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# THE FOUNTAIN BUREAUCRAT

THE JOURNAL OF EKIDI STATE CIVIL SERVICE

MAIDEN EDITION Vol. 1 No. 1

## PUBLIC ADMINISTRATION:

ITS SIGNIFICANCE IN PUBLIC SECTOR MANAGEMENT

## HISTORY OF THE PUBLIC SERVICE

IN NIGERIA

## EKIDI STATE CIVIL SERVICE TRANSFORMATION STRATEGY:

A RECIPE FOR EFFECTIVE AND EFFICIENT SERVICE DELIVERY

...Interviews with:

Olubunmi Famosaya, mni.....Head of Service Ekiti State.

Joshua Ibidunmoye.....Pioneer SSG & HOS Ekiti State.

Afolabi Ogunlaiy...Chairman Civil Service Commission Ekiti State.

Sunday Fatoba .....PS Local Gov. Service Commission Ekiti State.





## FROM THE PUBLISHER



*The birth of the Fountain Bureaucrat* is an epic milestone in the history of the Public Service in Ekiti State.

The publication is a honest and firm resolve at repositioning the Public Service to make it highly professional, proactive, result-oriented and indeed functional as the engine room of government. For as long as government will continue to come and go, the demands for improvement in the Public Service will continue to be made on the bureaucracy. As practitioners we must continually oblige ourselves with best practices through a medium like the Fountain Bureaucrat, The journal of Ekiti State Civil Service. We must through the journal extol our professional, democratic, ethical and people values ensuring that at all times we serve with competence, excellence, efficiency, objectivity and impartiality.

I am happy to state that the Fountain Bureaucrat among other things, will help in propagating the Civil Service Transformation Strategy and reposition the Public Service to buy into the 8-point Agenda of the present administration deliberately designed and tailored towards improving the living standards of the people of our State.

The achievements of the present administration under the visionary leadership of Mr Governor, Dr Kayode Fayemi are legion and legendary. In our own way and as partners in progress with this government, we must strive to

publicise these achievements moreso that we are also a part of those giant achievements. We cannot continue to pretend as if we are bench warmers in a project that we are a part of.

The introduction of the Social Security Scheme to cater for those aged 65 years and above and who are not receiving pension or any form of support is innovative and novel as it is the first of its kind not only in the State but also in the country and even the Sub Sahara Africa. The administration is a trail blazer in so many areas including being the first in the country to domesticate the Freedom of Information Act, the first to pass the Gender-based Violence Law et al.

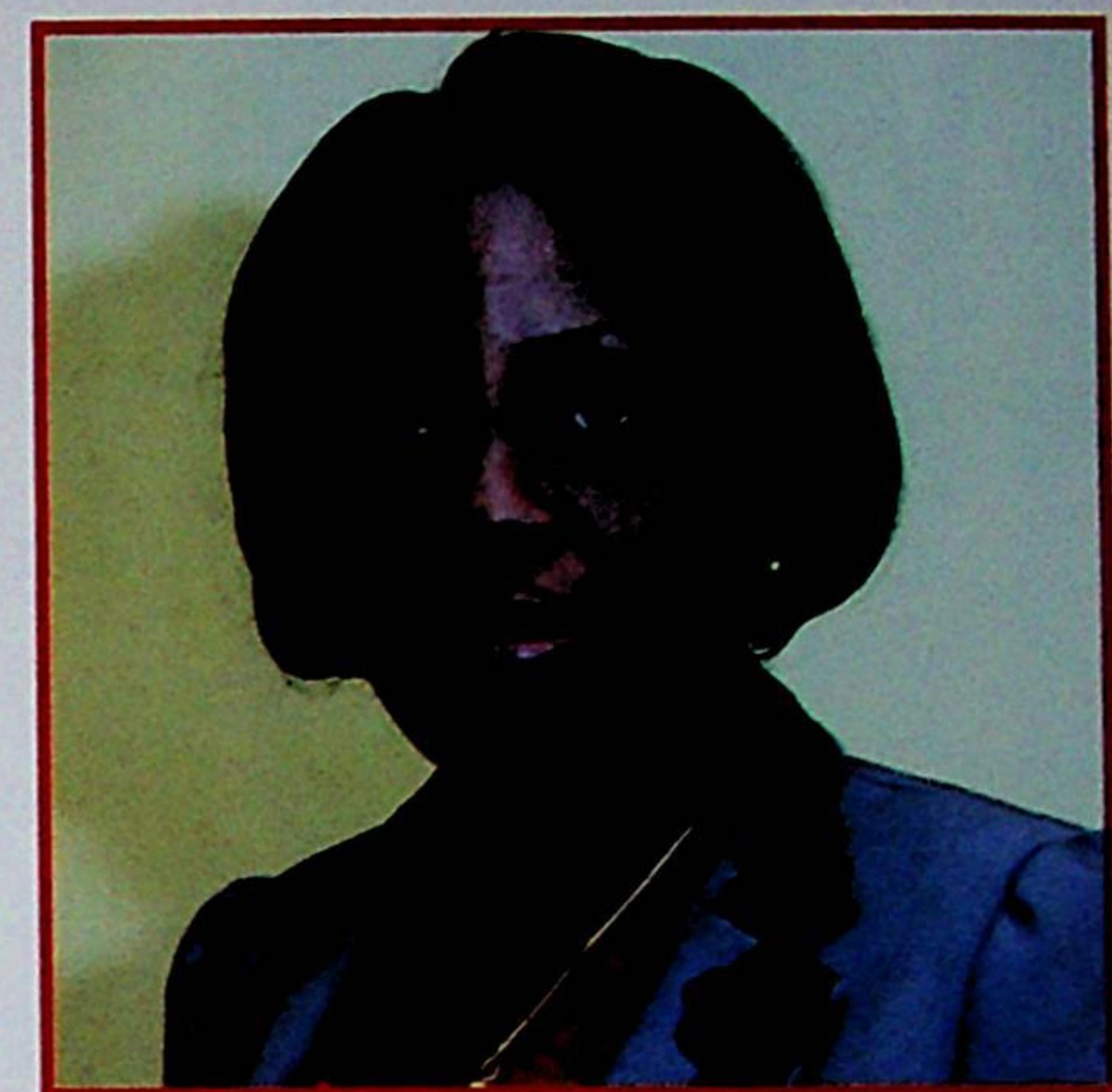
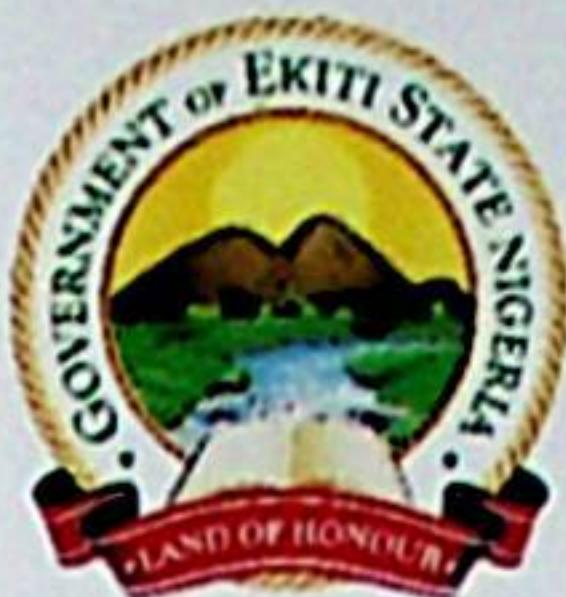
The Fayemi administration is not only labour-friendly, it is the first in the history of the State to allow Permanent Secretaries who have expended the most productive part of their lives in serving the people, to retire with their official cars as parting gifts. Similarly, it was the first in the South West to approve the full implementation of SONMEC/CONHESS for Health Workers, the first in the State to introduce the Civil Service Transformation Strategy to address the rot in the Civil Service to ensure merit, professionalism, diligence, integrity and standards while the number of Civil Servants sponsored on training courses within and outside the country is unprecedented in the history of the State. I am glad to say without equivocation that in Ekiti State today, you do not need any godfather to become a Permanent Secretary or to get to the top in the Public Service.

It is also to the credit of this administration that it has cleared the arrears of promotion since 2009 and resuscitated the vehicle, housing and land loans which were suspended by the immediate past administration in order to boost the morale of workers and enhance service delivery.

This publication will therefore tell the world about all these and also feature articles on Public Service Management and Administration and a wide range of interesting topical issues. It is hoped that Civil Servants will endeavour to acquire the Journal to enhance their knowledge and improve their performance. The public is also enjoined to purchase the Journal as it would highlight the efforts of the present administration in the implementation of its 8 point agenda designed to make Ekiti State a model in governance.

I enjoin you to relax and enjoy the Fountain Bureaucrat, the Civil Service Journal of the Land of Honour and Fountain of Knowledge. *Ile Iyi, Ile Eye.*

**Olubunmi Famosaya, mni**  
**Chairman/Publisher**



## EDITOR'S NOTE

**T**he Fountain Bureaucrat is born, the Journal of Ekiti State Civil Service which focuses on issues affecting the Public Service and would continually serve as a veritable source of information to Civil Servants. It is a platform to capture knowledge, share ideas and experiences and bring to the fore issues that would enhance manpower development and the overall growth of our dear State, the Land of Honour.

The Governor Kayode Fayemi-led administration has explicitly stated its commitment to governance as a key component of its 8-Point-Agenda. The administration has equally expressed unequivocally its commitment to enhance participatory governance and accountability as well as creating intellectual data bank for policy formulation and implementation.

Governance, premised on a virile and accountable Public Service is the critical ingredient required to drive the Civil Service Transformation Strategy (CSTS) initiated by the present administration. We believe that the Fountain Bureaucrat would effectively complement the efforts of the administration at repositioning the State Public Service in terms of knowledge acquisition, general awareness and robust networking among

the Ministries, Departments and Agencies.

In this maiden edition, the Editorial Board allocated space for Goodwill Messages from His Excellency the Governor, the Deputy Governor, the wife of the Governor and other key government functionaries who also share and appreciate the vision for an eclectic journal of Ekiti State Civil Service. It also contains articles on the History of the Public Service in Nigeria, the Development of Ekiti Website/ICT and other developmental efforts of the State Government.

We are confident that the Public Service populace in the state would benefit immensely from the editions of *The Fountain Bureaucrat* while we appreciate contributions and comments from the reading public.

The journal will be on the newsstand twice a year and we give our word to all our readers that they will not be disappointed.

**'Peju Babafemi**  
Editor-in-Chief.



One of the greatest inventions of civilization is word formation and its assemblage. Consequently, the spoken word became symbolized treasure kept in perpetuity not only for remembrance but as a retrievable material record. In the process, history is formally built and tradition, custom and norms are easily passed down from generation to generation with a scientific precision.

By the efforts assembled in this publication, the Public Service of Ekiti State has succeeded in entrenching a culture of self survival as a veritable index of growth and productivity.

Several researches have indicated that civilization began in Africa citing Egypt as its centre. However, vital aspects of the civilization parameters of African extraction were lost because records were not kept as the process unfolded. Most records of African human development were passed down from generations as tales and moon light stories. Vital ingredients were consequently eroded and, as a result, there were limitless falsification, alterations and half truths as facts of history are watered down with the oral story telling move from stage to the other.

I believe the general idea behind the conceptualization of the publication of this Magazine is to preserve the originality of the values that the Public Service stands for, applying same with commensurate adjustments to the

## Goodwill Message

expectations of the institution in our contemporary world; bearing in our consciousness that the growth of a society is a function of a clear knowledge of cumulative experience over time. For the Public Service to grow functionally to meet the growing demands of our times, the practitioners need to be exposed to the practice and theory of the institution for the system to be holistically stabilized.

To my mind, therefore, this publication will go a long way to deepen the understanding of the obligations inherently expected from the officers of the system to stimulate effective service delivery to the people.

The Public Service has over the years occupied strategic positions to make the people have access to government activities being its driving force of performance. The patriarchs of the Service, at least in the Nigerian context including the legendary Simeon Adebo, practically demonstrated what the Service has the potentials of doing to better the lot of the people through constructive leadership engagement. We may appear to have lost the steam to the vagaries of military adventurism in politics, I am confident that we can still reclaim the seemingly lost glory. Even though the military incursion was a ready excuse for the failures and professional malfeasance of the Service as in many other public institutions, we ought to shake off the toga of hopelessness and maneuver the drifting ship back on course.

This, of course, is the primary concern of this administration in its Civil Service Transformation Strategy with the singular aim of evolving organic approaches to make service delivery more challenging, constructive, transparent, accountable and inspiring. This publication has come at a time when a stimulating literary platform is required to provide a quasi-academic and scholarly material to drive

the process through. What we have in our hands therefore is a commendable initiative that would further strengthen the Service. It will not only encourage reading culture among the practitioners but also challenge many to pass their practical experiences to the coming generations in narratives told from the point of knowledge.

The resources of the magazine are matured and I thumb them up as having the richness to compete favourably with any in such context anywhere globally. Doubtlessly, the magazine has the great potentials of changing the outlook of public service administration in our land. I hope my fears that this might be a one off publication would be assuaged by the sagacity of the Editorial Board to maintain its determination to make the Magazine available as regularly as conceived in the Master Plan.

Being an administration with high regard for human capital development, the government would leave no stone unturned in supporting this initiative to achieve its aims and deliver on target. It is our desire to bequeath to humanity public institutions that would stand the test of time in quality delivery of their statutory responsibilities. In this circumstance, the Public Service of our dream for Ekiti State is the one that would dictate the pace in, at least, the South West as the Western Region of old set the standard for Nigeria's Public Service of the 1950s through the 1970s. We have what it takes — courage, character, intellect and values — to achieve this, what has been lacking over the years is the honest institutional support which this government has offered since its inauguration.

I challenge the entire workforce of Ekiti State to seize the opportunity provided to realize their full potentials for self-actualization and corporate growth of our fatherland. In this generation, Ekiti must take a definite step in its irreversible march to greatness and structurally, the public service holds the ace in this regard.

Thank you and God bless.

**DR. KAYODE FAYEMI**

Governor Ekiti State, Nigeria



## Goodwill Message

**I**t is my pleasure to join all well-wishers in congratulating Sir 'Bunmi Famosaya, the Head of Service, the body of Permanent Secretaries and indeed the ever resourceful and honourable Civil Servants in Ekiti State, Nigeria, on the occasion of the launch of the Civil Service Journal.

We rejoice with you on this novel achievement which will go a long way towards promoting the dissemination of crucial information within the civil service and to the general public. I am also particularly delighted that this publication will serve as a useful platform to document for posterity, the strategies deployed, the challenges faced and the success achieved by this administration in partnership with Ekiti State's bureaucracy towards a far reaching civil service transformation.

Congratulations on this feat and more grease to your elbow.

**H.E Mrs. 'Funmi OLAYINKA**  
Deputy Governor  
Ekiti State, Nigeria



## Goodwill Message

**I**t gives me great pleasure to congratulate the Civil Service in Ekiti State on the publication of this Journal. The Civil Service anywhere is expected to be an embodiment of professionalism which in turn entails total dedication to service, pride in implementation of mandates, respect for constituted authority and a commitment to ensuring best practices. Ekiti State under Dr Kayode Fayemi's administration, is lucky to have a civil service that is quickly becoming one of the best organized and most professional in the country, with core values such as merit and integrity at the fore of all the transformation drives.

I am sure that this publication will serve as a space where professionals can share experiences, challenges and strategies to further strengthen the capacity of this very critical part of governance.

I congratulate the Head of Service, Mr Bunmi Famosaya (mni), for his sound leadership and commitment to excellence. I hereby urge all public servants, especially those within Ekiti State, to take advantage of this publication for networking, information and learning opportunities.

I wish you all the best.

**Erelu Bisi Adeleye-Fayemi**  
Wife of the Ekiti State Governor





# GOOD GOVERNANCE

## IS THE VERY ESSENCE OF THE CIVIL SERVICE

OLUBUNMI FAMOSAYA, mni

The Head of Service is an adroit administrator and technocrat par excellence. He is a charming and affable personality who affects positively anybody that comes in contact with him. One is particularly enthralled by his humility and modesty inspite of the exalted office he occupies. The number one Civil Servant made time out of his busy and tight schedule to field questions from *The Fountain - Bureaucrat*

In this article, he discusses the philosophy behind the establishment of *The Fountain Bureaucrat*, as well as his thoughts on governance for the Civil Service.

It is an interesting interview you cannot afford to miss.

**TFB:** Sir, could you please introduce yourself?

**Answer:** I am Olubunmi Famosaya, mni, KSG, JP, current Head of Service, Ekiti State.

**TFB:** How has it been getting to the apex of your career and how have you been able to cope with the workload?

**Answer:** It has been quite hectic but very very challenging. Notwithstanding but I like challenges. When I am challenged, I am strengthened to give out my best.

**TFB:** The "Fountain Bureaucrat" is your brainchild, what is the philosophy behind the publication?

**Answer:** Let me quickly correct one impression. The idea of the journal started before I assumed office as the HOS but somehow it had not come to fruition. Luckily, I was a part of the Senior Management Committee during the last dispensation that really supported the initiative. We propagated



submitted it. So when the report was submitted, I felt there was the need to have another Committee. I raised a fresh Committee without letting them into the report of the earlier committee. When that committee submitted its report, I decided to set up another committee to harmonize the two reports and largely, the outcome of the exercise is what has culminated into the "The Fountain Bureaucrat".

The idea was discussed with our Governor, you know the Governor is a scholar of high repute and he did not let me land before he told me he was on all fours with this project and encouraged us to go ahead. The Journal would serve in propagating the Civil Service Transformation Strategy. It would be able

to get the buy-in of Civil Servants into the 8-point Agenda and it will assist generally the governance component of the eight point Agenda. You can see that governance is the first on the eight point Agenda. That is how it came about and we needed a small group to really get down and do it. Perhaps one of the problems that faced earlier committees that were set up was the unwieldy nature of the membership and we saw the need to reduce the number of people that would serve on the Editorial Board. Again, I like to say that the Governor not only supported us by telling us to go ahead, but also approved funds for the publication. Honestly, he has been so committed that we considered launching this journal to coincide with his second anniversary in office to honour him. I think the committee has done a good job even if we do not achieve this target.

**TFB:** The Civil Service plays a crucial role in ensuring good governance. How has the Civil Service been playing that role without undermining its very essence.

**Answer:** I like to first say Good Governance is the very essence of the Civil Service. It is common place for people to say the civil service is the engine room of government. When a government comes in, it comes with its own programmes, it comes with its own ideas and agenda but how does that government bring those programmes into concrete reality. It is through the Civil Service. It is the framework required for implementing policies. It will use that same framework that has been put in place to implement government policies, I repeat to implement government policies. In the process of implementation, the Civil Servants perform advisory role in policy formulation. Basically, it is the duty of the political class to formulate policies. But from experience we have seen that Civil Servants cannot fold their arms and watch formulation of policies that are not implementable. So that is where the critical involvement of civil servant comes in. If a civil servant is going to be



involved in policy implementation of course, it only stands to reason that such a civil servant should be involved in the policy formulation process so that he can play his role well. This means that the Civil Servant has a critical role to perform in governance. What are the characteristics of the Civil Service? political neutrality, permanency, loyalty, impartiality, anonymity and security of tenure. That is the difference between the private sector and the public service. One is focused on profit making while the other is focused on service delivery. Apart from advising on policy formulation and its direct involvement in the implementation process, the Civil Service assists in setting out order and more enduring considerations against momentary exigencies. It should not ordinarily implement decisions of government but should do so without fear or favour. On this we should not lose sight of the fact that the Civil Service is subordinated to the political class into whose hands the authoritative allocation of Public values have been vested. The political class is the one that has the mandate of the people to operate in government and Civil Servants are merely assisting the Political class in delivering public goods to the masses.

In summary, the Civil Service is a constitutional organ and it remains the institutional framework for driving key public sector programmes. It is not a profit-making organization like the private sector. It is not a place to get rich because its finances are marginal and specifically directed at delivering public goods. It must be loyal to the government of the day and assist in setting and defending targets that will achieve long and enduring outcomes. However, it affords some space for job security. Unlike the private sector, there

is a process for the application of discipline in the Civil Service.

**TFB:** What is your plan to reposition the Civil Service to meet future challenges?

**Answer:** Well, you will discover that before Dr Kayode Fayemi came in as Governor of Ekiti State, a lot was really wrong with the Civil Service. Appointments did not take into cognizance the existing rules. Appointments into relevant Civil Service statutory bodies were faulty. In most cases, it was a case of square pegs in round holes. The Civil Service Commission and Local Government Service Commission are examples. These are Commissions that have been put in place to really take care and manage the career prospects, welfare and of course maintain discipline among Civil Servants. Unfortunately most of the people appointed to such positions had a little knowledge of what was really expected of them. Ordinarily, people in such positions are expected to recruit quality personnel into the Civil Service, manage the career of such personnel by way of promotion, transfer, secondment and discipline. When appointment is faulty definitely the system will be faulty and when wrong people are promoted, efficiency would be jeopardized. In the old order discipline was a big problem. Civil Servants will not come to office on time. There was a lot of AWOL (Absence Without Official Leave). Civil Servants disregarded the government regulations with impunity. They were not even prepared to put in their best. It was a very very big problem. Of course, if we look back and see how we evolved as a State Civil Service, you will recall that we had no take off grant but there was observable patriotism, industry and dedication. The size of our workforce was compact. For instance in 1997, our first budget was N1.631 billion and the second

one was N2.015 billion. By the time this administration came into being, the workforce had ballooned to an incredible size while the capital and recurrent liabilities of government had become a huge embarrassment. The Civil Service had become intensely politicized, efficiency had become a casualty, the MDAs had become unwieldy and esprit de corps was no longer in the system.

So, many things were wrong with the Civil Service at the inception of the administration of Governor Fayemi. These affected the morale of Civil Servants. Of course, frustration set in, some incentives like car, housing and land loans had already been withdrawn. Mr Governor noted all this and so let us take a comprehensive look at the Civil Service with a view to transforming it. The Governor set up a Civil Service Transformation Committee under the leadership of the Deputy Governor. Of course, the Committee had Professor Oladipo Adamolekun a World Bank Consultant as guide while some retired Permanent Secretaries and other renowned members produced what is now called the Civil Service Transformation Strategy (CSTS). The Committee drew in Civil Servants representing the various MDAs to be part of the production because the Fayemi administration believed in the buy in of the Civil Servants to facilitate effective implementation of the Strategy. So there was a small technical committee comprising civil servants (All Directors) and they had their own inputs. The committee submitted the report to government and after careful study and further evaluation by the body of Permanent Secretaries; it was presented to the State Executive Council for consideration. The Council added its own inputs before the document was adopted for implementation. So today, that document has really addressed those negative issues I spoke about.

**TFB:** What are the areas?

**Answer:** (1)Effective Governance  
(2)Organisational Efficiency



(3) Professional/ Result Oriented Civil Service (4) Ethical and Accountable Workforce with a changed work culture (5) Improved Competence of the Civil Service (6) Public Financial Management.

### **Under Effective Governance**

What are we saying. The emergence of a strong and credible leadership for the Civil Service through an open and competitive process. Under this, the current Head of Service and all serving Permanent Secretaries were identified and appointed. One good thing about it is that Governor Fayemi has been able to prove that you do not need to have a grandfather to get an appointment in the State Civil Service. People rose to where they are today through their efforts and competence.

There are three governance institutions in the Civil Service. They are the Office of the Secretary to the State Government, Office of the Head of Service and the Civil Service Commission. The strategy believes that these three organs should work together and it is when they are not working in concert that there are problems. One of the fallouts of the CSTS is the need to clarify the roles of these three governance institutions to avoid friction and unnecessary competition. So, the CSTS advocated a review of existing Civil Service Rules. To get to that stage, a committee of Permanent Secretaries was set up to review the existing rules. The report of that Committee was studied by the Senior Management Committee before it was placed before the State Executive Council (EXCO) for debate and with robust input from EXCO, the Document was approved for implementation in Ekiti State Civil Service and steps are being taken to publish it.

The CSTS provides that the three institutions should meet at least twice a year to discuss specific service matters. In addition, the roles and duties of these offices should be clearly

stated and handed over to the officers of these offices on their resumption of duties.

The Document recommends that the leadership of Civil Service must demonstrate enough courage to enforce the rules while the political class should support the Civil Service in the implementation of the rules.

### **Organisational Efficiency**

You will discover that hitherto, workers in the various MDAs did not know their functions. You will discover that there were many MDAs without clear cut functions. So the Document has advocated the rationalization and structures of the MDAs. As a first step, Mr Governor, reduced the number of Ministries we had to 16 and later 17. The Document advocated effective management system and processes for service delivery. In this regard ICT will be considered strategic for officers in the State Civil Service. Part of the provisions of the Document is the need for all MDAs to state their vision and mission, goals, principles and values. These would serve as a motto with which every employee must be adequately acquainted with. Furthermore, it stated that such vision and mission should reflect the eight point agenda of government as it affects the service rendered by the MDAs.

### **Professional and Result Oriented Civil Service**

When you do not have professionalism, you do things just for the sake of doing them but when you carry out your duties in a professional manner you enjoy doing them. The Document identified this and recommended an improvement. Of course, the State Government is one of the very first States to adopt the minimum wage. Apart from being one of the first to adopt it, it is one of the few States that are implementing the minimum wage. It was the first to implement fully the CONMESS in the South West.

Futhermore, this government has resuscitated the car, housing and land

loans that were withdrawn by the immediate past administration. It has added value to the lives of Civil Servants. It has provided funds to procure tools and furniture. Hitherto, most Civil Servants had no equipment or tools to work with. Some did not even have offices to sit and carry out their duties. Mr Governor has already commissioned two mighty buildings at the secretariat complex and has embarked upon the completion of additional four. You can see how these issues are being addressed through the implementation of CSTS. In my candid opinion, this government had done more than previous governments in addressing the issue of working tools including vehicles.

Of course, we have cleared arrears of promotion up to 2010 and were supposed to commence the promotion exercise for 2011 through the same merit system that the CSTS has recommended when labour came to resist this initiative. Promotion exercise is done everywhere, the Federal Government has been conducting promotion examination, other States do it and I do not know why our own should be an exception when we call ourselves the Fountain of Knowledge and Land of Honour. Of course, the workers know what is good for them as the eligible ones among them disregarded the threat of Labour and sat for the examination.

I am happy to say that the result of the examination clearly indicate that our workers are not dullards. Indeed, it clearly shows that many of them are very good. I am sure the result will encourage others.

Government has continued to ensure regular payment of salaries, pensions and gratuities. It is the first time in the history of Ekiti State that Permanent Secretaries are allowed to retire with their official cars as parting gifts from the Governor, Dr Kayode Fayemi. In other climes, Permanent Secretaries do not enjoy this kind of benevolence.

### **Ethical Accountable Workforce with a Changed Work Culture:**

The attitude of our people to government is very discouraging. The CSTS Document has recommended the establishment of Ethical Standards and True Enforcement of all relevant anti-corruption laws. As a fallout of the Strategy, a new Central Audit Office has been created as a full fledged Department of government. It would be headed by an



Administrative Secretary with a full complement of staff. The members of staff would be qualified Accountants and would not be directly under the Accountant General. Under the former scenario, the Accountants who disburse money in the ministries as well as the Internal Auditors were under the Accountant General. External Auditors were under the Auditor-General. The two positions were staffed interchangeably. It was reasoned that this was not too tidy and that the supervision of the Accountant and Auditor should be separated to strengthen accountability. To further improve financial management, we now have a Special Adviser on Taxation and Revenue Matters as well as a new Chairman of Board of Internal Revenue Services. The Document advocates a very high level of public service financial management.

**TFB:** What is the Civil Service of your dream?

**Answer:** A Civil Service that will be totally reformed, that will have greater strategic thinking and planning, that will have improved operational efficiency and do better with less resources. A Civil Service that is more customer focused and talented with honest leadership. A Civil Service that has greater flair for transparency and accountability. A Civil Service that would have more engagement with staff and customers and of course, a highly competent and professional Civil Service. So when I was announced as the Head of Service, my initial reaction was that the Civil Servants must take ownership of the Civil Service. They should not see the Civil Service as government property but as their own property. In that wise, they would be seeing themselves as critical stakeholders in government business. The traditional notion that we inherited from the colonial days was that Africans were working for the

whites. Those who replaced the whites, were seen as the government. In other words, they were working for the government. This notion should be erased. And that is why one of the jingles in the old Ondo State Radio "A kin se ise oba lagun, sugbon bere lowo ara re boyo ise re oni kun oju iwon, fi Olorun seri oro re", continually emphasized the need for civil servants to see government as one in which he had critical stakeholding. We are part of this government and we are supposed to help government deliver on its mandate. Public Service Administration is like a coin, on one side is the political class while the other side you find bureaucracy and they really need to have a complete handshake before they can work together successfully.

The Public Service Forum is a programme that is very dear to my heart. Infact, Mr

Civil Servants can get information either through the Internet or through the hard copy. Similarly, the Governor has approved the Public Service Payroll which is a fall out of CSTS. The CSTS Document also recommended the establishment of an Institute of Governance that would build and develop the capacity of Ekiti State workers. In addition, Mr Governor has personally advocated and supported the establishment of the Department of Peace and Conflict Studies at the Ekiti State University, Ado-Ekiti under the Institute of Governance. Mr Governor has also agreed to lecture students at the Institute in his spare time.

Finally, Mr Governor has graciously approved the Civil Service Club. All work and no play makes Jack a dull boy. Before 2014, there were hopeful that the Club House would have been put in place and made functional. These are the things this government is doing for our Civil Service.

**TFB:** How do you unwind?

**Answer:** How do I unwind? Yes, I find time to unwind. You know that once I get to the Office in the morning, I leave the office very late. At times, when I have unfinished matters, I take them home to work on them. When I have to unwind, I really unwind with my family and friends. When I go to official parties, I treat them as official.

However, when I go to ceremonies such as weddings, burial, naming, chieftaincy organized by friends and family and you invite me, I will go with my wife and I put the office completely behind me. I chat with old friends, engage in banters and relieve old days. I enjoy myself. I also play table tennis with my children whenever they are around. I do my treadmill every weekend. Once in a while, during the week and when I do not do my treadmill, I take a walk of about 6 kilometers. I was a great volleyball player, and a national athlete in my youthful days.

**TFB:** Sir, its been nice talking to you for the past two hours

**Answer:** Thank you, it is a pleasure to contribute to this laudable initiative.

The Governor has graciously approved the Civil Service e-Reference Library where

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# HISTORY OF PUBLIC SERVICE IN NIGERIA

- Adedara J. Omiyale

**T**he study of the history of any society is very necessary if one desires to have a full knowledge of that society. In looking at the history of the public service of this country, I would want us to bear in mind the impact of the history on the ecology of our public administration or the impact of the ecology on the history. I believe that either of the two has serious influence on the other.

## ECOLOGY OF PUBLIC ADMINISTRATION

What do I mean by ecology of Public Administration? It simply refers to the positive correlation between the application of policies based on general socio-political and economic theories and philosophy on the one hand, and the existing tenets, norms or practices and usages of the particular geographical and cultural environment as well as the careful assessment of the potential response of such environment to change shocks both in the short and long run. But then the leaderships of the country drastically influence this ecology itself. A.A Agagu has opined that "every regime produces its peculiar ecological factors which affect public administration in Nigeria" Ivan Richardson and Sidney Baldwin add:

**“**It is from the environment that administrators perceive the problems to be resolved, the alternative possibilities within which choices can be made, the resources to be employed and the support and opposition to policies and programmes. Furthermore, within the environment are found the clients to be served or regulated, market forces which establish the costs for goods and services provided by government. Special interest groups that have a particular concern about what the public and private institutions may offer could engineer support or opposition? **”**

The totality of what I am trying to emphasize is that public administration cannot exist in a vacuum.

## ECOLOGICAL FACTORS CONFRONTING PUBLIC ADMINISTRATION IN NIGERIA

Before beginning to trace the actual history of our Public Service, let us observe the ecological factors that have influenced it, so that we can properly learn from the trends of the history:

- i. There is a high degree of reliance on political factor for achieving results in the society.



- ii. There is a great, incredible economic gap between the rulers and the ruled
- iii. Public Administration is not native but imitative, thus accentuating the clash of cultures
- iv. There is a tendency for large discrepancy between form and reality, hence there may be good laws, plans and programmes which are unenforceable in practice.
- v. Competing loyalties- to region, to State and to ethnicity -which encourage stateism, tribalism, nepotism and other forms of corruption
- vi. Eroded sense of public safety
- vii. Societal end-goals defined in terms of materialism without the means being socially defined too.

- viii. Abundant natural resources such as, oil, gas and solid minerals, good and variegated vegetation and good two - season climate
- ix. Very expansive land mass and sufficiently large population
- x. Abundant sea shores and water resources.
- xi. High unemployment rate, which encourages criminality
- xii. Poverty-stricken lower class and intelligent, articulate but frustrated and disgruntled middle class
- xiii. Selfish upper class
- xiv. High inflation and low purchasing power of the Nigerian currency

## THE HISTORY

In this section, I am naturally going to rely heavily on my book, **NIGERIAN PUBLIC ADMINISTRATION AND SERVICE MANAGEMENT** which has dealt with the subject matter very thoroughly in its opening chapter. As I have acknowledged in the book, I have derived useful information from all papers written and presented by my friend, S.B. Ajulo, (now late) a retired Federal Permanent Secretary, as regards the beginning of the history of Nigerian Public Service.

## Sir Frederick Lugard

We must acknowledge the role of the Royal Niger Company established by British explorers which paved the way for the eventual foisting of British rule on Lagos which became a British colony in 1862. However, the real beginning of the management of the Nigerian public service could be rightly attributed to Sir Frederick Lugard (later Lord Lugard) who was the first Governor-General of Nigeria after the 1914 amalgamation of the Northern and Southern Protectorates of Nigeria. The Governor established the Central Secretariat in Lagos. He appointed Mr Donald Cameron as the Secretary to the Central Administration; Major Moorhouse as the Secretary to the Southern Provinces and Mr Mathew as



the Secretary to the Northern Provinces. While being the political head of the Central Administration, Lugard made Mr A.G Boyle the Lieutenant-Governor of the Southern Provinces and Mr C.L. Temple the Lieutenant Governor of the Northern Provinces. These provincial Lt. Governors were in charge of administration in their own provinces, employing the indirect rule fashioned out by Lugard to involve the native traditional authorities. While the real and ultimate command remained in the hands of the colonialists who directly administered the central government in Lagos, the main departments were the Railways, the Customs, Marine, Post and Telegraphs, the Treasury and the Military.

#### Sir Hugh Clifford and Sir James Robertson

In 1919, Sir Hugh Clifford succeeded Lugard as Governor-General of Nigeria. He changed the name of the Lugardian "Central Secretariat" to the "Nigerian Secretariat" and the name of the "Central Secretary" to "Chief Secretary to the Government". This Chief Secretary acquired wider powers to manage the Secretariat when Sir James Robertson became Governor-General of Nigeria in 1955. The Public Service itself had been widened at the time to include such departments as Health, Education, Local Government (known then as "Native Authority,") the Police, Prison, Aviation, Labour and Information.

Before the ascendancy of Sir James Robertson as Governor-General in 1955, the Nigerian Civil Service was unitary in character. But in consonance with Macpherson constitution of 1951 which had led to regionalization, Sir Robertson perfected a fundamental change with the creation of four separate civil services. These were the Federal Civil Service at the centre, the Western, Northern and Eastern Regional Services. This was in line with the emergence of one Federal and three Regional Governments based on the decisions of the Lagos and London constitutional conferences that took

place during the period.

#### Independence and Post-Independence Periods

Nigeria gained independence from colonial rule on October 1, 1960 and later became a Republic with full-fledged sovereignty in 1963. Before being a Republic and even after attaining independence, the British Monarchy still had influence and even control over Nigeria. The British Queen remained the Sovereign of Nigeria and cases from Nigeria Upper Courts could still go on appeal to the Privy Council in England for final adjudication. Our republican status put an end to all that.

#### POST-INDEPENDENCE BIFURCATION OF POLITICAL AND ADMINISTRATIVE UNITS

The post-independence creation of political and administrative units in Nigeria began with the creation of the "Mid-West Region" which was carved out of the existing, Western Region in 1963. Since then the civil services have grown from the four created by Governor James Robertson, first to five, then to thirteen, later to twenty-one, and so on, until they have by 1996 reached the staggering number of thirty-eight including one Federal Civil Service, thirty-six State Civil Services and the Civil Service of the Federal Territory of Abuja, which has its own separate and distinct administration, though without its own parliament since its legislative needs were taken care of by the National Assembly.

#### THE POST-INDEPENDENCE PUBLIC SERVICE

The colonial civil service was very peaceful, efficient and methodical. Of course, public service management was not too difficult to cope with, as the objective of public administration was to maintain law and order for a smooth socio-political administration, with not much concern for indigenous initiative in terms of political and economic development. So, the emphasis was placed on compliance by the civil servants rather than the application of

modern management approach to governmental operation. It was enough for the public official to have good knowledge of precedents and formality since any radicalism in terms of creativity was not encouraged. However, great premium was placed on the values of honesty, probity, accountability, transparency, dedication to duty and punctuality. Those were the beautiful legacies from colonialism carried over to the early independence era.

#### INDIGENISATION OF THE PUBLIC SERVICE

As should be expected, the scope of the post-independence government responsibility became much wider and more intensive. The colonial officers who had been controlling the public service management were sent packing back home in a hurry in the struggle to indigenize the country's civil service. It was particularly so in the Western and Eastern regions. The "retrenched" Europeans were paid off bountifully under a "Lumpsum Compensation" scheme that took account of their originally expected tenure of office in Nigeria which had now been truncated by the new policy. And so the indigenous manpower took over. These pioneers, as they were, had to put up a heroic, historic, impressive and successful effort to rise up to the challenges, if only to prove that what the white men could do in running administration they could do better.

#### THE BREAK OF THE TREND

Bearing in mind the stories widely told about the exploits of the top indigenous bureaucrats like Simeon Adebo of the West, Ali Akilu of the North, and Jerome Udoji of the East and their colleagues, the continued strength and beauty of public service management in Nigeria could have been guaranteed; but for the cantankerous political immaturity, greed, arrogance and selfishness which entered into the Nigerian body polity, featuring ferocious, virulent and violent ethnocentric political rivalry, especially



between the major tribes of Yoruba, Ibo and Hausa-Fulani. As it badly shook the national foundation of the country and society, there was no way it would not have reflected adversely on the public service and its management.

