr. E.A.B. Adeleye - Commissioner of Police
3. Col. H.V. Halilu (Mrs.) - Col.
4. Alh. Ibrahim Garba - General Manager
5. Mr. Adamu Augie - Managing Director
6. Col. O.O. Odunsi Davies - Col.
7. Gp. Capt. I. Nwadkon - Gp. Capt.
8. Mr. S.V.A. Santos - Director (FRCN)
9. Col. A.M.I. Seidani - Col.
10. Col. G.A. Rami - Col.
11. Gp. Capt. M. Aliyu - Gp. Capt.
12. Mr. Hamza Katsina - Commissioner of Police
13. Alh. M.K. Erikitola - Asst. Director (NAA)
14. Mr. D.S. Coker - Director
15. Mr. Dike - Perm. Secretary.

4. THEME OF TOUR

The theme of this tour is food production in Nigeria, The objective is to study food production processes in the two states. Food producing areas are expected to be visited to study government and Co-operative interests and projects and also compare these with the local methods of food production, with a view to recommending improvements.

PROGRAMME OF VISIT

KWARA STATE

- Monday
7 - 5 - 84 Leave NIPSS at 7.00 a.m. for Ilorin
- Tuesday
8 - 5 - 84 Courtesy calls at Ilorin
(a) Governor
(b) S.M.G.
(c) Ministry of Agriculture
(d) Visit to Niger River Basin Development Authority HQ. (call on Mr. Moses Ayanmodu - G.M.).
- Wednesday
9 - 5 - 84
(a) Visit to Ejiba
(b) Visit to Tada
(c) Return to Ilorin
- Thursday
10 - 5 - 84 Visit to Bacita Sugar Industry
Return to Ilorin
- Friday
11 - 5 - 84
(a) Visit to Centre for Agricultural Mechanisation Centre
(b) Visit to Agric. and Rural Management Training Institute, Ilorin.
- Saturday
12 - 5 - 84 Free (Syndicate meeting).
- Sunday
13 - 5 - 84 Leave Ilorin - 10.00 a.m. to arrive Ibadan at 1.00 p.m.

Hotel Bookings at Kwara Hotel to cover periods from
Monday 7 - 5 - 84 12.00 noon }
to Sunday 13-5-84 10.00 a.m. } 6 Nights,

OYO STATE

Monday

14 - 5 - 84

Courtesy calls

- (a) Governor
- (b) S.M.G.
- (c) Ministry of Agriculture
- (d) Olubadan of Ibadan

Tuesday

15 - 5 - 84

- (a) Visit to International Institute for Tropical Agriculture. (I.I.T.A.)
- (b) Visit to NISER

Wednesday

16 - 5 - 84

- (a) Visit to Dept. of Agric. University of Ibadan
- (b) Visit to Badeku Rural Development project.

Thursday

17 - 5 - 84

- (a) Visit to Cocoa Research Institute - Onigambari.
- (b) Visit to National Accelerated Food production Centre.

Friday

18 - 5 - 84

- (a) Visit to National Cereal
- (b) Visit to National Horticultural Research Centre.

Saturday/Sunday

19-5-84 & 20-5-84 Free (Syndicate Meeting).

Monday

21 - 5 - 84

- (a) Visit to MANR Fishing Pond Oyo
 - (b) Visit to Oyo North Agric. Development project
 - (c) Visit to Amo Farm Awe.
- Return to Ibadan.

Ref.: HS. 29/S.1/T/5

7 May, 1984.

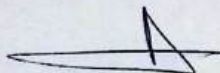
The Permanent Secretary,
Ministry of Information, Social
Development, Youth, Sports and Culture,
Ibadan.

(For the attention of the Chief Information Officer)

Information Jacket on Oyo State

I wish to inform you of the tour of members of the Sixth Senior Executive Course of the National Institute for Policy and Strategic Studies to Oyo State between 13th and 21st May, 1984 and to request you to make available to this office 20 information jackets containing publications on Oyo State for distribution to the team.

2. I should be grateful if the jackets could be received in this office latest by Friday, 11th May, 1984.



S. A. Adedokun,
for Secretary to the Government
and Head of Service.



Ref: HS.29/S.1/T/4

105
7 May, 1984.

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

(For the personal attention of Mr. P. O. Ishola)

Tour of Members of the Senior Executive
Course of the National Institute for
Policy and Strategic Studies to Oyo State,
13 - 21st May, 1984.

I am directed to forward herewith for your information and appropriate action, a letter dated 18th April, 1984 and its attachment on Food Production in Nigeria from the Director of Studies of the above Institute.

2. You will no doubt find the paper useful on the paper your Ministry is preparing on Food Production in Oyo State for the team.



(S. A. Adedokun)

for Secretary to the Government and
Head of Service.

106
P.P.O

A copy of the programme of those from Kenya is a b c. The Military Government has directed that the programme should be printed.

2. You will now forward the programme to the book printer for printing into a booklet form. ~~the~~ 40 copies of the printed programme should reach this office not later than 12 noon on Friday, 11th May, 1964.

Yours faithfully,
7/5/64

107

7th May, 84


HS.29/S.1/T/10

The Government Printer,
Government Press,
Secretariat,
Ibadan.

Programme and Visit of the Members of the Six
Senior Management Course at the National Institute
for policy and Strategic Studies, Kuru to Oyo State
From Monday 21st May, 1984

I am directed to refer to the above-named subject
matter and forward herewith the attached programme for
printing into booklet form. Forty copies of the
printed programme should reach this office not later
than 12.00 noon on Friday 11th May, 1984.

2. It will be appreciated if prompt and immediate
action is taken.


(Lani Opanike),
for Secretary to the Military Government
& Head of Service.





XXXXXXXXXXXXXXX
 DEPARTMENT OF
 MINISTRY OF AGRICULTURE AND

NATURAL RESOURCES

PLANNING DIVISION

PRIVATE MAIL BAG No. 5057 · IBADAN · OYO STATE OF NIGERIA

Your Ref. No.....

All communications should be
addressed to the Permanent Secretary
quoting

Our Ref. No. AP..57/100/52

16th May. 1984

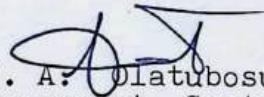
The Head of Service,
 Office of the Military Governor,
 Secretariat,
 Ibadan.

Attention: Mr. S. .A Adedokun (Chief of Protocol)

Tour of Members of the Senior
Executive Course of the National Institute for
Policy and Strategic Studies to Oyo State, 13th
21st May, 1984

I refer to your letter Ref. No. HS 29/S.1/T/4 of
 7/5/84 and I am directed to forward a draft of a paper
 titled "Food Production in Oyo State" for printing.

I shall be grateful if the printing job is completed
 this weekend as the students will be in Oyo State between
 13th- 21st May, 1984.


 O. A. Olatubosun,
 for Permanent Secretary,
 Ministry of Agriculture and
 Natural Resources.

13
109

H S.29/S.1/T/13

10th May, 1984.

The Government Printer
Government Press,
Secretariat,
Ibadan.

Printing of a Paper on 'Food Production
in Oyo State'.

I am directed by the Military Governor of Oyo State to forward the attached paper on 'Food Production in Oyo State' to you for immediate printing into a booklet. Copies of the booklet are expected to be distributed among a team coming from the National Institute for policy and strategic studies, Kuru. They will be guests of the State Government and they are expected to arrive on Sunday, 13th May, 1984.

2. I should be grateful if 100 copies of the booklet could be made available to the Government House by noon of Sunday, 13th May, 1984.



(S. A. Adedokun)
for Secretary to the Government
and Head of Service.



4
110

Principal Accountant

Via
US (F & E) *NB* 11/5784

A 15 - man team of members of the 6th Senior Executive Course from the National Institute for Policy and Strategic Studies will be visiting Oyo State from Sunday 19th May to Monday 21st May, 1984. During their stay here, the team will visit a number of places. For this purpose, an officer - Mr. Akinwale has been directed to lead the team to these places throughout their stay in Oyo state.

2. In the light of the above, you are requested to release an imprest of ₦500.00 to Mr. Akinwale urgently to enable him carry out the assignment.

[Signature]
(*[Signature]* Panike),
P.P.O.

11 May, 1984.

Sec(F&A)

Kindly see the above for approval pls.

NB
US(F&E)
11/5784

~~US(F&E) 11/5784~~

Approved

At
11/5

H20(A/c)

In view of the fact that there is no enough fund, you may release a sum of ₦300.00 only

PRINCIPAL ACCOUNTANT

14/5784

N.B
Please release sum of ₦500 as appd.

[Signature]
Prnt Acct-
15/5784

Princ Accl

~~V III~~

₦500.00 has been released to
MR AKINWALE as approved overleaf

~~H/O B~~
H/O B
15/5

U.P.O.

Overleaf and above refer please.

2. An imprest of ₦500.00 has
been released to Mr. Akinwale
accordingly.

~~A.M.O.~~
A.M.O.
17/5/84.

P.P.O
Muted

~~A~~
C.P.O
23/5

ARCHIVES OF OYSCAC

Elemo Community Grammar School

Peresoke Iwo

MOTTO: KNOWLEDGE, AMBITION AND DETERMINATION

Our Ref: ECGS/ADM 4 Vol.1/82



P.O. Box 358,.....

I W O.

Peresoke Iwo

23rd May,1984

Your Ref:.....

The Secretary to the Military Government

and Head of Service,

Secretariat,

I B A D A N.

Dear Sir,

Tour of Members of the Sixth Senior Executive Course from the National Institute for Policy and Strategic Studies, Kuru.

I wish to refer to the above-named Subject Matter and to inform you that the team of members of the Sixth Senior Executive Course from the National Institute for Policy and Strategic Studies, Kuru visited this School on Wednesday, 16th May, 1984 from 11.30 a.m. to 12.00 noon. (a little behind the scheduled time stated in your letter)

2. They asked many questions most especially on the practice of Agriculture in the School, the reactions of Parents to the School Agricultural Programme and the impact which the Programme had made and would continue to make on the lives of the Students.
3. They also asked questions on issues relating to Discipline in a Non-residential Institution like ours.
4. They took special note of the fact that our students normally report during the Long Vacation (around Mid-August) for the harvesting of our early maize and planting of the late maize. One of the visitors promised to visit the school again for more information.
5. The team interviewed some of our students especially on the choice of Careers and the teaching of Science in the school.
6. They visited some portions of our School Farm and were pleased with what they saw.
7. On the overall, they expressed satisfaction with the visit and the amount of work we are doing. They all took time to sign our Visitors' Book and their overall Assessment was Very Good.

We are indeed very grateful for the honour done us by arranging the visit of such eminent Nigerians. No doubt, it has made some lasting impressions on the students.

9. We are looking forward to such visits again. Thank you very much.

Yours faithfully,



James O. Ogunjuyigbe.

P.P.O
 M. to U. in file
 A. C.P.O
 28/5

C.P.O.

- Your minute above refers please.
2. Pages ¹¹²16-¹¹³17 contains the contents of the letter addressed to this office by the Principal of Community High School, Elemo/Adana Oyo Road, Ibeju expressing his appreciation for the honour done the school by arranging the visit of such eminent Nigerians to visit his school. However, he looks forward to such visits again in future
3. This is for information and further

18
114

necessary action, please.

~~Dr~~ P.P.O.
30/5/84

ARCHIVES OF OYSCAC

~~19~~
115

Military Governor,

112 113

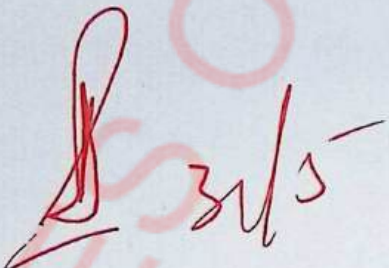
The letter on pages 16 and 17 is from the Principal of Elemo Community Grammar School, Iwo. His school is one of the project sites visited by the team from the National Institute for Policy and Strategic Studies, Kuru.

2. Briefly, the Principal is expressing his appreciation for the honour done to his school for arranging the visit of such eminent nigerians to his school. He looks forward to such visits in the future.

3. This is for information only.



S. A. Adedokun,
C. P. O.
31 May, 1984.



HS.29/S/1/T/19.

P-A.

ARCHIVES OF

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116

Principal Accountant

Please find below the break down of how the ₦500.00 touring advance I recieved was expended during the tour of the visiting IPSS Officials Kuru from Sunday 13th to sat 26th May, 1984. You will kindly reimburse' me with a sum of 80k only.

- (1) Reciept for 3 Litres of engine oil for OYSG 246 = ₦ 6.00
- (2) Reciept for snacks for four NPSS guests at Awe/Oyo ₦ 24.00
- (3) Reciept for 1 gallon of engine oil for coastal Bus OYSG 246 = ₦ 18.00
- (4) Reciept for fuel for OYSG 8 at Saki = ₦ 7.00
- (5) Reciept for OY1336 AB - (Ministry of Information Vehicle covering the assignment) = ₦ 5.00
- (6) Reciept for special Lunch for IPSS Visitors = ₦355.80
- (7) Reciept for Fuel for OYSG 8 = ₦ 6.00
- (8) Un reciepted Lunch for Seven pressmen on the entourage at ₦6.00 each on 16 -5-84 in a Local Restaurant, Oyo. = ₦ 42.00
- (9) Un reciepted Lunch for seven pressmen on the entourage to Ede on 21/5/84 = ₦ 35.00
- (10) Cost of Vulganizing a tyre for OYSG 8 = ₦ 2.00

Total: ₦500.80

② Please detach receipts at b/c of file

Akinwale
A Akinwale
H.E.O.(P)II
5th June, 1984.

HEO (P) II
Relevant receipts have been detached
pls.

MAB
HEO (A/c)
12/6/84

FLASH 221322A JUN 84

97
117

FM: - SHQ

SMC
fna immediately

TO: - ALL MIL GOVRS 2 SHQ/A/495 ⊕
4/C ⊕

RE: - SPONSORSHIP TO NIPSS ⊕
REF OUR SIG SHQ/A/137 OF
211525A FEB 84 ⊕ EVERY MIL.
GOVR IS TO FWD TO THIS HQ
THE TOTAL NUMBER OF STATE
GOVT. OFFICIALS SPONSORED TO
NIPSS BY THE STATE GOVT
SINCE THE INCEPTION OF THE
INSTITUTE ⊕ RINS SHOULD ALSO
SHOW HOW EVERY NIPSS ALUMNUS
IN THE STATE PUBLIC SVC IS
CURRENTLY DEPLOYED ⊕ TREAT
AS URGENT

⤴

Sec (8)

Tran

1420/22

[Signature]
20/6

RAIG — ESARE

98
118

S.M.G.&H.S.,

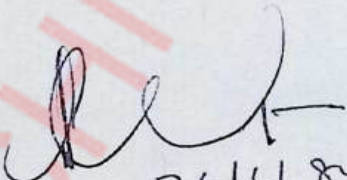
117

In the telegram at p.97, the Supreme Headquarters is requesting for the particulars of the officials of the State Government who have been sponsored to the National Institute for Policy and Strategic Studies (NIPSS). Our records show that only Mr. P. O. Ishola, P.S., M.A.N.R. has participated from this State. He was involved in the Senior Executive Course 3 from 6th February to 31st October, 1981. Please approve that the information be passed on to the Supreme Headquarters.

A²Digba
(Atilola A. Adedigba),
Sec. (S.M.),
26th June, 1984.

Please

Please see the memo above and take further necessary action on the telegraphic message on P.97.


26/6/84.

ARCHIVES OF OYO STATE

97
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IN LLEU OF NA MSG FORM

PRIORITY

DTG: 270900 JUN '84.
FROM: OFFICE OF MIL GOV IBADAN
TO: COS (SHQ)

UNCLAS

OYSMG/A/48

.....
TEXT: SPONSORSHIP TO NIPSS PD REF YR SHQ/A/495 OF 22 JUNE 84
PD MR P O ISHOLA HAS BEEN ONLY CANDIDATE SPONSORED FROM STATE TO
NIPSS PD HE ATTENDED SNR EX COURSE THREE FROM 6TH FEB TO 31ST OCT
81 PD AT PRESENT HE HOLDS POST OF PERM SEC IN THE STATE AGRIC
MIN PD
.....

