

OYO STATE COUNCIL FOR ARTS AND CULTURE

CULTURAL CENTRE ROAD, MOKOLA,
IBADAN NIGERIA

ARCHIVES

FILE NO.	VOLUME NO.
SUBJECT	ADMINISTRATIVE STAFF COLLEGE of NIGERIA
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CAC 0071

FILE TITLE

ADMINISTRATIVE STAFF COLLEGE
OF NIGERIA

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SUMMARY OF RULING

RULING GIVEN BY

DATE

ARCHIVES OF OYSSAC

SECRET

FEDERAL MINISTRY OF ESTABLISHMENTS
STAFF DEVELOPMENT DIVISION
LAGOS.

Ref. SSD.115/S2/Vol.II/328

8th April, 1972.

To: The Secretary to the Federal
Military Government,
Office,



~~Handwritten signature~~

20/4/72

Secretaries to State
Governments.

(of Staff,
Headquarters),

The Permanent Secretary,
Federal Ministry of Industries,
Lagos.

Vice Chancellor,
Ahmadu Bello University,
Zaria.

The Vice Chancellor,
University of Ife,
Ile-Ife.

The Secretary,
Statutory Corporations Service Commission,
Lagos.

The Director,
Nigerian Institute of Management,
61 Marina,
Lagos.

The Secretary,
Committee of Vice Chancellors,
6 Augusto Close,
Surulere.



ADMINISTRATIVE STAFF COLLEGE OF NIGERIA
(ASCON)

Following a decision by the Federal Military Government to establish an Administrative Staff College which will cater for the interests of the entire Federation, it has been agreed that a Governing Board should be established to supervise the affairs of the College. The approved composition of the Board is as follows:-

CHAIRMAN: Permanent Secretary, Federal Ministry
of Establishments;

MEMBERS: 3 members from the Federal Public Service;

1 member from the Nigerian Armed Forces;

6 members from the Public Services of the
twelve States, to be nominated in
rotation;

SECRET

1 member to be nominated by the Committee of Vice Chancellors;

Director of the Institute of Administration, Ahmadu Bello University, Zaria;

Director of the Institute of Administration, Ife University;

1 member from the Statutory Corporations Service Commission;

1 member from the Nigerian Association of Management;

Director of the Administrative College.

SECRETARY: The Administrative Secretariat, Administrative College.

2. In pursuance of this decision, my Commissioner has decided that the three members from the Federal Public Service should comprise the representatives of the Cabinet Office, the Ministry of Industries and the Secretary for Staff Development in my Ministry. He has further directed that nominations should be at Permanent Secretary level. It is understood from Supreme Headquarters that the Nigerian Armed Forces will be represented on the Board by the Director of Training and Planning, Supreme Headquarters.

3. My Commissioner has also approved the following procedure in respect of nominations from the State Governments. All twelve States will be listed in alphabetical order. Each State representative will normally serve on the Board for a term of three years. However, to ensure that within a short time (six years) each State will have been given an opportunity to serve for three years on the Board, the following system of rotation will be adopted, namely; representatives of the first six States (i.e. Benue-Plateau, East Central, Kano, Kwara, Lagos and Mid-West) will be appointed to serve on the Board during the first year (1/6/72 - 31/5/73) of the College. At the end of this year two States (Benue-Plateau and East Central) will cease to be represented on the Board, whilst representatives of two more (North Central and North-Eastern) will be appointed to it. Thus six States (i.e. Kano, Kwara, Lagos, Mid-West, North Central and North-Eastern) will be represented on the Board during the second year (1973/74), at the end of which the representatives of two (Kwara and Kano) will retire, and those of two more (North-Western and Rivers) will be appointed to the Board. Again six States (i.e. Lagos, Mid-West, North-Central, North-Eastern, North-Western and Rivers) will be represented on the Board during the third year (1974/75), at the end of which the representatives of two (Lagos and Mid-West) will retire, and those of the two remaining States (South-Eastern and Western) will be appointed to the Board. This system of rotation, which will continue throughout the life of the College, will ensure that:-

(a) by 1978, all twelve States will have been represented on the Board for a total of three years each;

(b) during any one year six States will be represented on the Board;

- (c) there will be an overlap in the membership of the Board thus making for continuity of policy and direction; and
- (d) as from the third year, any State whose representative is appointed to the Board will serve on it for a continuous period of three years.

4. Representation from the States should be at Permanent Secretary level, in conformity with the suggestion proposed for the Federal Government representatives.

The inaugural meeting of the Governing Board has been the 1st June, 1972 (when the appointment to it of members will take effect), and the venue is Conference Hall at the Institute of International Affairs. If pressed for time, it will be necessary to call all nominations by the end of April, 1972, in order that working papers for the meeting may be addressed to whoever may be appointed to serve on the Board. In that connection, I should mention, perhaps, that the intention is to keep all the States fully informed of progress on this project by supplying from time to time, to the Secretaries to their Governments, copies of working papers, minutes of Board meetings and other relevant documents.

6. I am aware that, in our previous correspondence on ASCON, copies of the Report containing detailed information about the College were forwarded to State Governments; nevertheless, I have thought it appropriate to recapitulate hereunder the approved functions of the College and its Governing Board. These functions are, of course, deliberately designed to be flexible so that they may be varied suitably by the Board in the light of the changing circumstances of the world in general, and those of our country in particular.

AIM AND FUNCTIONS OF ASCON:

7. The main aim of the Administrative Staff College, which will be an autonomous body, is to provide a programme for the development and training of senior executives in both the public and private sectors of the economy in furtherance of the social, economic and cultural objectives of this rapidly developing country. In that connection, the Administrative Staff College will provide opportunities and a forum for:-

- (a) strengthening of the bond of national unity so vital to the existence of the country and well-being of the people by the frequent coming together of Federal and State senior executives, and those in the public and private sectors, to study, evaluate and discuss common and contemporary problems in an atmosphere free from sectional inhibitions;
- (b) equal participation of senior executives from the private sector sharing in all activities of the College, thereby showing in a practical manner the need for accelerating the pace of Nigerianisation in that all-important sector of the economy;
- (c) interchange and analysis of ideas and experience;
- (d) the study of the economic, social and political environments in the context of national development;

- (e) promotion of a deeper understanding of the inter-relationship between the different sectors of the national economy, and also of that between public administration and business management, and their complementary roles in the achievement of common national objectives; and
- (f) the enrichment and development of personality, the improvement of administrative practice and the creation of a more enlightened and modern approach to management.

FUNCTIONS OF THE BOARD:

8. The Board will be responsible for the general management of the College. It will be vested with powers to formulate and direct the execution of the plans of the College, to approve the overall plans and programmes of the College for the furtherance of its aims and objectives, to manage the finances of the College, to prescribe and approve the conditions of service, including appointments, promotions, retirement and discipline, of the Director of the College, and other senior members of its staff.

9. It is hoped that, by the time the inaugural meeting is held, a protem Administrative Secretary will have assumed duty, and it may also be possible to submit for the Board's consideration the curricula vitae in respect of at least three qualified candidates for the post of Director of the College, from whom the Board may wish to make its selection.

10. With respect to the actual site of the College at Badagry I regret that progress on the preparation of plans and designs has been slow. However, I have been promised by the Federal Ministry of Works and Housing that a firm site plan of the College should be available for examination at the inaugural meeting of the Board, at the end of which its members may wish to visit the location proposed for the College.

11. Finally, I shall be grateful if all addressees of this circular will let me have their nominations as quickly as possible, so that necessary arrangements for the establishment of the College may be accelerated.

(Handwritten signature)
 (Y. A. Gobir)
 Permanent Secretary.

c.c.

All Federal Permanent Secretaries.

C.R. open a separate file for this please. Pp 368/371 are submitted (copy) CR 20/4/72.

PAS (G) AS (G)

Pp 1-4 are resubmitted please
(Judson)
CR


21/4/72.

Pp.1-4 please, where the Federal Ministry of Establishments provided a brief on the proposed Administrative Staff College of Nigeria (ASCON).

2. The approved composition of ASCON's Governing Board is at pp.1 & 2. Among others, it provided for representation by 6 members from the Public Service of the twelve States at any point in time. Each State will serve for a term of three years and the procedure for nomination by rotation is worked out in para. 3. If this procedure is followed it will ensure that all the twelve States will have had their first round of representation for a total of three years ^{each} by 1978. Apart from the fact that during one year six States will be represented on the Board, there will be an overlap in membership and this will make for continuity of policy and direction. Besides, as from the third year, any State whose representative is appointed to the Board will serve continuously the 3-year term. The aims and functions of ASCON are restated at paras.7 & 8.

3. The inaugural meeting of the Governing Board has been fixed for 1st June 1972 at the Institute of International Affairs, Lagos. Nominations for States' representatives, which should be at P.S. level, has been called for and these are expected to reach Lagos by this month end, i.e. ~~at the end of this week.~~

For the purpose of nominating
4. To nominate their representatives, the twelve States are listed in alphabetical order and it is the first six that will nominate the States foundation members of the Board. By this arrangement, Western State is the last and we will not be required to send in our nomination until June, 1975. Thus there is no call for urgent action now and I suggest that we K.I.V. for further development on the College.



(E. G. Adejumo),
A. S. (G).

24th April, 1972.

SMG & HS,

Kindly read the preceding minutes by AS(G) on the circular letter on pp. 1 - 4 from the Permanent Secretary, Federal Ministry of Establishments. The main topic is about the setting up of a Governing Board for the Administrative Staff College of Nigeria.

2. Although this State will not be represented on the Governing Board until 1975, I suggest that we forward a copy of the Circular Letter to the Permanent Secretary, Ministry of Establishments and Training as it is likely that whoever is the holder of the post (of PS, ME & T) will be this State's nominee on the Board.


(F. B. A. Conde)
P. A. S(G)

27th April, 1972

We shd. also ask
inform P.S. Fed. Min
of what we
have done and asked
him to deal with PSMET
on such matters in future
#28/4

SP/S.396/7




3^d May, 1972

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

Administrative Staff College of Nigeria
(Ascon)

I forward herewith for your information a copy of the letter No.SSD.115/S2/Vol.II/328 dated 8th April, 1972, which we received from the Permanent Secretary, Federal Ministry of Establishments on the above subject.

2. This State will not be represented on the Governing Board of the College until 1975, but it is very likely that the holder of the post of Permanent Secretary, Ministry of Establishments and Training will be the State's nominee on the Board.
3. The Permanent Secretary, Federal Ministry of Establishments has been notified that he should address any further correspondence on the matter direct to you.


(F. B. A. Conde)
for Secretary to the Military Government

SP/S.396/8



3rd May, 1972

Permanent Secretary,
Ministry of Establishments
and Training Development Division
Lagos

Administrative Staff College of Nigeria
(Ascon)

P. 1
I am acknowledging the receipt of your letter No.SSD.115/S2/Vol.II/328 dated 8th April, 1972, which has been referred to the Permanent Secretary of our Ministry of Establishments and Training for information and appropriate action in due course as, according to the arrangements set out in paragraph 3 of the letter, this State will not be represented on the Governing Board of the College until 1975.

2. It will be appreciated if you will please address any further correspondence on the subject direct to the Permanent Secretary.

(F. B. A. Conde)
for Secretary to the Military Government

9

CR

Pl K.I.V

Alde
3/5

ARCHIVES OF OYSCAC

FEDERAL MINISTRY OF ESTABLISHMENTS
ADMINISTRATIVE STAFF COLLEGE OF NIGERIA DIVISION
LAGOS.

FME/ASCON/6/19

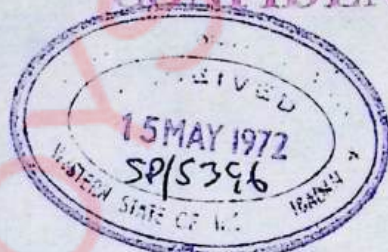
Telephone: 26171 Extn. 402

8th May, 1972.

1st Reminder

All [redacted] to State Military Government.

The Secretary
Committee of Vice Chancellors,
6 Augusto House,
Surulere,
Lagos.



CONFIDENTIAL

Please refer to my circular letter No. SSD/115/S.2/Vol.II/32 of 8th April, 1972. In view of the fact that the inaugural meeting of ASCON is scheduled to take place at 10 a.m. on Thursday, 1st June, 1972, I should be grateful if you would let me know the name of your nominee at the earliest opportunity.

[Signature]
(J. B. ELUMBE),

Ag. Administrative Secretary,
Administrative Staff College of Nigeria.

U.S.(G)

Is PSMET. not dealing with this?

Yes, pl. vide p. 7.
[Signature]
15/5

[Signature]
15/5

CONFIDENTIAL

CR

N-f a

[Signature]
15/5

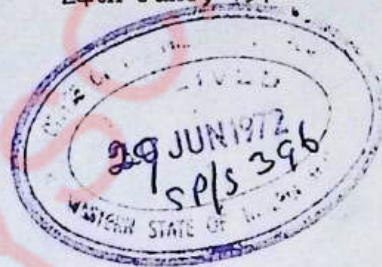
FEDERAL MINISTRY OF ESTABLISHMENTS
ADMINISTRATIVE STAFF COLLEGE OF NIGERIA DIVISION
LAGOS

FME/ASCON/13/11

Telephone 26171 Extn. 402

24th June, 1972.

Secretary to the Federal Military Government,
Commissioner and Vice-Admiral J. E. A. WEY,
Secretary to all Military Government. ✓



Pages 12-17
2 copy of 6
I am directed to attach hereto for your information and record,
two copies of the minutes of the inaugural meeting of the Governing
Board of the Administrative Staff College of Nigeria which was held
at the Nigerian Institute of International Affairs on Thursday,
1st of June, 1972.

(J. B. ELUMEZE)
Ag. Administrative Secretary,
Administrative Staff College of Nigeria.

ARCHIVES

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ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

Minutes of the Inaugural Meeting of the Governing Board
of the Administrative Staff College of Nigeria held at
the Nigerian Institute of International Affairs on
Thursday 1st June, 1972'

(ASCON(72)1st Meeting)

The Inaugural Meeting of the Governing Board of the Administrative Staff College of Nigeria opened at 10.15 a.m. on Thursday 1st June, 1972, in the Conference Room of the Nigerian Institute of International Affairs. Mr. A. O. Ogundipe, Deputy Permanent Secretary, Federal Ministry of Establishments introduced the Chief Guest, the Federal Commissioner of Establishments, Vice Admiral J. E. A. Wey who was then invited to deliver his inaugural address.

2. Following the inaugural address, responses were made by Mr. Y. A. Gobir, Permanent Secretary, Federal Ministry of Establishments and Chairman of ASCON, and Chief O. I. A. Akinyemi, Director of the Nigerian Institute of Management. Both speakers thanked the Commissioner for his speech and expressed their gratitude to the Federal Government for the establishment of the Administrative Staff College of Nigeria. After the speeches, board members and invitees moved into the foyer where refreshments were served.

3. The members of the governing board of ASCON then assembled for their meeting with the following present:-

Y. A. Gobir, Esq.	Permanent Secretary, Federal Ministry of Establishments, Lagos - Chairman.
Chief O. I. A. Akinyemi	Director, N.I.M., Lagos.
Folarin Coker, Esq.	Lagos State
G. I. Nwokike, Esq.	East Central State
Omoroghe Nwanwene, Esq.	Institute of Admin., Unife, Ibadan
Col. B.A.M. Adekunle	SHQ., Lagos.
F. B. O. Williams, Esq.	Federal Min. of Establishments.
J. M. Akinsunmade, Esq.	Cabinet Office

C. G. A. Okoh, Esq.	N.B.C., Lagos
A. E. Osunde, Esq.	Midwest State
Olatunji Oyinloye, Esq.	Kwara State
Mallam Mahmud Tukur	Institute of Admin., Zaria.
Alhaji Muhammadu Jega	N.W. State, Ministry of Establishments.
Mr. E. A. Udoh	South Eastern State
Mr. C. G. Lakin-Smith	Ministry of Defence (Observer)
A. O. Ogundipe, Esq.	Deputy Permanent Secretary, Federal Ministry of Establishments (Observer)

4. Before the deliberations began, the Chairman informed members that Mr. E. A. Udoh, member for South East State and Alhaji Muhammadu Jega member for North West State were not yet members of the board as the States were supposed to be represented in rotation, but since they were in town for the inaugural meeting they could stay and participate in the deliberations of the board.

DRAFT CONSTITUTION:

5. The Chairman explained and members agreed that, as indicated in the brief, time would be required to enable the Ministry prepare a suitable draft constitution for consideration of members of the governing board of ASCON. The members were happy that the decree establishing ASCON had not yet been promulgated as this might have tied their hands. It was agreed that the constitutions of existing Staff Colleges should be collected and examined in preparation for working out the constitution of the Administrative Staff College of Nigeria. In this connection, the board suggested that the following Institutions should be contacted:-

- (a) The Foreign Service Institution in Washington DC
- (b) The Federal Executive Institute in Charlottesville, Virginia, U.S.A.
- (c) The Career Assignment Programme of Canada.

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The board then decided that the drafting of a constitution should be left in the hands of a Sub-Committee which should examine all the documents so collected and prepare a draft for the consideration of members. Finally, the board appointed the following as members of the Draft Constitution Sub-Committee:-

Y. A. Gobir, Permanent Secretary,
Ministry of Establishments - Chairman

Chief O. I. A. Akinyemi

Olatunji Oyinloye, Esq.

Col. B. A. M. Adekunle, and

A. E. Osunde, Esq.

EXAMINATION OF DESIGNS AND SITE PLAN:

6. At this stage Mr. Elsafty, a Senior Architect in the Federal Ministry of Works and Housing and Mr. Adeyinka, his Assistant who had been working on the designs were called in to present the draft designs and explain them to board members. When members wanted to know whether a study had been made of the buildings and physical facilities of similar institutions, Mr. Ogundipe explained that he and his team had seen the buildings and physical facilities in a number of the institutions they visited e.g. Henley-on-Thames, United Kingdom; Lahore, Pakistan; Hyderabad, India and Accra, Ghana. He informed the board that they gave the ideas collected during their visits to Mr. Adeyinka who, incidentally, wrote the thesis for his B.A.(ARCH) Degree of Ahmadu Bello on this subject. Mr. Adeyinka himself explained that he too had examined the buildings and physical facilities at Henley-on-Thames and those of the Staff College at Accra, Ghana. After examining the site plan the board recommended that more land should be acquired particularly on the water front and to the East of the existing site. The layout was generally accepted, and a team consisting of Mr. Ogundipe, Chief Akinyemi, Mr. Coker, Mr. Lakin-Smith was appointed to examine with the architects the proposed building plans.

POLICY GUIDELINES ON COURSES AND SEMINARS:

7. The board discussed this matter in great detail and agreed that all they could do was to set out policy guidelines as suggested so as not to tie the hands of the Director and his staff. It was agreed that for the courses for the intermediate grade staff to be effective they should last for about three months and that the shorter seminars for senior officers and top management should be of about two weeks' duration. It was also agreed that the maximum number of participants in each course should be 35. The board examined the allocation of places to the various services at proposed courses and agreed on the following:-

Federal Public Service	8
States' Public Services	12
Fed. Statutory Corporations	3
Diplomatic Service	2
Nigerian Armed Forces	2
Nigeria Police	1
Commerce	2
Industry	2
Commercial Banks	1
Local Authorities	1
Universities	1

EXAMINATION OF DRAFT RECURRENT ESTIMATES:

8. The board examined the draft recurrent estimates for 1972/73 and agreed on the following:-

	£
Salaries and Wages	2,500
Local Transport and Travelling	1,500
Motor Vehicles	5,000
Motor Vehicle: maintenance & running costs	1,000
Motor-Boat and maintenance cost	2,000
Accommodation (hotel bills and rentals for accommodation)	2,000
Office and General	2,000
Contingencies	1,000
	<hr/>
	£17,000
	<hr/>

APPOINTMENT OF DIRECTOR:

9. The Chairman explained to board members the efforts already made by the Ministry to secure a suitable Director for the Staff College. He regretted, however, that none of the persons invited to take the job was willing to do so. He said that in the circumstance, it might be difficult to find a suitable Nigerian for this job and that an expatriate might have to be appointed while the search for a suitable Nigerian continued. During discussion which followed, members expressed disappointment at the situation described by the Chairman. The majority of board members felt very strongly that a Nigerian should be found for the job and requested the Ministry to widen its dragnet in the search for a suitable Nigerian. It was suggested that the Ministry should contact the State Governments, Statutory Corporations and the private sector who should be requested to nominate candidates for the post. It was felt that at the end of this exercise, it should be possible to find a suitable Nigerian to hold the post of the Director of the Staff College provided the salary and other conditions of service were sufficiently attractive. Another suggestion was that a suitable civil servant could be seconded to the College as Director in the meantime.

APPOINTMENT OF ADMINISTRATIVE SECRETARY:

10. The Chairman informed Members that the appointment of an Administrative Secretary for ASCON would not present a problem. If necessary, he added, he could request the Government to provide a suitable Secretary in the meantime.

11. At this stage it was suggested and agreed that a meeting of the Board should be summoned in August to consider the draft Constitution of the College. Members requested that the draft prepared by the Sub-Committee should reach them at least ten days before the next meeting.

12. Bringing the meeting to a close at 3.00 p.m. the Chairman expressed his gratitude to members for their contributions to the deliberations.

Office of the Ag. Administrative Secretary for ASCON
c/o Federal Ministry of Establishments
Independence Building
Lagos.

AS (5)

Pp 11-17 are submitted
please.

(signature)
CR

30/6/72.

ARCHIVED AT THE OFFICE OF OYSCAC

Pl. see the letter at p.11 and the attached copy of the minutes of the inaugural meeting of the Admin. Staff College of Nigeria (A.S.C.O.N.)'s Governing Board held on 1st June, 1972.


2. The opening ceremony was performed by the Federal Commissioner for Establishments Vice-Admiral J. E. A. Wey, who delivered the inaugural address. After this, the board settled down to deliberate and matters considered include the following:

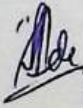
- (i) Draft constitution. A sub-committee was set up to draft the constitution of A.S.C.O.N. after the constitutions of some existing Staff Colleges abroad ^{must} have been studied. The list of such institutions to be contacted is in para.5 (p.13).
- (ii) The designs and site plan of the College was examined next. Some members of the board were assigned to examine the proposed building plans with the architects.
- (iii) On courses and seminars ^{be} to held in the College, the Board agreed that all it could do was to set out policy guide-lines so as not to tie the hands of the Director and his staff. The ratio of allocation of places to various services at proposed courses is in para. 7 at p.15.
- (iv) While deliberating on the appointment of a Director for A.S.C.O.N, the Chairman Mr. Y. A. Gobir,

P.S., F.M.E. stated that his Ministry had made efforts to secure a suitable Director but up to the date of the meeting, it had not secured one. He claimed that none of the persons invited to take the job was willing to do so and it might be necessary to appoint an expatriate Director while the search for a suitable Nigerian continued. Majority of the Board members were said to have felt strongly that a Nigerian should be found for the job. The board then requested the Ministry to spread its dragnet in the search for a suitable Nigerian by contacting State Governments, Statutory Corporations and the private sector. By so doing it is hoped that a list of qualified candidates will be drawn up, and from this, it should be possible to find a suitable Nigerian provided the salary and other conditions are sufficiently attractive.

3. The next board meeting has been fixed for August when the draft constitution prepared by the sub-committee will be considered.

4. May I forward the extra copy of the minutes (a.b.c.) to P. S., M. E. & T. and send an acknowledgement to the Admin. Secretary of A.S.C.O.N.? It may also be necessary remind him once again to deal direct with P.S.M.E. & T. on matters connected with the College in the future.


(E. G. Adejumo)
A. S. (G),
3rd July, 1972.


vs(G) 3/7

Yes pls,
4/7

SP/S.396/20.


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4th July, 1972.

The Administrative Secretary,
Administrative Staff College of Nigeria,
Federal Ministry of Establishments,
Lagos.

Minutes of the Inaugural Meeting of A.S.C.O.N.'s
Governing Board.

P. 11
I wish to acknowledge the receipt of your letter No. FME/ASCON/13/11 of 24th June, 1972, and the attached copies of the minutes taken at the inaugural meeting of A.S.C.O.N.'s Governing Board. A copy of the said minutes has been forwarded to the Permanent Secretary of our Ministry of Establishments and Training for his information.

2. I am to state once again that you will please deal direct with the Permanent Secretary on matters connected with the College in the future.


(E. G. Adejumo),
for Secretary to the Military Government.

SP/S.396/21.

4th July, 1972.

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

Minutes of the Inaugural Meeting of Administrative
Staff College of Nigeria (ASCON)'s
Governing Board.

I forward herewith a copy of the minutes taken
at the inaugural meeting of A. S. C. O. N.'s Governing
Board for your information.



(E. G. Adejumo),
for Secretary to the Military Government
and Head of Service.



CR.

Despatch + P.a.



4/7.

SECRET

FEDERAL MINISTRY OF ESTABLISHMENTS
STAFF DEVELOPMENT DIVISION
L A G O S

FME/ASCON/2/11

7th June, 1972.

To:-

Secretary to the Federal Military Government,
All Secretaries to State Military Government,
Secretary, F.P.S.C.,
Secretary, S.C.P.S.C.

DIRECTOR OF ASCON - APPOINTMENT OF

At its inaugural meeting held on 1st June, 1972, members of the Governing Board of ASCON requested the Federal Ministry of Establishments to spread its dragnet wider in an attempt to secure a suitable Nigerian Director for the Administrative Staff College of Nigeria. Specifically, it was suggested that the Ministry should contact the Federal Government, all State Governments and the authorities of all Statutory Corporations in the country who should be requested to nominate any of their officers whom they consider suitable for the post of Director of ASCON.

Accordingly, I am to request you to let me have at an early date the names and curricula vitae of all officers whom you would wish the Board to consider for this post. Nominations from the States should also include employees of States' Statutory Corporations who may be considered suitable. I attach for your information and guidance a copy of Government Notice No. 722, published in the Federation of Nigeria Official Gazette No. 22, Volume 59 of 27th April, 1972.

(Signed) ? ? ?
Permanent Secretary,
Federal Ministry of Establishments,

SECRET

Telephone: 62100 Extension 381.

SECRET



Our Ref. No. E. 103/47.

Ministry of Establishments & Training,
(Recruitment and Training Division),
Secretariat,
I b a d a n.

28th June, 1972.

TO:-

ALL HEADS OF DEPARTMENTS
AND GENERAL MANAGERS OF
STATUTORY CORPORATIONS.

P. 34
P-24
Overleaf for information and necessary action. The curriculum vitae of any interested officer should be forwarded to reach this Office NOT LATER THAN THURSDAY, JULY 6, 1972.

O. Amusan
(O. Amusan)

for Permanent Secretary,
Ministry of Establishments and Training.

SECRET

See P. 7.

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FEDERAL MINISTRY OF ESTABLISHMENTS

Administrative Staff College of Nigeria
(Staff Vacancies)

Applications are invited from suitably qualified candidates for appointment to the following posts in the Administrative College of Nigeria.

(a) DIRECTOR

Qualification: An Honours Degree from a recognised University, with at least ten years experience in Government, Commerce, or Industry. Applications from University staff who have attained the rank of Professor in the appropriate field (e.g. government, economics, public administration, business management etc.) may be considered.

Age: At least 35 years of age.

Duties: To organise courses, seminars and workshops on General Management and Public Administration, covering up-to-date principles and practices of Management for top level executives in both the public and private sectors; to direct the general administration of the college, and to advise the Governing Board on policy matters concerning the institution. As Chief Executive, he will be responsible to the Board for the overall activities of the institution.

Salary: £3,500 - £4,000 (consolidated) plus 20% contract addition where applicable. Entry point is negotiable. Other conditions of service will be similar to those applicable to Federal Civil Servants of comparable rank.

(b) ADMINISTRATIVE SECRETARY

Qualification: An Honours Degree from a recognised University with at least 5 years experience in Government, Commerce, or Industry.

Duties: He will serve as Secretary to the Governing Board, and be responsible to the Director for the day to day administration of the College. He will also deal with personnel matters affecting non-directing senior and junior staff. He will take charge of all matters pertaining to the accommodation and welfare of course participants and college staff. He will also serve as Registrar of the Institution.

Salary: £3,000 - £3,300 p.a. plus 20% contract addition where applicable. Entry point is negotiable. Other conditions of service will be similar to those applicable to Federal Civil Servants of comparable rank.

PAS(A)

Pp 1-4 are submitted please

(shown

CR 356/22

P.S.

22

You will wish to see p.1 with reference to the request at p.2²³ From the Gazette advertised Government Notice at p.3²⁴ it will appear that only officers from the level of U.S. and above in this Office and perhaps some officers in our Statutory Corporations are eligible for nomination. Below is the list of officers who in this Office appear qualified by reason of qualification or salary:-

- (1) S.M.G. & H.S.
- (2) P.S.O.M.G.
- (3) P.S. (Special Duty)
- (4) D.P.S.
- (5) U.S.(G)
- (6) U.S.(CD)

2. I have already sounded the views of the last three officers above. Neither of them is interested. You may therefore wish to sound the view of the S.M.G. & H.S. as well as that of P.S.(Special Duty) who ^{may} will perhaps be interested.

J. O. Fadeyi
(J. O. Fadeyi)
P.A.S.(Admin.)

3 July, 1972

P.S. (Special Duties) Above pls; kindly indicate your

wish.
Ayubaku Fadeyi
3/7

PS OMC₂

On the assumption that the retiring age for this post is 55 years, I do not wish to be considered.

J. O. Fadeyi
3/7/72

6
SMG

Please see from p. 5²⁶. All our officers
have indicated their wish. I do not myself
wish to be considered.

Augustus DeBary
4/7

pls. send a NIL reply.

Send
4/7

PAS (A) pua pls.

dl
6/7

ARCHIVES OF OYSAC

28
7

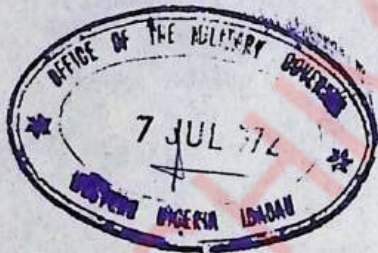
HS.101/T/7.

6 July, 1972.

The Permanent Secretary,
Ministry of Establishments & Training,
Ibadan.

Director of ASCON - Appointment of

R-1
I am directed to refer to your endorsement No. E.103/47
of 28th June, 1972 and to say that there is no officer interested
in the advertised post of Director of ASCON.



J. O. Fadeyi
(J. O. Fadeyi)
for Secretary to the Military
Government and Head of Service.

cc

For despatch & p.a.

J. O. Fadeyi

ARCHIVED

LAGOS STATE GOVERNMENT

Office of the Secretary to
the Military Government,
City Hall,
Lagos, Nigeria.

SECRET

LS/S. 73/S. 1/T/97

29th June, 1972.

The Permanent Secretary,
Federal Ministry of Establishments,
Independence Building,
Lagos.

cc: The Secretary to the Federal Military Government,
Cabinet Office,
Lagos.

✓ The Secretary to the State Government,
Western State,
Governor's Office,
Ibadan.

The Secretary to the State Government,
Mid-Western State,
Governor's Office,
Benin.

The Secretary to the State Government,
North-Central State,
Governor's Office,
Kaduna.

The Secretary to the State Government,
North-Eastern State,
Governor's Office,
Maiduguri.

The Secretary to the State Government,
North-Western State,
Governor's Office,
Sokoto.

The Secretary to the State Government,
Benue-Plateau State,
Governor's Office,
Jos.

The Secretary to the State Government,
Kwara State,
Governor's Office,
Ilorin.

The Secretary to the State Government,
Kano State,
Governor's Office,
Kano.



SECRET

The Secretary to the State Government,
South-Eastern State,
Cabinet Office,
Calabar.

The Secretary to the State Government,
Rivers State,
Governor's Office,
Port Harcourt.

The Secretary to the State Government,
East-Central State,
Cabinet Office,
Enugu.

The Secretary,
Federal Public Service Commission,
Independence Building,
Lagos.

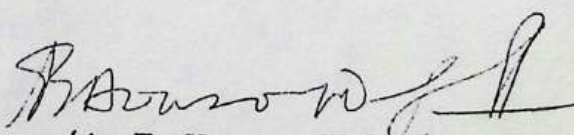
The Secretary,
Statutory Corporations Service Commission,
30 Marina,
Lagos.

DIRECTOR OF ASCON - APPOINTMENT OF

Thank you for your letter Reference FME/ASCON/2/11 of 7th June, from which I note that the post of Director of ASCON has been advertised as Government Notice No. 722 in the Federation of Nigeria Official Gazette No. 22, Vol. 59 of 27th April, 1972. If, as you properly stated, it is desired to spread your dragnet wider in order to secure a suitable Nigerian Director for the Administrative Staff College of Nigeria, I would suggest that the post be advertised not only in the Federal Gazette with its limited circulation, but also in the newspapers.

2. It is my view that asking for nominations could lead to all sorts of complications, not the least of which is the hardy annual charge of nepotism or tribalism.

7a.
2/7


(A. E. Howson-Wright)
Secretary to the Military Government.

FEDERAL MINISTRY OF ESTABLISHMENTS 31

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA @000181000

LAGOS

P.M.B. No.

Telegrams.

Telephone. 26171 Extn. 402



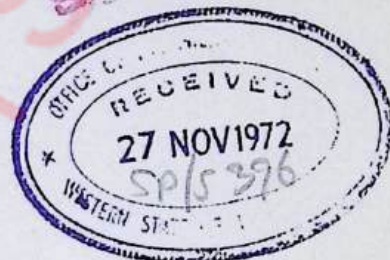
Ref. No. FME/ASCON/1/S.1/49

Date. 14th November, 1972.

✓ The Secretary to the Military Government,
Military Governor's Office,
Ibadan,
Western State.

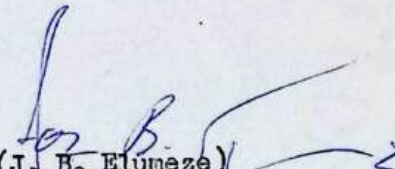
The Secretary to the Military Government,
Military Governor's Office,
Benin City,
Mid-Western State.

The Secretary to the Military Government,
Military Governor's Office,
Ilorin,
Kwara State.



Minutes of the Second Meeting of the Governing Board of ASCON.

118-32-49
I am directed to attach hereto for your information and record, a copy of the minutes of the Second Meeting of the Governing Board of ASCON.


(J. B. Eluneze)
Ag. Administrative Secretary,
Administrative Staff College of Nigeria.

ARCHIVE
SECRET

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

Minutes of the Second meeting of the Governing Board of the Administrative Staff College of Nigeria held at the Committee Room of Parliament Buildings on Thursday 28th September, 1972
ASCON (72) Second Meeting

The Second Meeting of the Governing Board of the Administrative Staff College of Nigeria opened at 10.15 a.m. on Thursday the 28th of September, 1972 in the Committee Room of Parliament Buildings, Tafawa Balewa Square, Lagos with the following members in attendance:

Mr. Y. A. Gobir (Chairman)	Permanent Secretary, Fed. Min. of Estabs., Lagos.
Mallam Suleiman Baffa	Permanent Secretary, Min. of Establishments, Kano State.
Mr. Anthony Hammation	Permanent Secretary, Ministry of Trade, Benue Plateau State.
Mallam Mahmud Tukur	Director, Institute of Administra- tion, Ahmadu Bello University, Zaria.
Mr. J. O. Oyinloye	Permanent Secretary, Ministry of Works, Kwara State.
Mr. F. B. O. Williams	Secretary, Staff Development, Fed. Min. of Estabs., Lagos.
Mr. J. O. Ajagunna	Acting Director of Administration, N.B.C., Lagos.
Mr. G. I. Nwokike	Permanent Secretary, Min. of Establishments, East Central State.
Mr. J. E. Uduehi	Cabinet Office, Lagos.
Chief O.I.A. Akinyemi	Director of Nigerian Institute of Management, Lagos.
Dr. C. Nwanwene	Director, Institute of Administration, University of Ife, Ibadan.

Mr. Folarin Coker

Permanent Secretary,
Min. of Education and
Community Development,
Lagos State.

Absent:

Mr. A. S. N. Egbo

Deputy Perm. Sec.,
Federal Min. of
Industries, Lagos.

Col. B. A. M. Adekunle

Director of Training
and Planning, Supreme
Headquarters.

Mr. J. O. Ihonor

Permanent Secretary,
Min. of Establishments,
Mid-West State.

In attendance were:

Mr. A. O. Ogundipe

Deputy Perm. Sec.,
Fed. Min. of Estabs.,
Lagos.

Mr. M. E. Elsafty

Senior Architect,
Fed. Min. of Works and
Housing, Lagos.

Mr. S. O. Adeyinka

Architect,
Fed. Min. of Works and
Housing, Lagos.

The meeting started with the Chairman welcoming the following members who did not attend the inaugural meeting of the board.

Mallam Suleiman Baffa, representative from Kano State.

Mr. J. E. Uduehi, representative from the Cabinet Office.

Mr. J. O. Ajagunna, who stood in for Mr. C.G.A. Okoh
of the N.B.C. and

Mr. Anthony Hammation of the Benue Plateau State.

2. The Chairman then read through the minutes of the last meeting. In the absence of any amendment, Chief O.I.A. Akinyemi moved the adoption of the minutes and the motion was supported by Mr. G. I. Nwokike. After these preliminaries, the members then went on to consider matters arising from the minutes.