Eventually, the ugly situation escalated into big and violent crisis of confidence, leading to fraudulent and brutal politics which rampaged the country especially in the Western Region. Eventually, the Nigerian military had to intervene, to put a stop to the nightmare, and they struck in a coup d'etat which took place in the wee hours of January 15, 1966.

Those who planned and carried out the July 1966 coup were apparently too overwhelmed with their revenge syndrome to bother themselves about post-coup leadership of the country. It was alleged that their original intention was to pull out the North from the rest of Nigeria. It was a testy period for the country. According to John De St. Jorre, "For three incredible days, over the weekend of 29<sup>th</sup> July to 1<sup>st</sup> August 1966 the country (Nigeria) had no central government or leadership". During those critical days there was the dilemma of choice between Murtala Mohammed and Yakubu Gowon. Eventually Gowon, who was said not to be forceful about his own candidature, eventually emerged as Head of State.

The Jan 1966 and July 1966 coups d'etat began the incessant incursion of the Nigerian Military into political governance, not because of any lofty aim any more but due to the greed for power and wealth. Since independence in 1960, Nigeria has had fourteen - governmental regimes. But only five of them have been purely civilian administration while the remaining nine had been military regimes as shown in the Table at the end of this paper<sup>6</sup>. I have grouped the interim administration of Chief Ernest Shonekan as military because it was a makeshift arrangement of General Ibrahim Badamosi Babangida when he had to "step aside" during the crisis following

the annulment of June 1993 Presidential election.

The rapid twist and turn of events occasioned by incessant military take over of government has been most unfortunate for the civil service, nay for the public administration of the country. General Aguiyi Ironsi appeared to have leaned too much on the advice of the military officers, bureaucrats and academics of his own Ibo origin. However, General Yakubu Gowon who succeeded allowed his interrelationship to cut across the whole spectrum of the Nigeria polity. General Gowon found the top Civil servants reliable and indispensable, he therefore gave them high responsibilities and accorded them very deep respect as well as recognition. This must have irritated their rivals in the military and the academia who consequently began to imagine what they jealously dubbed "Super Permanent Secretaries".

When Gowon was ousted and replaced by General Murtala Mohammed, all hell was let loose against civil servants. It was as if the top military was all out to visit the sins of their former boss (General Gowon) on the civil servants, for according them high eminence and prominence especially the so-called "Super Permanent Secretaries". The consequence was the beginning of the series of onslaught against the Nigerian civil service through master-minded retrenchment and prejudicial reform exercises. While Murtala Mohammed and Muhammadu Buhari carried out a most atrocious retrenchment of civil servants in 1975 and 1984 respectively, Ibrahim Babangida pulverized the honour, ego and the very essence of the top civil service management through the 1988 Reforms.

Under the Murtala Mohammed regime, all the "Super Permanent Secretaries" were retired compulsorily with "immediate effect". Those of the other Permanent Secretaries who escaped forced retirement were pushed aside from having impact on policy

formulation. The top echelon of the civil service was virtually reduced to mere conveyor belt carrying along whatever was placed on it. The spate of retirement (under an obnoxious decree which foreclosed the possibility of seeking legal redress) was not only rapid but also rabid. It destroyed one of the most important morale boosters and prime motivation for dedicated service, probity and accountability. A former Head of Service in the Western State, Late Augustus Adebayo opined that 10,000 public officers were removed from office<sup>7</sup> for variously coined offences such as inefficiency, declining productivity, old age, doubtful integrity, divided loyalty etc, just name it and the officer goes! The service became battered and dazed, gasping for breathe. No better description of the situation can be more graphic than the confession of one of the actors, Major -General J.J. Okpale (now late), who was a member of the then Supreme Military Council. He said "Ruination of careers and lives of the civil servants became a competition among the Military Governors". Infact, I could recall how a Military Governor of the old Western State (who is of the present Ondo State origin) was unceremoniously removed from office as governor within a month of his appointment and posting simply because he was not going fast enough with the retrenchment of civil servants. He apparently wanted to do a thorough job, but his superiors were not in the mood for such painstaking sense of justice. He was succeeded by a Colonel who came in with a hurrying hatchet; and heads rolled so fast that we lost count.

The Mohammadu Buhari regime also retrenched, but perhaps a less number of civil servants. However, he did more harm than mere retrenching. He moved further to detain/jail some of the top civil servants under one excuse or the other, and without due process. The only credit that must be given to that regime was the injection of discipline into public service management. It is the only reason I cherish the regime.

The regime of Ibrahim Babangida bastardized and dehumanized the civil service formations. Through Ibrahim Babangida's 1988 Civil Service Reform, the service was derobed of all substantive honour, and the top echelon of the Civil Service was reduced to mere figure heads in their departments. The Permanent Secretaries were referred to as Directors-General who were no more than postmasters functioning between the top political executives and the lower hierarchies of the Civil Service. The 1988 Reforms placed public service management in the hands of the political appointees whose tenure were temporary and who lacked the knowledge, experience as well as dexterity required in public service management. Surprisingly enough, the Reform gave political appointees Accountability for the various ministries and departments. The Minister or Commissioner was the all-in-all, the political executive, the Accounting Officer and the Head of Department. The quick result was the unbridled corruption, which was deregulated and made free for all to practise.

For the benefit of the readers not accustomed to the workings of the public service management in Nigeria, it is necessary to explain that it will be an error to equate the position of Babangida's Director-General with that of the time-honoured title of Permanent Secretary. The Permanent Secretary, as the Accounting Officer and the Administrative Head of Department, is the commanding coordinator of his departmental staff. Being an officer with a career to defend, he is most suitable as the custodian of probity and accountability for the government in his own department. Indeed the Permanent Secretary used to be a power to be reckoned with in public administration and public service management during my own time as

Permanent Secretary in the Old Ondo State in the eighties of the last century. That was also the experience of my superiors who were Permanent Secretaries in the old Western State, in the sixties and seventies. But the Director General had none of the privileges and power of the Permanent Secretary. He was more or less a gilded effigy, apparently, to decorate an office as a deputy to a political appointee and he was to go with the government that appointed him whenever the term of the latter expired. It was such a deceit. It was disdainful of the civil service as a career. It was unfortunate. Yet, the greatest assault of the 1988 Civil Service Reform on the Nigerian Public Service was the abolition of the Office of the Head of Service. By that stroke, the service was virtually reduced to nothing as a worthwhile calling. No wonder that the then Head of Service of the Federation, the heroic Adamu Fikka, upon sighting the Reforms made a very strong protest and prophesy to the then Military President General Ibrahim Babangida, arguing forcefully that the Reform were nothing else but a killer pill to the Civil Service. He then retired from the civil service immediately.

Adamu Fikka has since been vindicated by the eventual return to the *status quo ante*, in order to restore sanity to the Civil Service. However, great harm has already been done to the values of honesty, probity, transparency and accountability which used to be great objectives of service integrity. The old quest for service integrity has now been jettisoned because the event and effect of the Reform had served the purpose of dampening the will of officers to struggle to distinguish themselves because they no longer cherish a career that had been so fouled but only the material benefits derivable from it, which most officers then pursued inordinately through fair or foul means. The behaviour of the political appointees themselves was a bad mirror. That is why any anti-corruption crusade will have to be an

uphill task and will need more than a kid glove to succeed. More about that phenomenon is discussed in chapters 13 and 14 of my book already mentioned.

The Abacha regime did not follow the footsteps of Ibrahim Babangida in fostering guinea-pig trial and error, in public service management. Instead, the Sani Abacha regime even reversed some of the policies emanating from the Babangida Reforms. For instance, the Permanent Secretary was restored as the Accounting Officer of his department. Also, as a career executive, he was no longer to go with the administration that appointed him as was the case with the Director-General. The office of the Head of the Civil Service was equally restored. In addition, the regime undertook a far-reaching harmonization of pensions, so that the pensions being paid to old pensioners could be brought up to date in relation to the prevailing remuneration package being paid to serving officers. The regime somehow stabilized the Naira at about N80.00 to a Dollar which in turn served to arrest the galloping inflation raging in Nigeria at the material time.

However, the regime frightfully embarked on unbridled dictatorship and callous "executive lawlessness", as a result of which the civil service could no longer honestly perform its essential function of rendering candid advice on policy, and methods of policy implementation. Very soon, officers came to realize that all they were expected to do was merely to wait for instructions, to be carried out as specified, "with immediate effect". In fact, the entire country itself was tense in the heat of rising opposition to the repressive regime and the struggle to prevent the self-succession bid of General Sani Abacha.

Suddenly General Sani Abacha died in June 1998, and the mantle of leadership fell on General Abdulsalami Abubakar. It seemed that the man was honest, wise and realistic enough to realize and appreciate that his regime was nothing more than a stop-gap between the end of the Abacha rulership and the restoration of democratically elected popular government. He nursed no stupid



ambition to perpetuate himself in office like his two predecessors. He did not tinker unnecessarily with the civil service. He however, approved a regulation which made holders of the offices of Head of Service and Permanent Secretary retire with their full entitlements as it has all along been the case with military officers who attained the rank of Major-General and above. Before the new regulation, Heads of Service and Permanent Secretaries used to have their retirement benefits calculated on the basis of the appropriate proportion of their subsisting salaries and the length of pensionable service rendered. It should be noted that the new benefit was limited to officers.

Chief Olusegun Obasanjo came to rule Nigeria again, this time as a popularly elected Civilian President. He seemed to be very concerned about fashioning out a well trained, contented, dedicated, efficient and effective civil service, where workers would be adequately compensated and remunerated and solid conditions of service. Accordingly he increased workers' salaries and pension, as well as encouraged increased capacity building for serving officers in the Federal Public Service, through necessary training. He made efforts at arresting corrupt practices within the public service.

Alhaji Umaru Musa Yar'Adua succeeded Chief Olusegun Obasanjo as President of Nigeria. His impact on Nigerian public service was not much. He announced his desire to get the outrageous remunerations being drawn from the coffers of government by political office holders drastically reduced, but he was unable to carry out the intention apparently due to his ill-health and expected opposition from politicians.

But the man died in May 2010 as a result of protracted illness and was succeeded by his Vice President, Dr

Goodluck Jonathan. He went in for the 2011 general election as presidential candidate of his party and won. He has made promises to transform Nigeria in several areas. He sponsored a minimum wage legislation for Nigerian employees which was passed by the National Assembly. However, the implementation across the country has been wobbled. This irritated the labour movement. When the President implemented the petroleum subsidy removal policy on January 1, 2012, all hell was let loose as Labour and various Civil Society formations kicked virulently against it with mass protest rallies across the country denouncing the policy. A compromise was however worked out to serve the interests of the government and the masses half way.

But the upheaval triggered off by the fuel subsidy removal brought to the surface the problem of corruption in the management of our petroleum industry. Alongside that was the exposure of alarming criminal conspiracy that led to huge amount of pension funds being embezzled by public officers. Added to all these is the terrorism unleashed on the society in the Northern part of the country by an outlawed Islamic group known as Boko Haram which seriously threatens the safety of lives and properties of citizens. It is hoped that the situation would not degenerate into a state of anarchy. The Boko Haram menace is a new and rather strange aspect of the ecology of our public administration. We would need very drastic efforts to tackle the ugly development and the existing corruption in our nation.

In fact, the history of the Nigerian Public Service is replete with attempts to review and reform the system. From 1934 till date, there have been instituted not less than seventeen Commissions or Committees for such reviews as listed below:

## PUBLIC SERVICE REVIEW ATTEMPTS

### 1934 TO DATE

- i. Hunt Commission, 1934
- ii. Harragin Committee, 1946
- iii. Foot Commission, 1948
- iv. Philipson/Adebo Committee 1949
- v. Gorsuch Commission 1954
- vi. Newns Committee 1959
- vii. Mbanefo Committee 1959
- viii. Morgan Salaries and Wages Commission, 1963
- ix. Wey, Panel on Public service Management and Salary Administration 1968
- x. Elwood Grading Team 1969
- xi. Adebo Commission 1973
- xii. Udoji Public Service Review Commission, 1974
- xiii. Dotun Philips Structure Team on the Structure, Staffing and Operations of The Nigerian Civil Service, 1975
- xiv. Koshoni Presidential Task Force on the implementation of the Civil Service Reform, 1988.
- xv. Alison Ayida Civil Service Reform Review, 1999
- xvi. President Olusegun Obasanjo Salary Review 2000
- xvii. Steve Oronsaye Public Service Review 2011 the outcome of which is yet being expected.

Now, we can see that all along the Public Service in Nigeria has been subjected to various studies, apparently for improvement here and there. Yet the Public Service system has not performed to the expectations of the society in terms of integrity and service delivery. What then is the problem with Nigeria? I am seriously suspecting our history as a country as it may have influenced the ecology of our public administration which in turn may have infected that history too. That is why I have opened my thoughts on this paper from the angle of our ecology in the hope that if we can relate our history to our ecology and vice-versa, we might begin to see better approaches to solving our problems with guidance on improving our society through efficient and effective Public Service management. May God help us.



NIGERIA GOVERNMENT RULERSHIP1960 - 2010 X

| TYPE               | HEAD                         | DURATION              |
|--------------------|------------------------------|-----------------------|
| Civilian           | Sir Tafawa Balewa            | Oct 1960 - Jan 1966   |
| Military           | General Aguiyi Ironsi        | Jan. 1966 - July 1966 |
| Military           | General Yakubu Gowon         | July 1966 - Aug. 1975 |
| Military           | General Murtala Mohammed     | Aug. 1975 - Feb 1976  |
| Military           | General Olusegun Obasanjo    | Feb. 1976 - Oct. 1979 |
| Civilian           | Alh. Shehu Shagari           | Oct 1979 - Dec. 1983  |
| Military           | General Muhammad Buhari      | Jan. 1983 - Aug. 1985 |
| Military           | General Ibrahim Babangida    | Aug. 1985 - Aug. 1993 |
| Military/ Civilian | General Sani Shonekan        | Aug. 1993 - Nov. 1993 |
| Military           | General Sani Abacha          | Nov. 1993 - June 1998 |
| Military           | General Abdulsalami Abubakar | June 1998 - May 1999  |
| Civilian           | Chief Olusegun Obasanjo      | May 1999 - May 2007   |
| Civilian           | Umaru Musa Yar'Adua          | May 2007 - May 2010   |
| Civilian           | Goodluck Jonathan            | May 2010 to date      |

\* Adapted from Nigeria Public Administration and Service Management. Page 6

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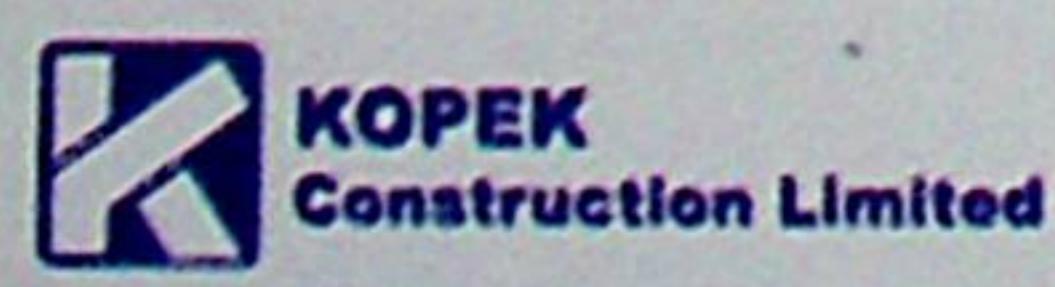
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2. Adedara J. Omiyale - NIGERIAN PUBLIC ADMINISTRATION AND SERVICE MANAGEMENT - The University of Ado-Ekiti Press (2006)
3. John De St Jorre- THE NIGERIAN CIVIL WAR - Hodder and Stoughton London, Sydney Auckland Toronto.
4. Augustus Adebayo - PRINCIPLES AND PRACTICE OF PUBLIC ADMINISTRATION IN NIGERIA - John Wiley & Sons Ltd in association with Spectrum Books Ltd. Ibadan
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## QUOTABLE QUOTES

- Once you have offered yourself for Public Service, then you necessarily have decided to open yourself up for public scrutiny  
- Gov. Kayode Fayemi
- An eye for an eye only ends up making the whole world blind  
- Mohandas Gandhi
- Anyone who has never made a mistake has never tried something new - Albert Einstein
- Be faithful in small things because it is in them that your strength lies  
- Mother Teresa
- Courage is the first of human qualities because it is the quality which guarantees the other  
- Aristotle
- Peace is not absence of conflict, it is the ability to handle conflict by peaceful means - Ronald Reagan
- Character is like a tree and reputation like a shadow. The shadow is what we think of it, the tree is the real thing  
- Abraham Lincoln
- Ninety-nine percent of failures comes from people who have the habit of making excuses  
- George Washington
- Change is the law of life. And those who look only to the past or present are certain to miss the future - John F. Kennedy
- The time is always ripe to do right..... Martin Luther King Jnr.



## Congratulations!!!



– A reputable engineering firm which has achieved remarkable feats in road construction in Nigeria congratulate the vibrant and proactive Civil Service of Ekiti State on the occasion of the launch of the Civil Service Journal, The Fountain Bureaucrat.

We particularly felicitate with His Excellency, Governor Kayode Fayemi, and the Head of Service, Sir Bunmi Famosa, mni for the bold initiative in publishing the Journal, which is a laudable effort to promote excellence and provide good leadership for the Civil Service. Your efforts at repositioning the Civil Service for greater efficiency and enhanced service delivery is worthy of commendation. Once again, Congratulations!



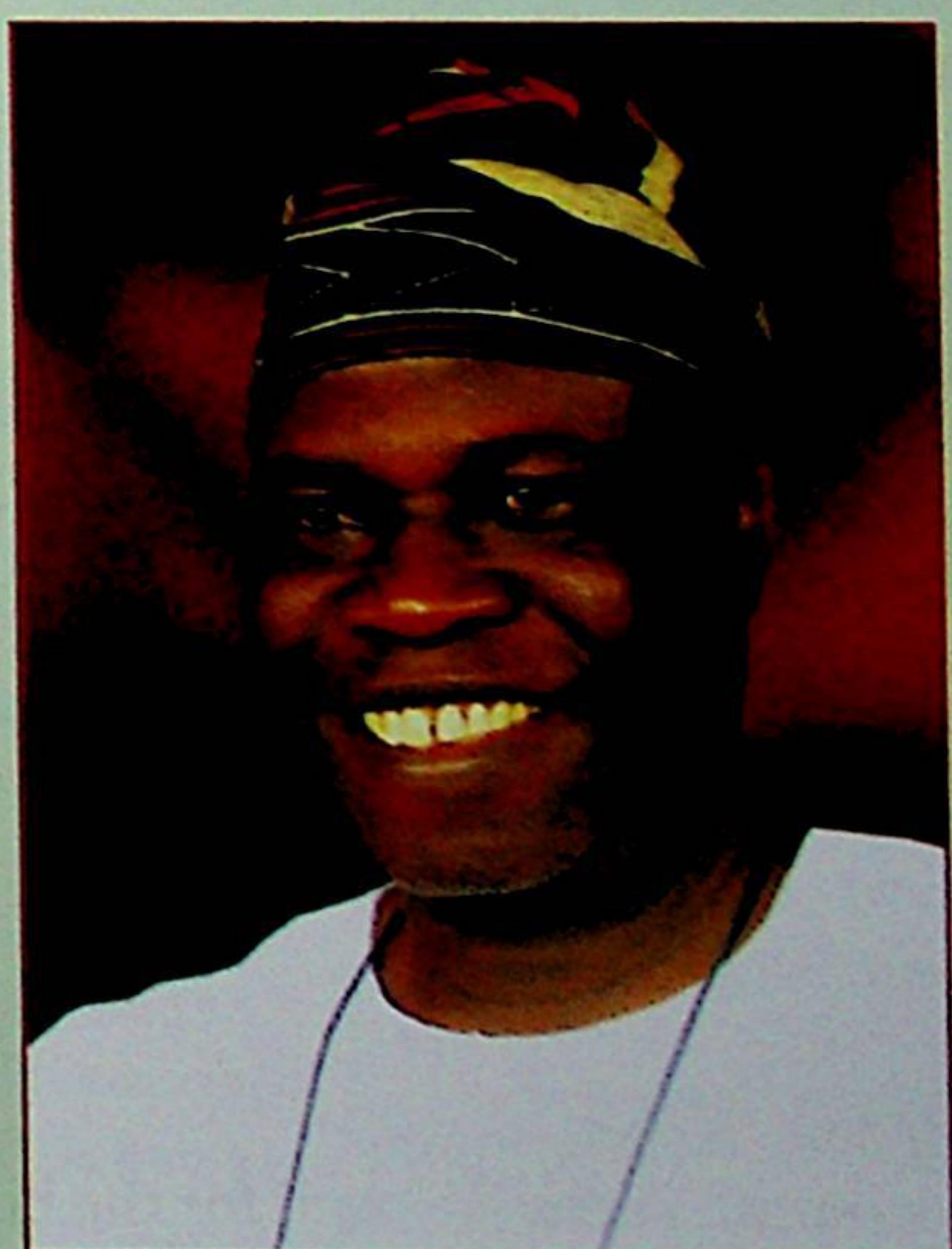
# Goodwill Message

**ALHAJI (DR.) GANIYU OWOLABI**  
Secretary to the State Government,

I must congratulate the Chairman/Publisher and the Editorial Board of THE FOUNTAIN BUREAUCRAT on the initiative of starting the publication of this Journal, which is expected to complement the efforts of the State Government in the area of provision of good governance.

I also seize this opportunity to enjoin the Editorial Board to always uphold the ethics of journalism. I have the conviction that the Journal will enhance the aspiration of Government at ensuring a productive Civil Service.

As the administration of Dr. Kayode Fayemi has been giving priority to the welfare of Civil Servants in many areas, like resuscitation of housing and car loans, promotion of Civil Servants and regular payment of salaries and allowances. It is also pertinent to call on the Civil Servants to reciprocate these good gestures by ensuring successful implementation of the 8-Point Agenda of this Administration.





# EKITI STATE CIVIL SERVICE TRANSFORMATION STRATEGY:

## A RECIPE FOR EFFECTIVE AND EFFICIENT SERVICE DELIVERY

The current administration of Dr. John Kayode Fayemi came on board on October 16, 2010 with an 8-Point Agenda aimed at transforming the lives of the people of Ekiti State. The Agenda, which is christened 'Road Map to Ekiti Recovery' is meant to lay the foundation for socio-economic development of the state, to make life easier for the people. Thus the Agenda is a mental picture of Ekiti future.

It is the responsibility of the Executive or the Governor to formulate policies which the civil servants are unquestionably required to diligently implement. In addition, it is the responsibility of the civil servants to provide necessary information and data to assist government in making right decisions.

Governor Kayode Fayemi set the tone in his address at the one day retreat for newly appointed Permanent Secretaries in Jan, 2011 when he said that "effective use of human resources is Key to the success of any government. Given this fact, this administration is determined to carry out the transformation of the State Civil Service, to reposition and empower it to carry out its responsibilities efficiently and effectively..."

The Civil Service Transformation Strategy is meant to re-invent the State Civil Service as a strong, efficient, effective, dedicated and value-based institution with the capacity to assist the government in achieving the goals and objectives of its 8-Point Agenda.



**Chairperson, Steering Committee, CSTS**

In formulating the Transformation Strategy, the State Government dug into the previous civil service reforms which were initiated by the Federal Government of Nigeria. What stands this strategy out is that it was initiated by the State Government in line with the peculiarities of the State.

The Civil Service Transformation Strategy Document was prepared under the guidance of a Steering Committee comprising the Deputy Governor, Mrs. Funmilayo Olayinka, who was the Chairperson, the Secretary to the State Government (SSG), Alhaji (Dr) Ganiyu Owolabi, the Head of Service (HOS), Mr Olubunmi Famosanya,mni, and a retired

Permanent Secretary in the State Civil Service, who is also the State Commissioner for Local Government, Chief Dayo Fadipo, facilitated the development of the strategy. Professor Ladipo Adamolekun served as an Adviser to the Committee.

A Civil Service Transformation Strategy (Technical Team (CSTSTT) comprising Senior Civil Servants drawn from selected Ministries, Departments and Agencies (MDAs), worked with two consultants to draft the Document.

### **THE CIVIL SERVICE TRANSFORMATION STRATEGY**

The strategy has six Key result areas: Effective governance of the civil

service; Organizational efficiency and effectiveness; Professional and result-oriented civil service; Ethical and accountable workforce with a changed work culture; Improved competence of civil servants; and Improved public financial management.

The basics for the CSTS were developed by two consultants - a lecturer from OAU, Ile Ife and a retired Director of the Lagos State Civil Service who worked in conjunction with the technical team drawn from selected MDAs in the State Civil service. Each of the consultants produced drafts of two Key result areas while a sub group of the Technical Team produced the draft on the other key result area.

draft report submitted by the consultants and the draft developed by the Technical Team were synthesized and presented to the Stakeholders Consultative Forum comprising a selected group of Directors drawn from across the cadres in the State Civil Service and some retired Permanent Secretaries who reviewed the report and made useful suggestions. The revised report based on inputs from the Stakeholders Consultative Forum was referred to the body of Permanent Secretaries who also made their inputs.

The final draft was presented to the Steering Committee on 14th July, 2011.

The Key result areas and strategies for their implementation are briefly explained below:

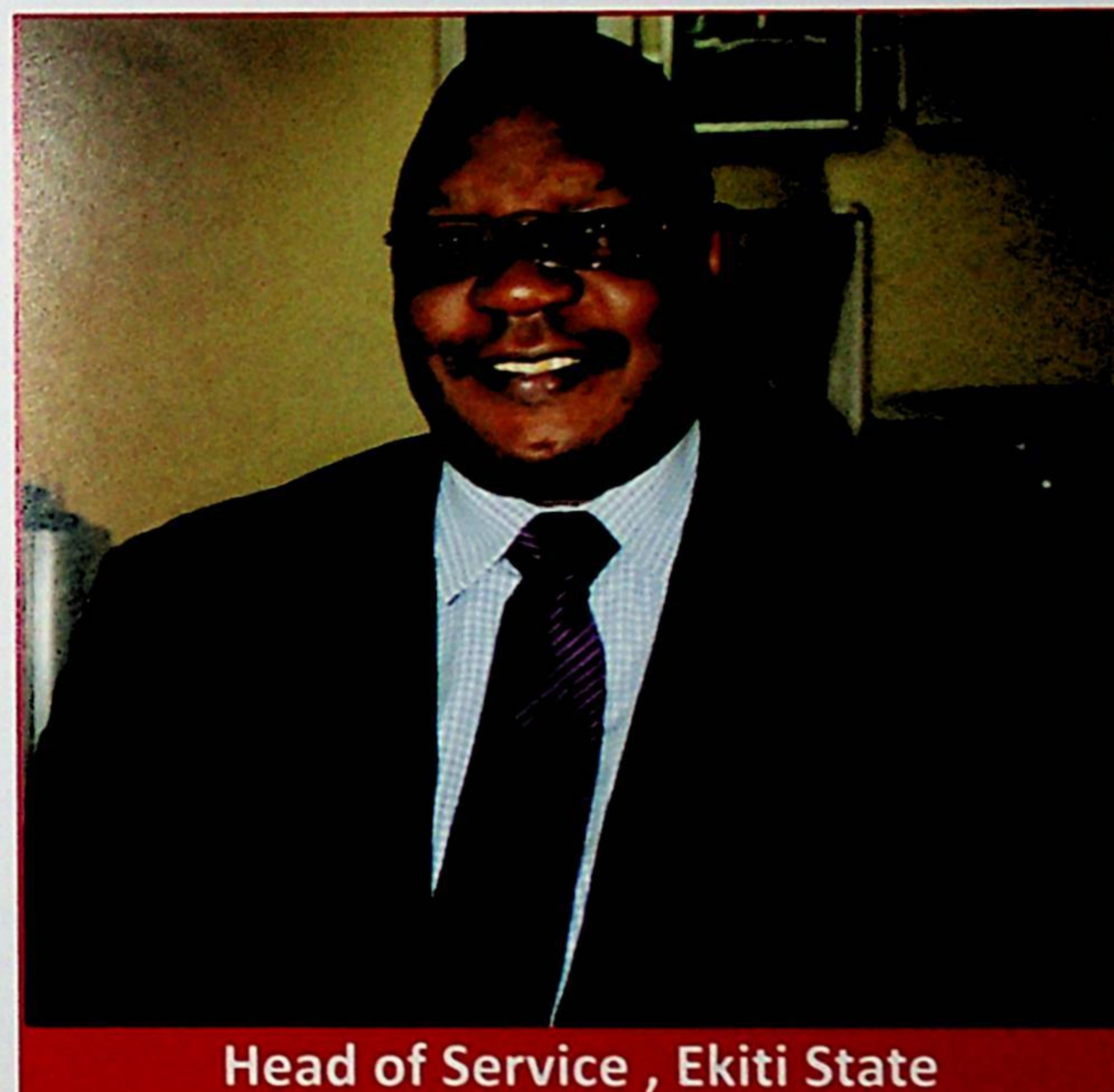
#### EFFECTIVE GOVERNANCE OF THE CIVIL SERVICE

I. This thematic area addresses issues of strong and credible leadership for the civil service through open and competitive processes, clarity of roles of the Key governance institutions (Civil

Service Commission (CSC), Office of the Secretary to the State Government (SSG) and Office of the Head of Service (HOS) and effective co-ordination and consistency of leadership direction; and enforcement of civil service rules and regulations. Under this area, the vision, mission, goal, principles and values of the civil service are identified and clearly stated to guide officers in the discharge of their duties.

ii. Highlights of the implementation strategies for this Key result area

- c. spread, gender and disability; the tenure of any of the leadership positions shall be for a period of 4 years renewable for another term of four years, subject to satisfactory performance and approval of the Governor;
- d. the three Key governance institutions (CSC, SSG & HOS) shall meet at least twice a year where specific service matters could be discussed. In this regard, there was a retreat for the 3 institutions in January, 2011 at Iloko-Ijesa in Osun State;
- e. the state government has commenced the process of reviewing and mass production of the service books for sale to officers at subsidized prices. The books include: Public Service Rules, Handbook on Financial Administration, CSTS document, CSC Regulations;
- f. the civil service leadership must internalize the provisions of these rules to enable them enforce same accordingly;
- g. de-politicization of appointments, postings, discipline and reward of officers;
- h. the leadership of the service must demonstrate enough courage to enforce the rules; and
- i. each MDA should have a mission statement, which should be a motto with which every employee must be adequately acquainted.



Head of Service, Ekiti State

are:

- a. appointment of the HOS from among the Senior Permanent Secretaries through interactive session with the Governor;
- b. candidates or officers for other leadership positions (Permanent Secretaries, General Managers, Administrative Secretaries, Accountant-General, Auditor-General, Programme/Project Managers) would undergo written test and oral interview, and the appointments are to be guided by 80% merit and 20% for geographical

#### ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

I. This thematic area considers the rationalization of functions, structure and staffing of the MDAs, introduction of integrated payroll and personnel



information system and more effective management system and processes for prompt service delivery. This area emphasizes reduction of the existing unwieldy 72 MDAs, strategies for ensuring wage bill control and eliminating 'ghost workers' as well as the use of Information and Communication Technology.

ii. **Highlights of the strategies for the implementation of this Key result area are:**

- a. reduction of the number of MDAs as proliferation of MDAs is partly responsible for high overhead cost;
- b. full implementation of payment of salaries of public officers through the computerized payroll system by March, 2012;
- c. new entrants into the public service would be captured in the biometric data collection and exits would also be indicated to effectively prevent nugatory payments to ghost workers pensioners;
- d. government to ensure that all officers in the State Civil Service are ICT compliant;
- e. members of the public, community based organizations and civil society organizations are to be involved in the monitoring of projects;
- f. participatory budgetary processes that enable citizens/communities to provide inputs into budget

decision making to be sustained;

- g. the FOI and other statute laws to be enforced; and
- h. all MDAs to be re-orientated to be client-oriented, service-oriented and result-oriented.

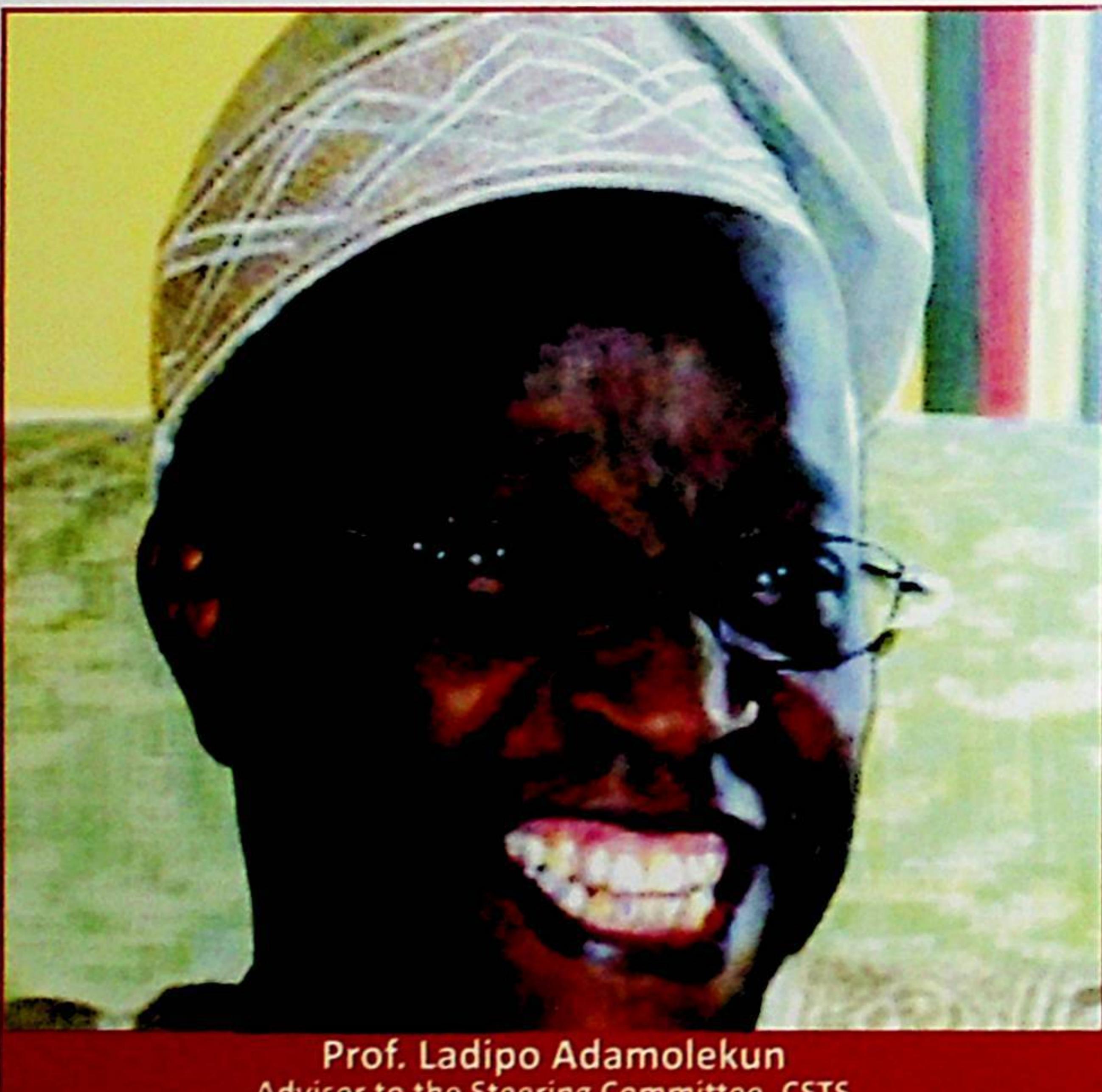
**PROFESSIONAL AND RESULT-ORIENTED CIVIL SERVICE**

i. This is premised on merit-based appointments and promotion of officers, professionalization of the officer's cadres in the civil service, effective performance management and evaluation system, which would involve mentoring and ensure

- c. spread, gender and disability
- d. promotion of officers on GLs 12 and above to be by written examinations, and only those who pass are to attend promotion interviews;
- e. all officers on GLs. 12 and above should belong to a recognized professional body; and
- f. the current APER Form should be re-designed in order to ensure effective and objective reporting.

**ETHICAL AND ACCOUNTABLE WORKFORCE WITH A CHANGED WORK CULTURE**

i. The problem of declining or low productivity in the civil service is largely attributed to a negative attitude towards work by officers. Underlying the negative work attitude is the linkerworm of poor standard. For any civil service reform to be meaningful, there is a compelling need for values and ethical re-orientation in the Civil Service. This will go a long way at ensuring accountability and transparency in the management of public affairs. This thematic area seeks to entrench ethical standard and accountability, and strengthen the demand side of accountability (encouraging members of the public to demand explanations about government's activities or programmes).



**Prof. Ladipo Adamolekun**  
Adviser to the Steering Committee, CSTS

proper succession planning, and improved pay and incentives.

ii. For effective implementation of this Key result area, the following strategies had been mapped out:

- a. appointments into posts in the grades of GLs. 03 and above to be by written examinations. Successful candidates in the examinations will attend oral interview;
- b. all appointments to be guided by 80% merit and 20% geographical

ii. The following are highlights of the strategies mapped out for the implementation of the Key result area:

- a. enforcement of all anti-graft laws;
- b. Internal Audit to be granted autonomy and strengthened with competent officers; and
- c. Government to show more commitment to adult literacy



programme in both urban and rural areas.

### IMPROVED COMPETENCE OF CIVIL SERVANTS

- I. Training and re-training of staff is a sine-qua-non for high productivity. Training sharpens and broadens workers skills and knowledge. Given this reality, this thematic area examines the relevance of efficient and effective management of training (involving survey of training needs with a view to determining skill and knowledge gaps), improved leadership and management development, and more effective public service learning centres, which will focus on revamping of the existing Staff Development Centre and the establishment of an Institute of Governance in partnership with Ekiti State University.
- II. The following are the strategies for the implementation of this key result area:
  - a. training programmes to be based on identified needs;
  - b. survey of training needs to be conducted to determine skill and knowledge gaps;
  - c. State Training Policy to be formulated;
  - d. Institute of Governance to be established in partnership with EKSU to enhance capacity building, training and re-training of senior public servants;
  - e. the Staff Development Centre to be revamped and strengthened to handle the training of junior staff (GL02-06); and
  - f. Reference Library to be established and stocked with relevant books and journals.