Op: 86
(Olu. Olusunmbola),

U. S.(A & G)

27th June, 1984.

ARCHIVED

100 120

US (SM),

Please see o'leaf for the
action taken i. n. o p. 98.

Op: 66
USCAGS
27/6/84

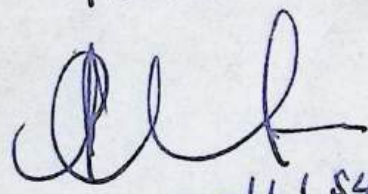
Sec(SM),

Kindly see p. 99 which is the follow-up
action to your minute on p- 98. 118

2. This is just for your information

gaa
US(SM)
28/6/84

Sec(SM) AA # 117/84
Mater. T.S.


28/6/84

EO(CR) I

Pl. p. a.

A2D186A
S(SM)
17/84

ARCHIVED COPY SCAC



NATIONAL INSTITUTE

National Institute for Policy and Strategic Studies
Kuru PMB 24 Bukuru Plateau State
Telegrams: NISTRA.BUKURU
Lagos office: 15 Awolowo Road
South West Ikoyi
Telephone 684669

NI/801/S

10th August, 1984

The Secretary to the Military Government
and Head of State Civil Service,
Cabinet Office,
IBADAN.
Oyo State.

OFFICE OF THE GOVERNOR
RECEIVED
17 AUG 1984
Hs 29/S.1

SENIOR EXECUTIVE COURSE 7

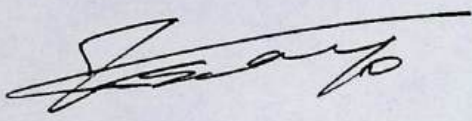
1. The seventh Senior Executive Course of this Institute will assemble on Friday 1st February, 1985. The duration of the course will be 38 weeks. It will therefore graduate on Saturday, 26th October, 1985. As with the previous courses, Private Sector sponsors who feel unable to release participants for the entire course have the option of withdrawing them at the end of 18 weeks when they would have got the essential substance of the course.
2. You have a standing allocation of 1 place on this course for which I am now inviting you to nominate candidates. These candidates should be of the status of Permanent Secretaries or Deputy Permanent Secretaries in the Federal and State Civil Services and of equivalent status in the public corporations. In the Armed Forces they should be Colonels and above, in the Universities, Senior Lecturers and above and in the Private Sector, members of the Main Subsidiary Boards of their Companies.
3. The list of nominated candidates should reach this office by 2nd January, 1985. Joining Instructions and bio-data forms will be forwarded to nominated candidates from this office as soon as the nominations reach us. If you have no nominations or cannot subscribe all your allocations, please write immediately to let us know so that other organisations could be offered the unsubscribed places. Places have been wasted in the past in the vain hope that they would be filled by those to whom they were allocated.

...../2

See P. 134

4. Any place not taken up within the first week of resumption will be promptly filled by candidates placed on the waiting list. And since positions on the courses are being rotated among the 19 states of the Federation, any state that misses its chance will have to wait until when next it becomes its turn to nominate a candidate.

5. Your cooperation will be highly appreciated in ensuring that suitable candidates are selected early and the list forwarded to us on time.



Professor Justin Tseayo
Director-General

ARCHIVES OF OYSSO

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Prim Sec (sm)

Pages 121 - 122

subord f. is. a pl.

$\frac{b}{CRI}$
17/8/84

ARCHIVES OF OUSCAR

S.M.G. & H.S.,

The S.M.G. & H.S. last saw this file at p.120 in connection with the message forwarded to the Supreme Headquarters that only Mr. P. O. Ishola, P.S., M.A.N.R. had participated from this State in the Senior Executive Course organised by the National Institute for Policy and Strategic Studies. It will be recalled that ^{at} p.92, the Chief of Staff, Supreme Headquarters forwarded to the Military Governor a telegram on the importance of sponsoring Permanent Secretaries and Chief Executives on NIPSS courses.

2. We have just received the letter at pp. 121-2 from the Director-General of the Institute intimating the S.M.G. & H.S. of the arrangement for the Senior Executive Course 7 which is scheduled to begin on 1st February, 1985. This is a 38-week course which is supposed to end on Saturday, 26th October of the same year. The Oyo State Civil Service has been allocated one place and the nominee should be either a Permanent Secretary or "Deputy Permanent Secretary". The nomination is expected to reach the headquarters of the Institute not later than 2nd January, 1985.

3. As stated in 'X' of p.92, the Supreme Headquarters has directed that selection should be, as much as possible, in seniority order. I therefore recommend that one of the Permanent Secretaries in the State Public Service be nominated for the course. I have accordingly placed at b.c. the names of all the Permanent Secretaries in order of seniority. The S.M.G. & H.S. may therefore, wish to select a candidate after clearing same with the Military Governor.

A=018/BA
(Atilola A. Adedigba),
Sec. (SM),

22nd August, 1984.

Sec (SM)
Please by 7/9/84
Rel 29/8/84

ECCW I

Pl. b. v. to me on 7/9/84

A=018/BA
S(SM)
29/8/84

Noted please
Basitani 30/8/84



Smr

Discuss

2/8

P

201335A AUG 84

Fm - SHQ

To - MIL GOVR ANAMBRA, CROSS RIVER, KWARA, KADUNA, LAGOS, OGUN, OYO, PLATEAU AND RIVER STATES.

P. 131

U/C ()

SHQ/A/757 ()

TEXT: SPONSORSHIP TO NIPSS () NINE PLACES HAVE BEEN ALLOCATED TO STATE GOVTS FOR 1985 NIPSS INTAKE () ACTION ADDRESSEES ARE TO NOMINATE ONE STATE FUNCTIONARY NOT BELOW STATUS OF PERM. SECRETARY FOR COURSE () STATE PARASTATALS AND GOVT. OWNED COMPANIES SHOULD NOT BE LEFT OUT () NOMINATIONS SHOULD BE FWD TO THIS HQ WITH CURRICULUM VITAE FOR ATTN. DIRECTOR STATE ADMIN SOONEST

Seal (Sm)

Tr

[Signature]
3/1/84

1425/20

[Signature]

126

Sec (sm)

Overleaf humbly
submitted for n.a ps

$\frac{11}{\text{CRT}}$
3/9/84.

Sec (sm)

B.U. for today on
page 124 is humbly submitted
for necessary action ps.

P. H. H. H.
7/9/84.

S.M.G.&H.S.,

The Supreme Headquarters in the message at p.125 is asking for the nomination of one State functionary not below the rank of Permanent Secretary, to the Senior Executive Course 7 being arranged by the National Institute for Policy and Strategic Studies, beginning from 1st February and ending on Saturday, 26th October, 1985 covering a period of 38 weeks. The Institute has only allocated 9 places to all the States in the Federation and it happens that Oyo State is one of the States that will benefit on this occasion.

2. Prior to the message of the Supreme Headquarters at p.125, the letter at pp.121-2 was received directly from the National Institute asking that the nomination should reach the Institute not later than 2nd January, 1985.

3. I wish to recall that in February, this year, the Supreme Headquarters had earlier sent the message at p.92 to the Military Governor directing that opportunities for courses at the National Institute should be utilised by all State Governments. The message further emphasised that "selection will be, as much as possible, in seniority order." As if to emphasise the importance attached to participation in the programme, the Supreme Headquarters further directed at p.117 that the State should forward the particulars of all Government officials that had so far been sponsored for courses in the National Institute since its inception and in reply, the message was despatched indicating that only Mr. P. O. Ishola, Permanent Secretary, M.A.N.R. has so far been nominated from Oyo State.

4. In view of the earlier indication given that nomination should emphasise seniority, it is my contention that Chief J. A. Adedeji, P.S., Min. of Commerce & Industries should benefit from the 38-week course. In this connection, I submit at b.c. the curriculum vitae of Chief Adedeji and the draft submission at b.c.

A=DISBA
(Atilola A. Adedigba),
Sec. (S.M.),

28th September, 1984.

The Military Governor,

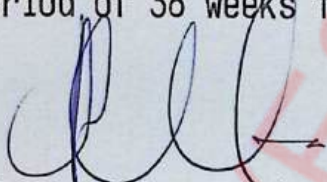
I am making this submission in connection with the telegram at p.125 which you kindly referred to me in connection with the nomination being sought by the Supreme Headquarters for one State functionary not below the status of Permanent Secretary to participate in the 7th Executive Course of the National Institute for Policy and Strategic Studies from 1st February to 26th October, 1985. Earlier, the National Institute has forwarded directly to me the letter at pp.121-122 asking for nomination for the same course. Since the Supreme Headquarters is the co-ordinator for this course, it is only relevant that the nomination from Oyo State should be forwarded to the Institute through the Director of State Administration.

2. I have linked the recent message from the Supreme Headquarters to the earlier directive from the same source at p.92 asking States to utilise places allocated to them by the Institute. The directive further went on to state that "selection will be as much as possible in seniority order."

3. The Senior Executive Course in the National Institute for Policy and Strategic Studies is for very senior officers in the Public Service, the Armed Forces and the Private Sector. Only Mr. P.O. Ishola, Permanent Secretary, Ministry of Agriculture and Natural Resources has benefitted from the course in the Oyo State Public Service. That was the Senior Executive Course 3 which was held from 6th February to 31st August, 1981. The order of seniority of Permanent Secretaries in the Oyo State Civil Service is contained in the document marked 'A' at back cover of file. This shows that Chief J.A. Adedeji, Permanent

Secretary, Ministry of Commerce and Industries is the most senior Permanent Secretary. In line with the directive of the Supreme Headquarters, I am recommending that he should be nominated for the Senior Executive Course 7 holding from 1st February to 26th October, 1985 at the National Institute for Policy and Strategic Studies, Kuru, Jos. I have extracted from the Confidential Report of Chief Adedeji, his Curriculum Vitae. This will be updated if his nomination is approved and before his name and curriculum vitae are forwarded to the Supreme Headquarters.


4. The Military Governor is kindly invited to give his assent to the nomination of Chief Adedeji to participate in the Senior Executive Course 7 holding at the National Institute for Policy and Strategic Studies, Kuru, Jos for a period of 38 weeks from 1st February to 26th October, 1985.


(D. A. Abinusawa),
S.M.G. & H.S.,

28th September, 1984.

SMG

Business

 3/10

IN LEUI OF NA MSG FORM

FLASH

DTG: 031250 A OCT 84

FROM: OFFICE OF OYO MIL GOV

TO: SHQ

UNCLAS

OYMG/G/83

.....

Text:- SPONSORSHIP TO NIPSS (.) CONNECT SHQ/A/767 OF 2218COA
 AUG AND SHQ/A/934 OF C31100A OCT 84 (.) CHIEF JA ADEDEJI (PS)
 IS NOMINATED FOR THE COURSE (.) DETAILS PERTAINING CV WILL
 FOL ASP (.) PSE ACK RECEIPT AND INDICATE ACCEPTANCE

.....

P.131

.....

RELEASING OFFER'S SIGNATURE

RANK:.....

ARCHIVES

Handwritten signature

Handwritten rank

131

4th October, 84

HS.29/S.1/131

The Director of States Administration,
Supreme Headquarters,
Lagos.

Sponsorship to the National Institute for
Policy and Strategic Studies (NIPSS)

Further to my telegram No. 031450 of A October, 1984
and with reference to yours No. 201335A of August, 1984,
I am directed to forward the nomination of Chief J. A. Adedeji,
Permanent Secretary, Ministry of Commerce and Industries
for the 7th Senior Executive Course coming up in 1985 in the
above-named institution. I attach herewith two copies
of the curriculum vitae of the Permanent Secretary.

HP. 130
125



Atilola A. Adedigba
(Atilola A. Adedigba),
Secretary to the Military
Government & Head of Service.

ARCHIVED

HS 29/5.1

132

031746A OCT 84

Fm: COS SHQ

TO MIL GOVR OJO STATE

U/c SHQ/A/939 @

TEXT - NOMINATION FOR NIPPS @ YR. NOMINATION
ARE EXPECTED ON OR BEFORE FRIDAY
05 OCT. 84 @ FAILURE WILL LEAD TO
FORFEITURE OF BILLS TO OTHER STATES

SmG

I believe action
is completed
this

Seal (S)

Please speak

RLH
4/10

S 3/10

Promoselo
E

1837/03

133

FOCERJ

P. b u on

4/12/84
6/11/84 ✓

A=0ig6A
SCRM)
9/10/84

Sec, (8m)

Above b.u. is hereby Submitted for
necessary action please.
Rajani
6/11/84.

ARCHIVES OF YSCAC

NATIONAL INSTITUTE (FOR POLICY AND STRATEGIC STUDIES)

134



KURU
P.M.B. 24
BUKURU
PLATEAU STATE
Telegrams: NISTRA BUKURU



NI/801/S/99

5th November, 1984

Secretary to the Military Government
and Head of State Civil Service,
Cabinet Office,
IBADAN,
Oyo State.

SENIOR EXECUTIVE COURSE NO.7

- 1. I refer to my letter Ref: No. NI/801/S, dated 10th of August, 1984, requesting you to send your nomination for the course named above.
- 2. I enclose copies of nomination and curriculum vitae forms for transmission to your nominee. Three copies of the forms should be completed by the nominee and returned early to this office.
- 3. I enclose also one copy of the joining instruction for your nominee.

Professor Eme O. Awa
for: Director-General.

Sec (S-),
Please send to
Prof to Chief Anderson
for completion.

10/11/84.

See P 139

See P. 121
See b.c.
See b.c.

HS.29/S.T/135

27th November, 84.

Chief J. A. Adediji,
Permanent Secretary,
Ministry of Commerce
and Industry,
Ibadan.

Senior Executive Course No.7

I am directed to inform you that the Military Governor, Lt. Col. Oladayo Popoola, has approved your nomination for the Senior Executive Course No.7 holding at the National Institute for Policy and Strategic studies, Kuru, Plateau State from 1st February and 26th October, 1985.

2. I am also to forward herewith for your completion three copies of each of the following:

- (i) Nomination Form
- (ii) Participant's Curriculum Vitae
- (iii) Joining instruction for the Senior executive Course.

3. Please return items (i) and (ii) above to this office after completion.

Atilola A. Adedigba

(Atilola A. Adedigba)
for Secretary to the Military
Government & Head of Service.

See P. 137

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Ministry of Commerce and Industries

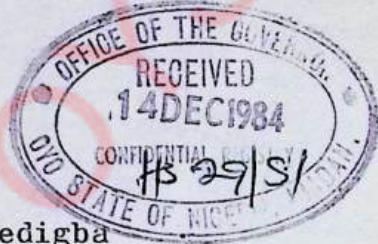
THE PERMANENT SECRETARY'S OFFICE
IBADAN, OYO STATE OF NIGERIA

TELEPHONE: IBADAN 400100/
TELEGRAMS: PERMICI IBADAN

Your Ref. No..... Our Ref. No. PP. 2/315.....

14th December, 1984

The Secretary to the Military Government & Head of Service, Office of the Military Governor, Secretariat, Ibadan.



For the attention of Mr. A.A. Adedigba

Senior Executive Course No. 7

In reply to your letter Ref. No. HS.29/S.T/135 of 27th November, 1984, I forward herewith (i) Nomination Form and (ii) Participants Curriculum Vitae as requested.

P. 135
P. 140
at b.c.

J. A. Adedede
(Chief J. A. Adedede),
Permanent Secretary.

Sec. (sum)

~~Perm Sec (sum)~~ 17/12/84

Above and attachment a/b/c
subrd pls.

16
12/14/1984

ARCHIVES

137

S.M.G. & H.S.,

Chief Adedeji, Permanent Secretary, Ministry of Commerce and Industry has completed the two forms forwarded to him by the National Institute for Policy & Strategic Studies. The nomination form needs the endorsement of the S.M.G. & H.S. In the circumstance, please sign the three copies of the form in the sections marked 'X' at b.c.