(a) Draft Constitution: Members then undertook a detailed examination of the draft decree submitted by the Draft Constitution Committee. The board expressed grave concern over the system of representation for the states whereby only six states can sit at board meetings at any one time.

.../3

The view was expressed that, in view of the urgent need for manpower development, training is engaging the attention of all the states. It was desirable therefore that the states should have full representation on the board. It was felt that this would give all the states an opportunity of participation in the affairs of the College, especially now that its policy is being formulated; besides it keeps them fully informed of the thinking at the centre on our training needs which the representatives themselves would see reflected at the state level. Members were also of the view that increased representation for the private sector was desirable but felt that the representation of the Federal Ministry of Industries was redundant in view of the fact that the Cabinet Office which is the focal centre for all Federal Ministries is also represented on the Board. After a very critical examination, it was decided that before submitting the draft decree to government for further action, the Draft Constitution Committee should re-assemble to examine the new draft in order to ensure that all the amendments suggested have been incorporated. Copy of the draft decree is attached.

-
- (b) Examination of Design and Site Plans: At its last meeting, the board appointed a Committee to examine with the architects the proposed building plans. This Committee had since completed its assignment and were present at the meeting with copies of the design and building Plans. On behalf of the Committee,

Mr. A. O. Ogundipe explained the details of the plans. The following amendments were suggested by members:

- (a) "Board members lodge" should be amended to read "accommodation for guest lecturers".
- (b) One of the two basket ball courts should be converted to a Tennis Court.
- (c) Squash Racquet should be amended to read Squash Court.
- (d) The title "Administrative Staff College of Nigeria" - suggested by the Ministry of Establishments should be adopted in preference to any other.

3. At the end of this exercise, the board approved the design and site plans as amended. When the Architect was asked for a rough estimate of what the project as designed might cost, Mr. Elsafty put this at approximately £5 million. The board then agreed that in view of the huge financial outlay, the Ministry should inform the Government of the likely cost of the College in order that it could be admitted for the next Development Plan. In the meantime, efforts should be made to spend on building £250,000 which has been provided in the current plan, before 31st March 1974.

4. The Committee was therefore charged with the responsibility of liaising with the Federal Ministry of Works at every stage so as to ensure that wherever possible costs are reduced and the preliminary work completed at an early date so that contract for the buildings could be given out as early as possible.

(c) Appointment of Director: The Chairman reported to members the action so far taken by the Secretariat of ASCON and the Federal Ministry of Establishments towards the implementation of the directives of the Board. He expressed regret that all these

efforts had not yielded fruit; adding that in order not to be seen as being idle, he had decided to ask for an Adviser on ASCON who will serve in the Federal Ministry of Establishments, to advise the board on matters of establishing the Staff College. He was further of the view that prior to the time when the Director would be appointed, he, the Adviser, would be able to plan the initial Courses for the College. He further stated that because of the difficulty of finding a suitable candidate, he had recommended to the Cabinet Office to agree to the secondment of a suitable officer from the Federal Public Service (possibly a Deputy Permanent Secretary) who should then be sent abroad on a 6 - 12 months intensive training programme-attachments. Members were however of the opinion that much remained to be done and they did not see how the secondment of the Federal Officer could solve the problem. The view was expressed that secondments always have a touch of permanency and this was undesirable. It was felt that if secondment was to be resorted to, then suitable candidates should be sought, particularly, from the Institutes of Management and the Universities. Others felt that the post should be further advertised both in Nigeria and overseas stating in great details, the qualifications and qualities required of the Director and giving some indications of the range of the emoluments payable. It was felt that in this way it would be possible to find a suitable Nigerian, with the suggested expatriate Adviser holding the fort in the meantime.

- (d) Appointment of Administrative Secretary: The Chairman explained to members that the problem in appointing an Administrative Secretary(Registrar)

is that the board is not technically in the position to do so now as it has no votes of its own. To rectify this situation, members were told that a draft recurrent estimate for the 1973/74 financial year has been submitted for their approval. The Chairman reminded members that the Acting Administrative Secretary is substantively an Under Secretary in his Ministry; and assured members that he would try to get him to return to the service of the board at the end of his pre-retirement leave pending such time as it would be possible for the board to make an appointment against its own votes.

5. Recurrent Estimate: Members examined the draft recurrent estimates tabled before them and agreed to make the following amendments:

- (a) The pay of the Librarian to be increased from £840 to £1,300 per annum.
- (b) Provision should be made for Superannuation allowance at the rate of 10 per cent of the total personal emoluments.
- (c) The item Local Transport and Travelling under "Other Charges" to read Transport and Travelling and the total provision increased from £5,000 to £10,000. This increase would make provision for overseas tours. Members were informed that this exercise was to enable the Secretariat determine how much money was required under recurrent expenditure for the 1973/74 financial year and that the board would be called upon to determine the question of Staff structure and remuneration at a later date.

6. Report by Mr. J. P. Martin-Bates: It was agreed that consideration of the report of Mr. J. P. Martin-Bates, Principal, Administrative Staff College, Henley should be deferred till the next meeting.

7. General: It was suggested that when the promised expatriate Adviser became available and he was called upon to prepare programmes of Courses to be offered by the College, care should be taken to ensure that the Courses and programmes were so planned and executed in a way that unnecessary duplication was avoided so as to eliminate competition and conserve much needed fund. The Chairman then stated that whilst the point was noted, it is clear that the establishment of the Staff College has resulted from a desire to fill a vacuum which had existed on account of training within the public sector. In the circumstance, a little overlapping would occur, but this would occasion no harm as the orientation would be different.

8. The Chairman brought the meeting to a close at 2.30 p.m. after agreement had been reached that a meeting of the board should be convened early in December, 1972.

(J. B. ELUMEZE),
Ag. Administrative Secretary,
Administrative Staff College of Nigeria.

2nd November, 1972

39

ADMINISTRATIVE STAFF COLLEGE DECREE: 1972

Decree No.

(1st June, 1972)

A Decree to establish the Administrative Staff College of Nigeria, and to provide for the governance thereof and matters incidental thereto.

BE IT ENACTED by the Head of the Federal Military Government and the Commander-in-Chief of the Armed Forces as follows:-

1. Short title and commencement:-

This decree may be cited as the Administrative Staff College of Nigeria Decree, 1972, and shall come into operation on the 1st of June, 1972.

2. Interpretation:-

In the Decree, unless the context otherwise requires:-

"College" means the Administrative Staff College of Nigeria;

"appropriate Authority" means the member of government for the time being responsible for the Federal Ministry of Establishments;

"the directing staff" means those members of the staff whose role or primary duty as such members is teaching or research;

"the administrative staff" means those members of the staff who are not members of the directing staff;

"the appointed day" means the date on which this Decree shall come into operation;

"the Chairman" means the Chairman of the Governing Board;

"The Board" means the Governing Board of the Administrative Staff College of Nigeria;

"Rules" means Rules made by the Governing Board under the provisions of section 6(2)(R);

"The Director" means the Director of the College.

3. Establishment and objects of the College:-

- (1) As from the appointed day, there shall be established in Badagry, in the Lagos State, the Administrative Staff College of Nigeria (hereafter in this decree referred to as "the College") and shall be constituted in accordance with the provisions of this decree;
- (2) The College shall have perpetual succession and a Common Seal;
- (3) The objects of the College shall be:-
 - (i) to provide higher management training for the development of Senior executives for the various spheres of national life so that they may be able to give dynamic and enlightened leadership;
 - (ii) to provide and arrange for a co-operative study and investigation of the principles and techniques and for exchange of ideas and experiences and for promotion of a better understanding between persons connected with management and administration in the various spheres of national life;
 - (iii) to conduct research into problems of management and administration arising in different spheres of national life;
 - (iv) to undertake, organise and facilitate study courses, conferences, lectures, seminars and the like to promote the aforesaid objects;
 - (v) to undertake and provide for the publication of journals and of research papers and books in furtherance of the aforesaid objects;

4. Admission:

Admission to courses offered at the College shall be open to all persons of either sex who satisfy entry requirements as may be stipulated by the Board and no discrimination shall be made or test imposed on the ground of religious belief, political views, ethnic origin, place of birth or residence.

5. The Governing Board:-

- (1) There shall be established for the college a Governing Board which shall have the powers and duties assigned to it under this Decree; and subject to any directions from time to time given under this Decree, the Governing Board shall be charged with the general control and superintendence of the property and policy of the college;
- (2) The Governing Board shall consist of 26 members as follows to be appointed by the appropriate authority:
 - (a) 1 Chairman
 - (b) 2 members from the Federal Public Service; 1 to be appointed from the Cabinet Office and the other the Secretary for Staff Development in the Federal Ministry of Establishments;
 - (c) 12 members to represent the States;
 - (d) 1 member to represent the Police;
 - (e) 1 member to represent the Armed Forces;
 - (f) Director of the Institute of Administration, Ahmadu Bello University;
 - (g) Director of the Institute of Administration, University of Ife;
 - (h) 1 member to represent Federal Statutory Corporations;
 - (i) 1 member to represent the Nigerian Institute of Management;

(j) 1 member each to represent the Oil Industry, the Commercial, Industrial, Insurance and Banking interests;

3. (3) The Director of the College shall be ex-officio member of the Board;
- (4) The Registrar shall be the Secretary to the Board.

6. Powers and Functions of the Board:

- (1) The Board shall be the governing body of the College with power to manage all matters not otherwise provided for by or under this Decree;
- (2) Without derogation from the generality of the powers conferred upon the Board by subsection (1) the Board shall have and exercise the following powers:-
- (a) to create a directorship, and lectureships and other posts and offices;
 - (b) to employ such directing, administrative and other members of the staff as may appear necessary or expedient;
 - (c) to prescribe the terms and conditions of service (including terms and conditions as to salary, allowances, other remuneration and disciplinary control) for all members of the staff;
 - (d) to dismiss and exercise disciplinary control over the staff of the college;
 - (e) to provide for the residence, discipline and welfare of members of the College;
 - (f) to provide for the residence and welfare of all persons employed by the college and the wives, widows, and dependants of such persons including the payment of money, pensions or other payments and to subscribe to benevolent and other funds for the benefit of such persons;

- (g) to approve courses of Instruction;
- (h) to encourage and make provision for research within the College;
- (i) to erect, provide, equip and maintain libraries, lecture halls, halls of residence, refectories, sports grounds, playing fields, and other buildings or things necessary or suitable or convenient for any of the objects aforesaid;
- (j) to receive sums of money and any other description of property (movable or immovable) by way of grant or donation from any source whatsoever and to expend such sums or dispose of such property as it thinks expedient for the purpose of the development and maintenance of the College;
- (k) to borrow, whether at interest or not and if need be upon the security of any or all the property movable or immovable of the College, such moneys as the Board may from time to time in its discretion find it necessary or expedient to borrow;
- (l) to invest any moneys appertaining to the College by way of endowment and whether for general or special purposes, and such moneys as may not be immediately required for current expenditure in any investments or securities or in purchase or improvement of land, with power from time to time to vary any such investments and to deposit any moneys for the time being uninvested with any bank on deposit or current account;

- (m) to acquire, hold, grant, charge or otherwise deal with or dispose of movable and immovable property wherever situate;
- (n) to enter into contracts, establish trusts, act as trustees, solely or jointly with any other person, and employ and act through agents;
- (o) to call for reports from the Director on any matter relating to the instruction and teaching in the College;
- (p) to sell, buy, exchange, lease or accept leases of any real or personal property on behalf of the College;
- (q) to do anything which it is authorised or required by law;
- (r) to make rules, not inconsistent with the provisions of this Decree for regulating the administration of the College;
- (s) to do all such acts or things, whether or not incidental to the foregoing powers, as may advance the objects of the College;
- (t) to exercise such other functions as are set out in this Decree;
- (u) the board may delegate any or all of its powers to its committees or functionaries of the College; however, the fact that the board has delegated any power shall not stop the board from itself exercising such power.

7. Tenure of Office:-

- (1) A member of the Governing Board appointed otherwise than by office shall hold office for a term of 3 years; and subject to the next succeeding sub-section shall be eligible for re-appointment.

- (2) The office of a member of the Governing Board under this Decree shall become vacant if:-
- (a) he resigns office by notice in writing under his hand addressed to the authority which appointed him, or
 - (b) the appropriate authority is satisfied that it is not in the interest of the college for the person appointed to continue in office, and notifies the member in writing to that effect.

8. Meetings of the Governing Board:-

- (1) The appropriate authority shall fix the date, time and place of the first meeting of the board and the board shall thereafter meet at least three times in every year as and when required for the due fulfilment of its functions under this Decree;
- (2) Any five or more members may by notice in writing signed by them, stating the matters to be discussed and delivered by hand to the Chairman, request him to convene a meeting of the board for a date not later than 28 days from the receipt of the notice. If the Chairman shall fail to convene a meeting within the prescribed time, the Secretary to the board shall on receipt of a requisition from the aforementioned members summon a meeting of the Board within 28 days thereof.
- (3) No act or proceeding of the Board shall be invalidated by reason of any vacancy amongst its members or because of any defect in the appointment of a member;

- 46
- (4) Nine members shall be a quorum at any meeting of the board;
 - (5) Any matter for decision by the board shall be determined by a majority of the members present and voting; and where there is an equality of vote the Chairman shall have a casting vote in addition to his deliberative vote;
 - (6) Where the Chairman or any other member of the board is temporarily incapacitated by illness or is absent from Nigeria the appropriate authority may, subject to the provisions of this Decree, appoint any other fit person to hold office during the incapacity or absence of the chairman or other member; and the powers and duties of the chairman or the member as the case may be shall devolve upon the person so temporarily appointed;
 - (7) If the chairman is for any other reason absent from any meeting of the board, the members present may elect one of their member to preside at that meeting;
 - (8) Where the board desires to obtain advice for a particular purpose it may co-opt other persons for that purpose; and the persons co-opted may take part in the deliberations of the Board for that purpose only and shall not be entitled to vote.

9. Functions of the Director:-

- (1) The Director shall be the Chief executive of the College and subject to the provisions of this Decree, and subject also to control by the Board in all matters affecting the finances of the College, manage the educational affairs of the College and act for the College in all academic matters, and shall in particular but without

derogation from the generality of the foregoing have the following functions;

- (a) to direct and regulate the teaching and instructions within the College;
- (b) to promote research within the College;
- (c) to award certificates or diplomas;
- (d) to report to the Board on all laws and regulations or proposed changes thereof;
- (e) to exercise and perform such other powers and duties as may be conferred or imposed upon him by the Board;
- (f) to keep in safe custody all records of the College;
- (g) to demand and receive from any student or any other person attending the College for the purpose of instruction such fees as the Board may from time to time determine.

10. The Seal of the College:

- (1) The Seal of the College shall not be affixed to any instrument except by the authority of a resolution of the Board and in the presence of the Chairman and of the Director or such other members as the Board may appoint for the purpose; the Chairman and the Director or such other members as may be appointed, in whose presence the seal is affixed, shall sign the instrument.
- (2) Judicial notice shall be taken of the seal of the College and every document purporting to be an instrument made by the Board and to be sealed with its seal shall be received in evidence and be deemed to be an instrument authenticated in accordance with this section without further proof unless the contrary is shown.

11. Audit of Accounts and Annual Report:-

- (1) The Director under this Decree shall keep accounts which shall be audited by an independent firm of auditors approved by the Board;
- (2) The Director of the College shall on a date not later than 18 months after the establishment of the College and subsequently once at least in every calendar year, lay before the Board in a general meeting, a statement of an income and expenditure account for the period, in the case of the first account since the establishment of the college, and in any other case, since the preceeding account, made up to a date not earlier than the date of the meeting by more than 9 months.

Provided if for any special reason it thinks fit so to do the Board may extend the period of 18 months aforesaid, and with respect to any year, extend the period of nine months aforesaid.

12. Standing Orders:-

Subject to the provisions of this Decree, the board may regulate its own procedure by standing orders; and without prejudice to the generality of the foregoing, the board may make standing orders in respect of the following matters that is to say:-

- (a) The proper conduct of the business and meetings of the Board;
- (b) The method of entering into and execution of contracts;
- (c) The signing of cheques, documents and other instruments;
- (d) The keeping and custody of minutes of proceedings at meetings;
- (e) The custody of the common seal;
- (f) The transaction of business by any Committee of the Board.

13. No loss of office for Board members:-

The appointment of any member of the Board under this decree shall not be construed to be an office of emolument under the Federal Military Government.

14. Short title, application:-

This Decree may be cited as the Administrative Staff College of Nigeria Decree, 1972 and shall apply throughout the Federation.

AS(HS)

Pp 31/49 - are submitted
please.

(Signature)
CR

27/11/72.

ARCHIVES OF FOYSCAO

SMG & AS.

U. S. (G).

The Governing Board of A.S.C.O.N. held its second meeting on 28th September, 1972. A copy the meeting's minutes is submitted (on pp.32-38) for information, please.

2. What appears to be of particular interest to this State is the suggested revision of the Board's composition to ensure, among other things, that all the 12 States are represented on it. At present only 6 States can be represented on the Board at a time (kindly see 'x' on p.2 for the approved formula for nomination of State's representatives) ^{and the} composition now being proposed is in para 5 on p.41. The Board requested its Draft Revision Committee to re-examine the draft decree establishing the College, with a view to incorporating the suggestion in the final draft to be submitted to Government. A copy of the draft decree forwarded along with the minutes is on pp.39-49.

3. We will ask (for the third time) that the Fed Min of Establs shld deal direct with our own Min of E+T.

EA
(E. G. Adejumo),
A. S. (General),
1st December, 1972.

EA
US(G)
1/12

Yes. Your letter shd. be endorsed for the personal attention of Mr. Gobir.

AS(G)
Let me have a draft, pl. M. J.

1/12

U.S.(G)

Draft at .b.c. is submitted ref. your preceding min. EA 6/12-

As(G)

The draft is not appropriate.

2. Mr Golui is PS Fed Mem of Estab. If we are going to write to him personally, it should be in a vein different from your draft.
3. Pl discuss.

Alde
6/12

U.S. (Cr)

We discussed.

2. Amended draft is now submitted
f. 7. c. pl.

BA

7/12.

c/s Pl fair f.m.s as amended.

Alde
7/12

The Permanent Secretary,
Federal Ministry of Establishments,
Lagos.

(For the attention of Mr. Y. A. Gobir)

Administrative Staff College of Nigeria

Please refer to the letter No. FME/ASCON/1/S.1/49 of 14th November, 1972 and the attached copy of the minutes of the second meeting of A.S.C.O.N.'s Governing Board which your Mr. J. B. Elumese recently forwarded to this office. In spite of the request made in my earlier letters on the subject (Reference Nos. SP/S.396/8 of 3rd May, 1972 and SP/S.396/20 of 4th July, 1972), to the effect that matters relating to the College be referred to our Ministry of Establishments and Training, officials of your Ministry still continue to direct correspondence on the College to this office.

2. I am bringing this matter to your attention in the hope that you will kindly ensure that in future, the officers concerned comply with our request and address such correspondence to the Permanent Secretary, Ministry of Establishments and Training, Ibadan.



(F. B. A. Conde)
for Secretary to the Military
Government.

Ref. No. SP/S.396/52A
Office of the Military Governor,
Agodi, Ibadan.

8th December, 1972.

Copy to:

The Permanent Secretary,
Ministry of Establishments & Training,
Ibadan.

For your information, please.

(F. B. A. Conde)
for Secretary to the Military
Government & Head of Service.

As(G) PI dispose of job

8/12

CR. p.a. pl.
8/12

53

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

69^c Ajao Road

IKEJA

P.M.B. No. 12068 1215

Telegrams ASCON

Telephone



Ref. No. ASCON/6/13

Date 5th September, 1973

The Secretary to the Military Government
and Head of Service
Office of the Military Governor
IBADAN
Western State



Dear Sir,

Membership of State on the Governing Board of ASCON

You will recall that even though you nominated your representative on the Governing Board of the Administrative Staff College of Nigeria, he has since been a non-current member because of the decision of the Federal Military Government that the representation of the States should be on a rotational basis. I am glad to inform you that the Federal Military Government has now agreed that all States should be current members of the Board and this decision will be reflected in the Administrative Staff College of Nigeria Decree 1973 soon to be promulgated.

55-56
46-

In pursuance of the above decision, I attach hereto two copies of a list of Committee membership of the Board. I should be grateful if you would be kind enough to deliver one copy to your representative and confirm to me, in due course, the officer whom you wish to represent your State on the newly enlarged Governing Board of the College.

A copy of the Administrative Staff College Decree, 1973 will be sent to this officer as soon as the decree is promulgated.

Yours faithfully,

J. B. ELUMEZE
Administrative Secretary,
Administrative Staff College of Nigeria.

P.T.O.

54

Copies to:

1. Secretary to the Military Government
Military Governor's Office
South Eastern State
Calabar
2. Secretary to the Military Government
Military Governor's Office
North-Western State
Sokoto
3. Secretary to the Military Government
Military Governor's Office
Rivers State
Port-Harcourt
4. Secretary to the Military Government
Military Governor's Office
N. E. State
Maiduguri
5. Secretary to the Military Government
Military Governor's Office
N. C. State
Kaduna

ARCHIVES OF OYSCAC

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA
69C AJAO ROAD, INDUSTRIAL ESTATE,
I K E J A

Tel. No.....
P.M.B. 1215

Ref. No. ASCON/6/134
Date:..1st. September..1973

Working Committees

At paragraph 6 of the minutes of the Third Meeting of the Governing Board of ASCON members agreed to establish six (6) Working Committees of the Board. I append hereunder a schedule of members showing the committees they are required to serve:

A. The Committee on Service Conditions

Membership:

- (i) The member representing the Western State - Chairman.
- (ii) The member representing the North-Eastern State.
- (iii) The Director (ASCON)
- (iv) The Board member appointed from the Cabinet Office.
- (v) The representative of the Nigerian Institute of Management.
- (vi) The representative of the Petroleum Oil Industry.
- (vii) The representative of the Armed Forces.

B. The Appointments Committee:

Membership:

- (i) The member representing the Lagos State - Chairman.
- (ii) The member representing the Rivers State.
- (iii) The Director (ASCON)
- (iv) The representative of the Armed Forces.
- (v) The representative for the Manufacturing Industry.
- (vi) The Director of the Institute of Administration of the Ahmadu Bello University.
- (vii) The member representing the Federal Statutory Corporations.

C. The Academic Committee:

Membership:

- (i) Director (ASCON) - Chairman
- (ii) The member representing Mid-West State.

/The...

The Academic Committee (contd.)

- (iii) The member representing Kano State.
- (iv) The Director of the Institute of Administration, University of Ife.
- (v) The Director of the Institute of Administration, Ahmadu Bello University.
- (vi) The member representing General Commerce.
- (vii) The member representing the Nigerian Institute of Management.
- (viii) The Secretary for Staff Development, Federal Ministry of Establishments.
- (ix) The representative of the Statutory Corporations.

D. The Finance Committee:

Membership:

- (i) The member representing the East Central State - Chairman.
- (ii) The member representing the North-West State.
- (iii) The Director (ASCON)
- (iv) The member appointed from the Cabinet Office.
- (v) One member representing Banking.
- (vi) One member representing Industry.
- (vii) The Secretary for Staff Development.

The Chief Accountant/Bursar of the College will be in attendance.

E. The Development Committee:

Membership:

- (i) The member representing North Central State - Chairman.
- (ii) The member representing South East State.
- (iii) The Director (ASCON)
- (iv) The member representing Statutory Corporations.
- (v) The member representing the Nigerian Institute of Management.
- (vi) The member representing Insurance.
- (vii) The member representing the Armed Forces.
- (viii) The Director of the Institute of Administration, University of Ife.

F. The General Purposes Committee:

Membership:

- (i) The member representing Benue-Plateau - Chairman
- (ii) The member representing Kwara State.
- (iii) The Director (ASCON)
- (iv) The member representing the Police.
- (v) The member representing the Armed Forces.
- (vi) The member appointed from the Cabinet Office.

ASG

Pp 53-56

and submitted please.

(Jeyinwa)
CP. 219

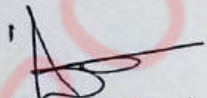
S.M.G. & H.S.,

You last saw this file relating to the Administrative Staff College of Nigeria at p. 50 when you directed that Mr. Gobir, Permanent Secretary, Federal Min. of Establishments, Lagos, should be advised to communicate matters relating to the College direct to our Min. of Establishments and Training instead of forwarding such correspondence to you.

2. The Administrative Secretary of the College has again addressed you as in his letter at p. 53 to which he has attached a schedule of the Working Committees of the newly enlarged Governing Board of the College. I would not have bothered you at all with this letter, but I consider it necessary for you to be informed:

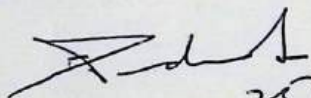
- (i) that all the States in the Federation will now be represented on the Governing Board of the College instead of the previous arrangement whereby only 6 States could be represented at a time, and
- (ii) that the member representing the Western State has been nominated Chairman of the Committee on Service Conditions. (There are 6 committees in all).

3. The obvious representative of this State on the Governing Board of the Administrative Staff College of Nigeria is, of course, the Permanent Secretary, Ministry of Establishments & Training. Do I have your approval to communicate this nomination to Lagos, forward the extra copy of the Schedule at back cover to P.S.M.E. & T., and advise Lagos henceforth to get in direct correspondence with P.S.M.E. & T. who will, whenever necessary, hold consultations or briefing sessions with you?


(M. A. Adesiyun)
P.S.(C),

24th Sept., 1973.

Yes please.


25/9

SP/S.396/58


28th September, 1973

Chief E. Ade Emuleomo,
Permanent Secretary,
Ministry of Establishments & Training,
Ibadan.

Administrative Staff College of Nigeria
(ASCON)

I forward herewith for your information a copy of the letter No. ASCON/6/133 of 5th September, 1973 together with a list of the membership of the Working Committees of the above-named Institution's enlarged Governing Board from which it will be found that the member representing the Western State on the Board is to be Chairman of the Committee on Service Conditions. The Secretary to the Military Government and Head of Service has approved that the Permanent Secretary, Ministry of Establishments and Training, should represent this State on the Governing Board of the Institution and I am accordingly advising the Administrative Secretary of the College to address all further correspondence to you.




(M. A. Adesiyani)
for Secretary to the Military
Government and Head of Service.

SP/S.396/59


28th September, 1973

The Administrative Secretary,
Administrative Staff College of Nigeria,
69^C Ajao Road,
P.M.B. No: 1215,
Ikeja.

Membership of States on the Governing
Board of ASCON

I acknowledge with thanks the receipt of your letter No. ASCON/6/133 of 5th September, 1973 and its attachment on the above subject and have forwarded copies to the Permanent Secretary, Ministry of Establishments and Training, who will represent this State on the enlarged Governing Board of the College. Kindly address any further correspondence on this subject direct to the Permanent Secretary.




(M. A. Adesiyun)
for Secretary to the Military
Government & Head of Service.

PA.

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA



P.M.B.No. 1215, IKEJA

Telegrams ASCON, IKEJA

31296

Telephone Dear Sir,



Ref. No. ASCON/HRM/S.2/4

Date 3rd May, 1974.

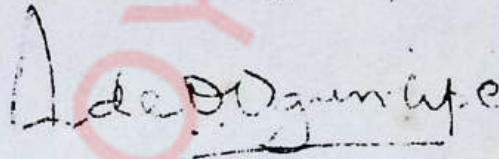
ADMINISTRATIVE STAFF COLLEGE OF NIGERIA PRELIMINARY PROGRAMME 1974

Until it moves to its permanent site at Badagry, the Administrative Staff College will be conducting an interim programme of courses and seminars.

2. Believing that there are sound managerial and social reasons for placing emphasis upon human resources, it is starting this programme with a series of Appreciation Seminars in Human Resource Management.
3. A five-day Residential Seminar on this theme for nominees from the private and public sectors in Lagos and the Western States and from the Federal Civil Service will take place from 24th to 28th June, this year, at the Nigerian Institute of International Affairs, Victoria Island, Lagos.
4. Although the seminar will be of value to senior managers directly involved in personnel administration, it is planned more for non-specialists of rather senior standing in firms and public organisations which employ a large number of people. The major objective is to renew concern for the appropriate management of these human resources and to enlarge each participant's awareness of problems facing "line" managers and personnel specialists and of the techniques and skills which may be deployed to deal with these problems.
5. The College will not charge fees on this occasion, but sponsoring organisations are expected to meet the travelling, board and lodging expenses of their nominees.
6. A limited number of rooms have been reserved at the Federal Palace Hotel, Victoria Island, mainly for participants not resident in the Lagos area. Costs will be ₦12.00 per diem exclusive of meals (the College will not meet these expenses).
7. Please take particular note of the kind of persons for whom this seminar is intended (see Section 2, "Intended for", of the attached Prospectus). It is in the interest of participants that they all meet these criteria and the College must reserve the right to "refer back" those nominations which do not.
8. A more detailed prospectus of the seminar is attached, and it is hoped that you will accept this invitation to nominate, as a participant, an officer of appropriate standing and experience serving in your organisation in the above-mentioned States.

- 864
9. Please submit in duplicate details of your nominee on a separate nomination form to reach this Office not later than Saturday 25th May, 1974.
 10. Joining instructions will be despatched to selected candidates as soon as possible after this date.
 11. If, for any reason, you do not propose to accept this invitation, please inform us by return so that we may make arrangements to fill the vacancy.

Yours faithfully,



(A. O. Ogundipe),
Director,
Administrative Staff College
of Nigeria.

The Secretary to the Military Government,
Western State,
Governor's Office,
IBADAN.

THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

APPRECIATION SEMINAR IN HUMAN RESOURCES MANAGEMENT

1. OBJECTIVES

The intention is to emphasise the importance of the human resource element in institutions, in the dual context of the manager's obligation to optimise the return from the resources entrusted to him and managements' obligations to society.

Under two general themes

'People Matter'

and

'Management is Resource Management.....
the most important resource is the Human Resource'.

will be affirmed the view that, despite the tremendous immediate significance of natural resources such as oil, Nigeria's most important long-term resource remains the human resource ... the energies, the abilities and the aspirations of our people. If Government as a whole has an obligation to ensure that the human resources of Nigeria (now being evaluated as a consequence of the recent Census) can be deployed to the satisfaction and well-being of the individuals concerned and to the benefit of society as a whole, the detailed achievement of these aims will be dependent on the efforts of individual executives and upon successful integration of institutional and business ambitions and this national endeavour.

Participants will be invited to give renewed consideration to the various elements which may influence individual or group work-effectiveness and to current proposals for improving performance; thereafter, they will be asked to examine how far these concepts have been shown in their experience to be valid, or may have some future value, for practical management in a specifically Nigerian context.

It is also intended to review other techniques of relevance to the personnel management function, and to emphasise the importance of staff development, and of management development and succession programmes, and to consider the designated function of the Staff College in this field.

2. INTENDED FOR...

Not more than 50 participants will be accepted for any Seminar. It is not essential that they be directly concerned with personnel administration, but they should have several years managerial experience and hold a position of responsibility in their organisation. Normally, such persons would be in senior "line" or "staff" management positions in the private and para-statal sectors, or at Under-Secretary, Deputy Head of Department or Principal Assistant Secretary level in the Civil Service. Some places will also be reserved for managers not yet at this level, but who have a major responsibility for human resource management and staff development policies in organisations employing a large number of people ... and, obviously, for Personnel Managers, and Training and Development Managers.

3. CONTENT

The Significance of Human Resource Management (HRM)
Motivation
Communications
Management by Objectives (MbO)
H.R.M. Information and Control Systems
H.R.M. in action practical applications.

4. METHOD OF PRESENTATION

Under the chairmanship of a recognised senior member of the group, speakers will briefly present, or propound views upon, selected management concepts or techniques, for appraisal by participants in the light of their experience. Field-work and in-depth study will not normally be possible during seminars of this short duration, but discussion will be supplemented by some Case-Examination and syndicate work, and there will be limited use of films and other visual aids.

5. DURATION

9th to 14th June 1974. Participants should arrive by 6 p.m. on Sunday 9th June; the course will end at 12.30 p.m. on Friday 14th June.

6. LOCATION

The Bagauda Lake Hotel, Mile 36 Kano-Zaria Road.

7. CHARGES

There will be no course fee but sponsoring organisations will have to meet the cost of board and lodging. It is estimated that about #100.00 will be required by each participant to settle the bills in respect of

- (i) accommodation in self-contained, air-conditioned, single chalets, and
- (ii) breakfast, morning coffee (or tea), luncheon, afternoon tea and dinner, inclusive of dinner on Sunday 9th and luncheon on Friday 14th.

Participants will be required to settle their hotel bills before departure.

8. BRIEFING DOCUMENT

A Briefing Document containing details of facilities available at the Bagauda Lake Hotel during the Seminar will be circulated to accepted nominees at least three weeks before the start of course.

Administrative Staff College of Nigeria,
69c Ajao Road,
Industrial Estate,
P.M. Bag 1215,
Ikeja,
Lagos, Nigeria.

64

NOMINATION FORM

(Two copies to be typed or completed in block letters)

ADMINISTRATIVE STAFF COLLEGE

PRE-INAUGURAL PROGRAMME

HRM APPRECIATION SEMINAR NO. HRM 1/74

The person named below is hereby nominated for the Appreciation Seminar in Human Resource Management at the Bagauda Lake Hotel, Kano State from 9th to 14th June, 1974.

- A. NAME
- B. ADDRESS
- C. DATE OF BIRTH
- D. QUALIFICATION
- E. PREVIOUS EXPERIENCE (posts held and dates, other relevant information)
- F. PRESENT POST (OR GRADE)
- G. JOB CONTENT (DUTIES OF POST)

..... (Signature)
..... (Name and (Designation))
..... (
..... (Name and
..... (Address of
..... (Organisa-
..... (tion
..... (Date)

To: The Director,
Administrative Staff College of Nigeria,
P.M. Bag 1215, Ikeja, LAGOS.

65
PS.

1 submit pp 60-64 figs, please


8
CS
13/5/74

ARCHIVES OF OYSCAC

66
P.S.O.M.G.,

Please see the letter at p.60.

2. The Administrative Staff College of Nigeria (ASCON) intends to conduct a five-day residential seminar in Lagos from 24th to 28th June, 1974, the theme of which is 'Human Resources Management'. The seminar is for nominees from the private and public sectors in Lagos (including the Federal), and Western State. The Western State Govt. has been invited to nominate a suitable participant.
3. This is really a matter for P.S.M.E&T and you will wish to direct that copies of the relevant papers (most of which are available a.b.c.) be forwarded to him f.n.a.


(M. A. Adesiyun),
Principal Secretary

14th May, 1974

P.S.

Please forward to PSME&T.

Answer
psomg
14/5/74

ARCHIVING

SP/S.396/67

14th May, 1974

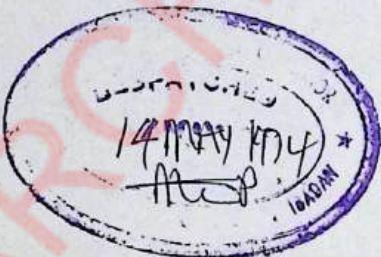
The Permanent Secretary,
Ministry of Establishments and Training,
Ibadan.

Administrative Staff College of Nigeria:
Seminar on Human Resources Management

I forward herewith copies of a letter No. ASCON/HRM/S.2/4 of 3rd May, 1974 and its attachments received from the Director of the Administrative Staff College of Nigeria on a seminar which is being planned for the last week in June. Kindly take such action as you may consider necessary and communicate direct with the Director of the College, keeping this Office informed for record purposes.

M. A. Adesiyun

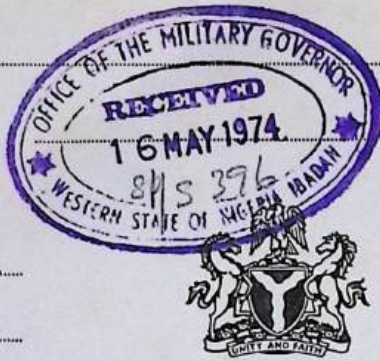
(M. A. Adesiyun)
for Secretary to the Military
Government and Head of Service



CR. Please despatch letter
and kv. *[Signature]* 14/5

See P 75/16

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA



P.M.B.No. 1215, IKEJA

Telegrams ASCON, IKEJA

Telephone 31296

Ref. No. ASCON/HRM/S.2/9

Date 9th May, 1974.

The Secretary to the Military Government,
Western State,
Ibadan.

SEMINAR ON HUMAN RESOURCE MANAGEMENT

Until it moves to its permanent site at Badagry, the Administrative Staff College will be conducting an interim programme of courses and seminars.

2. Believing that there are sound managerial and social reasons for placing emphasis upon human resources, it is starting this programme with a series of Appreciation Seminars in Human Resource Management.

3. A five-day Residential Seminar on this theme for nominees from the private and public sectors in Lagos and the Western States and from the Federal Civil Service will take place from 24th to 28th June, this year, at the Nigerian Institute of International Affairs, Victoria Island, Lagos.

4. Although the seminar will be of value to senior managers directly involved in personnel administration, it is planned more for non-specialists of rather senior standing in firms and public organisations which employ a large number of people. The major objective is to renew concern for the appropriate management of these human resources and to enlarge each participant's awareness of problems facing "line" managers and personnel specialists and of the techniques and skills which may be deployed to deal with these problems.