### IMPROVED PUBLIC FINANCIAL MANAGEMENT

The major objective of this result area is to block leakages, expand the revenue base of the state and ensure increased efficiency of cash and treasury management. To this end, the thematic area focuses on:

- a. Improving revenue mobilization and administration. Government will improve capacity for tax policy analysis and tax collection; develop the Tax Payer Identification Number (TIN); develop and implement tax deduction campaigns; and establish a Tax Appeals' Board (TAB).
- b. Enhancing Transparency and Strategic Orientation of the budget process. This will involve sustained improvements in budget formulation and monitoring of execution of results-based or performance-based budgeting.
- c. Efficient Management of resources, accounting and reporting. This will include full automation and increased efficiency of cash and treasury management; continuous tracking and accurate reporting of cash position/balances in government accounts; and accurate forecasting of internally generated revenue.
- d. Integrity in the use of public funds. This will include the implementation of the public procurement law and subsidiary rules and procedures; strengthening public expenditure oversight and watch dog institutions; modernizing internal audit function across all MDAs and encouraging non-governmental actors in monitoring and evaluating public expenditure allocation, use and accountability.

### INSTITUTIONAL ARRANGEMENTS FOR THE CSTS IMPLEMENTATION

The Steering Committee, which comprises 6 members was set up to provide leadership and direction for the CSTS. The membership of the Committee included the Deputy Governor as the Chairperson, Secretary to the State Government SSG, Head of Service HOS, a member of the Civil Service Commission, Permanent Secretary, Ministry of Finance and a Public Management expert with competencies in both public management and public financial management, who will serve as the Head of the Office of the Civil Service Transformation and Strategy.

Next is the CSTS Implementation Committee, comprising the HOS as the Chairman and all Permanent Secretaries. The Permanent Secretary, Ministry of Finance is the Deputy Chairman of the Committee. The Permanent Secretaries are to drive the strategy in their respective MDAs. The Implementation Committee is to report to the Steering Committee twice or thrice a year.

The Public Management Expert who is hired on contract heads the Office of CST&S. He is responsible for fine-tuning and updating the Strategy and for the overall co-ordination of institutional reforms within the machinery of government. He will undertake continuous evaluation of the implementation of Strategy and report regularly to the Steering Committee.

### CONCLUSION

The State Government is fully committed to the realization of the objectives of the CSTS. Meanwhile, the Public Management expert has been hired along with other aides. Office accommodation has been provided for the strategy in a conducive environment.

It should be noted that the Office has since taken off, some aspects of the programme had been implemented while some are being implemented.

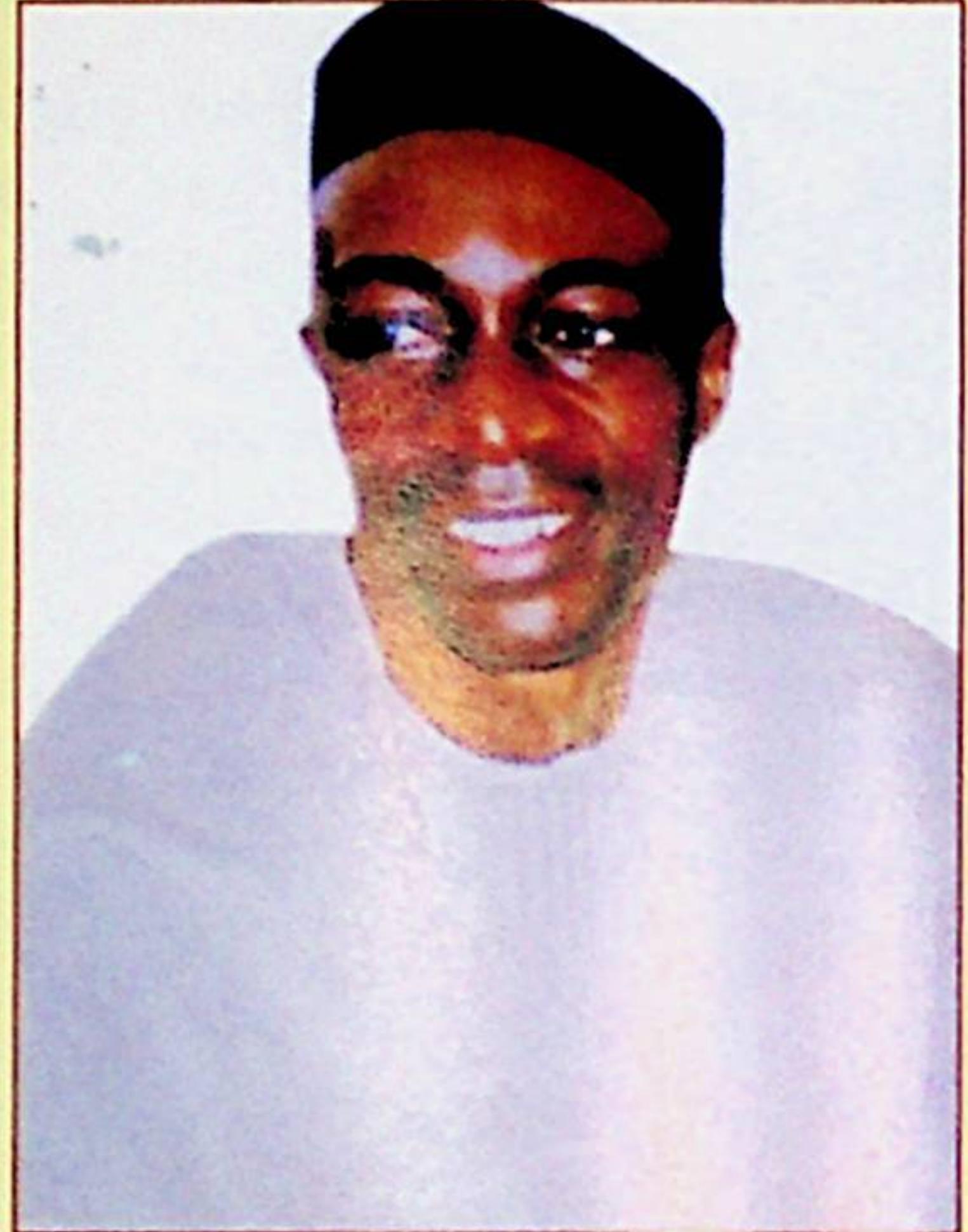
It is hoped that the full implementation of the CSTS will re-position the State civil service for its assigned role of execution of government policies and programmes.



## Goodwill Message

**I** consider the birth of the bi-annual Civil Service Journal in Ekiti State titled "The Fountain Bureaucrat" salutary and commendable as it would engender the promotion of the civil service ethics. It would as well as provide opportunities to air the views of seasoned public servants on topical issues affecting their career, the environment and the society at large.

Pursuant to this, such compendium of articles would educate, entertain and enlighten readers on contemporary issues relating to the theory and practice of public administration in Ekiti State and beyond



On the part of Government, it would serve as a mouth-piece to propagate the activities of Government with regard to its 8-point agenda, and herald its achievements and prospects on same. Besides, it would serve as a feedback mechanism to Government on some of its activities as it feels the pulse of her work force on vital and critical decisions taken from time to time.

Finally, let me congratulate the Publisher and the Editorial Board on this maiden edition. Undoubtedly, the Board must have sacrificed a great deal of time and comfort to ensure that the publication sees the light of the day. I sincerely and wholeheartedly salute your courage, enthusiasm, and untiring efforts geared towards mid-wifing this journal. I say 'Eku ise (well-done)' I pray God to grant you the grace to sustain the ideals of your vision for the journal.

It is my fervent belief that the Journal would go places. Hearty congratulations

**Yemi Adaramodu**  
Chief of Staff

# PIONEER SSG & HOS

ADEYEMI IBIDUNMOYE shares experience on the take-off of the state

*"A stickler for time" that is a description of the pioneer Secretary to the State Government and Head of Service, Ekiti State, Mr Joshua Adeyemi Ibidunmoye.*

When The Fountain Bureaucrat got to his Ado-Ekiti residence at about 9.55 am, the seasoned technocrat, inspite of his health status, was ready to keep his 10 O'clock interview appointment. Colonial, humble and unbroken dyed to the wool retired civil servant spoke with great passion as he went down memory lane about the long odds and numerous challenges he faced and how they were surmounted.

Mr Ibidunmoye who retired from the Civil Service in 1999 was visibly elated about the physical development of the State. He spoke glowingly of the State Civil Service stressing that it has some of the best brains in the country. Against this backdrop, he advocated merit in the recruitment of officers into the Civil Service to sustain its reputation as highly professional, proactive, innovative and result oriented.

He saw it all and the exhilarating episode is vividly captured by the Fountain Bureaucrat

**TFB:** Sir, Can you introduce yourself?

**Answer:** I am Joshua Adeyemi Ibidunmoye. I was the pioneer Secretary to the State Government and the Head of Service, Ekiti State between 1996 and 1999.



**TFB:** The Civil Servants see you as the Moses of our time. You led them from Ondo State when Ekiti State was created in 1996. Ekiti State was a new State without the benefit of a take-off grant and the State was bedeviled with myriads of problems including the lack of basic infrastructures needed for the take off of the new State. Sir, how were you able to cope and how did you weather the storm?

**Answer:** Immediately Late General Sani Abacha, announced in his broadcast of October 1, 1996 that Ekiti State had been

created with the State Capital at Ado-Ekiti, those of us who were senior civil servants at Akure then started mobilizing. It was Akin Olofin who started phoning those of us he knew and we met at Olu Ipinlaye's (a Permanent Secretary then) house at Alagbaka, Akure. Our meeting was aimed at ensuring that the take-off of the State was hitch free. So we started ensuring that we contributed some amount of money in case we were not going to get any take off grant. We knew that it was likely we would not get anything to take to Ado-Ekiti. When we wanted to start the State, some of the Senior Civil Servants donated cash and with the



cash we were able to print file jackets, letter headed papers and envelopes. So these were the things we started off with as soon as we got to Ado-Ekiti. It was very serious that we took ourselves to Ado in old and horrible vehicles we used some of the car bonnets and boots as tables while writing minutes. We need to thank God that some indigenes of Ekiti helped us in making donations of file jackets. Somebody like Bayo Obisesan, who was a printer at that time, printed some file jackets in addition to the ones donated by civil servants. He helped us a lot and we were able to take off with all those materials. But we had no official vehicles even when the Military Administrator came, he had no vehicle. The vehicle that was allocated to him could be regarded as a fourth hand vehicle because that vehicle had been used by Lt Col. Torrey, it had been used by Col Usman and it had been used by Commander Onyearugbulem. It was after they had abandoned the vehicle that they now thought it fit to allocate such a vehicle to the Military Administrator of Ekiti State. I did not know the vehicle was that bad until we went for a tour of the Local Governments and we got to Ijero Local Government. You know Ijero Local Government headquarters is situated on a very high hill, So, when the vehicle was moving up the hill, I saw it emitting a lot of smoke and that was when I knew that the vehicle was that bad. Many officers who had vehicles at Akure were not allowed to take the vehicles allocated to their offices to Ekiti State. I was one of them, my own vehicle was bad and it had not been repaired before we left Ondo State. Unfortunately there was no fund allocation to the State. So we started trying to survive in the desert. You know when you want to drink water in the desert while there is oasis, you still have to struggle hard to ensure

that you survive and with the determination of our people we were able to survive. Even the Military Administrator himself agreed with us that he should not be a tenant in a place donated by anybody because we did not want him to be a tenant to anybody and you know when somebody is a tenant, he has to obey his landlord. We did not want him to be cowed down by anybody and we advised him that he should live at the then Owena Motels. You know there was a building there just one bedroom apartment and when we took Col. Bawa there, he agreed. He said he was ready to stay in that place. He said that he had been an officer in

we were resolute in ensuring that the State succeeded. And Civil Servants were coming from Akure daily because less than one percent of the Civil Servants from Akure then had accommodation at Ado-Ekiti here. And whenever we came, we gathered under the trees in front of the then Ado Local Government Secretariat complex. You know we took over the complex from the Local Government and converted it to the Office of the Military Administrator and Ado Local Government was very happy and joyfully released the building to the Military Administrator and we started equipping the Office gradually. I remember when we had the opportunity of attending the 1st FAAC meeting, where funds are allocated to States.

The first amount of money we got was around N80 million. With the N80 million we were able to buy two vehicles for the Military Administrator, then we were able to equip offices but because there was lack of office accommodation we had to relocate some of the government departments outside Ado-Ekiti. We had Electricity Board at Igede-Ekiti, and the Ministry of Education at Ikere. Fortunately, the transmission station of the Old Ondo State Broadcasting Service was at Ifaki. So we agreed that would be the site of the State Radio. We were so happy that we had got independence and you know the type of song Mr Olatunde

Ologunde composed for Ekiti State

war situations where he used to stay under a tent. So we said if this man can say this then what should we do. And before we left Akure we had already assigned responsibilities to some of us. Some were in charge of allocation of chairs, tables and beddings. We bought some with the little amount of money we got and equipped that building. I do not know whether it has been demolished now because a lot of renovation and reconstruction had taken place. But he lived in that place and he was feeling happy with all of us and he saw that

that we had become independent. I am so happy that the song is rendered as State anthem by School children today and aired on the radio till today. We wanted to succeed and so a lot of sacrifice was made. Workers were joyous, they did not complain of the hardship we went through but we were all happy that a new State had been created because our parents had been agitating for the creation of this State for long. And now that it happened during our own time, all we had to do was to make sacrifice. We were not looking for any comfort, all we were looking for was a place where we could sit down and work hard and ensure that a



solid foundation was laid for the take-off of the State and because we did not have enough fund, financial launchings, development launchings took place. The first took place on December 14, 1996 at Ado-Ekiti; the next one took place at Ibadan and the third one took place at Lagos. The one held at Ibadan took place during the time of serious fuel scarcity and this prevented many interested people from attending. The one that took place in Lagos was successful through the efforts of people like Chief Fola Alade. I remember that day late Papa G.B Akinyede was there and we were all happy that Ekiti State had been created. So, the launchings that we have done with in some money . . . . . and that the State . . . . . did not experience directly. We initially believed that a Board of Trustees was set up and it was . . . . . Vice Marshal Ernest Aduye, the former Military Governor of Rivers State. It was the Board of Trustees that was handling the construction of a few projects and they were expending the money released from the launchings.

And as soon as the State was spending some of the money and we were already collecting money from the Federation Account, then things started improving. The then Military Administrator's Office was renovated and within six months of our take off the Federation Account Allocation Committee (FAAC) was to meet in Ado-Ekiti here. That was why and how we used it to build Abacha Hall and we ensured that it was completed within 90 days from foundation to finishing. When people from other States of the Federation came they were so happy and wondered how we could have got such befitting edifice within a short time. It

was by God's grace. But one thing I will say is that all Civil Servants that came from Akure were so cooperative; they were so happy and they sacrificed all that they had to ensure effective take-off of the State.

**TFB:** When you look back at the Civil Service and the State between 1996 and now, how do you feel?

**Answer:** You look at Ado today, you feel happy that Ado has developed. For example from my house you can see extensions that were bushes in those days but are now occupied by houses. You can see up to two miles from here; you can see up to EKSU (UNAD) and if you go through the streets, you see that we have derived a lot of

just started. We are going higher by God's grace. Because every government will want to make an impact so that people will continue to appreciate the efforts of our forefathers who fought for the creation of the State. If you look at the Civil Service, it has somehow been bastardised not because Civil Servants are bad but because the system has been bastardised, polarized and politicized. The Civil Service is the engine room of any government. You will remember that in 1966 when the Military first took over for about one week there was no government. The President, Dr Nnamdi Azikwe was out of the country and the Prime Minister, Alhaji Abubakar Tafawa Balewa had been killed and some of his members were not found, they had either been killed or run away. So during that

period there was an interregnum, no government at all, it was the Civil Service at that time that kept things going until Major General Aguiyi Ironsi took over and things started moving again but for the fact that the Civil Service was in existence then, it would have been very difficult for what Nigeria is today because everything would have scattered but the Civil Service kept on ensuring that the country did not disintegrate totally. Things

**“ But one thing I will say is that all Civil Servants that came from Akure were so cooperative; they were so happy and they sacrificed all that they had to ensure effective take-off of the State. ”**

benefits from the creation of the State, because before the creation of Ekiti State, it was difficult for me to travel to my hometown, Otun-Ekiti because the roads were so bad. Even when the State was created, it was still bad. I remember the day Col. Bawa was to come from Akure to Ado here, it was when people were jubilating that made him happy because the road from Akure to Ado was so bad also not to talk of roads from Ado to other places. But today, you get to the streets of Ado, either you are going to Ikere side or Iworoko side or Ilawe side you feel happy that these places that were so bad in the past could be as beautiful as they are today. And we have

were going on smoothly but gradually. The Civil Service was very vibrant at the time but unfortunately during the Muritala Mohammed's era in 1975 the first serious purge of the Civil Service created a lot of problem for the country's Civil Service. Many people who were not in anyway careless or carefree about the job they were doing were purged out of the Service. That 1975 purge stopped what we used to call security of tenure in the Civil Service. In the past, once you were a Civil Servant, it was you who will voluntarily retire either as a result of old age or illness or have become tired of working in the Civil Service. But from 1975, some people heard of their retirement from Service on the radio; some did not even know, it was somebody else who told them. When



somebody heard about his retirement on radio, it was capable of destabilizing the system and indeed affects the Civil Service generally. I remember there was a man called Akindede, he was in charge of Telecommunications, he and Muritala Mohammed were in the same office then and immediately Muritala became the Head of State, the man was sacked. The purge at that time was not based on merit. Hatred, blackmail and jealousy crept in and people started hating one another. From there, Civil Service became bastardized.

Coming back to the issue of Ekiti State, you know, as a result of the pressure on the Head of State, he allowed some funds to be given and that was how we had the first block of secretariat that was built. At that time, part of the fund was released for the renovation and upgrading of the High Court in Ado. Some other projects took off like the House of Assembly and we were able to ensure that some projects took off to ensure that people really felt the impact of the creation of the State. But at the time the assistance was given by the Federal Government, there was also an order that we reduce the civil service strength. So it is like when you give somebody assistance and you also withdraw the assistance back. And you know, the military being a unitary system of government, the order must be complied with and we were asked to reduce our staff strength by a certain percentage. Fortunately for us, we ensure that only few people were retrenched based on old age, ill health, redundancy and divided loyalty, we ensured that the number of people retrenched were not up to ten percent of the Civil Service strength in Ekiti State.

The Civil Service has started to grow with the commencement and take off of democratic dispensation. The Civil

Service has recruited a lot of people but I am afraid that some of them were recruited basically for political reasons unlike in the past when recruitment was based on merit. I only hope that this would not affect the performance of the Civil Service because the Civil Service is a very important agent or institution of government that is made to function in the formulation and execution of government policies. For example, you want to say Civil Servants are part and parcel of the agent or organ of government that formulate and execute policies. When I was a Senior Assistant Secretary in Akure,

Civil Servants are assisted to perform their duties diligently and without bias. We have the best of brains in the country I only wish that government would make very good use of these brains that we have so that we can continue to be proud of the Civil Service of Ekiti State as we are always proud of the Civil Service in the former Western State of Nigeria. Remember, whenever we want to talk about the icons of the Civil Service, we talk about S.O Adebo, Augustus Adebayo and A.K Degun. These are special people and we hope Ekiti State Civil Service can produce the likes of them. We only hope that the best of brains are not retired at will because the last time I went to the meeting of

there was a time I was given a budget speech to write, I was in the Governor's office, the Political and Economic Department, Governor's office then and I wrote my own aspect of the budget speech which the Governor read out. When at that

time I thought that all the things I wrote, they would mark them, just cross all those

that needed to be crossed and then restructure. But when I was travelling home that day which was on a Friday and I carried some people and were moving from Akure to Ado-Ekiti and the budget was being read. I was so happy that two full paragraphs of

**TFB:** What advice do you have for Civil Servants?

**Answer:** I advise Civil Servants to be hardworking and apolitical. In a situation where Civil Servants are partisan, they would not do their job the best way they should do it because they would rely on political leaders to help them do whatever they want to do and this would demoralise those who

**“ I advise Civil Servants to be hardworking and apolitical. In a situation where Civil Servants are partisan, they would not do their job the best way they should do it because they would rely on political leaders to help them do whatever they want to do and this would demoralise those who are hardworking. ”**



are hardworking. For instance, if re-training should be encouraged because somebody is hardworking and his hardwork is not appreciated, this can lead to inefficiency, indolence, backbiting and even destroy the Civil Service itself. In a situation where somebody is not coming to office regularly, and is being promoted just because he is an agent of a political party that is in power and somebody who is doing very well, working hard to ensure that he gives his best to the system is not being appreciated, other people will laugh at him and then government would not be able to get the best from those who are hardworking. Because they will say "ti nba se ikankan ko si ikan ti o ma ti ehin re ja...". (if you are not promoted, you will have nothing). Merit should be rewarded and trained from time to time because the whole world itself is dynamic. Nothing is static. Training and once you go for training you learn new techniques and when you learn how to do something properly, then you improve more than you have done in the past because the method you learn in 1960 is what you continue to use today, you learn new techniques. Government should encourage all Civil Servants to improve by training and retraining them and those who are due for promotion should be promoted not just those who are hooligans or agents of political parties. If you look at the State Civil Service, I told you that the turnover of retired Permanent Secretaries is on the high side that is not good enough. Even if somebody has been alleged as an agent of the former Governor or a political party, that does not mean he cannot do his job. All you need to do is put him under surveillance, except if you are able to see him dishonest or disloyal, if he is found wanting, you should assist him by putting him under close surveillance by giving him special assignment and if he performs the assignment creditably, the normal thing is to appreciate him for his performance.

**TFB:** What is your most memorable day?

**Answer:** There was the day when the Military Administrator said we should endeavour to have a Radio Station in the State. And you know we had no funds. The Military Administrator went to Ifaki and I went with him. The place had no equipment at all. I saw Mr Segun Olaniyi with his personal radio, a giant radio. We got there we saw him and after he had been given an opportunity to air a programme on the radio, Col. Inua Bawa said we saw late Segun Olaniyi using his own radio to give us music. Without any modern equipment the staff were making use of whatever they had. Engineer Erin was called to come and help us install some equipment, he improvised. We left Ifaki for Ado-Ekiti. You know I told you when he started the take-off of the State, we acquired the Ado-Ekiti Local Government Secretariat which we named the Military Administrator's Office. We went further to take over Ado Local Government from the second secretariat at Okeyinmi, where we still have the commercial department of the Broadcasting Service of Ekiti State. It would surprise one that it was a Senior Civil Servant, Mr Jide Olusola who came to me and said that Ondo State had Ondo State Broadcasting Corporation, OSBC and said he would prefer a situation that we would call our own Broadcasting Service of Ekiti State (BSES). I bought that idea and I went to Col Bawa who accepted the advice. He said it should be named BSES and I am happy that up till today, it is still called BSES but not many people know that that idea came from Jide Olusola. You know that one made me happy. When a colleague gives you an idea and you buy the idea and you take it to your boss and your boss approves of it. It makes you happy. It shows that all good efforts of Civil Servants are being appreciated. You know that would enable that individual or some of his colleagues to equally think well ahead in their various offices so that they would give out their best. It will surprise you that the little we were able to make at that time with regard to the BSES were donated by workers of the BSES.

**“Remember, whenever we want to talk about the icons of the Civil Service, we talk about S.O Adebo, Augustus Adebayo and A.K Degun. These are special people and we hope Ekiti State Civil Service can produce the likes of them. We only hope that the best of brains are not retired at will because the last time I went to the meeting of retired Permanent Secretaries, I saw people who have retired I was not happy about that. It means that the turnover had been very high. The government should be able to make use of those who are positive agents of progress in the State. ”**

**TFB:** How has been life after retirement?

**Answer:** I thank God I am still alive because in 2004 I was afflicted with stroke, it landed me at University College Hospital (UCH), Ibadan. On getting to UCH, I saw many important personalities were inside the ward I found myself. The former Deputy Governor of Ogun State was there, a lot of Professors were there. There was even a Professor whose bed was in front of my own, that Professor had a daughter who was a medical doctor in UCH there and two daughters also who were nurses. They came in every morning and evening to attend to him. I saw that the man was given special injection I called on the Matron, that I preferred injection instead of tablets. She prayed for me that I would not use injection at all, I told her whenever I had fever or malaria I was usually given injection and within a short time I would be okay. She said no, that man you are seeing being given injection cannot live beyond 24 hours if they fail to give him that injection. I was afraid because in the ward somebody who is next to you, they would just ensure that they get the curtains surrounding his bed and usually I did not know that whenever they did that the person there had died. They would not carry him in front of the ward as every bed had an exit. So they would just pack the person and pass him through the door. I saw beds were always filled and I thought new people were coming in and may be those people who were there have been discharged not knowing that they had died. So that I am alive, I have every cause to thank God. Anybody who is alive, even if you are not capable of doing exactly what you used to do when you are healthy, that you are alive, you should thank God. I thank my wife for taking care of me. The only thing is that I do not eat lyan (Pounded Yam) as before, I have forgotten about lyan for long now. I enjoy my vegetable and take things that will not affect my health.

If you go through Adebayo to Fajuyi, Fajuyi to Police Headquarters, Old Secretariat road through Ikere road or go through Ijan road merely seeing the Afe Babalola University makes one happy. Even if you do not get inside the campus, merely seeing it from the main road, it is very beautiful. If Ekiti State had not been created, perhaps that University would not have been there may be Chief Babalola would not have thought of establishing the University. Chief Afe Babalola is somebody we have been very proud of right away from when we were in Ondo State. For many years he was winning the award for the best Tax payer in the old Ondo State. He had always identified with the development of Ondo State and now he has begun to replicate this in his homestate, Ekiti State. Apart from the number of people the University has employed, it had added a lot to the beauty of Ado-Ekiti and whenever I hear or see some of the programmes about the University on AIT and see people from outside appreciating his efforts, I feel happier. I pray God Almighty will bless him so that he would live long so that he will be able to do more for Ekiti State.

T h e

government assisted me in one way or the other, Senior Civil Servants especially those who are close to me either come or phone me from time to time. I appreciate all of them for the kind gesture and pray God Almighty will reward them. I pray

that the State will continue to wax stronger and will not lag behind so that it will not be regarded as a backward State. Each time I read newspapers, I read portions that relate to Oyo, Ogun, Ondo Osun and Ekiti States. I read anything that I see about the former Western State.

**TFB:** What is your relationship with the present Head of Service?

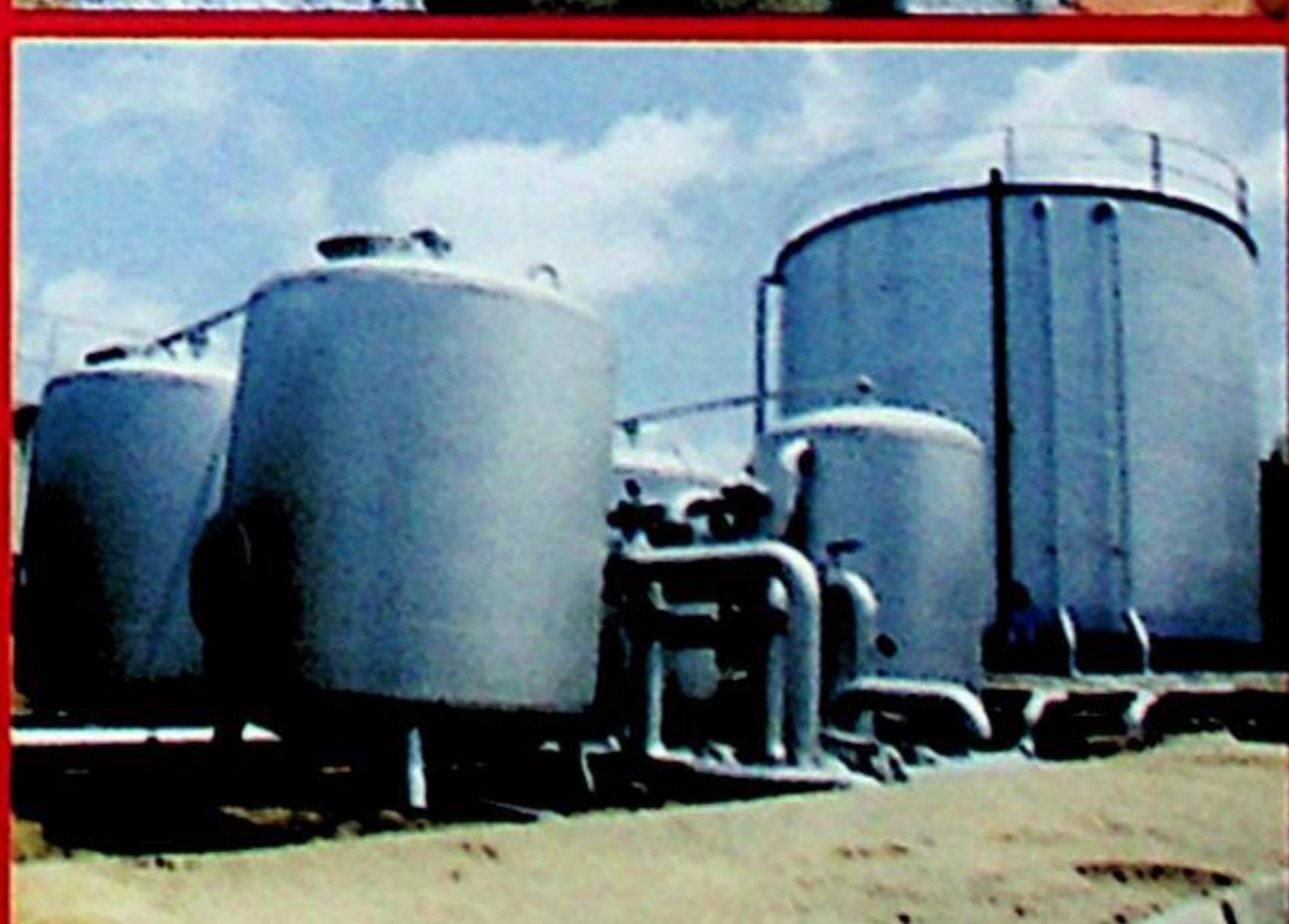
**Answer:** Mr Olubunmi Famosaya, mni popularly called Famoo worked with me in the old Governor's Office at Akure. He was so loving, so hardworking, very friendly and robust in his thinking. He is very intelligent, I am happy that he is able to reach the peak of his career. I pray that God Almighty will continually guide him to succeed in his endeavours.



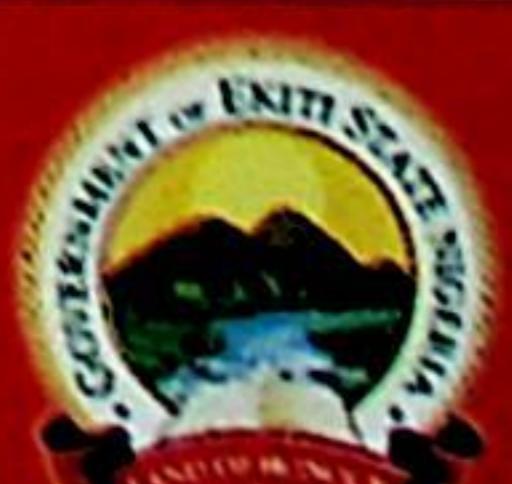
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# HYPERTENSION

## (HIGH BLOOD PRESSURE)

Dr Lekan Adelakun

Quaint Consultants (Advocacy for Health & Safety Programmes)

Alarmed, the nurse rushed into the consulting room to inform the Doctor that an apparently well 43-year old man, who has been sent from a company for pre-employment medical examination had a dangerously high blood pressure of 230/130mmHg. The Doctor re-checked and confirmed the blood pressure but it took quite an effort to convince the man he could not go home and he really wondered why the doctor was making a fuss about his pressure, since he did not have history of elevated blood pressure (which he hadn't taken for years) and he felt nothing whatsoever anyway.

### WELCOME TO THE WORLD OF HYPERTENSION

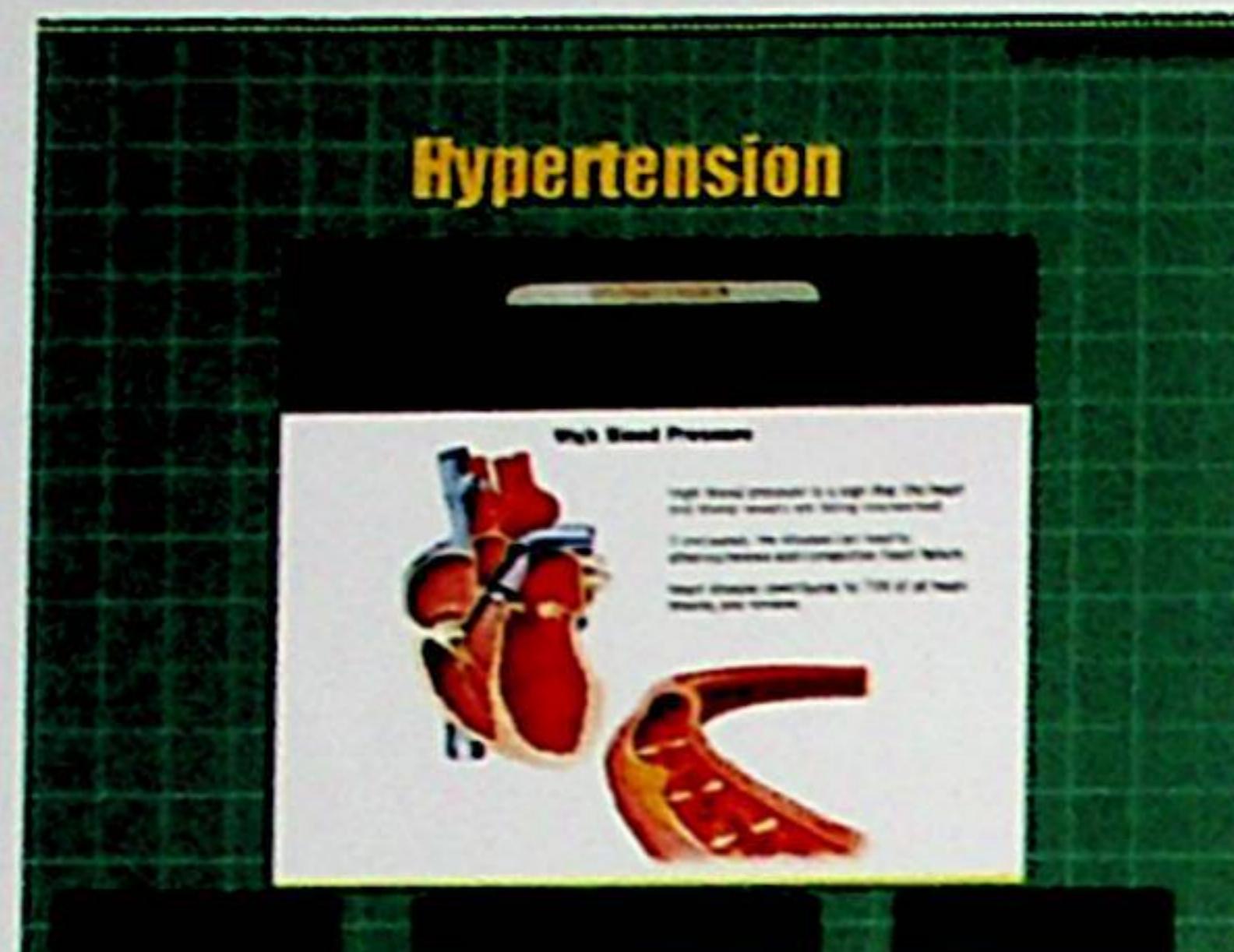
Hypertension (HTN) or high blood pressure is a chronic medical condition in which the systemic arterial blood pressure is persistently elevated. Blood pressure is the pressure in your arteries—the blood tubes that take blood away from your heart to the rest of your body. It is a reflection of the pressure of your heart beat:

- **Systolic pressure:** the highest pressure when the beat or contraction of your heart pumps blood round your body.
- **Diastolic pressure:** the lowest pressure between beats when the heart is resting

Blood pressure, measured in millimetres of mercury (mmHg) of 120/80 mmHg means systole of 120 mmHg and diastole of 80 mmHg. Normal blood pressure is 140/90 mmHg for any age even though older people usually have higher blood pressure. Consistent blood pressure above 140/90 mmHg is hypertension

### EFFECTS AND COMPLICATIONS

The higher it is, the more threat it poses to the quality and span of life through possible complications including stroke, heart failure, heart attack, kidney failure, damage to sight and heart enlargement,



thus hypertension is both a disease and a risk factor for other diseases. Indeed, The World Health Organization (WHO) attributes hypertension as the leading cause of cardiovascular mortality.

### MAGNITUDE OF THE PROBLEM

Why me? This is a natural question but you are not alone. Hypertension is common the world over especially among black people



and affects over 30 percent of adult Nigerians from age 40 years. The World Hypertension League (WHL) recognises that more than 50% of the hypertensive population worldwide are unaware of their condition. To address this problem, the WHL initiated a global awareness campaign on hypertension in 2005 and dedicated May 17 of each year as World Hypertension Day (WHD).