A-28186D
 (Atilola A. Adedigba),
 Sec. (SM),

21st December, 1984.

Sec (SM),

I have completed the
 forms. Please take them.

[Handwritten Signature]
 24/12/84

ARCHIVED

HS.29/S.1/139

24th December, 84.

The Director-General,
National Institute for Policy and
Strategic Studies,
Kuru,
P.M.B. 24,
Bukuru,
Plateau State.

SENIOR EXECUTIVE COURSE NO. 7

P134

Further to your letter No. NI/801/S/99 of 5th November, 1984, I forward herewith the completed copies of nomination and curriculum vitae forms in respect of Chief J. A. Adedeji, Permanent Secretary, who has been nominated for the above-stated course.

Atilola A. Adedigba

(Atilola A. Adedigba),
for Secretary to the Military
Government and Head of Service.



EOC(S) I

Pl. b v on 7/1/85

A = O/A
S (S/N) 27/12/84

Noted pls.
Paddy
27/12/84.

HS.29/S.1/Vol.I/140

31st December, 84

The Permanent Secretary,
Department of Establishments
and Training,
Ibadan.

For the Attention of Mrs. O. A. Adeniyi

Sponsorship to the National Institute for
Policy and Strategic Studies (NIPSS)

I am directed to inform you that the Military Governor has approved the nomination of Chief J. A. Adedeji, Permanent Secretary, Ministry of Commerce and Industry, on in-service training at the National Institute for Policy and Strategic Studies from 1st February to 26th October, 1985. Chief Adedeji has completed the Nomination and Curriculum Vitae Forms for the course and these have been duly returned to the Institute through this office. The purpose of this letter is to inform you about the nomination so that arrangements can be made at your end to pay Chief Adedeji his entitlements.

- 2. A copy of this letter is being endorsed to Chief Adedeji.

Atilola A. Adedigba
(Atilola A. Adedigba),
for Secretary to the Military
Government & Head of Service.

Our Ref. No. HS.29/S.1/Vol.I/140A

Office of the Military Governor,
(Service Matters Division),
Agodi, Ibadan.

Copy to: 31st December, 1984.

Chief J. A. Adedeji,
Permanent Secretary,
Ministry of Commerce and Industry,
Ibadan.

Above for information and necessary action further to your letter No. PP.2/315 of 14th December, 1984.

Atilola A. Adedigba
(Atilola A. Adedigba),
for Secretary to the Military
Government & Head of Service.



P. 137

Imm

Hs 29/51

SMC

141

171430A

JAN 85

U/C

FM COS SHQ

21/1/85

SHQ/A/63

TO ALL MIL GOVRS

TEXT: NIPSS 1985 O PSE NOTE THE FOLL
 PERSONS GRANTED ADMISSION TO
 NIPSS FOR THE COURSE 7 INTAKE O
 ALFA O MR. OBOI D. ETUKAFIA -
 C/RIVERS STATE O BRAVO O ALHASI
 BALA ALIYU KUKI - KADUNA
 STATE O CHARLEE O MR. B.A. OSOKOYA
 - OGUN STATE O DELTA O MR. M.A.
 AJIBOYE - KWARA STATE O ECHO O
 DR. RA. SOULE - LAGOS STATE O
 FOXTROT O MR. D.O. ASHIKENI -
 PLATEAU STATE O GOLF O MR. C.
 NNANKWU - ANAMBRA STATE O
 HOTEL O CHIEF S.A. ADEDEJI -
 OYO STATE O INDIA O MR. H.M.
 MAUNIE - RIVER STATE O STATES
 ARE TO ENSURE NOMINEES ARE
 INFORMED ON TIME O ALL
 CONCERN TO ACK

Seal (8-)

Tru

[Signature]

21/1/85

1633A/17

VOICE

KARIK



EO (CA) I

A 2 B 1 2 A

S (RM) 21/1/85

Please p.a. N.f.a. nego'

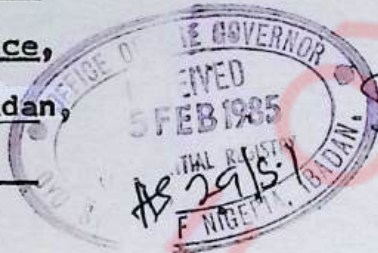
NATIONAL INSTITUTE (FOR POLICY AND STRATEGIC) STUDIES - KURU

SEMINAR/PUBLICATIONS UNIT

Ref: NI/S&P/28

August 31, 1984

S.M.G/Head of Service,
Cabinet Office, Ibadan,
Oyo State.



Se (S...)
[Signature]
4/2/85

Dear Sir,

National Institute Publication

Herewith enclosed are ..ONE.... copy/~~ies~~ each of the following National Institute's Publication for your perusal and retention.

- 1. Round-table Meeting On Ethnicity in Nigeria, Implications for NATIONAL DEVELOPMENT.
 - 2. Urbanisation And Demographic Trends in Nigeria.
 - 3. Workshop on Technology Training Policy.
 - 4. Dimensions of Social Problems in Nigeria.
 - 5. Research at the National Institute.
 - 6. Dimensions of Urban Housing problems in Nigeria.
2. Please ^{Foreign Policy.} acknowledge receipt.

See b.c

Sec (SM)

Above + b.c humbly subd. for repl. @nyja

Mrs. C. Egba
Editorial Assistant
Seminar/Publications Unit

(A) adie
KOC(R)'
5/2/85

ED (CA) L
AS (CA) L
SC (CA) L 8/2/85 p. 9

143

CR

~~CR. The documents referred
overleaf are not at b.c. pl.~~

~~A² Digital
S(20)
24/12~~

ARCHIVES OF OYS/CAC

144
NATIONAL INSTITUTE (FOR POLICY AND STRATEGIC STUDIES)



KURU
P.M.B. 24
BUKURU
PLATEAU STATE
Telegrams: NISTRA BUKURU
.....
.....

IN CONFIDENCE

4th November, 1985

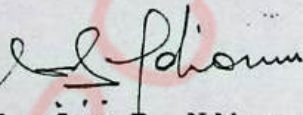
NI/809/S/

The Secretary to the Military Govt.,
and Head of Service,
Oyo State
Ibadan.

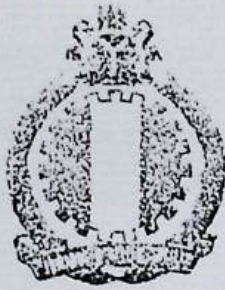
SENIOR EXECUTIVE COURSE NO. 7
COURSE REPORT

Chief James Afolabi Adedeji

1. Herewith attached are duplicate copies of course report in respect of the officer from your service who participated in the Senior Executive Course No. 7 (1st February - 26th October, 1985). Please arrange that one copy of the report is transmitted to the officer for his retention.
2. Please acknowledge receipt.


Charles B. Ndiomu
Major-General
Director General

IN CONFIDENCE



NATIONAL INSTITUTE, KURU

SENIOR EXECUTIVE COURSE REPORT

STUDENT NAME: CHIEF JAMES ASULABI ADEDEJI

SPONSOR: OYO STATE GOVERNMENT

COURSE ATTENDED: SENIOR EXECUTIVE COURSE NO. 7 DATES: 1ST FEBRUARY - - -
26TH OCTOBER, 1985.

COURSE GRADING: B+

GENERAL REMARKS:

Although Chief Adedegbe did not hold any elected post on the syndicate, he did throughout the session play a dynamic role in the activities of the syndicate. He showed great enthusiasm in the course and participated actively at all levels. He is calm and interacted amicably with other members of the group.

Chief Adedegbe's essay titled "Industrialisation and the Role of Public Sector in Nigeria", entailed a critical appraisal of the economic situation and made useful proposals for development as against mere growth. He handled the subject effectively.



[Signature]
Director of Courses

[Signature]
Director of Studies

146

Prim Sec. (S.M)

pp. 144 - 145

Subd. f.n.a. ps.

ARCHIVES OF CYSCAC

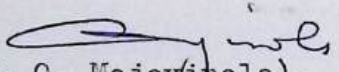
SMG & HS,

Via Sec. (SM),

Please see from page 144.

2. It will be recollected that Mr. J. A. Adedeji then a chief, was nominated and attended the 7th Course of National Institute of Policy and Strategic Studies, Kuru between February and October, 1985. This office has been informed that Mr. Adedeji performed very well throughout the course. A copy of the Testimonial issues to Mr. Adedeji can be seen at page 145 while the original copy is at b.c.

3. This is just for your information, please. On return of file, the original copy will be formally sent to Mr. Adedeji for retention and he will be commended on behalf of the Oyo State Government for being a good ambassador of the State.


(M. O. Mojoyinola),
Prin. Sec. (smO),
24th January, 1986 .

SMG&HS.,

At p.135, the Military Governor conveyed approval for the nomination of Mr. J. A. Adedeji, then P.S., Ministry of Commerce and Industry for the Policy and Strategic Studies, Kuru, Plateau State between 1st Feb. and 26th Oct., 1985. The nominee accordingly attended the course.

2. The course has been completed and Mr. J. A. Adedeji had assumed duty. Kindly find at p.145, the duplicate copy of the report on the performance of Mr. J. A. Adedeji during the course. It was stated inter-alia in the report that Mr. Adedeji "----showed great enthusiasm in the course and participated actively at all levels. He is calm and interacted amicably with other members of the group." The original copy of the report is placed at b.c. You may therefore wish to see for information only.

148

At the return of file, the original copy will be formally forwarded to Mr. J. A. Adedeji, and if approved, will be commended for being a good ambassador of the State during the course.

3. The SMG&HS is humbly requested to refer the report to the Military Governor for information, please.

H. Adesina
(H. Adesina),
Sec. (SM)

27 January, 1986.

Military Governor

Your attention is respectfully invited to ^{PP144-145 and} the preceding memos ^{of} y.i. please.

J. Adedeji
29/1/86.

Comment him
4/2/86

Sec (SM)
f.f.n.a. please.

J. Adedeji
3/2/86

ARCHIVES OF OYSCAG

S.M.G. & H.S.,

permit me to refer to my minute at p.147 pls.

2. May I humbly say that the original copy of the report placed at p.145 was at b.c. when the file was minuted out to the SMG&HS on 27th January, 1986. At the return of file however, it was discovered that the original copy was no longer at b.c. I respectfully wish to find out whether the original copy has been detached by the SMG&HS.

H. S. G.
'Bisi Adesina,
Sec. (S.M.).

6, Feb., 1986.

It can. We cannot locate it.

JA
7/2/86

ARCHIVES OF OYSSCO

HS.29/S.1 Vol.I/150

12, February, 86

Mr. J. A. Adedeji,
Ag. Secretary to the Military
Government and Head of Service,
Secretariat, Ibadan.

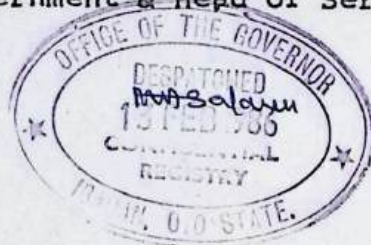
Senior Executive Course No. 7

I am directed by the Military Governor of Oyo State, Lt. Col. Adetunji Olurin to say that the report of your performance in the Senior Executive Course No. 7 held from 1st February to 26th October, 1985 in the National Institute, Kuru had been made available. The Military Governor has noted in the report that throughout the session, you played a dynamic role in the activities of the syndicate, that you showed great enthusiasm in the course and participated actively at all levels. He acclaimed the report that you were calm and that you interacted amicably with other members of the group. In particular, he noted with delight that your essay "Industrialisation and the Role of Public Section in Nigeria" provided a critical appraisal of the situation and that useful proposals for development as against mere growth were contained therein. I am to say that the Military Governor has expressed great satisfaction for your performance and has directed that you should be commended for the level of performance which you put forth.

2. Accordingly, I wish to commend you Sir, for the inspiring report received on your performance at the Senior Executive Course No. 7, held from 1st February to 26th October, 1985 at the National Institute, Kuru and to wish you all the best.

3. I regret however to say that the original copy of the report which was earlier referred to the Secretary to the Military Government and Head of Service at back cover of file could not be traced. Consequently, please find enclosed herewith a duplicate copy of the report for your retention.

(^{M. Adesina} 'Bisi Adesina),
for Secretary to the Military
Government & Head of Service.



ARC

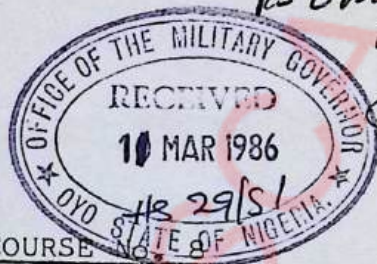
NATIONAL INSTITUTE (FOR POLICY AND STRATEGIC STUDIES)
KURU.

P.M.B. 2024,
BUKURU.
PLATEAU STATE.

26th Feb., 1986.

NI/834/S.

Lt. Col. Adetunji Olurin,
Military Governor,
Oyo State, Government House,
Ibadan.



SENIOR EXECUTIVE COURSE

LOCAL TOURS:

I wish to inform you that as part of our Course programme, participants of the Senior Executive Course 8 will undertake a study tour of your State from 15th May to 24th May, 1986. The list of the Syndicate group and Directing Staff is attached for your information.

2. The subject of the study tour this year is: Industrial Development in the States; and a write up on the subject is forwarded herewith to guide your officials in drawing up a detailed programme of the visits for the Syndicate. As in the past, courtesy calls on the Governor, Secretary to the Military Government and key traditional rulers should be included in the programme of visits.

3. We therefore solicit your help and cooperation as in the past towards making the tour a success by making the following arrangements:-

(i) Programme:

Draw up a draft programme of visit to the various places listed in the write-up. The draft programme should then be sent to the National Institute to reach us preferably 2 - 3 weeks before the commencement of the tour. The programme should cover about ten days.

(ii) Questionnaire:

Assist us to complete the questionnaires and return early; and if this is not possible, we can collect them on arrival.

(iii) Accommodation:


We had enjoyed the hospitality of State Governments in the past and would appreciate whatever guest house accommodation could be provided free of charge.

However, if need be, State Governments could book hotel accommodation for the team for the period15th May,..... to24th May, 1986..

4. Arrival:

The team will be travelling by road, unless otherwise stated. We would appreciate a firm arrangement for the State officials to meet the team on the day of arrival and conduct it to the hotel accommodation already firmly reserved.

5. We request that the State official who should be attached to the team during the tour should be of the status of a Permanent Secretary. In the past, officers of a lesser level of responsibility were seldom able to rise up to the high level of expectations of the study team and do full justice to the image of the host state(s).


Hassan Ahmed II, mni.
Sec/Director of Administration.

ARCHIVES OF

NATIONAL INSTITUTE FOR POLICY AND STRATEGIC STUDIES, KURU

SENIOR EXECUTIVE COURSE No. 8

SYNDICATE 1

- Dr. E. E. Soladoye - Directing Staff
- 1. Mr. U. A. Adeyemi - Commissioner of Police
- 2. Alh. M. Modibbo Aminu - Deputy Registrar, Adama ^{Modibbo} Col. Yola
- 3. Col. P. A. Arokoye - Colonel
- 4. Mal. Mahdi Bukar - Permanent Secretary
- 5. Mrs. T. E. Chukwuma - Director of Education
- 6. Mr. S. Dawaki - Administrative Officer
- 7. Gp. Capt. B. Banfa - Groups Captain
- 8. Alh. Zakari Ibrahim - Director of Administration
- 9. Col. C. C. Iweze - Colonel
- 10. Mr. N. C. Okoronkwo - Permanent Secretary
- 11. Barrister Soji Odunjo - Legal Practitioner
- 12. Amb. O. A. Oshodi. - Ambassador, Ext. Affairs.

ARCHIVES

Industrial Development in the State
With emphasis on Manufacturing Industries

Focus of Study

The policies and strategies for the re-structuring of the industrial sector of the economy.