5. The College will not charge fees on this occasion, but sponsoring organisations are expected to meet the travelling, board and lodging expenses of their nominees.

6. A limited number of rooms have been reserved at the Federal Palace Hotel, Victoria Island, mainly for participants not resident in the Lagos area. Costs will be ₦12.00 per diem exclusive of meals (the College will not meet these expenses).

7. Please take particular note of the kind of persons for whom this seminar is intended (see Section 2, "Intended for", of the attached Prospectus). It is in the interest of participants that they all meet these criteria and the College must reserve the right to "refer back" those nominations which do not.

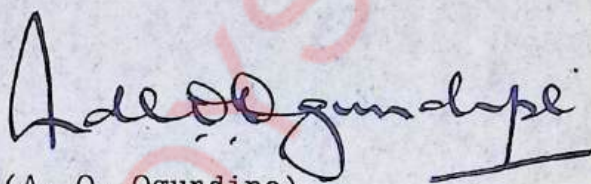
8. A more detailed prospectus of the seminar is attached, and it is hoped that you will accept this invitation to nominate, as participants, three officers of appropriate standing and experience from the Public Service of your State.

bc Bc

9. Please submit, in duplicate, details of your three nominees on separate nomination forms (copies attached) to reach this Office not later than Saturday 25th May, 1974.

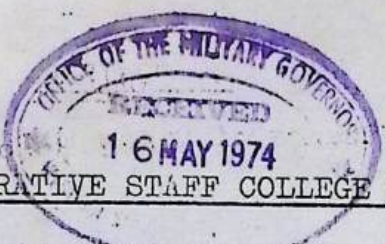
10. Joining instructions will be despatched to selected candidates as soon as possible after this date.

11. If, for any reason, you do not propose to accept this invitation, please inform us by return so that we may make arrangements to fill the vacancies.



(A. O. Ogundipe),
Director,
Administrative Staff College
of Nigeria.

ARCHIVES OF



ASCON/HRM1/74

THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

APPRECIATION SEMINAR IN HUMAN RESOURCES MANAGEMENT

1. OBJECTIVES

The intention is to emphasise the importance of the human resource element in institutions, in the dual context of the manager's obligation to optimise the return from the resources entrusted to him and managements' obligations to society.

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and

'Management is Resource Management.....

the most important resource is the Human Resource'.

will be affirmed the view that, despite the tremendous immediate significance of natural resources such as oil, Nigeria's most important long-term resource remains the human resource ... the energies, the abilities and the aspirations of our people. If Government as a whole has an obligation to ensure that the human resources of Nigeria (now being evaluated as a consequence of the recent Census) can be deployed to the satisfaction and well-being of the individuals concerned and to the benefit of society as a whole, the detailed achievement of these aims will be dependent on the efforts of individual executives and upon successful integration of institutional and business ambitions and this national endeavour.

Participants will be invited to give renewed consideration to the various elements which may influence individual or group work-effectiveness and to current proposals for improving performance; thereafter, they will be asked to examine how far these concepts have been shown in their experience to be valid, or may have some future value, for practical management in a specifically Nigerian context.

It is also intended to review other techniques of relevance to the personnel management function, and to emphasise the importance of staff development, and of management development and succession programmes, and to consider the designated function of the Staff College in this field.

2. INTENDED FOR

Not more than 50 participants will be accepted for any Seminar. It is not essential that they be directly concerned with personnel administration, but they should have several years managerial experience and hold a position of responsibility in their organisation. Normally, such persons would be in senior "line" or "staff" management positions in the private and para-statal sectors, or at Under-Secretary, Deputy Head of Department or Principal Assistant Secretary level in the Civil Service. Some places will also be reserved for managers not yet at this level, but who have a major responsibility for human resource management and staff development policies in organisations employing a large number of people ... and, obviously, for Personnel Managers, and Training and Development Managers.

3. CONTENT

The Significance of Human Resource Management (HRM)

Motivation

Communications

Management by Objectives (MBO)

H.R.M. Information and Control Systems

H.R.M. in action practical applications.

4. METHOD OF PRESENTATION

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5. DURATION

9th to 14th June 1974. Participants should arrive by 6 p.m. on Sunday 9th June; the course will end at 12.30 p.m. on Friday 14th June.

6. LOCATION

The Bagauda Lake Hotel, Mile 36 Kano-Zaria Road.

7. CHARGES

There will be no course fee but sponsoring organisations will have to meet the cost of board and lodging. It is estimated that about ₦100.00 will be required by each participant to settle the bills in respect of

- (i) accommodation in self-contained, air-conditioned, single chalets, and
- (ii) breakfast, morning coffee (or tea), luncheon, afternoon tea and dinner, inclusive of dinner on Sunday 9th and luncheon on Friday 14th.

Participants will be required to settle their hotel bills before departure.

8. BRIEFING DOCUMENT

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Administrative Staff College of Nigeria,
69c Ajao Road,
Industrial Estate,
P.M. Bag 1215,
Ikeja,
Lagos, Nigeria.

72

NOMINATION FORM

(Two copies to be typed or completed in block letters)

ADMINISTRATIVE STAFF COLLEGE

PRE-INAUGURAL PROGRAMME

HRM APPRECIATION SEMINAR NO. HRM 1/74

The person named below is hereby nominated for the Appreciation Seminar in Human Resource Management at the Bagauda Lake Hotel, Kano State from 9th to 14th June, 1974.

- A. NAME
- B. ADDRESS
- C. DATE OF BIRTH
- D. QUALIFICATION
- E. PREVIOUS EXPERIENCE (posts held and dates, other relevant information)
- F. PRESENT POST (OR GRADE)
- G. JOB CONTENT (DUTIES OF POST)

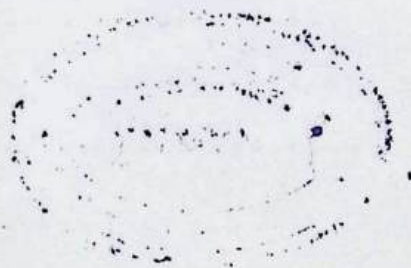
..... (Signature)
..... (Name and Designation)
..... (
..... (Name and Address of Organisation)
..... (
..... (Date)

To: The Director,
Administrative Staff College of Nigeria,
P.M. Bag 1215, Ikeja, LAGOS.

73
PS

At first sight one will be tempted to think that pp68-9 are the same with pp60-61 but on going through one will discover that these paragraphs 819 are slightly different. Pages 68-9 appear to have superseded pp60-61. ∴ submit pp68-72 fna, please.

8
CR
17/5/74



SP/S396/74

74
23rd May, 1974

The Permanent Secretary,
Ministry of Establishments & Training,
Secretariat,
Ibadan.

Seminar on Human Resources Management

Further to my letter Ref. No. SP/S.396/67 of 14th May, 1974 on the above subject, I forward herewith copy of another letter Ref. No. ASCON/HRM/S.2/9 of 9th May, 1974 received from the Director of the Administrative Staff College of Nigeria on the same subject. The letter is in all respects similar to the one which I sent to you under the cover of my letter Ref. No. SP/S.396/67 of 14th May, 1974 except paragraphs 8 and 9 thereof to which your attention is particularly invited. Kindly communicate direct with the Director of the College, keeping this office briefed as necessary.



M. A. Adesiyun

(M.A. Adesiyun)
for Secretary to the Military
Government & Head of Service.

CR. Please despatch letter
and dispose of file. ✓
23/5/74.

SECRET

RECRUITMENT AND TRAINING

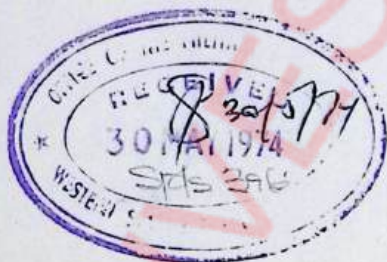
E 103/S.1/236

75
29th May, 1974.

The Director,
Administrative Staff
College of Nigeria,
P. M. B. 1215,
Ikeja.

Administrative Staff College of Nigeria:
Preliminary Programme 1974

I am directed to refer to your letters Nos. ASCON/HRM/S.2/4 and ASCON/HRM/S.2/9 of 3rd and 9th May, 1974 respectively, addressed to the Secretary to the Military Government, Western State and to inform you, with regret, that this State cannot participate in the above programme on this occasion because of the present staff situation.



(Tunde Osokoya)
for Permanent Secretary

Our Ref. No. E 103/S.1/236A
Ibadan: 29th May, 1974.

Copy to:

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

Administrative Staff College of Nigeria

Above for information please, reference your letters Nos. SP/S.396/67 and SP/S.396/74 of 14th and 23rd May, 1974 respectively.

(Tunde Osokoya)
for Permanent Secretary
Ministry of Establishments & Training

SECRET

CR. Noted. Please
dispose. 30/5/74

CR.

76

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

P.M.B. 1215,

Ikeja, Lagos.

P.M.B.No. 1215

Telegrams ASCON, IKEJA

Telephone 31296, 33531



Ref. No. HRM.4/74/24

Date 9th September, 1974

Secretary to the Military Government,
Western State,
Ibadan.



Dear Sir,

Appreciation Seminar Series I
Human Resource Management:
Seminar No. HRM.4/74

The Administrative Staff College of Nigeria will be conducting a five-day residential Seminar on "Human Resource Management" for nominees from the public and private sectors of the Nigerian economy at the Hotel Presidential, Enugu, from 17th to 23rd November, 1974.

2. This is the fourth in a series of four such Seminars planned for 1974. The first two were held, respectively, at Bagauda Lake Hotel, Kano and at the Nigerian Institute of International Affairs, Lagos, in June this year, while the third will be held at the Hotel Presidential, Port-Harcourt, a week before the Enugu Seminar.

3. In selecting the Seminar theme the College was strongly influenced by a desire to emphasize the "human side" of enterprises whilst not neglecting the overall commitment of managers to productivity and efficiency. A major objective therefore is to renew concern for the appropriate management of human resources and to increase each participant's awareness of problems facing "line" managers and personnel specialists, and of the techniques and skills which may be deployed to deal with these problems.

4. Although the Seminars will be of value to senior managers directly involved in personnel administration, they are planned more for non-specialists of rather senior standing in firms and public organisations which employ a large number of people. This Seminar is limited to 30 persons and places are being reserved for nominees from private business and industry, from public boards and corporations, Federal and State Public Services, the Nigeria Police and the Armed Forces.

5. As for the other Seminars in this series, the College will charge no fees on this occasion, but sponsoring organisations will be expected to meet board, lodging and sundry course expenses amounting to ₦150 per nominee.

6. A detailed prospectus is attached and you are hereby invited to nominate, as Seminar participant(s) ...ONE.....
.....STATE.CIVIL.SERVANT..... of appropriate standing and experience. Please take particular notice of the kind of persons for whom this Seminar is intended (see Section 2 "Intended For" of the attached prospectus).

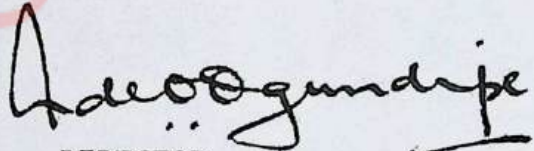
As it is in the interest of participants that they all meet the required criteria, the College reserves the right to "refer back" those nominations which do not.

7. Please submit, in duplicate on the attached forms, details of your nominee(s). The completed forms, together with a crossed cheque to cover the course expenses of your nominee(s) (at ₦150 per person) should be forwarded to reach this office not later than 30th September, 1974. The cheque should be made payable to the Administrative Staff College of Nigeria.

8. If for any reason you are unable to accept this invitation, please so indicate by returning the enclosed post-card immediately so as to enable us to make other arrangements to fill the resultant vacancies.

9. Briefing Instructions and a Reading List will be despatched to selected candidates as soon as possible after receipt of nominations.

Yours faithfully,



DIRECTOR,
ADMINISTRATIVE STAFF COLLEGE OF NIGERIA.

Encs.

ARCHIVES

THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

APPRECIATION SEMINAR
ON
HUMAN RESOURCE MANAGEMENT

1. OBJECTIVES

The intention is to emphasize the importance of the human resource element in institutions, in the dual context of the manager's obligation to optimise the return from the resources entrusted to him and management's obligations to society.

Under two general themes

'People Matter'

and

'Management is Resource Management....
the most important resource is the Human Resource'

will be affirmed the view that, despite the tremendous immediate significance of natural resources such as oil, Nigeria's most important long-term resource remains the human resource.... the energies, the abilities and the aspirations of our people. If Government as a whole has an obligation to ensure that the human resources of Nigeria (now being evaluated as a consequence of the recent Census) can be deployed to the satisfaction and well-being of the individuals concerned and to the benefit of society as a whole, the detailed achievement of these aims will be dependent on the efforts of individual executives and upon successful integration of institutional and business objectives and this national endeavour.

Participants will be invited to give renewed consideration to the various elements which may influence individual or group work-effectiveness and to current proposals for improving performance; thereafter, they will be asked to examine how far these concepts can be shown in the light of their experience to be valid, or may have some future value, for practical management in a specifically Nigerian context.

It is also intended to review other techniques of relevance to the personnel management function, and to emphasize the importance of staff development, and of management selection and advancement techniques.

2. INTENDED FOR

Not more than 30 participants will be accepted for any Seminar. It is not essential that they be directly concerned with personnel administration, but they should have several years managerial experience and hold a position of responsibility in their organisation. Normally, such persons would be in senior "line" or "staff" management positions in the private and para-statal sectors, or at Under-Secretary, Deputy Head of Department or Principal Assistant Secretary level in the Civil Service. Some places will also be reserved for managers not yet at this level, but who have a major responsibility for human resource management and staff development policies in organisations employing a large number of people... and, obviously, for Personnel Managers, and Training and Development Managers.

3. CONTENT

The Significance of Human Resource Management (HRM).
Leadership/Motivation.
Communication.
Management by Objectives (MBO).
Delegation.
Effective Use of Time.
Selection and Appraisal Procedures.

4. METHOD OF PRESENTATION

The Seminar aims at the maximum involvement of all participants and will avoid as much as possible the conventional lecture-and-question approach. Speakers will briefly present and propound views upon selected management concepts or techniques for appraisal by participants. Discussion will be supplemented by syndicate work and management games and there will be substantial reliance upon film and other visual aids; field work and in-depth study will not be possible during a Seminar of such short duration.

5. DURATION

17th to 23rd November 1974.

Fully Residential.

Participants should arrive for registration no later than 6 pm on Sunday 17th November.

The College has arranged board and accommodation for all participants, inclusive of dinner on Sunday 17th November and breakfast on Saturday 23rd November.

6. LOCATION

The Presidential Hotel, Enugu, East Central State.

7. CHARGES

There will be no course fee but sponsoring organisations must meet the cost of board and lodging for their nominees. The cost of these, inclusive of air-conditioned single rooms, and meals from dinner on Sunday 17th until breakfast on Saturday 23rd, will be ₦150.00. Cheques for this amount drawn in favour of the "Administrative Staff College" should preferably accompany Nomination Forms. Payment otherwise should be made at the time of registration. The College must reserve the right to refuse admission to nominees who have not paid their fees before the Seminar starts.

All other charges will be for the personal account of participants or their sponsoring organisations and the College will not be responsible for the settlement of these with the hotel management.

8. BRIEFING DOCUMENT

A briefing document containing further details will be circulated to accepted nominees before the start of the Seminar.

AS(A)

submit pp 76-79 for
please

8
CR
16/9/74

my list

please endorse pp 76-79 to the
PSM&A for information and
necessary action

8
AS(A)
17/9

ATTACHMENT B

17/9

17/9

17/9

17/9

17/9

17/9

17/9

17/9

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17/9

17/9

Ref. No. SP/S.396/81

Office of the Military Governor,
Agodi,
Ibadan.

18 September, 1974.

Copy to:-

The Permanent Secretary,
Ministry of Establishment
and Training,
Ibadan.

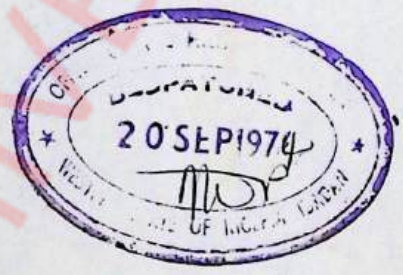
Attached for your information and necessary action.

En

(Tony Osanyin)
for Secretary to the Military
Government & Head of Service.

Despatch x P.A.

En
17/9



ARCHIVES OF THE

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

P.M.B.No. 1215 IKEJA

Telegrams ASCON, IKEJA

Telephone 31296 33531



Ref. No. HRM4/74/22

Date 26th September 1974.

The Secretary to the
Military Government,
Western State,
Ibadan.



Dear Sir,

Appreciation Seminar Series I

Human Resource Management

Seminar No. HRM4/74

Please refer to my letter HRM4/74/24 and let me have soon your nomination for the above seminar.

Yours faithfully,

O. I. Ofofemitimi

O. I. OFOEITIMI
for: DIRECTOR


Ref. No. SP/S. 396/83

Office of the Military Governor,
Ibadan.

9 October, 1974.

The Permanent Secretary,
Ministry of Establishments & Training,
Ibadan.

Above for information and necessary action with
reference to my endorsement No. SP/S.396/81 of 19th Sept. 1974.


(Tony Osanyin),
for Secretary to the Military
Government and Head of Service.



P-A



ASCON

The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)

PM.B. 1215, Ikeja,
LAGOS.

Telephone: 31296, 33531
Cables: ASCON, LAGOS.

Ref. No. D3/41/17

19th December, 1974

Dear Sir,

Preliminary Announcement General Management Courses for 1975

The attached is a Preliminary Announcement regarding our General Management Course programme for 1975. Fuller details will be circulated early in 1975.

In the meantime, to enable you to plan ahead we should like you to note that provisional reservations for nominees from the civil service or from state boards and corporations from your State have been made as follows:

- (a) Senior Management Course (SMC.1/75) - 2 (TWO)
- (b) Senior Management Course (SMC.2/75) - 1 (ONE)
- (c) Advanced Management Course (AMC.1/75) - 1 (ONE)

If, however, you do not contemplate taking up these places please let us know as soon as possible so that we may re-allocate them to other interested participants.

~~For copy of report on the above courses, please refer to the attached report.~~

Yours faithfully,



O. I. Ojofeitimi
(O. I. Ojofeitimi),
for: Director.

Secretary to the Military Government

Western State

Secretariat

Ibadan

Note: Original sent to the Permanent Secretary,
Ministry of Establishments & Training,
IBADAN.

85

THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

PRELIMINARY ANNOUNCEMENT

GENERAL MANAGEMENT COURSES 1975

ASCCN activities during 1975 will include a number of comprehensive residential General Management Courses of limited duration. These courses will be mounted at various suitable centres in Nigeria. Each course will consist of two parts, each of two weeks, separated by an interval of four to six weeks.

The courses will be presented in association with recognised management development institutions or consultants from Nigeria, and from overseas.

SENIOR MANAGEMENT COURSES

The attendance at each course will be limited to 50 people.

Intended for senior managers who have acquired substantial experience in achieving their present positions but who may have had no extended management, or business school, training.

Directed towards increasing the effectiveness of participants in:

- (a) identification and declaration of company or institutional objectives;
- (b) recognition of the resources available to management;
- (c) direction of these resources towards declared objectives.

SENIOR MANAGEMENT COURSE NO. 1 (SMC.1/75)

PART I: 4th May to 17th May 1975;

PART II: 22nd June to 5th July 1975.

SENIOR MANAGEMENT COURSE NO. 2 (SMC.2/75)

PART I: 1st June to 14th June 1975;

PART II: 3rd August to 17th August 1975.

ADVANCED MANAGEMENT COURSES

Attendance at these courses will be limited to 25 persons.

Intended for the younger manager with at least four years operating experience. Participants should:

- (i) be in possession of basic graduate or professional qualification, and preferably hold an additional specialist qualification or have a business school background;
- (ii) in the considered view of the employer,
 - (a) have the potential for accelerated advancement; and
 - (b) be capable of the early assumption of more substantial responsibility.

Directed towards:

- (a) increasing the potential of participants in
 - (i) identification and declaration of objectives;
 - (ii) recognition of management resources;
 - (iii) direction of these resources towards declared objectives; and
- (b) improving their capacity to employ, personally or through others, appropriate modern management skills and techniques in the conduct of their appointed tasks.

Particular emphasis will be laid upon the quantitative elements in management (numerate management), upon human resource management, and upon information and control systems ("Information for action ... acting on information").

ADVANCED MANAGEMENT COURSE NO. 1 (AMC.1/75)

PART I: 13th July to 26th July 1975;

PART II: 24th August to 6th September 1975.

METHOD OF APPLICATION

Nominations for Senior Management Courses and Advanced Management Courses may come from organisations in any sector

87

of the economy, but it is expected that the courses will be particularly useful to managers in business and industry, in public boards and corporations, and in those ministries and departments particularly concerned with the aims and successful performance of state-owned boards, corporations and industries.

Full details of dates, places, course content, fees and manner of applying, will be published later. In the event of demand exceeding supply, applications will be treated in order of receipt, (subject to the need to ensure a balanced "mix" of participants at each course) but the College reserves the right to refer back any nomination not meeting the declared criteria for admission.

Organisations interested in nominating managers for any of these courses are invited to complete and return the form (or write to the address) below.

(DIRECTOR)
November 1974

To: THE DIRECTOR, ASCON, P.M.B. 1215, IKEJA, LAGOS.

We are interested in nominating a manager for your

*Senior Management Course: SMC.1/75; SMC.2/75.

*Advanced Management Course: AMC.1/75

and would like to receive further information when available.

ORGANISATION

ADDRESS

SIGNED DATE

NAME
(in block letters)

POST IN ORGANISATION

*Delete as necessary

AS (9)
7284-7
Sivard. f.m., m.
1/11/77

88
PSOAGG,

Pages 84 - 87 From the Admin.

Staff College of Nyeri, announcing its
General Management Course Programme
for 1975, are hereby subtd. for your
information only, please. It is stated
at the bottom of p. 84 that the
original has been sent to our
PS, HE & T.

To

AS(G)

11/1/75

~~AS~~ 13/1/75

P. 89-105
removed

Please note,

Pages 89 - 105 have been removed, and transferred into file # 221/2 "Training and Staff Development" as page 1 - 17.

25
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4 | 75

ARCHIVES OF OYSCAC



156



The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)

P. M. B. 1215,
IKEJA.

Ref No: A4/1/83

18th October, 1975.

Dear Sir,

CONFIDENTIAL

GOVERNING BOARD OF THE
ADMINISTRATIVE STAFF COLLEGE OF NIGERIA
(ASCON)

Your State was formerly represented on the GOVERNING BOARD OF ASCON by .CHIEF. E. A. EMULEOMO., Permanent Secretary, Ministry of .Establishments. & Trg.

2. Would you please forward the accompanying letter to your current appointee to the Board so as to enable his/her reply reach me by 8th November, 1975.

3. Please acknowledge receipt of this letter.

Yours faithfully,

(A. O. Ogundipe)
Director

Mr C S O Akande
Secretary to the Military Government
Western State
Ibadan

Sec (SD) /

PS. MET, Mr. Ajobo should take
Chief Emuleomo's place.

SMC/HS 22/10

14/10/75 22/10

Temporary Office: 69^c Ajao Rd, Industrial Estate, Ikeja, Lagos.

All correspondence to be addressed to the Director.

SP/S.396/107.

SECRET

23rd

October, 1975.

Mr. E. A. Ajobo,
Permanent Secretary,
Ministry of Establishments &
Training,
Ibadan.

Governing Board of the
Administrative Staff College of
Nigeria (ASCN)

The Secretary to the Military Government and Head of Service has approved your membership of the Governing Board of the Administrative Staff College of Nigeria (ASCN). A meeting of the Board is scheduled for Friday 28th November, 1975 and please find attached a letter from the Director of the College on the proposed meeting.

[Handwritten signature]

(O. Ogunnowo)
for Secretary to the Military
Government and Head of Service

SECRET

Our Ref.No.SP/S.396/107A

Office of the Military Governor,
Agodi,
Ibadan: 23rd October, 1975.

Copy to:-

The Director,
Administrative Staff College of Nigeria,
P. M. B. 1215,
Ikeja.

For information with reference to your letter
No.A4/1/83 of 18th October, 1975.

P. 106

[Handwritten signature]

(O. Ogunnowo)
for Secretary to the Military
Government and Head of Service

SECRET



[Handwritten initials]
23/10

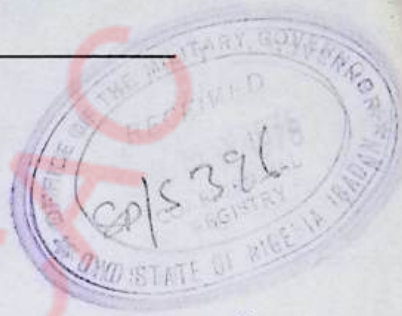


ASCON

**The Administrative Staff College
of Nigeria**

(Established by Decree No.39 of 1973)

URGENT



P. M. B. 1215,
IKEJA

Ref No: A4/1/143

30 April 1976

The Secretary to the Military Govt.,
Oyo State
Ibadan

CONFIDENTIAL

Membership of the Governing Board
of ASCON

P. 110-113

By Section 2(c) of Decree No. 39 of 1973 (a copy of which is enclosed herewith) each State is entitled to have a representative on the Governing Board of the Administrative Staff College of Nigeria. Section 6 of the Decree deals with the tenure of office of each Board member.

P. 114-115

2. A meeting of the Governing Board has been arranged for the 28 May 1976 in Lagos. In view of the re-deployment of officers arising from the recent creation of more States a number of members representing some States have been transferred to new States. I attach a copy of the list of members prior to the creation of more States in February this year. It may happen that the member representing your State is still in your service, in which case, you may wish him to continue to represent your State on the College Board.

3. The purpose of this letter is to bring the above provisions of the ASCON Decree to your notice and to request that you please nominate a person to represent your State on the Governing Board of the Administrative Staff College of Nigeria.

4. I should be grateful, therefore, if you would please forward the enclosed letter No. A4/1/142 to the person you have nominated and let me have by 12 May (preferably by telegram) your representative's name, address and official status so that I can send direct to him the Board papers and other particulars regarding the forthcoming meeting. Your telegram should be sent to the "Director, ASCON, P. M. B. 1215, IKEJA".

A. O. Ogundipe

(A. O. Ogundipe)
Director

Administrative Staff College of Nigeria

F&K
CONFIDENTIAL
5/6/5

Dec pls see P. 119, 122,

Temporary Office: 69^c Ajao Rd, Industrial Estate, Ikeja, Lagos.

All correspondence to be addressed to the Director.



ASCON

The Administrative Staff College
of Nigeria

(Established by Decree No.39 of 1973)

P M B 1215
IKEJA

Ref No: A4/1/142

30 April 1976

The Chairman
All members of the Governing
Board of ASCON

CONFIDENTIAL

9TH MEETING OF THE
GOVERNING BOARD OF ASCON

The 9th meeting of the Governing Board of ASCON will be held in Lagos on Friday, 28 May 1976 at 10 am. It will be preceded by meetings of the Appointments Committee and the Finance & General Purposes Committee on 25 and 26 May 1976 respectively, and probably followed by a visit to the Permanent Site at Badagry.

2. Papers for the meeting and further relevant details (regarding venue, hotel accommodation, etc.) will be forwarded to you shortly, but in the meantime, would you please note the above-mentioned dates in your diary.

3. I should be grateful if you would please let me know, preferably by telegram, by 14 May whether or not you will be able to attend the meetings.

4. Telegrams should be sent to "ASCON, P M B 1215, IKEJA".

(A O Ogundipe)
Director

Administrative Staff College of Nigeria

CONFIDENTIAL

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA
DECREE 1973



ARRANGEMENT OF SECTIONS

<p><i>Section</i></p> <p><i>Establishment and Objects of the Administrative Staff College</i></p> <p>1. Establishment and objects of the Administrative Staff College of Nigeria.</p> <p><i>Establishment, Membership and Functions of the Board of the College</i></p> <p>2. Establishment and membership of the Board.</p> <p>3. General functions of the Board.</p> <p>4. Powers and duties of the Board.</p> <p>5. Delegation of powers by the Board.</p> <p>6. Tenure of office.</p> <p><i>The Director and his functions</i></p> <p>7. The Director and his functions.</p>	<p><i>Pensions</i></p> <p>8. Application of Pensions Act, etc.</p> <p><i>Financial Provisions</i></p> <p>9. Financial provisions.</p> <p>10. Audit of accounts and Annual Report thereon.</p> <p>11. Power to accept gifts.</p> <p><i>Miscellaneous</i></p> <p>12. Meetings of the Board.</p> <p>13. The seal of the College.</p> <p>14. Standing Orders.</p> <p>15. Report of activities of the Board.</p> <p>16. Regulations.</p> <p>17. Interpretation.</p> <p>18. Citation and commencement.</p>
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Decree No. 39

[1st June 1972]

Commencement.

THE FEDERAL MILITARY GOVERNMENT hereby decrees as follows:—

Establishment and Objects of the Administrative Staff College

1.—(1) There is hereby established a body to be known as the Administrative Staff College of Nigeria (in this Decree hereafter referred to as "the College") which shall be a body corporate with perpetual succession and a common seal.

Establishment and objects of the Administrative Staff College of Nigeria.

(2) The objects of the College shall be:—

(a) to provide higher management training for the development of senior executives for the public and private sectors of the Nigerian economy;

(b) to provide and arrange for a comparative study and investigation of the principles and techniques of management and administration, and for exchange of ideas and experiences and for promotion of a better understanding between persons connected with management and administration in the various spheres of national life;

(c) to conduct research into problems of management and administration arising in different spheres of national life;

(d) to award grants, scholarships or travel fellowships for research in public administration and allied subjects;

(g) to enter into such contracts as may be necessary or expedient for the carrying into effect the provisions of this Decree; and

(h) to acquire and hold such movable or immovable property as may be necessary or expedient for the carrying into effect the provisions of this Decree, and for the same purpose may sell, lease, mortgage, or otherwise alienate or dispose of any property acquired.

5.—(1) The Board may, subject to such conditions as it may think fit, delegate any or all its powers conferred on it by this Decree (including its powers to appoint and exercise disciplinary control) to its Committees or the Director.

Delegation
of powers
by the
Board.

(2) Nothing in this section shall prevent the Board from exercising any of the powers so delegated.

6.—(1) A member of the Board appointed otherwise than by office shall hold office for a term of 3 years; and subject to the provisions of subsection (2) of this section shall be eligible for reappointment.

Tenure of
office.

(2) The office of a member of the Board under this Decree shall become vacant if:—

(a) he resigns office by notice in writing under his hand addressed to the Commissioner; or

(b) the Commissioner is satisfied that it is not in the interest of the College for the person appointed to continue in office, and notifies the member in writing to that effect.

The Director and his Functions

7.—(1) There shall be a Director who shall be appointed by the Board with the consent of the Federal Executive Council.

The
Director
and his
functions.

(2) Subject to the provisions of this Decree and subject to the control of the Board in all matters affecting the finance of the College, the Director shall be the chief executive of the College and shall be charged with the general responsibility for the management of the educational affairs and academic matters of the College and shall have in particular the following functions:—

(a) to direct and regulate the programme of work of the College;

(b) to promote research within the College;

(c) to award certificates or diplomas;

(d) to exercise and perform such other powers and duties as may be conferred or imposed upon him by the Board;

(e) to keep in safe custody all records of the College;

(f) to demand and receive from any student or any other person attending the College such fees as the Board may from time to time determine; and

(g) to act as Secretary to the Board.

Pensions

8.—(1) The Federal Commissioner for Establishments may by order published in the *Gazette* declare the office of the Director or of any person employed by the Board to be a pensionable office for the purposes of the Pensions Act.

Application
of Pensions
Act, etc.
Cap. 147.

(2) Subject to subsections (3) and (4) below, the Pensions Act shall in its application by virtue of the foregoing subsection (1) to any office have

(b) detailed observations and the recommendations of the auditors on all aspects of the finances of the College for that year.

11.—(1) Subject to subsection (2) below, the College may accept gifts of land, money or other property, upon such trusts or conditions, if any, as may be specified by the donor.

Power to accept gifts.

(2) The College shall not accept any gift if the conditions attached to such gifts are inconsistent with the functions of the College.

Miscellaneous

12.—(1) The Board shall meet at least three times in every year and when required for the due performance of its functions under this Decree and the first meeting of the Board shall be convened by the Commissioner at such time and place as he may determine.

Meetings of the Board.

(2) Any five or more members may by notice in writing signed by them, stating the matters to be discussed and delivered to the Chairman, request him to convene a meeting of the Board for a date not later than 28 days from the receipt of the notice. If the Chairman shall fail to convene a meeting within the prescribed time, the Secretary to the Board shall on receipt of a request from the said members summon a meeting of the Board within 28 days.

(3) No act or proceeding of the Board shall be invalidated by reason of any vacancy among its members or because of any defect in the appointment of a member.

(4) Nine members shall form a quorum at any meeting of the Board.

(5) Decision of the Board shall be determined by a majority of the members present and voting.

(6) Where the Chairman, by reason of illness or absence from Nigeria, is unable to perform the functions of his office, the Commissioner may appoint any other person to perform the functions of that office temporarily.

(7) If the Chairman is for any other reason absent from any meeting of the Board, the members present may elect one of the members to preside at that meeting.

(8) Where the Board desires to obtain advice for any particular purpose it may co-opt other persons for that purpose; and the persons co-opted may take part in the deliberations of the Board for that purpose only and shall not be entitled to vote.

13.—(1) The Seal of the College shall not be affixed to any instrument except by the authority of a resolution of the Board and in the presence of the Chairman and of the Director or such other members as the Board may appoint for that purpose; the Chairman and the Director or such other members as may be appointed, in whose presence the seal is affixed, shall sign the instrument.

The Seal of the College.

(2) Every document purporting to be an instrument made by the College and to be sealed with its seal shall be received in evidence and be deemed to be an instrument authenticated in accordance with this section without further proof unless the contrary is shown.

EXPLANATORY NOTE

This note does not form part of the Decree but is intended to explain its effect

The Decree establishes the Administrative Staff College which is empowered to provide, *inter alia*,

(a) higher management training for the development of senior executives for the public and private sectors of the Nigerian economy ;

• (b) to provide and arrange for a comparable study and investigation of the principles and techniques of management and administration, for exchange of ideas and experiences and for promotion of a better understanding between persons connected with management and administration in the various spheres of national life ; and

(c) to conduct research into problems of management and administration in different spheres of national life.

It also establishes a Board and sets out its functions and provides for the appointment of a Director who shall be in charge of the day to day running of the College.

119

MEMBERS OF THE GOVERNING BOARD OF THE
ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

INSTITUTION	REPRESENTATIVE	ADDRESS
Chairman	Mr. G. A. E. Longe Permanent Secretary	Federal Ministry of Establishments, Lagos
Armed Forces	Lt. Col. A. M. Amin Deputy Director of Training and Planning	Supreme Headquarters, Dodan Barracks, Lagos
Cabinet Office	Mrs. D. E. Nottidge	Cabinet Office, Lagos
Police Force	Mr. F. H. E. Brisibe Asst. Inspector- General of Police	Force Headquarters, Obalende, Lagos.
Staff Development	Mr. M. O. Asielue, Ag. Secretary for Staff Development	Federal Ministry of Establishments, 33 Moloney Street, Lagos
Lagos State Government	Mr. F. B. O. Williams Permanent Secretary	Ministry of Information and Tourism, Victoria Island, Lagos.
Kano State Government	Alhaji M. T. Umar Permanent Secretary	Ministry of Establish- ments and Service Matters, P.M.B. 3041, Kano.
Benue-Plateau State Government	Mr. A. Hammation Permanent Secretary	Ministry of Establish- ments, P.M.B. 2182, Jos.
Kwara State Government	Mr. D. R. Cmokore Permanent Secretary	Ministry of Establish- ments, Ilorin.
East Central State Government	Mr. A. N. Nwachukwu Permanent Secretary	Ministry of Establish- ments, P.M.B. 1071, Enugu.
Mid-Western State Government	Mr. K. A. Gbgbaje Permanent Secretary	Ministry of Establishments, Benin - City.
South-Eastern State Government	Mr. A. U. Usoro Permanent Secretary (Special Duties)	South Eastern State Lagos Office, Plot 1005, P.M.B. 12631, V/Island.
Western State Government	Mr. E. A. Ajobo Permanent Secretary	Ministry of Establishments and Training, Secretariat, P.M.B. 5001, Ibadan.
North-Eastern State Government	Mallam I. Y. Abdullahi Permanent Secretary	Ministry of Establishment and Training, P.M.B. 1052, Maiduguri.