This is because like the example given above, it rarely makes people ill and hence it is called a 'silent killer'. This is why blood pressure is taken in most hospitals before you see a doctor. Few people would have headache or feel their hearts beating when

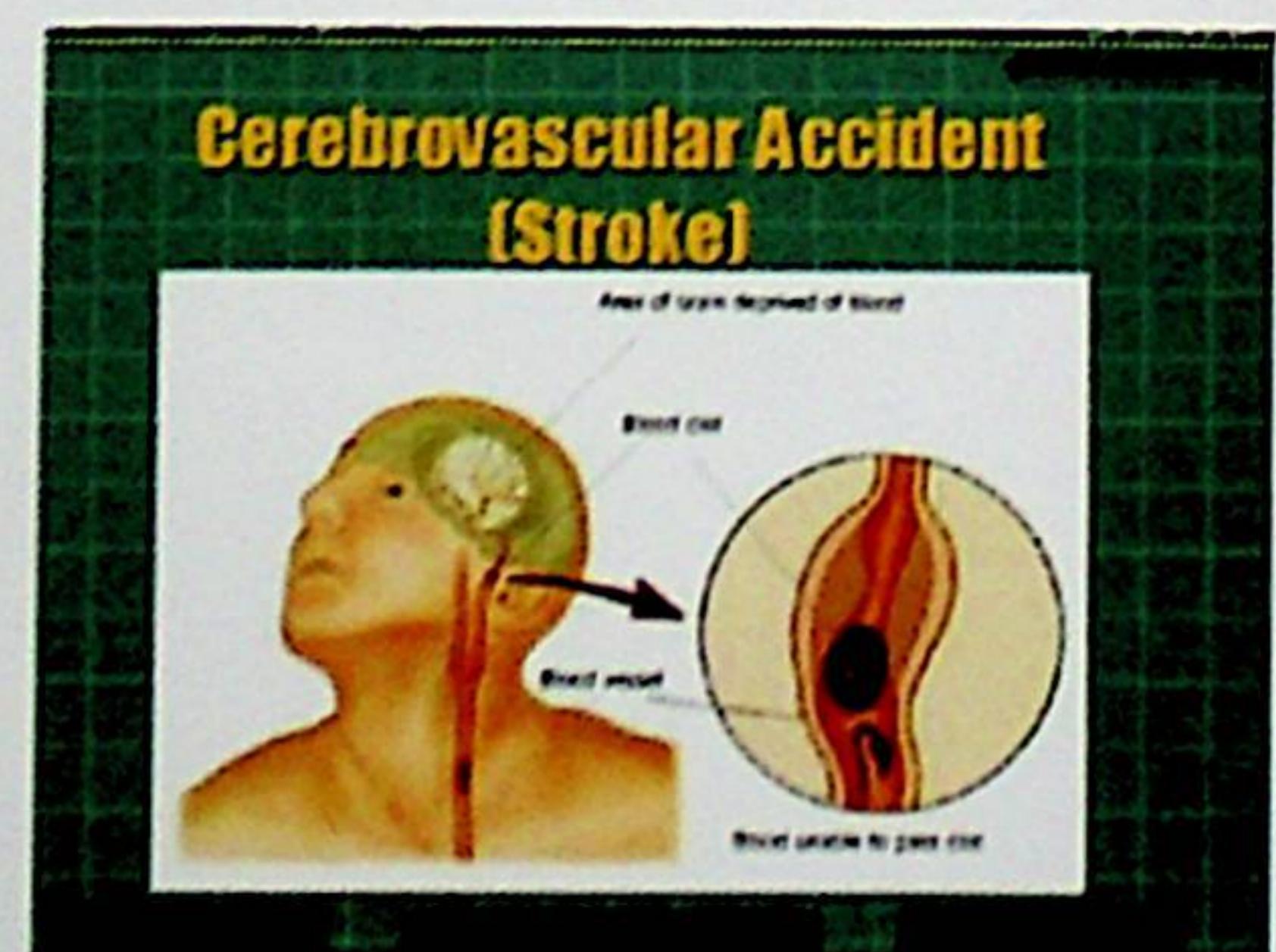
their blood pressures are very high, rarely some people have vision problems, nose bleeds or breathlessness. Indeed, the body adapts as the blood pressure increases, doing continuous damage to various body organs and symptoms are felt in some instances when complications have or about to occur. The only way to know if you have hypertension is to check your blood pressure from time to time. It is noteworthy that the female hormone oestrogen gives women some protection against hypertension and cardiovascular disease during their productive lives hence generally, men develop hypertension earlier than women. However, this advantage is lost at menopause and women soon catch up with men after.

### TYPES OF HYPERTENSION

- **Essential or Primary hypertension:** No medical condition can be found. This affects 90-95% of the hypertensive population.

The following risk factors can contribute:

- Family history
- Overweight/Obesity
- Sedentary lifestyle – lack of physical exercise
- Having too much salt in your foods (the sodium effect)
- Smoking
- Alcohol abuse



- Some oral contraceptive pills
- Stress
- Diabetes Mellitus

- **Secondary hypertension:** 5-10% of hypertensive population. Caused by



identifiable conditions that affect kidneys, heart, arteries, thyroid, endocrines, obesity, liver,

- gestational-some women develop hypertension when they are pregnant, this may lead to a serious condition called pre-eclamptic toxæmia (PET).
- Some prescription and OTC drugs
  - Non steroidal anti-inflammatory drugs (NSAIDs), corticosteroids, some oral contraceptives

■ **White Coat hypertension:** blood pressure shoots up when patient sees doctor or about to have pressure taken

#### MEASURING BLOOD PRESSURE

Blood pressure is measured with sphygmomanometer which is often referred to as blood pressure machine even by some healthcare workers because of its mouthful name. There are various types:

- **Mercury Sphygmomanometer:** the traditional clinical based table-top blood pressure equipment. This has however gone out of fashion in Europe and North America.

- **Aneroid Sphygmomanometer:** This is used like a mercury sphygmomanometer but it has no mercury. These are accurate to the extent of expertise and concentration of the healthcare personnel.

- **Digital Sphygmomanometer:** This is the choice in the developed economies and has the advantage of DIY (Do It Yourself) to monitor blood pressure as it needs no expertise. Every hypertensive person or persons with high risk should have one. Those with upper arm cuff are generally preferred to the wrist cuff. The accuracy of these are improving but there may be need to check their efficiency from time to time. As your blood pressure changes with your mood, activity etc, you are advised to sit and relax for about 10 minutes before it is checked.

Your doctor may also want to use '24-hour ambulatory monitoring' to measure your blood pressure. This involves strapping a recording device round your waist which is connected to a cuff wrapped round your upper arm. Your pressure is regularly measured while you go about your daily activities except bathing or swimming. It is used: In borderline hypertension.

To rule out 'white coat hypertension'.

blood pressure shoots up when patient sees doctor or about to have pressure taken

To monitor the effects of therapy instituted

#### Investigations

On making a diagnosis of hypertension, your doctor would carry out some tests aimed at

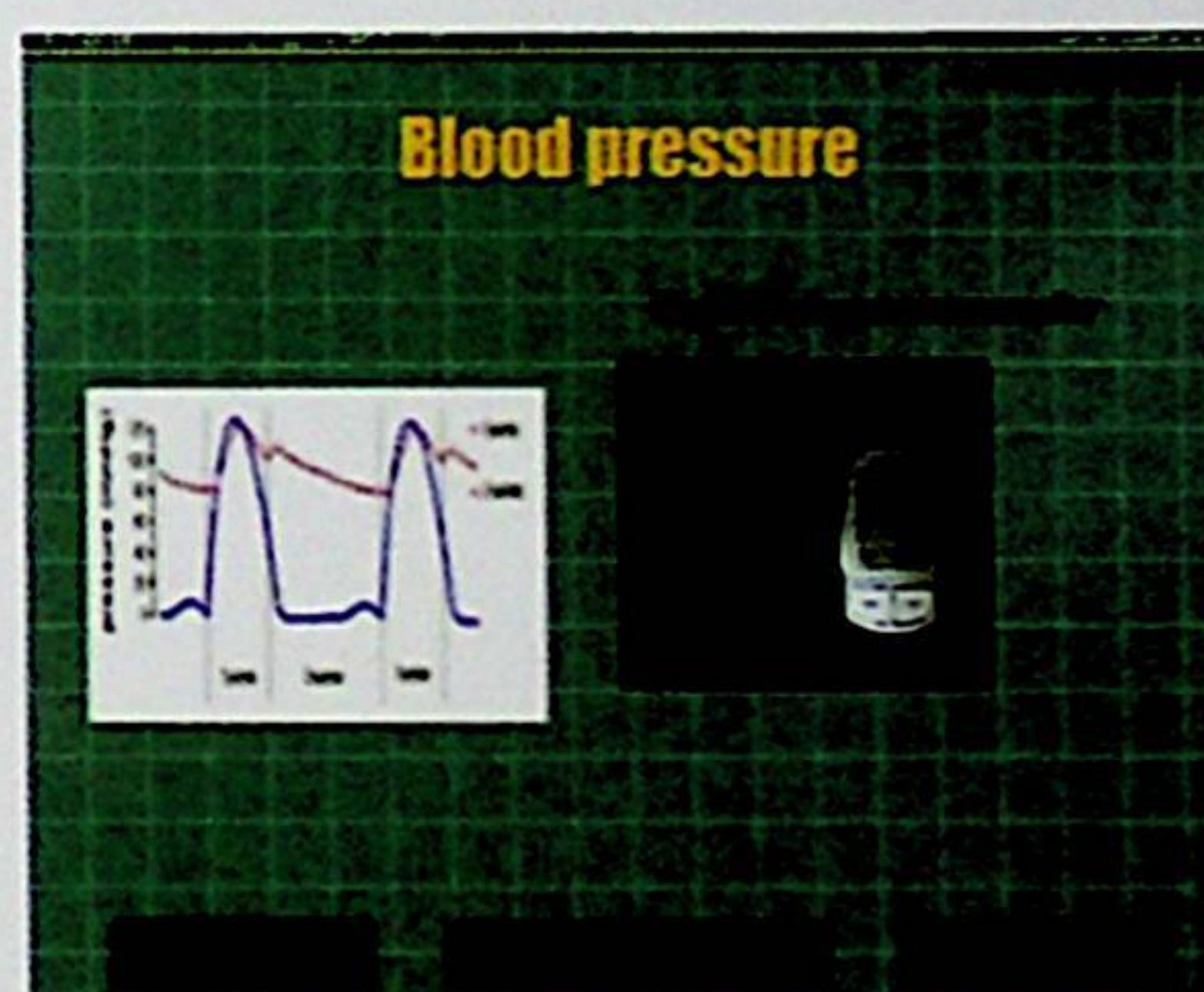
Finding possible causes

- Establishing possible complications, if any.
- This also serves as baseline for future developments.

#### The tests are

Blood tests for kidney functions

- Blood cholesterol (lipid profile)
- Urine
- Chest X-ray
- Electrocardiography (ECG): records the rhythm and electrical activity of your heart



#### How can you control your blood pressure

As genetic factor and lifestyle are often implicated, it is essential to look at the aspects of your lifestyle that could contribute to elevating your pressure:

#### Dietary Approaches To Stop Hypertension (DASH)

- Limit the intake of salt
- Limit condiments (e.g. soy sauce, ketchup)
- Reduce meat, fried fatty foods, increase the intake of oily fish, fresh fruits and vegetables
- Reduce beverages and foods rich in added sugars

#### Weight management

Regular, moderate exercise and enhanced daily physical activities

#### No smoking

#### Sensible alcohol intake

#### Manage your stress

Consistently manage other conditions that can lead to, or complicate hypertension: diabetes mellitus, high cholesterol, kidney and hormonal problems, drugs abuse or

| Hypertension      |                 |                  |
|-------------------|-----------------|------------------|
| Classification    | Systolic (mmHg) | Diastolic (mmHg) |
| Normal            | 90-119          | 60-79            |
| Pre-hypertensive  | 120-139         | 80-89            |
| Stage 1           | 140-159         | 90-99            |
| Stage 2           | ≥160            | ≥100             |
| Isolated systolic | ≥140            | ≥90              |
|                   |                 |                  |

misuse

**Medicines:** There are several groups of anti-hypertensive drugs working in different ways to control blood pressure, with varying effectiveness and side effects in different people. Please note that some drugs will give short time side effects like headaches, abdominal discomfort when you just start to use them which disappear after some time, while side effects of some, like reduced libido manifests after prolonged use. Most patients would be on more than one drug and management is often life long. Your doctor will educate you on your drugs which may be reviewed regularly to ensure proper control.

Please keep faith with your clinic appointments and drug use. In case of undesirable side effects, visit your doctor, do not just stop using your medicines.

Your doctor is likely to prescribe low dose aspirin (aspirin 75 or 81mg) taken once daily, strictly after meals. This has been known to reduce incidence of stroke. Please inform your doctor if you have peptic ulcer disease (PUD) or any bleeding stomach or intestinal disorder

#### Management Objectives

Ideal goal <140/90 in hypertensive

While in diabetics <130/80

#### Low Blood Pressure

People with low blood pressure tend to live longer than 'normo-tensive' persons. Low blood pressure is often without symptoms unless there is an underlying cause. Many people live on blood pressure of about 90/60mmHg without any problem.

**Symptoms:** Dizziness or feeling of fainting when standing from sitting, bending or lying position.

Low blood pressure can also be due to side effect of anti hypertensive drugs, heart disease or depression which would require you to see your doctor



# PUBLIC ADMINISTRATION: ITS SIGNIFICANCE IN PUBLIC SECTOR MANAGEMENT

BEING A PAPER PRESENTED AT THE 40<sup>TH</sup> ANNIVERSARY OF THE DEPT. OF PUBLIC ADMINISTRATION, OAU Ile-Ife.

BY MR. OLUBUNMI FAMOSAYA mni, HEAD OF THE CIVIL SERVICE OF EKITI STATE.

## INTRODUCTION

Let me first express my deep appreciation to the organizers of this event for the honour done me to speak at this forum on the topic "Public Administration; Its Significance in Public Sector Management". I must admit the enormity of an assignment of this nature in the circumstance of my very busy schedule, not only at work but also in my social engagements. I must confess however that my training on the job and my cumulative experience over the years in Public Service Management have largely accounted for this relative success achieved in putting together this piece. Secondly, I have had to depend on the internet and the works of renowned scholars and contributions by some colleagues of mine. Let me seize the opportunity of this forum to pay tribute to Professor. Dipo Adamolekun, a renowned and tireless scholar, an erudite Professor of Public Administration and a retired World Bank Consultant who encouraged me to honour this invitation. He has remained faithful and committed to the principles and practice of Public Administration not only in the Public Service of Nigeria but also across the globe.

In going further, I like to state with pride and satisfaction that as an Alumnus of this great University, I consider this a rare opportunity to give back to the University and help build capacity. While I was at Ife in the mid to late 70s, I was in the History Department and knew little or nothing about Public Administration. The nearest I got to it in academic circumstances was when I came back to this same great University between 1990 and 1992 for my Master's Degree in Business Administration. My presentation here today therefore will be more from a practitioner's point of view, backed by relevant postulations and theoretical frameworks rather than from a scholar's point of view and I do hope it will meet the minimum standard required of a forum like this.

### Administration

Administration is one of those ubiquitous terms, or concepts such that it is found everywhere as it is also used in different ways. Thus there is the need for a conceptual clarification as a prelude to discussing the given topic.

### Different Meanings of the Term

Administration has been used as a synonym of the word 'cabinet' or some such other group of persons in charge of government affairs. For instance, when we speak of the Barack Obama's Administration, we could be referring to the

been used as a synonym for management, for example when it is said that a or b has no administrative acumen.

Definitely, these descriptions differentiate one from the other so widely such that it becomes very difficult to coalesce them all into a single definition of administration.

However, the discrepancies have led to two main approaches to administration. One of them is that administration is the sum total or the whole complex of activities manual, clerical, technical, managerial which are undertaken to realize the objective in view.

The other is that administration is not the sum-total of the activities undertaken in pursuance of a purpose but just one of those concerned with management, which unites and controls the rest of them as parts of a co-ordinated endeavour. Thus the "integral" and "managerial" view of administration respectively.

### Definition of Administration

Simon, Smithbourg and Thompson (1950:2) asserted that: "In its broadest sense, administration can be defined as the activities of groups co-operating to accomplish common goals". In the opinion of Nigro.

current Democratic Party led executive in the United States of America as against the Republican Administration from which it took over power in 2008.

It could also refer to a brand of learning or intellectual discipline for example when it is said that public administration is a social science discipline. Also, it could refer to the totality of activities undertaken to implement public policies, or to produce goods or services. For example, we speak of Pension administration, Nigeria Maritime administration etc.

Furthermore, administration has

*"The real core of administration is the basic service which is performed for the public such as Police and protection, public works, education, recreation, Sanitation, social security, agricultural research, national defence and others."*

Nigro further posited that: *Administration is the organisation and use of men and materials to accomplish a purpose. It is the specialized vocation of managers who have skills of organising and directing men and materials just as definitely as an engineer has the skill of building structures or a doctor has the skill of understanding*





human ailments.

The above positions confirm the controversy between the integral and managerial views of administration and the difficulty of a straitjacket conceptual conclusion.

In my opinion, administration is basically the deployment of resources towards accomplishing a task or purpose.

### Public Administration

The controversy becomes advanced when administration is prefixed with "Public". In its semantic form, Public is what concerns the generality of the people. It is the opposite of "private" which relates to the individual or juristic personality. In the context of public administration however, the word 'public' has acquired a specialized meaning. It refers to government affairs.

Adebayo A. A. Odebiyi writes a lead:

*When 'administration' is qualified by the word 'public', it simply means the practice of administration in a particular segment of society; that is the public sector. Public administration is therefore governmental administration and operates in the particular sphere of government. It is the machinery for implementing government policy.*

He proposed a definition as follows:

*Public administration is concerned with the study of how a country's administration is organised or how it functions. Since it is the machinery for implementing government policy, it follows that its study must lead to the study of the most efficient ways of organising the executive branch of government, its institutions and its procedures.*

Woodrow Wilson (1887) defined Public Administration as:

**"Detailed and systematic application of law. Every particular application of law is an act of Administration".**

The definition proposed by Luther Gullick is instructive:

*Administration has to do with getting things done.... Public administration is that part of the science of administration which has to do with government, and thus concerns*

*itself primarily with the executive branch where the work of the government is done, though there are obviously problems also in connection with the Legislative and judicial branches.*

Jeremy Bentham - British 19<sup>th</sup> century Philosopher postulated that the essence of government is to provide the greatest good for the greatest number of people. In his pain and pleasure syndrome, he stated that government should increase pleasure and reduce people's pains.

These definitions underscore the centrality of the task of Government to Public Administration and therefore differentiate it from business administration. So while Public Administration is practised in Government, Business Administration is Private Sector oriented.

### Public Service

The 'Public Service' is defined in the Webster's Dictionary as all the branches of Government service which include the civil service, the military, the Para-military, the Navy, the Legislature and the Judiciary. It is the structure through which government executes its policies and programmes and its personnel hold their offices in trust for and on behalf of the entire public. It is therefore expected to be set out on the portals of certain easily distinguishable planks that consist of rules, regulations, moral codes and conduct. It is all the more important because government has absolutely arrogated to itself the responsibility of managing human affairs. I like to therefore draw my theoretical framework from the following postulations:

- (i) **Thomas Hobbes (1633):** He said everyone was motivated entirely by self-preservation which was nothing but selfishness. Hobbes philosophy implied that the only way to preserve the society was through effective intervention.
- (ii) **John Locke (1690)** in his own reaction to this theory maintained that if there arose any conflict between man and man, it was on account of the niggardliness of nature.

In other words, nature did not

provide enough of resources needed by man and this caused a conflict between human beings. This conflict according to Locke was not as a result of man's wickedness but rather the imperative of the State to intervene to help the society in overcoming the scarcity which was the basic cause of conflicts.

It should be noted however that both theories advocated state intervention in the affairs and activities of human beings. While, Hobbes was meant to preserve order, Locke was advocating a mitigation of scarcity of resources as essential duties of government. The platform upon which this is achieved is the Public Service.

The Public Service is often described as the engine room of any government as it remains the institutional framework for driving the key public sector programmes. It is a constitutional organ which has assumed the centre-stage in the socio-political lives of citizens. Characteristics of the Public Service include but not limited to anonymity, neutrality, impartiality and permanency. To a large extent, it is not a profit-making organization like the private sector organs. It is therefore not a place to get rich because the resources are marginal but to a large extent too, there is job security. Public Servants therefore are Government Officials or employees whose appointments are made in accordance with laid-down rules and regulations. They implement policy decisions and in some cases perform advisory roles in the decision-making process.

The State Public Service is described as that organ that provides service in any capacity in respect of the Government of the State and these include:

- (i) Clerk and Staff of the House of Assembly;
- (ii) Members of staff of High Court, the Sharia Court of Appeal, the Customary Court of Appeal or other Courts established for a State by the Constitution or by a law of House of Assembly;
- (iii) Staff of Commissions established by law;
- (iv) Staff of local governments or statutory corporations;
- (v) Staff of educational institutions financed by government.

The word Public Service is distinct



from the Civil Service. Public Service is all encompassing, whereas the Civil Service is only an integral part of the Public Service and actually refers to Ministries, Departments and Agencies of Government.

#### Task of Government

In the mid-nineteenth century, Andrew Jackson, President of the United States of America asserted that the tasks of government were sufficiently simple that any person of intelligence could perform them without preparation or training.

The assertion may have been plausible and possibly reflective of the situation at that period when the task of government was limited to the maintenance of peace and security, law and order.

However, Woodrow Wilson a Professor of Political Science who later became the President of America in 1887, stressed that the task of public administration is:

*"to strengthen the paths of government, to make its business less un-businesslike, to strengthen and purify its organisation and to crown its duties with dutifulness".*

I believe this position rightly debunks the rather simplistic view held earlier by President Jackson.

#### The significance of Public Administration to Public Sector Management.

From the backdrop of preceding analysis, public administration can be succinctly described as the management of human, material and financial resources of a state for the security and welfare of its citizens. The Constitution of the Federal Republic of Nigeria defines the primary purpose of government in Chapter II section 14 subsection 2(b) as security and welfare of the people.

As a matter of fact, the last one hundred years have witnessed increased transformation in the sphere of

government activities. Instead of confining governance requires good government, itself to traditional issues of defence, public order and crime control, modern effective public sector institutions".

government has endeavoured elaborate social services and has undertaken the regulation of much of the daily businesses of mankind in public service, local government administration, land use, provision of social amenities including road, power, water supply, investment in commerce such as banking, insurance, consumer protection, administrative inquiry etc. The State has put upon itself all kinds of new duties. In other words, government has practically arrogated to

The public service of States has been built on the classical (Weberian) model of Public Management which emerged in the latter part of the 19<sup>th</sup> Century during the industrial revolution in Europe. The model emphasised power, in organisational design built around a meritocratic and well-trained Public Service which was regarded by government as an instrument for nation building, foreign conquest and economic development.

However, the development of society and emergent complexity in governance and Public Management which resulted in the interface between Politics and Policies and new forms of accountability engendered by market rationality i.e. cost effectiveness and value for money actually challenged the classical model and gave way to the demands of the New Public Management School that was largely derived from the Public Sector mode of management as was noticed in profit-oriented private companies.

The pressure according to Agagu (1999:57) led to various agitations for reforms in the public sector to enhance a responsive, accountable and proactive public service

itself the centre stage in the management of socio-political lives of citizens.

The growth of modern society therefore has necessitated a correlating demand on the state for effective and accountable public service and public sector institutions.

These demands became accentuated from the 20<sup>th</sup> Century when greater education, awareness and liberty led to rising public expectation for better governance and accountability.

Burgon J (2007:23) captured this mood when he stated that "good

administration.

In the circumstance, the classical model caved-in to the demands of the New Public Management School which canvassed the private sector mode of management including cutting government down to size or reduction of bureaucracy, privatization and commercialisation of public enterprises, deregulation, lower taxes and public-private partnerships. These were strengthened by demands for democratic consolidation, transparency, accountability and performance from the public sector.

Issues relating to the concern for



the advancement of public administrative capabilities have attracted debates in the literature under such titles as "administrative reform", "debureaucratisation" "administrative modernization" etc.

The overall aim is to modernize and strengthen the public administrative system so as to enhance its productivity and capability. This is against the background of the universal acknowledgement that the enhancement of the capacity of the administrative machinery is for purposes of effectively and efficiently achieving national goals and objectives.

Thus as Oshionebo (1991) affirms, administrative reform exercises aim ultimately to increase the capacity to accommodate environmental changes; to benefit from up-to-date knowledge, skills and techniques; to ensure optimal utilization of available resources; to develop more result-oriented, more cost-conscious, more responsive and responsible public administrative systems. They are usually aimed to innovate and institute a vital public administrative system so as to guarantee their responsiveness to public needs. This is in accord with the counsel of the United Nations (1991:11) that:

*"the Public Service should in every real sense belong to the society it serves, sharing its culture, its values, its problems and ambitions".*

#### The Present or where we are

Nigeria is the most populous country in Africa and ninth in the World according to Wikipedia 2012, coming after Bangladesh. It is endowed with vast area of land measuring about 925,000 sq kilometres with abundant natural resources including oil and gas.

Olisadebe (1995:152) asserted that the total foreign exchange in-flow between 1980 and 1994 into Nigeria's economy was \$169.7 billion.

However, despite the prevailing opportunities and vast endowments, the Nigeria people are extremely poor. For many years, Nigeria has remained one of the world's twenty poorest countries.

The Report of the Vision 2010 submits that:

- International comparison indicates that as at 2012 (Wikipedia), the country was ranked the forty-sixth (46<sup>th</sup>) poorest nation in the world. A Civil Society score-card gave the following information on Nigeria in 2009.
- 53.6% of Nigerians were still living in abject poverty. This would indeed be more by now.
- 8 million school aged children were not in school.
- Over 43% Nigerians could not read or write (60% were women).
- One out of every 1000 Nigerian children dies before the age of five.
- 704 out of 100,000 Nigerian women died during child birth.
- 75 Million people in Nigeria had at least one episode of malaria annually.

***"The overall aim is to modernize and strengthen the public administrative system so as to enhance its productivity and capability. This is against the background of the universal acknowledgement that the enhancement of the capacity of the administrative machinery is for purposes of effectively and efficiently achieving national goals and objectives."***

- 72 Million Nigerians had no access to safe drinking water.
- Life expectancy of 47 years for women and 46 years for men.
- Nigeria paid back £1.7bn to UK Government in the debt cancellation deal. This is twice the total amount aid from UK to the whole of Africa.

Divergent opinions have been canvassed as to the primary cause of the country's deepening economic crisis. While some scholars linked the genesis of the country's economic problems to its integration into the global capitalist economy, others link it to internal contradictions manifested in massive mismanagement, corruption, greed, embezzlement, wrong policies, etc.

Still others have blamed the

country's misfortune on bad governance and poor public administration which are the concerns of this topic.

Ladipo Adamolekun (2002:3) opines that the problem of persistent under development in Sub-Saharan Africa (SSA) (Nigeria inclusive) is due largely to the poor governance environment. He cited a 1989 World Bank study of SSA which stated:

*Underlying the litany of Africa's development problems is a crisis of governance. By governance is meant the exercise of political power to manage a nation's affairs. Because countervailing power has been lacking, State officials in many countries have served their own interests without fear of being called to account...*

*politics become personalized, and patronage becomes essential to maintain power. The Leadership assumes broad discretionary authority and loses its legitimacy. Information is controlled, and voluntary association are co-opted and disbanded. This environment cannot readily support a dynamic economy.*

There is therefore a dilemma that yearns for resolution in governance particularly in Nigeria. The significance of Public administration in Public Sector management becomes an issue. It has been stressed that the success of any government is dependent on the quality of its public service.

It is common knowledge that the Nigerian Civil Service was patterned along the British Civil Service tradition and practice. It is however important to note that the British system itself has been under constant review and reorganization by various British governments to attune it to the functions of a modern economy. Such reforms include the Fulton Committee Report of 1968, the 1970 White Paper on the re-organisation of the Central Government issued by Mr. Heath and the 1982 Thatcher Financial Management initiative.

In Nigeria, from the Walwyn Committee Report (1942), the Federal Public Service had witnessed about twelve major reform programmes. The objectives



of each one was to re-position the service to face the challenges of the era.

A former Head of Service of the Federation, Alhaji Yayale Ahmed itemized, in simple terms the major objectives of the Public Service Reforms, as follows:

- a. Professionalizing the service with skilled and knowledgeable technocrats with appropriate motivation to assist in up-grading the operations of Government;
- b. Reducing waste and inefficiency by monetizing fringe benefits within an incentive structure that supports private sector development by outsourcing services which were considered to be unnecessary and only tangential to effective governance and operation of the service.
- c. Improving morale by instituting a more transparently managed contributory pension system that guarantees pension payments as and when due and under the direct control of the retirees.
- d. Rightsizing the workforce of the service by weeding out outsourced cadres and those that do not have the qualification, the required discipline or the proper state of physical and mental health to serve effectively;
- e. Instituting fiscal and budgetary reforms within the context of a Medium-Term Public Expenditure framework in order to sanitize budgeting and funding of government programmes;
- f. Harmonizing organizational structures and objectives in order to reduce duplication and promote systematic reporting and evaluation of performance and programme implementation;
- g. Re-focusing Government Agencies on their core functions and withdrawing from commercial activities and making them more effective through restructuring and re-skilling; (Yayale 2006).

The current transformation Agenda of President Goodluck Jonathan administration is in furtherance of the recognition of the crucial significance of the place of the Public Service in socio-economic development. The impacts are gradually being felt.

#### The Civil Service Transformation in Ekiti State.

At its inception in October 2010, the Dr Kayode Fayemi led administration announced an 8 Point Agenda with consummate objectives for the socio-economic transformation of Ekiti State.

- o The administration recognized the

State Independent Electoral Commission etc and consequent compromise of due process and procedures particularly on issues of appointment and discipline.

- o Inadequate motivation of officers manifesting in less than decent pay, poor training, inadequate working tools leading to vulnerability of little-minded officers in corruption and low productivity noticeable on-set of labour agitation and industrial disharmony.
- o Mass recruitment unrelated to actual personnel need leading to an over-bloated bureaucracy. oversized Public Service in contemporary Public Service of the country is a big challenge as the recurrent expenditure profile in most States of the Federation takes over 85% of the entire revenue that accrues to the States. While little or nothing is left for the delivery of public goods.
- o Nepotism such that many political office holders tended to feel more "at home" with their kins and kins rather than better qualified and more efficient officials.
- o Obsolete Civil Service Regulations and slackness in enforcement.
- o Unwieldy MDAs and overlap of structures and functions. Over-bloated workforce often weakens control measures.
- o Ethical issues of lack of accountability, corruption, ghost worker syndrome, certificate forgery, age falsification etc.
- o Inefficiency due to low level of professionalism, poor training and re-training, inadequate work tools and lethargy on the part of officers.

#### The CSTS has six key result areas:

- effective governance of the Civil Service.

**“While some scholars linked the genesis of the country's economic problems to its integration into the global capitalist economy, others link it to internal contradictions manifested in massive mismanagement, corruption, greed, embezzlement, wrong policies, etc. ”**

critical importance of the Civil Service as a major instrument for ensuring the successful implementation of the agenda and therefore instituted a Civil Service Transformation Strategy (CSTS) to address obvious challenges to Public Administration in Public sector management. These observable challenges include:

- o Appointment of partisan politicians with inadequate pre-requisite experience into regulatory bodies e.g Civil Service Commission, Teaching Service Commission, Local Government Service Commission,

- organizational efficiency and effectiveness.
- professional and result-oriented Civil Service.
- ethical and accountable workforce with a changed work culture.
- improved competence of Civil Servants
- improved public financial management.

The Transformation Strategy has been approved by the Ekiti State Executive Council while Government has also established an Office of Transformation Strategy & Delivery (OTSD) to supervise and entrench the initiatives.

Herein lies the position of the Government of Ekiti State on merit-based appointment and elevation in its public service and written examination in all its cadres which made headlines in the local press recently.

Happily, the Federal Government also recently inaugurated its own Committee on Transformation in the Federal Public Service. It is therefore my hope that with these reforms and transformation agenda, the proper place of Public Administration in Public Sector Management shall be restored and our public services across the country shall witness the following:

- Greater strategic thinking and planning
- Improved operational efficiency: doing more and better with less resources.
- More customer focused Civil Service
- More focused and talented Civil Service with honest leadership.
- Greater Transparency and Accountability.
- Proper monitoring and evaluation of projects and service delivery.
- More engagement with staff and customers.
- A highly competent and professional Civil Service.

It is believed and very strongly too that in a matter of time, the Nigerian Public Service shall be guided again by reliance on a set of Values which will propel and guide it to function efficiently and effectively as the administrative machinery of government for the promotion of the common-good. The values, which are universal, are

exemplified in the balanced framework of four groups of Value as categorized hereunder by the Canadian Public Service:

- Democratic Values: Helping Ministers, under law, to serve the Public interest.
- Professional Values: Serving with competence, excellence, efficiency, objectivity and impartiality.
- Ethical Values: Acting at all times in such a way as to uphold the Public trust.
- People Values: Demonstrating respect, fairness and courtesy in their dealings with the Public

### **Conclusion**

Mr. Chairman, distinguished ladies and gentlemen, this paper has not in any way sought to lay claims to perfection. Rather, it has only attempted to inspire a little more awareness and debate in the vast corridors of Public Administration either in its principles or practice. In an attempt to integrate a number of principles, one major factor that has been dominant is the continuous engagement of the Public Service in the implementation of government policies and programmes. For Public Administration to be meaningfully engaged in public sector management, the major operators i.e the political class and the bureaucracy must be willing to trust and build confidence in each other. For as long as government will continue to come and go, the demand for reforms will continue to be made on the Public Service. As practitioners and scholars in this discipline, we must continually remind ourselves of the place of Public Administration in any government and leverage on its strategic importance to ensure the delivery of public goods to the masses.

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***It is believed and very strongly too that in a matter of time, the Nigerian Public Service shall be guided again by reliance on a set of Values which will propel and guide it to function efficiently and effectively as the administrative machinery of government for the promotion of the common-good. , ,***

***As practitioners and scholars in this discipline, we must continually remind ourselves of the place of Public Administration in any government and leverage on its strategic importance to ensure the delivery of public goods to the masses. , ,***

## INTERVIEW WITH CHAIRMAN CIVIL SERVICE COMMISSION (CSC), EKITI STATE

The Civil Service Commission as enshrined in the Constitution of the Federal Republic of Nigeria is saddled with the responsibility of ensuring the sustenance and development of the Civil Service.

The Fountain Bureaucrat had a chat with the Chairman of the State Civil Service Commission, Alhaji Afolabi Ogunlai, on how the Commission has been faring.

The encounter was a really enriching and illuminating as it offered a golden opportunity for the quintessential bureaucrat to explain the regulatory role of the Commission and shed light on some burning issues affecting Civil Servants in the State. It is a must read.

**TFB:** Sir, can we meet you?

**Answer:** I am Afolabi Ogunlai, the Chairman of the Civil Service Commission, Ekiti State.

**TFB:** The Civil Service Commission (CSC) is a statutory body as enshrined in the Constitution of the Federal Republic of Nigeria. What are its functions?

**Answer:** The Civil Service Commission is established by Section 197 of the Constitution of the Federal Republic of Nigeria 1999 as amended. It is saddled with the responsibility of appointment, promotion, discipline, transfer and all issues relating to the welfare of Civil Servants.

**TFB:** As you are aware the CSC plays a pivotal role in the Civil Service. Infact it is being referred to as the Appellate Court for Civil Servants. What do you think is the role of the CSC particularly in relation to the welfare of Civil Servants.

**Answer:** Like you have said Appellate and sometimes the final court in the Civil Service. It is so said because issues relating to the affairs of workers are handled at various levels and are not concluded until they get to the CSC and whatever final decision to be taken rests with the CSC. And to an extent,



whatever investigation done at the Ministries, Departments and Agencies (MDAs) would eventually come to the CSC., and this is why we say it plays an Appellate role. Again when decisions are taken and one feels the decision is unjustified, one is free to petition the CSC that the decision is not good enough, the CSC will handle it and when a matter comes to the peak, our decision is final. As to the welfare of workers, our responsibility to this extent rests on our normal statutory functions. A worker that is not promoted is not going to be a happy worker. It appears that the most important thing to any worker is the issue of his promotion and that job rests squarely on the CSC. We also carry-out appointments. We encourage the Office of Establishments and Training to ensure that Civil Servants are trained regularly. To a large extent and by the grace of the

Almighty God, the type of Governor we have, I think if you get to the workers they would tell you that now more than ever before they are getting their promotion.

It is on record that we met on ground arrears of promotion specifically part of 2008, the whole of 2009 and 2010 and all these have been cleared. As I speak to you efforts are being made to commence the process of the promotion of 2011 and 2012. As a matter of fact, Mr Governor has pronounced that the issue of notional promotion should be discouraged.

**TFB:** What challenges do you face in the exercise of your functions? What is the relationship between the CSC and Office of Establishments and Training?

**Answer:** The major challenges of CSC are funding and materials. When I got here, I started without a single photocopying machine and even the Air Conditioner you see here, is ramshackle. The working environment



was not conducive and all these were enough to distract one from doing ones job well. I must be very sincere with you that with the cooperation of Mr Governor and the very wonderful support we have received from the Commissioner of Finance, we are gradually overcoming the challenges. However, the problem of electricity still persists and is adversely affecting the pace of work.

As regards the relationship with the Office of Establishments and Training. I should be honest with you, other States have been asking how come there is a synergy between the two offices.

I recall that the day we assumed office on July 12, 2011,. The Head of Service (HOS) came and resumed with us. The Head of Service, I should be honest with you has always risen to the occasion when matters requiring the attention of his office and it need to be addressed without sentimentality or zigotrip. Indeed, we have related with all sense of humility and mutual respect. You know that the Head of Service supervises the Office of Establishments and Training. I must say the Permanent Secretary, Office of Establishment and Training is a brother indeed whose cooperation I have greatly enjoyed.

**TFB:** Could you please tell us how many Civil Servants have been appointed, promoted and disciplined and appointed since you came on board.

**Answer:** Like I told you we met arrears of promotion of officers for 2009 and 2010 on ground. We promoted, 2633 officers who were due for promotion in 2009 while 1264 officers that were due for promotion in 2010 were equally promoted. I am saying in effect that we have promoted a total of 3,897 civil servants covering 2009 and 2010.

Like you know the little hitch we had with labour, we would have conducted promotion examination for 2011 promotion in July 7, 2012, by now

promotion for January and July 2011 would have been concluded and letters would have been issued to the affected workers.

On the issue of discipline, we actually inherited some that we are handling but so far I can say we have handled and concluded six cases. These are minor things that they do not go into the area or realm of gross misconduct or misconduct that could lead to termination not to talk of dismissal. We have equally treated the retirement of 298 officers. You will recall that Ondo State was created in 1976 and those appointed in 1976 and 1977 by length of service are due for retirement this year and the retirement are coming in and people are leaving the service. The

examination and interview because our own promotion and appointment now has to bring out quickly people that would be able to do the work the way it should be done. We conducted interview for people we expect to appoint into GL 08, GL 09, GL 10 and GL 16 in the Accountants cadre. As a result 20 Accountants on Grade Level 8 and 9 were appointed into the service and have assumed duties.

As regards the Administrative Officers cadre, we are preparing to compile the vacancies for the purpose of filling them. You will remember that the last set of Administrative Officers were employed in 2008. So there are no Administrative Officers on GL 08 and those on GL 09 are moving to GL 10 any moment from now. We are working very hard and we have gotten the approval of the Governor to get the vacancies filled.

**TFB:** One is aware of the position of government in the area of Civil Servants sitting for promotion examination, what is the development now?

**Answer:** We are writing promotion examination because of our experience—because of what is happening in the Service today. Civil Servants are appearing lackadaisical, this is reflected in their day to day job people are doing. They just feel that what they need is just to wait for three years and meet the minimum requirement for promotion. The only thing that is required under the hitherto existing process is to appear before the

**Like I told you we met arrears of promotion of officers for 2009 and 2010 on ground.**  
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CSC has concluded and finally approved the retirement of 298 officers from the service.