What are the prospects and problems of implementation.

Data Collection

(a) Visits to the places listed below should be arranged for the purpose of on-the-spot study and the holding of discussions with a cross-section of those connected with policy and programme implementation.

1. State Governor - courtesy call
2. Secretary to the Government
3. Ministry of Trade and Industry.
4. State Investment Institutions
5. Ministry of Finance & Economic Development
6. Nigerian Bank of Commerce and Industry
7. Federal Secretariat
8. Federal Office of Statistice.
9. Federal owned Industrial Establishments
10. State-owned or Joint ventures
11. Private industrial establishments
12. Nigerian Association of Chambers of Commerce, Industries, Mines and Agriculture
13. Manufactures Association of Nigeria
14. Nigerian Labour Congress
15. Nigerian Employers Consultative Association
16. Commodity Board
17. Any other related projects, e.g. industrial layout.

(b) Questionnaire

The Ministry of Trade and Industry is requested kindly to provide the information required in the questionnaire below and if possible return the completed questionnaire.

POLICY

1. The latest policy document guiding the restructuring of industrial development in the State.
2. What is the goal of industrial policy in the State?
3. What mechanisms exist in the state for the coordination of the policies and programmes of the Federal Government and those of the State in the area of industrial development.
Are you satisfied with the effectiveness of the existing mechanisms, if not make suggestions for improvement.
4. Does the State have a policy and programme aimed at advancing the country? From import-substitution to import displacement (i.e. the manufacturing of goods which are only similar to what we used to import and based largely on local raw materials and other input). If yes, what are the programmes and where are they located?
5. What is the State's policy on the widening of the private sector participation in the manufacturing industry (i.e. privatisation, commercialisation of government-controlled enterprises. By what instruments is the policy being pursued in the state and with what degree of success. (Describe the success in quantifiable, observable terms).
6. What is the State's policy on indigenisation? (Not indigenisation as laid down in the Indigenisation Decrees of 197...).
7. Does the State have a policy and programme on the promotion of export-oriented industry? What is the policy? Where are the programme? What progress has been made in implementation and what are the constraints.
8. Does the State have an industrial directory? If so, please provide copies of the current edition.

PROGRAMMES

1. Have the industries in the State been classified and prioritised for the purpose of eligibility for import licence and the value of imports covered by such licence?

2. Federal Ministry of Commerce and Industries have criteria for such classification. These include Food producing industries, Extent of use of local raw material, Volume of employment, Revenue Contribution, Strength of Inter-industry linkage, Degree of indigenous ownership and location of Enterprise control, Strategic industries, Export potential. How well have these criteria been articulated in practice? Is there consistency and continuity of application? If not, why?
3. How many import licences have been granted to which industries? Total value.
4. Will the import licence granted permit an industry to operate up to 40, 50 or 60% of installed capacity?
5. Which industries in the State are likely to benefit the nation most i.e. in terms of local value added and the local sourcing of inputs (raw materials, equipment, technology).
6. Are there industries in the state which are folding up as a matter of Federal or State Government policy (of re-structuring the economy including the industrial sector)? Where are the industries?

PROGRESS IN RESTRUCTURING

1. Inter-industry linkage
What is the percentage of non-labour input imported in each industry in the last 5 years. What is the future plan for each industry?
2. Ownership Structure
To what extent is the majority ownership matched by Nigerian control of the industry?
3. What are the industries in which the Federal and State Governments have investments in the State. Can they be described as vital or strategic?
4. What is the view of the State Government (Governor, Commissioner, Ministry Officials) on Privatisation of the manufacturing industry. Has there been an Executive Council decision on the subject? When was the decision taken.
5. What has been the effect in the State of the Federal Government's measures aimed at improving the investment climate. Give concrete evidence of the effect if any.

6. In what areas have the foreign investors shown the most interest? What is the trade-off between our policy goal of self-reliance and reliance on foreign investor in the particular ventures in which foreign capital is interested?

7. Spatial Structure.

Which industries have been sited in the state as a result of the declared Federal Government policy of dispersal of industries to correct the existing lopsided locational pattern. To what extent has the siting of such industries been due to the local sourcing of raw materials and to what extent is due to politics.

8. Product Structure.

About 90% of industrial output is usually final consumer goods. What measures are afoot in the State to revamp the product structure of the industrial output - to correct the neglect of intermediate and capital goods, and the virtual absence of export-oriented manufacturing?

9. Cost Structure.

Does the State Government have a guideline or directive to industries on their cost structure. Is there an appreciation of the need to reduce the off-shore costs, labour costs, and land costs, and costs of poor and inefficient industrial infrastructures? List the amount of compensation paid for land in respect of industries established since 1978.

10. Market Structure.

What is the state machinery for reducing the degree of exploitation of consumers by the oligopolistic manufacturing enterprises and their appointed distributors.

SPECIAL ISSUES

1. Has the State Government started implementing the proposals on local sourcing of raw materials agreed to by Manufacturers Association of Nigeria and Ministries of Industry in 1963.

- 2. What is the attitude of the Commodity Board to the issue of the local sourcing of raw materials?

Investment Climate.

- 3. What is the private sector's assessment of the investment climate in the state.

Is there over-regulation by Government,

Is government bureaucracy still cumbersome and highly personalised.

Does the incentive scheme provided by government not favour inefficiency and continued dependence on external sources of input?

- 4. What has been the impact of the Industrial Development Appeal Fund launched with great publicity.

Date and Information.

- 5. What has the State Government done to significantly improve the data and information base for industrial decision-making.
- 6. Does the Ministry of Trade and Industry have a vigorous industrial statistic division? Since when?

Government and Private Sector.

- 7. How effective is the state branch of Nigerian Association of Chambers of Commerce, Industries, Mines and Agriculture? What is the membership? What proportion of the private sector is represented by the N.A.C.C.I.M.A.?
- 8. Describe the machinery and occasions for consultation with N.A.C.C.I.M.A., What is the frequency of consultation?

Small Scale Industry.

- 9. How many small scale manufacturing industries are in the state?
- 10. What is the status of the loan scheme for small scale industries?

Export Promotion.

- 11. Is the presence of Export Promotion Council felt in the state? Describe its activities.

S.M.G. & H.S.,

I humbly wish to recall that you were kind enough to discuss with me pp.151 - 158 on the local tours of Oyo State by the participants of the Senior Executive Course No.8 at the National Institute (For Policy and Strategic Studies), Bukuru, from 15th to 24th May, 1986. Following our discussion, therefore, I humbly wish to recommend, as follows, the membership of an Adhoc Committee , whose report would be processed by the Admin. & Gen. Department:

- (i) Dr. E.B. L. Oyedeji, Perm. Secretary, Min. of Commerce & Industries - Chairman;
- (ii) Mr. M. A. Oyero, Sec (Special Duties), O.M.G. - Member;
- (iii) Mr. O. A. Jaiyeola, (CPO) - Member;
- (iv) A Representative of the Min. of Works & Housing - Member;
- and (v) Mr. O. Faniyi, (US, Special Duties), O.M.G. - Secretary to the Committee.

2. The Committee would consider among other things:

- (i) draft programme of the local tours;
- (ii) accommodation of participants;
- (iii) transport facilities;
- and (iv) hospitality/welfare of participants.

3. On return of File, the Questionnaires on pp.154-158 would be endorsed to the Perm. Secretary, Min. of Commerce and Industries, for completion.

4. Please approve accordingly.

SP
(Lola Omojowolo),
P.S.O.M.G.

approved-
JAP
18/3

13 March, 1986.

Dr. E.B.L. Oyedeji,
Permanent Secretary,
Ministry of Commerce and Industry,
Secretariat,
Ibadan.

Ad-hoc Committee on Local Tours of Oyo State
by the National Institute Course Participants

I have to inform you that, as part of the course programme, participants of the Senior Executive Course 8 from the National Institute (For Policy and Strategic Studies), Kuru will undertake a study tour of Oyo State, from 15th to 24th May, 1986. It has therefore been approved that an Ad-hoc Committee, with you presiding, be set up for the purpose. The other members of the Committee, who are being asked to contact you for further details, are:

- (i) Mr. M. A. Oyero,
Secretary (Special Duties),
Office of the Military Governor;
- (ii) Mr. O. A. Jayeola,
Chief Protocol Officer,
Office of the Military Governor;
- (iii) Engr. B. B. Togonu-Bickersterth,
Deputy Chief Planning Officer,
Ministry of Works and Housing; and
- (iv) Mr. O. Faniyi,
Under Secretary (Special Duties),
Office of the Military Governor,
as Secretary to the Committee.

2. Your Committee would consider among other things:

- (i) Draft Programme for the Local Tours;
- (ii) Accommodation for the visitors;
- (iii) Transport facilities; and
- (iv) Hospitality/Welfare of the visitors.

Six copies of the report of the Committee should be submitted by Thursday, 27th March, 1986, please.

3. I enclose herewith, the photostat copy of the relevant letter No.N1/834/S of 26th February, 1986 and its attachments earlier addressed to the Military Governor by the Secretary/Director of Administration of the National Institute on the subject. In the

meantime, your Ministry should complete and submit, also in six copies, the questionnaire attached to the letter.

4. Finally, you should kindly note that the draft programme of the local tours should be guided by the various places ... listed in the write-up also attached to the letter from the National Institute.

JP

(Lola Omojowolo),
Permanent Secretary,
for Secretary to the Military Government
and Head of Service.



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Engr. B. B. Togonu-Bickersterth,
Deputy Chief Planning Officer,
u.f.s

The Permanent Secretary,
Ministry of Works and Housing,
Secretariat,
Ibadan.

Ad-hoc Committee on Local Tours of Oyo State
by the National Institute Course Participants

I have to inform you that, as part of the course programme, participants of the Senior Executive Course 8 from the National Institute (For Policy and Strategic Studies), Kuru will undertake a study tour of Oyo State from 15th to 24th May, 1986. It has therefore been approved that an Ad-hoc Committee of which you are a member, be set up for the purpose. The other members of the Committee are:

- (i) Dr. E.B.L. Oyedeji,
Permanent Secretary,
Ministry of Commerce and
Industry - Chairman
- (ii) Mr. M. A. Oyero,
Secretary (Special Duties),
Office of the Military
Governor - Member
- (iii) Mr. O. A. Jayeola,
Chief Protocol Officer,
Office of the Military
Governor - Member; and
- (iv) Mr. O. Paniyi,
Under Secretary (Special
Duties), Office of the
Military Governor - As Secretary
to the Committee.

2. You are kindly requested to contact immediately, the Chairman of the Committee for further details, please.



(Lola Omojowolo),
Permanent Secretary,
for Secretary to the Military Government
and Head of Service.

- Mr. M. A. Oyero, Sec. (SD),
- Mr. O. A. Jayeola (CPO),
- Mr. O. Faniyi US (SD).

Ad-hoc Committee on Local Tours of Oyo State
by the National Institute Course Participants

I have to inform you that, as part of the course programme, participants of the Senior Executive Course 8 from the National Institute (For Policy and Strategic Studies), Kuru will undertake a study tour of Oyo State from 15th to 24th May, 1986. It has therefore been approved that an Ad-hoc Committee of which you are a member, be set up for the purpose. The other members of the Committee are:

- (i) Dr. E.B.L. Oyedeji,
 Permanent Secretary,
 Ministry of Commerce and
 Industry - Chairman; and
- (ii) Engr. B. B. Togonu-Bickersterth,
 Deputy Chief Planning Officer,
 Ministry of Works and Housing - Member.

2. Mr. O. Faniyi would serve as the Secretary to the Committee. But you should all immediately contact the Chairman for details, please.

J.R
 ('Lola Omojowolo),
 P. S. O. M. G.,
 20 March, 1986

US (ST)
~~Sec (ST)~~, *22/3*
 M. A. OYERO

*From p. 151. You would want to
 have care of file, please*

LO
 'Lola Omojowolo
 20/03

SP/S.550/2

20 March, 85

Eng. B. B. Tegenu-Bickersteth,
Deputy Chief Planning Officer,
Ministry of Works & Housing,
Ibadan.

Mr. B. A. Gyero,
Military Governor's Office,
Ibadan.

Mr. O. A. Jaysola,
Military Governor's Office,
Ibadan.

Ad-hoc Committee on Local Tours of Oyo
State by the National Institute Course
Participants

I am directed to refer to the above subject-matter and to inform you that the inaugural meeting of the Committee will hold tomorrow, Friday, 21st March, 1986 in the office of the Chairman, Dr. E.S.I. Oyediji, at 9.00 a.m. prompt.

2. Kindly attend punctually.



(^{of} 'Lekan Faniyi),
Secretary to the Committee.

Our Ref. No.SP/S.550/2^A

Office of the Military Governor,
(Special Duties Division),
Secretariat,
Ibadan.

Copy to: 20 March, 1986.

The Chief Industrial Officer,
Ministry of Commerce & Industries,
Ibadan.

The Chief Commercial Officer,
Ministry of Commerce & Industries,
Ibadan.

For your information, please.

2. You are kindly requested to attend the meeting as a co-opted member at which you will be fully briefed of the ad-hoc assignment.

(^{of} 'Lekan Faniyi),
Secretary to the Committee.



P. A.



Ministry of Commerce and Industries

THE PERMANENT SECRETARY'S OFFICE
IBADAN, OYO STATE OF NIGERIA

TELEPHONE: IBADAN 400100/

TELEGRAMS: PERMICI IBADAN

Your Ref. No.....

Our Ref. No. AD.479/19

26 March, 1986

The Secretary to the Military Government
and Head of Service,
Office of the Military Governor,
Ibadan.

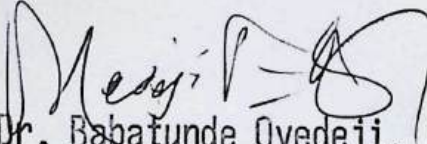
(Attention: (SMG & HS.))

Ad-hoc Committee on Local Tours of Oyo State
by the National Institute Course Participants

In response to your letter No. HS.29/S.1/Vol.1/160 of 20th March, 1986 on the proposed study tour of the State by a contingent of participants from the National Institute for Policy and Strategic Studies in Kuru, I forward eight copies of the logistical Report by the Ad-hoc Committee you recently constituted on the issue.

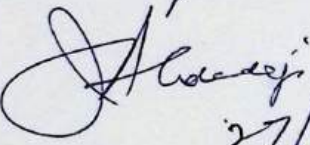
2. We earnestly recommend an early consideration of and follow-up on the Report to facilitate reception and general smoothness of the visit.

3. We thank you.


Dr. Babatunde Oyedeji,
Permanent Secretary

PS DMLG

F.n.a/pse.


27/3/86

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P165-179

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REPORT OF THE AD-HOC COMMITTEE ON LOCAL TOURS
OF OYO STATE BY THE NATIONAL INSTITUTE COURSE
PARTICIPANTS, 15TH TO 24TH MAY, 1986

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Report of the Ad-hoc Committee on Local Tours
of Oyo State by the National Institute Course
Participants, 15th to 24th May, 1986

1. Introduction:-

1.1 By the letter No.HS.29/S.1/Vol.I/160 dated 20th March, 1986, the Secretary to the Military Government and Head of Service set up an Ad-hoc Committee headed by Dr. E.B.L. Oyedeji, Permanent Secretary, Ministry of Commerce and Industry to examine and make recommendations on the proposed local tours of Oyo State by the participants of the Senior Executive Course 8 from the National Institute (For Policy and Strategic Studies) Kuru. The local tours were scheduled to take place from 15th to 24th May, 1986.

1.2 The Committee's terms of reference were itemised as follows:

- (i) Drafting a programme for the team's Local Tours;
- (ii) Advising on accommodation for the visitors;
- (iii) Advising on transport facilities;
- and (iv) Advising on hospitality/Welfare of the visitors.

Six copies of the report of the Committee were expected to be submitted by Thursday, th 27th March, 1986.