INSTITUTION	REPRESENTATIVE	ADDRESS
North-Western State Government	Permanent Secretary	Ministry of Establishments and Training, P.M.B. 2125, Sokoto.
Rivers State Government	Mr. A. Abbey Permanent Secretary	Ministry of Establishments, Administrative Division, P.M.B. 5018, Port-Harcourt.
North-Central State Government	Alhaji I. Dansani	Ministry of Finance and Establishments, Kaduna.
Institute of Administration, Zaria.	Dr. F. C. A. Daudu	Institute of Administrations, Ahmadu Bello University, P.M.B. 1013, Zaria.
Institute of Administration, Ile-Ife	Dr. O. Nwanwene Ag. Director	Institute of Administration, University of Ife, Ile-Ife.
General Commerce	Chief N. A. Mene-Afejuku. Managing-Director	Central Commercial Enterprise, 2 Victory Avenue, P.O. Box 274, Warri.
Banking Industry	Alhaji Baba Duna General Manager,	Bank of the North, P. O. Box 211, Kano.
Federal Statutory Corporation	Director of Admin.	N.B.C. Broadcasting House, Ikoyi, Lagos.
Nigerian Institute of Management	Chief O. I. A. Akinyemi Director-General	Nigerian Institute of Management, 61 Marina, P.O. Box 2557, Lagos.
Manufacturing Industry	Mr. H. M. Ofurum Dep. Managing Director	Cadbury Nigeria Limited P.O. Box 164, Ikeja.
Insurance Industry	Mr. T. A. Braithwaite	African Alliance Insurance Company Ltd., 47 Marina, P.O. Box 785, Lagos.
Petroleum Industry	Vacant	

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Sec (sc. sm) //

See from p. 110 and reply
confirming Mr. Ajobo will continue
to represent OYO State.

Alcaide
SMG. HS 6/5

Recd 8.30 am on 7/5

Sec
7/5

ARCHIVES OF OYSCHE

URGENT

SP/8396/117

7/5/76

DIRECTOR ASCON P.M.B. 1215 IKEJA LAGOS

REF. YOUR LETTER AL/1/143 OF 30/4/76
MR E. A. AJOBO PERMANENT SECRETARY MINISTRY OF
ESTABLISHMENTS AND TRAINING SECRETARIAT IBADAN WILL
CONTINUE TO REPRESENT OYO STATE ON THE GOVERNING BOARD OF THE
STAFF COLLEGE



SECMILGOV IBADAN

118

(N.O. Lawore),
Office of the Military Governor,
Ibadan.

7th May, 1976.

ARCHIVES OF OYSCAC

119

FOYSCAC

SP/S.396/119

11 May, 1976.

Mr. E. A. Ajobo,
Permanent Secretary,
Ministry of Establishments
and Training,
Ibadan.

Governing Board of the
Administrative Staff College of
Nigeria (ASCON)

P.108-109

Forwarded herewith please find copies of letters No. A4/1/143 and A4/1/142 of 30th April, 1976, from the Director, Administrative Staff College, Ikeja, regarding the membership and the notice of the 9th meeting, of the above-mentioned Board. In this connection I am to inform you that the Secretary to the Military Government and Head of Service has approved that your membership of the Board should continue but this time, as the representative of Oyo State. This information has been relayed across to the Director of the Administrative Staff College as could be observed from the attached copy of a telegram No. SP/S.396/117 dated 7/5/76

P.117



(N. O. Lawore),
for Secretary to the Military
Government and Head of Service.

See p. 124

PA



120



The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)

Telephones:
31296, 33531.
Cables and Telegrams:
ASCON LAGOS.
Director: A.O. OGUNDIPE.

P.M.Bag 1215,
Ikeja,
LAGOS.

17th May, 1976
Our Ref: A4/1/159
Your Ref:

Office of the
Secretary to the Military Government,
Oyo State,
IBADAN.



Board Papers

I should be grateful if you would assist the College in forwarding, this week, the attached Board Papers to the SMG Ondo and Ogun States. We think you will have a faster and more reliable means of reaching them than the public postal system.

Many thanks for your co-operation.

Yours faithfully,

O. I. Ojo

(O. I. Ojo)
for: Director.

Administrative Staff College of Nigeria.

Pres CF + E

PS OAG

For urgent action

Dir 19/5

Temporary Office: 69^c Ajao Rd, Industrial Estate, Ikeja, Lagos.

All correspondence to be addressed to the Director.

18/5

121
CR,

1 am dealing with 'X'
above overlay.

2. You will get the letter
a.b.c. into file and submit
same to sec (SD) f.m.a.-pl.

PA

PAS (F+E)

19/5



128



The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)



P. M. B. 1215,
Ikeja,
Lagos.

Our Ref. A4/1/156
14th May, 1976.

The Secretary to the Military Government,

9TH MEETING OF THE GOVERNING BOARD OF ASCON

P.108

Further to my letter Ref. A4/1/143 of 30th April, 1976, this is to inform you that the above-mentioned meeting will be held at the temporary office of the College which is at 69c Ajao Road, Off Adeniyi Jones Avenue, Industrial Estate, Ikeja, at 10 a.m., 28th May, 1976.

Since you have not sent us the name of your representative, I should be grateful if you would deliver the attached papers to him.

abc

O. I. JOFEITIMI
(O. I. JOFEITIMI)
for: Director.

ARCHIVED



123



The Administrative Staff College
of Nigeria
(Established by Decree No.39 of 1973)

P M Bag 1215,
Ikeja,
LAGOS.

14th May, 1976

Ref. No. A4/1/158

To other Board members (State representatives)

9TH MEETING OF THE GOVERNING BOARD OF ASCON

This is to inform you that the above-mentioned meeting will be held at the temporary office of the College which is at 69c Ajao Road, off Adeniyi Jones Avenue, Industrial Estate, Ikeja at 10 a.m., 28th May, 1976.

If you have not already done so, please let me know immediately by telegram addressed to "ASCON P. M. B. 1215, Ikeja" or telephone whether you will be able to attend. Members residing outside Lagos and Ikeja should please let me know their arrival details to enable us make arrangements for their reception. Accommodation has been reserved for you at Lagos Airport Hote, Ikeja

from 27th May to 28th May, 1976 :

I enclose herewith

- (i) A drawing which should be of assistance to you in locating the College office.
- (ii) Agenda for the meeting.
- (iii) Some Board Papers.

Board Paper 76 (2) will be made available to you after the meeting of the Appointments Committee, to be held on 25th and 26th May, 1976.

Fundejofetimi
(O. I. Ojofetimi)
for: Director.

See p. 124



124

SP/S.396/124

20 May, 1976.

Mr. E. A. Ajobo,
Permanent Secretary,
Ministry of Establishments
and Training,
Ibadan,

Governing Board of the
Administrative Staff College of
Nigeria (ASCON)

Further to my letter No. SP/S.396/119 of 11th May, 1976, I enclose herewith for information and appropriate action copy of another letter Ref. No. ah/1/158 dated 14th May, 1976 together with its attachments, from the Director, Administrative Staff College, Ikeja, in connection with the 9th meeting of the above-mentioned Board.

J. O. Fadeyi

(J. O. Fadeyi),
for Secretary to the Military
Government and Head of Service.



17 17

STATES/CORPORATIONS' NOMINEES

125

SP/S 386

Ref. No. SD.1653/S.1/C.1/31.....

Federal Ministry of Establishments,
Staff Development Division,
33, Moloney Street,
Lagos.

7th June, 1976

Tel: 53327/8

Mr. O. Ojo,.....
u.f.s. The Secretary to the Military Government,
Military Governor's Office,..
Oyo State, ... Ibadan.....

Dear Sir,

JOINING INSTRUCTION LETTER FOR 2ND ASCON/RIPA
ADVANCED MANAGEMENT COURSE

I am directed to inform you, with great pleasure, that you have been nominated to attend the above-mentioned course which will be run in two modules:

ASCON Module: 30th August - 10th September, 1976
(2 weeks) Bagauda Lake Hotel, Kano.

RIPA Module: 13th September - 19th November, 1976
(10 weeks) RIPA London.

The Joining Instruction material in respect of the ASCON module will be forwarded to you when it is ready. You are expected to leave Kano Airport on 12th September through the Nigeria Airways flight No. WT.914 and return to Nigeria on 21st November, 1976. The ASCON module is mandatory. Officers who fail to attend it will not be allowed to proceed to the RIPA module.

2. You should please indicate that you will be attending/will not be attending the course not later than 18th July, 1976. This would enable us offer your place to another participant - should you not be attending the course; otherwise Government will lose your place after having paid for it.

.... /2.

3. Things you should do through your Corporation or State Civil Service before you travel to Kano:

- (i) Get your Overseas course allowance calculated and paid to you;
- (ii) Obtain Foreign Exchange Permit to enable you purchase the appropriate Foreign Exchange.
- (iii) Make arrangements for your transport from your Office or place of residence to Kano.
- (iv) Make similar arrangements for your transport to convey you from Murtala Mohammed Airport, Ikeja on your return journey from London;
- (v) Book your flight ticket from Kano to London on 12th September by the Nigeria Airways.
- (vi) Obtain a passport and visa;
- (vii) Obtain smallpox, yellow fever and cholera immunisation certificates.

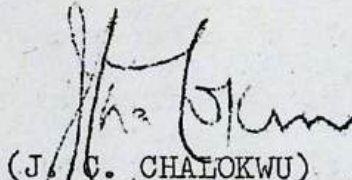
4. Health Arrangements Overseas:

Adequate arrangements will be made for your health throughout the duration of the course in London. However, if you need to undertake medical check-up in Britain, you should please obtain approval from the Secretary to the Federal Government, Cabinet Office, Lagos, before you travel to Kano. The medical check-up should be done preferably after your course.

5. If you require the first seven days British Council hotel accommodation in London, you should formally apply to us not later than 15th July, 1976.

6. We are looking forward to meeting you at Kano and quite hopeful that you will have a nice stay there and in London.

Yours sincerely,



(J. C. CHALOKWU)
for Permanent Secretary,
Federal Ministry of Establishments.

Ref. No. SD.1653/S.1/C.1/31A

Federal Ministry of Establishments,
Staff Development Division,
Lagos.

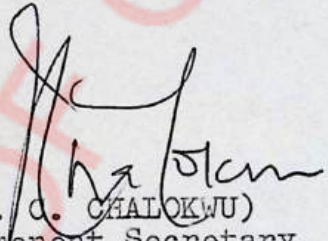
9th June, 1976

Copy to:

The Secretary to the Military Government,
Military Governor's Office,
Oyo State,
Ibadan.

Overleaf for your information.

- abc
2. Kindly deliver the attached original letter to
Mr. Ojo.


(J. O. CHALOKWU)
for Permanent Secretary,
Federal Ministry of Establishments.

PS, Omg

PL see from p125.

2. As I was not sure of the correct
officer name identity of the
officer nominated for the
ASCON/RIPA course, I
contacted Mr Chalokwu who
issued the letter above. He
informed me that the officer
intended is Mr O. Ojo, former
Deputy St Chief Statistician in

the Old Western State who has been deployed to Ondo State.

3. You may therefore wish that I forward the nomination paper a.b.c. to him via SMC & HS Ondo State, pl.

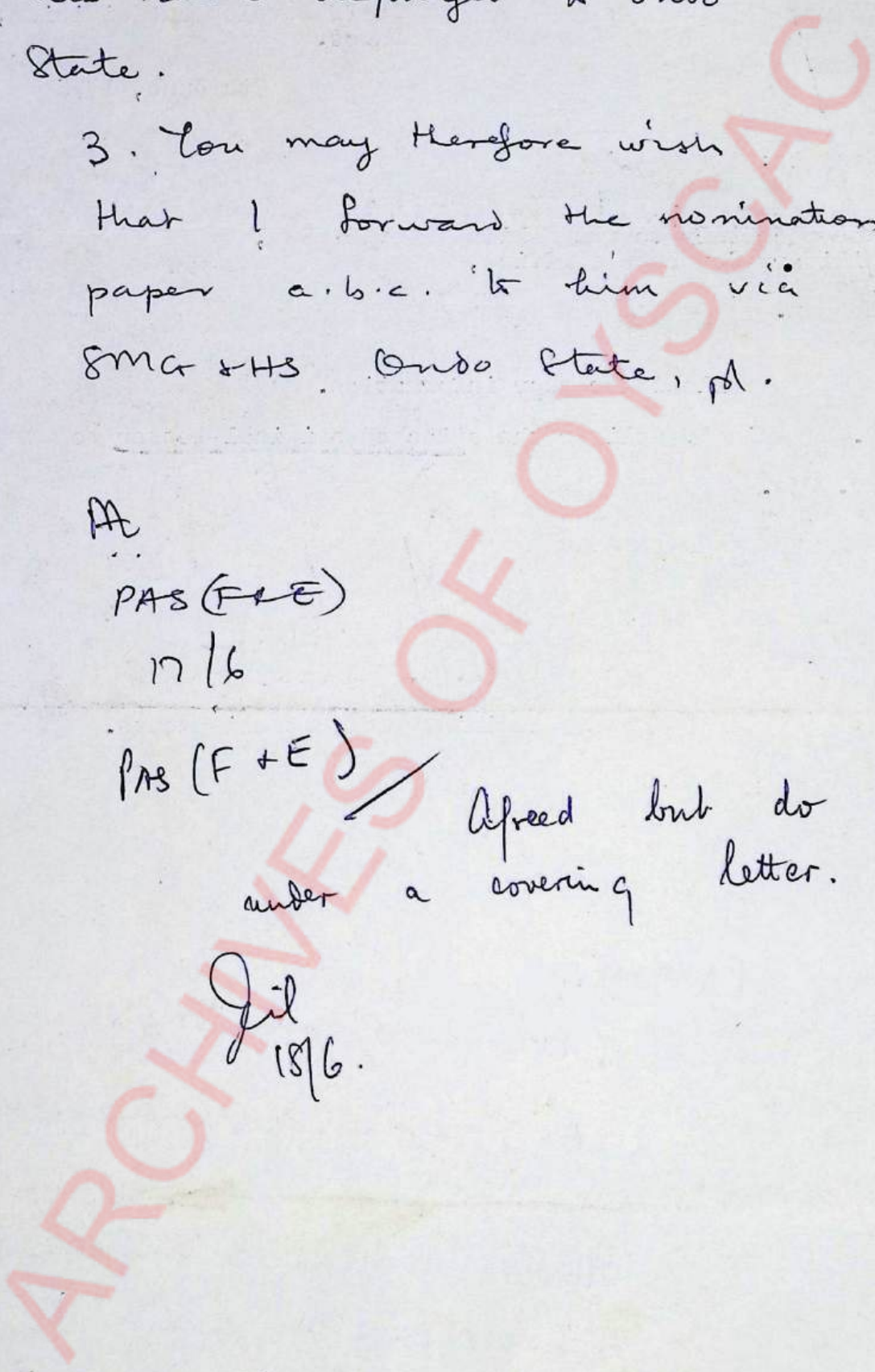
AA

PAS (F+E)
17/6

~~PAS (F+E)~~

Agreed but do so under a covering letter.

Jil
18/6.



129

SP/S.396/129

21 June, 1976.

The Secretary to the Military
Government & Head of Service,
Office of the Military Governor,
Ondo State,
Akure.

(For the personal attention of Mr. J.K. Kolawole)

JOINING INSTRUCTION LETTER FOR 2ND ASCON/RIPA
ADVANCED MANAGEMENT COURSE

p.125

I forward herewith, for necessary action, the
attached paper by which Mr. O. Ojo has been nominated
for the above-mentioned course.



At
(E. G. Adejumo)
for Secretary to the Military
Government & Head of Service.

Deep urgently

At
21/6

p. a.



Our Ref. No. E.103/S.1/404
Ministry of Establishments
and Training,
Oyo State,
Ibadan.

• CIRCULAR LETTER

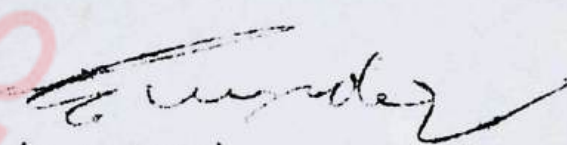
21st June, 1976

To: ALL HEADS OF DEPARTMENTS
AND CHIEF EXECUTIVES ON
STATUTORY CORPORATIONS

Administrative Staff College of Nigeria:
Directing Staff Vacancies

I forward herewith an advertisement from the Director,
Administrative Staff College of Nigeria (ASCON) in respect of
some vacancies in the Directing Staff establishments of the
College.

2. Applications from serving officers should be submitted
through the appropriate official channels to the Director of
ASCON.


(E. A. Ajobo)
Permanent Secretary

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THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

Directing Staff Vacancies

Applications are invited from suitably qualified candidates for appointment to the following positions in the Administrative Staff College of Nigeria. The College, which is functioning from Ikeja temporarily, will move to its permanent site in Badagry as soon as the buildings and other physical facilities now under construction are ready.

P O S T S:

- A. Dean of Studies - The 'Dean of Studies', as head of the "Courses" Function, is responsible to the Director for the conduct of the main operating functions of the College (i.e. running Courses, etc.). The 'Courses' Function comprises four Departments or resource fields, viz:

Human Resource Management; Financial Resources Management; Material and Physical Resources Management; and Methods and Systems Management.

Duties - He will be responsible for:

- (i) overall design of all College Courses either at Badagry or elsewhere in Nigeria (to include Course objectives, content, method, duration, selection of modules, selection of course contributors and vetting of materials, design of course prospectus, nomination forms and relevant publicity materials);
- (ii) general supervision of courses and course activities from initial announcement and the issuing of invitations for nominations and preparation of briefing instructions and other participants' information and the tutorial arrangement for participants, to the dispersal of participants and the monitoring of their subsequent progress;
- (iii) vetting course materials prepared by other directing staff, preparing and contributing course materials in his own specialised field(s);
- (iv) evaluating and submitting to the Director for approval, research programmes proposed by or assigned to members of the Directing Staff;
- (v) initiating procedures whereby Directing Staff may undertake consultancy assignments (possibly including approval of such assignments);

- 132
- (vi) selection, in conjunction with Heads of Departments, of materials (books, films, tapes, sound and video cassettes, newspapers and periodicals) for the Library and Information Resources Centre;
 - (vii) consideration of material for publication by the College.

At the permanent site at Badagry, there will be accommodation for up to 120 course participants; the Dean of Studies must be able to mount (plan, co-ordinate, direct) simultaneously, if necessary, several courses there. It will be his responsibility to ensure during single as well as concurrent courses that the resources of ASCON are evenly deployed and fully exploited.

Qualifications and Experience - Applicants must be in possession of a University degree or equivalent professional qualification. A second (higher) qualification or degree in one of the resource fields is an advantage. In addition, applicants must have had:

- (a) not less than 10 years top management experience in the public service, the para-statal and/or the private sector;
- (b) experience in the design and direction of instructional courses at Post-Graduate or senior management level or in the field of adult education and ability to contribute to such courses in at least two specialised resource management fields;
- (c) some experience in research and consultancy in some specific management fields in Africa or elsewhere.

Salary - GL.15: #9,996 x 516 - #11,028. Point of entry will depend on qualifications and experience.

- B. Heads of Departments - Successful candidates will head each of the four above-mentioned "resource" management fields.

Duties - Each Head of Department will be required to:

- (a) provide inputs from his 'resource' field for the College courses (to include module, objective, content, method, duration, selection of course contributors and vetting of materials);
- (b) design and submit to the Dean of Studies research programmes proposed by his Department;
- (c) conduct research programmes, manage consultancy projects and develop case-study material;
- (d) he may also be designated to co-ordinate and direct a particular course.

Qualifications and Experience - Applicants must:

- (i) be in possession of a University degree or equivalent professional qualification. A second qualification or degree in his 'resource' field is essential;
- (ii) have at least 7 years senior level experience of operational management or management consultancy in the public or private sector or in any institution of advanced business or management training.

Salary - G.L.14: #8,869 x 320 - #9,828. Point of entry will depend on qualifications and experience.

C. Librarian

Duties - The Librarian will be in-charge of the College Library where information will be stored for ready access through books and periodicals, but also through other devices, but also through other devices, such as films and tapes (reel or cassette), punched-cards and punched-paper, micro-film, and on computer. He/She will manage facilities for the borrowing or reading of books and periodicals and for viewing, or listening to films and tapes, scrutinising micro-film and retrieving computer-stored information. There may be, in future, telecommunication links to data-banks elsewhere.

Qualifications and Experience - Applicants must:

- (i) possess a University degree or full professional qualification in Librarianship; a masters degree with specialisation in one area of informatics will be an added advantage;
- (ii) have at least 5 years working experience.

Salary - G.L.12: #7,104 x 216 - #7,752. Point of entry will depend on qualifications and experience.

Conditions of Service

For 'A' & 'B' above, appointment will be on contract for a period of 3 years (in the first instance) with possibility of renewal. Such appointment will be non-pensionable but there will be 10% contract addition. In addition, there is provision, on completion of the contract, for gratuity calculated at 15% of substantive salary provided that such persons are not already in receipt of gratuity and pension from any public service organisation. Secondment terms may be negotiated in certain cases by agreement with existing employers, the College being fully responsible for emoluments and fringe benefits.

For 'C' above, appointment will be on permanent and pensionable basis or on secondment. New entrants will be on probation for 2 years.

Fringe Benefits will include:

Free medical treatment for self and family; motor vehicle advance and allowance; housing at subsidised rate or rent allowance paid in lieu, and 6 weeks annual paid leave.

Other conditions of service are similar to those obtaining in the Federal Public Service of Nigeria.

Method of Application:

Persons who wish to apply should forward to the address below by 30 June 1976 a stamped self-addressed envelope with a request for ASCON standard application forms. The envelope should bear a 10k stamp and be, at least, of size 23cm by 18 cm.

The Director
Administrative Staff College of Nigeria
P M Bag 1215
IKEJA
Lagos

(A. O. OGUNDIPE)
DIRECTOR
ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

Pr. Sec (Sm.)

From p. 130 submitted please

CR
23/6

ARCHIVES B/C

134

PA-8 (F + E)

please see p. 130 et seq for information and any action you consider necessary.

PA-8 (G + H)
24/6/76

PA-8 (I + J)

Copies of the Circular have been sent elsewhere to the Corporations. In the absence thereof of any outstanding matters per

J
24/6/76

PA

ARCHIVES OF THE SCAC

MINISTRY OF
AND

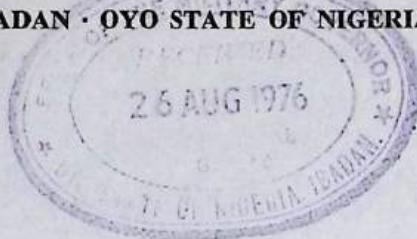


LOCAL GOVERNMENT
INFORMATION

LOCAL GOVERNMENT DIVISION
IBADAN · OYO STATE OF NIGERIA

Your Ref. No.....
All communications should be
addressed to the Permanent Secretary
quoting
Our Ref. No.....

C. 138/32



Date 26th August, 1976


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

ASCON Senior Management Courses for the
Staff Development Division of the Federal
Ministry of Establishments

I attach herewith a copy of a letter sent to me by the Administrative Staff College of Nigeria (ASCON) requesting me to lead a discussion on the subject "Local Government in Nigeria - Recent Development and Proposals" during a Senior Management Course, which the College is organizing on behalf of the Federal Ministry of Establishment. I will be required to deliver the lectures at

- (i) Premier Hotel, Ibadan on Wednesday
1st September, 1976, 8.30 a.m. - 10.30 a.m.
- (ii) Bagauda Lake Hotel, Kano on Wednesday
8th September, 1976, 8.30 a.m. - 10.30 a.m.

2. I have already indicated to the ASCON my willingness to accept the invitation to deliver the lectures at Ibadan and Kano. Although the Kano lecture falls within my leave, I intend to keep the engagement.


(M. S. Adigun),
Permanent Secretary.

ful
26/8

ASCON

ADMINISTRATIVE STAFF COLLEGE
OF NIGERIA

P.M. Bag 1215
Ikeja
LAGOS

19th July, 1976

Our Ref. D3/49/164

Your Ref.....

(For the attention of Mr. M.S. Adigun)

Dear Sir,

ASCON Senior Management Courses
for the Staff Development Division of
the Federal Ministry of Establishments

The College is undertaking, on behalf of the Federal Ministry of Establishments, a series of Advanced Management Courses for Senior Civil Servants, in association with the University of Pittsburgh, United States of America and the Royal Institute of Public Administration, London. Two of such courses were conducted between March and May this year.

2. The first part of each course is mounted by the Administrative Staff College of Nigeria and the first week is devoted to an examination of:-

- (a) political and managerial institutions in Nigeria;
- (b) the more important social and economic factors affecting the country internally; and
- (c) Nigeria's current role, standing and policies in the African continent and globally.

3. We enclose copies of the briefing documents stating in more detail the objectives and methodology of the first week and the scope of the subjects to be covered.

4. The purpose of this letter is to invite your Ministry to contribute to the two remaining courses, by one of your officers giving a lecture (talk) and leading discussion on the subject of "Local Government in Nigeria - Recent Development and Proposals". This subject has been scheduled on our time-table for the following dates and places:-

- (a) Date Wednesday, 1st Sept., 1976 - 8.30a.m. - 10.30a.m.
Place Premier Hotel, Ibadan
- (b) Date Wednesday, 8th Sept., 1976 - 8.30a.m. - 10.30a.m.
Place Bagauda Lake Hotel, Kano

5. The officer will be treated as one of our Visiting Consultants and the College will be responsible for the cost of his transportation to and from the course venue and for his accommodation and meals in accordance with our Standard Conditions, a copy (ref.D3/2/2) of which is attached.

6. The College will also pay an honorarium of ₦50.00 to the officer for lecturing and leading discussion on the subject on each occasion and an additional ₦50.00 for course materials such as lecture notes, handouts to participants, slides, transparencies and any other supporting visual aids prepared and used by him in presenting the subject. If it is not possible for the same officer to be available for both occasions we would welcome one for each occasion.

7. As we are very anxious to finalise our arrangements for these courses, we should be grateful if you would indicate not later than 30th July, 1976 your willingness to contribute to these courses.

8. We look forward to hearing from you very soon.

Yours sincerely,

(Sgd.) O.I. Ojofeitimi
for Director
ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

The Permanent Secretary,
Ministry of Local Government & Chieftaincy Affairs,
Oyo State,
Ibadan.

SP/S.396/139

27 August, 1976

Mr. M. S. Adigun,
Permanent Secretary,
Ministry of Local Government
and Information,
Ibadan.

ASCON Senior Management Courses for the
Staff Development Division of the Federal
Ministry of Establishments

With reference to your letter No.C.138/32 of 26th August,
1976, I have noted the engagements.

I have no objections.



(C. S. G. Akande)
Secretary to the Military Government
and Head of Service.

S/S 396

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MINISTRY OF AND



LOCAL GOVERNMENT INFORMATION

IBADAN · OYO STATE OF NIGERIA

Your Ref. No.....

All communications should be addressed to the Permanent Secretary quoting

Our Ref. No..P..3825/71.....

Date..10th December, 1976

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

(for the attention of Mr. T. A. Akinyele)

ASCON Advanced Management Course 1977
Course No. SDD 5/77:4 - 15 January 1977

I have been invited by the Administrative Staff College of Nigeria to deliver a lecture on "Local Government Developments in Nigeria" at the above-mentioned Course on Friday, 7th January, 1977 at Bagauda Lake Hotel near Kano. I delivered a lecture last September at a similar Course. The ASCON will pay all my expenses.

2. I shall be grateful if you will allow me to be away from the office on the 6th and 7th January, 1977 to enable me honour the ASCON's invitation.



[Signature]
(M. S. Adigun)
Permanent Secretary

Sec (GKA)

Pl. convey approval.

Sec (GKA)

13/12/76

Submitted, Le

SECRET

147

SP/S.396/141.

14th Dec., 1976.

The Permanent Secretary,
Ministry of Local Government
and Information,
Ibadan.

(For the attention of Mr. M. S. Adigun)

ASCON Advanced Management Course 1977
Course No. SDD 5/77:4 - 15 January 1977.

P. 140

I am directed to refer to your letter No. P.3825/71
of 10th December, 1976, and to convey approval for you
to honour the ASCON's invitation.

(D. A. Abinusawa),
for Secretary to the Military
Government and Head of Service.



SECRET

CR. PA. 14/12

SECRET

TELEPHONE: IBADAN 62100

**MINISTRY OF FINANCE
THE TREASURY**

PRIVATE MAIL BAG 5341 · IBADAN · WESTERN STATE OF NIGERIA



Your Ref. No.....

OYO

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

Our Ref. No AC..... 6/S..1/465.

Date..... 31st January..... 1977.

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

Advanced General Management Courses: 1977/78

The Administrative Staff College of Nigeria plans an advanced course in General Management for the 1977/78 financial year. The course will be held in two parts, each of three weeks duration, and will be run three times in the year as follows:

AGM 5/77

Part I - 22nd May to 12th June, 1977 - Bagauda Lake Hotel
Kano State.

Part II - 10th July to 30th July, 1977 - Premier Hotel,
Ibadan.

AGM 6/77

Part I - 25th September to 15th October
1977 - Bagauda Lake Hotel
Kano State.

Part II - 13th November to 3rd December - Premier Hotel
1977 Ibadan.

AGM 7/78

Part I - 22nd January to 11th February 1978 - Venue to be
announced later.

Part II - 12th March to 1st April 1978 - Premier Hotel,
Ibadan.

The College allocates a place to this State Government on each of the three sessions and the Ministry of Establishments and Training has requested my Ministry to nominate a participant for the AGM 5/77 session which will take place between May and July this year. It is hoped that our officers will gain

SECRET

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tremendously from the course. I accordingly recommend that Mr. T. A. Awe, one of the Deputy Accountant-Generals in the Accounting Division of this Ministry, should participate in course.

3. I shall be grateful for your approval.

~~declassified~~
A. A. Babalola
Permanent Secretary.

Sec(Sn)

M. convey approval.

~~2/2/77~~

PAS(Pm),

M. best copy:

3/2

ARCHIVES OF OGCAC

ADVANCED GENERAL MANAGEMENT COURSES 1977/78

GMC 77/78

NOMINATION FORM

(One Copy to be returned, typed or completed in block letters)

- 1. AGM.5/77: Part I - May 22 - June 12, 1977
Part II - July 10 - 30, 1977
2. AGM.6/77: Part I - Sept. 25 - Oct. 15, 1977
Part II - Nov. 13 - Dec. 3, 1977
3. AGM.7/77: Part I - Jan. 22 - Feb. 11, 1978
Part II - March 12 - April 1, 1978

* Please tick as appropriate.

PLEASE RESERVE ONE VACANCY ON THE COURSE INDICATED ABOVE FOR THE STAFF MEMBER WHOSE PARTICULARS ARE GIVEN BELOW:

- A. NAME T. A. AWE
B. ADDRESS Ministry of Finance and Econ. Development (Accounting Division) PMB 5039, Ibadan Oyo State
C. DATE OF BIRTH 13th March, 1932
D. QUALIFICATIONS WITH DATES B. Sc(Econ) London June 1965 F. C. I. S.
E. PREVIOUS EXPERIENCE (Posts held and dates, other relevant information)
1. Director of Finance - Western Nig. Govt. Broadcasting Corp. 1/4/73 - 31/8/76
2. Acting General Manager, Ogun Broadcasting Cooperation 1.7.76 -
F. PRESENT POST (OR GRADE) Deputy Accountant General

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G. JOB CONTENT (DUTIES OF POST) Adm: Control of the Accounting
 Division of the Min. of Finance.
 Control of Cash and Investments
 Maintenance of records relating to the control of
 various Heads and subheads of Expenditure and Revenue

H. CERTIFICATE - I certify that my Organisation will pay the registration
 fees and meet in full all the hotel expenses in respect
 of our nominee(s) if accepted.

.....(Signature of Nominator

.....(Name and

.....(Designation

.....(Name and Address of

.....(Organisation

.....(Date

To: The Director
 Administrative Staff College of Nigeria
 Private Mail Bag 1215
 Ikeja, Lagos.

.SP/S.396/146

3 February, 1977.

The Permanent Secretary,
Ministry of Finance and
Economic Development,
Ibadan.

Advanced General Management Courses: 1977/78

P1142 I am directed to refer to your letter No.AC.6/S.1/465 of 31st January, 1977 and to convey approval for the nomination of Mr. T. A. Awe, Deputy Accountant-General, for the Advanced General Management Course.

M. A. ADEWOYIN

(M. A. Adewoyin),
for Secretary to the Military
Government and Head of Service.



FA

ARCHIVED

STATES/CORPORATIONS' NOMINEES

Ref. No. SD.1654/14

Federal Ministry of Establishments,
Staff Development Division,
33, Moloney Street,
Lagos.

1st February, 1977

Tel: 53327/8

.....
Mr. O. Bibilari,
.....
u.f.s. The Sec. to the State
.....
Military Government,
.....
Oyo State, Ibadan.
.....

Dear Sir,

JOINING INSTRUCTION LETTER FOR ASCON/
UNIVERSITY PITTSBURGH ADVANCED MANAGEMENT COURSE
PITTSBURGH U.S.A.

I am directed to inform you, with great pleasure, that you have been nominated to attend the above-mentioned course which will be run in two modules:

ASCON Module: 9th May - 20th May, 1977
at Bagauda Lake Hotel, Kano;
Pitts Module: 25th May - 29th July, 1977
at Pittsburgh U.S.A.

The Joining Instruction material in respect of the ASCON module will be forwarded to you when it is ready. You are expected to leave Kano Airport on 22nd May, 1977 through the Nigeria Airways flight and return to Nigeria on 31st July, 1977. The ASCON module is mandatory. Officers who fail to attend it will not be allowed to proceed to the Pitts Module.

2. You should please indicate that you will be attending/ will not be attending the course not later than 31st March, 1977. This would enable us offer your place to another participant - should you not be attending the course; otherwise Government will lose your place after having paid for it.

I am to add that if you fail to attend this course without prior notification to this Ministry and without sufficient reason, it may be extremely difficult to nominate you for future course under the current staff development programme.

3. Things you should do through your Corporation or State Civil Service before you travel to Kano:

- (i) Get your Overseas course allowance calculated and paid to you;
- (ii) Obtain Foreign Exchange Permit to enable you purchase the appropriate Foreign Exchange; ...
- (iii) Make arrangements for your transport from your office or place of residence to Kano;
- (iv) Make similar arrangements for transport to convey you from Murtala Mohammed Airport, Ikeja on your return journey from Pittsburgh U.S.A.
- (v) Book your flight ticket from Kano to Pittsburgh 22nd May, 1977 by the Nigeria Airways;
- (vi) Obtain a Passport and Visa;
- (vii) Obtain smallpox, yellow fever and cholera immunisation certificates.

4. Health Arrangements Overseas:

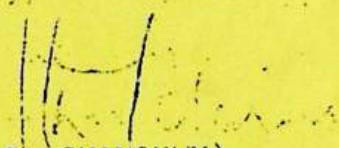
Adequate arrangements will be made for your health throughout the duration of the course in Pittsburgh.

5. Accommodation

The University authorities have made adequate arrangements for your accommodation.

6. We are looking forward to meeting you at Kano and quite hopeful that you will have a nice stay there and in Pittsburgh.

Yours sincerely,


(J. C. CHALOKWU)
for PERMANENT SECRETARY,
FEDERAL MINISTRY OF ESTABLISHMENTS.

SP/S 396

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- 3 -

Ref.No.SD.1654/

Staff Development Division,
Lagos.

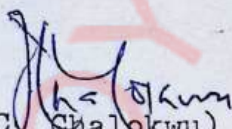
8th Feb., 1977

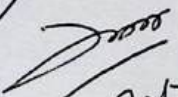
Copy to:

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

Overleaf for your information please.


2. Kindly deliver the attached original letter to
Mr. Bibilari.


(J. C. Chalokwu)
for Permanent Secretary.

✓

25/2/77

CR
✓

Pl. file away.


T. A. AKINYELE
25/2/77

ARCHIVES OF SCAC



Ministry of Local Government
and Information

ADMINISTRATION AND GENERAL DIVISION
IBADAN, OYO STATE OF NIGERIA
Telephone: 62100

Telegrams: PERMHOM IBADAN PRIVATE MAIL BAG NO. 5180

Your Ref. No.

Our Ref. No. C.138/65

26th April, 1977.

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

ASCON ADVANCED MANAGEMENT COURSES SDD 6 & 7/77

I have been invited by the Director, Administrative Staff College of Nigeria to deliver a lecture on "Local Government in Nigeria, Recent Developments and Proposals" at the above-mentioned Course, on Friday, 29th April and Friday, 13th May, 1977, at Baganda Lake Hotel, Kano. I propose to leave Ibadan in the afternoon of Thursday previous to the Friday when each lecture is to be given. ASCON is responsible for all expenses.

2. I shall be grateful if you will have no objection to my absence from the office in the afternoon of Thursday 28th April and throughout Friday 30th April and, likewise, in the afternoon of Thursday, 12th May and throughout Friday, 13th May, 1977, in order to enable me honour the ASCON invitation.

see p. 151

(M. S. Adigun)
Permanent Secretary.

PAS (G + A)

~~PSMG~~

Jil
27/4

P. convey approval but request PSM LG 49 to send a copy of the lecture to this office for information and record purpose.

T. A. AKINYELE

27/4/77

CA
Please file and refer immediately.

28/4

S/S 396

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SP/S.396/151

28 April, 1977

The Permanent Secretary,
Ministry of Local Government
and Information,
(Administration & General Division),
Ibadan.