On appointment, the government is working towards ensuring that people are appointed but this is going to be predicated on the resources of the State. I want to say government is seriously thinking of appointing officers in critical areas. Very recently, government appointed officers into the Accountants Cadre because of the need for us to have more Accountants in the handling of the biometric process. We conducted

Departmental Promotion Committee, the Senior Management Committee as the case may be and the CSC. Most officers are familiar with the provisions of the Civil Service Rules, Civil Service Regulations, Scheme of Service, Financial Administration whereas these are what give the Civil Servants strength. You go into the books, you quote from them and you talk with authority. We are now saying that without this kind of development it is not going to be better for them and the Service. These were the lapses we discovered during the period we conducted promotion interviews. You will be surprised to hear that a



Confidential Secretary will find it difficult to spell "Why" and they are the ones who are supposed to correct their bosses if they write anything that is wrong. There are no challenges again. You will discover that officers going to GL 12 you ask him who is the Deputy Governor of the State, he does not know. You ask any officer who is the Commander in Chief of the Armed Forces of the Federal Republic of Nigeria and by what virtue, he does not know. Do not talk of Intelligence Quotient Test (IQ) virtually everybody failed it. We now say it is necessary to prepare for our own sake and for the sake of the workers. I want to tell you categorically that examination is not only to promote officers but also to ensure that any officer promoted will know that he deserves it. I am happy for one thing that workers are now reading following the pronouncement that promotion would be based on performance in examination.

May I seize this opportunity to correct the erroneous impression that promotion examination had been cancelled at the Federal level following the Conference of Civil Service Commission that was held in Port Harcourt sometimes ago.

The truth of the matter is that a proposal for the replacement of promotion examination and Annual Performance Evaluation Report was discussed but no definite decision was taken on the proposal as regards its implementation, because there was no definite decision taken on this, each State was asked to go back and look at the proposal for future consideration.

**TFB:** What is CSC doing about the Civil Service Rules and Regulations?

**Answer:** There is the need to provide a new set of rules for Civil Servants. We have found out that some of the rules are obsolete. Instead of calling it Civil Service Rules, it would be called Public Service Rules because we are all Public Servants. If that is approved, it becomes the Rule that would guide every establishment. The details of these are not yet with the CSC because it falls under the purview of the Head of Service. The one that concerns the commission is the Civil Service Commission Regulations. We are

already looking at the CSC Regulations in line with the new Civil Service Transformation Strategy to ensure that there is a synergy. So far, we are still using the Civil Service Commission Regulations as supported by the extant circular letters.

**TFBs:** We are aware that you are a very busy person and as the Head of the CSC. No doubt, the job is highly demanding. How have you been coping?

**Answer:** I want to say that a bad boy will become a bad man. Whatever anybody wants to become, I think there is need for him to start as a youth and train himself. For instance, I want to be sincere with you, since you have been here it might not be possible for me to be treating files when you are with me. It is one hour you have been with me and as you are leaving you will see many people waiting. What I do is to reduce the number of hours that I rest. So any given day I wake up at 2a.m. The first thing I do is to brush my teeth, clean up and take all the files I took home and work on them. By about 4a.m I start my prayers after which I prepare for the office. At the dot of 8a.m or thereabout, I am in the office. I think this discipline has been with me. I thank my father for it because my father trained us very well to know that a good man in future will not

sleep all his life. I have to read because I want to deal with the future of people, their destiny and you know the most difficult thing one does is handling personnel issues. To an extent, you will discover that what they need is just to wait for three years and meet the minimum requirement for promotion.

are time consuming. So before I took this job, I knew what it meant. Am a human resource person, I am an economist, I have Masters in Industrial and Labour Relations. So when I was coming I knew what I was coming to meet and I knew the challenges and gave my life to them.

**TFB:** How do you unwind?

**Answer:** I do a lot of indoor games, like Draught, Ludo, Table Tennis. Equally, I do a lot of reading. I do not go to parties. I am a religious man, so all these religious matters take some of my leisure time. I play football.

**TFB:** what would you like to be remembered for?

**Answer:** I become happier daily when I am able to assist a human being. So it is the number of people. I am able to assist, it is the number of lives I am able to touch positively. These are the things that are important to me in life and these are things I want to be remembered for.

I am the Chairman, Civil Service Commission today, I want to leave the Commission much better than I met it. I want workers in Ekiti State to know that I came, saw and conquered.

**“ We are writing promotion examination because of our experience – because of what is happening in the Service today. People are appearing too lackadaisical, this is reflected in the day to day job people are doing. They just feel that what they need is just to wait for three years and meet the minimum requirement for promotion. ”**

# LEADERSHIP AWARD

DR KAYODE FAYEMI'S LEADERSHIP AWARD – A BLESSING TO EKITI STATE



Ekiti State Governor, Dr Kayode Fayemi (right), watch with admiration as the Speaker, House of Representative, Alhaji Aminu Tambuwal, exchange greetings with (Rtd.) Lt. General Theophilus. Danjuma seated (2<sup>nd</sup> right) at the ceremony

**H**istory was made on August 19, 2012 when Dr Kayode Fayemi, Governor of Ekiti State became the recipient of the Leadership Governor of the Year 2011 Award. The Award by the Leadership Newspapers is an annual event and it is bestowed on deserving Governors in performance in various endeavours. Governor Fayemi's achievements in re-engineering of the Infrastructural Development, Social Welfare Schemes and Education and Human Capital Development among others were said to have clinched the 2011 Award for Ekiti State. Governor Fayemi's achievements within his definitive 8-point Agenda, his recognition of their high level first year in office, Dr Kayode Fayemi

In compliance with his definitive 8-point Agenda, his administration set out to provide good



governance, education, a solid agricultural base, improved health care, industrialization, tourism, a framework for women empowerment and infrastructural development. Maitama Sule described the Leadership Award bestowed on Dr Fayemi as "well deserved". The former Nigerian Envoy described the Governor as one of the leaders that the nation needs to get to the promised land.

It was encomium galore at the Sheraton Hotel, Abuja, venue of the ceremony where the Governor, Dr. Kayode Fayemi received the "Governor of the year" Award.

The Award, which was in recognition of Fayemi's giant strides in piloting the affairs of the State, has been described by people from all spheres of life as well deserved, not only because Fayemi is a man of the people but also because his achievements are people-oriented.

A former Representative of Nigeria at the United Nations, Alhaji

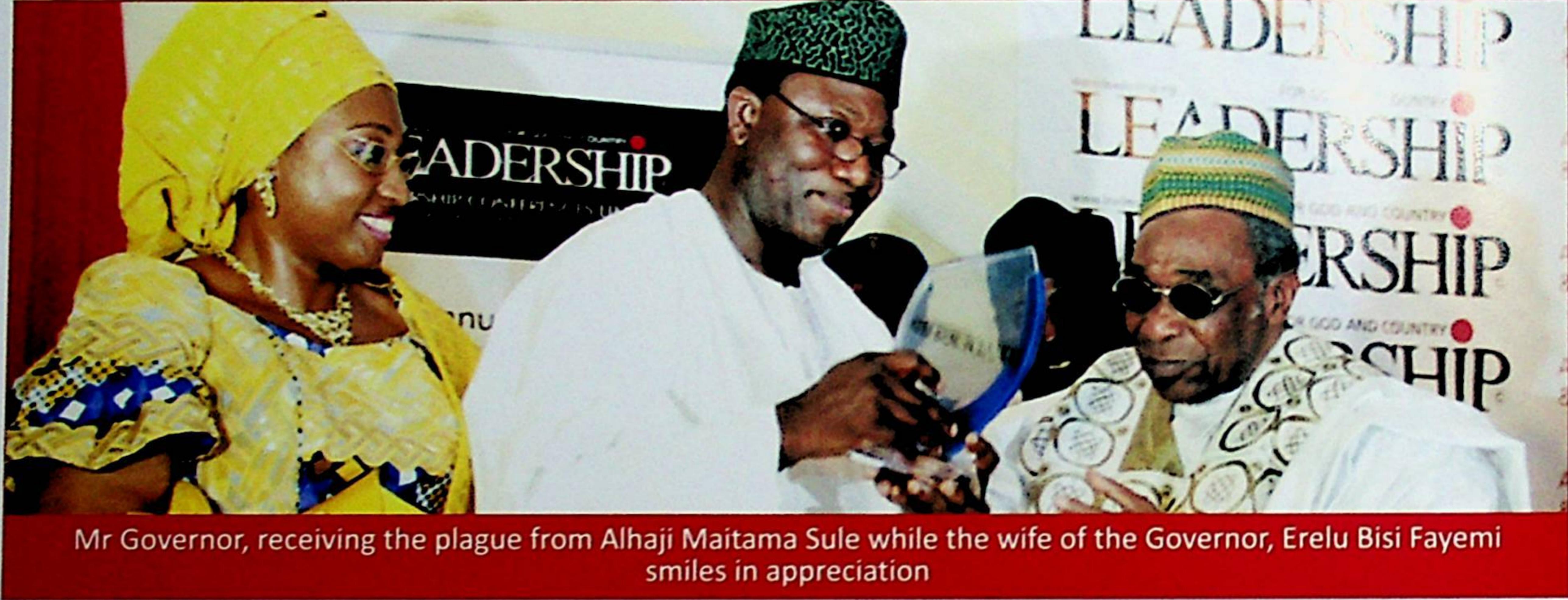
Newspaper's Governor of the year Award bestowed on Dr Fayemi as "well deserved". The former Nigerian Envoy described the Governor as one of the leaders that the nation needs to get to the promised land.

Maitama Sule, who presented the award to Dr Fayemi emphasized that

what Nigeria needs in times like this are selfless, focused and prudent leaders such as Governor Fayemi. In his own remarks, a Senator of the Federal Republic of Nigeria, Ayogu Eze commended the Governor for his down- to-earth commitment to the well being of his citizens with particular reference to the Social Security Scheme for the elderly, describing it as first of its

kind in the country and even in Africa. Governor of the year Ayogu Eze therefore called on other State Governors to emulate Dr. Fayemi. Eze added that members of the National Assembly are monitoring with keen interest all the people-oriented programmes of the Ekiti State Government concluded that, Fayemi is no doubt a blessing to Ekiti State.

A native of Isan-Ekiti in Oye Local Government Area of the State, Dr Kayode Fayemi received degrees in History, Politics and International Relations from the Universities of Lagos and Ife respectively. He equally bagged a Doctorate in War Studies from the prestigious King's College, University of London, England, specializing in Civil-Military relations.



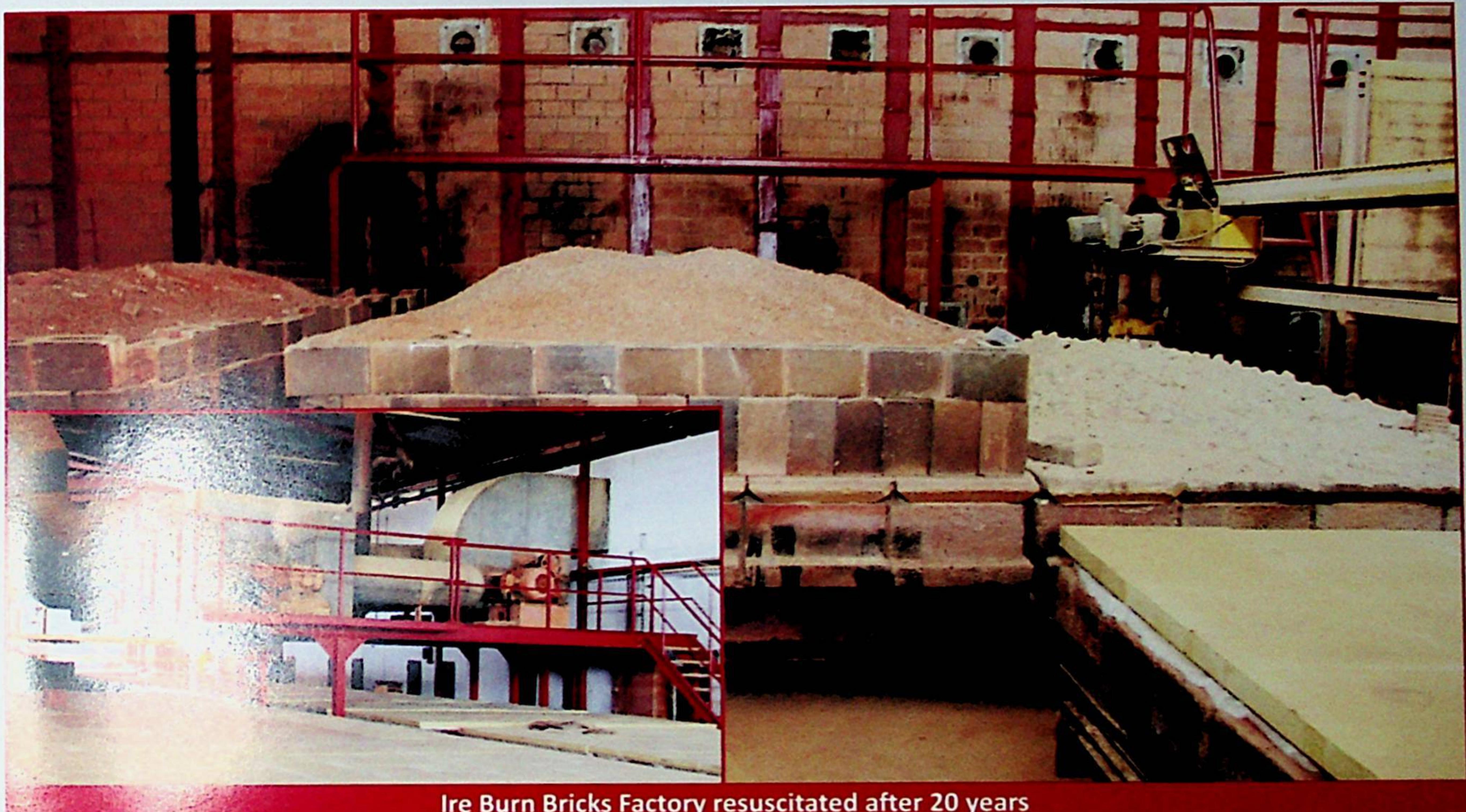
Mr Governor, receiving the plaque from Alhaji Maitama Sule while the wife of the Governor, Erelu Bisi Fayemi smiles in appreciation



Dr Fayemi flanked by the National Chairman of the Action Congress of Nigeria (ACN), Chief Bisi Akande, the ACN National Leader, Asiwaju Bola Tinubu and the Deputy Governor of Osun State Chief (Mrs) Laoye Tomori



## LandMark Achievements



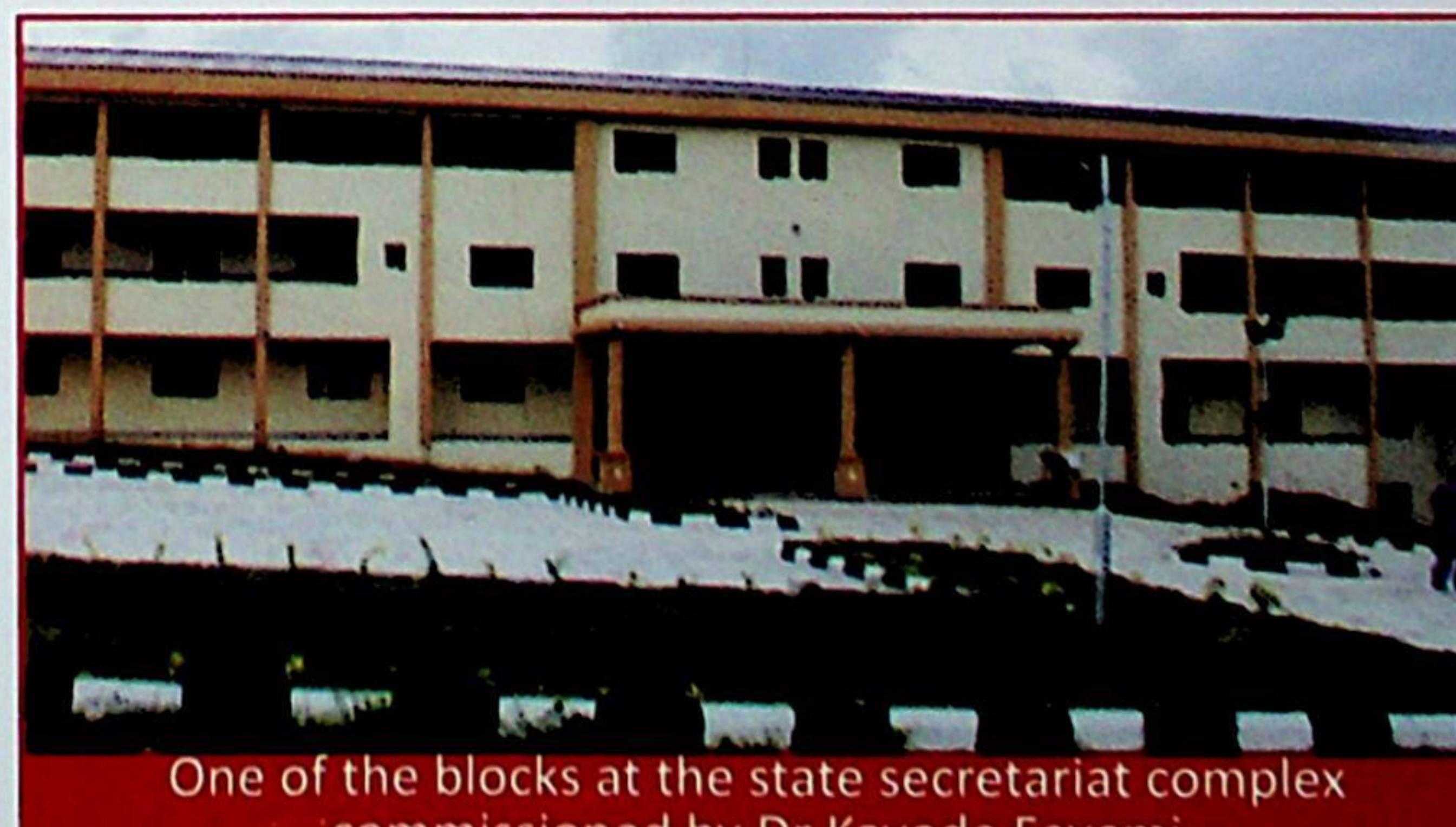
Ire Burn Bricks Factory resuscitated after 20 years



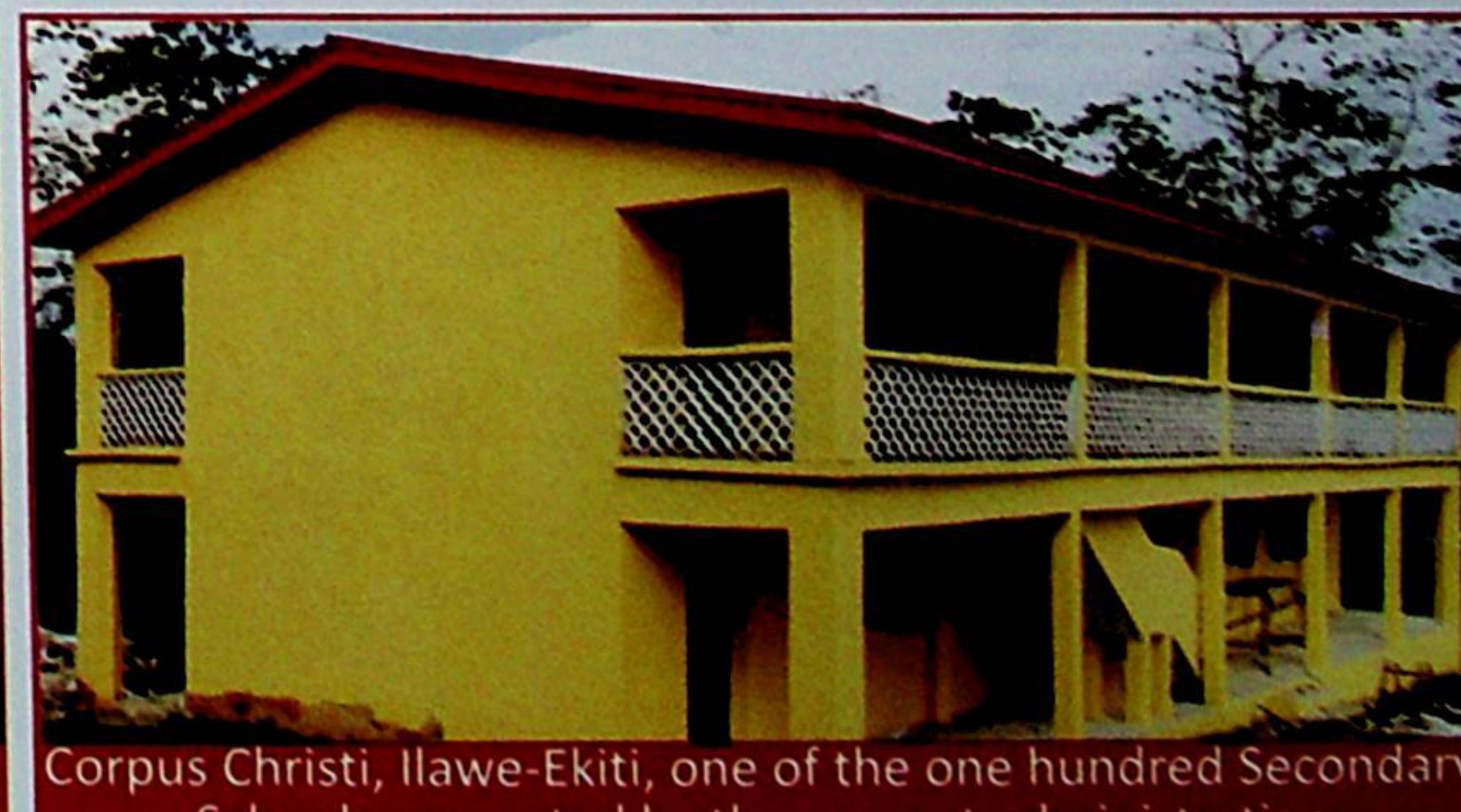
Governor Fayemi presenting the First Laws of Ekiti State of Nigeria



Mr Governor commissioning ambulances to enhance health care delivery services



One of the blocks at the state secretariat complex commissioned by Dr Kayode Fayemi



Corpus Christi, Ilawe-Ekiti, one of the one hundred Secondary Schools renovated by the present administration

## LandMark Achievements



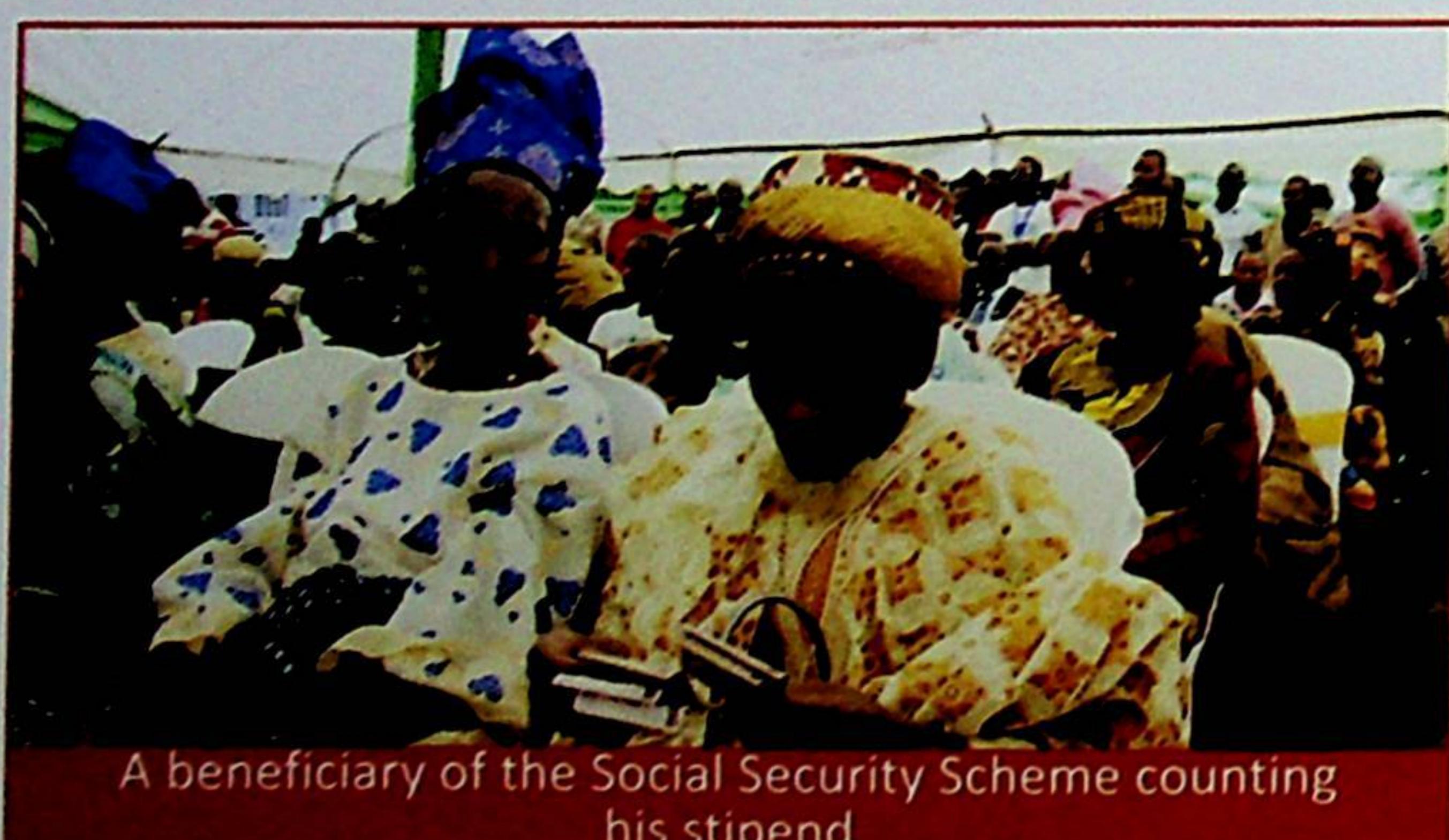
Governor Fayemi (3rd from right, first roll) in a group photo graph with the World Bank Team on a visit to the State



Dr Fayemi inaugurating one of the electrification projects executed by the state government



A cross-section of Tri-cycles purchased by government to ease transportation.



A beneficiary of the Social Security Scheme counting his stipend



Mr Governor presenting stipend to an aged disabled man under the Social Security Scheme



# CARING FOR OUR 'GARDEN OF EDEN'

*An Excellent Community is Built by Excellent People  
Being the text of paper delivered at a Dinner organized by Ure Egbe Omo Ekiti  
at Pope John Paul Pastoral Centre, Ikere Road, Ado-Ekiti by*

**Christopher Kolade, CON**

Many people do not know, and those who know do not often remember, that I was born here in Ekiti, and spent the first 14 years of my life growing up in this part of Nigeria. Ido-Faboro was my actual place of birth, and my father's working career took our family through Ijero, Ido, Ikole and Igbara-Oke, and then Ado-Ekiti, where we lived between 1939 and 1946. This was how it happened that I started my formal education in Emmanuel School, Ado-Ekiti and Christ's School, before going off to Ibadan for secondary school education. For good measure, I should add that my mother came from the Obaweya family in Igede, and I, therefore, identify myself as an Ekiti descendant - a committed stakeholder in the fortunes of Ekiti State.

I am not only a committed stakeholder, I am also proud to be one, especially these days when I receive delightful news of the distinguished contributions that are being made to this State by respectable citizens like Uncle General Adebayo, Bishop Peter Adebiyi, Bishop Ajakaiye, our royal father the Oluyin of Iyin, my younger brothers Juli Adelusi-Adeluyi, Gbenga Oyebode, Sam Bolarinde, Professors Adeniyi, Ayo Ajayi, - just to mention the few that I know. I am particularly proud to acknowledge my life-long friendship with Afe Babalola, founder of the top-of-the-range university that bears his name. As classmates in school, we shared the distinction of being part of the manual labour that built the second site of Emmanuel School, Ado-Ekiti.

I am proud, too, of His Excellency the State Governor, and of the things that I hear about him from many of our mutual friends in international circles. I believe



Governor Fayemi will recall that we once stood on opposite sides of an argument in the UK, when I was an ambassador and he was an activist. How times have changed!

This historical background is important for our discussion tonight for many reasons: for one thing, it establishes and confirms my credentials as a stakeholder; (and so, let me sound a note of warning: as a responsible stakeholder, I will not be able to address my compatriots in bland euphemisms that cannot stimulate some productive thinking.) This history also speaks to credibility, because I will be sharing thoughts drawn, not only from my positive experiences as a growing lad

in this place, but also from the needless agony that I now suffer as I watch some of my younger brethren struggling to manage what they have inherited. Indeed, my desire to remind all of us of the Garden of Eden is because I see a close and unhappy parallel between the way that Adam and Eve managed themselves in that famous garden, and the way we seem to be managing our own God-given opportunities in this land.

Let us recall the fact that the Almighty God was the One who created the Garden of Eden and established in it all the resources that its inhabitants would ever need for their welfare. In His supreme



wisdom, He knew that man needs the discipline of conformity with God's standards and values; man needs that discipline if he is to live a good, trouble-free life. So, God gave instructions, not only that Adam should tend the garden, but also that he should refrain from eating the one fruit that could ruin his entire future.

Today, we too are the beneficiaries of God's goodness, for He has installed us in a land that He built, and His resources in this place are overwhelmingly abundant and of high quality. He expects us to use these assets responsibly, and to observe discipline that should give us a reliable platform of sustainability as a community. In other words, He expects us to care for our own Garden of Eden.

#### Memories of Ekiti: Our Values and Virtues

Let us recall the fact that each one of us began life as the youngest member of our family, in a situation where the unforced love of father and mother not only kept the child safe, but also supported him, and gave him direction as he grew into an individual with a personality. Each of us grew up in a situation in which it was natural to practise the best values, and we developed and matured mainly by imitating our parents and other elders.

We were taught to practise mutual love and respect, not encroaching on each other's space or property without permission, but sharing good things with one another. Our best values truly began at home, and the family was an excellent, divinely ordained, context for the building of the child in the hope that, in adulthood, he would turn out to be a good person.

Many will also remember that, in our villages and towns, the indigenous community had a habit of bringing up

children in a collaborative way. People were, truly, their 'brothers' keepers', and older members of the community looked out for one another's children, to make sure that they were always of good behaviour. Another aspect of community life was the culture of good discipline that ran through the entire community. Standards were high and discipline was strict, and I have found, for myself, that the high standards that were laid on me as a child have helped me, in a very significant way, to address my opportunities and responsibilities in adult life. Indeed, Ekiti was our very own Garden of Eden!

our indigenous community featured a deep seated abhorrence of criminal behaviour and a healthy respect for probity and integrity. We cherished our family name, believing this to be the best part of our heritage.

I recall, for example, my parents warning me that I should never engage in a fight or any other violent behaviour in public, as this would bring shame to them, even if I won the fight. Today, it is not uncommon for some of our representatives to engage in fisticuffs, and to throw furniture at one another in parliament, the public place where our elected leaders are expected to engage each other in decent, civilized and constructive discussion! They are not deterred by the fact that school children are actually visiting parliament on the day, or by the certainty that all this will be shown on network television.

Would it not be wise for us to seek to understand what has happened to our indigenous culture, and to our traditional preference for good values and high standards? If we really mean to find our way back to our true status as a responsible and disciplined people, should we not try to detect where and how we lost our way? Should we not try to identify the 'serpent' that has crawled into our Garden of Eden, and

persuaded some of us to believe that high-quality behaviour is no longer an essential platform for earning the respect of our children and compatriots?

#### The ascendancy of self interest

Those among us who are old enough often look back with nostalgia to the years that are now behind us. We confess freely that the quality of life and the quality of relationship are not as wholesome now as they used to be. Just as Adam put the blame on Eve, we are quick to look for a scapegoat outside of

***Another aspect of community life was the culture of good discipline that ran through the entire community. Standards were high and discipline was strict, and I have found, for myself, that the high standards that were laid on me as a child have helped me, in a very significant way, to address my opportunities and responsibilities in adult life. Indeed, Ekiti was our very own Garden of Eden!***

If all these sound like some tale of "far away and long ago", a story 'too good to be true', can it be because some of us, as we moved away into urban life and party politics, also moved out of our best values? Our community had a culture in which people earned respect and admiration, not for the wealth that they could display, but for the value-adding action or achievement that they could show. Our culture emphasized the importance of conscientious personal effort, and condemned the lack of dignity shown by a parasitic dependence on patronage. The system of governance in



ourselves. We attribute our delinquency to the long sojourn that we endured in the wilderness of military governance; or to the decay in our educational system. We even blame the oil wealth with which God has blessed us. But my belief is that our distress has nothing to do with poverty, or with the increased quantum of our material resources; the problem lies in the ways in which we allocate and manage our assets. *We have taken our attention away from our corporate interest, and adopted self-interest as the driving force of our coexistence as a people. We have abandoned our responsibility for serving the interest of the community and have largely become apostates of governance by self-service.* As a consequence of the loss of direction, we are not able to work together successfully even though we achieve distinction individually.

We give our best performance to our personal business, but do not contribute our best to the community endeavour. We often say that leaders at every level are failing in their leadership responsibilities; our topmost educational establishments are besieged by bloodthirsty cultists; our otherwise respectable institutions are falling prey to naked corruption; the morale of our whole population is in great distress. And, in all of this, we mislead ourselves into thinking that individuals in this nation can be healthy and successful even when the whole nation is in such poor shape. The adoption of self interest as the basis of life has eroded the foundation of our corporate strength, and robbed us of the virtues contained in our culture. Now we find ourselves behaving as if each of us must, first and always, look out only for his own interests at the expense of the national interest of Nigeria! It has been truly said that "*Virtues lose themselves in self interest as streams lose themselves in the sea.*"

We now take a totally distorted attitude to the way we structure our priorities, such that the acquisition of wealth by any

means seems more important than four-yearly bouts of unnecessary protecting a good family name or madness! achieving a respectable personal reputation. It is the main reason why someone in a visible leadership position would openly admit that he has been corrupt, and then seek to buy his way out of the proper consequences by tweaking our judicial system to his benefit. Sometimes they call it "plea bargaining", sometimes they get the Attorney-General to abuse his constitutional authority by discontinuing the prosecution of a clearly identified criminal! Have you noticed, however, that this device is available only to the high and mighty? Ordinary folk, especially the weaker members of our society, do not enjoy this doubtful privilege even though they are the ones who really need help!

The 'serpent' of self interest is also the single most powerful cause of the greed and corruption that now lead to our putting such insignificant value on human life. We have repeatedly suffered through the process in which our politicians embark upon their usual life-and-death struggle for the opportunity (so they say) to give service to the community. Clearly, party politics is no longer the game that it was meant to be! It appears that some members of the political class are so desperate to deliver service that they will gladly destroy anyone else who wants to serve in their stead. A few of them will even sponsor the crime of murder if their rivals appear to have a good chance of getting elected. It is bad enough that these things happen at all. What makes it worse is that the post-election behaviour of some politicians shows that this is not about giving service at all; it is really about gaining access to power and material wealth. Ultimately, we all get short-changed, and we are forced to dissipate our physical and mental energy on politics, with very little thought for the good governance that clean politics should bring about. Surely, a responsible commitment to the sustainable life of our national community should help party politicians to bring some sanity into these

#### The Way Out and The Way Forward

When I was starting my remarks, I pointed, with pride, to some examples of quality contributions that notable citizens of Ekiti are making to the present and future of this land. There are many more people than the ones I actually mentioned, who can be said to be leading the endeavour of caring for our Garden of Eden. What this tells us is that we can all do the same if we give it sufficient thought, and that we will achieve an improved state of corporate existence if we unite our hearts and minds in an honest effort to bring our community back to the leadership position that it once occupied. If we agree that our situation now is somewhat worse than it used to be, I would suggest that we should identify the real needs of our time, and find ways of organizing ourselves to meet those needs.

Let us start with *the need to restore the right values for both individuals and community*. What kind of people are we? What kind of people should we be? What principles, standards and values do we hold to be important, for personal as well as corporate performance? For what attributes would we like to be known, respected and admired? What standards of comportment and self-expression should we desire to see in those to whom we commit the leadership of our community?

Secondly, I see a *need for us to re-establish high standards in' business, governance and social behaviour*. High standards promote mutual confidence, giving us the certainty that we can trust one another to put in our best in the work that we must do together. High standards also fill us with the courage to face every challenge with confidence, because we know that, having put in our best, we can justifiably expect success and achievement.



Thirdly, we need to *adopt a lifestyle of consistently good discipline as the norm for our day-to-day personal and communal inter-relationships*. We need to ensure that our attitudes and actions accurately reflect our best values and standards, and that we will always apply the intelligence and effort that it takes to make our community a happy and respectable one.

Fourthly, let us *develop and sustain a reliable system for ensuring consistently good performance by our leaders and institutions*. For a start, let us agree that we will no longer choose leaders that have no track record of good behaviour, because such people will always betray the quality of their lofty office and responsibility. Let us give our representatives adequate training before they embark on the onerous responsibility of their office, and let us insist on frequent and transparent accountability from those to whom we volunteer leadership of our community.

Above all, let us *remember that politics can never be more important than governance! Indeed, politics is only one of the vehicles that we can use for achieving good governance*. A political group that enters upon responsibility, and fails to deliver its governance promises, certainly

does not deserve any repeat of the opportunity next time around.

#### Self-examination

The sub-title of this address is: *An Excellent Community is Built by Excellent People*. This makes it important for us all, as individuals, to search ourselves diligently, and ask if we are really fit for the task of joining others to rebuild our community. To assist in this essential self-analysis, I propose ten questions to which each of us should endeavour to give sincere answers:

1. What does Ekiti State mean to me?
2. Do I truly subscribe to the vision and objectives of the State?
3. Do I truly subscribe to the Nigerian National Pledge?
4. Am I consistently faithful to my oath of office?
5. Am I a servant-leader or a self-serving leader?
6. Do I pay serious attention to values, standards and self-discipline?
7. Am I more interested in what I get than in what I give?
8. Do I care about the success or failure of the State, as long as I can hang on to my power and status?
9. Do I avoid the truth if I feel that it will threaten my personal position?
10. Am I raising my family to adopt and operate the best

values, so that I have a credible chance of leaving this State a better place than I met it?

integrity is also a necessary personal value, which facilitates good behaviour and constructive interpersonal relations. Perhaps I should share with you the definition of integrity that I have found most useful for myself personally.