2. Draft Programme for Local Tours:-

2.1 In drawing up the draft programme for the tours the Committee noted that there was no indication as to the approximate time on 15th May, 1986 when the team would arrive at Ibadan from Jos. It was then decided that the first day of the visit should be assumed for travelling time and be left free of any event other than receiving and offering them lodging accommodations.

2.2 Since it is the intention of the team to visit many places within the period of their stay, the Committee was of the view that each of the Ministries/Departments and Parastatals listed for visiting should prepare briefs which should be

collected by Office of the Military Governor within the next three weeks and given over collectively to the team on their arrival. It was felt that apart from its time-saving effect, it would serve as useful reference material for the team. It is our expectation that the draft programme would be sent to the Institute right away and that their reaction would be sent back speedily to facilitate necessary prior contacts with organisations cited. The draft programme is presented as Annexure I to this report.

3. Accommodation for the Visitors:-

3.1 The Committee noted the information that the Protocol Division of the Military Governor's Office would initiate arrangement as usual to provide suitable accommodation and feeding for the participants bearing in mind the status of the officers involved and the need to accord them an appropriate reception as Government guests.

4. Transport Facilities:-

4.1 The Committee recommends the provision of six (6) very good cars for the team and two (2) buses to convey officials in the entourage. The Office of the Military Governor is implored to discharge this responsibility.

5. Hospitality/Welfare of the Visitors:-

5.1 The Committee notes the need to provide the team with some kind of medical facilities in view of their long stay in the State. It was therefore recommended that the Ministry of Health be persuaded to acknowledge the team's presence and make stand-by arrangements. Since such tours require adequate publicity throughout its duration, the Ministry of Information, Youth,

Sports and Culture should provide press coverage for the tours and also arrange for some cultural shows and films to make the evenings of the participants exciting. It was also recommended that the Oyo State Sports Council should secure State Box tickets for the participants to watch the league match on Saturday, 18th May, 1986 at the Liberty Stadium. It was also recommended that all Ministries and Departments identified as relevant to the arrangement for welfare and hospitality of the team should be informed well in advance.

6. Questionnaires:-

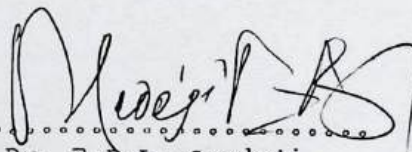
6.1 The Committee noted that the questionnaire forwarded for completion was relevant mainly to the Ministry of Commerce and Industry. The Ministry has therefore prepared answers to the questions already but would prefer - as provided in paragraph 3(ii) to the Kuru letter - to with-hold them until the team arrives.


7. List of Annexure:-

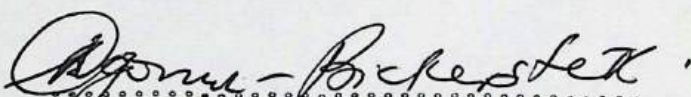
- I - Draft Programme of the Tours.
- II - Minutes of the inaugural meeting of the Ad-hoc Committee held on 21st March, 1986.
- III - Minutes of the Second Meeting of the Committee held on 25th March, 1986.

8. We thank you sincerely for offering us this opportunity of additional service.

Yours faithfully,


.....
Dr. E.B.L. Oyedeji,
(Chairman).


..... 26/3/86
Mr. M. A. Oyero,
(Member).


.....
Engr. B.B. Togonu-Bickersterth,
(Member).

..... *Sami Ayanlami*
 Mr. S.O. Ayanlami,
 C.E.O. Protocol.
 rep. C.P.O. (Member).

..... *[Signature]*
 'Lekan Faniyi,
 Secretary to the
 Committee.

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DRAFT PROGRAMME FOR THE LOCAL TOURS15TH MAY, 1986:-

A R R I V A L.

16TH MAY, 1986:

- 9.00-9.15 a.m. - Courtesy Call on the Military Governor.
- 9.30-9.45 a.m. - Courtesy Call on Olubadan of Ibadan land.
- 10.05-10.35 a.m. - Courtesy Call on the Secretary to the Military Government and Head of Service.
- 10.40-11.30 a.m. - Visit to the Ministry of Commerce & Industries.
- 11.40-12.10 p.m. - Visit to Investment Corporation of Oyo State.
- 12.20-12.30 p.m. - Visit to the Ministry of Finance & Economic Planning.
- 12-45-1.10 p.m. - Visit to the Federal Office of Statistics.
- 1.30-2.30 p.m. - L U N C H.
- 3.00-3.30 p.m. - Visit to the Nig. Association of Small Scale Industrialists. (NASSI). Aare Avenue, Bodija Ext.
- 3.50-4.30 p.m. - Visit to Askar Paints, Eleyele, Ibadan.
- 6.30 p.m. - Cocktail Party by the Military Governor.

17TH MAY, 1986:-SATURDAY

- M O R N I N G. - F R E E.
- 1.00-2.00 p.m. - Visit to the Nigerian Labour Congress (N.L.C.), Oke-Bola, Ibadan.
- 2.00-2.40 p.m. - Visit to Adamasingba Sports Complex, Ibadan.
- 3.00-3.30 p.m. - Tour of Liberty Stadium Complex, Ibadan.
- 3.45-6.30 p.m. - Watch League March at Liberty Stadium, Ibadan.

18TH MAY, 1986 - SUNDAY:

F R E E D A Y.

19TH MAY, 1986:

- 9.00-9.30 a.m. - Visit to Ibadan Chamber of Commerce, Idi-Ape.
- 10.00-10.30 a.m. - Visit to Leyland, Iwo Road.
- 10.40-11.10 a.m. - Visit to Triplex, Iwo Road.

19TH MAY, 1986 (CONTD.)

- 11.15-11.45 a.m. .. Visit to W. A. Batteries, Iwo Road.
 12 noon-12.30 p.m. .. Visit to African Reg. Centre for
 Engineering Design & Manufacturing
 (ARCEDEM), Iwo Road.
 12.45-1.20 p.m. -- Visit to Nig. Gas Cylinders, Iwo Road.
 2.00-3.00 p.m. -- L U N C H.
 3.20-3.50 p.m. .. Visit to O'dua Investment (Holding)
 Company, Cocoa House Premises.
 4.00-4.40 p.m. .. Visit to the Manufacturers Association
 of Nigeria. (M.A.N.), Ring Road.
 7.00 p.m. - FILM SHOW.

20TH MAY, 1986:

- 9.00-9.40 a.m. .. Arrival at Nig. Mining Corporation -
 Brick Making Factory, Omi-Adio -
 Abeokuta Road.
 9.40-10.10 a.m. .. Visit to the Nig. Mining Corporation -
 Brick Making, Omi-Adio - Abeokuta Road.
 10.30-11.00 a.m. .. Visit to the Nig. Wire & Cable, Owode -
 Abeokuta, Road.
 11.20-12.00 noon - Ibadan Metropolitan Planning Authority
 Estate, Oluyole - Ring Road, Ibadan.
 12.10-12.40 p.m. - Nig. Bank for Commerce & Industries,
 Ring Road.
 1.00-2.00 p.m. -- L U N C H.
 2.30-3.00 p.m. -- Turners Engineering, Old Lagos Road.
 3.30-4.00 p.m. -- Rolled Steel Mill (Galvanising Industry)
 Old Lagos Road.
 6.00-7.30 p.m. .. CULTURAL SHOW.

21ST MAY, 1986:

- 9.00-9.30 a.m. - Arrival at Abayomi Foundry Works, Old
 Ife Road,
 9.30-10.00 a.m. .. Visit to the Abayomi Foundry Works.
 10.10-10.55 a.m. - Nigerian Breweries, Ife Road.
 11.10-11.30 a.m. - Africana Breweries - Ajoda New Town,
 Ife Road.
 1.00-1.45 p.m. .. International Breweries, Ilesa.
 1.50-2.15 p.m. - Courtesy Call on Owa Obokun of Ijesa
 land.
 2.30-3.30 p.m. - Lunch at Bee-Hive Hotel, Ilesa.
 4.00-4.30 p.m. - Courtesy Call on the Vice Chancellor,
 University of Ife.
 5.00 p.m. - Courtesy Call on Ooni of Ife.
 7.30 p.m. - FILM SHOW.

NIGHT AT IFE.

22ND MAY, 1986:

- 8.30-10.00 a.m. - Arrival at Oshogbo.
- 10.00-10.30 a.m. - Visit the Osogbo Steel Rolling Mill.
- 10.40-11.10 a.m. - Nigeria Machine Tools, Osogbo.
- 11.35-12.05 p.m. - Visit the Industrial Development Centre.
- 12.20-12.50 p.m. - Courtesy Call on Ataoja of Osogbo.
- 1.00-2.00 p.m. - L U N C H.
- 2.15-2.45 p.m. - Visit the Neubertosh Chemical Company, Ede Road, Osogbo.
- 3.00-3.30 p.m. - Visit the Cocoa Product Industries, Ede.
- 3.50-4.20 p.m. - Courtesy Call on Timi of Ede.

RETURN TO IBADAN.

23RD MAY, 1986:

- 9.00 a.m. - Depart for Oyo.
- 10.00-10.30 a.m. - Visit to I.D.S. (Sanitary Ware Centre), Oyo.
- 10.45-11.15 a.m. - Visit to Elewi Foods Industry, Oyo.
- 11.30-12.00 noon - Courtesy Call on Alaafin of Oyo.
- 12.45-1.15 p.m. - Visit to Carpet Royal, Moniya.
- 1.30-2.30 p.m. - L U N C H.
- 2.30-3.00 p.m. - Courtesy Call on the Vice-Chancellor, University of Ibadan.
- 7.00-8.00 p.m. - D I N N E R. (Military Governor).

24TH MAY, 1986:

D E P A R T U R E.

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ANNEXURE II

Minutes of the Inaugural Meeting of the Ad-hoc Committee on Local Tours of Oyo State by the National Institute Course Participants Held on Friday, 21st March, 1986 in the Office of the Chairman of the Committee

Present:

- 1. Dr. E.B.L. Oyedeji - Permanent Secretary, Ministry of Commerce & Industry. - Chairman.
- 2. Mr. M. A. Oyero - Secretary (Special Duties), Office of the Military Governor. - Member.
- 3. Engr. B. B. Togonu-Bickersterth - Ministry of Works and Housing. - Member.

Absent:

- 1. Mr. O. A. Jayeola - Chief Protocol Officer, Office of the Military Governor. - Member.

In Attendance:-

- 1. Mr. F. O. Abiona - Ministry of Commerce & Industry.
- 2. Mr. A. P. Omiyele - Ministry of Commerce & Industry.
- 3. Mr. S.O. Ojo - " " " " "
- 4. Mr. S. O. Okunola - " " " " "
- 5. Mr. S. A. OluFemi - (Press Officer), Ministry of Commerce & Industry.
- 6. 'Lekan Faniyi - Under Secretary (Special Duties) Office of the Military Governor - Secretary to the Committee.

Opening:-

The meeting started at about 10.00 a.m. After welcoming participants, the Chairman read out the letter he had received from the Military Governor's Office which spelt out the nature of the assignment given to the Committee. He said that the Oyo State Government intended to give the participants of the Senior Executive Course 8 from the National Institute (For Policy and Strategic Studies, Kuru a red-carpet reception during their study tour of Oyo State from 15th to 24th May, 1986. He noted that the Committee had been charged with the responsibility to consider and make recommendations to Government on the following:

- (i) Draft Programme for the Local Tours;
- (ii) Accommodation for the Visitors;
- (iii) Transport facilities;
- and (iv) Hospitality/Welfare of the visitors.

2. Draft Programme for the Tours:-

The Committee examined the list of the places of interest to the participants and thereafter set up a sub-Committee to prepare a draft programme for their tour. Members of the Committee are: Messrs M. A. Oyero, S. A. Olufemi and 'Lekan Faniyi. They were given up to Tuesday, 25th March, 1986 to submit their report. The Committee listed the following places as areas to be visited by the team:

- (a) State Governor - Courtesy Call;
- (b) Secretary to the Military Government;
- (c) Ministry of Commerce and Industry;
- (d) State Investment Institutions;
 - (i) Industrial Corporation of Oyo State (I.C.O.S.);
 - (ii) O'dua Investment Company.
- (e) Ministry of Finance & Economic Planning (Statistics Division);
- (f) Nigerian Bank for Commerce and Industry;
- (g) Federal Secretariat;
- (h) Federal Office of Statistics;
- (i) Federal Owned Industrial Establishments:
 - (i) Leyland Motors;
 - (ii) African Regional Centre for Engineering Design & Manufacturing (ARCEDEM);
 - (iii) Osogbo Steel Rolling Mills, Osogbo;
 - (iv) Nigeria Machine Tools, Osogbo;
 - (v) Nigeria Mining Corporation, Brick Making Factory, Omi-Adio.
- (j) State-Owned or Joint Ventures:
 - (i) Courtesy Call on Timi of Ede;
 - (ii) Cocoa Products Industries, Ede;

- (iii) Africana Brewery - Egbeda;
- (iv) International Brewery, Ilesa;
- (v) Courtesy Call on Owa Obokun;
- (vi) Nigeria Wire & Cable Industry, Owode;
- (vii) Askar Paints - Eleyele;
- (viii) Elewi Foods Factory, Oyo;
- (ix) Courtesy Call on Ooni of Ife;
- (x) Courtesy Call on Alaafin of Oyo;
- (k) Private Industrial Establishments;
 - (i) West African Battery, Iwo Road;
 - (ii) Triplex Nig. Ltd. " "
 - (iii) Atlantic Carpet " "
 - (iv) Eagle Flower Mill near Toll Gate, Ibadan;
 - (v) Rolled Steel Mill, Old Lagos Road;
 - (vi) Standard Brewery " " "
 - (vii) Bode Foam, Egbeda;
 - (viii) Turners Engineering, Near Toll Gate, Ibadan;
 - (ix) Nigerian Brewery, Ife Road;
 - (x) Abayomi Foundry Works - Old Ife Road;
 - (xi) Neubertosh Chemical, Osogbo.
- (l) Nigerian Association of Chamber of Commerce, Industries, Mines and Agriculture;
 - (i) Nigerian Association of Small Scale Industrialists (NASSI) - Bodija Extension.
- (m) Manufacturers Association of Nigeria (MAN);
- (n) Nigerian Labour Congress;
- (o) Nigerian Employers Consultative Association;
- (p) Commodity Board, Ring Road, Ibadan;
- (q) Any other related projects, e.g. industrial layout;
 - (i) Oluyole Industrial Estate;
 - (ii) Iwo Road Industrial Estate.

3. Accommodation for the Visitors:-

On the question of the provision of lodging accommodation for the participants, the Chairman noted with regret that the

Chief Protocol Officer (C.P.O.) was absent at the meeting. He said that nothing useful could be achieved in this regard without the presence of the officer.