ASCON ADVANCED MANAGEMENT COURSES
SDD 6 & 7/77

I am directed to refer to your letter No.C.138/65 of 26th April, 1977 and to convey the Secretary to the Military Government and Head of Service's permission to enable you deliver a lecture on "Local Government in Nigeria, Recent Developments and Proposals" on the invitation of the Director, Administrative Staff College of Nigeria (ASCON) at Kano on Friday 29th April, and Friday, 13th May, 1977. P.150

2. I am to request you to make a copy of the lecture available to this office for information and record purpose.

(B. Oyedeji),
for Secretary to the Military
Government and Head of Service



DA-

MINISTRY OF
AND



LOCAL GOVERNMENT
INFORMATION

FINANCE AND ADMINISTRATION DIVISION
IBADAN · OYO STATE OF NIGERIA

Your Ref. No.....
All communications should be
addressed to the Permanent Secretary
quoting
Our Ref. No. C. 138/68

Date 15th May, 1977.....

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



ASCON ADVANCED MANAGEMENT COURSES
SDD 6 & 7/77

I refer to your letter No. SP/S.396/151 of 28th
April, 1977 and forward herewith for your information
and record a copy of my lecture at the above-mentioned
courses.

(M. S. Adigun)
Permanent Secretary.

PAS(G & A),

I submit above p. n. a. please.

C.R.
11/5/77

P. 151
P. 151
ARCHIVE

By

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MR. M. S. ADIGUN

PERMANENT SECRETARY, MINISTRY OF LOCAL GOVERNMENT AND
INFORMATION, OYO STATE OF NIGERIA

In August, last year, the Head of State addressed a meeting of natural rulers selected throughout the Federation in the current Local Government Reform. His words are reproduced as follows:

"Soon after its inception last year this administration announced its political programme for the return to democratic civilian rule by October 1979.

A most important element in the programme is the reform of our system of local government.

Local government is considered so important to the day-to-day well-being of our people that this administration has considered it necessary as a deliberate policy, to give it an effective role in our political and development programme.

Local government is fundamental to building a stable government not just at the state level but also at the federal level.

It was recognised early in the deliberations on the subject that to evolve an effective local government system throughout the country the exercise has to be nationally co-ordinated so that Nigeria's local government system achieves standardisation in terms of objectives and financing.

The clear intention of the Federal Government is that these reforms should fundamentally and directly affect the lives of all citizens of this country for the better, particularly our rural communities that have least benefitted from the country's social and economic development.

In embarking on these reforms, we are essentially motivated by the necessity to stabilise and rationalise government at the local level. This, must, of necessity entail the decentralisation of some significant functions of state governments to local levels in order to harness local resources for rapid development.

The rationale of decentralising the functions of government to 12 states, and later 19 states entails further decentralisation down to the local level to ensure grass-roots participation in our developmental process." The aim of the Reform is thus clear.

Local Government has been defined as government at Local level exercised through representatives councils established by law to exercise specific powers within defined areas. These powers should give the council substantial control over local affairs as well as the staff and institutional and financial powers to initiate and direct the provision of services and to determine and implement projects. A Local Government will thus complement the activities of the central government in its area and ensure, through devolution of functions to these councils and through the active participation of the people and their traditional institutions, that local initiative and response to local needs and conditions are maximised. In short, Local government provides the opportunity for the local people to participate in local decisions and local schemes within the general national policies, and to act above all, as local centres of initiative and activity conducive to development of the area. (Chart I)

Prior to the current reform of Local Government in Nigeria, local government as practised in Nigeria varied from State to State. Thus, before the war, the areas of the then East-Central, Rivers and south-Eastern States which were part of the former Eastern Region of Nigeria had a common form of local government. In the rural districts, there was a two-tier structure comprising County Councils and Local Councils. The Local Councils had comparatively few responsibilities and of a minor nature; they were not rating authorities and had few if any staff of their own. They were not considered to be effective and were eventually abolished. The County Councils on the other hand, were rating authorities and had a considerable range of functions, including roads, bridges, public works health centres etc. The main sources of revenue of the County Councils and the

urban local authorities were the rates and the tax, Government grants, property rates, charges for services and licence fees.

The subsequent crisis in the country had a considerable impact on local government system in the former Eastern Region. The former South-Eastern and East-Central States, for instance, replaced their local government system by a system of Development Administration whereby local Governments were replaced by Development Councils.

The six States in the areas of the former Northern Region retained many common features in their systems of Local Government. In these areas, except Kwara State, a three-tier and sometimes, four-tier structure of local government was in operation until recently and consisted of the Native Authority, District Councils and Village or Village Group Councils. The Kwara State appointed Divisional Officers as Sole Local Government Authorities but these were advised by a number of persons drawn from the local community. The remaining five former states in the North subsequently had local governments consisting of nominated and traditional members.

The main services provided and functions undertaken by local government units in the former six states in the North were police, local roads, public works, health services, water, markets and motor parks. Their main sources of revenue were community tax, local rates, cattle tax, sheep tax, licence fees, Government grants and miscellaneous items.

There was close similarity between the local government arrangements in the former Lagos, Midwestern and Western States as the areas of these States except the City of Lagos were all formerly part of the former Western Region of Nigeria. The common local government law applicable to them provided for a three-tier structure of local government comprising Divisional, District and Local Councils. The then Midwestern State later adopted the system of development administration. Gradually in the old Western State Local and Divisional Councils were done away with in a bid to have all-purpose Local Government Councils.

Problems of Local Government

In the past two decades, the potential importance of local government institutions has increased throughout Nigeria as the demand for local development and improved services increased. One of the reasons for this has been the continued growth and greater congestion of the towns which, in turn, has accentuated such problems as over-crowded dwellings, inadequate water supplies, congested roads and obsolete sanitary facilities. In spite of these, Local Government bodies in Nigeria have, by and large, failed to respond to local needs and have often not administered effectively and responsibly this various local public services.

Several reasons have been adduced for the inability of local government authorities in Nigeria to function effectively. The most important of these is first and foremost, inadequate sources of revenue. Thus, while expenditure of local government authorities increased from year to year, there was corresponding gradual erosion of their sources of revenue by the various State Governments. Secondly, there was the non-representative structure for local governments. Until recently, no local government council in Nigeria had an elected representative council and yet a governing organ is needed which is composed substantially, if not entirely, of democratically elected members who will be responsive to the needs of the communities under their jurisdiction. Thirdly, the dearth of high calibre staff for local government service was another problem which was common to all the States. The need for administrative, professional and technical personnel was especially acute. Lastly, the range of powers and functions for local government councils was limited. There was gradual erosion of responsibilities of local government councils in some States e.g. police, water supply, primary education, customary courts and prisons were taken over as a result of which they were left with very few functions of importance.

In view of the short-comings highlighted above, among others, the present military administration has not been very

happy with the sordid performance of Local Government Councils in the Federation as a whole. The Federal Government has therefore made the re-organisation of Local Government system throughout the Federation a vital part of the second phase of its political programme for a return to civilian rule. In short, the objectives of the present reform are:

- (i) To establish a standard approach to restructuring Local Government throughout Nigeria - a national system, but with sufficient flexibility to accommodate the peculiar needs of different areas;
- (ii) To ensure that Local Governments have known, dependable and adequate sources of revenue;
- (iii) To plan for Local Governments to employ the right calibre of staff working within an effective organisational structure to execute policies aimed at bringing much better services to the local communities;
- (iv) To ensure proper political participation at the grass roots of our society; and
- (v) To ensure the stability of the Local Government system through appropriate legislation.

Local Government Functions: (Charts II and III)

The functions which local governments are expected to perform are, in general

- (i) those which require detailed local knowledge for efficient performance;
- (ii) those in which success depends on community responsiveness and participation; and
- (iii) those which are of a personal nature requiring provision close to where the individuals affected live and in which significant use of discretion and understanding of individuals is needed.

The proviso is that these services can be effectively rendered on the scale of a Local Government area or at most by a joint board of neighbouring Local Governments.

The subjects which are the exclusive responsibility of Local Governments save in exceptional circumstances are the following:

Markets and Motor Parks;

Sanitary inspection, Refuse and nightsoil disposals;

Sewerage;

Control of vermin;

Slaughter houses, slaughter slabs;

Public conveniences;

Burial grounds;

Registration of Births, Deaths and Marriages

(excepting marriages governed by the Marriages Act);

Provision of community and Local recreation centres;

Parks, gardens and public open spaces;

Grazing grounds, Fuel plantations;

Licensing, supervision and regulation of Bake houses;

Bake houses and laundries;

Licensing, regulation and control of the sale of liquor;

Licensing and regulation of bicycles, hand carts and

other types of vehicles except those mechanically propelled and canoes;

Control or keeping of animals;

Control of boardings, advertisements, used of loud-speakers in or near public places, drumming;

Control of land held by customary tenure;

Naming of roads and streets and numbering of plots/ buildings;

Control and collection of revenue from forestry outside the 'Forest Estate' or gazetted Forest Reserves;

Collection of vehicle parking charges;

Collection of property and other rates, community tax and other designated Revenue sources;

These functions which should be regarded as Local Government responsibility excepting where the Local Governments concerned are unable to discharge them, in which case State Governments will take up these functions until such time as the Local Governments concerned are able to take them over include;

Health Centres, Maternity Centres, Dispensaries and Health Clinics, Ambulance services, Leprosy clinics and preventive health services;

Abattoirs, meat inspection;

Nursery and primary and adult education;

Information and public enlightenment;

Provision of public libraries and reading rooms;

Agricultural extension, animal health extension services and veterinary clinics;

Rural and Semi-urban water supply;

Fire Services;

Provision of roads and streets (other than trunk roads), their lighting, drainage;

Support for arts and culture;

Control of water and atmospheric pollution;

Control of beggars, of prostitution and repatriation of destitutes;

Provision of home for destitutes, infirm and orphans;

Provision of public utilities except where restricted by other legislation, specifically including provision of road and inland water transport;

Public housing programmes; Operating of commercial undertakings;

Control of traffic and parking;

Regulation and control of buildings; Town and Country Planning; Chieftaincy matters and maintenance of traditional offices;

It should however be noted that many of these functions have, over the years, been included in the various local Government Laws of many Regions and States but for the fact that the Local Government Councils were unable to discharge them, largely due to poor finances and inadequate staff. The above list should also not be taken as being exhaustive as additional functions appropriate to some Local Governments could still be identified and included for such Local Governments' e.g. Customary Courts.

Structure of Local Government

All the statutory and public service functions of Local Governments in Nigeria will henceforth be concentrated in the various units of Local Governments being established throughout the country, each of which will be a multi-purpose single-tier body with a complete and self-contained annual budget so that the whole system of local government within any area can easily be identified, costed and co-ordinated. Where appropriate, a Local Government will be able to delegate specific functions to subordinate councils, e.g. Area Committees, to which financial allocations, could be made by the Local Government concerned. All local revenues, however, belong to the Local Government concerned and will have to be paid to its treasury while financial allocations and subventions to subordinate councils will be expenditure items in the Local Government's annual budget.

It should also be noted, for the avoidance of doubt, that Area Committees and other Committees of a subordinate council do not constitute another Local Government tier since the term "tier" being used in this context means a set of Local Governments with their own identical powers and sources of revenues established under each State legislation and with functions for which these Local Governments are responsible in the State.

In order to achieve sufficiently viable and financially strong local governments that will be able to perform all the types of functions they are charged with reasonably economically, while remaining sufficiently local, the Federal Government has directed that a Local Government unit must, as far as possible, have a population range of between 150,000 and 800,000 projected from the 1963 census figures. In other words, no local government will have in its area of jurisdiction a population of less than 150,000 although there is no upper limit to the size of Local Governments for major towns or cities like Ibadan,

Lagos, and Kano, so as to ensure that each of such towns or cities is within a single Local Government unit. On this basis, Oyo State has been split into 24 Local Governments, Ogun State into 10, Niger State into 8 and Kano into 20. Others like Kwara, Ondo, Bauchi and Borno have 12, 17, 16 and 18 Local Governments respectively.

Traditional or Emirate Councils: (Chart IV)

In order to preserve the traditional position of Emirs, Obas and Chiefs and traditional title holders, Government has decided that there should be a Traditional or Emirate Council for the area of each Local Government or a group of Local Governments over which a traditional ruler has suzerainty, which will be responsible for traditional matters and for offering advice to the elected Local Government or Local Governments on matters which are of concern to their areas. A Traditional Council is to consist of traditional title holders, one or two representatives of each Local Government if this is deemed appropriate, and any other persons who may be desired to make the Council broadly representative of the major facets of life in the particular area. The precise composition of each Council will however be determined by each State Governor after appropriate consultations within the State. As for the presidency of each Traditional Council, the traditional ruler whose suzerainty covers the entire Local Government area or group of Local Government areas will be the President of the Traditional Council. Thus, in Oyo State, for example, there will be 15 Traditional Councils of which there will be one Traditional Council for each group of Local Governments under the suzerainty of the Olubadan of Ibadan, the Alafin of Oyo and the owa Obokun of Ijeshaland. All the other 12 Local Governments in the State will have each a Traditional Council. However, where no traditional ruler has authority throughout a Local Government area, the presidency of a Traditional or Emirate Council will be held in annual rotation among the eligible traditional rulers.

The functions of a traditional council are as follows:

- (a) to advise local government authorities on matters referred to them by the elected council(s);
- (b) to discuss common problems and make suggestions to the local government or local governments in the area;
- (c) to make representations or express opinions to Local government councils, the State Governments or any organisation on behalf of a group of local governments, on matters that may or may not strictly be the responsibility of local governments, provided they are of concern to the area as a whole;
- (d) to determine or advise the traditional ruler on all matters including traditional titles and appointments thereto; and
- (e) to advise on and determine customary laws and practices and all matters referred to it including those relating to land.

A Traditional or Emirate council will need a small staff and subventions from local governments which would service them. The financial contributions from Local Governments to these Councils will be decided by State Governments and will be mandatory on the Local Governments.

Elected Local Government

(Chart VIII)

Membership of Local Governments will be predominantly elected either by direct or indirect elections from local communities under Regulations to be made by State Governments. 10 States, including Oyo, Ondo, Ogun, Plateau, Bendel, Kwara, Benue, Rivers opted for direct elections while 9 States including Kano, Sokoto, Niger, Anambra and Borno adopted an indirect system of elections. Each Local Government area was divided into wards and each ward was to have a minimum population of 15,000. Wherever it was found necessary however, up to 25% of the membership of each Council in a State was nominated by the State Governor to represent vital interests in the community.

Traditional office holders, however, were not entitled to contest Local Government elections because, as fathers of all, they are expected to be insulated from politics. Some of them, however, continue to serve as presidents of their Local Governments and in this capacity have access to the agenda and minutes of meetings of the Local Government Council concerned.

The Local Government direct Election throughout Nigeria was held on Tuesday, 23rd December, 1976, although in States where indirect elections were to be held, primary elections began much earlier. In all cases, candidates contested on their personal merits as the present administration intends to exclude partisan politics entirely from Local Government administration. The new Local Governments are to form the nuclei of development at the local level and to enable them to fulfil this role, they cannot afford the luxury of partisan politics. The priorities should be service to the communities which elected them. Therefore, participation and discussion at Local Government meetings both at Council and committee level are strictly to be non-partisan.

The life of an elected Council will be 3 years, excepting if dissolved by the State Governor on account of its being found to be incapable of discharging its functions effectively. Each Local Government Council will have two main standing committees:

- (a) a Finance and General Purpose Committee;
- and (b) an Education Committee.

The membership of the Education Committee will be determined by the State Education Law. Other standing committees will be kept to the barest minimum. For example, there may be one committee for Health, Works and Agriculture or one committee for each of them depending on the size of the Local Government. The Chairmen of the Local Government Council will be full-time. Likewise, there will be one, two or three full-time Councillors depending on the size of the Local Government. These will be chairmen of specific committees and also supervise, on full-time basis, a department or a group of departments of a Local

Government. The Local Government Chairmen as well as Chairmen of committees will be formally elected at the inaugural meeting and the first ordinary meeting respectively of the Council. The election will however be subject to formal ratification by the State Governor, who may refer such nomination to the Traditional Council for comments. In addition, State Governors may be empowered by State legislations to make appointments to these offices in the event of a Local Government Council being deadlocked and failing to submit suitable names for approval within a reasonable period of time.

Administrative Organisation: (Chart VI)

The administrative head of each Local Government is the Local Government Secretary who will be the Chief Executive. He will be the clerk to the Local Government and its committees and will be responsible for the implementation of all the decisions of his Local Government. All heads of departments will be responsible to him. His position at the local level is analogous to that of Secretary to a State Military Government while the departmental heads are quasi-Permanent Secretaries. The Committee Chairmen are the quasi-Commissioners in the Local Government who will be involved only in the policy aspects of the work without interfering in the day-to-day administration of the Local Government concerned. This rule also applies to the full-time Chairmen who, together with the full-time councillors, will exercise purely political control of the various departments of the Local Government on behalf of the entire Council of the Local Government concerned. These Chairmen will be political heads of the departments or group of departments and will automatically be members of the Finance and General Purposes Committee which in fact will be the 'Cabinet' of the Local Government. These Committee Chairmen will be responsible for policy issues and will not individually have executive functions. They will undertake political responsibilities for the day-to-day functioning of departments and will represent the Council of Local Government in these departments and be its eyes and ears.

They will give orders to Executive Heads of a Local Government on policy issues only but not on the internal management of the Departments.

Members of all Committees including their Chairmen will be formally elected at the first ordinary meeting of the Council, excepting for representatives of outside bodies who will serve on Specialist Committees such as Education Committee. Each State Government will issue instructions to every Local Government as to the number of committees to have and the size of each committee before the election to the various committees is due.

The Secretary to the Local Government will be responsible for the administrative management of the Local Government as a whole and is also Secretary to the Council and the Finance and General Purposes Committee. The Secretaries of the other Committees should normally be the administrative heads of the corresponding departments. All directives from the Council of the Local Government or from its Finance and General Purposes Committee should be channelled to the heads of departments through the Secretary to the Local Government.

Staff and Local Government Service Board

Each State, through its Local Government Service Board, is to set up a Local Government Service Board for all the Local Government Staff.

The Local Government Service Boards will be responsible for the employment, postings and discipline of all members of the local government service. All established staff of the Local Government Councils and all its subordinate Councils or authorities should be Local Government Staff excepting where they are on secondment from other services. Certain categories of Local Government Staff will come under the delegated control and discipline of the Secretary to the Local Government. All posts in the Local Government service are to be graded on the same basis as in the State Public Service.

Local Government Finance including Government Grants

In order to place Local Government on a permanent and sound footing and enhance its ability to perform all the functions earlier enumerated, it would be necessary for each Local Government to have much larger financial resources. This is a vital prerequisite for a virile local government system in Nigeria. Local Government revenue sources are two folds, namely, revenues from Internal Sources and Government Grants.

(a) Internal Sources of Revenue: Among the internal sources of revenue of Local Governments are:

- (i) community tax or equivalent community rate, flat rate tax etc. which is collected by Local Governments and should be their exclusive revenues;
- (ii) property rate
- (iii) income tax;
- (iv) motor-park fees;
- (v) market fees;
- (vi) liquor licensing fees; and
- (vii) miscellaneous fees: Local Governments derive considerable revenues from fees from the following sources, among others,
 - Bicycle fees;
 - Maternity fees;
 - Dispensary fees;
 - Forestry fees;
 - Drumming Permit fees;
 - Hawkers Permit fees;
 - Naming of Streets fees; and
 - Registration of petty contractors fees.

The geographical situation of a Local Government will, of course decide which of the fees it can charge, although a good number are common to them e.g. naming of streets fees or bicycles fees. However, it is believed that local governments can increase their revenues from these internal sources by revising the

existing rates upwards to reflect the current rising costs as, in some cases, the charges are unrealistically low as they have remained at the same level for many years.

(b) Government Grants:

- (i) The Federal Government approved for the 1976-77 financial year a total of N100 million to all States of the Federation to assist Local Governments which was fully released. The basis for the distribution of this grant was 25 per cent on equal basis and 75 per cent on population. State Governments will determine their own basis of allocations to Local Governments in their respective States. For 1977/78 financial year, the Federal Government has released 5% of its current budget which comes to approximately N250 million this year. State Governments are to release 10% of their respective budget to their Local Governments. The releases, eventually are to be revenue allocations and not grants.
- (ii) In addition to the financial assistance of Federal and State Governments to their Local Governments, some State Governments are going to relieve Local Governments of their responsibility for contributing towards the pensions and gratuities of their staff at rates and under the conditions identical with those applying to State Civil Servants.

The liberal assistance from both the Federal and State Governments will no doubt go a long way to transform Local Governments in Nigeria by removing once and for all the problem of poor finances which have plagued Local Government system in the past. It is therefore hoped that all Local Governments in Nigeria will respond by co-operating with the present Administration in putting to very good use the financial assistance being provided so that the man-in-the-street, for whom this assistance

is actually meant can feel the impact of Government's presence and thereby enjoy the benefit of improved standard of life which is the ultimate ambition of the Government.

In addition to grants which Local Governments will enjoy, revolving loan funds for local governments already exist in most states, and these would be made universal and expanded as necessary to meet the requirements of Local Governments on developments projects.

Fiscal Restraints and Resultant Policy Constraints

From the foregoing, it is quite clear that for the initial period at least, most Local Governments will be heavily dependent on the Federal and State Governments for financial assistance to enable them balance their annual budgets and carry out the various functions they are charged with. This dependence must have its effect on the freedom of Local Governments to direct their own finances. The funds being made available by the Federal and State Governments are public funds and the question of public accountability inevitably arises, thereby making it mandatory for a State Government to arrange regular auditing of the reports and accounts of Local Governments concerned in order to ensure that every kobo of the tax-payers' money given to each Local Government is wisely spent. There could be no escape from this stark reality if each Local Government is to be properly set on its legs through the imposition of a high standard of public probity and regular inspections by government officials.

At the onset, this may look rather irksome and perhaps annoying to Local Governments in some parts of the Federation which have been used to it and once a tradition of high standard of efficiency and public probity is established, Government inspection and checks will cease to be frequent. What is more, the Local Governments themselves should ^y then have developed internal sources of revenue sufficiently to enhance their own self-confidence. At that stage, the need for Government assistance will have been reduced and so will Government surveillance. We should, of course, not lose sight of one important fact, namely, that Local Governments are a creation of a State Government by means of State Government's Laws since,

under our current Constitution, Local Government is exclusively a State subject. In other words, each Local Government, whether it is dependent on State Government's assistance or not, will have to comply with the State Government Law from which it draws its powers and functions. The Law itself has been drawn up in every case with a view to making Local Governments a powerful instrument of development at the local level. This laudable objective has to be guarded as jealously as possible in the interest of every tax-payer.

Ministries of Local Government: Functions

With the massive assistance to Local Governments from both the Federal and State Governments, it is imperative that the Ministry for Local Government in each State should have adequate facilities to enable it monitor the way the financial and human resources being placed at the disposal of Local Governments are being used. This is a vital obligation which every State Government owes to the tax-payers so that every naira being passed on to a Local Government is expended as judiciously as possible. The functions of a Ministry for Local Government of a State are concerned are as follows:

- (a) Obtaining for Local governments a satisfactory role and an adequate range of responsibilities;
- (b) ensuring that the quantity and quality of staff available to local governments is such that they are able to discharge the functions and provide the services for which they have been given responsibility;
- (c) laying down the terms and conditions of service for Local Government staff so as to ensure that these are directly equated to those of the Civil Service;
- (d) seeing that the financial resources including taxes, Government grants and other revenues at the disposal of Local Governments are sufficient to enable them to provide adequate standards of services;
- (e) promoting local government training schemes at various levels for administrative, financial, professional and technical staff in co-operation with training institu-

- tions and other Government Ministries;
- (f) encouraging the development of associations of Local Government bodies so that they may discuss common problems, co-ordinate their approach and speak with one voice in their negotiations with the State Government;
 - (g) promoting and encouraging Local Government development plans;
 - (h) ensuring that Local Governments carry out their functions in an efficient manner;
 - (i) Community Development, guidance and support;
 - (j) Local Government Service Board - Secretariat and other supporting services, personnel records;
 - (k) Local Government Loans and Development Funds - Secretariat;
 - (l) Payment or reimbursement of Local Government Staff pensions;
 - (m) Payment of grants to Local Governments;
 - (n) Maintaining 'holding posts' from which Government officers can be seconded to Local Governments; and
 - (o) Co-ordination of Development and Planning Authorities for major cities;

It must, however, be stated that the following functions, which are now in some cases the responsibilities of other Ministries, will henceforth be the responsibility of the Ministries for Local Government:

- (a) community development which is in effect supporting and assisting the major functions of Local Governments;
- (b) provision of support facilities to Local Government Service Boards including close liaison with that Board; and
- (c) provision of administrative facilities for the operation of a revolving loans fund.

One aspect of the Reform is that the new Local Government structure replaces Provincial and Divisional Administrations which have been abolished. The intention of the Reform is to concentrate as much as possible on the Local Governments with a view to building them into very strong and virile organisations capable of discharging all the functions assigned to them. Every effort will therefore be made to ensure that only capable and efficient people are placed at the helm of affairs as Chief Executives of these Local Governments. However, the Federal Government appreciates the fact that the high calibre of staff required as the Chief Executives of these Local Governments are not all available in the Local Government Service and has therefore directed that staff be seconded from the State Civil Services as Secretaries to Local Governments etc. for the initial period in order to place the new Local Governments on a sound footing.

However, in order to facilitate Government work in the field, the field administration of many State Ministries for Local Government are manned by Zonal Local Government Inspectors who shall:

- (i) at all reasonable times have access to and be entitled to inspect all books, accounts and records of a Local Government;
- (ii) draw the attention of the Auditor to any matters pertaining to the accounts which he considers require special examination;
- (iii) report to the Ministry of Local Government any failure on the part of the Local Government to discharge its responsibilities;
- (iv) arrange quarterly inspections of Local Governments;
- (v) co-ordinate all Government functions in his Zone;
- (vi) be responsible for overall security within the Zone; and
- (vii) carry out any other duty that may be assigned by the Ministry or the Government.

The Zonal Inspectors will be the co-ordinators of State

Government's activities in the field and the usual regular checks of Local Government accounts. All other Government Ministries, non-Ministerial Departments as well as Statutory Corporations are expected to adopt this Zonal structures for their field administration in States which are big enough to justify dividing them into Zones or Circles.

Relationship with other Ministries:

State Government professional officers will deal directly with Local Government staff on professional and technical matters without going through either the Local Government or the Secretary to the Local Government. This does not permit the State Government officials concerned to interfere with the management of finances of the Local Governments concerned or absolve the Local Government officers from obtaining their appropriate approval to implement the advice given. Professional officers of Government Ministries in the field are expected to attend the meetings of Councils or appropriate Committees so as to be in the position to give advice wherever necessary. Where advice touching on finance or policy is to be given by State as much as possible, the Local Government Secretary should be brought into the picture.

Area Planning Authorities

Government appreciates the need for Area Planning Authorities to co-ordinate their activities with those of the Local Governments where they are functioning. It is for this reason that the Federal Government has directed that the Ministry for Local Government should be responsible for the activities of Area Planning Authorities throughout the State.

Enforcement of Local Government Legislations: Police Committee

The Nigeria Police will be re-organised to such an extent that there will be a Unit covering exclusively each Local Government area. Most of the police working in a Local Government area shall be conversant with its language(s) and social background. In each Local Government area, there is now a senior police officer specifically designated to liaise with the Local

Government and to be immediately accessible to it. In some cases, this officer will be the officer in charge of the Police Unit, but where this is impracticable, another officer is designated for the purpose. Such officers must be fully conversant with the language(s) and background of the Local Government area and their other duties must not be such that they are not readily available to the Local Governments or have time to deal with police matters raised by them.

• In each Local Government area there shall be a Police Committee consisting of:

- (a) The Senior Officer in charge of police in the area;
- (b) The designated liaison officer if different from (a) above;
- (c) The officer commanding the Military Unit in the area, if any, or his second-in-Command if the Unit is a large one;
- (d) A representative of the Judiciary;
- (e) A representative of the Prison Department;
- (f) The Secretary to the Local Government;
- (g) A traditional leader; and
- (h) Two or three dignitaries from the Area; and
- (i) The Chairman of the Council who will also be the Chairman of this Committee.

In some areas congestion in the Courts is usually given as a reason for non-enforcement of existing Local Government subsidiary legislation, especially that affecting Local revenue. Where courts are therefore inadequate, this will have to be remedied, through establishment of more Courts.

Implementation of Reforms

The Reforms of the magnitude set out above involve a number of major implications, beginning with the establishment of new Local Governments legally, to the holding of elections, transfer of functions, finance and staff deployment. Each State has therefore been requested to draw up its implementation programmes after consultation with the Federal Government with a view to standardising and harmonising the programmes throughout the

country.

Conclusion

The Local Government Reform offers a challenge to every Nigerian either in his capacity as a member of the proposed Traditional Council or the elected Council or as official of the Local Government or even as a tax-payer, since its success is bound to affect the quality of life of the common man. This is more so because a well-run Local Government will be in a position to supplement Government effort in the provision of good roads, health services, good schools and other modern amenities. The success of the reform is therefore of such crucial importance to us all.

Thank you.

ARCHIVES OF OYO STATE

175

CHART I

FEDERAL GOVERNMENT

STATE GOVERNMENT

LOCAL GOVERNMENT

ARCHIVES OF OYSCAC

FUNCTIONS OF LOCAL GOVERNMENTS

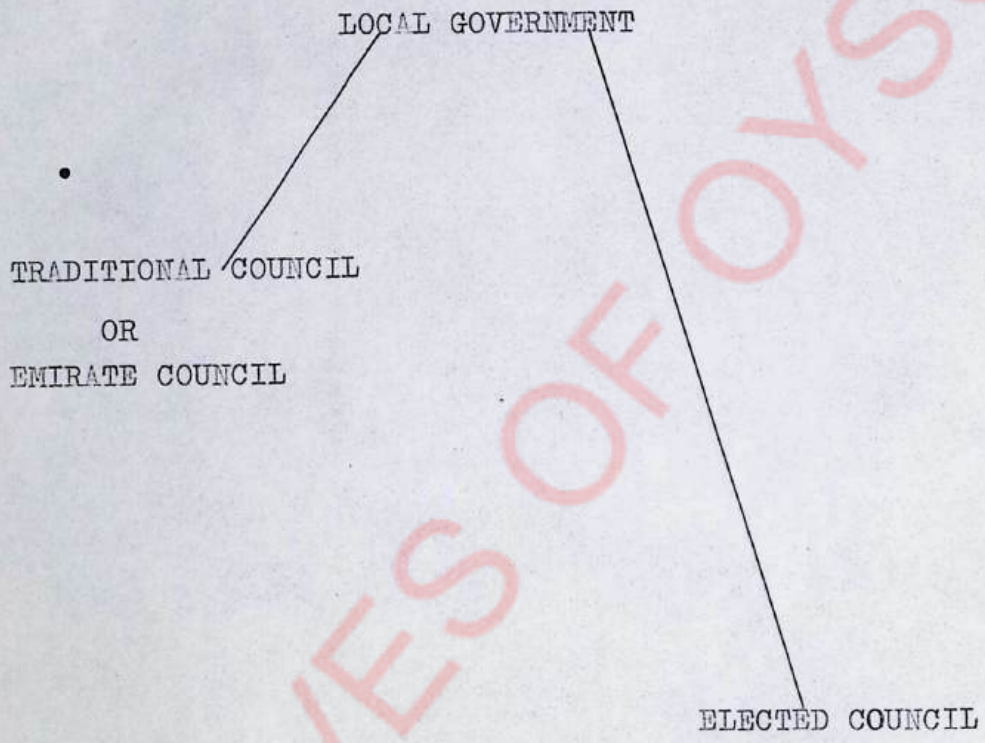
Functions which are the responsibility of Local Governments save under exceptional or temporary circumstances.

Markets and Motor parks;
Sanitary inspection, refuse and nightsoil disposal;
Control of vermin;
Slaughter houses, slaughter slabs;
Public conveniences;
Burial grounds;
Registration of births, deaths and marriages;
Provision of community and local recreation centres;
Parks, gardens and public open spaces;
Grazing grounds, fuel plantations;
Licensing supervision and regulation of bake houses, and laundaries;
Licensing, regulation and control of the sale of liquor;
Licensing and regulation of bicycles, hand carts and other types of vehicles except those mechanically propelled, and canoes;
Control or keeping of animals;
Control of hoardings, advertisements, use of loud-speakers in or near public places, drumming;
Naming of roads and streets and numbering of plots/buildings;
Control and collection of revenue from forestry outside the 'Forest Estate' of gazetted Forest Reserves;
Collection of vehicle parking charges;
Collection of property and other rates, community tax and other designated revenue sources.

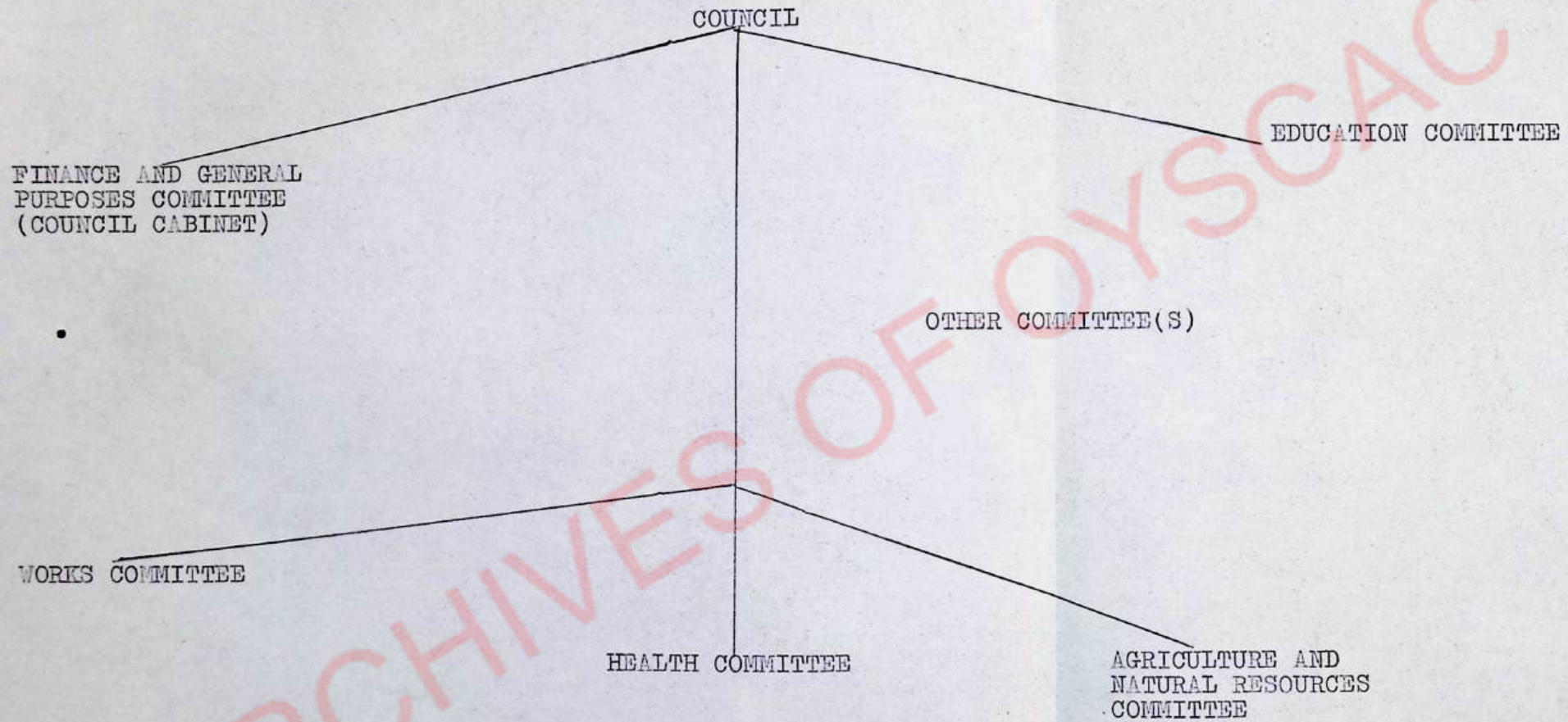
Functions which should be regarded as Local Government responsibilities although State Governments and other organisations may also perform part or whole of these functions if Local Governments are not equipped to perform them initially.

- Health Centres, Maternity Centres, Dispensaries and Health Clinics, Ambulance Services, Leprosy clinics and preventive health services;
- Abattoirs, meat inspection;
- Nursery and primary and adult education;
- Information and public enlightenment;
- Provision of scholarships and bursaries;
- Provision of public libraries and reading rooms;
- Agricultural extension, animal health extension services and veterinary clinics;
- Rural and Semi-Urban water supply;
- Fire Services;
- Provision of roads and streets (other than trunk roads) their lighting, drainage;
- Control of water and atmospheric pollution;
- Control of beggars, of prostitution and repatriation of destitutes;
- Provision of homes for destitutes, the infirm and orphans;
- Provision of public utilities except where restricted by other legislation, specifically including provision of road and inland water transport;
- Public housing programmes. Operation of commercial undertakings. Control of traffic and parking;
- Regulation and control of buildings. Town and Country Planning;
- Piped sewerage systems.