I believe true integrity to be:

- The moral courage to do what I know or believe to be right;
- The determination to do this consistently, whatever the situation;
- The determination to stand by what I believe, even if I am standing alone;
- The willingness to pay the price, if it is the cost of showing integrity;
- The stamina to stay on course and not give up along the way.

#### Conclusion

I am reminding myself that this is a dinner event, and that I have already offered enough provocation to put my continued welcome in some doubt! But, in fairness, I did give notice that, as a responsible stakeholder in the fortunes of Ekiti State, I might run short of euphemisms in saying what I had to say. Let me end now with a suggestion that all of us - public officials, business people, fathers and mothers, whatever stakeholder group we identify with - all of us should frequently put our decisions and actions to what I call the *ETHICS TEST*.

For each action or decision, let us ask:- Will it work? Will it achieve the desired purpose?

Is it legal? Am I on the right side of the law?

Is it balanced? Does it take intelligent consideration for all the interests involved?

How does it make me feel about myself? How does it make others (family, friends, admirers) feel about me?

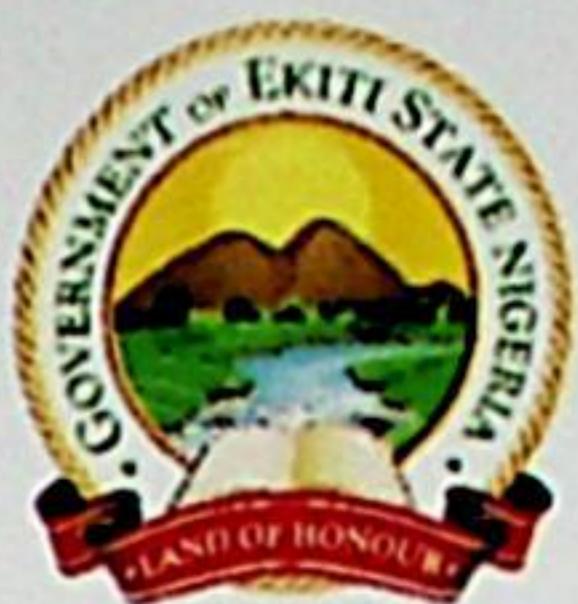
How would it make Almighty God feel about me?

Thank you very much for your friendly attention. God bless you. God bless Ekiti State. God bless Nigeria!

**“ We have taken our attention away from our corporate interest, and adopted self-interest as the driving force of our coexistence as a people. We have abandoned our responsibility for serving the interest of the community and have largely become apostles of governance by self-service ”**

#### Integrity: A Personal Value

Some of these questions may cause immediate discomfort, but I suggest that they can help us in finding solutions to our difficulties if we answer them with integrity. Each person needs to address the questions personally, and remember that



# THE PARLIAMENT

**T**he fourth Assembly in Ekiti State was inaugurated by Governor John Olukayode Fayemi on June, 6 2011.

The House consists of twenty six members. Since 1999, the present Legislature in Ekiti State is the first to have three members from the immediate past Assembly and an unprecedented record of female legislators.

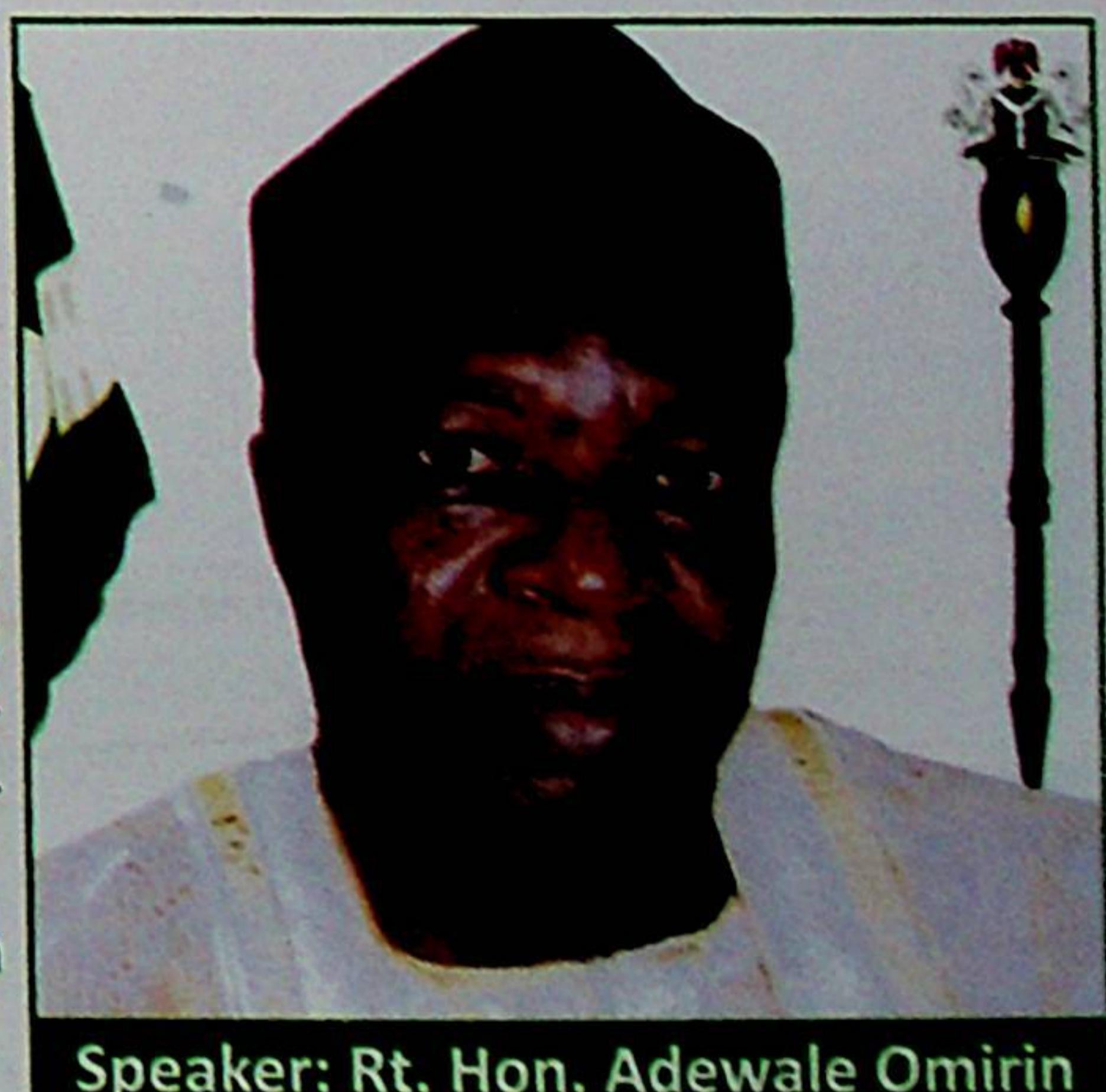
The House has enacted many bills including the domestication of the Freedom of Information Act and the passage of the bill that provides Welfare Assistance to the Elderly in the State. The latter law makes Ekiti State the first to implement such a laudable programme not only in Nigeria but in sub-sahara Africa.

The House has also been living up to its expectation as three private bills were sponsored by individuals and private organizations, a development which had never happened since the inception of democratic experience in the State. These are the Gender-Based Violence Prohibition Bill, sponsored by the Ekiti State Development Foundation, the Social Workers Bill and Bill for a Law to Prohibit Smoking in Public Places.

## BILLS PASSED BY THE FOURTH ASSEMBLY

1. Ekiti State change of Official Logo Law, 2011
2. Ekiti Consolidation of University Law, 2011
3. Ekiti State Restoration of College of Education, Ikere-Ekiti, Law, 2011
4. Ekiti State Independent Electoral

5. Education Trust Fund Law, 2011
6. Local Government Administration (Amendment) Law
7. Ekiti State Public Works Corporation Law, 2011
8. Ekiti State Bonds, Notes and other Securities Issuance Law, 2011
9. Ekiti State Freedom of Information Law, 2011
10. Ekiti State Public Private Partnership Law, 2011
11. Ekiti State University Ado- Ekiti Law, 2011
12. Ekiti State Contributory Pension (Amendment) Law, 2011
13. Ekiti State Petroleum Products Consumers Protection Agency (Amendment) Law, 2011
14. Ekiti State Traffic Management Agency Law, 2011
15. Urban and Regional Planning and Development Law 2011
16. A Law to Provide For the Conduct of Elections into all the Elective Offices Provided for in the Local Governments Laws and other Matters Incidental thereto or connected therewith
17. Year 2011 Revised Appropriation Law
18. Ekiti State House of Assembly Service Commission Law No. 4 of 2003 and other matters incidental thereto or connected therewith (Amendment) Law, 2011
19. Ekiti State Waste Management Agency (Amendment) Law, 2011
20. Ekiti State Gender – Based Violence Prohibition Law, 2011
21. Ekiti State Multi-purpose Credit Agency (Amendment) Law, 2011
22. Primary Schools Staff Loan Board Law, 2011
23. Broadcasting Service of Ekiti State Law, 2011
24. Ekiti State Primary Health Care Development Agency Law, 2011
25. Year 2012 Appropriation Law
26. Law to provide Welfare Assistance in form of cash Grants or in kind Assistance to Elderly Persons who are resident in Ekiti State and for relevant provisions
27. First Edition of Laws of Ekiti State of Nigeria 2012
28. Ekiti State Electricity Board Law, 2012



Speaker: Rt. Hon. Adewale Omirin



# THE JUDICIARY

The Ekiti State Government penchant for the observance of the rule of law is premised on the realization of the important role of the Judiciary in achieving good governance, social order and economic development.

It is therefore the determination of the Fayemi led administration to have an independent and efficient judiciary which can stand tall in character, credibility and credentials. The administration's commitment to the rule of law and the Constitution of the Federal Republic of Nigeria is amply demonstrated by the appointment of a substantive Chief Judge in the person of Hon. Justice Ayodeji Daramola: thus breaking the inglorious leadership jinx the Judiciary has been subjected to since 2006.

Similarly, a new Solicitor-General and Permanent Secretary, Ministry of Justice was appointed to fill the post which had been vacant for about two years. These two appointments are germane to the rolling of the wheel of Justice and ensuring quick dispensation of cases. In addition, government presented the first edition of Laws of Ekiti State Nigeria 2012 to replace the Laws of Ondo State of Nigeria which had been in application in Ekiti State since its creation in 1996. This development has put an end to the attending limitations, incongruities and question

the State to join the league of States that have their own laws.

There is no doubt that the documentation of the laws would allow people of the State have unfettered access to them and in turn promote peace and orderliness which are necessary ingredients for societal development.

The present administration has

any other difference. To further enhance quick dispensation of justice, there are also laws to establish the Ekiti State Justice Centre. This move is to bring together governmental and non-governmental resources and personnel to enable government achieve its laudable goals of ensuring quality and speedy adjudication of cases, easy access to justice and decongestion of the prisons. In addition, government has expressed its commitment to the establishment of the Customary Court of Appeal while work is expected to commence on the new High Court Complex.

It is pertinent to note that under the present administration, the judiciary has continued to enjoy tremendous support and cooperation in order to bring justice to the doorsteps of the people. Towards this end, priority has been given to the Justice Sector through the funding of capital projects such as construction of roads, office complex, provision of official vehicles for Judges and other Judicial officers.

There is also a programme for the continuous training and development of Judicial Officers and staff as well as improvement in the conditions of service of Judicial officers

Ekiti State Judiciary has nine Judicial Divisions, 22 Magisterial Districts and 36 Customary Courts with a total Staff strength of 1,255. This figure comprises 11 High Court Judges, 1 Chief Registrar, 2 Deputy Chief Registrars and



Chief Judge, Hon. Justice Ayodeji Daramola

also inaugurated the Administration of Justice Sector Reform Committee with a clear mandate to provide expert advice in achieving efficiency in all parts of the sector in the State. The State Government expects a system that gives every person fair and equal access to justice and guarantees the dignity, right and security of every person and of all communities regardless of gender, economic status or



# DO NOT JOIN THE MULTITUDE TO DO EVIL

2011 BEST PERMANENT SECRETARY IN EKITI STATE,

*Sunday Fatoba counsels civil servants*

*"Seest thou a man diligent in his business, he shall stand before kings, he shall not stand before mean men" This quotation from the Holy Bible aptly fits the Permanent Secretary, Local Government Service Commission, Mr Sunday Fatoba, who bagged the award of the best Permanent Secretary in Ekiti State.*

*The award was instituted under the auspices of the Fola Aroleande Ighodalo Foundation for the best Permanent Secretary in each of the states in the Old Western Region.*

*The Fountain Bureaucrat held a chat with this amiable, unassuming and intelligent technocrat who is very enamoured with his job.*

**TFB:** Can we meet you, sir?

**Answer:** I am Sunday Fatoba, the Permanent Secretary Local Government Service Commission, Ado-Ekiti Ekiti State. I am from Ado-Ekiti born on 28/12/1952. My father was Chief Joseph Fatoba (late) and my mother is Mrs Morenike Fatoba, she is alive, hale and hearty. I am married to Mrs Labake Fatoba. My wife is from Omuo Ekiti. I am happily married with six children.

**TFB:** What is your work experience?

**Answer:** My experience has been very exciting. I graduated from the University of Ife (now Obafemi Awolowo University, Ife) in 1981. I read Sociology. I taught for about two years. I was a teacher at C.A.C



Grammar School, Ondo road, Akure. I was posted to Ondo town as a VP. So after During my National Service in the old Bendel state, I was a teacher also but immediately after Youth service, I took to teaching. Surprisingly, it would interest you to know that I taught Mathematics in Form four and Economics in Class 5. After two years, I was posted to Ondo town as a vice principal of, Epe Grammar School. I was a VP for about six months before I joined the civil service. I had already written the ASCON examination before I from the date I reported for duty. On the 28<sup>th</sup> of March, 1985 I started my career in the Ministry of Agriculture and Natural Resources, Akure Ondo State. Two years later 1987, I was posted to the Ministry of Local Government and Chieftaincy



Affairs, Akure. I was there as Senior Assistant Secretary in charge of Local Training in November, 2009.

Government Finance. By January 1988, I was made the Secretary to the Chieftaincy Review Commission, Ondo state under the chairmanship of Justice Ajakaiye now the Olu of Iyin. The assignment lasted for about nine months. After the completion of the assignment, I was posted to the Hospitals Management Board in September 1988 as Chief Personnel Officer. I had a very satisfying career there. From that place I was posted to the Governor's office as Principal Assistant Secretary General Administration and Service Matters Department. In 1993, I gained admission to the University of Ibadan for my Master's Degree in Labour and Industrial Relations. On completion of the course, I was posted to the Office of Establishments and Training as the pioneer Director, Service Matters and Industrial Relations. I was in this office from October 1996 to June 1998, from where I was posted to the Political and Economic Department as Director, Local Government Affairs. I served there for two years and two months. Thereafter, I was seconded to the Federal Character Commission Service Office, Abuja, where I spent about 2 years.

I came back to Ekiti State in September, 2002 after two years in Abuja. On coming back, I was posted to the Ministry of Commerce, Industries and Cooperatives as the Director of Finance and Administration (DFA). After one year, I was posted to the Hospitals Management Board where I stayed till 2006 before my posting to the Ministry of Education. It was from this Ministry that I was appointed as the Permanent Secretary and posted to Cabinet and Special Services Department as its Permanent Secretary after which I was

In November, 2009, I was posted to the Governor's office where I was until January, 2011 and from where I was later posted to my present position as the Permanent Secretary Local Government Service Commission.

**TFB:** I want to believe you started your career as a class teacher what now prompted you to leave the classroom for the Civil Service.

**Answer:** As a stop-gap, I went into the

**Answer:** Winning the award remains interesting because I never expected it.

You know in the civil service we respect all our colleagues but just by divine intervention and grace because ordinarily I did not regard myself as the best Permanent Secretary but along the line the foundation may have seen some traits for adjudging me the best Permanent Secretary in Ekiti State along

with my colleagues selected as best Permanent Secretary in each of the state in the South West. During the presentation of the award the Governor said many nice things about me when a

special letter of congratulations was written to me by the Deputy Governor commending my achievements and that I should try as much as possible to pass the knowledge and experience gained to the younger generation. I was motivated, so I saw that as a challenge that my contribution to the State Civil Service was being recognized beyond the Civil Service. I told the Governor that the award was being dedicated to all my colleagues in the Civil Service, my brother Permanent Secretaries because I gained a lot from them and all those who worked with me, all the places

where I worked I met a lot of challenges I equally adverted my mind to all the challenges in the interest of the Civil Service and the interest of the State. Like Jeremy Bentham, government should provide the greatest good for the greatest number of people. My idea is just to support the government in the execution of policies in Ministries, Departments where I have served, I have put everything into it. It is a reward I really cherish that I have been recognized. All the efforts I put into the Civil Service have not gone in vain, they have been recognized beyond the State. To God be the glory.

**“Winning the award remains interesting because I never expected it. You know in the civil service we respect all our colleagues but just by divine intervention and grace because ordinarily I did not regard myself as the best Permanent Secretary but along the line the foundation may have seen some traits for adjudging me the best Permanent Secretary in Ekiti State along with my colleagues selected as best Permanent Secretary in each of the state in the South West.”**

Teaching Profession. Ultimately, my aim was to come into the Civil Service. There were some of my brothers, some of my seniors in the University who were in the Civil Service, the way they dress and the way they were respected in the society really encouraged me to leave the teaching profession for the Civil Service.

**TFB:** You are the recipient of the Fola Akintunde Ighodalo Foundation award as the Best Permanent Secretary in Ekiti State. Can you share your experience with us?



**TFB:** Don't you think the expectation of the people will be high with this award?

**Answer:** The award has brought me into greater limelight. Everybody wants to know me, I receive letters from individuals within and outside the Civil Service from the academics, from the private sector and across all the strata of the society. I am seen as a role model, somebody to be emulated. I see it as a great challenge to contribute more to the development of the Civil Service and the society at large.

**TFB:** There is an exercise going on in the Local Government what informed it?

**Answer:** In the history of Local Government Administration in the State, the issue of creating an accurate database has been a long time problem and before this administration came on board, there was a biometric exercise put in place that

was not concluded. This government inherited the biometric exercise and it is still on-going.

**TFB:** What is your relationship with the Head of Service and what is your advice to Civil Servants?

**Answer:** The Head of Service is an amiable personality, with whom I have constant interaction on issues bordering on administration. I have benefitted immensely from his wealth of experience. He is accommodating. The emerging Civil Servants should know that

one can get to the top of his career without relying on any godfather. Civil

They should be contented with what they have. They should refrain from joining the multitude to do evil. They should be loyal and committed and should be prepared to work extra hours even at weekend if the need arises. This demand a lot of sacrifice. Civil Servants should love the government of the day and be committed to it, have the fear of God, the reward is always there knowingly or unknowingly. They should know that one day they would be held accountable for all their actions and inactions.

**TFB:** People say you are a workaholic, do you have time for leisure?

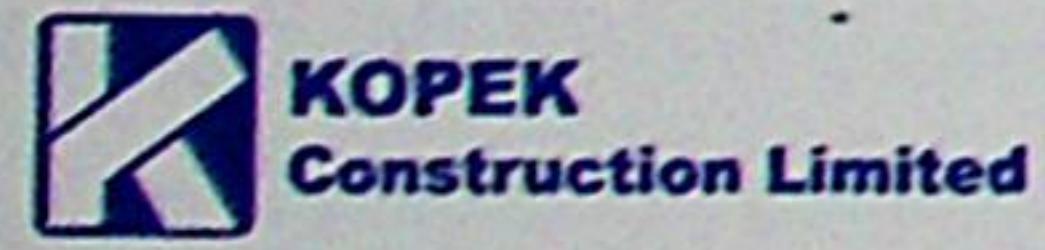
**Answer:** I occasionally attend social engagements on Saturday when I do not go to farm. On Sunday I go to church. I have a good library at home, I read a lot. So gardening, reading and church activities engage my leisure time.

**“** The emerging Civil Servants should know that one can get to the top of his career without relying on any godfather. Civil servants should be abreast of time. They should be ICT compliant, so as to improve their knowledge. The sky is the starting point for any Civil Servant who is industrious. **”**

**“** Civil Servants should shun temptation regarding corrupt practices. They should be contented with what they have. They should refrain from joining the multitude to do evil. They should be loyal and committed and should be prepared to work extra hours even at weekend if the need arises. **”**



## CONGRATULATIONS!!!



– A reputable engineering firm which has achieved remarkable feats in road construction in Nigeria congratulate the vibrant and proactive Civil Service of Ekiti State on the occasion of the launch of the Civil Service Journal, The Fountain Bureaucrat.

We particularly felicitate with His Excellency, Governor Kayode Fayemi, and the Head of Service, Sir Bunmi Famosa, mni for the bold initiative in publishing the Journal, which is a laudable effort to promote excellence and provide good leadership for the Civil Service. Your efforts at repositioning the Civil Service for greater efficiency and enhanced service delivery is worthy of commendation. Once again, Congratulations!

Management



**OPENING REMARKS BY THE HEAD OF SERVICE, MR BUNMI FAMOSAYA, mni,  
AT THE SENDFORTH CEREMONY ORGANISED IN HONOUR OF THE RETIRED HEADS OF SERVICE  
AND PERMANENT SECRETARIES OF EKITI STATE PUBLIC SERVICE  
HELD AT BISHOP ABIODUN ADETILOYE HALL TRADE FAIR COMPLEX,  
ON THURSDAY 8<sup>TH</sup> MARCH, 2012**

I like to first thank the Almighty God who has made it possible for us to witness this glorious day. It is a great pleasure for me to be here today to be part of this send-forth ceremony organized in honour of two retired Heads of Service and twenty six retired Permanent Secretaries of Ekiti State Public Service. Some of the senior citizens we are celebrating today joined the Public Service of the Western State while majority of them were employed by the Old Ondo State Government.

Let me there set the mood for this occasion. First welcome His Excellency, the Governor of Ekiti State, Dr Kayode Fayemi, the Chief Host of this occasion and his amiable Deputy. Permit me also to welcome our Special Guests of Honour and their spouses and other invited guests and our friends from in and outside Ekiti State.

There is this story that was told to me by a friend about a Japanese Prime Minister who was given some basic English conversation training before he visited Washington to meet Obama. "When you shake hands with him, please say how are you?" Obama will reply "I am fine and you?" Now you should say "me too" Afterwards, we take over. It looked quite simple but the truth is...When the Prime

Minister met Obama he said "Who are you?" Obama was embarrassed but he still managed to reply with some humour "Am Barak, Michelle's husband". Then the Prime Minister replied "Me too". That is the plight of a man who lacks adequate knowledge of what to say in the public. Ladies and gentlemen, this accounts for

why I have prepared a written address at this occasion, and I do hope that you will excuse my formality at such a relaxed gathering as this.

Today we are celebrating an event that certain as it is for all career public servants, it is attainable only through the grace of God. Yes, retirement is the ultimate in this kind of job that we applied

to do but then how many people can say with all certainty that they would one day on their own retire from service? A full cycle in this job of ours is a record. My own full cycle means 35 years in Service, 60 years of age or an exit at the exalted positions of Head of Service or Permanent Secretary.

The ceremony of today can be said to be long overdue considering the number of our retired colleagues that are being honoured. But even then, that we are

memories of forbearance. We show gratitude for selfless service, gratitude because many of you gave us our happiest moments in the public service. I am sure that many of us will be proud to say that the Service gave us an opportunity to come across many excellent people we probably would not have met. You all belong to this group of excellent people.

Standing here among you this evening reminds me of the early days of Ekiti State. It reminds us of how we all formed into groups with each group attempting to do one thing or the other to move the State forward. It reminds me of the commitment, absolute loyalty and excellent love that pervaded the ranks of all of us then. How I wish we could relive those good old days if only for the sake of unity and progress of the Civil Service.

8. This evening, I do want to say

doing this today, we do it with so much pride, pleasure and gratitude to all of you for the invaluable legacy of service to our dear State.

It is our pleasure because we savour the memories of coaching, the plights of a man who lacks adequate mentorship, knowledge of what to say in the public. Ladies and gentlemen, this accounts for discipline and





how much we have enjoyed having you here. It is possible that we had made all the elaborate preparations and it is equally possible that you might choose not to attend the ceremony. I would like to say thank you to all of you for honouring our invitation.

One thing I like to briefly talk about is the state of our 'esprit-de-corp' which has suffered total abandonment. This virtue had over the years been gradually eroded by greed and selfishness on the part of many of us. This has led to a situation where officers who should speak out their minds could not do so for fear of persecution. It is at this juncture that I like to tell you that our amiable Governor who has shown personal interest in the Civil Service has made service easier for us to operate. He has given us free hands to run the service. He has also availed us the required support; operational and logistic, necessary to make us perform our duties.

I wish to state that the present Administration in Ekiti State is Civil Service friendly and this is demonstrated by the prompt approval given for the hosting of this ceremony by His Excellency, the Governor, in the first instance, and the deliberate strategic efforts made to improve the welfare and the competencies of the Civil Service in the following areas:

I. introduction of the Civil Service Transformation Strategy to re-engineer the Civil Service with the focus on merit-based appointments to

positions at different levels; and Members of Boards, ii. clearing of all outstanding Commissions and Parastatals, promotions of Civil Servants up to under the present political year 2010; dispensation. Mr Governor sir, we are iii. re-invigoration of training and re- grateful. training of the Civil Servants with the effort to carry out Training Need Assessments (TNA) for strategic Training Policy in the State; Beyond this, there has been an aggressive provision of working tools ranging from vehicles, Office furniture and equipment for the entire Civil Service to enhance its iv. restoration of both car and housing advances to workers; performance, in addition to the efforts to fully complete six of the State Secretariat v. release of 2 new luxurious buses to ease the transportation challenges of Civil Servants to and fro buildings with full furnishing. their work places;

It is therefore important to state that the Civil Service should reciprocate these kind gestures of Government by embracing hard work and supporting the transformation agenda of the State Government with a view to accelerating the development of the State. We have no reason to fail, rather we need to summon courage to face the challenges placed on us to develop our dear State.

**“ It is our pleasure because we savour the memories of coaching, memories of mentorship, memories of discipline and memories of forbearance. We show gratitude for selfless service, gratitude because many of you gave us our happiest moments in the public service.**

**I am sure that many of us will be proud to say that the Service gave us an opportunity to come across many excellent people we probably would not have met. You all belong to this group of excellent people. ”**

vi. For the first time in the history of Ekiti State, Mr Governor approved that retired Permanent Secretaries should be given their official cars as parting gifts. Suffice it to say too that retired Senior Civil Servants are given prominent appointments as State Commissioners, Chairmen While I was in school, we were told that a good speech had a beginning and a conclusion placed not far apart. Are you asking about the points I had to make? Well, it is simply to welcome everybody to this occasion and to enjoin you all to relax and enjoy yourselves this evening. Thank you and God bless

I hope that any expression of appreciation from us to you for your contribution will never be out of place.



# EKITI AND THE NEW KNOWLEDGE ECONOMY

By Foluso Daramola, (Bsc, MBA, PGD Comp, cna, mncs, mcpn)

**INTRODUCTION:** If there is anything that is more paramount to the Fayemi-led administration, it is its determination to record a very high mark on its 8-point Agenda. The Agenda seeks to drastically improve the economic, social, cultural and political milieux of Ekiti through silent but radical transformation of the public service in order to drive a solid but steady social and infrastructural development. Fortunately, the administration did not lose sight of a key catalyst for the rapid transformation of most economies; that is, the steady and structured development of *knowledge economy*.

## THE KNOWLEDGE ECONOMY:

There is no doubt that Information and Communication Technology has had a revolutionary impact on the development of all economies; much greater impact than the industrial revolution.

- It has led to profound changes in the way we live and work,
- It has brought about "the death of distance",
- It is ensuring that those without ICT skills are increasingly finding it difficult to operate.

## THE UNIQUE FEATURES OF THE NEW KNOWLEDGE ECONOMY

- It is referred to as the Information economy; Digital economy; Post-Industrial economy,

- Driving forces are Globalization, Information/Knowledge Intensity and Explosion of Networking and Connectivity, except in a few sectors, Nigeria was making efforts to transform into the new knowledge economy. Thanks to some efforts at the Federal level and the private sector, things are changing. The following efforts are worthy of note:
  - Reform of the telecommunications sector has brought about improved teledensity;
  - Federal Government has formulated a national IT Policy and the National Assembly has passed the IT Bill;
  - Plans to establish a world class IT and Biotechnology Park in Abuja to be known as Abuja Technology Village (ATV);
  - The establishment of the Ministry of Information Technology
  - Improved technology in the financial sector etc.

**“**There is no doubt that the new digital channels allow for participatory governance, better citizen engagement, greater transparency and openness using these media that can be vetted by any citizen. It is therefore a highly interactive website, with the prevalent use of integrated texts, photo and video materials. This enables users to interact with content more intuitively.**”**

- In a predominant knowledge economy, most workers are Information & Communication (I&C) compliant.

## NIGERIA AND THE NEW KNOWLEDGE ECONOMY

Until recently, Nigeria had one of the lowest teledensities in the world, a very poor ICT infrastructure, and one of the lowest Internet penetration densities in the world. With deteriorating

## EKITI ON THE MOVE

In spite of the fact that Ekiti State was one of the first states to install a V-Sat for internet access under the National Public Service Network in 2003, very little was done over the years to improve on the initial euphoria to embrace information technology. At the inception of the present administration, most of the ICT infrastructures were either not functioning or out-dated. One of the promises of the Fayemi-led Administration in Ekiti State is to use ICT for rapid transformation of all sectors. To deliver on this promise, the Government immediately put in motion steps to bring about a rapid transformation of the ICT sector. One of these is the engagement of



# DEVELOPING POSITIVE ATTITUDE TO WORK

- By TEMIDAYO AJAYI

Asst. Chief Executive Officer General Administration Department of Governor's Office, Ekiti State

**A**TTITUDE: Attitudes are reasonably good prediction of behaviour. Positive attitude helps to predict constructive behaviour while negative attitude produces undesirable behaviour. Therefore a positive attitude is the foundation of a successful life.

According to Oxford Advanced Learners' Dictionary, Attitude is described as follows:

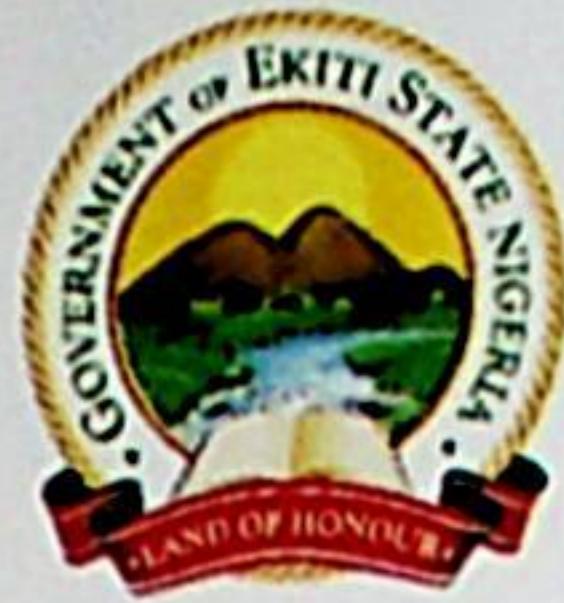
- i. the way you think and feel about something or an issue.
- ii. the way you behave towards others
2. Put differently, attitude is the ability of responsiveness to societal changes which can be categorized into two, namely: Positive Attitude and Negative Attitude.
3. Positive Attitude creates an enabling environment for maximum productivity at the work place for the overall attainment of the objectives of the organization in line with the set rules and regulations. While on the other hand, Negative Attitude retards effective service delivery of the organization.
4. Therefore, in the Civil Service, there are norms (dos and don'ts) in accordance with the extant rules and regulations that guide the daily activities of government. These include but not limited to the following: Punctuality, Loyalty to constituted authority, non-partisanship, obedience to instructions to mention but a few. These are some of the attributes that make Civil Servants develop positive attitude to work for enhanced performance.
5. "Developing Positive Attitude to Work" in respect of Clerical and ancillary operations, control and direction of the operators- the Clerical Staff are responsible for the receipt and keeping of records and for supplying promptly and efficiently to officers informative data on which administrative decisions and actions are wholly rested. The office must therefore remain a cardinal interest to all the Officers who are engaged in one way or the other in the general process of administration.
6. Since the Public Service is the nerve centre and the hub of governance, it therefore plays a significant role in efficient service delivery. In essence, the basic role of the Public Service is to put into effect, the plans, programmes and the policies as decided upon by the Government. The efficiency of each Office and its staff must be judged by how well they help in making these policies effective.
7. A good human relationship midwives a high level of positive attitude to work. Unpleasantness in personal relationship is the source of many and varied troubles in the Public Service. Therefore building and keeping pleasant relationship with fellow workers is largely a matter of cooperation. Unpleasant people are universally disliked for their unwillingness to help others, particularly when they could do so without suffering any inconvenience. Pleasant people would have others cooperating with them.
- MORALE AND EFFICIENCY**
8. For the attainment of Positive Attitude to work in this 21st Century, all hands must be on deck. Morale or "esprit de corps" is the common spirit or mental condition pervading the members of the same setting or constituency like ours in the Public Service. Good morale is characterized by enthusiasm, cheerfulness, loyalty and confidence at work place. It enhances efficiency of any organisation when we have good relations with management team, colleagues and subordinates. Since we take pride in belonging to an efficient organisation, the formula usually works with effective service delivery of high efficiency that create room for high morale.
9. The following are the sources of good morale in an organization:
  - i. full appreciation of the level of work done
  - ii. Management by example
  - iii. Show of hospitality
  - iv. Job security
  - v. Living wages
  - vi. Job satisfaction
  - vii. Promotion and advancement
  - viii. Loyalty
  - ix. Good working relationship
  - x. Tactfulness and considerate method of maintaining discipline.
10. At this juncture, it is pertinent to say that most of the Office problems are personality problems. These must be avoided if good morale and high efficiency are to be achieved.
11. **BASIC ELEMENTS OF POSITIVE ATTITUDE TO WORK**



- i. **DILIGENCE** Learn the rules and regulations (Written and Unwritten) of the Civil Service. Obey and apply same in your daily routine.
- ii. **DEPENDABILITY:** If your supervisor and your associates can count on you to be dependable, the whole organization will run more efficiently. Consequently, others will follow your example
- iii. **DON'T BE TOUCHY:** An over-sensitive employee can be quite problematic for his supervisor and fellow-workers. Avoid unnecessary frictions.
- iv. **AVOID GOSSIP:** Gossiping is a universal pastime that often threatens office efficiency and destroys genuine office friendship.
- v. **SHOW INITIATIVE:** Don't be satisfied to do the minimum of work required, in any manner that is acceptable. Look for ways to be more useful, to do a better job. Your supervisor will discuss your ideas with you and help you develop those which can be put into effect.
- vi. **BE FRANK ABOUT ERRORS:** Now and then, you will make mistake, and the best things to do is to correct them as soon as possible, seeking help in doing so if necessary.
- vii. **BE COURTEOUS:** Life is more enjoyable for all, and a good deal more productive, if we show consideration through simple courtesies of words and deed.
- viii. **PROMPTNESS:** Promptness in completing assigned work, promptness in responding to a call or enquiry. Your performance will be judged on speed as well as quality.

#### RELATIONSHIP WITH THE PUBLIC

- 12. When members of the public come to your Office, write to you, or talk with you on the telephone, you have an opportunity to impress them with your efficiency and desire to be of service. Good public relations means obtaining the goodwill of the public. Goodwill is based, firstly, on good works; secondly, on good words; It must grow from an honest effort to serve. It must stem from a genuine sense of urgency. It must contain a liberal dose of humility. It must be earned. How then can all these be accomplished? Every government employee should do outstanding work, so that the calibre of service, rendered to the public would be the basis for public approval.



## THE TEXT OF A SPEECH PRESENTED BY

COMRADE OLAIYA RAPHAEL KOLAWOLE

The State Chairman TUC, Ekiti State Council  
ON THE OCCASION OF THE 2012 MAY DAY CELEBRATION

Protocols,

I want to welcome everyone to this year's May-Day Celebration.

It should be stressed that Nigeria is a blessed country; richly endowed with both human and mineral resources; the envy of many nations of the world. Nigeria is God's own country, destined to be great and to hold her own among the developed nations of the world. But what do we see? Despite the array of human intellectuals; notwithstanding the fact that Nigeria is the most populous black nation in the world; in spite of the fact that natural endowments and favourable climatic conditions permeate the land, the country is still in the doldrums after fifty years of independence, grappling with insecurity and inability to meet the basic socio-economic needs of the citizens.

Suicide bombings here and there in the Northern part of the country by the dreaded Boko Haram Sect, kidnapping of citizens and foreigners alike; innumerable armed robbery cases all over the land. Today's forum gives Nigerian workers and the entire populace of the country a rare occasion to have sober reflection on the happenings in the country in recent times.

The spate of insecurity across the assemblage of diverse ethnic groups called Nigeria is enough reason for many in the positions of leadership to have thrown in the towel.

The 1999 Constitution of the Federal Republic of Nigeria, Part II relating to the



Fundamental Objective and Directive of State Principle provides in Section 14(2) (c) that "the security and welfare of the people shall be the PRIMARY purpose of government". Without mincing words, the insecurity in the country is an evidence of failed responsibility of the government. The resurgence of different militant and terrorist groups in the country does not only threaten the peace, but the sovereignty of the Nigerian nation. Where do we go from here? Is Nigeria a failed State? Should Nigeria be a failed State? What has gone amiss?

Many have adduced different reasons for this menace; some believe ethnicity,

religious diversity, poverty, etc. are major causes of this problem. The theme of this year's May-Day celebration "Right to Work, Food, and Education: A Panacea to Insecurity", is very apt and if the nitty-gritty is addressed, Nigeria may as well, be on the way out of insecurity and socio-economic failure.

### THE RIGHT TO WORK

The right to work is a constitutional right and it is also entrenched in the Labour Act. Unemployment is one of the sources of insecurity and a very critical problem that we are facing in the country today. The unemployment rate in Nigeria is high and this constitutes a security threat.



The phrase "the right to work" was coined by the French Socialist leader, Louis Blanc during the social turmoil of the early 19th century and rising unemployment in the wake of the 1846 financial crisis which led to the French Revolution of 1848. The African Charter on Human and People's Rights recognizes this right in Article 14, provides that;

"Every individual shall have the right to work under equitable and satisfactory conditions, and shall receive equal pay for equal work"

Also, Article 23(1) of the Universal Declaration on Human and Peoples Rights provides that:-

"Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment"

Despite the fact that Nigeria is a party to all these Declarations, unemployment is on the high side. Therefore, all the stakeholders; the executive, the legislative and the judicial arms of government should rise to the occasion in finding a lasting solution to this menace. By this we mean government should make work available to everyone desiring to work.