4. Transport Facilities:-

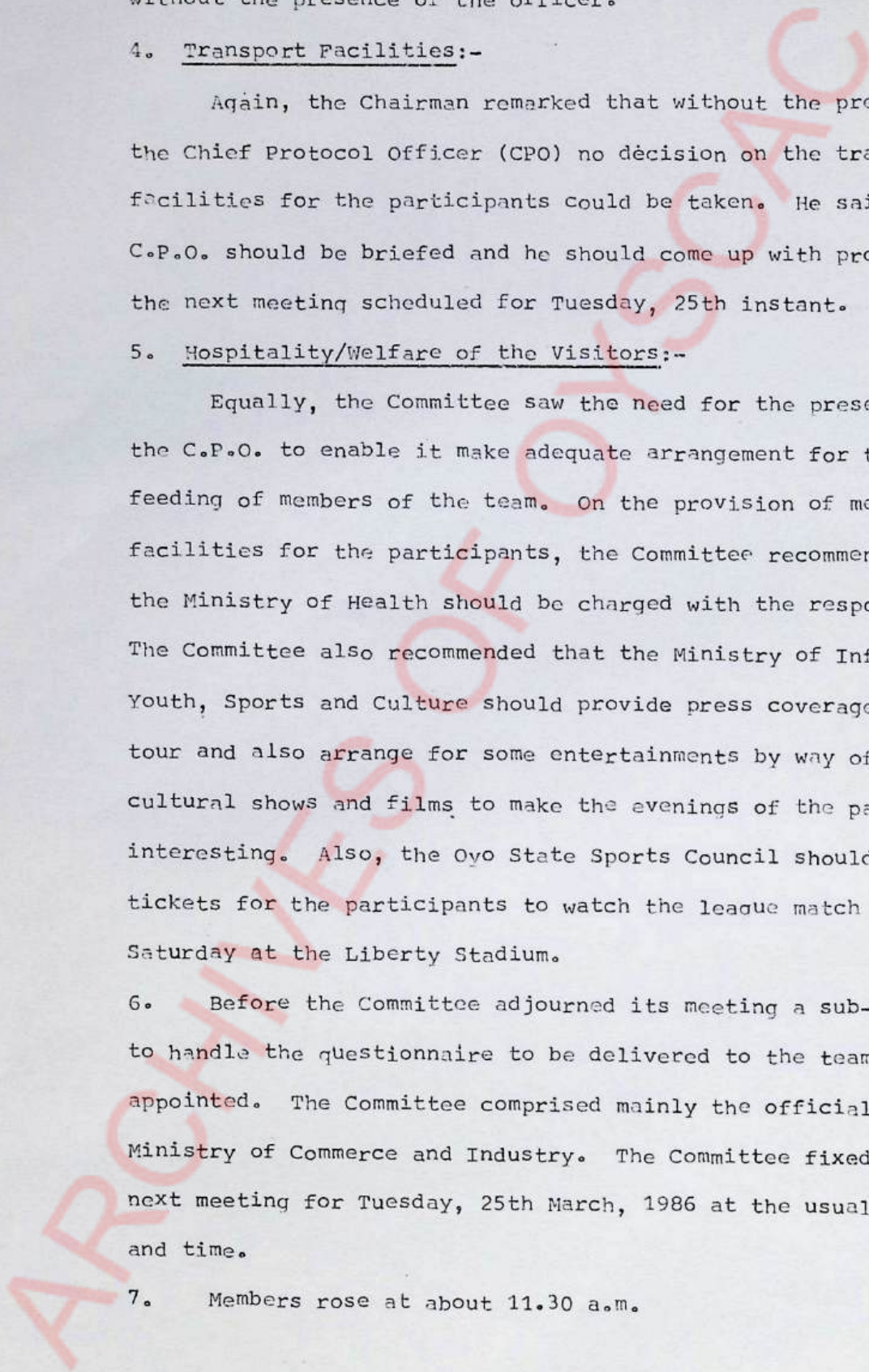
Again, the Chairman remarked that without the presence of the Chief Protocol Officer (CPO) no decision on the transport facilities for the participants could be taken. He said that the C.P.O. should be briefed and he should come up with proposals to the next meeting scheduled for Tuesday, 25th instant.

5. Hospitality/Welfare of the Visitors:-

Equally, the Committee saw the need for the presence of the C.P.O. to enable it make adequate arrangement for the feeding of members of the team. On the provision of medical facilities for the participants, the Committee recommended that the Ministry of Health should be charged with the responsibility. The Committee also recommended that the Ministry of Information, Youth, Sports and Culture should provide press coverage for the tour and also arrange for some entertainments by way of staging cultural shows and films to make the evenings of the participants interesting. Also, the Oyo State Sports Council should secure tickets for the participants to watch the league match on Saturday at the Liberty Stadium.

6. Before the Committee adjourned its meeting a sub-Committee to handle the questionnaire to be delivered to the team was appointed. The Committee comprised mainly the officials of the Ministry of Commerce and Industry. The Committee fixed the next meeting for Tuesday, 25th March, 1986 at the usual place and time.

7. Members rose at about 11.30 a.m.



Minutes of the Second Meeting of the Ad-hoc
Committee on Local Tours of Oyo State By the
National Institute Course Participants Held
on Tuesday, 26th March, 1986

Present:

- 1. Dr. E.B.L. Oyedeji - Permanent Secretary
Ministry of Commerce -- Chairman
- 2. Mr. M. A. Oyero - Secretary (Special Duties),
Office of the Military
Governor. - Member.
- 3. Engr. B.B. Togonu-
Bickersterth - Ministry of Works & Housing - Member.
- 4. Mr. S. O. Ayanlami - C.E.O. (Protocol),
rep. the C.P.O., Military
Governor's Office.

In Attendance:-

- 1. Mr. F. O. Abiona - Ministry of Commerce & Industry.
- 2. Mr. A. P. Omiyele - Ministry of Commerce & Industry.
- 3. Mr. S. O. Okunola - " " " " "
- 4. Mr. S. A. Olufemi - (Press Officer), Ministry of
Commerce & Industry.
- 5. 'Lekan Faniyi - Under Secretary (Special
Duties) Office of the Military
Governor - Secretary to the
Committee.

Opening:-

The Chairman opened the meeting at 9.10 a.m. with the review of the major points of discussion at the inaugural meeting.

2. Draft Programme for the Tours:-

The Chairman called on the sub-Committee's Chairman on the draft programme, Mr. M. A. Oyero to formally present his report to the Committee. Mr. Oyero then circulated copies and gave the highlight of the draft programme with the logistics used in preparing it. The Chairman thanked members of the sub-Committee for being able to put things together in a programme and called for the comments of members. As members passed comments, some amendments to the draft programme were made.

3. Accommodation for the Visitors:-

The representative of the Protocol Division of the Office of the Military Governor informed the meeting that his Division would provide suitable accommodation and feeding for members of the team. However, the Committee observed that it would be easier to service the team if members were accommodated in the same vicinity.

4. Transport Facilities:-

Considering the status of members of the team, the Committee saw the need for the Office of the Military Governor to provide them with six (6) very good cars and two (2) buses to convey officials in the entourage. The Office of the Military Governor is implored to discharge this responsibility.

5. Hospitality/Welfare of the Visitors:-

The Committee noted that these areas had already been taken care of at the inaugural meeting. It was, in addition, recommended that all the Ministries and Departments that were going to be involved in the Welfare arrangements of the team should be informed early.

6. Concerning the questionnaire to be completed for the visiting team, the Chairman informed the meeting that the sub-Committee charged with responsibility had submitted its draft report.

7. In the absence of any further comments, the Chairman thanked participants for their useful contributions. The meeting ended at 10.30 a.m.

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DRAFT PROGRAMME FOR THE LOCAL TOURS

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15TH MAY, 1986:-

A R R I V A L.

16TH MAY, 1986:

- 9.00-9.15 a.m. - Courtesy Call on the ^{Smt. S. & H.S. ~~the~~} ~~Military Governor.~~
- 9.30-9.45 a.m. - Courtesy Call on ^{The Mil. Com.} ~~Olubadan of Ibadan~~ ~~land.~~
- 10.05-10.35 a.m. - Courtesy Call on the ^{Olubadan of Ibadan} ~~Secretary to the~~ ~~Military Government and Head of Service.~~
- 10.40-11.30 a.m. - Visit to the Ministry of Commerce & Industries.
- 11.40-12.10 p.m. - Visit to Investment Corporation of Oyo State.
- 12.20-12.30 p.m. - Visit to the Ministry of Finance & Economic Planning.
- 12-45-1.10 p.m. - Visit to the Federal Office of Statistics.
- 1.30-2.30 p.m. - L U N C H.
- 3.00-3.30 p.m. - Visit to the Nig. Association of Small Scale Industrialists. (NASSI). Aare Avenue, Bodija Ext.
- 3.50-4.30 p.m. - Visit to Askar Paints, Eleyele, Ibadan.
- 6.30 p.m. - Cocktail Party by the Military Governor.

17TH MAY, 1986:-SATURDAY

- M O R N I N G. - F R E E.
- 1.00-2.00 p.m. - Visit to the Nigerian Labour Congress (N.L.C.), Oke-Bola, Ibadan.
- 2.00-2.40 p.m. - Visit to Adamasingba Sports Complex, Ibadan.
- 3.00-3.30 p.m. - Tour of Liberty Stadium Complex, Ibadan.
- 3.45-6.30 p.m. - Watch League March at Liberty Stadium, Ibadan.

18TH MAY, 1986 - SUNDAY:

F R E E D A Y.

19TH MAY, 1986:

- 9.00-9.30 a.m. - Visit to Ibadan Chamber of Commerce, Idi-Ape.
- 10.00-10.30 a.m. - Visit to Leyland, Iwo Road.
- 10.40-11.10 a.m. - Visit to Triplex, Iwo Road.

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19TH MAY, 1986:(CONTD.)

- 11.15-11.45 a.m. - Visit to W. A. Batteries, Iwo Road.
- 12 noon-12.30 p.m. - Visit to African Reg. Centre for Engineering Design & Manufacturing (ARCEDEM), Iwo Road.
- 12.45-1.20 p.m. - Visit to Nig. Gas Cylinders, Iwo Road.
- 2.00-3.00 p.m. - L U N C H.
- 3.20-3.50 p.m. - Visit to O'dua Investment (Holding) Company, Cocoa House Premises.
- 4.00-4.40 p.m. - Visit to the Manufacturers Association of Nigeria. (M.A.N.), Ring Road.
- 7.00 p.m. - FILM SHOW.

20TH MAY, 1986:

- 9.00-9.40 a.m. - Arrival at Nig. Mining Corporation - Brick Making Factory, Omi-Adio - Abeokuta Road.
- 9.40-10.10 a.m. - Visit to the Nig. Mining Corporation - Brick Making, Omi-Adio - Abeokuta Road.
- 10.30-11.00 a.m. - Visit to the Nig. Wire & Cable, Owode - Abeokuta, Road.
- 11.20-12.00 noon - Ibadan Metropolitan Planning Authority Estate, Oluyole - Ring Road, Ibadan.
- 12.10-12.40 p.m. - Nig. Bank for Commerce & Industries, Ring Road.
- 1.00-2.00 p.m. - L U N C H.
- 2.30-3.00 p.m. - Turners Engineering, Old Lagos Road.
- 3.30-4.00 p.m. - Rolled Steel Mill (Galvanising Industry, Old Lagos Road.
- 6.00-7.30 p.m. - CULTURAL SHOW.

21ST MAY, 1986:

- 9.00-9.30 a.m. - Arrival at Abayomi Foundry Works, Old Ife Road,
- 9.30-10.00 a.m. - Visit to the Abayomi Foundry Works.
- 10.10-10.55 a.m. - Nigerian Breweries, Ife Road.
- 11.10-11.30 a.m. - Africana Breweries - Ajoda New Town, Ife Road.
- 1.00-1.45 p.m. - International Breweries, Ilesa.
- 1.50-2.15 p.m. - Courtesy Call on Owa Obokun of Ijesa land.
- 2.30-3.30 p.m. - Lunch at Bee-Hive Hotel, Ilesa.
- 4.00-4.30 p.m. - Courtesy Call on the Vice Chancellor, University of Ife.
- 5.00 p.m. - Courtesy Call on Ooni of Ife.
- 7.30 p.m. - FILM SHOW.

NIGHT AT IFE.

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22ND MAY, 1986:

- 8.30-10.00 a.m. - Arrival at Oshogbo.
- 10.00-10.30 a.m. - Visit the Osogbo Steel Rolling Mill.
- 10.40-11.10 a.m. - Nigeria Machine Tools, Osogbo.
- 11.35-12.05 p.m. - Visit the Industrial Development Centre.
- 12.20-12.50 p.m. - Courtesy Call on Ataoja of Osogbo.
- 1.00-2.00 p.m. - L U N C H.
- 2.15-2.45 p.m. - Visit the Neubertosh Chemical Company, Ede Road, Osogbo.
- 3.00-3.30 p.m. - Visit the Cocoa Product Industries, Ede.
- 3.50-4.20 p.m. - Courtesy Call on Timi of Ede.

RETURN TO IBADAN.

23RD MAY, 1986:

- 9.00 a.m. - Depart for Oyo.
- 10.00-10.30 a.m. - Visit to I.D.S. (Sanitary Ware Centre), Oyo.
- 10.45-11.15 a.m. - Visit to Elewi Foods Industry, Oyo.
- 11.30-12.00 noon - Courtesy Call on Alaafin of Oyo.
- 12.45-1.15 p.m. - Visit to Carpet Royal, Moniya.
- 1.30-2.30 p.m. - L U N C H.
- 2.30-3.00 p.m. - Courtesy Call on the Vice-Chancellor, University of Ibadan.
- 7.00-8.00 p.m. - D I N N E R. (Military Governor).

24TH MAY, 1986:

D E P A R T U R E.

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NATIONAL INSTITUTE (FOR POLICY AND STRATEGIC STUDIES)



KURU
P.M.B. 24
BUKURU
PLATEAU STATE
Telegrams: NISTRA BUKURU

Ref: NI/834/S.

Date: 10th March, 1986

Secretary to the Military Government
and Head of Service
RECEIVED
1 - APR 1986
IBADAN, OYO STATE, NIGERIA

Chief J. A. Adedeji
Secretary to the Government and
Head of Service, Oyo State,
Ibadan.

*ASOMGS
Please let me
the last in respect of
the correspondence leaf
made.
1/4/86*

SENIOR EXECUTIVE COURSE 8 - LOCAL TOUR

I wish to inform you that members of Syndicate I (One) of the current Senior Executive Course 8 will undertake a tour of Oyo State from 15th May to 24th May, 1986

The subject of the tour this year is Industrial Development in the States and a copy of the write up and questionnaire on the topic is attached for the information of all alumni members residing in the state.

We would appreciate any assistance you could offer the delegation as in the past, in order to make the tour a success.

~~_____~~
Dr. E.E. Soladoye
for: Director of Studies

A L U M N I

ANAMBRA

1. Mr. L.C.N. Obi	Course 1	Permanent Secretary
2. Mr. Ralph Opara	" 4	FRCN, Enugu
3. Col. E.I.E. Umo	" 6	Armed Forces Medical Hosp. Enugu.
4. Brig. D. O. Diya	" 5	G.O.C. 82 Div. N.A. Enugu.
5. Mr. C. Nwankwo	" 7	Permanent Secretary
6. Mr. F. N. Ugwu	" 7	Coal Mining Corp. Enugu.
7. Chief Segun Olusola	"	N.T.A. Enugu.

BENDEL

1. Dr. A. U. Salami	Course 1	Permanent Secretary
2. Mr. A. Umoru	" 4	" "
3. Mr. S. I. J. Wigwe	" 7	N.T.A. Benin
4. Mr. C. T. Akagbosu	" 7	Police Commissioner

BENUE

1. Mr. E. A. Akiga	Course 1	
2. Mr. James I. Vatsough	" 3	Permanent Secretary
3. Mr. Paul A. Osaji	" 4	H/S (Retired)
4. Mr. James A. Obe	" 5	Permanent Secretary

BORNO

1. Mr. A. Al-Gazali	Course 1	Permanent Secretary
2. Alh. H. K. El-Badawy	" 5	" "
3- Dr. A. M. Fika	" 3	" "

CROSS RIVER

1. Mr. W. O. Inah	Course 3	Permanent Secretary
2. Mr. I. U. Iyanam	" 4	" "
3. Mr. D. O. Etukafia	" 7	" "

KANO

1. Mr. Abba Abdullahi	Course 1	Permanent Secretary
2. Alh. Imam Wali	" 3	" "
3. Alh. Sa'ad Mohammed	" 5	" "
4. Dr. Halil Sa'id	" 7	Librarian Bayero Uni. Kano

OYO

- | | | |
|------------------------|----------|----------------------------|
| 1. Mr. P. O. Ishola | Course 3 | Permanent Secretary |
| 2. Chief J. A. Adedeji | " 7 | S.M.G. and Head of Service |

SOKOTO

- | | | |
|--------------------------|----------|---------------------------|
| 1. Mr. Y. Abdulkarim | Course 2 | Permanent Secretary |
| 2. Alh. Isa A. Dabai | " 4 | " " |
| 3. Alh. S. M. Jega | " 5 | " " |
| 4. Alh. Ahmed Tahir | " 5 | " " |
| 5. Alh. Ibrahim G. Garba | " 6 | Sokoto Soft Drink Factory |
| 6. Col. Peter B. Adedayo | " 6 | Nigerian Army, Sokoto |
| 7. Alh. T. A. Yakubu | " 6 | University of Sokoto |
| 8. Col. Garba Mohammed | " 7 | Military Governor. |

ARCHIVES OF OYO STATE

SENIOR EXECUTIVE COURSE 8: LOCAL TOURS, 1986

Industrial Development in the State
With Emphasis on Manufacturing Industries

Focus of Study

The policies and strategies for the re-structuring of the industrial sector of the economy.