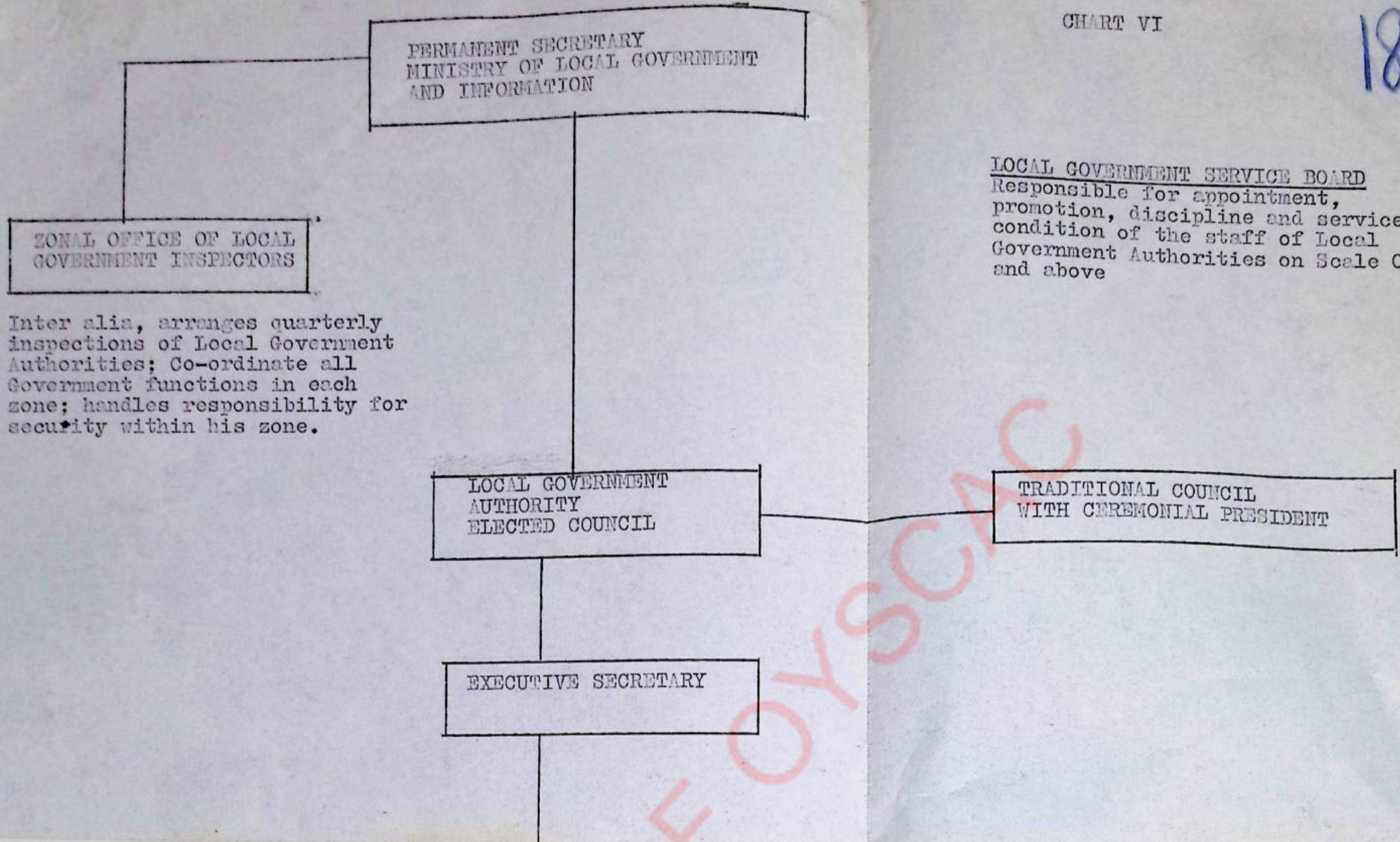
CHART IV



ARCHIVES OF OYSCAC



ARCHIVES OF OYSCAC



LOCAL GOVERNMENT SERVICE BOARD
Responsible for appointment, promotion, discipline and service condition of the staff of Local Government Authorities on Scale 06 and above

Inter alia, arranges quarterly inspections of Local Government Authorities; Co-ordinate all Government functions in each zone; handles responsibility for security within his zone.

LOCAL GOVERNMENT TREASURY

- (i) Local Government Accounts
- (ii) Collection of Tenement Rates
- (iii) Licences and Fees
- (iv) Collection of other sundry revenues
- (v) Internal Audit

HEALTH & MEDICAL DEPARTMENT

- (i) Health & Maternity Centres
- (ii) Environmental Sanitation
- (iii) Dispensaries
- (iv) Slaughter Houses/ Slabs
- (v) Burial grounds
- (vi) Public conveniences etc. etc.

ADMINISTRATION AND GENERAL

- (i) Personnel Matter
- (ii) Council Affairs & Public Relation
- (iii) Matters connected with Customary Courts and Community Development. Any other policy matters that the Executive Secretary may assign to the Admin. and General Department
- (iv)

WORKS DEPARTMENT

- (i) Road Construction and maintenance
- (ii) Maintenance of Council Buildings/ Infrastructure.
- (iii) Markets and Motor Parks
- (iv) Parks, Gardens and open spaces

ESTATE AND VALUATION DEPARTMENT

- (i) Control of land held by Customary tenure;
- (ii) Public Housing programme
- (iii) Regulation & Control of Buildings;
- (iv) Valuation of Tenement

LEGAL DEPARTMENT

- (i) Drafting of Bye-Laws
- (ii) Legal Advice etc.

Note: In Smaller Local Government Authorities, this department could be merged with the Treasury.

Note: In Smaller Local Government Authorities this department will be a division of the Admin and General Department.

Shal - HS
PS, oval file 16/5'

I respectfully submit Mr. 153 - 180
for your information please. This is in
response to our letter or p. 150 of file.

3/2/77
PAS (GA)
11/5/77.

Seen - T-y.

~~T. A. ANITELE~~
21/5/77

ARCHIVES OF FOYSC



S.M.B 396 182

The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)

Telephones
31296, 33531
Cables and Telegrams
ASCON IKEJA.
Director: A.O. OGUNDIPE



8th July, 1977

Our Ref: PD/1/1

Your Ref: _____

CIRCULAR LETTER

To: The Secretary to the Federal Military Government

All Secretaries to State Military Governments

All Federal Permanent Secretaries

All Permanent Secretaries to State
Ministries of Establishments and Training

All Chief Executives of Public Corporations
and State-Owned Companies

The Chief of Staff
Supreme Headquarters

The Inspector General of Police



A 5-Year Programme of Management Training for Senior Executives in the Public Sector, 1978 - 1983

As you are already aware, the Administrative Staff College of Nigeria was established inter alia, to provide higher management training for the development of senior executives for the public and private sectors of the Nigerian economy. In pursuance of this objective, the Programmes Division of the College is working on a plan incorporating the training needs of the various arms of the public sector and outlining proposals for meeting these needs. The time-frame we have in mind for the plan is five years beginning in October 1978.

2. At the moment, the College runs a series of Advanced Management Courses (for the public sector) and Advanced General Management Courses (for the public and the private sectors, and the armed forces and the police). By and large, the two types of courses are 'generalist' in orientation since they focus on the broad issues of policy determination and policy execution. In order to upgrade the general level of managerial performance in the public sector, it is felt that a new set of management training programmes tailored to the needs of particular institutions will have to be introduced. Without prejudice to what may finally emerge as a result of this circular letter, it is believed that the following types of institutions will benefit immensely from 'generalist' as well as specialist management training programmes - Public Works, Social Services, Industrial/Commercial, Agro-allied, Energy-generating and similar institutions.

...../2



SP/8 396 182

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...../2

Temporary Office: 69^c Ajao Rd, Industrial Estate, Ikeja, Lagos.
All correspondence to be addressed to the Director ASCON.
P.M.B. 1215, Ikeja.

3. In drawing up the 5-year plan, ASCON will have to rely on the maximum co-operation of all the various arms of the public sector. In particular, detailed information will be required on:-

- (a) the type and range of activities of each public institution (whether Public Works, Social Services, Industrial, Commercial, Agro-Allied, etc.),
- (b) the areas of managerial weakness (whether at senior management or middle management area),
- (c) the type of management training programmes considered suitable in overcoming the weaknesses (whether 'generalist' or 'specialist' management training, and if, 'specialist', what functional areas to cover),
- (d) estimate of the number and grade levels of officers to benefit from the training programmes within the next five years (a year-by-year tabulation of training programme will be most useful).

4. I should be most grateful if every effort could be made to supply all the pertinent information before the end of August 1977. A programme of follow-up visits by members of staff of ASCON is being planned for December 1977 to March 1978.

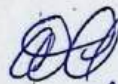


(M. J. Balogun (Dr))
Dean of Studies

Administrative Staff College of Nigeria

US(SM),

pp. 182 to 3 are submitted p.n.a.
please.

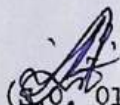

C.R.
15/7/77

ARCHIVES

Sec.(SM),

Kindly see the ASCON circular at pages 182 - 183.


2. It seems to me that before one can give meaningful answers to the enquiry in paragraph 3 of the circular, a dialogue with the Ministry of Establishments and Training in particular, and perhaps other Ministries whose areas of operation are mentioned in the enquiry should be consulted. Happily, the circular is already addressed to the Permanent Secretary, Ministry of Establishments and Training of each State, amongst others. I therefore suggest that this Division should liaise closely with R & T Division of the Ministry of Establishments and Training to work out a joint approach to the issue; thereby avoiding working at cross-purposes, please.


(S.O. Oladapo),
U.S. (S.M.),

19th July, 1977

U.S. (S.M.),

I agree with your views above. Please seek the comments of Ministry of Estab. on the circular and also whether they consider it desirable to synchronise the training scheme they are currently drawing up for the entire Public Service of this State with this programme.


D. E. Nottidge (Mrs.)
Sec. (S.M.)

20th July, 1977.

SP/S.396/185

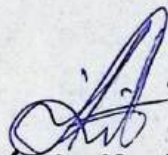
185
28th July, 1977

The Permanent Secretary,
Ministry of Estab. & Training,
Ibadan.

(Attention: Mr. J. Tayo)

A 5-Year Programme of Management Training for
Senior Executives in the Public Sector, 1978 - 1983

I am directed to refer to a letter No.PD/1/1 of P.182
8th July, 1977 which was addressed to you by the Administrative
Staff College of Nigeria and our (Oladapo/Tayo) discussion of
today and to request that all the various Ministries and
Government Departments be requested to make proposals in
respect of the course as outlined in paragraph 3 of the letter.
I am further to request that the training scheme which your
Ministry is trying to evolve should be taking into consideration
when making proposals to the Administrative Staff College
of Nigeria.

ARCT


(S.O. Ola dapo),

for Secretary to the Military Government
and Head of Service.



RA



SD/LS 396 186

The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)

Telephones
31296, 33531
Cables and Telegrams
ASCON IKEJA.
Director: A.O. OGUNDIPE

P.M. Bag 1215
Ikeja
LAGOS

.....197.....
Our Ref:.....
Your Ref:.....

Chief of Protocol
Governor's office
Ibadan.



Sir,

Kindly let me know through bearer
His Excellency's reply to our letter.

Thanks

[Signature]
Course Registrar

Return taken
P.A.

[Signature] 4/8/77

TEL/51158/978

061420HRS

JAN. 78

(MAO)

FROM : SECRETARY TO THE MILITARY GOVERNMENT ENUGU

TO: DIRECTOR ADMINISTRATIVE STAFF COLLEGE OF NIGERIA PREMIER

HOTEL POST OFFICE BOX 1206 IBADAN

SGA/C/90/1 /X

MR C X A X CHUKWUNYELU COURSE PARTICIPANT LEAVES LAGOS FOR
IBADAN ON SUNDAY 8TH JANUARY 1978 AT 1630 HOURS BY FLIGHT WT
435Y X PLEASE ARRANGE TO MEET HIM AT THE AIRPORT X

SGD

W X K X GEORGES VAN-LARE

FOR SEC TO THE MIL.GOVY T ENUGU +

87A

Ref. No. SP/S.396/187A
Governor's Office,
Agodi,
Ibadan.

9th January, 1978.

The Director,
Administrative Staff College of Nigeria,
c/o Premier Hotel,
Ibadan.


For information and necessary action, please.

(HAF)

(W.A.M. Owolabi),
for Secretary to the Military Government &
Head of Service.



Seen.


9/6/78

sn/s 396

188

Our Ref. No. 302/47/13

Public Service Commission,
Private Mail Bag 5005,
Ibadan.



9th March, 1978.

CIRCULAR LETTER

To: THE SECRETARY TO THE MILITARY GOVERNMENT
AND HEAD OF SERVICE.

- ALL HEADS OF DEPARTMENTS.

Administrative Staff College of Nigeria
Vacancies for Directors

P189

I forward herewith an advertisement from the Director, Administrative Staff College of Nigeria (ASCON) in respect of vacancies existing in the College.

2. Applications from interested serving officers should be submitted through the appropriate official channels to the Director of ASCON.

(Bisi Gyedeji)
for Secretary
Public Service Commission

Sec (sn)

M. circulate.

T. A. AKINYELE

14/3/78

C.R.

Please file and resubmit early.

Shoab
ag Sec (sm)
15/3

189/2

THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

The College requires DIRECTORS to head each of the four divisions in its Programmes and Courses Department viz:

- A Director - Human Resources Management
- B Director - Financial Resources and Quantitative Management
- C Director - Material Resources Management
- D Director - Methods (Systems) Management

The Directors will, with other Departmental Heads, make up the top Executive team of the College and will report to the Director-General, who is the Chief Executive of the institution.

JOB DESCRIPTION

The individual Director will amongst other things be required to -

- (i) develop and present training material during courses in his discipline
- (ii) run and administer courses in his subject area with internal or external resource persons
- (iii) operate as Course Co-ordinator
- (iv) conduct research in his subject area
- (v) manage or conduct consultancy assignments
- (vi) head his Division

The areas of concern for each of the four divisions include but are not confined to, those indicated below:

a. Department of Human Resources Management

("Ourselves and the People we Work With")

Motivation: Communications: Leadership; Delegation; Appraisal and Evaluation; Job Description; MbO; Industrial Relations; Personnel Administration; Work Study; Staff Training and Development. Public Relations; Mass Communications.

190

- b. Department of Financial Resources and Quantitative Management
("Managing Money and Using Figures")
Cost and Management Accounting; Management Accounts; Financial Management; Financial Accounts; Financial Analysis Project and Investment Appraisal; Statistics; Graphs and Charts; Management Mathematics; Business (Growth and Profit) Strategy; Economics; Banking; Import and Export Trading; Stock Exchange.
- c. Department of Material Resources Management
("Creating and Using Material Resources")
Agricultural Development; Produce Marketing; Industrialisation; Production and Manufacturing Management; Marketing. Product Policy and Sales Management; Supply Management and Inventory Control; Physical Distribution Management.
- d. Department of Methods (Systems) Management
("Organising Information; Organisation for Action")
Informatics; E.D.F.; Management and Control Systems; Corporate Organisation and Strategy; Operational Research; Net-work Analysis (C.P.A.); Project Appraisal; Computer Systems; Structure and Workings of the Public Sector;

Q U A L I F I C A T I O N S

- Candidates for each of the above posts must
1. (a) be in possession of a University degree or an equivalent professional qualification. Possession of both or an additional higher degree may be an advantage.
 - (b) have at least ten years management experience including at least four years in a post on GL 13 or above in the public sector, or in a private sector-post recognised as enjoying 'senior management' status, e.g. head of Department or section for at least four years.

5
192

OTHER CONDITIONS

- (i) Candidates already in the public services may be accepted on transfer or secondment.
- (ii) Annual leave of 30 days per annum.
- (iii) Motor Vehicle Allowance in accordance with Federal Government Regulations.
- (iv) Housing, partly furnished, subsidized rental.
- (v) Medical Facilities for employees and immediate families.
- (vi) New appointees will be introduced to modern presentation and teaching techniques and may be required to undergo some training and re-orientation.

METHOD OF APPLICATION

Applications together with applicants Curriculum Vitae, photocopies of original Certificates, and the names and addresses of three referees should be forwarded to the following address not later than 30th March, 1978.

The Director-General
Administrative Staff College of Nigeria
P.M.B. 1215
IKEJA, LAGOS.
N I G E R I A.

Sec(SM),

Kindly see from p-188.

CR-
16/3/78

193

PSOMG *Jed* 16/3 -
 PS/GM (ANT) *J* 17/3
 PS (P) *[Signature]* 17/3
 PS (SD) *JHwaye* 17/3/75
 Sec (sm) *Throat* 20/3
 Sec (SD) *[Signature]* 20/3/78
 Sec (GKA) *[Signature]* 20/3
 Sec (SC) *[Signature]* 20/3
 Prin Sec (CD) *[Signature]* 20/3/78
 Prin Sec (SC) *[Signature]* 20/3

Please, see from p. 188 for your information and nec. action.

Throat
 ag Sec (sm)
 16/3

ARCHIVES OF OYSCAC

PP. 194 to 198 removed into
File H8 87 Vol. III as pp.
588 to 592 therein.



SP/3 396
3
199

The Administrative Staff College of Nigeria

(Established by Decree No. 39 of 1973)

1168

Ref: D.5/2/13

16th October, 1978

To:

Chief of Army Staff,
Chief of Naval Staff
Chief of Air Staff,
The Secretary to the Federal
Military Government,
The Inspector-General of Police,
All Federal Permanent Secretaries and
Heads of Extra-Ministerial Departments,
All Secretaries to State Military Governments,
All Permanent Secretaries of State
Ministries of Establishments,
The Executive Secretary,
National Universities Commission,
All Vice-Chancellors of the
Nigerian Universities,
Rectors/Principals of all Colleges
of Technology,
All Directors of Administration in the
Teaching Hospitals,
All General Managers of Parastatals.



DECISION STUDIES:
A JOURNAL OF THE ADMINISTRATIVE STAFF
COLLEGE OF NIGERIA

The Administrative Staff College of Nigeria is planning to establish a journal with a strong management and public administration bias. Titled DECISION STUDIES, the journal has the following four-fold objectives:

- (i) To provide an opportunity for the review of management theory and methodology of management research;
- (ii) To promote research in the field of management and public administration;
- (iii) To serve as a bridge between the theory and practice of management;
- (iv) To keep senior administrators and business executives informed about latest developments in management theory, practices and techniques.

Temporary Office : 69^c Ajao Road, Industrial Estate, Ikeja - Lagos.
All correspondence to be addressed to the Director ASCON
P. M. B. 1215, Ikeja

.. / 2

4
200

2. The maiden issue is expected to come out in June 1979. In the meantime, I should be most grateful if you would kindly bring this to the notice of all members of your staff. Enquiries about individual and institutional subscriptions as well as contributions to the journal are also welcome.

(Dr M J Balogun)
Editor and Dean of Studies
for: Director-General
Administrative Staff College of Nigeria

AS-(G & A)
~~FD-(R)~~

Pp 3-4 are subtd. f. n. a. pls.

6/11/78

Sec (G & A)

Pages 3-4 humbly refer please. A journal titled "Decisions Studies" is expected to be established by the ASCOM with its maiden issue to be published in June 1979. The journal has a four-fold aim listed on p.3. The editor of the journal therefore invites contributions from interested members of the staff.

You may kindly wish to approve therefore that the information be circulated for interested officers to note please

AS (G & A)

15/11/78

AS (G & A)

The letter has also been addressed to PS M E O T who is expected to take action concerning the various dep'ts of Gen. For M. circulate it amongst officers on 9.6.78 and of the

5/11/78

201
EO(R)

In accordance with footnote overleaf, circulate pages 3-4 among officers on GL 08 and above pls.

~~Just plain~~
16/11/78

Mr. Adejumo

Please, comply with the above instructions & circulate.

uly
Etr
16/11/78

EO(B)

There is a difference between NIM and ASCON. X
M. cause pp. 3-4 to be transferred into a different file titled 'Administrative Staff College of Nigeria'. I guess you must have such a file already.

~~Just plain~~

Mr. Adejumo
Ag. PSOMA
20/11

Please see X above f.y. n.a.

uly
Etr
11/12/78

P.S.O.M.A.

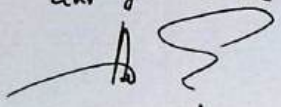
Pages 1-99 to 201 are hereby re-submitted in the appropriate Confidential file for your rec. action pls!

ADD.

Si R.

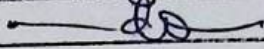
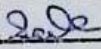




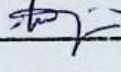

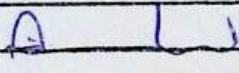
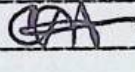



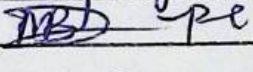
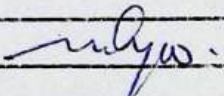
11/12/78 CR

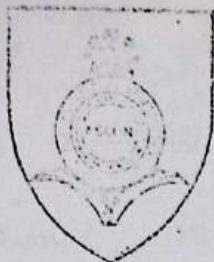
You may now continue to circulate pl. Sme + HS and I have already seen.


11/12

ARCHIVES OF FOYS

TO:-

NO.	OFFICER	SIGNATURE	DATE
1.	S. M. G. & H. S.,	Already Noted	
2.	Permanent Secretary (OMG)		
3.	Permanent Secretary/G.M. (ANT)		
4.	Permanent Secretary (P)		12/12/78
5.	Permanent Secretary (SD)		
6.	Secretary (G&A)		
7.	Secretary (Chieftaincy) Affairs		
8.	Secretary (SM)		
9.	Secretary (SC)		12/12 21/12
10.	Principal Secretary (CD)		
11.	Principal Secretary (SD)		
12.	Principal Secretary (SC)		15/12
13.	U. S. (SM)		
14.	U. S. (G) Affairs		
15.	P. A. S. (G&A)		
16.	P. A. S. (F&E)		2/12
17.	P. A. S. (S.M.)		22/12
18.	P. A. S. (C.A.)		
19.	Snr. Asst. Secretary (CD)		21/12/78
20.	Snr. Asst. Secretary (C.&A.)		
21.	Assistant Secretary (F.&E.)		
22.	Assistant Secretary (S.M.)		18/12/78
23.	Assistant Secretary (G.&A.)		
24.	Assistant Secretary (SC)		
25.	Assistant Secretary (C)		
26.	Assistant Secretary (C)		
27.	Assistant Secretary (CD)		
28.	Press Officer		
29.	Principal Execut. Officer (P)		2/1/79
30.	Prin. Execut. Officer (Security)		
31.	Senior Executive Officer (P)		2/1
32.	Higher Executive Officer (P)		
33.	Higher Executive Officer (A/Cs)		2/12
34.	High. Execut. Officer (Conf, Reg.)		3/1/79
35.	Executive Officer (A/Cs)		19/12/78
36.	Executive Officer (A/Cs)		19/12/78
37.	Executive Officer (A/Cs) Audit		
38.	Executive Officer (R)		21/12/78
39.	Executive Officer (P)		
40.	Senior Accountant		



The Administrative Staff College
of Nigeria

(Established by Decree No. 39 of 1973)

204

SP/S 396

11th January, 1979

The Secretary to the
Military Government,
Military Administrator's Office,
Ibadan - Oyo State.



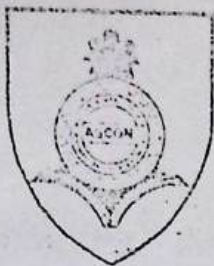
ASCON Programme of
General Management Courses

I wish to inform you that from March this year, this College will be running, on a regular basis, continuous six-week courses in General Management for Public Service officers in the Federal and State Civil Services, Parastatal institutions and other Public Service organisations in the country.

2. Programme Orientation: These courses constitute a programme for the formal and basic training of Public Service personnel usually but not invariably in Grade Levels 08 - 12, who are either holding or are about to be placed in positions requiring the application of discrete managerial knowledge, skills and attitudes for effectiveness in the task of obtaining results through the efforts of subordinates.

3. Objectives: - Long-Term: To develop an emphasis on the results-oriented approach to management within the Nigerian Public Service. As a result of attending this course, participants will appraise their own performance in the light of the methods and techniques discussed and will prepare a personal action plan which will lead to the application of the knowledge, skills and attitudes of a results-oriented (managerial) style.

Pls. See P. 296
in VOL. II



The Administrative Staff College
of Nigeria

(Established by Decree No.39 of 1973)

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- 2 -

4. Scope: The course content covers such managerial topics as will:-

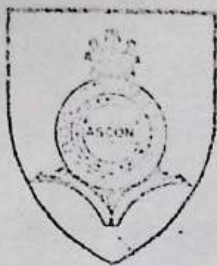
- provide a review of Basic Management methods and techniques,
- offer additional information on modern management practices and techniques,
- stimulate the identification and examination of typical assumptions made by managers, and
- push back the boundaries and limitations of traditional management thinking.

An outline of the course content is set out in paragraph 6 below.

5. Methodology: The course is heavily participative in nature, making minimum use of the lecture and maximum use of small group activities and group discussions. Thus, there is ample opportunity for participants to share experiences and learn from one another as well as from the "formal content" of the course.

Real-to-life film presentations, with connected individual exercises, relate learnt concepts, skills and techniques to the manager's own work situation.

Planned excursion to actual work environment amplifies the relevance of specific managerial topics. A Certificate will be issued to each participant after each course to show his/her response to the training as measured from a criteria-based test administered at the end of each module of the course.



206

6. Outline of Course Content

The Challenge of Management

- (a) Problems of self-taught management.
- (b) Goal setting and its benefits.
- (c) Personal goal setting.

Traditional Managerial Functions

1. OVERVIEW OF FUNCTIONS OF MANAGEMENT

- (a) What are the basic functions?
- (b) How do they inter-relate?
- (c) Guidelines on professional management.

2. PLANNING

- (a) Why plan?
- (b) Steps in the planning process.
- (c) Effective, results-oriented planning.

3. ORGANIZING

- (a) Guidelines to the effective structuring of organizations.
- (b) Structural causes of performance problems.
- (c) Effective staffing.

4. INTERGRATION - DELEGATION

- (a) Why delegate?
- (b) Obstacles to delegation.
- (c) Effective delegation.

5. MEASURING

- (a) What is measuring?
- (b) Problems caused by ineffective or inappropriate measures.
- (c) Effective standard setting and measuring

Managerial Skills

6. COMMUNICATION

- (a) Basic elements of effective face to face communication.
- (b) One-way - two-way communication
- (c) Maintaining accuracy in the communication chain.
- (d) Effective communication at work.

7. HUMAN RELATIONS

- (a) What is motivation?
- (b) Needs and motivation in the work environment.
- (c) Human Relations and Performance Improvement.

8. PERFORMANCE EVALUATION

- (a) Why evaluate?
- (b) Problems with multi-purpose open systems of evaluation.
- (c) Effective evaluation methods.

Modern Management Methods

9. MANAGEMENT BY OBJECTIVES

- (a) What is Management by Objectives?
- (b) The step by step procedure:
Organization Role
Situation Analysis
Goals and Action Plans.
- (c) The managers personal use of the MBO method.
- (d) Organization implementation.

10. PROGRAMME PLANNING AND BUDGETING SYSTEMS

- (a) What is PPBS?
- (b) Cost/benefit models.
- (c) Discounted cash flow technique.

11. NETWORK PLANNING (C.P.M.)

- (a) What is network planning?
- (b) Use of network project models.
- (c) Allocation and re-allocation of resources.

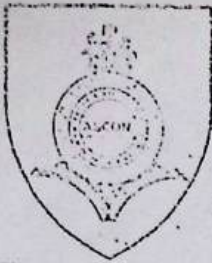
12. PROJECT MANAGEMENT

- (a) What is project management?
- (b) Views of project management.
- (c) Structural implications of project management.

13. LEADERSHIP STYLE

- (a) Over simplifications in the social science view of management.
- (b) Situation Leadership.
- (c) A rationalized effective approach.

14. ACTION PLANS FOR IMPROVEMENT OF PERSONAL PERFORMANCE.



The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)

- 4 -

7. Calendar: The Programme Calendar for courses to be run during the 1979/80 period is as follows:-

ASCON General
Management Programme:
Calendar for 1979-80

<u>Course No.</u>	<u>Course Dates</u>	<u>Nominations Deadline</u>	<u>Venue</u>
GMP 1	Mar. 5-April. 13 1979	Feb. 20, 1979	BDGH and ITFCM
GMP 2	Apr. 16-May 25 1979	Mar. 30, 1979	-ditto-
GMP 3	June 18-July 27 1979	June 4, 1979	ASCON Campus Badagry
GMP 4	Sept. 10-Oct. 19 1979	Aug. 29, 1979	-ditto-
GMP 5	Nov. 12-Dec. 21 1979	Oct. 29, 1979	-ditto-
GMP 6	Jan. 14-Feb. 22 1980	Dec. 30, 1979	-ditto-

* BDGH means Badagry Hotel, also called Hotel De James - (a temporary venue.)

* ITFCM means International Trade Fair Complex Motel on Badagry Road - (a temporary venue.)

8. Fees: The College will raise a bill of N100/participant on a Nominating Authority as a nominal charge for tuition, course materials, including a Manager's Handbook, and necessary course facilities, items and services provided to participants.

9. Living Expenses: Based on the current tariffs of the hotel/motel, as the case may be, the living expenses of each participants is estimated at N60.00 per day i.e. N2520.00 for the six weeks in International Trade Fair Complex Motel and N48.00 per day i.e. N2016.00 for the six weeks in Badagry Hotel inclusive of bed, meals and service charge where applicable in each case. When the College's permanent site is ready for use later in the year, the board and lodging expenses



The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)

- 5 -

of participants will be included in the fees payable to ASCON by Nominating Authorities.

10. Settlement of Bills: The Federal Ministry of Establishments will pay to the College the full amount in respect of the living expenses of participants from the Federal Ministries/ Departments sponsored by that Ministry. Other sponsors should please arrange for the full amount in respect of each of their participants to be deposited with the hotel/motel on or before the arrival of such participants.

11. Nominations: ASCON has reserved 3 places for your State Government in each course scheduled in the Calendar above. As a Nominating Authority you are requested please to select officers from your Government Institutions/Agencies to fill those places on each occasion as follows:-

Badagry : 2

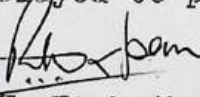
International Trade Fair Complex: 1

up to and including the course scheduled for the period April 16 - May 19, 1979. Thereafter all nominations, made in accordance with your quota, will be for ASCON permanent campus at Badagry.

12. The names of nominees shown against the appropriate venue should please be received in this office not later than the deadlines shown in the Calendar.

13. On arrival in Lagos, participants should please report at the parking lot in front of the Domestic Arrivals Hall, Murtala Mohammed Airport, Ikeja where ASCON vehicles will stand by to convey them to their respective venues.

14. This letter serves both as a Course Announcement and Joining Instructions to be relayed to participants.


R. A. U. Etok-Alkan
for: Director-General.

Temporary Office: 69^c Ajao Rd, Industrial Estate, Ikeja, Lagos.
All correspondence to be addressed to the Director ASCON
P.M.B. 1215, Ikeja

P.T.D.

209

U.S.(S.M.)

Pages 204 to 208 o'leaf are
hereby submitted for your nec.
action pls.

ADD.
C: R.
18/1/79

ARCHIVES OF OYSCAC

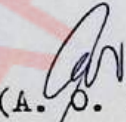
S.M.G. & H.S.

Your attention is respectfully invited to pp.204 - 208 which came from the Director-General, ASCON, Ikeja announcing ASCON programme on general management courses for 1979/80. The course is meant for officers on GL.08 - GL.12 who are either holding or about to be placed in positions requiring the application of discreet managerial knowledge, skills and attitudes for effectiveness in the task of obtaining results through the effort of subordinates. The outline of course content and the programme calender for 1979/80 are on pp.206 and 207 respectively.

2. It is stated in para. 11 of p.208 that ASCON has reserved 3 places for Oyo State in each course scheduled in the calender and that as nominating authority, we are requested to select officers from Government Institutions/ Agencies to fill those places on each occasion as follows:

- Badagry - 2
- International Trade Fair - 1

3. I have, this morning, gone to the Ministry of Estab. & Training to find out whether or not a copy of pp.204 - 208 has been sent to the Ministry by the Director-General. I was informed that none of such circular had been sent. In the circumstances, I am recommending that a photostat copy of the circular be sent to the Ag. P.S., M. E. & T. to enable him initiate action as regards nomination of candidates for the course, please.


(A. O. B. Ogunlowo)

U. S. (SM),
22nd January, 1979

WS (SM)
As in yr. para. 3 pt ...
-k 22/1/79



The Administrative Staff College of Nigeria

(Established by Decree No. 39 of 1973)

211

Ref. D.5/2/14.

6 November 1978

The Director,
Public Admin. Division,
United Nations,

The Executive Secretary,
Economic Commission for Africa,

The Executive Secretary, ECOWAS,

The Director-General, CAFRAD,

The Director-General, RIPA,

The Vice-Chancellors,
All Universities in Africa,

The Vice-Chancellors,
All Commonwealth Universities,

All Management Training Institutions.



DECISION STUDIES
A JOURNAL OF THE ADMINISTRATIVE STAFF
COLLEGE OF NIGERIA

The Administrative Staff College of Nigeria is planning to establish a journal with a strong management and public administration bias. Titled DECISION STUDIES, the journal has the following four-fold objectives:

- (i) To provide an opportunity for the review of management theory and methodology of management research;
- (ii) To promote research in the field of management and public administration;

/2.

Temporary Office : 69^c Ajao Road, Industrial Estate, Ikeja - Lagos.
All correspondence to be addressed to the Director ASCON
P. M. B. 1215, Ikeja

212



The Administrative Staff College of Nigeria

(Established by Decree No. 39 of 1973)

DECISION STUDIES

SUBSCRIPTION RATES

	Annual	Single Issue
NIGERIA	₦12.00	₦2.50
Other Countries	(U.S) \$20.50	(U.S) \$5.25
	(U.K) £12.00	(U.K) £2.75

SUBSCRIPTION FORM

I/We wish to subscribe to copy/copies of
each issue of DECISION STUDIES beginning from 7th June, 1979
issue. My name and address are as follows:

Name

Address

I/We enclose herewith a cheque/postal order for the
sum of Naira (₦12.00) as my/our initial
subscription.

.....
Signature

N. B.

(Cheques/Postal Orders should be crossed and made payable
to ASCON IKEJA. Completed subscription forms should be
returned to:

The Editor
DECISION STUDIES
ASCON
P. M. B. 21215
IKEJA
NIGERIA.

Temporary Office: 69^c Ajao Rd, Industrial Estate, Ikeja, Lagos.
All correspondence to be addressed to the Director ASCON

213

U.S. (S.M.)

Pages 211 to 212 of leaf are
hereby submitted for your rec. action
pls.

ADD

C. R.

23/1/79

ARCHIVES OF OYSCAO

214

SP/S.396/214

24th January, 1979

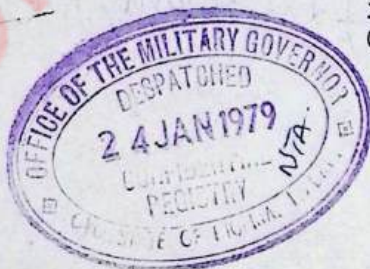
The Permanent Secretary,
Ministry of Establishments
and Training,
(Recruitment & Training Division),
Ibadan.

ASCON Programme of General
Management Courses

PP. 204-208

I am directed to forward herewith photocopy of a letter dated 11th January, 1979 on the above-named subject forwarded here by the Director-General, Administrative Staff College of Nigeria and to request you to initiate necessary action as deemed fit in respect of nominations for the various courses indicated in the schedule at paragraph 7 of the Circular.

(A. C. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.



See P - 225

ARCHIVE

215
PAS(FYE)

I think we should subscribe to the ASCON journal titled DECISION STUDIES. Please issue necessary instructions to the Accounts Section on the issue.

[Signature]
US(SM)
14/2/79.

CR
Please replace the form on page 212 with a photo-copy and enclose the original in ball cover. Thereafter return file to me.

Q
PAS(ExE)
15/2/79

P.A.S. (F&E)

Reference your minute at bottom of opposite page, I wish to confirm that I have tried both the S.M.G. & H.S.' office and yours too and I have been unable to produce the photostat copy of p. 212 as directed because of non-availability of the necessary paper pls.

A.O.O.
C. R.
16/2/79

HEO CR

Thanks for the above. I have spoken to the store keeper ^{who} ~~what~~ has promised to make some foolscap size papers available for use on the machine before the end of next week. B.C. file to me on 1/3/79.

To
PAS (F&E)
16/2/79

S.C.O. B.V. noted by
I AM 20/2/79

217

SP/3396

CIRCULAR LETTER

Federal Ministry of Establishments,
Independence Building,
Lagos.

Ref. No. A1/3/Vol.1/40

19th February, 1979

To:

The Secretary to the Federal Military
Government,

The Inspector-General of Police,

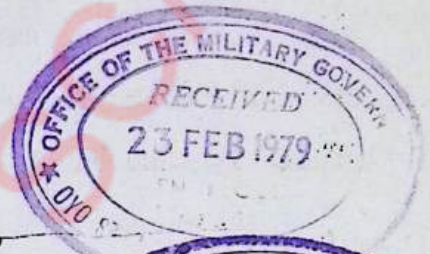
All Federal Permanent Secretaries and
Heads of Extra-Ministerial Departments,

All Secretaries to State Military Governments,

All Permanent Secretaries of State Ministries of
Establishments,

The Executive Secretary,
National Universities Commission,

All General Managers of Federal Parastatals.