#### RIGHT TO FOOD

The right to food is a human right that protects the right of all human beings to live in dignity, free from hunger, food insecurity and malnutrition. This right is protected under International Human Rights and Humanitarian Law. Economic, Social and Cultural Rights Committee (ESCR) in its general comments said inter alia that "the right to adequate food is realized when every man, woman and child in a community with others have physical and economic access at all times to adequate food or means for its procurement".

Therefore, the Alimajiris, Area Boys, Egbesu Boys, numerous touts who are ready made tools of all kinds of crimes should be given adequate attention in this regard. Here we want to say that the Federal, the State and Local Governments should ensure that agriculture, particularly food production is accorded priority.

#### RIGHT TO EDUCATION

Prof. Pat Utomi in a statement said that: "Development must be built around institutions which are important for growth. Investment in human capital is also essential, making right policies alone may not bring about development". He stressed further that "the wealth of the nation must be based on human capital.

In Ekiti State, Education is the legacy that the government is working hard to sustain and promote. The Laptop computers distributed to all teachers and students of secondary schools in the State is a testimony to the commitment of the administration to expose them to global trends which would develop them and make them compete with their colleagues anywhere in the world. In addition, the effort of the government is also appreciated for making funds available to schools for infrastructure and renovation.

However, adequate manpower training should be embarked upon to enhance teachers' performance in such a way that the noble profession will be dignified.

I want to commend His Excellency, Dr. John Kayode Fayemi for his labour-friendly posture since inception as regards workers welfare most especially in relation to the commencement of the New Tax Law, as approved by the Federal Government. The new Tax Law will improve the living standards of workers. We want to urge all and sundry on the need to pay tax for socio-economic growth and development of the country.

We should note that taxation is not an imposition but a necessary contribution on the part of the citizens for the growth and development of the country.

We also laud Governor Fayemi-led Administration on the following:

- Promotion of workers as at when due
- Prompt payment of salary.
- Payment of minimum wage to workers in the State
- Job creation for the youth through volunteer scheme
- Provision of infrastructure to communities
- The Urban Renewal programme of the administration
- The Social Security Scheme, etc. all of which are aimed at improving the welfare of the people.

I cannot end this May Day address without paying tribute to our departed colleague, (the NULGE Chairman, Comrade Ayo Afolalu). May his soul rest in peace. I want to enjoin NULGE EXCO not to relent in its effort at ensuring that the legacy or the mission of this fallen hero is sustained. Let our solidarity be forever even to the living and the dead!

I thank everyone for listening and for the confidence reposed in us to serve.

COMRADES, THE STRUGGLE CONTINUES AND VICTORY IS SURE!

LONG LIVE THE FEDERAL REPUBLIC OF NIGERIA!

LONG LIVE EKITI STATE!!

LONG LIVE GOVERNOR KAYODE FAYEMI!!!!

LONG LIVE TUC!!!!



# HEALTH SECTOR

**H**ealth is wealth, thus a healthy nation could be said to be a prosperous nation. It is therefore in recognition of the importance of health that Governor Kayode Fayemi on his inauguration on October 16, 2010 announced Free Health Service as part of the 8-point Agenda of his administration.

The health component of the Agenda seeks to ensure that essential health services are provided to vulnerable groups and to increase immunization coverage of the people of the State.

## FREE HEALTH PROGRAMME

On July 1, 2011, the State Government launched the Free Health Programme for the delivery of high quality health service. The targeted groups are children, pregnant women, the physically challenged and senior citizens from 65 years and above. The Free Health Programme is currently accessed from 35 Primary Health Care facilities with two health facilities in each Local Government Area.

Under the Free Health Programme, the General Hospital in each Local Government Area serves as referral centre. As at May 2012, over 60,000 persons have

benefitted from the Free Health Programme while over N114 million was released for the procurement of drugs and, ancillary equipment during the same period.

In addition, the Central Medical Stores – Unified Drug Revolving Fund – took delivery of drugs and consumables worth over N40, 356,637.50 to ensure availability of genuine drugs in the State. Furthermore, over 4,000 health workers have been exposed to various training courses while additional seven Ambulances have been purchased to strengthen the State Ambulance Service.

## FREE HEALTH MISSION

This is designed to consolidate the Free Health medical intervention to all residents of the State. Under this initiative, patients are screened and treated by medical personnel in large numbers offering services which include surgical festival for Hernia, Fibroid, Goitre, Cleft lip and palette deformities. Others are out-patient, dental, eye care, health promotion, simple emergency and provision of essential drugs. It is worthy of note that this mission has brought succour to over 220,000 persons.

## MEDICAL ASSISTANCE

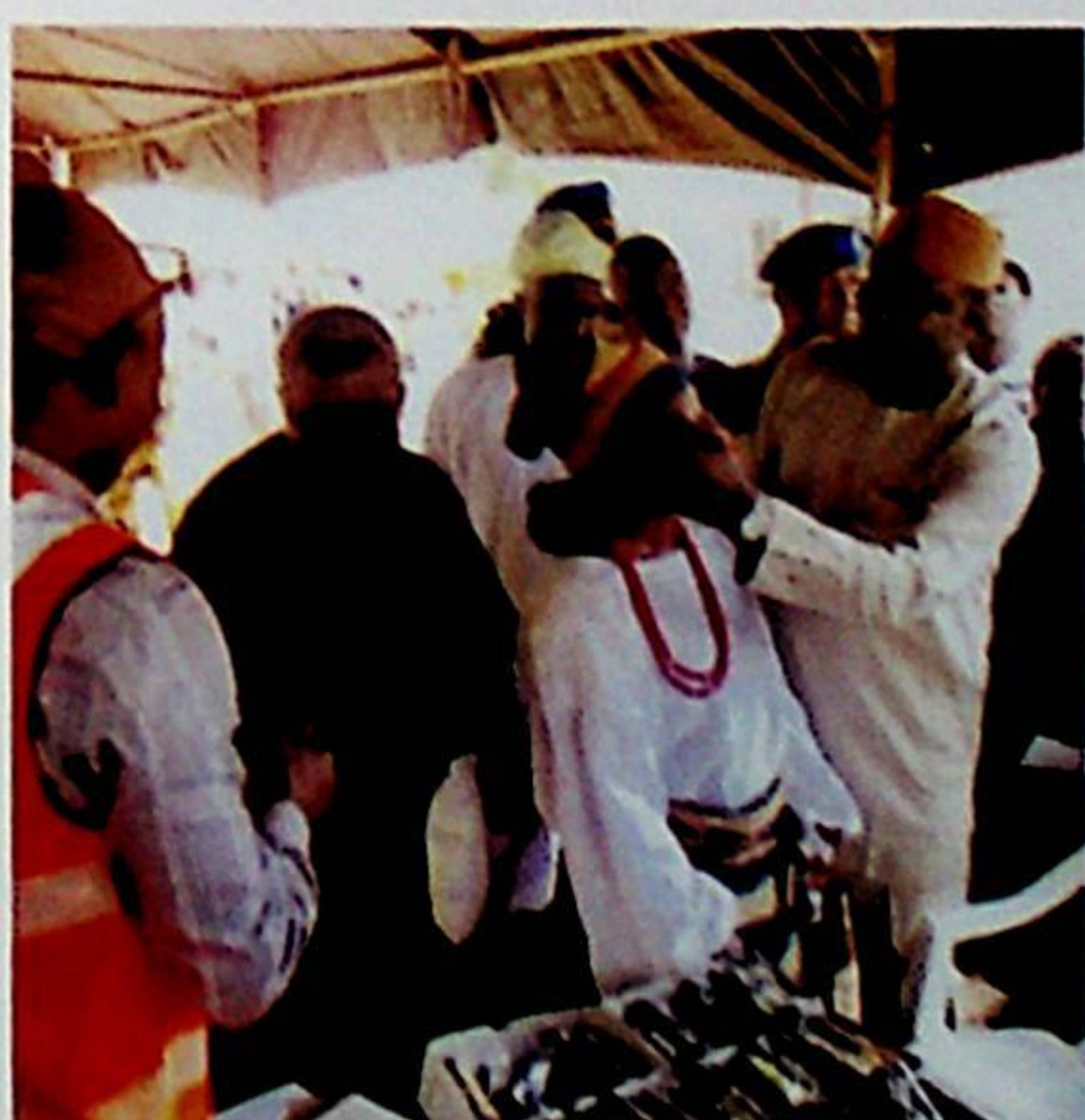
Apart from free health care, Government has continued to give assistance to indigent and needy patients to defray the cost of medical services while prosthetics and other aids materials have also been distributed to the physically challenged.

## SECONDARY AND TERTIARY HEALTH

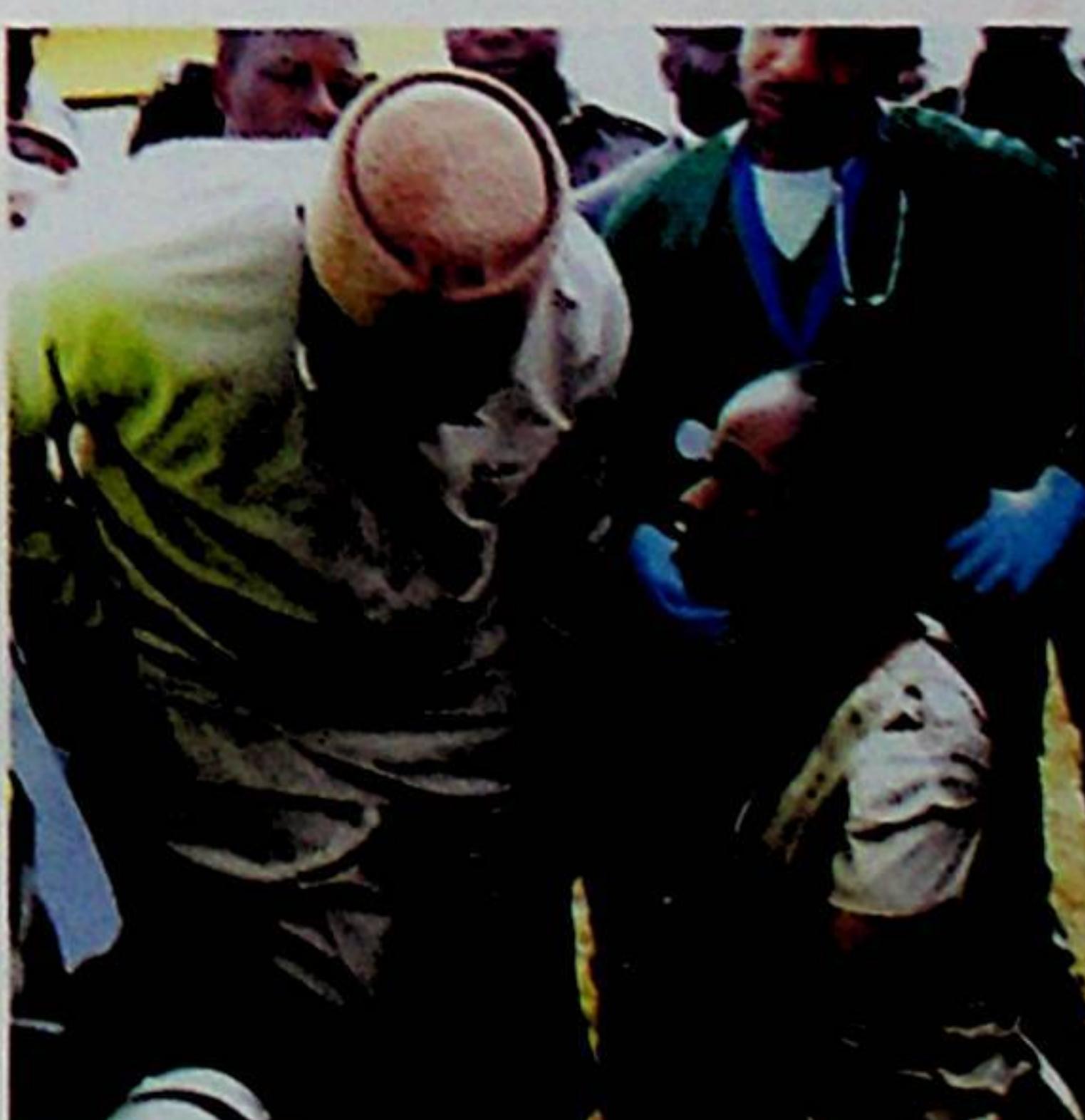
Fund has been provided for the following:

- Equipping of Laboratory extension block and new accident emergency block at the University Teaching Hospital;
- Procurement of CT Scan Machine
- Renovation of existing structures;
- Renovation of Central Sterile Department;
- Vaccination of children in boarding schools against typhoid;
- Upgrading six secondary health facilities across the State;
- Sensitization on basic hygiene.

In conclusion, there are plans to complete the Oba Adejugbe Hospital Complex in Ado Ekiti and improve its facilities to meet the desired standard.



Mr Governor helping a beneficiary of the free health mission with a pair of slippers.



The listening Governor with a physically challenged before the presentation of an artificial limb.



Dr Fayemi Immunising an infant

**A**t the inception of the Kayode Fayemi - led administration, the education sector was in shambles. The poor performance of students in national examinations was an embarrassment and a great disservice to Ekiti State reputed for its intellectual prowess. Determined to reverse the declining trend and regain its past glory in education, the State Government set up a Task Force/Visitation Panel and thereafter convened an Education Summit. The following actions aimed at restoring lost glory of education in Ekiti have been taken:

#### PRIMARY EDUCATION

- Introduction of incentives for teachers in the rural areas to address uneven distribution of teachers
- Introduction of vehicle and housing loans for teachers
- Stoppage of automatic promotion of pupils and teachers
- Commencement of Unified Primaries 3-5 promotion examinations
- Construction of 310 classrooms.

- Provision of 200 motorcycles for teachers in the rural areas to ease their transportation problems.

#### SECONDARY EDUCATION

- Enrolment pegged at 40 students per class
- Introduction of sanctions to check truancy and absenteeism
- Operation Renovation of All Schools
- Introduction of Special Allowance for Science Teachers, Special Education Teachers and Teachers in Rural areas
- Resuscitation of car and housing loans
- Capacity building for Teachers.
- Purchase of 32 new cars for Area Education officers and Education Secretaries to enhance the inspection of schools.
- Distribution of 10,000 laptop computers to secondary students and their teachers.
- Provision of Braille computers and instructional materials for the physically challenged.
- Distribution of 100,000 school

bags for pupils/students.

- provision of free textbooks in core subjects to primary, secondary and technical colleges while the school libraries are being equipped.

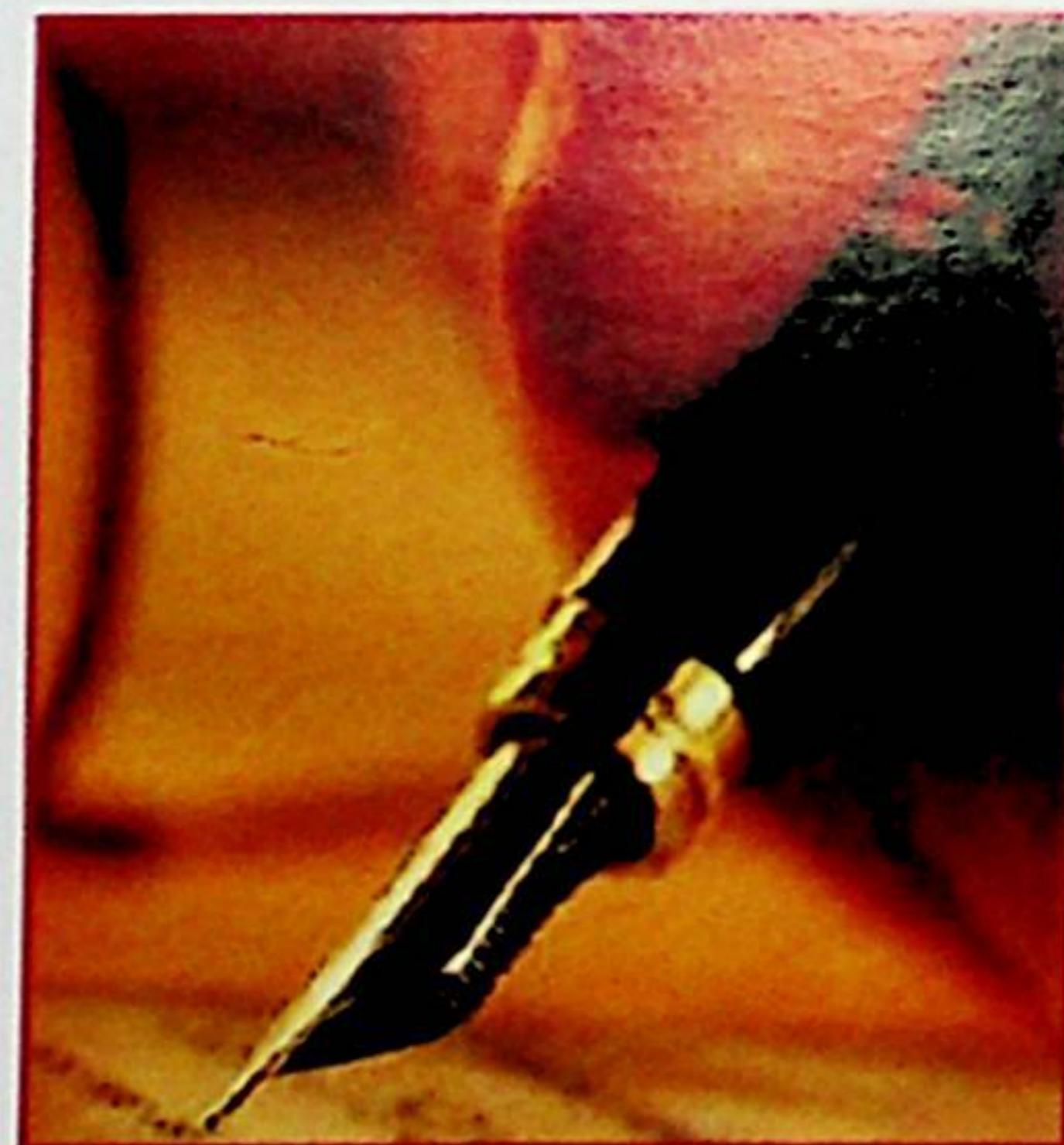
#### TECHNICAL EDUCATION

- Harmonization of Technical Colleges for improved performance.
- Establishment of Life Academies in each Senatorial District to serve as centre school for training graduates in ICT, writing, profile building and leadership among others.

#### TERTIARY EDUCATION

Improved funding of Ekiti State University, Ado-Ekiti and College of Education, ikere Ekiti.

# EDUCATION SECTOR



Gov. Fayemi presenting a computer set to a physically challenged student



Mr Governor launching the Laptop Computer Project for secondary school students



Dr Fayemi assisting a secondary school student with one of the school bags distributed by the state government to students in public schools



# SECTOR

# AGRICULTURE

**C**onsidering the agrarian nature of the State, Governor John Kayode Fayemi, with a view to sanitising the sector, paid all counterpart funds to various bodies/stakeholders in agriculture to enable the state get all grants and assistance due to it.

In addition, the administration took steps to revamp agricultural sector with the release of the sum of N6million to the State Ministry of Agriculture to refurbish its grounded tractors and N45, 015,000 to procure additional 14 tractors.

In a similar vein, government introduced YOUTH IN COMMERCIAL AGRICULTURE DEVELOPMENT (YCADC) aimed at increasing employment opportunities for youths, promoting high value crop production, processing and marketing to increase the Internally Generated Revenue (IGR).

Under the YCAD, a total of 150 young graduates were engaged to work in 2,500 cleared and prepared hectares of land across the State. About a billion naira has been set aside for the programme. Each of these young, enterprising entrepreneurs would cultivate between 15 and 20 hectares of land of cassava. The purpose is to gradually replace the ageing farmers with these young farmers.

Another laudable programme of Mr.

Governor geared towards making life better for farmers is the introduction of Growth Enhancement Scheme (GES). This initiative is to enable government deal directly with practising farmers through input subsidized farming.

About 64,000 farmers were registered in the State under the scheme. In order to achieve the primary motive of setting up the scheme, E-wallet was introduced through the use of the GSM by farmers for redemption at 16 various designated centres across the state where seeds and fertilizers are being sold by licensed dealers at 50% subsidy. This initiative has been very successful and effective and has equally reduced fraud in its distribution of seeds and fertilizers.

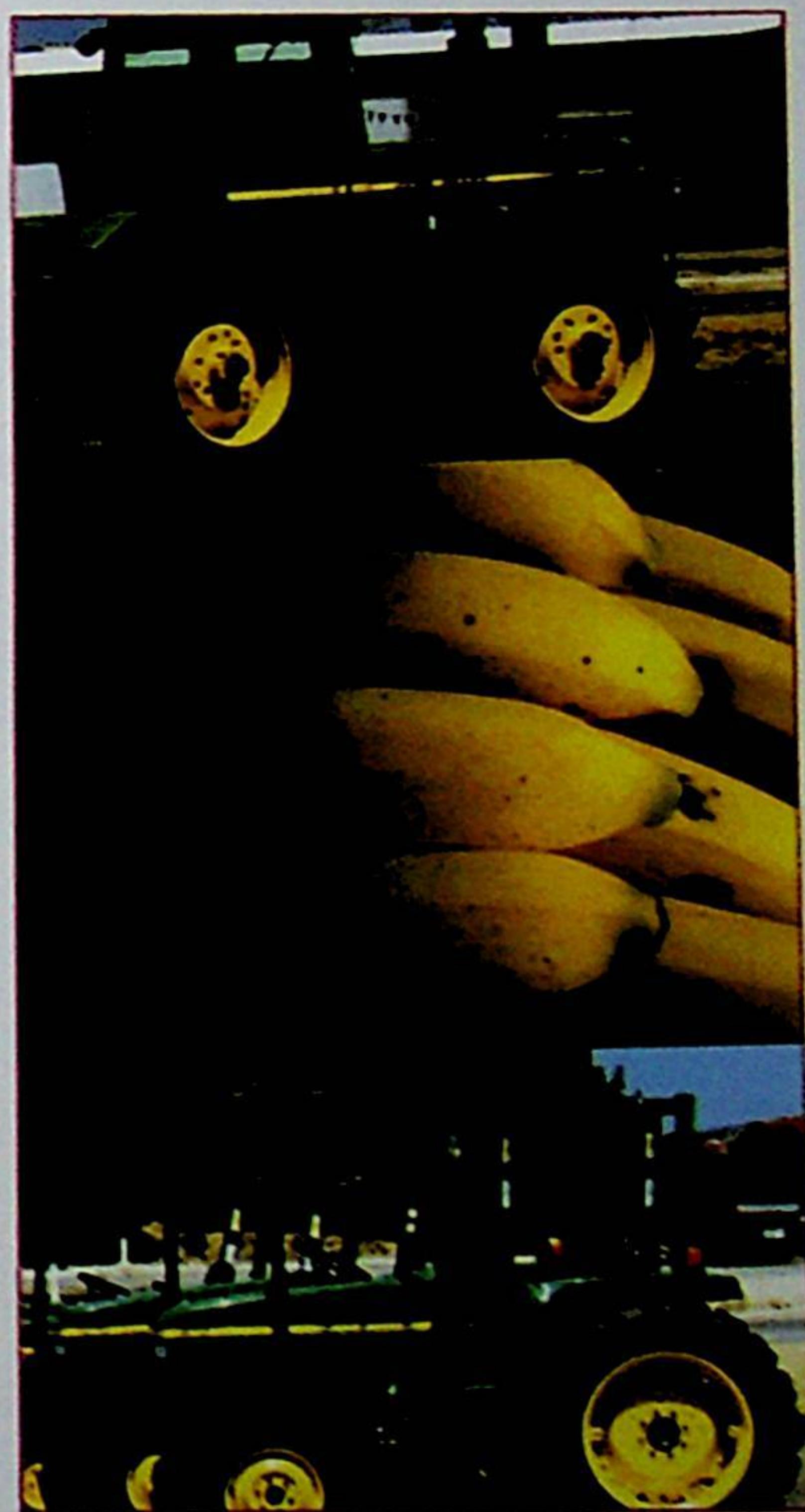
The state government also released the sum of N19 million for the procurement of agricultural implements to aid mechanization while funds was released for servicing tractors

The hitherto moribund farm settlements at Orin-Ekiti in Ido/Osi Local Government, Igede in Irepodun/Ifeopodun Local Government; Eporo in Ise/Emure LG, Odo-Owa Ekiti in Ijero Ekiti LG; Ipa and Oke-Ako Ekiti in Ikole LG are now alive with various farming activities. Government has plans of sponsoring some farmers to Indonesia to learn the art of

rehabilitating cocoa plantation.

It is worthy to note that about 677 peasant farmers across the 16 LG Areas had received about N69 million from the Agricultural Production Support Fund. The fund is interest free payable in 3 years.

There is an existence of three grain processing factories in Ekiti State and they are located at Eporo, Ijero and Orin-Ekiti. Also the facility at Ikere-Ekiti which is expected to process food items like plantain and cocoa has been handed over to Spectra.



Gov. Fayemi receiving water Mellon from a farmer at Orin farm Settlement



Mr Governor inspecting agricultural products at Orin farm Settlement



Dr. Fayemi carrying a cassava tuber with the Agric Minister, Dr Akinwumi Adesina in native attire



In its bid to establish optimum communities which will in turn improve citizens lives and as well attract investment opportunities, the state government has recorded giant strides in the following areas.

#### — ROAD PROJECTS

#### TOTAL LENGTH OF MAJOR ROADS

#### IN EKITI STATE

**- 3,283.991km**

comprising of:

- i. Federal Roads - 332.30km
- ii. Ekiti roads - 1002.591km
- and 40%

iii. Local Government roads

-1949.10km 60%

| S/N | JOB SPECIFICATION                                     | LENGTH   | DATE OF AWARD | %COMPLETION AS AT DEC, 2012 |
|-----|---|----------|---------------|-----------------------------|
| 1   | Erijiyan-Ilawe Road                                   | 14.3km   | Dec, 2007     | Completed                   |
| 2   | Ijan-Ise Road   | 17km     | Nov, 2011     | Completed                   |
| 3   | Fajuyi-University Teaching Hospital Road              | 1.8km    | Nov, 2011     | Completed                   |
| 4   | Ado-Ilawe Road  | 11.8km   | May, 2011     | Completed                   |
| 5   | Ojumose-Basiri/Police Hqtrs (Iyin Road)               | 4.9km    | Nov, 2011     | Completed                   |
| 6   | Ewu Bridge  |          | Nov, 2008     | Completed                   |
| 7   | Otun-Osun-Iloro Road                                  | 12km     | Dec, 2008     | Completed                   |
| 8   | Ikere-Emure Road                                      | 30km     | Dec, 2007     | Completed                   |
| 9   | Aladesanmi Crescent Road, Ekute Ado                   | 0.6km    | July, 2012    | Completed                   |
| 10  | Rehab. Of failing culverts along Adebayo-Housing road |          | April, 2011   | Completed                   |
| 11  | Ilawe-Igbaraodo-Ibuji Road                            | 17.35km  | Nov, 2011     | Substantially completed     |
| 12  | Ijesa-Isu-Ode road                                    | 10km     | Sept, 2008    | 95%                         |
| 13  | Ikole-Ijesa Isu-Iluomoba road                         | 23km     | Nov, 2011     | 68.00%                      |
| 14  | Ijigbo-Baptist College (Ilawe road)                   | 3.62km   | Nov, 2011     | 73%                         |
| 15  | Ikere-Igbaraodo road                                  | 19.6km   | Nov, 2011     | 58.70%                      |
| 16  | Ado-Afao road   | 11km     | April, 2011   | 91.50%                      |
| 17  | Oye-Ikun-Otun road                                    | 41.35km  | Nov, 2011     | 82.36%                      |
| 18  | Ikogosi-Ipole iloro Efon road                         | 24km     | Nov, 2011     | 71.26%                      |
| 19  | Aramoko-Ijero-Ido road                                | 27.4km   | Aug, 2011     | 64%                         |
| 20  | Ado-Iworoko-Ifaki road dualization                    | 19.471km | Dec, 2007     | 67.00%                      |
| 21  | Otun-Osan-Ora Bridge                                  | 9km      | Sept, 2009    | 43.49%                      |
| 22  | Igede-Awo-Ido road                                    | 23km     | Nov, 2011     | 75.00%                      |
| 23  | Ido Ile-Okemesi junction road                         | 8.5km    | Dec, 2008     | 49.48%                      |
| 24  | Illemeso-Omu road                                     | 3.6km    | Dec, 2008     | 30.00%                      |
| 25  | Ikere-Ilawe road                                      | 20.65km  | Apr, 2009     | 10.18%                      |
| 26  | Oke-Iya Sharp Corner, Ara                             | 0.2km    | May, 2010     | 64.00%                      |
| 27  | Wuraola Gomez Street, GRA                             | 0.65Km   | Aug, 2010     | 74.00%                      |
| 28  | Ori-Apata-Adebayo road                                | 2.6km    | June, 2008    | 50.00%                      |
| 29  | Olokuta/Iloro road, Ado                               | 0.736km  | Aug, 2010     | 28.21%                      |
| 30  | Aisegba-Ijesa Isu Road                                | 14km     | Dec, 2008     | 40.07%                      |
| 31  | Old Garage, Ado-Ikere road                            | 13km     | Mar, 2012     | 22.00%                      |
| 32  | Irele-Ponyan road                                     | 9km      | Dec, 2008     | 68%                         |
| 33  | Oye-Are road  | 12.148km | Dec, 2008     | 25.00%                      |
| 34  | Itawure-Okemesi-Osun State Border road                | 15.5km   | Apr, 2007     | 82%                         |
| 35  | Ijero-Ipoti-Ayetoro road                              | 17km     | Mar, 2012     | 45.00%                      |
| 36  | Dualization of Old Garage-                            | 0.8km    | Nov, 2011     | 46%                         |

# INFRASTRUCTURE SECTOR

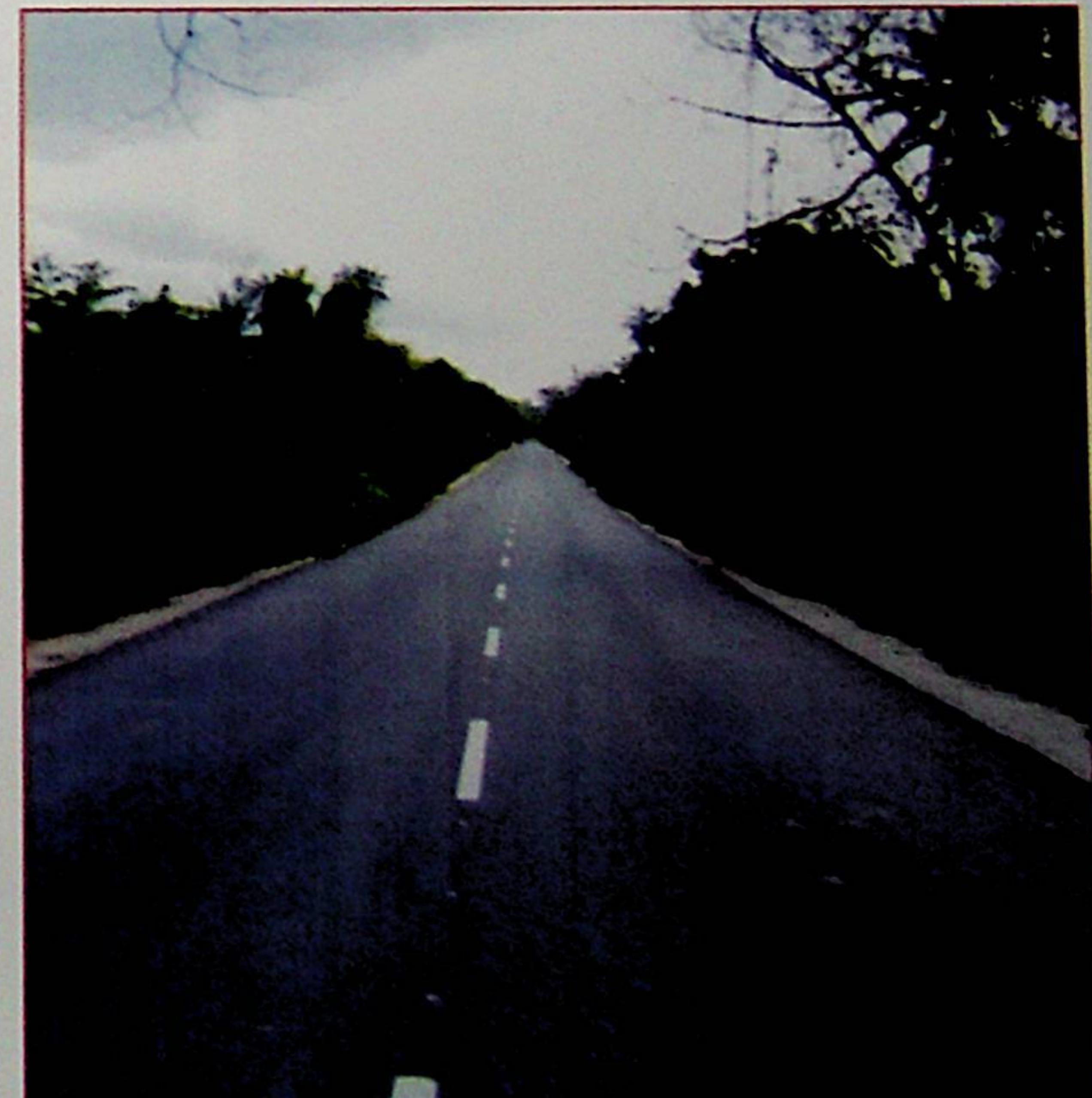
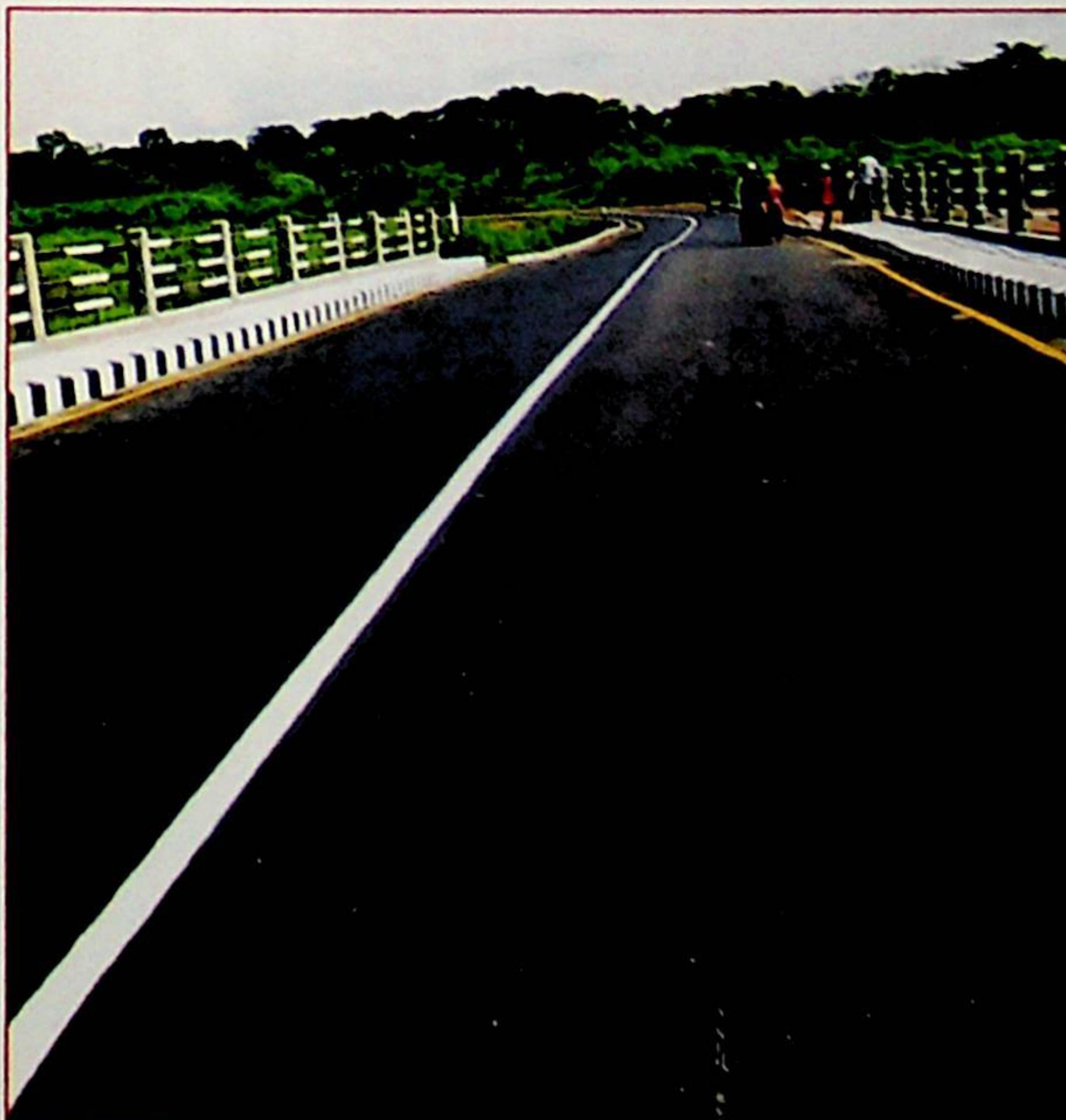