What are the prospects and problems of implementation.

Data Collection

(a) Visits to the places listed below should be arranged for the purpose of on-the-spot study and the holding of discussions with a cross-section of those connected with policy and programme implementation.

1. State Governor - courtesy call
2. Secretary to the Government
3. Ministry of Trade and Industry
4. State Investment Institutions
5. Ministry of Finance & Economic Development
6. Nigerian Bank of Commerce and Industry
7. Federal Secretariat
8. Federal Office of Statistics
9. Federal owned Industrial Establishments
10. State-owned or Joint ventures
11. Private Industrial Establishments
12. Nigerian Association of Chamber of Commerce, Industries, Mines and Agriculture.
13. Manufacturers Association of Nigeria
14. Nigerian Labour Congress
15. Nigerian Employers Consultative Association
16. Commodity Board
17. Any other related projects, e.g. Industrial layouts.

(b) Questionnaire

The Ministry of Trade and Industry is requested kindly to provide the information required in the questionnaire below and if possible, return the completed questionnaire.

POLICY

1. The latest policy document guiding the restructuring of industrial development in the State.
2. What is the goal of industrial policy in the State?
3. What mechanisms exist in the state for the coordination of the policies and programmes of the Federal Government and those of the State in the area of industrial development.
Are you satisfied with the effectiveness of the existing mechanisms, if not make suggestions for improvement.
4. Does the State have a policy and programme aimed at advancing the country? From import-substitution to import displacement (i.e. the manufacturing of goods which are only similar to what we used to import and based largely on local raw materials and other input). If yes, what are the programmes and where are they located?
5. What is the State's policy on the widening of the private sector participation in the manufacturing industry (i.e. privatisation, commercialisation of government-controlled enterprises. By what instruments is the policy being pursued in the State and with what degree of success. (Describe the success in quantifiable, observable terms).
6. What is the State's policy on indigenisation?
(Not indigenisation as laid down in the Indigenisation Decree of 197...).
7. Does the State have a policy and programme on the promotion of export-oriented industry? What is the policy? Where are the programme? What progress has been made in implementation and what are the constraints.
8. Does the State have an industrial directory? If so, please provide copies of the current edition.

1. Have the industries in the State been classified and prioritised for the purpose of eligibility for import licence and the value of imports covered by such licence?
2. Federal Ministry of Commerce and Industries have criteria for such classification. These include Food producing industries, Extent of use of local raw material, Volume of employment, Revenue Contribution, Strength of Inter-industry linkage, Degree of indigenous ownership and location of Enterprise control, Strategic industries, Export potential. How well have these criteria been articulated in practice? Is there consistency and continuity of application? If not, why?
3. How many import licences have been granted to which industries? Total value.
4. Will the import licence granted permit an industry to operate up to 40, 50 or 60% of installed capacity?
5. Which industries in the State are likely to benefit the nation most, i.e. in terms of local value added and the local sourcing of inputs (raw materials, equipment, technology).
6. Are there industries in the State which are folding up as a matter of Federal or State Government policy (of re-structuring the economy including the industrial sector)? Where are the industries?

PROGRESS IN RESTRUCTURING

1. Inter-industry linkage

What is the percentage of non-labour input imported in each industry in the last 5 years. What is the future plan for each industry?

2. Ownership Structure

To what extent is the majority ownership matched by Nigerian control of the industry?

3. What are the industries in which the Federal and State Governments have investments in the State. Can they be described as vital or strategic?

4. What is the view of the State Government (Governor, Commissioner, Ministry Officials) on Privatisation of the manufacturing industry. Has there been an Executive Council decision on the subject? When was the decision taken.
5. What has been the effect in the State of the Federal Government's measures aimed at improving the investment climate. Give concrete evidence of the effect if any.
6. In what areas have the foreign investors shown the most interest? What is the trade-off between our policy goal of self-reliance and reliance on foreign investor in the particular ventures in which foreign capital is interested?

7. Spatial Structure

Which industries have been sited in the State as a result of the declared Federal Government policy of dispersal of industries to correct the existing lopsided locational pattern. To what extent has the siting of such industries been due to the local sourcing of raw materials and to what extent is due to politics.

8. Product Structure

About 90% of industrial output is usually final consumer goods. What measures are afoot in the State to revamp the product structure of the industrial output - to correct the neglect of intermediate and capital goods, and the virtual absence of export-oriented manufacturing?

9. Cost Structure

Does the State Government have a guideline or directive to industries on their cost structure. Is there an appreciation of the need to reduce the off-shore costs, labour costs, and land costs, and costs of poor and inefficient industrial infrastructures? List the amount of compensation paid for land in respect of industries established since 1978.

10. Market Structure

What is the state machinery for reducing the degree of exploitation of consumers by the oligopolistic manufacturing enterprises and their appointed distributors.

SPECIAL ISSUES

1. Has the State Government started implementing the proposals on local sourcing of raw materials agreed to by Manufacturers Association of Nigeria and Ministries of Industry in 1983.
2. What is the attitude of the Commodity Board to the issue of the local sourcing of raw materials?

Investment Climate

3. What is the private sector's assessment of the investment climate in the State.

Is there over-regulation by Government?

Is Government bureaucracy still cumbersome and highly personalised?

Does the incentive scheme provided by government not favour inefficiency and continued dependence on external sources of inputs

4. What has been the impact of the Industrial Development Appeal Fund launched with great publicity.

Data and Information

5. What has the State Government done to significantly improve the data and information base for industrial decision-making.
6. Does the Ministry of Trade and Industry have a vigorous industrial statistic division? Since when?

Government and Private Sector

7. How effective is the state branch of Nigerian Association of Chambers of Commerce, Industries, Mines and Agriculture? What is the membership? What proportion of the private sector is represented by the N.A.C.C.I.M.A.?
8. Describe the machinery and occasions for consultation with N.A.C.C.I.M.A., What is the frequency of consultation?

Small Scale Industry

- 9. How many small scale manufacturing industries are in the State?
- 10. What is the status of the loan scheme for small scale industries?

Export Promotion

- 11. Is the presence of Export Promotion Council felt in the State? Describe its activities.

AS (A&G)

Sec (FAA),

Please process up soonest, the papers from p. 165 ~~to~~ to the Military Governor

2. Process early.

JL
'Lola' Omojowo
03/04

AB
3/4/86

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HS.29/S.1/Vol.I/194

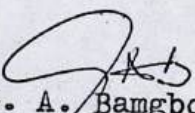
194
4 April, 86

The Permanent Secretary,
Ministry of Commerce and Industries,
Secretariat,
Ibadan.

(For the attention of Dr. E.B.L. Oyedeji)

Ad-hoc Committee on Local Tours of Oyo State
by the National Institute Course Participants

With reference to your letter No. AD.479/19 of 26th March, 1986, I am directed to request you to forward to this office, copies of the prepared answers to the questionnaire sent to this State for completion by the Secretary/Director of Administration, National Institute for Policy and Strategic Studies, Kuru, for onward transmission to the Institute.


(G. A. Bangboje),
for Secretary to the Military Government
and Head of Service.



Military Governor,

via

SMG & HS,

via

PS (OMG), *sl* 07/04

Following the directive of the Military Governor on p. 151 of this file, the SMG & HS set up an Ad-hoc Committee to plan for the tour of Oyo State by course 8 participants at the National Institute for Policy and Strategic Studies, Kuru. The Ad-hoc Committee planned for:

- (i) draft programme for the local tours;
- (ii) accommodation for the visitors;
- (iii) transport facilities;
- (iv) hospitality/welfare of the visitors.

2. The Ad-hoc Committee of officials chaired by Dr. E.B.L. Oyediji, Permanent Secretary, Ministry of Commerce and Industry, had since submitted its report. The highlights of the report are as follows:

(a) Draft Programme for Local tours:

A draft programme for the local tours was drawn (please vide pp. 181 - 183). The programme is

to be sent to the National Institute for reaction before the organizations cited therein are contacted. Furthermore, Ministries/Departments/Parastatals listed for visiting are to submit briefs to this office for the use of the course participants during their tours. The draft programme is commended for support.

(b) Accommodation for the visitors:

The Committee recommended that the Protocol Division of this office should make necessary arrangement as usual, to provide suitable accommodation and feeding for the participants bearing in mind the status of the officers involved and the need to accord them an appropriate reception as government guests. The above recommendation is commended for approval.

(c) Transport Facilities:

The Committee recommended that this office should provide six very good cars for the team and two buses. However, in view of the fact that the

course participants are only 12 in number, one or two cars and a bus will be sufficient.

(d) Hospitality/Welfare of the visitors:

The Committee recommended as follows:

- (i) that the Ministry of Health be persuaded to acknowledge the team's presence and make stand-by medical arrangements. However, rather than making a separate stand-by medical arrangement, I humbly suggest that the Military Governor be gracious to allow the team to use the Clinic at the Government House.
- (ii) that the Ministry of Information, Social Development, Youth, Sports and Culture should provide press coverage for the tours and also arrange some cultural shows and films to make the evenings of the participants exciting.
- (iii) that the Sports Council should be directed to secure State Box tickets for the participants to watch the League match on Saturday,

18th May, 1986 at the Liberty Stadium.

The above recommendations are commended for approval.

(e) Questionnaire:

The Committee observed that the questionnaire submitted was relevant mainly to the Ministry of Commerce and Industry. The Ministry has, therefore, prepared answers to the questionnaire. A letter has gone to that Ministry requesting for the prepared answers for onward transmission to the Director of Administration, National Institute, Kuru.

3. Having regard to the foregoing, the Military Governor is respectfully invited to graciously:

- (i) note the report of the Ad-hoc Committee set up by the SMG & HS on pages 165 - 171;
- (ii) note the contents of the draft programme on pp. 181 - 183;
- (iii) approve that the Protocol Division should provide suitable accommodation for the guests who are 12 in number and feed them as Government's guests during

the period of their tour covering 15th to 24th May, 1986;

- (iv) approve that a cocktail party be organized for the guests on 16th May, and a dinner party on 23rd May, 1986 at government's expense;
- (v) approve that transport facilities be provided for the guests;
- (vi) approve that the guests should use the Government House Clinic during their stay in Oyo State;
- (vii) approve that Ministries/Departments given assignments to perform should carry out such assignments to enable the course participants enjoy their stay in Oyo State.

G. A. Bangboje
(G. A. Bangboje)

Sec. (F & A).

7th
April, 1986.

APPROVED

National Institute for Policy and Strategic Studies
Kuru

Answers to Questionnaire

Policy

1. Preparation of the latest policy document guiding the restructuring of industrial development in the State is currently under preparation.
2. The goal of industrial policy in the State is economic self-reliance.
3. The following Departmental Organs in the State serve as mechanism for the co-ordination of the policies and programmes of the Federal Government and those of the State in the area of industrial development:
 - (a) Industrial Development Centre, Osogbo;
 - (b) Ministry of Commerce & Industry;
 - (c) State Executive Council;
 and (d) Task Force and Monitoring Unit of the Ministry of Finance and Economic Planning.

The existing mechanism will be more effective if the Industrial Development Centre could be strengthened to be able to monitor effectively the implementation of industrial projects.

4. The State has a policy and programme aimed at advancing the country from import-substitution to import displacement. The Industries being promoted by the State are local resource based:
 - (i) Integrated Ceramics at Ado-Awaye;
 - (ii) Cocoa Products Industry at Ede;
 - (iii) Marble Industry at Igbeti;
 - (iv) Clay Products at Ipetumodu etc.

5. In order to widen the private sector participation in the manufacturing sector, it is the policy of the State Government not to subscribe more than 20% equity in a

privately promoted industry. Furthermore, the State owned Investment and Credit Corporation is being converted into a Limited Liability Company.

6. Oyo State has well trained qualified personnel. Except on a few critical areas, industrial enterprises are manned by 99% indigenous staff.
7. The policy and programme on the promotion of export-oriented industry led the State Government to establish Cocoa Products Industry, Ede which processes cocoa beans into cocoa cake, cocoa powder and cocoa liquor for sale overseas.
8. There is no Industrial Directory at the moment. One is currently under preparation.

Programmes

1. The industries in the State have not been classified and prioritised for the purpose ^{of} eligibility for import licence. However, the categorisation and prioritisation provided by the Federal Government was followed in processing 1986 import licence applications from Oyo State.
2. The State is consistently using Federal Government classifications and categorisations.
3. The 1986 Import Licence approvals are being awaited.
4. Until the approvals of import licences are received, we cannot determine the percentage of installed capacity of plant the approved licences will permit.
5. Agro-based industries are likely to benefit the nation most.
6. A number of industries have been seriously affected as a matter of Federal Government policy. As a result of inadequate supply of raw materials, the following industries are almost at the verge of folding up.
 - (a) Leyland Nigeria Ltd., - Ibadan - Motor Assembly Plant
 - (b) Paper and Paper Converting Industries - State wide
 - (c) Bakeries - State wide

(d) Livestock feeds - State wide

Progress in Re structuring

1. Data on inter-industry linkage in the State are not available.
2. The majority ownership structure is well matched by Nigerian control of the Industry in Oyo State.
3. The following industries are those in which the Federal and State Governments have interests:
 - (a) Leyland Nigeria Limited, Ibadan;
 - (b) Nigerian Marble Mining Company, Igbeti;
 - (c) Oranmiyan Clay Products, Ipetumodu;
 - (d) Africana Breweries - Ajoda New Town, Ibadan;
 - (e) International Breweries, Ilesa.
4. The issue of privatisation and/or commercialisation of industrial ventures is still under consideration by Government.
5. The favourable industrial climate in the State has led to the increased growth of industrial establishments in the State.
6. Foreign investors have shown the most interest in brewery and metal & Steel fabrication industries. The trade-off from such interests have been insignificant.
7. As a result of the declared Federal Government policy of dispersal of industries to correct the existing lop-sided locational pattern Steel Rolling Mill and Machine Tools industries have been established at Osogbo. The Steel Mill Industry is being fed with raw materials from Ajakruta and Aladja Steel Mills.
8. In order to revamp the product structure of industrial output and to correct the neglect of intermediate and capital goods, manufacturing is given priority while general merchandise is of low priority. Priority is also given to small-scale industries in order to play ancillary role to medium and large-scale industries.
9. The State Government has a special line to industries on

203

their cost structure. There is an appreciation of the need to reduce off-shore and labour costs. Cocoa Products Industry, Ede, was commissioned in 1982. Information would be obtained from CPI's Managing Director on the amount of compensation paid for land in respect of the industry.

10. The good intention of Government to reduce the degree of exploitation of consumers by the oligopolistic manufacturing enterprises and their appointed distributors has not been realised because the supply of essential commodities to the populace falls too much below the ever-increasing level of demand.

Special Issues

1. The State Government has started to implement the proposals on local sourcing of raw materials.
2. The question about the attitude of the Commodity Boards to the issue of the local sourcing of raw materials is better answered by the Boards themselves.
3. The private sector's assessment of the investment climate in the State is better provided by the private sector itself.
4. Industrial development fund has not been launched in the State.
5. Extension Services Unit of the Ministry of Commerce and Industry can serve as a data and information base for industrial decision-making but current financial difficulties prevent effective operations of the Unit.
6. The Extension Services Unit is a vigorous industrial statistics Unit.
7. Detailed information on the effectiveness, membership etc. of N.A.C.C.I.M.A. will be provided by that Organisation itself.
8. Consultations with N.A.C.C.I.M.A. arise as and when the opinion of the private sector is required in the formulation of government industrial/commercial policy.