RECRUITMENT OF STAFF FOR THE ADMINISTRATIVE
STAFF COLLEGE OF NIGERIA

The Federal Military Government has recently reviewed the history, course contents and modus operandi of the Administrative Staff College of Nigeria and directed that, to enable the College to cope effectively with the enormous training requirements of the public service, it should henceforth restrict the scope and coverage of its activities to the public sector. In order to ensure that the training programmes of the College bear relevance to the needs of the public service, the Government has further directed that its teaching staff should be drawn largely from amongst serving public servants.

2. It has therefore been decided that competent public servants who possess relevant experience and qualifications will be posted to the College from time to time to serve as members of the directing and teaching staff for a period of two to three years after which they will be reposted to their Ministries/Departments or Corporations to continue with their normal duties. Officers who wish, may be allowed to stay longer with the College or join its permanent staff. Whilst on posting to the College, serving officers will retain their seniority in their respective cadres and will be considered for

promotions along with their colleagues. They will also have the added advantage of receiving further training in their disciplines and other relevant fields which will equip them not only for their academic functions in the College but also for higher responsibilities when they return to their respective Ministries/Departments/Corporations.

3. Although the structure and organisation of the College are currently being reviewed, the Courses and Programmes Department is presently made up of the following four Divisions:-

- (A) Human Resources Management Division
- (B) Financial Resources and Quantitative Management Division
- (C) Material Resources Management Division
- (D) Methods (Systems) Management Division

4. The following vacant posts of directing staff exist in the four Divisions of the Department:-

Director of Studies	GL. 16 (4 posts)
Assistant Director of Studies	GL. 15 (4 posts)

In addition to the directing staff, a number of vacancies also exist in each of the four Divisions in the following grades:-

Chief Management Development Officer	GL. 14
Assistant Chief Management Development Officer	GL. 13
Principal Management Development Officer	GL. 12
Senior Management Development Officer	GL. 10

The descriptions of the jobs, qualifications and experience required are detailed in the Annexure to this Circular Letter.

5. The purpose of this Circular Letter is to invite applications from suitably qualified and experienced officers. Selected candidates will be given a short and intensive orientation course to enable them to do further concentrated reading and prepare their initial course notes. Applications from interested candidates together with their curricula vitarum, photo-copies of original certificates and the names and addresses of three referees should

reach the Director-General, Administrative Staff College of Nigeria,
P.M.B. 1215, Ikeja, Lagos not later than Friday the 23rd of March, 1979.

6. Permanent Secretaries and Heads of Extra-Ministerial Departments
are requested to bring the contents of this circular letter to the
notice of all officers in their Ministries and Departments as well as
Statutory Corporations and State-owned Companies for which their
Ministries are responsible.

See annexure
on pp. 220-223

JVEmanuel
(MRS. F. Y. EMANUEL)
Permanent Secretary,
Federal Ministry of Establishments.

ARCHIVES OF OYSSCO

ANNEXURETHE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

The College requires the following DIRECTING STAFF to man the four divisions in its Programmes and Courses Department Viz:

- (a) DIRECTOR - Human Resources Management:
G.L. 16 - (N11,268 - N12,420)
- (b) DIRECTOR - Financial Resources and Quantitative Management
G.L. 16 - (N11,268 - N12,420)
- (c) DIRECTOR - Material Resources Management
G.L. 16 - (N11,268 - N12,420)
- (d) DIRECTOR - Methods (Systems) Management
G.L. 16 - (N11,268 - N12,420)
- (e) ASSISTANT DIRECTOR - Human Resources Management
G.L. 15 - (N9,996 - N11,028)
- (f) ASSISTANT DIRECTOR - Financial Resources and Quantitative Management
G.L. 15 - (N9,996 - N11,028)
- (g) ASSISTANT DIRECTOR - Material Resources Management
G.L. 15 - (N9,996 - N11,028)
- (h) ASSISTANT DIRECTOR - Methods (Systems) Management
G.L. 15 - (N9,996 - N11,028)

The DIRECTORS (Posts A, B, C, & D) will, with other Departmental Heads, make up the top Executive team of the College and will report to the Director-General, who is the Chief Executive of the institution.

JOB DESCRIPTION

The individual DIRECTOR will, amongst other things, be required to:-

- (i) develop and present training materials during courses in his discipline;
- (ii) run and administer courses in his subject area with internal or external resource persons;

- (iii) conduct research in his subject area;
- (iv) manage or conduct consultancy assignments;
- (v) head his Division.

The area of concern for each of the four divisions include but are not confined to the following:

- (a) Human Resources Management Division
("Ourselves and the People We Work With")
Motivation; Communications; Leadership; Delegation;
Performance Appraisal and Evaluation; Job Evaluation;
MBO and related Techniques; Industrial Relations;
Personnel Administration; Work Study; Staff Training
and Development; Public Relations; Mass Communications.
- (b) Financial Resources and Quantitative Management Division
("Managing Money and Using Figures")
Cost and Management Accounting; Financial Management;
Financial Analysis; Projects and Investments Appraisal;
Statistics in Management; Graphs and Charts; Business
(Growth and Profit) Economics; Banking; Import and
Export Trading; Stock Exchange.
- (c) Material Resources Management Division
("Creating and Using Material Resources")
Agricultural Development; Industrialisation;
Production and Manufacturing Management; Marketing;
Supply Management and Inventory Control; Physical
Distribution Management.
- (d) Methods (Systems) Management Division
("Organising Information; Organisation for Action")
Informatics; E.D.P.; Management Information and
Control Systems; Corporate Organisation and
Strategy; Operational Research in Management;
Net-Work Analysis (C.P.A.); Project Appraisal;
Structure; Organisation and Methods in the
Public Service.

QUALIFICATIONS

DIRECTORS

Candidates for these posts must:-

1. (a) possess a University degree or equivalent professional qualification: Possession of
 - both or an additional higher degree may be an advantage;
- (b) have at least ten years management experience including three years in a senior management post in the public sector (i.e. GL. 14 and above) or in the private sector, e.g. Head of Department or Section;
- or (c) have at least ten years teaching experience in a relevant field in a School of Business or Administration, a University or a recognised institution of higher learning including at least three years in a high academic appointment (normally one on GL. 14 or above).
- (d) have at least ten years experience of management or teaching or an acceptable mixture of the foregoing including the minimum of three years 'senior management' status designated above;
- (e) also satisfy the College that either their qualifications or their recent management experience are directly relevant to the fields of concern designated to the post applied for.

In appraising candidates, the College will require evidence of past success in the selected field and a willingness and ability to impart their knowledge and share their experience with course members and College staff.

2. For candidates with mainly an academic background, evidence of successful research and publication in a relevant field may be

acceptable in lieu of management experience.

3. A high level of numeracy will be required of each candidate, and evidence of ability to perform effectively in more than one management 'field' will be an advantage.

4. ASSISTANT DIRECTORS

Candidates for these posts are expected to meet ~~all the above-stated~~ requirements for the posts of Directors except that they must have at least nine years management experience including two years in a senior management post in the public sector (i.e. GL. 13 and above) or in the private sector, e.g. Head of Department or Section.

OTHER POSTS AND SALARIES

- A. Chief Management Development Officer (GL. 14 - #8,868 - #9,828)
- B. Assistant Chief Management Development
Officer (GL. 13) - #7,764 - #8,724)
- C. Principal Management Development
Officer (GL. 12) - #7,104 - #7,752)
- D. Senior Management Development Officer (GL. 10) #5,460 - #6,452)

For each of the above positions, there are vacancies in each of the four divisions of the Courses and Programmes Department.

5. Qualifications

Applicants for A - D must be holders of recognised University degrees. Preference will be given to holders of good honours degrees and relevant diplomas in appropriate fields.

6. Experience

For A, B, C, D applicants must possess at least 8, 6, 5 and 3 years cognate experience respectively in management positions or teaching in a management training institution.

7. For all posts, some degree of numeracy will be required of each candidate and the College will, in addition, seek evidence of past success, a demonstrated interest in the selected field of specialisation and willingness and ability to impart knowledge and share experience.

U.S. (S.M.)

Pages 217 to 223 are hereby submitted for your nec. action pls.

ADD.
G. R.
26/2/79.

ARCHIVES OF OYSCA



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. RT.2/927/Vol.II/558

Date 26 February, 1979

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



Attention: Mr. A.O.B. Ogunlowo

ASCON Programme of General Management Courses

P-214

I am directed to refer to your letter No. SP/S.396/214 of 24th January, 1979 and to request you to make nominations for Course No. GMP1 holding at the Badagry Hotel - Hotel De James and International Trade Fair Complex Motel on Badagry Road from 5th March to 13th April, 1979 as follows:-

- (a) 2 Administrative Officers on GL.08-12
- (b) 1 Professional Officer GL.08-12 from the Investment and Credit Corporation of Oyo State.

copy given to Sec(S.C) for further nec. action. J.S. (sm) 27/2/79

2. In view of the closeness of the date the course would commence, I should be grateful if you would please make available in this Ministry a list of your nominees for onward transmission to Lagos through Mr. A. Shadare an official of the Administrative Staff College of Nigeria who has expressed his willingness to take the list down to Lagos.

Dec R228

(M.O. Iyiola),
for Ag. Permanent Secretary.

U.S.(S.M.)

Above is hereby submitted for your early nec. action pls.

ADD
C: R
27/2/79

see p.272

S.M.G. & H.S.

The letter at p.225 was brought to me yesterday afternoon and I should like to treat it because of the urgency attached to the request. The letter is from the Ag. P.S., M. E. & T. requesting us to nominate 2 Admin. Officers on GL.08 - 12 for ASCON Course No. GMP1 holding at the Badagry Hotel - Hotel De James - and International Trade Fair Complex Motel on Badagry Road from 5th March to 13th April, 1979.

for

2. It ^{will} ~~would~~ be recalled that Messrs R.A. Obaleke and T.A. Aderele were asked to withdraw from the University of Ife D.P.A. Course during this Session in view of the fact that it was thought it would be a waste of time sending them to do the course since they are already holders of D.P.A. certificates obtained from Canada and former Nigerian College of Arts and Science, Ibadan respectively. There was, therefore, the directive that other courses should be found for them.

3. In the light of the foregoing, I would respectfully wish to recommend that Messrs R.A. Obaleke and T.A. Aderele both Admin. Officers Grade IV, GL.12 be sent to the course. Please approve.

Agree.
27/2

4. I would also wish to invite your attention to the Federal Ministry of Estab. Circular ^{pp 217 - 223} dealing with recruitment of staff for the Administrative Staff College of Nigeria. The following posts of directing staff exist in the four Divisions of the Department:

- (a) Director of Studies (4 posts);
 - and (b) Assistant Director of Studies, GL.15 (4 posts).
- In addition to the directing staff, a number of vacancies also exist in each of the four Divisions mentioned in para. 3 of p.218 in the following grades:

- (i) Chief Management Development Officer, GL.14;

- (ii) Asst. Chief Management Development Officer, GL.13;
- (iii) Principal Management Development Officer, GL.12;
- and (iv) Senior Management Development Officer, GL.11.

5. The descriptions of the jobs, qualifications and experience required are detailed in the annexure at pp.220 - 223. It is also indicated in para. 5 of p.218 that the selected candidates will be given a short and intensive orientation course to enable them do further concentrated reading and prepare their initial course notes. Applications from interested candidates together with their curricula vitarum, photo-copies of original certificates and the names and addresses of three referees should reach the Director-General, ASCON, P.M.B. 1215, Ikeja, Lagos not later than 23rd March, 1979.

6. According to the Distribution List on p.217, copies of the Circular have been forwarded to all the Permanent Secretaries of State Ministries of Establishments. It is hoped that copies must have been received by our P.S., M.E.&T. who, in fact, should initiate further necessary action in sending out the Circular to all Ministries and Parastatals. On the return of file, I would, however, go to the Ministry of Estab. & Training to find out whether or not copies of the Circular have been received. If not, a copy of the Circular at back cover would be sent to the Ministry for further necessary action. I should be grateful if you would note the Circular for information only, please.

*Agreed -
27/2*

A.O.B.
(A. O. B. Ogunlowo),
U. S. (SM),
27th February, 1979

us(sm)
*Mr. [unclear] is in
my side notes -*

27/2

728

28th February, 1979

SP/S.396/228

The Acting Permanent Secretary,
Ministry of Establishments
and Training,
Ibadan.

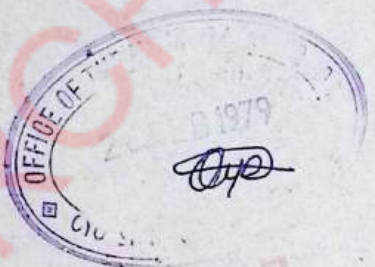
(For the attention of Mr. M. O. Iyiola)

ASCAN Programme of General
Management Courses

P-225

I am directed to refer to your letter No. RT.2/927/
Vol.II/558 of 26th February, 1979 on the above-named
subject and to inform you that the Secretary to the
Military Government and Head of Service has approved the
nominations of Messrs R. A. Obaleke and T. A. Aderere,
both Administrative Officers, Grade IV, GL.12 to attend
Course No. GMP1 holding at Badagry Hotel - Hotel De James -
and International Trade Fair Complex Motel on Badagry Road
from 5th March to 13th April, 1979.

(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service



See P-233

SP/S.396/229

28th February, 1979

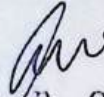
Mr. R. A. Obaleke,
Administrative Officer Grade IV

u.f.s. The Permanent Secretary,
Ministry of Education,
Ibadan.

ASCON Programme of General
Management Courses

I am directed to inform you that the Secretary to the Military Government and Head of Service has approved your nomination to attend Course No. GMP1 holding at the Badagry Hotel - Hotel De James - and International Trade Fair Complex Motel on Badagry Road from 5th March to 13th April, 1979.

2. Please contact Mr. M. O. Iyiola of the Ministry of Establishments and Training, Recruitment and Training Branch for further particulars in respect of the course.


(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.



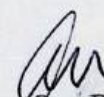
Our Ref. No. SP/S.396/229A
Office of the Military Administrator,
Agodi - Ibadan.

28th February, 1979

Copy to:

The Permanent Secretary,
Ministry of Education,
Ibadan.

Above for your information. Please deliver the original of this letter to Mr. R. A. Obaleke.


(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.

230

SP/S.396/230

28th February, 1979

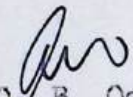
Mr. T. A. Aderole,
Administrative Officer Grade IV

u.f.s. The Secretary,
Local Government Service Commission,
Ibadan.

ASCON Programme of General
Management Courses

I am directed to inform you that the Secretary to the Military Government and Head of Service has approved your nomination to attend Course No. GMP1 holding at the Badagry Hotel - Hotel De James - and International Trade Fair Complex Motel on Badagry Road from 5th March to 13th April, 1979.

2. Please contact Mr. M. O. Iyiola of the Ministry of Establishments and Training, Recruitment and Training Branch for further particulars in respect of the course.


(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.



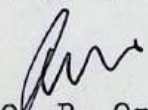
Our Ref. No. SP/S.396/230A
Office of the Military Administrator,
Agodi - Ibadan.

28th February, 1979

Copy to:

The Secretary,
Local Government Service Commission,
Ibadan.

Above for your information. Please deliver the original of this letter to Mr. T. A. Aderole.


(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.

231

PAS(F&E)

B.U on p-216 is submitted pls-

1/3/79 "A"

HEO CR.

The above is noted. Can you now

try whether or not the photo-copies can be made?

1/3/79
PPS(F&E)

"B"

P.A.S.(F&E)

Reference your minute "A" above, I wish to state that the condition is still the same i.e. there is no foolscap size photo-copying paper pls.

AOO

C: R:

2/3/79

SECRET

SP/S.396/232

2nd March, 1979

Mr. D. A. Ayoade,
Administrative Officer Grade V

u.f.s. The Permanent Secretary
(Special Duties),
Office of the Military Administrator,
Ibadan.

ASCON Programme of General
Management Courses

I am directed to inform you that the Secretary to the Military Government and Head of Service has approved your nomination to attend Course No. GMP1 holding at the Badagry Hotel - Hotel De James - and International Trade Fair Complex Motel on Badagry Road from 5th March to 13th April, 1979.

2. Please contact Mr. M. O. Iyiola of the Ministry of Establishments and Training, Recruitment and Training Branch for further particulars in respect of the course.

PIS See P. 234

(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.



Our Ref. No. SP/S.396/232A
Office of the Military Administrator,
Agodi,
Ibadan.

2nd March, 1979

Copy to:

The Permanent Secretary
(Special Duties),
Office of the Military Administrator,
Ibadan.

Above for your information. Please deliver the original of this letter to Mr. D. A. Ayoade.

(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.

SECRET

SECRET

SP/S.396/233

2nd March, 1979

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

(For the attention of Mr. M. O. Iyiola)

ASCON Programme of General
Management Courses

Further to my letter No. SP/S.396/228 of 28th
February, 1979, please substitute Mr. D. A. Ayoade for
Mr. R. A. Obaleke who, owing to the exigency of the
service, cannot be released by his Permanent Secretary
to attend the above-named course.



(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.

SECRET

SP/S.396

234

Mr. D. A. Ayoade,
Administrative Officer Grade V,
Office of the Military Administrator,
Special Duties Division,
Ibadan.

Pp. 3342/9

5th March, 1979

Secretary to the Military Government
and Head of Service,
Staff Matters Division,
Office of the Military Administrator,
Ibadan.



Via The Permanent Secretary,
Special Duties Division,
Office of the Military Administrator,
Ibadan.

*copy to
5/3/79*

(For the attention of Mr. A. O. B. Ogunlowo)

ASCON Programme of General
Management Courses

I wish to refer to your letter No. SP/S 396/232 of 2nd March, 1979 and to inform you that I had Vagotomy and Pyle-Chloroplastic surgical operation performed on me in 1978 by Dr. Olaosebikan and since then I have been placed on special diet. This will make it inconvenient for me to attend the above-named course at Badagry and Lagos.

*ref.
P. 232*

2. I attach herewith for your information the Medical Reports by Drs. Adeyemo, Olaosebikan and Alao and in particular page 6 which was a medical report on 18th December, 1978. It shows the history of the operation and subsequent developments. I shall therefore be grateful if I am excused from attending the course for sometime until my health returns completely to normal.

*Att:-----
P. 235
242*

3. However I am very grateful for the opportunity given to me for my own self improvement and as soon as my health improves I will be in a position to undergo any other course which may be earmarked to improve my efficiency and productivity.

I am, Sir,

Your Obedient Servant,

D. A. Ayoade
(D. A. Ayoade)

Administrative Officer Grade V

ARCHIVED

10555/78

Med. 103

INFANT WELFARE RECORD

Name D. A. ALIODE Sex M

Address Min. N. Clinic & Natural Resources

Date of Birth 3/7/78 Place of Birth 16m

Occupation of Mother _____

No. of Previous Children (a) Alive _____ Ages _____

No. of Previous Children (b) Dead _____ Ages _____

Feeding Habits _____

WGP 439

Date	Weight	Medical Officer's Notes
<u>1/15/78</u>		<u>Just born. mild</u>
	<u>10 lbs</u>	<u>2/3</u>
		<u>prob. 10 lbs 2/3</u>
<u>14/2/78</u>	<u>10.5 lbs</u>	<u>SD/OP 9 11. X 11/7</u>
		<u>12.5 lbs</u>
		<u>14.5 lbs</u>
		<u>16.5 lbs</u>

ARCHIVE

Date	Weight	Medical Officer's Notes
25/2/78	Dareon 14.5 kg	9. Fluoridated Tapir (14.1)
	14.5 kg	1 month
	14.5 kg	Review to work - 14.5 kg
6/3/78	14.5 kg	Wasting 14.5 kg
		Loss of taste previous
		described as if check to one
		side (1) Food intake
		in (2) check & can eat
		with 14.5 kg
		No history of trauma
		to (1) 14.5 kg - 14.5 kg
		(1) 14.5 kg - 14.5 kg
		(2) Ampiclox 250mg bid
		(1) 14.5 kg
		See (1) 14.5 kg
		(1) 14.5 kg
		14.5 kg
11/4/78	14.5 kg	Discharge today
		9.5 Covered Tapir 20. 14.5 kg

AIR FORCE

10555/78 Med. 9

DRESSING ROOM

Name.....
 Address.....
 Age..... Sex.....
Inds. C. P. (Eng.) Ltd., Phone 24359 London.

Date	Treatment
10/14/78	<p>Looked over the case today eye turning off of tears left eye not doing</p>
	<p>the case passed of case and add. thin 10/14/78 x (1/1)</p>

ARCHIVES OF OXSCA

Date	Treatment—continued
10/20/71	10/20/71 10/21/71
10/22/71	10/22/71 10/23/71
10/24/71	10/24/71 10/25/71
10/26/71	10/26/71 10/27/71 10/28/71 10/29/71 10/30/71 10/31/71

ARCHIVES OF OYSCAC

DRESSING ROOM

Med. 9

Name..... *D. P. Nyende*

Address..... ..

Age..... .. Sex..... ..
Idea C. P. (Nig.) Ltd., Phone 24319 Ibadan

Date	Treatment
<i>29/9/78</i>	<p><i>Pain in upper & lower abd.</i></p> <p><i>70% Contracture of the abd. pain which is likely to explain the nature of the pain.</i></p>
	<p><i>bell's palsy is clear</i></p> <p><i>Encephalitis (2/3)</i></p>

ARCHIVES OF ILS

Date	Treatment—continued
	<p>(2) Vit C T Fals x 1/5th</p> <p>see 509</p> <p>Atanid</p>
<p>18/2/58</p>	<p>Had 1st dose of insulin 10 units each day and by 1st treatment had 1st dose of insulin 10 units each day and by 1st treatment had 1st dose of insulin 10 units each day</p>
	<p>Had 2nd dose of insulin 10 units each day and by 1st treatment had 1st dose of insulin 10 units each day and by 1st treatment had 1st dose of insulin 10 units each day</p>

ARCHIVES OF OYOGAC

241

OUT-PATIENT DEPARTMENT

Med. 139 (OYSG)

NIGERIA

No.

GENERAL HOSPITAL

TREATMENT CARD

Ward..... Bed.....

Name D. A. Ayode

Address.....

Religion..... Sex.....

Nationality..... Age.....

Occupation..... Admitted.....

Diagnosis.....

Discharged..... Result.....

Hospital charges..... per diem Extras.....

TOTAL: N : k

Medical Officer-in-charge

Date	Treatment
11/11/71	<p>1. ...</p> <p>2. ...</p> <p>3. ...</p>

ARCHIVES OF OYSCAC

Date	Treatment

243

U.S. (S.M.)

Pages 234 to 242 overlap are
hereby submitted for your rec. action

ADD
C. R.
6/3/79

ARCHIVES OF OYSCA

S.M.G. & H.S.

I should like to recall the visit of the Permanent Secretary, Ministry of Education to you on Friday 2nd instant on which occasion she informed you that owing to the exigencies of the service, Mr. R. A. Obaleke, Admin. Officer Grd. IV would not be able to attend the ASCON Programme of General Management Courses holding at the Badagry Hotel - Hotel De James - and International Trade Fair Complex Motel on Badagry Road from 5th March to 14th April, 1979. You immediately directed that Mr. D. A. Ayoade, Admin. Officer Grade V (acting Principal Assistant Secretary) attached to the Special Duties Division of this Office should be substituted for Mr. Obaleke, vide action taken at p.233, please.


2. On Monday 5th instant, Mr. Ayoade met me and complained that he had a surgical operation performed on him sometime in 1978 and that he was placed on special diet. In effect, he was not willing to attend the course. I later advised him that he should attend the course as any of the hotels in Lagos could prepare his special diet even better than the one he used to take at home.

3. When he knew that I dented his argument, he came up with another complaint that he was afraid of the life in Lagos. After a protracted argument, I advised him that if he was not willing to attend the course he should inform his P.S., who in turn would inform this Office. He has now done so at pp.234 - 242, the covering letter of which shows that he had undergone Vagotomy surgical operation in 1978.

4. In view of the fact that the course has started, I do not wish to recommend that any officer should be substituted. There are still other courses billed for 1979/80 calendar year; please vide p.207 of this file, to which officers can attend.

245

5. I would respectfully wish to recommend that we take his word for it that he is sick and that he needs to be under medical surveillance, in that case, only healthy officers will have to be recommended for subsequent courses to be organised by ASCON. Above is for your information only, please.


(A. O. B. Ogunlowo),

U. S. (SM),
7th March, 1979

US(SM)

Agreed to para. 5.

7/3/79

ARCHIVES OF OYSCA

246 #

SP/C 203/2
Vol 1



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. RT.2/927/Vol.II/558

Date 26th February, 1979

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

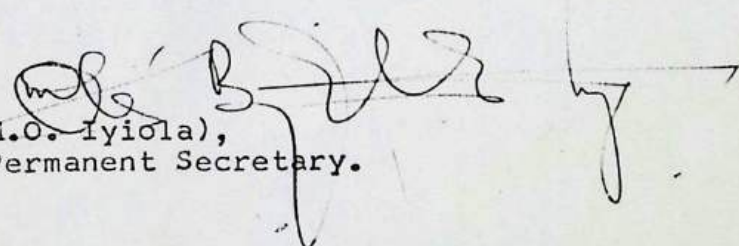
Attention: Mr. A.O.B. Oqunlowo

ASCON Programme of General Management Courses

I am directed to refer to your letter No. SP/S.396/214 of 24th January, 1979 and to request you to make nominations for Course No. GMP1 holding at the Badagry Hotel - Hotel De James and International Trade Fair Complex Motel on Badagry Road from 5th March to 13th April, 1979 as follows:-

- (a) 2 Administrative Officers on GL.08-12
- X // (b) 1 Professional Officer GL.08-12 from the Investment and Credit Corporation of Oyo State.

2. In view of the closeness of the date the course would commence, I should be grateful if you would please make available in this Ministry a list of your nominees for onward transmission to Lagos through Mr. A. Shadare an official of the Administrative Staff College of Nigeria who has expressed his willingness to take the list down to Lagos.


(M.O. Iyiola),
for Ag. Permanent Secretary.

Sec(S.c)

Kindly take necessary action on X above.
Please send your recommendation direct to
SMG & ITS.


110 301 2170

ARCHIVED

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PROPERTY DEVELOPMENT CORPORATION OF OYO STATE
(CONSTITUTED UNDER OYO STATE EDICT No. 7 of 1977)

Telephone Nos. 21592, 21593, 21594, 23071-3

P.M.B. 5214.

IBADAN.

C/24/Vol.VI/T/3

Our Ref. No.....

27th February, 1979

Your Ref. No.....

All correspondence to be addressed to the General Manager

The Secretary Statutory Corporations,
Office of the Military Administrator,
Agodi,
Ibadan.

CONFIDENTIAL

For the attention of Mr. E.A. Taiwo

I refer to your handwritten letter dated 27th February, 1979 and submit hereunder our nominee for the Ascon Programme of General Management Course holding between March, 5 and April, 13, 1979 at Badagry:

- (i) Mr. O.A. Adisa - Principal Estate Officer(Mortgage)

[Signature]
O.A. Adeleke
for General Manager

CONFIDENTIAL

Sec.(S.C.)

Reference U.S.(S.M)'s minute on p. 1, 246
Pages 1 to 2 above are hereby submitted
for your rec. action pl. 247

AOO
C: R.
27/2/79

248-3

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

Via

P.S.(P),

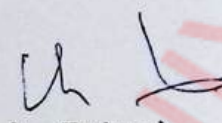
246

Kindly refer to p.1. The Ministry of Establishments and Training has called for the nomination of a Professional Officer on GL.08-12 from the Investments and Credit Corporation of Oyo State for a three week ASCON Programme of General Management Courses, holding in Badagry between March 5 and April 13, 1979.

2. If we have to go by the advice of the M.E. & T., the Investments and Credit Corporation would be having more than its normal share. You have kindly approved the nomination of Mr. Alalade of that Corporation for a course in Australia and I have just made a recommendation to you in respect of Mr. Binuyo also of I.C.C., (the course for which he was recommended has greater relevance to I.C.C.).

3. It is humbly proposed therefore that the choice should come from Property Development Corporation and Mr. O. A. Adisa - Principal Estate Surveyor (Mortgage) has been proposed by his Corporation.

4. I shall be grateful for your approval of his nomination.


(E.O.A. Taiwo),
Sec. (SC),

27th February, 1979.

ARCHIVES OF OYO STATE

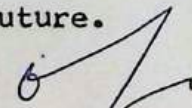
4 249

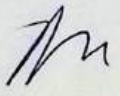
S.M.G. & H.S.,

You may wish to see the recommendation at p.3. The Ministry of Establishments suggested to O.M.A. that a staff of Investments and Credit Corporation be nominated for this course. The author of the minutes at p.3 disqualified Investments and Credit Corporation nominee on the ground that the Corporation had earlier enjoyed similar training programme and secondly, he felt it was not the duty of the Ministry of Establishments to suggest to us which of the Corporations deserve training. The Secretary for Corporations did not adduce reasons for his choice of Mr. Adisa other than that he was the nominee of the Property Development Corporation and that I.C.C. may have more than its normal share of training programme. You will recall that there are at least six or seven Statutory Corporations under this Division. They were not disqualified nor were they considered. The ideal situation you will agree with me, no doubt, is to ensure an equitable distribution of training programme among all the professions and administrative staff in all our Corporations and Parastatals. This method of selection to me is unscientific.

2. It is therefore proposed that this Division will in future compile a roster of all professional and management staff in all our Corporations. In this way, it will be possible for us to know whether Corporations are receiving fair deal or not. This arrangement would enable this Division ensure, as I said earlier on, equitable distribution of training programmes. It will also serve as a control mechanism.

3. In the meantime, I have no objection to Mr. Adisa's nomination. In view of shortness of time, you may wish to approve it, we propose however to implement para. 2 above in future.


 (Abdul R. Ojedele)
 Ag. P.S. (P)
 20 February 1979.

 ps(P)
 Mr. Adisa's nomination
 agreed to you para 2.
 1/3

(S)

Sc. (Sc)

Please see the SMA's minutes for the AS to approach all the Corporation to supply us with information on their staff as outlined in my proposal. When we have our full staff Complements maybe we shall assign three of our officers to handle along with other matters.

AS
 AS (P).
 3/23/79

AS (Sc) note the directive above.

2

251 6

VS (8M)

Your minute on p. 1
 refers. Mr. note that the
 nomination of Mr. D. A. Aduse -
 Principal Estate Surveyor
 for Property Development
 Corporation has been
 approved. The final acts.
 12. You will please take
 further action and let
 us have the file back
urgently.

(SC)
 asee 2/3/79.

ARCHIVE

SECRET

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SP/S.396/T/7

2nd March, 1979

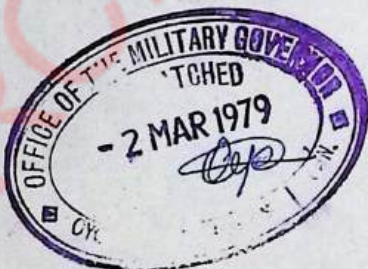
The Permanent Secretary,
Ministry of Establishments
and Training,
Ibadan.

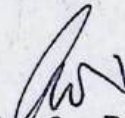
(For the attention of Mr. M. O. Iyiola)

ASCON Programme of General
Management Courses

I am directed to refer to your letter No.

P. 1 RT.2/927/Vol.II/558 of 26th February, 1979 and to
inform you that Mr. O. A. Adisa, Principal Estate
Officer (Mortgage) in the Property Development Corporation
of Oyo State has been nominated for the above-named
course.




(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.

SECRET

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~~8~~

As (SC)

M. endorse p. 7
 to the C.M. P.D.C.O.S,
 and ask that the Mr
 Jones be informed today.
 2. M. comply with
 p. 5 thereafter.

~~_____~~
 2/3/79.



SECRET

SECRET

SP/S.396/T/9

2nd March, 1979.

The General Manager,
Property Development Corporation
Of Oyo State,
P.M.B. 5214,
Ibadan.

(Attention: Mr. T. F. Dairo)

Ascon Programme of General
Management Courses

I am directed to convey the approval of the nomination of Mr. O. A. Adisa (Principal Estate Officer) (Mortgage) in the Corporation to attend the Ascon Programme of General Management Course holding between March, 5 and April 13, 1979 at Badagry.

2. You are therefore requested to get the officer informed not later than today, 2nd March, 1979.

C. R.
Please issue
today
A

2/3/79



(Ayodele Adigun)
For: Secretary to the Military
Government and Head of Service

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INVESTMENTS AND CREDIT CORPORATION OF OYO STATE

LIST OF PROFESSIONAL AND MANAGEMENT STAFF FROM GRADE LEVEL 10 AND
ABOVE

No.	Name	Post	Salary Grade Level
1.	Mr. A. O. Oyediran	General Manager	G.L.15
2.	Mr. E. O. Alalade	Controller of Finance	G.L.14
3.	Mr. B. O. Oni	Secretary	G.L.13
4.	Mr. O. A. Binuyo	Chief Internal Auditor	G.L.13
5.	Chief J. H. Laninhun	Deputy Controller of Agric. Credit Operations	G.L.13
6.	Dr. O. Ogunronbi	Deputy Controller (Planning & Research)	G.L.13
7.	Mr. M. A. Adetoye	Deputy Controller of Industrial Operations	G.L.13
8.	Mr. J. A. Alabi	Principal Assistant Secretary	G.L.12
9.	Mr. Oladele George	Principal Loans Officer	G.L.12
10.	Mr. Charles Ayodele	Principal Marketing Officer	G.L.12
11.	Mr. A. O. Olagoke	Assistant Controller of Industrial Operations	G.L.12
12.	Mr. A. A. Fabiyi	Agro-Industrial Manager	G.L.12
13.	Mr. Bola Ajibike	Manager, Premier Tobacco Company	G.L.12
14.	Mr. M. Akinware	Manager, Lafia Canning Factory	G.L.11
15.	Mr. M. B. Kassim	Senior Assistant Secretary	G.L.10
16.	Mr. L. Ladipo	Senior Assistant Secretary	G.L.10
17.	Mr. 'Yemi Akinpelu	Senior Public Relations Officer	G.L.10
18.	Mr. A. Kusamotu	Senior Legal Officer	G.L.10
19.	Mr. G.A.O. Alawode	Ag. Principal Accountant	G.L.10
20.	Mr. O. A. Akingbala	Senior Agric. Officer	G.L.10
21.	Mr. C. O. Ajanaku	Senior Planning Officer	G.L.10
22.	Mr. E. Dayo Adeleke	Senior Industrial Officer	G.L.10
23.	Mr. O. Jenfa	Senior Industrial Officer	G.L.10

J. A. S.
P.A.S
7/3/79



Broadcasting Corporation of Oyo State

Private Mail Bag 1,
Agodi Post Office,
Ibadan, Nigeria.

OUR REF: C.79/2/194.

CABLES & TELEGRAMS, RADIO O-Y-O

YOUR REF:

7th March, 1979.

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

(For the Attention of Mr. Ayodele Adigun)

Staff List - GL 10 and Above

Sequel to your verbal request of this morning,
please find attached, the list of B.C.O.S. staff who
are on Grade Level 10 and above.

2. Thank you.

K. I. Alarape
(K. I. Alarape) (Alhaja)
for General Manager
Broadcasting Corporation of Oyo State.

CIR
Put in file +
forward.
At
8/2/79

LIST OF GRADE LEVEL 10 OFFICERS AND ABOVE

#(257

1.	F. A. Adeleke	-	GL 16
2.	A. Faleti	-	GL 14
3.	R. Arowolo	-	GL 14
4.	L. F. Busari	-	GL 14
5.	Y. I. Oladimeji	-	GL 14
6.	I. A. Alawiye	-	GL 13
7.	J. A. Awe	-	GL 13
8.	J. A. Makinde	-	GL 13
9.	Mrs. A. Agbaje-Williams	-	GL 13
10.	G. O. Bibilari	-	GL 13
11.	D. Adewoye	-	GL 13
12.	O. A. Okanlawon	-	GL 13
13.	Victor Adeniyi	-	GL 12
14.	Ruth Abogunrin (Mrs.)	-	GL 12
15.	A. Adegbayibi	-	GL 12
16.	Adebisi Adesola	-	GL 12
17.	J. A. Sanda	-	GL 12
18.	A. A. John	-	GL 12
19.	E. O. Adenle	-	GL 12
20.	K. O. Mustapha	-	GL 12
21.	E. O. Makinde	-	GL 10
22.	E. O. Falese	-	GL 10
23.	A. J. Martins	-	GL 10
24.	S. A. Ogundipe	-	GL 10
25.	O. A. Fasade	-	GL 10
26.	G. O. Eniola	-	GL 10
27.	A. O. Opatola	-	GL 10
28.	J. B. Oladele	-	GL 10
29.	M. A. Fasoro	-	GL 10
30.	M. O. Fatoki	-	GL 10
31.	T. O. Agboola	-	GL 10 (On Study Leave)
32.	T. J. Kolapo	-	GL 10 (On Study Leave)
33.	Z. D. Alawale	-	GL 10
34.	O. A. Aiyegoro	-	GL 10 (On Study Leave)
35.	E. F. Odewole	-	GL 10
36.	S. I. Oyefade	-	GL 10
37.	I. Oyeleye	-	GL 10
38.	M. A. Akinola	-	GL 10 (On Study Leave)
39.	S. O. Ojo	-	GL 10
40.	S. M. Adegbola	-	GL 10
41.	O. O. Alade (Mrs.)	-	GL 10

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SECRET

SP/S.396/T/12

9th March, 1979.

The General Manager,
Broadcasting Corporation of
Oyo State,
P.M.B. 1,
Agodi,
Ibadan.

(For the Attention of Alhaja K. I. Alarape)

Staff List - GL.10 and Above

I am directed to refer to your letter No. C.79/2/194 of 7th March, 1979 and to inform you that you are yet to supply the various departments to which the officers belong.

2. Your early action will be highly appreciated.

(Ayodele Adigun)

for: Secretary to the Military
Government and Head of Service.

C.R
Has issued
of p.9
9/2/79



SECRET

SP/S.396

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Our Ref. No. AD.3/202/T/9.

Ministry of Establishments and Training,
(Administration Branch),
Ibadan,
Oyo State.

To:-

7 March, 1979.

The Secretary to the Military Government and Head of Service,

All Permanent Secretaries and Heads of Departments.



RECRUITMENT OF STAFF FOR THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

Att. PP. 261-266

217- I am directed to forward herewith, a copy of circular letter No. A1/3/Vol.1/40 dated 19th February, 1979 issued by the Federal Ministry of Establishments, Lagos on the above topic.

2. It will be appreciated if the circular letter is given wide publicity among qualified officers in your Ministry/ Department.

J.K. Adeleye
(J.K. Adeleye)
for Ag. Permanent Secretary,
Ministry of Establishments & Training.

ARCHIVES

Federal Ministry of Establishments
Independence Building,
Lagos.

19th February, 1979.

Ref. No. A1/3/Vol.1/40.

To:

The Secretary to the Federal Military
Government,

The Inspector-General of Police,

All Federal Permanent Secretaries and
Heads of Extra-Ministerial Departments,

All Secretaries to State Military Governments,

All Permanent Secretaries of State Ministries of
Establishments,

The Executive Secretary,
National Universities Commission,

All General Managers of Federal Parastatals.

RECRUITMENT OF STAFF FOR THE ADMINISTRATIVE
STAFF COLLEGE OF NIGERIA

The Federal Military Government has recently reviewed the history, course contents and modus operandi of the Administrative Staff College of Nigeria and directed that, to enable the College to cope effectively with the enormous training requirements of the public service, it should henceforth restrict the scope and coverage of its activities to the public sector. In order to ensure that the training programmes of the College bear relevance to the needs of the public service, the Government has further directed that its teaching staff should be drawn largely from amongst serving public servants.

2. It has therefore been decided that competent public servants who possess relevant experience and qualifications will be posted to the College from time to time to serve as members of the directing and teaching staff for a period of two to three years after which they will be reposted to their Ministries/Departments or Corporations to continue with their normal duties. Officers who wish, may be allowed to stay longer with the College or join its permanent staff. Whilst on posting to the College, serving officers will retain their seniority in their respective cadres and will be

.../2.

considered for promotions along with their colleagues. They will also have the added advantage of receiving further training in their disciplines and other relevant fields which will equip them not only for their academic functions in the College but also for higher responsibilities when they return to their respective Ministries/Departments/Corporations.

3. Although the structure and organisation of the College are currently being reviewed, the Courses and Programmes Department is presently made up of the following four Divisions:-

- (A) Human Resources Management Division
- (B) Financial Resources and Quantitative Management Division
- (C) Material Resources Management Division
- (D) Methods (Systems) Management Division

4. The following vacant posts of directing staff exist in the four Divisions of the Department:-

Director of Studies	GL. 16 (4 posts)
Assistant Director of Studies	GL. 15 (4 posts)

In addition to the directing staff, a number of vacancies also exist in each of the four Divisions in the following grades:-

Chief Management Development Officer	GL. 14
Assistant Chief Management Development Officer	GL. 13
Principal Management Development Officer	GL. 12
Senior Management Development Officer	GL. 10

The descriptions of the jobs, qualifications and experience required are detailed in the Annexure to this Circular Letter.

5. The purpose of this Circular Letter is to invite applications from suitably qualified and experienced officers. Selected candidates will be given a short and intensive orientation course to enable them to do further concentrated reading and prepare their initial course notes. Applications from interested candidates together with their curricula vitarum, photo-copies of original certificates and the names and addresses of three referees should

reach the Director-General, Administrative Staff College of Nigeria, P.M.B. 1215, Ikeja, Lagos not later than Friday the 23rd of March, 1979.

6. Permanent Secretaries and Heads of Extra-Ministerial Departments are requested to bring the contents of this circular letter to the notice of all officers in their Ministries and Departments as well as Statutory Corporations and State-owned Companies for which their Ministries are responsible.

(Sgd.) F.Y. EMANUEL
Permanent Secretary,
Federal Ministry of Establishments.

ARCHIVES OF OYO STATE

THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA

The College requires the following DIRECTING STAFF to man the four divisions in its Programmes and Courses Department Viz:-

- (a) DIRECTOR - Human Resources Management:
GL. 16 - (₦11,268 - ₦12,420)
- (b) DIRECTOR - Financial Resources and Quantitative Management
GL. 16 - (₦11,268 - ₦12,420)
- (c) DIRECTOR - Material Resources Management
GL. 16 - (₦11,268 - ₦12,420)
- (d) DIRECTOR - Methods (Systems) Management
GL. 16 (₦11,268 - ₦12,420)
- (e) ASSISTANT DIRECTOR - Human Resources Management
GL. 15 (₦9,996 - ₦11,028)
- (f) ASSISTANT DIRECTOR - Financial Resources and Quantitative Management
GL. 15 - (₦9,996 - ₦11,028)
- (g) ASSISTANT DIRECTOR - Material Resources Management
GL. 15 - (₦9,996 - ₦11,028)
- (h) ASSISTANT DIRECTOR - Methods (Systems) Management
GL. 15 - (₦9,996 - ₦11,028)

The DIRECTORS (Posts A, B, C, & D) will, with other Departmental Heads, make up the top Executive team of the College and will report to the Director-General, who is the Chief Executive of the institution.

JOB DESCRIPTION

The individual DIRECTOR will, amongst other things, be required to:-

- (i) develop and present training materials during courses in his discipline;
- (ii) run and administer courses in his subject area with internal or external resource persons;

- (iii) conduct research in his subject area;
- (iv) manage or conduct consultancy assignments;
- (v) head his Division.

The area of concern for each of the four divisions include but are not confined to the following:-

- (a) Human Resources Management Division
("Ourselves and the People We Work With")
Motivation; Communications; Leadership; Delegation;
Performance Appraisal and Evaluation; Job Evaluation;
MBO and related Techniques; Industrial Relations;
Personnel Administrative; Work Study; Staff Training
and Development; Public Relations; Mass Communications.
- (b) Financial Resources and Quantitative Management Division
("Managing Money and Using Figures")
Cost and Management Accounting; Financial Management;
Financial Analysis; Projects and Investments Appraisal;
Statistics in Management; Graphs and Charts; Business
(Growth and Profit) Economics; Banking; Import and
Export Trading; Stock Exchange.
- (c) Material Resources Management Division
("Creating and Using Material Resources")
Agricultural Development; Industrialisation;
Production and Manufacturing Management; Marketing;
Supply Management and Inventory Control; Physical
Distribution Management.
- (d) Methods (Systems) Management Division
("Organising Information; Organisation for Action")
Informatics; E.D.P.: Management Information and
Control Systems; Corporate Organisation and
Strategy; Operational Research in Management;
Net-Work Analysis (C.P.A.); Project Appraisal;
Structure; Organisation and Methods in the
Public Service.

QUALIFICATIONS

DIRECTORS

Candidates for these posts must:-

1. (a) possess a University degree or equivalent professional qualification: Possession of both or an additional higher degree may be an advantage;
 - (b) have at least ten years management experience including three years in a senior management post in the public sector (i.e. GL. 14 and above) or in the private sector, e.g. Head of Department or Section;
 - or (c) have at least ten years teaching experience in a relevant field in a School of Business or Administration, a University or a recognised institution or higher learning including at least three years in a high academic appointment (normally one on GL. 14 or above).
 - (d) have at least ten years experience of Management or teaching or an acceptable mixture of the foregoing including the minimum of three years 'senior management' status designated above;
 - (e) also satisfy the College that either their qualifications or their recent management experience are directly relevant to the fields of concern designated to the post applied for. In appraising candidates, the College will require evidence of past success in the selected field and a willingness and ability to impart their knowledge and share their experience with course members and College staff.
2. For candidates with mainly an academic background, evidence of successful research and publication in a relevant field may be

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acceptable in lieu of management experience.

3. A high level of numeracy will be required of each candidate, and evidence of ability to perform effectively in more than one management 'field' will be an advantage.

4. ASSISTANT DIRECTORS

Candidates for these posts are expected to meet all the above-stated requirements for the posts of Directors except that they must have at least nine years management experience including two years in a senior management post in the public sector (i.e. GL. 13 and above) or in the private sector, e.g. Head of Department or Section.

OTHER POSTS AND SALARIES

- A. Chief Management Development Officer (GL. 14 - #8,868 - #9,828)
- B. Assistant Chief Management Development Officer (GL. 13) - #7,764 - #8,724)
- C. Principal Management Development Officer (GL. 12) - #7,104 - #7,752)
- D. Senior Management Development Officer (GL. 10) - #5,460 - #6,452)

For each of the above positions, there are vacancies in each of the four divisions of the Courses and Programmes Department.

5. Qualifications

Applications for A - D must be holders of recognised University degrees. Preference will be given to holders of good honours degree and relevant diploma in appropriate fields.

6. Experience

For A, B, C, D applicants must possess at least 8, 6, 5 and 3 years cognate experience respectively in management positions or teaching in a management training institution.

7. For all posts, some degree of numeracy will be required of each candidate and the College will, in addition, seek evidence of past success, a demonstrated interest in the selected field of specialisation and willingness and ability to impart knowledge and share experience.

Extra copies of the letter a-b.c.

Sec. (G. & A.),

14/3/79.

Sec. (Chieftaincy Affairs),

~~Sec. (S. M.),~~

Sec. (S. C.),

14/3/79

Prin. Sec. (C. D.),

15/3/79

Prin. Sec. (S. D.),

Prin. Sec. (S. C.),

U. S. (S. M.),

U. S. (Chieftaincy Affairs),

P.A.S. (G. & A.),

15/3

P.A.S. (F. & E.),

19/3

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

15/3

P.A.S. (C. A.),

S.A.S. (C. D.),

15/3/79

S.A.S. (G. & A.),

259-266

Pages 1 to 8 are hereby submitted for your information and necessary action re the recruitment exercise at the ASCON please.

A. O. Ogundumade
(A. O. Ogundumade),
H.E.O. (CR),
13th March, 1979.

ARCHIVES OF OYSCAC

SECRET

SP/S.396

257

268

Ref:No.BS/COS/E/28/99

Cabinet Office,
Makurdi.

26th February, 1979.

The Director-General,
Administrative Staff College of Nigeria
P.M.B. 21215,
Lagos.

STAFF VACANCIES

No trace
I am to acknowledge receipt of your letter No.B2/1/S.1/Vol.II/200 of 5th December, 1978 and also the minutes of the 19th meeting of the Governing Board of ASCON.

2. We appreciate your efforts in Staffing the College with qualified, competent personnel. However, we observe (partly from the minutes) that the distribution of appointments to top positions in ASCON are invariably Skewed and the conspicuous absence of persons from certain parts of the Country on the staff of this national training institution may not augur well for its future. We fully agree that these academic appointments must be made purely on merit. However, we feel a conscious effort must be made to attract qualified and suitable officers from a cross - section of the Country to give the institution the national out-look it needs to have.

E.A. Akiga

(E.A. AKIGA)
Permanent Secretary (Admin.)
for Secretary to the Military Government
and Head of Service.

Ref:No.BS/COS/E/28/99A

Cabinet Office,
Makurdi.

27th February, 1979.



Copy to:-

The Secretary to the Fed. Military Government
Federal Cabinet Office,
Lagos.

The Secretaries to the Military Government
Cabinet Office,

I. B. A. N.

Above for your information please.

SECRET

E.A. Akiga

E.A. AKIGA
Permanent Secretary (Admin.)
for Sec. to the Mil. Government and Head of Service.

SP/S. 396

258

269



PROPERTY DEVELOPMENT CORPORATION OF OYO STATE

(CONSTITUTED UNDER OYO STATE EDICT No. 7 of 1977)

Telephone Nos. 21592, 21593, 21594, 23071-3

P.M.B. 5214.

IBADAN.

Our Ref. No. C/24/Vol. IV/026

Your Ref. No.

9th March, 1979.

All correspondence to be addressed to the General Manager

The Secretary to the Military Government,
& Head of Service,
Office of the Military Administrator,
Agodi,
Ibadan.

CONFIDENTIAL

For the Attention of Mr. Ayodele Adigun

Officers on GL. 10 and above

Att. P. 270

I attach herewith the list of officers on Grade Level 10 and above in this Corporation.

A. O. Bada

A. O. Bada
for General Manager



c.r.

plse put in file
no SP/S/396/79

see p. 271

CONFIDENTIAL

ARCHIVED

~~259~~

270

OFFICERS ON GRADE LEVEL 10 AND ABOVE

No.	Name	Post	Scale of Salary
1.	T.F. Dairo	Ag. General Manager	GL. 14
2.	A.S. Animashaun	Controller of Works	GL. 14
3.	F. Faleye	Controller of Estate	GL. 14
4.	A. Bada	Chief Personnel Officer	GL. 13
5.	D. Arowobusoye	Principal Legal Officer	GL. 12
6.	A.B.P. Banda	Principal Engineer	GL. 12
7.	A.O. Adeyemo	Principal Architect	GL. 12
8.	A.A. Babalola	Principal Lands Officer	GL. 12
9.	D.A. Adisa	Principal Mortgage Officer	GL. 12
10.	J.A. Adewuyi	Ag. Financial Controller	GL. 12
11.	I.O. Ogunsola	Principal Executive Officer	GL. 10
12.	A. Adeloye	Senior Assistant Secretary	GL. 10
13.	S.F. Aje	Principal Technical Officer	GL. 10
14.	T.O. Oladipo	Principal Technical Officer	GL. 10
15.	A. Olaiya	Senior Estate Officer	GL. 10
16.	H.K. Agoro	Principal Technical Officer	GL. 10

CPO. ✓
8788(1)
#

~~Handwritten signature~~
8/8/29
21/8/29

~~270~~
271

A.S.(S.C.)

269-270

Pages 268-269 are hereby submitted for your rec. action as pp. 246-258 which were previously in the temporary file have now been merged with the main file under reference pls.

ADD.

C. R.

12/3/79

C. R.

114 k.1.0 for reply to p. 258

SP

12/3/79

ARCHIVES OK

277
272
U.S.(S.M.)

Pages 259 to 266 are hereby
submitted for your rec. action pls.

AOO

C. R.

13/3/79

C.R.

Please circulate pp 259-266 amongst
officers from Gk. 10 - 16 in this office
with a view to indicating their interest
in the parts ^{started} in para 4 of page 261

[Signature]

US(SM)

13/3/79

M.B.

Action in progress in a Temp.
file pls.

AOO

C. R.

13/3/79



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. RT2/927/Vol. II/561

Date..... 8th March, 1979.

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

Attention: Mr. A. O. B. Ogunlowo

ASCON Programme of General
Management Courses

Further to my letter No. RT.2/927/Volume II/558 of
26th February, 1979, I am directed to request you to
make nominations as follows in respect of the following
courses proposed to be mounted by the Administrative
Staff College of Nigeria, Lagos:-

Course No	Date	Nomination Deadline	Venue	No. and Cadre of Officers (Grade Level 08 - 12)
GMP. 2	16/4 to 25/5/79	19/3/79	BDG & *ITFCM	1 Admin. Officer
GMP. 3	18/6 to 27/7/79	21/5/79	ASCON Campus, Badagry	2 Admin. Officers
GMP. 4	10/9 to 19/10/79	15/8/79	ASCON Campus, Badagry	1 Admin. Officer and 1 Prof. Officer from Water Corporation
GMP. 5	12/11/to 21/12/79	15/10/79	ASCON Campus, Badagry	2 Prof. Officers from Parastatals and 1 Admin. Officer
GMP. 6	14/1 to 22/2/80	16/12/79	ASCON Campus, Badagry	2 Admin. Officers

2. I am to request that you make your nominations
available in this Ministry on or before the datelines
quoted above for onward transmission to ASCON Head
Office, in Lagos.

(M. O. Iyiola)

for Ag. Permanent Secretary.

*BDG means Badagry Hotel

*ITFM means International Trade Fair Complex Motel.

U.S.(S.M.) Above is hereby submitted for your nec.
action pls.

ADD C: R: 13/3/79

274

SP/S.396/273

15th March, 1979

Mr. R. A. Obaleke,
Administrative Officer Grade IV

u.f.s. The Permanent Secretary,
Ministry of Education,
Ibadan.

ABCON Programme of General
Management Courses

I am directed to inform you that the Secretary to the Military Government and Head of Service has approved your nomination to attend ^{Asso. 10} Course No. GMP 2 holding at the Badagry Hotel - Hotel De James - and International Trade Fair Complex Hotel on Badagry Road from 16th April to 25th May, 1979.

2. Please contact Mr. N. O. Iyiola of the Ministry of Establishments and Training, Recruitment and Training Branch for further particulars in respect of the course.

SEE P. 306



(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.

Our Ref. No. SP/S.396/273A
Office of the Military Administrator,
Agodi,
Ibadan.

15th March, 1979

Copy to:

The Permanent Secretary,
Ministry of Education,
Ibadan.

Above for your information. Please deliver the original of this letter to Mr. R. A. Obaleke.

(A. O. B. Ogunlowo),
for Secretary to the Military
Government and Head of Service.

C.R

273
p. 272
Please by u on 20/4/79 to enable me make
a submission on X of the page. Noted pls.

ADD C R. 22/3/79

275

P.A.S. (F & E)

You may wish to note my minute on p. 231 pls.

ADD
C: R.

26/3/79

"A"

HEO CR.

Thanks for the above. But would you now say that the position of the photo-copying machine described on page 231 is still the same?

PAS (F & E)
26/3/79

"B"

P.A.S. (F & E)

Reference your above minute I wish to confirm that foolscap size of photo-copying paper is still not available. However, I have caused the production of the document in the quarto-size and wire-staple same as could be seen on p. 212. Original copy of p. 212 and extra photostat copy, are at back cover for your rec. action pls.

ADD
C: R. 27/3/79

Senior Accountant

Please see pages 212 to 214 and the exchange of minutes that followed on page 215, and issue a payable order in favour of ASCON Ilorin, in payment of annual subscription for their journal (Decision Studies). Let me have the payable order personally when issued so that this can be forwarded with a covering letter.

to
PAS (Pat)
29/3/79.

E.O. Mrs. I. please read the above minutes and the estimate for 1979/80 is out. ~~please~~ deal with this when

San. Acc.
30/3/79.

Mr. Olatokun

Please comply with the instructions at the above.

~~RAM~~ 30/3/79 3.31.P.M.

E.O. (H.O.), I think the work will be pending until the estimate is out please.
4/4/79.

277

Snr Accountant,

Please we are going to settle the bill when the ^{new} estimate is out.

~~10/4/29~~
10/4/29.

B.O. Mrs. I

Mr proceed as soon as the estimate is out.

~~10/4/29~~
10/4/29.

Mr Oladolan,

Please you are instructed to keep the file for action when the new estimate is out.

~~10/4/29~~
10/4/29.

C. R.

page 277

Please B.U. on 26/4/29 to enable me take necessary action for the above,

~~10/4/29~~
10/4/29.

B.U. above noted pls.

~~10/4/29~~
10/4/29.



The Administrative Staff College of Nigeria

(Established by Decree No.39 of 1973)

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EPS (5/4)

Telephones
31296, 33531

Cables and Telegrams
ASCON IKEJA.

Director-General M. A. SONEYE

P.M. Bag 1215

Ikeja

LAGOS

6th April, 1979

Our Ref: D3/407/19

Your Ref:

Sect. to the Military Govt.
Military Administrator's Office
Badagry
Oyo State



REF. PP. 204-205
see P. 280-284

ASCON PROGRAMME OF GENERAL MANAGEMENT COURSES

I am directed to refer to the attached Circular, a copy of which is in your possession, and to say that it is now necessary to receive nominations for each of the courses scheduled between June 18, 1979 and February 22, 1980, at para. 7 of the Circular Letter under reference, on or before 20th May this year. This is to facilitate advance residential and other arrangements for participants.

2. For reasons beyond ASCON's control, the International Trade Fair Complex Motel (ITFCM) is not always available as a course venue. Only Hotel De James at Badagry is serving as a temporary course venue.

3. The N48.00 per day stated in paragraph 9 of the letter under reference as living expenses in the Badagry Hotel should please be regarded as a composite charge i.e. a specially agreed tariff for each participant, to cover lodging, meals, morning and afternoon tea/coffee and related services, without prorata reduction for services not consumed by the participant, provided there is no default or negligence on the part of the Hotel.

...../2

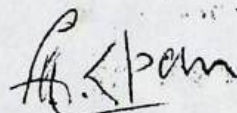
Temporary Office: International Trade Fair Complex, Lagos
All correspondence to be addressed to the Director ASCON, Badagry Expressway
P.M.B. 1215, Ikeja.

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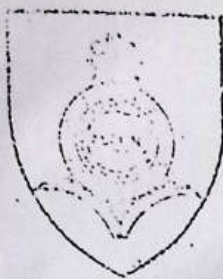
This composite charge ensures a minimum saving of ₦9.20 per day per participant for the 42 days of each course, in favour of Nominating Authorities. This results from reduced charges for accommodation and meals and a waiver of the usual 10% service charge. The normal charge per participant guest should have been:

Room	-	₦36.00
Breakfast	-	3.00
Lunch	-	5.00
Dinner	-	16.00
Tea/Coffee (morning)	-	1.00
" (afternoon)	-	<u>1.00</u>
		₦52.00
Add 10% service charge		<u>5.20</u>
		<u><u>₦57.20</u></u>

4. It is advised that each Nominating Authority should pay directly to ASCON the sum of ₦2,116.00 in respect of each of their participants to cover both the living expenses (₦2016.00) and the course fee (₦100.00). Experience has shown that this procedure will streamline administrative work arising from the hosting of participants as well as save the latter the "accounting" work and anxieties attendant on their obligation to retire touring advances obtained individually and personally for the stated purpose. The ultimate result should be the freeing of participants for maximum concentration on the course work.



R. A. U. Etok-Akpan
for: Director-General
Administrative Staff College of Nigeria



The Administration Staff College
of Nigeria

(Established by Decree No. 39 of 1973)

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11th January, 1979

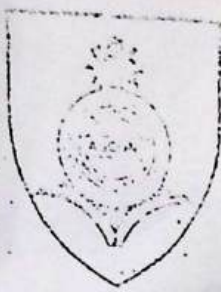
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ASCON Programme of
General Management Courses

I wish to inform you that from March this year, this College will be running, on a regular basis, continuous six-week courses in General Management for Public Service officers in the Federal and State Civil Services, Parastatal institutions and other Public Service organisations in the country.

2. Programme Orientation: These courses constitute a programme for the formal and basic training of Public Service personnel usually but not invariably in Grade Levels 08 - 12, who are either holding or are about to be placed in positions requiring the application of discrete managerial knowledge, skills and attitudes for effectiveness in the task of obtaining results through the efforts of subordinates.

3. Objectives. - Long-Term: To develop an emphasis on the results-oriented approach to management within the Nigerian Public Service. As a result of attending this course, participants will appraise their own performance in the light of the methods and techniques discussed and will prepare a personal action plan which will lead to the application of the knowledge, skills and attitudes of a results-oriented (managerial) style.



The Administrative Staff College
of Nigeria

(Established by Decree No.39 of 1973)

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- 2 -

4. Scope: The course content covers such managerial topics as will:-

- provide a review of Basic Management methods and techniques,
- offer additional information on modern management practices and techniques,
- stimulate the identification and examination of typical assumptions made by managers, and
- push back the boundaries and limitations of traditional management thinking.

An outline of the course content is set out in paragraph 6 below.

5. Methodology: The course is heavily participative in nature, making minimum use of the lecture and maximum use of small group activities and group discussions. Thus, there is ample opportunity for participants to share experiences and learn from one another as well as from the "formal content" of the course.

Real-to-life film presentations, with connected individual exercises, relate learnt concepts, skills and techniques to the manager's own work situation.

Planned excursion to actual work environment amplifies the relevance of specific managerial topics. A Certificate will be issued to each participant after each course to show his/her response to the training as measured from a criteria-based test administered at the end of each module of the course.



6. Outline of Course Content

The Challenge of Management

- (a) Problems of self-taught management.
- (b) Goal setting and its benefits.
- (c) Personal goal setting.

Traditional Managerial Functions

1. OVERVIEW OF FUNCTIONS OF MANAGEMENT

- (a) What are the basic functions?
- (b) How do they inter-relate?
- (c) Guidelines on professional management.

2. PLANNING

- (a) Why plan?
- (b) Steps in the planning process.
- (c) Effective, results-oriented planning.

3. ORGANIZING

- (a) Guidelines to the effective structuring of organizations.
- (b) Structural causes of performance problems.
- (c) Effective staffing.

4. INTERGRATION - DELEGATION

- (a) Why delegate?
- (b) Obstacles to delegation.
- (c) Effective delegation.

5. MEASURING

- (a) What is measuring?
- (b) Problems caused by ineffective or inappropriate measures.
- (c) Effective standard setting and measuring

Managerial Skills

6. COMMUNICATION

- (a) Basic elements of effective face to face communication.
- (b) One-way - two-way communication
- (c) Maintaining accuracy in the communication chain.
- (d) Effective communication at work.

7. HUMAN RELATIONS

- (a) What is motivation?
- (b) Needs and motivation in the work environment.
- (c) Human Relations and Performance Improvement.

8. PERFORMANCE EVALUATION

- (a) Why evaluate?
- (b) Problems with multi-purpose open systems of evaluation.
- (c) Effective evaluation methods.

Modern Management Methods

9. MANAGEMENT BY OBJECTIVES

- (a) What is Management by Objectives?
- (b) The step by step procedure: Organization Role Situation Analysis Coals and Action Plans.
- (c) The managers personal use of the MBO method.
- (d) Organization implementation.

10. PROGRAMME PLANNING AND BUDGETING SYSTEMS

- (a) What is PPBS?
- (b) Cost/benefit models.
- (c) Discounted cash flow technique.

11. NETWORK PLANNING (C.P.M.)

- (a) What is network planning?
- (b) Use of network project models.
- (c) Allocation and re-allocation of resources.

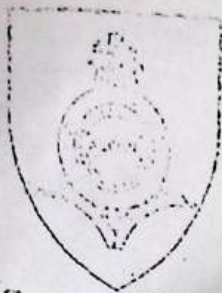
12. PROJECT MANAGEMENT

- (a) What is project management?
- (b) Views of project management.
- (c) Structural implications of project management.

13. LEADERSHIP STYLE

- (a) Over simplifications in the social science view of management.
- (b) Situation Leadership.
- (c) A rationalized effective approach.

14. ACTION PLANS FOR IMPROVEMENT OF PERSONAL PERFORMANCE.



The Administrative Staff College
of Nigeria

(Established by Decree No. 37 of 1973)

- 4 -

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7. Calendar: The Programme Calendar for courses to be run during the 1979/80 period is as follows:-

ASCON General
Management Programme:
Calendar for 1979-80

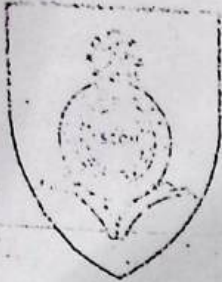
<u>Course No.</u>	<u>Course Dates</u>	<u>Nominations Deadline</u>	<u>Venue</u>
GMP 1	Mar. 5-April. 13 1979	Feb. 20, 1979	BDGH and ITFCM
GMP 2	Apr. 16-May 25 1979	Mar. 30, 1979	-ditto-
GMP 3	June 18-July 27 1979	June 4, 1979	ASCON Campus Badagry
GMP 4	Sept. 10-Oct. 19 1979	Aug. 29, 1979	-ditto-
GMP 5	Nov. 12-Dec. 21 1979	Oct. 29, 1979	-ditto-
GMP 6	Jan. 14-Feb. 22 1980	Dec. 30, 1979	-ditto-

* BDGH means Badagry Hotel, also called Hotel De James - (a temporary venue.)

* ITFCM means International Trade Fair Complex Motel on Badagry Road - (a temporary venue.)

8. Fees: The College will raise a bill of N100/participant on a Nominating Authority as a nominal charge for tuition, course materials, including a Manager's Handbook, and necessary course facilities, items and services provided to participants.

9. Living Expenses: Based on the current tariffs of the hotel/motel, as the case may be, the living expenses of each participants is estimated at N60.00 per day i.e. N2520.00 for the six weeks in International Trade Fair Complex Motel and N48.00 per day i.e. N2016.00 for the six weeks in Badagry Hotel inclusive of bed, meals and service charge where applicable in each case. When the College's permanent site is ready for use later in the year, the board and lodging expenses



The Administrative Staff College
of Nigeria

(Established by Decree No. 39 of 1973)

- 5 -

of participants will be included in the fees payable to ASCON by Nominating Authorities.

10. Settlement of Bills: The Federal Ministry of Establishments will pay to the College the full amount in respect of the living expenses of participants from the Federal Ministries/ Departments sponsored by that Ministry. Other sponsors should please arrange for the full amount in respect of each of their participants to be deposited with the hotel/motel on or before the arrival of such participants.

11. Nominations: ASCON has reserved 3 places for ~~you~~ Govt in each course scheduled in the Calendar above. As a Nominating Authority you are requested please to select officers from your Public Service Institutions to fill those places on each occasion as follows:-

Badagry : 3

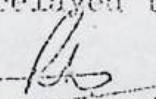
International Trade Fair Complex: 10

up to and including the course scheduled for the period April 16 - May 19, 1979. Thereafter all nominations, made in accordance with your quota, will be for ASCON permanent campus at Badagry.

12. The names of nominees shown against the appropriate venue should please be received in this office not later than the deadlines shown in the Calendar.

13. On arrival in Lagos, participants should please report at the parking lot in front of the Domestic Arrivals Hall, Murtala Mohammed Airport, Ikeja where ASCON vehicles will stand by to convey them to their respective venues.

14. This letter serves both as a Course Announcement and Joining Instructions to be relayed to participants.


R. A. U. Etok-Akpan

For: Director-General

Telephone: 9111-137 Apo Rd, Ikoyi Lagos, F. C. S.

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U.S.(S.M.)

While submitting ~~pp.~~ page 273 as b.u. for today in accordance with your instruction on p. 274, I hereby humbly submit pp. 278 to 284, overleaf for your rec. action pls.

ADD

C: R.

20/4/79

ARCHIVES OF OXFORD

286

CIRCULAR LETTER

Federal Ministry of Establishments,
Independence Building,
Lagos.

Ref. No. B.63537/S.2/T/77

30th March, 1979.

The Permanent Secretary,
Ministry of Establishments,
Lagos State,
L A G O S.

The Permanent Secretary,
Ministry of Establishments,
Plateau State,
J O S.

The Permanent Secretary,
Ministry of Establishments,
Kaduna State,
K A D U N A.

The Permanent Secretary,
Ministry of Establishments,
Rivers State,
P O R T - H A R C O U R T.

The Permanent Secretary,
Ministry of Establishments,
Kano State,
K A N O.

The Permanent Secretary,
Ministry of Establishments,
Niger State,
M I N N A.

The Permanent Secretary,
Ministry of Establishments,
Oyo State,
I B A D A N.

The Permanent Secretary,
Ministry of Establishments,
Ondo State,
A K U R E.

The Permanent Secretary,
Ministry of Establishments,
Sokoto State,
S O K O T O.

The Permanent Secretary,
Ministry of Establishments,
Ogun State,
A B E O K U T A.

The Permanent Secretary,
Ministry of Establishments,
Kwara State,
I L O R I N.

The Permanent Secretary,
Ministry of Establishments,
Imo State,
O W E R R I.

The Permanent Secretary,
Ministry of Establishments,
Bauchi State,
B A U C H I.

The Permanent Secretary,
Ministry of Establishments,
Anambra State,
E N U G U.

The Permanent Secretary,
Ministry of Establishments,
Gongola State,
Y O L A.

The Permanent Secretary,
Ministry of Establishments,
Borno State,
M A I D U G U R I.

The Permanent Secretary,
Ministry of Establishments,
Bendel State,
B E N I N - C I T Y.

The Permanent Secretary,
Ministry of Establishments,
Cross River State,
C A L A B A R.

The Permanent Secretary,
Ministry of Establishments,
Benue State,
M A K U R D I.

Meeting the Training Needs of State Public
Services by ASCON

You would recall that the Administrative Staff College of Nigeria was established by Decree No. 39 of 1973 to provide higher management training for the development of

287

Senior Executives in the public and private sectors of the Nigerian economy. Since the inception of the College, it has organised many management courses, seminars and conferences for top executives drawn from both the public and private sectors, including state civil services and parastatals.

2. Recently, however, the major objectives of the College were reviewed by the Federal Military Government which directed that the College should henceforth restrict its role to the training of public servants only, in order to focus the greatest attention on meeting the training requirements of the public sector.

3. In order to realise this objective, a Committee was set up by the Federal Government to review the role and programme of ASCON, and to prepare career development programmes for all the cadres in the Public Service. The final report of the Committee will be cleared with the National Council on Establishments before it is submitted to the Government.

4. You are therefore hereby requested to forward your training proposals for the career development of all officers on Grade Level 08 and above in the various cadres in your Public Service for the consideration of the Committee. Any other useful ideas and proposals which you feel will guide ASCON in its efforts to meet or complement your training needs will also be welcome.

5. It would be highly appreciated if you will let me have your proposals not later than 15th April, 1979.

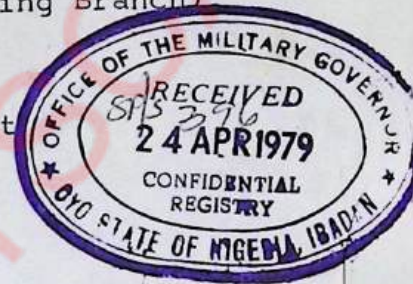
(Sgd.) (F. Y. Emanuel) (Mrs.)
Permanent Secretary.

Our Ref. No. RT2/139Vol.II/448A
Ministry of Establishments & Training,
(Recruitment & Training Branch)
Ibadan.

Copy to:-

18th April, 1979.

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



1. Above is for your information and immediate action.
2. Please deliver by hand to the undersigned in Room 78 of this Ministry not later than Friday 27th April 1979, the training proposals for the career development of all Administrative Officers and officers in the parastatals on Grade Level 08 and above. The letter from the Federal Ministry of Establishments was received after the dateline given therein has expired.
3. Twelve extra copies are enclosed for your use, please.

(M. O. Iyiola)
for Ag. Permanent Secretary.

u.s(s.m.)
Pages 286 to 288 above are hereby
humbly submitted for your rec. actio
pls.

ADD.
R 24/4 79

SMG & HS

VIA

SEC (S.M.) *Moady 9/5*

According to the Schedule at p.272 sent by the Acting Permanent Secretary, Ministry of Establishments, the next ASCON Programme of General Management Course No. GMP 3 is to commence on 18th June, 1979 and end on 27th July, 1979.

2. It will be recalled that Mr. T. A. Aderele, Administrative Officer Grade IV attended the 1st Course held from 5th March to 13th April, 1979, whilst Mr. R. A. Obaleke is attending course No. GMP 2 which will end on 25th May, 1979. It will also be recalled that Mr. D. A. Ayoade, Administrative Officer Grade V, who would have attended the course No. GMP 1 declined on the ground that he was not well (please vide document at pp.234-242). So far, we have been able to compensate, to some extent, those of them who were not allowed to attend the present D. P. A. course at Ife in that they had attended courses of similar nature either ~~for~~ overseas or at home here.

3. Since the present General Management courses organised by ASCON are for the middle management, I wish to confine my recommendation to Officers on GL.12 who have already undergone a D. P. A. course at the University of Ife.

4. In view of the foregoing, I humbly recommend, for your kind approval, any TWO of the under-mentioned officers on GL.12 to attend course GMP 3 starting on 18th June, 1979 and end on 27th July, 1979 as indicated at X p.272:

- (a) Mr. A. A. Adegaju - Administrative Officer Grade IV.
- (b) Mr. O. Ishola - Administrative Officer Grade IV.
- (c) Mr. M. I. Aboaba - Administrative Officer Grade IV.
- (d) Mr. B. O. Osunro - Administrative Officer Grade IV.

5. The estimated cost of course PER participant is ₦2,116.00 for 6 weeks as at X page 279 (i.e. living expenses ₦2,016.00 and the course fee ₦100.00). It is a pity that hotel charges in Nigeria are very high compared with the poor services provided by some of these hotels.

6. I should be grateful for your directive as regards the recommendation in paragraph 4 ^{overleaf} ~~above~~, please

AB
(A. O. B. Ogunlowo).

US (S.M.)

9th May, 1979.

7. I recommend you approve the nominations of Messrs A. A. Adegbaju and O. Ishola, please.

Moat
Sec (8m)
9/5

US (SM)

via Sec (SM) *Moat* 10/5

Messrs. Adegbaju and Ishola
are nominated.

Take further nec. action, please

Moat 10/5/79

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