9. The total number of small-scale manufacturing industries in the State is not known. However, 183 small-scale industries are known to have been promoted from the assistance of the State-managed Small-Scale Industries Credit Scheme. 130 of these industries are now functional.
10. With regard to the loan scheme itself, the loan repayment performance is poor, which has led to the rate of credit facility being far below accumulated liability.
11. The presence of the Export Promotional Council is not felt in the State.

ARCHIVES OF OYO

HS.29/S.1/Vol.I/205

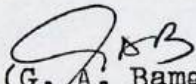
205
April, 86

The Secretary/Director of Administration,
National Institute for Policy and
Strategic Studies,
P. M. B. 2024,
Kuru,
Plateau State.

Senior Executive Course 8 - Local Tour:
Questionnaire

PP-200 - 204
I am directed to forward herewith 15 copies of
the prepared answers to the Questionnaire forwarded to
this State for completion for the use of the course
participants.




(G. A. Bamgboje),
for Secretary to the Military Government
and Head of Service.

SMG & HS,

via

PS (OMG) ~~DP~~ 15/4/86

Kindly see the recommendations as contained in paragraph 3(i to vii) pages 198 and 199 for your consideration and further directives.

2. 15 copies of the prepared answers to the Questionnaire have been forwarded to the National Institute, please vide p. 205.

G. A. Bangboje
(G. A. Bangboje),
Sec. (F & A).

9 April, 1986.

Mil. Gov.

Your attention is respectfully invited to the minute at p 195 - 199. Prepared answers to the questionnaire have been forwarded to the Institute. I have suggested that they be accommodated at the University Guest House in view of the shortage of Govt Guest House accommodation, although we are still looking into that possibility which normally should be the ideal. Also the original Programme has been slightly amended as at enca. You will kindly wish to consider para 7 at p 198 for approval etc

Aladeji
15/4/86.
Sulga ~~HS~~ AS ~~28/4~~

In view of their number, they may not all be accommodated in the guest house. University Guest House is ideal. Please ensure that those concerned should get the programme in time for preparation. Transportation should be considered also → 28/4

DRAFT PROGRAMME FOR THE LOCAL TOURS OF OYO STATE

1. THURSDAY, 15TH MAY, 1986 - A R R I V A L
 - Checked into the University of Ibadan Guest House.
2. FRIDAY, 16TH MAY, 1986
 - 9.00- 9.15 a.m. - Courtesy call on the Secretary to the Military Government & Head of Service;
 - 9.30- 9.45 " - Courtesy call on the Military Governor;
 - 10.05-10.35 " - Courtesy call on the Olubadan of Ibadan;
 - 10.40-11.30 " - Visit to the Ministry of Commerce and Industries;
 - 11.40-12.10 p.m. - Visit to Investment Corporation of Oyo State;
 - 12.20-12.30 " - Visit to the Ministry of Finance and Economic Planning;
 - 12.45-1.10 " - Visit to the Federal Office of Statistics;
 - 1.30-2.30 " - LUNCH (at the U.I. Guest House)
 - 3.00-3.30 " - Visit to the Nig. Association of Small Scale Industrialists. (NASSI). Aare Avenue, Bodija Extension;
 - 3.50-04.30 " - Visit to Askar Paints, Eleyele, Ibadan
 - 6.30 " - Cocktail Party by the Military Governor.
3. SATURDAY, 17TH MAY, 1986 - M O R N I N G - F R E E
 - 1.00-2.00 p.m. - Visit to the Nigerian Labour Congress (NLC), Oke-Bola, Ibadan;
 - 2.00-2.40 " - Visit to Adamasingba Sports Complex, Ibadan;
 - 3.00-3.30 " - Lunch at the Segi Restaurant, Broking House, Ibadan;
 - 3.45-6.30 " - Watch League Match at the Liberty Stadium, Ibadan.
4. SUNDAY, 18TH MAY, 1986 - F R E E D A Y
5. MONDAY, 19TH MAY, 1986
 - 9.00 - 9.30 a.m. - Visit to Ibadan Chamber of Commerce, Idi-Ape;
 - 10.00-10.30 " - Visit to Leyland, Iwo Road;
 - 10.40-11.10 " - Visit to Triplex, Iwo Road;
 - 11.15-11.45 " - Visit to W. A. Batteries, Iwo Road;
 - 12.00-12.30 p.m. - Visit to African Reg. Centre for Engineering Design & Manufacturing (ARCEDEM), Iwo Road;
 - 12.45-1.20 " - Visit to Nig. Gas Cylinders, Iwo Road;
 - 2.00-3.00 " - LUNCH (at the U.I. Guest House);
 - 3.20-3.50 " - Visit to O'dua Investment (Holding) Company, Cocoa House Premises;
 - 4.00-4.40 " - Visit to the Manufacturers' Association of Nigeria (M.A.N), Ring Road;

7.00 p.m. - F I L M S H O W.

6. TUESDAY, 20TH MAY, 1986

- 9.00- 9.40 a.m. - Arrival at Nig. Mining Corporation - Brick Making Factory, Omi-Adio - Abeokuta Road;
- 9.40-10.10 " - Visit to the Nig. Mining Corporation - Brick Making, Omi-Adio - Abeokuta Road;
- 10.30-11.00 " - Visit to the Nig. Wire & Cable, Owode - Abeokuta Road;
- 11.20-12 noon - Ibadan Metropolitan Planning Authority Estate, Oluyole - Ring Road, Ibadan;
- 12.10-12.40 p.m. - Nig. Bank for Commerce & Industries Ring Road;
- 1.00-2.00 " - LUNCH (at the Koko-Dome Restaurant)
- 2.30-3.00 " - Turners Engineering, Old Lagos Road;
- 3.30-4.00 " - Rolled Steel Mill (Galvanising Industry) Old Lagos Road;
- 6.00-7.30 " - C U L T U R A L S H O W.

7. WEDNESDAY, 21ST MAY, 1986

- 9.00-9.30 a.m. - Arrival at Abayomi Foundry Works, Old Ife Road;
- 9.30-10.00 " - Visit to the Abayomi Foundry Works;
- 10.10-10.55 " - Nigerian Breweries Ltd., Ife Road;
- 11.10-11.30 " - Africana Breweries - Ajoda New Town, Ife Road;
- 1.00-1.45 p.m. - International Breweries, Ilesa;
- 1.50-2.15 " - Courtesy call on Owa Obokun Adimula of Ijesaland;
- 2.30-3.30 " - LUNCH (at the Bee-Hive Hotel, Ilesa);
- 4.00-4.30 " - Courtesy call on the Ooni of Ife;
- 5.00 p.m. - Courtesy call on the Vice-Chancellor, University of Ife;
- 7.30 p.m. - F I L M S H O W;
- NIGHT AT IFE (University Guest House).

8. THURSDAY, 22ND MAY, 1986

- 8.30-10.00 a.m. - Arrival at Osogbo;
- 10.00-10.30 " - Visit the Osogbo Steel Rolling Mill;
- 10.40-11.10 " - Visit the Nigeria Machine Tools, Osogbo
- 11.35-12.05 p.m. - Visit the Industrial Dev. Centre;
- 12.20-12.50 " - Courtesy call on the Ataoja of Osogbo;
- 1.00-2.00 " - LUNCH (at the Oshun Presidential Hotel)
- 2.15-2.45 " - Visit the Neubertosh Chemical Company, Ede Road, Osogbo;
- 3.00-3.30 " - Visit the Cocoa Product Industries, Ede;
- 3.50-4.20 " - Courtesy call on the Timi of Ede.
- RETURN TO IBADAN.

9. FRIDAY, 23RD MAY, 1986

- 9.00 a.m. - Depart for Oyo;
- 10.00-10.45 " - Visit to I.D.S. (Sanitary Ware Centre), Oyo;
- 11.00-11.45 " - Visit to Elewi Foods Industry, Oyo;
- 12.00- 1.00 p.m. - Courtesy call on the Alaafin of Oyo;
- 1.15- 2.00 " - LUNCH (at the Labamba Hotel), Oyo;
- 2.15 " - Depart for the I.I.T.A.
- 2.45- 3.15 " - Courtesy call of the Director-General, I.I.T.A.;
- 3.30-4.00 " - Courtesy call on the Vice-Chancellor, University of Ibadan;
- 7.00-8.00 " - DINNER (with the Military Governor).

10. SATURDAY, 24TH MAY, 1986 - D E P A R T U R E.

ARCHIVES OF OYO

36 April,

The Director of Studies,
National Institute (for Policy and
Strategic Studies, Kuru,
P. M. B. 2024,
Bukuru,
PLATEAU STATE.

(Attention: Dr. E. E. Soladoye)


SENIOR EXECUTIVE COURSE NO.8 LOCAL TOURS

In response to your letter, No. NI/834/S. of 10th March, 1986 addressed to me on the subject above, I wish to enclose herewith, the draft programme for the local tours of Oyo State by the participants of the Senior Executive Course 8, from 15th to 24th May, 1986. I should mention that this draft programme had earlier been discussed with an official of the Institute to whom a copy was also given.

2. As you would kindly observe from the programme, it is being proposed that most of the course participants would be accommodated at the University of Ibadan Guest House, at the expense of the Institute. The State Government would, of course, provide an air-conditioned coaster bus for moving course participants and their guides round the places to be visited. Our protocol officers would be waiting for the course participants at the University of Ibadan Guest House as from noon on Thursday, 15th May, 1986.

3. I should add that the Questionnaire attached to your letter quoted above had since been completed and returned to the Institute through our Liaison Office in Lagos.

4. With Best Wishes.


(J. A. Adedeji),
Secretary to the Military Government
and Head of Service.

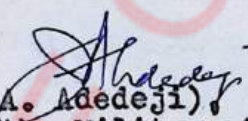
2.

Our Ref. No. HS.29/S.1/Vol.I/211
Office of the Military Governor,
Ibadan.

30th April, 1986

The Secretary/Director of Administration,
National Institute (for Policy and Strategic
Studies), Kuru,
P. M. B. 24,
Bukuru,
PLATEAU STATE.

Overleaf for information and suitable action, with
reference to your letter No. NI/834/S. of 26th February, 1986
and the attachment addressed to the Military Governor on
the subject. I also enclose herewith, a copy of the draft
programme for the local tours.


(J. A. Adedeji),
Secretary to the Military Government
and Head of Service.

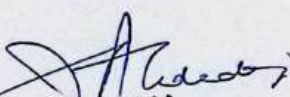
Our Ref. No. HS.29/S.1/Vol.I/211A
Office of the Military Governor,
Ibadan.

30th April, 1986

The Permanent Secretary,
Ministry of Commerce and Industries,
Ibadan.

(Attention: Dr. E.B.L. Oyedeji)

This is to acknowledge receipt of your letter
No. AD.479/19 of 26th March, 1986 and the attachments on
the subject. You would please note that a senior officer,
not below salary GL.15 in your Ministry, should be attached
to the visitors throughout the period of their local tours.


(J. A. Adedeji),
Secretary to the Military Government
and Head of Service.



S.M.G. & H.S.,

You are kindly requested to refer to the minute , p.206 and find at back cover the letter to be issued to the National Institute for Policy and Strategic Studies Kuru, to be delivered through the Institute's Liaison Office at Awolowo Avenue, Ikoyi, Lagos.

2. In the meantime, you would kindly obtain the approval of the Military Governor for the Ministry of Finance and Economic Planning to release the sum of twenty thousand naira (N20,000.00) to be expended as follows:-

- (i) N8,000.00 deposit for confirmation of accommodation booking at the University of Ibadan Guest House;
- (ii) N5,000.00 for the cocktail on Friday, 16th May, 1986; and
- (iii) N7,000.00 for the dinner on Friday, 23rd May, 1986.

All the figures are estimates, please.

SL

('Lola Omojowolo),
P.S.O.M.G.

29 April, 1986.

mil Gov.

Proceeding memo is respectfully referred to you for approval. The sum of N8,000.00 deposit will be reversed after the participants have paid 188.

[Signature]
7/5/86

[Handwritten notes in red ink:]
However, you may consider shipping the ~~A~~ basket from 16 May as I will be out of station from 16 - 18 May 86
90/5

Sec (F&A)

Please wish overleaf to the Ministry of Finance and let the CPO find out from the military Governor a convenient date for the cocktail, having regard to the Agreement pp. 207-209, Sec (50) to confirm that all the places to be visited have been contracted.

SL

Lola Omojowolo
12/05/86

Sec (88)

x/above is referred for your kind attention please. The CPO will later contact us by telephone from Lagos about the decision of the M. Governor on the Cocktail party.

Job
13/5/86.

HS.29/S.1/Vol.I/214

13 May,

86

The Permanent Secretary,
Ministry of Finance and Economic
Planning,
Secretariat,
Ibadan.

(For the attention of Mrs. O. A. Adeniyi)

Release of Fund

I am directed to request you to release a sum of N20,000.00 to this office for the provision of accommodation and welfare services for the Senior Executive Course 8 participants, National Institute for Policy and Strategic Studies, Kuru. A copy of the minute approved by the
----- Military Governor on this subject is attached hereto for information and records.

GAB
(G. A. Bamgboje),
for Secretary to the Military Government
and Head of Service.

Original received

abu

13/5

HS.29/S.1/Vol.I/215

14 May,

86

The Permanent Secretary,
Ministry of Information, Social Development,
Youth, Sports and Culture,
Secretariat,
Ibadan.

(Attention: Mrs. F. A. Adeuja)

National Institute (For Policy and Strategic
Studies: Senior Executive Course No.8 Local Tours

I am directed to forward herewith, copy of a letter and an itinerary in connection with the impending visit of the participants of the Senior Executive Course No. 8 of the National Institute for Policy and Strategic Studies, Kuru, Plateau State. The officers will arrive in the State tomorrow, Thursday, 15th May, 1986 and will visit a number of places indicated in the itinerary.

2. As stated in the attached itinerary, the participants will visit the Adamasigba Sports Complex on Saturday, 17th May, 1986 and are scheduled to watch a film show on Monday, 19th May, 1986 and a Cultural Show on Tuesday, 20th May, 1986. You will, therefore, kindly make necessary arrangements for the officers to visit the Sports Complex and watch both the Film Show and the Cultural Show.

(A)
(Oluwole Falase),
for: Secretary to the Military Government
and Head of Service.



HS.29/S.1/Vol.I/216


14 May,

86

The Executive Secretary,
Council for Arts and Culture,
Mokola Hill,
Ibadan.

National Institute (For Policy and Strategic
Studies: Senior Executive Course No. 8 Local Tours

I am directed to forward herewith, copy of a letter and an itinerary in connection with an impending visit of the participants of the Senior Executive Course No. 8 of the National Institute for Policy and Strategic Studies, Kuru, Plateau State. It would be appreciated if you will kindly make an arrangement for a Cultural Show to entertain the visitors. The Cultural Show is slated for Tuesday, 20th May, 1986.

(
Oluwale Falase),
for: Secretary to the Military Government
and Head of Service.



16th May,

HS.29/1/217

The Chief Information Officer,
Ministry of Information,
Secretariat,
Ibadan.

Coverage of Local Tours
National Institute for
Policy and Strategic Studies:
Senior Executive Course No.8

I am directed to inform you that participants of the Senior Executive Course No.8 of the National Institute for Policy and Strategic Studies, Kuru, Plateau State are currently visiting this State: During their stay in Oyo State, it has been arranged that the participants should visit a number of places of interest.

2. To this end, I have been directed to request you to cover their visits throughout their stay in Oyo State. I have therefore attached a copy of their itinerary for ease of reference.

3. I shall be grateful for your urgent attention.



(Sola Omoleke)
for Secretary to the Military
Government & Head of Service.

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