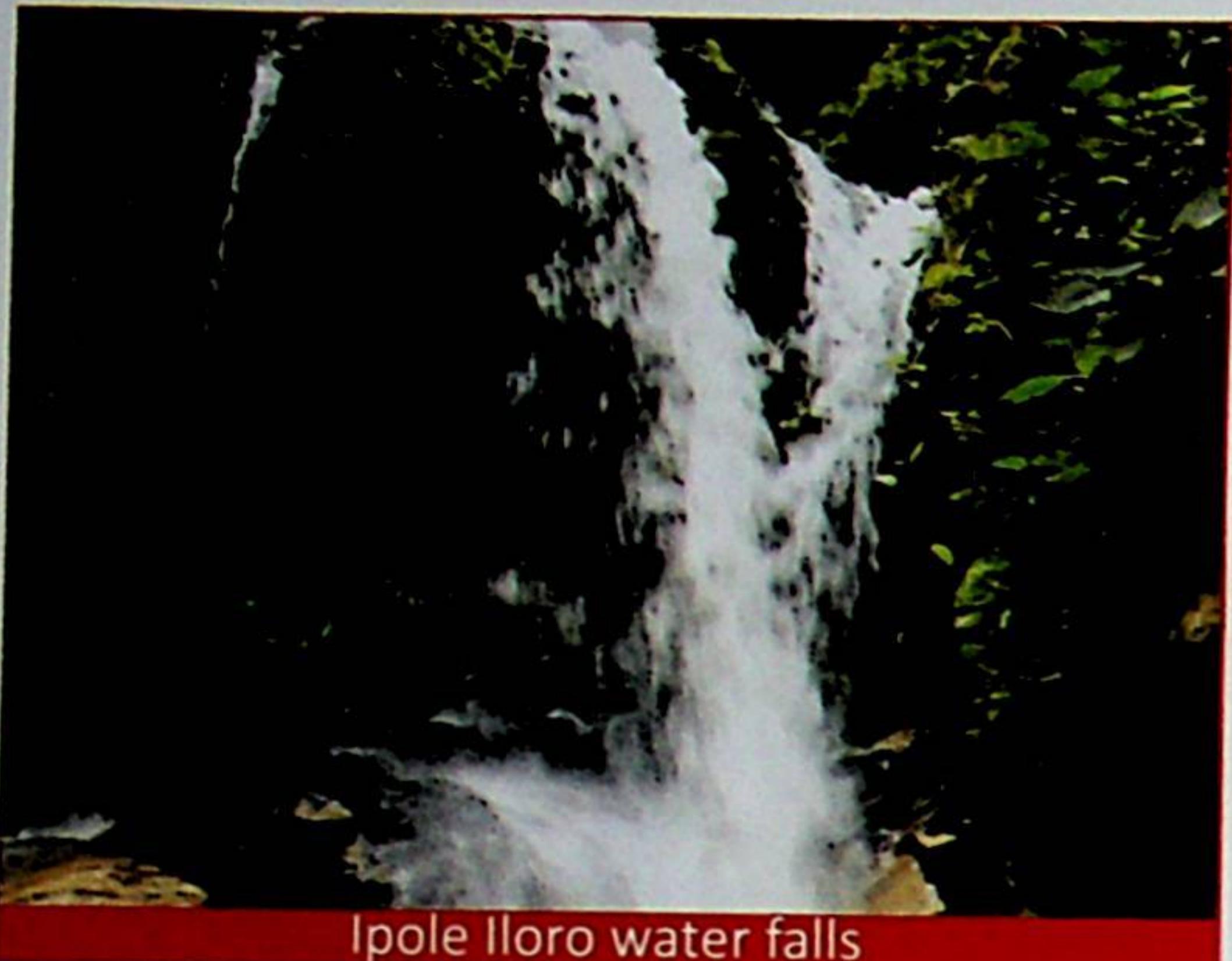
|    |  |                  |            |        |
|----|--|------------------|------------|--------|
| 37 | <b>Dualization of Atikankan-Nitel Baptist road</b>     | 0.9km            | Nov, 2011  | 56.19% |
| 38 | <b>Rehab of Ado Township roads Group A</b>             | 6.87km           | July, 2012 | 60%    |
| 39 | <b>Rehab of Ado Township roads Group B</b>             | 7.77km           | July, 2012 | 21.60% |
| 40 | <b>Rehab of Ado Township roads Group C</b>             | 9.709km          | July, 2012 | 36%    |
| 41 | <b>Erinmope Bridge</b>                                 |                  | July, 2012 | 5%     |
| 42 | <b>Ele Bridge Itapaji</b>                              |                  | July, 2012 | 70%    |
| 43 | <b>Oke-Oro-Ilukuno-Ipoti road</b>                      | 5.3km            | July, 2012 | 15%    |
| 44 | <b>Oke-Ila State Housing and Hope Paper Mills Road</b> | 2.9km            | July, 2012 | 18.91% |
|    | <b>TOTAL</b>   | <b>482.024KM</b> |            |        |

- i. Procurement of spare parts for the refurbishment of the cart moving equipment. This was done with a view to generating revenue through their operations;
- ii. External electrification of the Dayo Fajuyi Government Housing Estate at Ado-Ila road, Ado-Ekiti;
- iii. Installation of traffic lights

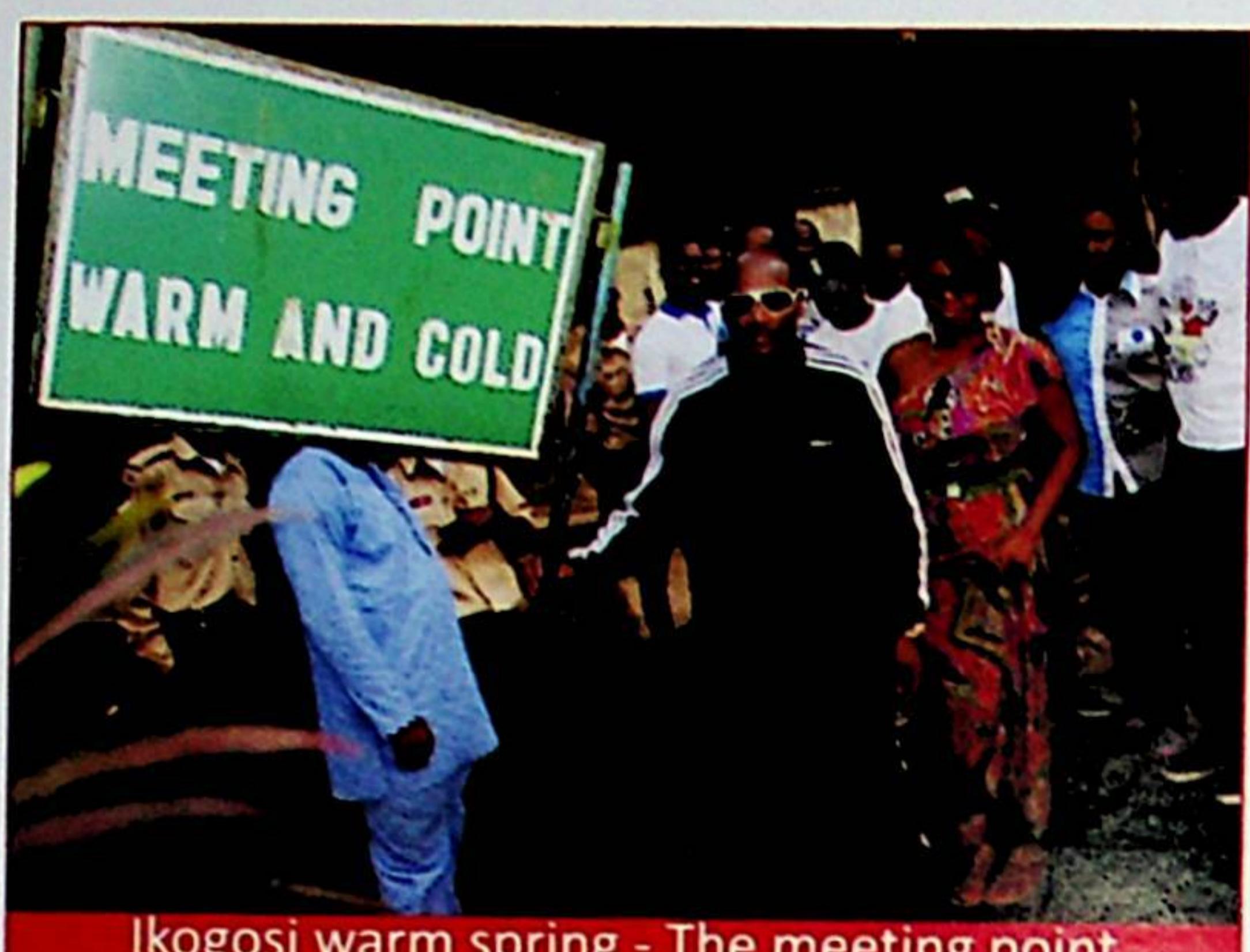
- at five junctions in Ado Ekiti namely; Fajuyi, Okesa, Mathew, Ojumose and Irona Streets;
- iv. The external electrification of Phase V at the State Secretariat Complex;
- v. The external electrification of the General Hospital Ado-Ekiti;
- vi. Procurement of standard laboratory equipment worth N6.64m to be used to

- test road materials;
- vii. Procurement of 100 Suzuki Alto cars and 40 Nissan Urvan Buses worth N653m. These had been distributed to the three transport unions in the State to ease transportation problems;
- viii. Construction of an access road to the Ministry of Works through corporate social responsibility by contractors.

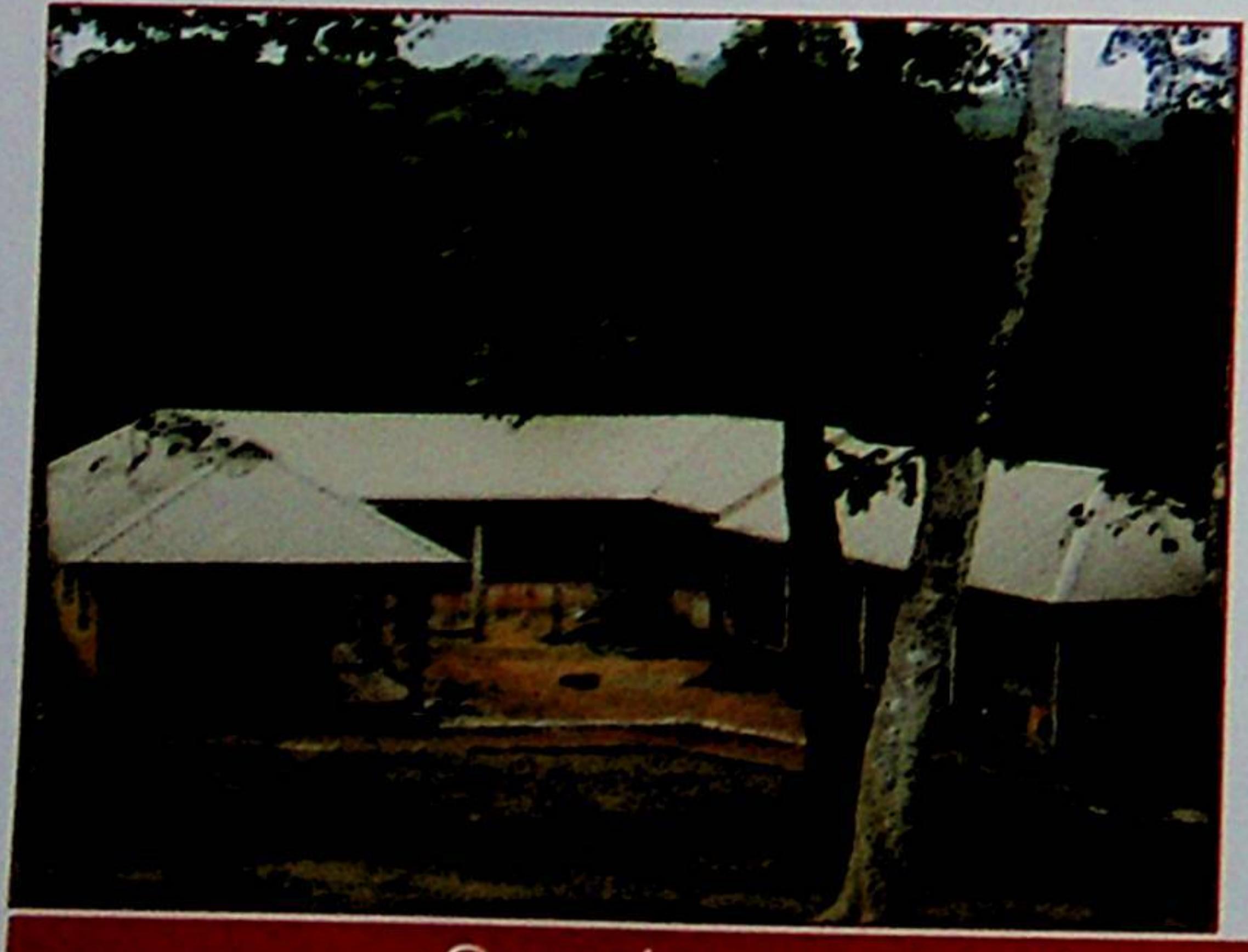
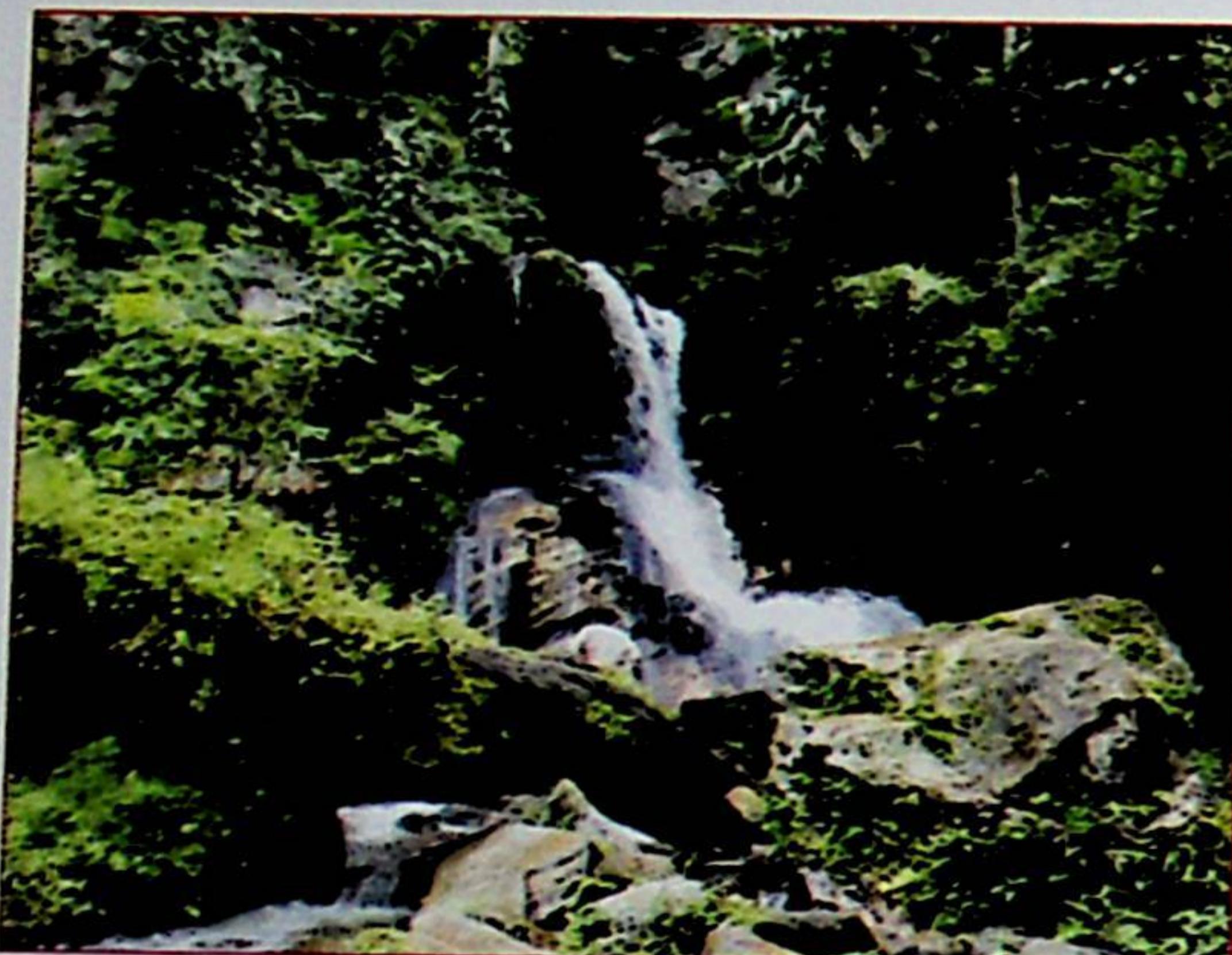




Ipole Iloro water falls



Ikogosi warm spring - The meeting point



Ongoing renovation at Ikogosi Warm Spring

# FAYEMI'S GIANT STRIDES IN TOURISM



## SECURITY AND CONDUCIVE WORKING ENVIRONMENT, THE GIANT STRIDE OF DR J.K FAYEMI LED ADMINISTRATION

The recurring challenges common to all MDAs at the inception of the Administration was the lack of basic office tools and amenities to work with, thereby, leading to low level of productivity and failure to meet up with the demand of the citizenry.

2. The major office tools and amenities which virtually all the MDAs requested for then include among others: office furniture, office equipment, utility vehicles and office accommodation.
3. In consonance with the principles of continuity in governance, the present administration completed and commissioned two of the edifices at the State Secretariat inherited from the past administration. The two buildings are to meet the accommodation needs of MDAs as a means of resolving considerably the accommodation problems confronting the civil service.
4. Within the first year in office,

the present administration procured office furniture and equipment for all MDAs totalling a sum of N169, 034,073.00 and also furnished two buildings at a cost of N145, 193,712.00, all in an attempt to provide a conducive working environment for public servants.

5. As a result of the dearth of functional utility vehicles for MDAs, the administration also embarked on the procurement of utility vehicles and official cars for top government functionaries. The State Government procured Suzuki cars for the Area Education Officers to enhance the proper and effective supervision of schools. It is on record that the present administration surpassed previous governments in the provision of Utility vehicle for the use of MDAs and Public Servants.

6. The administration also procured Mass Transit Buses to

alleviate the suffering of Public Servants occasioned by the removal of fuel subsidy.

7. In the area of security, Ekiti State Police Command took delivery of 2 APC vans from the State Government in order to beef up security in the state and reduce criminal activities. In the same vein, the State Government provided security communication equipment and operational vehicles for the same command in a bid to strengthen the outfit. Equally a central control equipment had been put in place to track all government vehicles against theft. The Central Control device will also be a veritable source of revenue for government because corporate bodies and individuals are to subscribe.



Two APC vans purchased by government to beef up security



A cross-section of office equipment procured by the State Government



A Civil Servant in a conducive working environment



Some of the vehicles purchased by government to enhance service delivery

# 1<sup>ST</sup> OF ITS KIND

EKITI STATE CULTURAL FESTIVAL 2012.....



## CULTURAL FESTIVAL

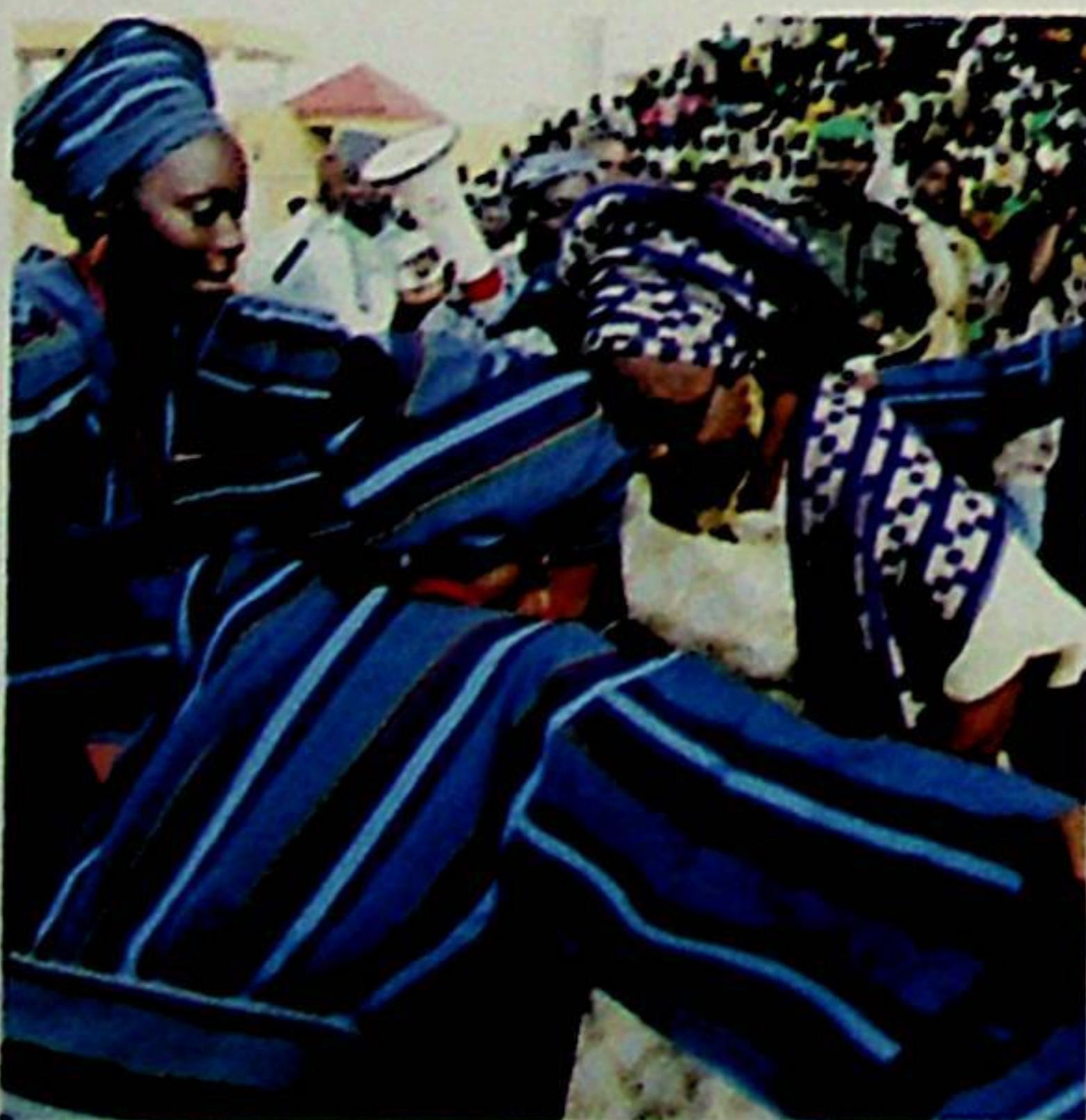
For five days, precisely from September 17 to 21, 2012, the State Capital stood still for various cultural groups from the 16 Local Government areas who converged for the first ever State Cultural Festival. The colourful event was a demonstration of Ekiti State Culture at its best.

The festival was a Cultural Renaissance as it featured all aspects of the rich cultural heritage of the people of the State.

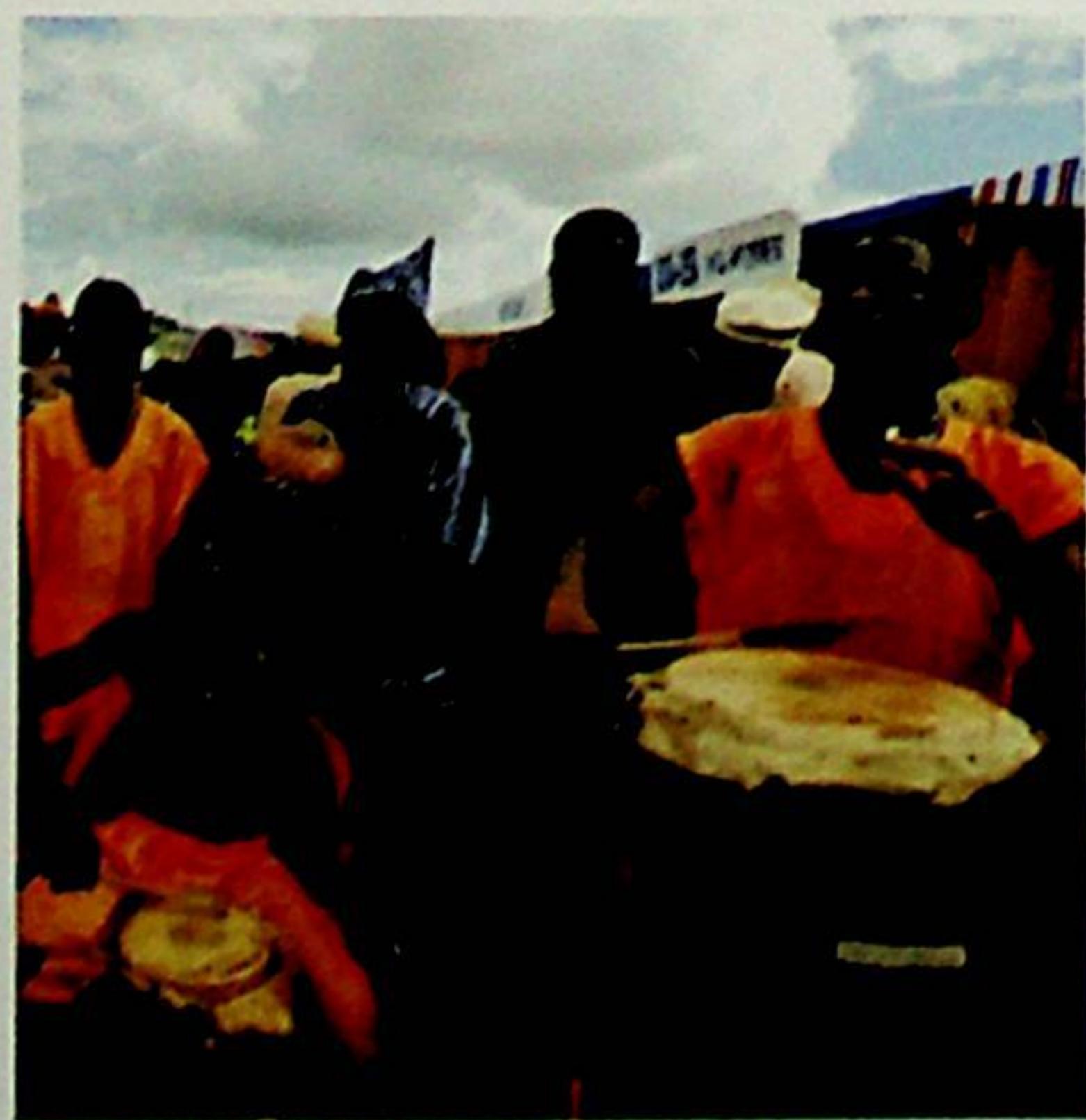
Fountain Bureaucrat brings you highlights of the festival.



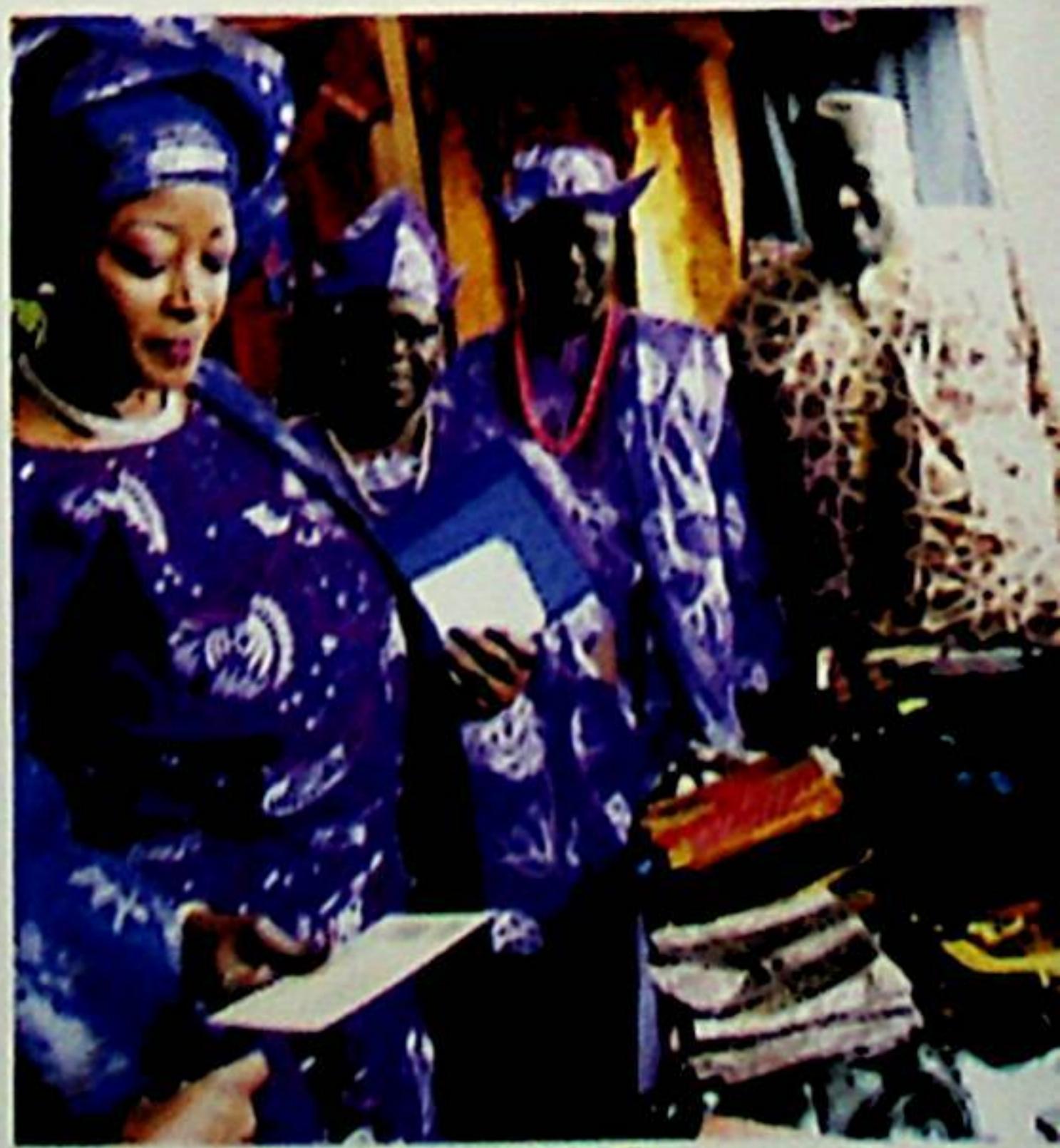
An artiste showing his dancing prowess



The wife of the Governor demonstrating her dancing steps



The drummers exhibiting their dexterity



The Deputy Governor inspecting works of Art



## PLANNING AND PROCESSES INVOLVED IN RETIREMENT

- SOLA OGUNMILUYI

Director, Local Government Affairs, Ministry of Local Government and Chieftaincy Affairs

**A**ccording to the Public Service Rules, one of the ways by which an officer can leave the service is through retirement. An officer can voluntarily retire if he has reached the mandatory age of 60 years. Similarly, an officer can voluntarily retire if he has spent 35 years in active service. Whichever one that comes first would be used to determine his exit from the Civil Service. On some occasions, an officer could be compulsorily retired by his employer in the best interest of the public. In that wise, such an officer may not be up to 60 years of age or spend 35 years in active service. But, he would be entitled to retirement benefits, if he has put in over ten (10) years in the service and has reached fifty years (50) of age provided his retirement is not on ground of serious act of misconduct.

However, an officer would need to process his retirement papers for payment of terminal benefits which include gratuity and pension. The first step is for the retiring officer to collate and collect all his papers/documents and give three (3) months notice to government. Senior Officers on GL.07 and above would forward their request to the Civil Service Commission while Junior Officers on GL.06 and below would forward their notice of retirement to the Office of Establishments and Training for processing. Any notice of retirement that fails to meet the required three months notice will attract a penalty/sanction of forfeiture of one month salary.

Some of the retirement papers/documents include the following:



- a. Open and Confidential files;
- b. Birth Certificate or Sworn Declaration of Age;
- c. Record of Service;
- d. Letter of Appointment or Gazette Publication of First Appointment;
- e. Letter of Confirmation of Appointment or Gazette Publication;
- f. Clearance Certificate;
- g. Clearance Certificate of Non-Indebtedness;
- h. Evidence of last promotion;
- i. Current Personnel Emolument Card/Last Pay Certificate;
- j. Evidence of Transfer of Service (where applicable);
- k. Evidence of condonation and merger of Service where applicable;
- l. Evidence of change of name (where applicable);
- m. Evidence of clearance from the Code of Conduct Bureau.

All the papers/documents are expected to be in order. They must be correct and accurate. For example, there must not be any discrepancies in the date of birth or discrepancies, the Officer, if he is a senior officer would be invited to the Civil Service Commission for interaction on (where applicable); the actual date of birth. The Last Pay



Certificate (LPC) must show the date of last payment concerning the Officer's monthly salary while proforma on officer's leaving the service would show the officer's outstanding indebtedness. Such indebtedness may arise as a result of loans obtained on Land, Housing and Vehicle. All would be calculated and deducted from the Officer's terminal benefits by the Pension Board.

While all the retirement documents are under processing, it is necessary for the would-be-retiree to undergo a pre-retirement course in order to prepare him for post-retirement life. In that wise, it is expected that the retiring officer should spend the first month of the three months notice to attend the course. The Office of Establishments and Training should see this as a challenge and organize training programmes regularly for our retiring officers. It is believed that such capacity building would prepare the concerned officers socially, mentally, economically and psychologically for the reality of retirement life. Meanwhile, Government can assist serving Civil Servants to think and plan for retirement through more innovative

staff welfare packages especially in area of economic empowerment.

The potential retiree should also plan through savings for the rainy day. No matter the size of one's salary, it is advisable to save a little. Though, it has been observed that saving liquidity is difficult particularly under this harsh economic condition, but the habit requires discipline and sacrifice. It is therefore recommended that officers can save through Cooperative, Thrift and Credit Society, or in form of material purchase like landed property, acquisition of assets and acquisition of shares in the Capital Market, notwithstanding the current lull and happenings in the Stock Market. The advantage of this, is that, these assets or investments can be converted to cash and investible resources in case of financial distress. Still on saving, this can be done through the National Health Insurance Scheme (NHIS), Every Civil Servant is enjoined to subscribe to the Scheme when fully operational in the Civil Service. It is in line with the contributory Pension Reform Act, 2004.

While still in active service, it is equally advisable for officers to learn new skills that can eventually be useful in retirement. For example, in this computer age, it is necessary for would-be retiree to be computer literate

On a final note, officers should look up to retirement as an enviable achievement. Therefore, its planning should commence on the very day of officer's assumption of duty in an employment. Everything that has a beginning would surely have an end. Retirement would one day come. Because of this, there should be a strategic planning for it. It does not matter the number of years you have spent or the number you will still spend. You need to plan particularly on how to spend your gratuities. It should not be wasted on frivolities but on productive ventures. The ideas, skills, knowledge, exposure and experience acquired as civil servants could be useful to engage in productive ventures like community service and business enterprise. Officers are enjoined to live a healthy life for a happy retirement. You have a choice to plan and prepare well ahead of retirement - a period of rest and consolidation.

***“The Office of Establishments and Training should see this as a challenge and organize training programmes regularly for our retiring officers. It is believed that such capacity building would prepare the concerned officers socially, mentally economically and psychologically for the reality of retirement life. Meanwhile, Government can assist serving Civil Servants to think and plan for retirement through more innovative staff welfare packages especially in area of economic empowerment.***



# WOMEN EMPOWERMENT:

## A PRE-REQUISITE FOR SUSTAINABLE DEVELOPMENT

**W**omen Empowerment entails enhancement of the political, social, health, education and economic strength of women. It is worthy of note that women empowerment has become a significant topic of discussion as regards development. Indeed, nations, businesses, communities and groups can benefit from the implementation of programmes and policies that centre on Women Empowerment. Globally, empowerment is one of the main concepts when addressing human rights and development. No doubt, the Human Development and Capabilities Approach, the Millennium Development Goals, and other credible approaches/goals point to empowerment and participation as a necessary step if a country is to overcome the obstacles associated with poverty and development.

It is against this background that the United Nations Development Programme (UNDP) focuses on gender equality and women empowerment not only as human rights, but also as pathways to achieving the Millennium Development Goals and enduring development. It is heartening to note that Ekiti State, under the leadership of Dr. John Kayode Fayemi, places high premium on the global trend of sustainable development by having Women Empowerment and Gender Equality as a component of its 8-point Agenda.

Gender empowerment can be assessed through the Gender Empowerment Measure (GEM). The GEM shows women's participation in a given nation, both politically and economically. GEM is

calculated by tracking "...the share of seats in parliament held by women; ... senior officials and managers; and of female professional and technical workers; and the gender disparity in earned income, reflecting economic independence". Other measures that take into account the importance of female participation and equality include: the Gender Parity Index (GPI) and Gender-related Development Index (GDI).

### WAYS TO EMPOWER WOMEN

**Economic empowerment :-** Provision of soft loans, grants and skill acquisition training programmes for women.

**Political empowerment :-** Encouraging women's participation in Politics — (voting and being voted for) and advocating for 30% Affirmative Action in elective positions.

**Social empowerment:-** Protecting the rights of women by providing an enabling environment for women to contribute their quota to the development process.

**Educational empowerment:-** Providing training opportunities for late starters/less privileged, leadership and assertiveness training for public office holders/women managers. This would allow them to have access to information and make them discharge their duties effectively.

**Health empowerment:-** There is no gainsaying the fact that health is wealth. There is the need to increase the strength of women in the area of

reproductive and preventive health through sensitization on issues such as Family Planning, Breast & Cervical Cancer, Nutrition, Maternal & Child Mortality.

It should be placed on record that within the space of two years, the present administration, through the Ministry of Women Affairs, Social Development & Gender Empowerment, with the support of Ekiti Development Foundation (EDF), founded by the wife of the Governor, Erelu Bisi Fayemi executed notable programmes touching on the 5 levels of women empowerment. Some of the programmes/activities include:

- Ekiti Gender and Development Policy approved by the State Executive Council in June, 2011.
- First and Second Ekiti Gender Summit held in November, 2011 and December 2012
- Ekiti Gender — Based Violence (Prohibition) law enacted on 25th November, 2011.
- Establishment of Multiple Birth Trust Funds. As at Oct., 2012 about 600 families have been assisted with cash/product.
- Empowerment of Women groups through cash grants.
- Grants to Twenty-five (25) Women/Children focused NGOs.



- Capacity Building of Gender Desk Officers.
- Constitution of the Committee on Gender-Based Violence.
- Provision of financial assistance for victims of Gender-Based Violence.
- Skill Acquisition training for women and out-of-school girls across the 16 LGAS.

### BENEFITS OF WOMEN EMPOWERMENT

The benefits of Women Empowerment are inexhaustible.

The following are worth mentioning:

- I. It is a catalyst for economic growth of the State.
- ii. Gender equality.
- iii. Self-reliance among women.
- iv. Poverty alleviation in Society.
- v. Reduction in maternal mortality.

- vi. Promotion of peace at home and in the Society.
- vii. Promotion of good healthy living.
- viii. Promotion of best practices in governance.

### CONCLUSION

With all the consideration above, there is no doubt that Women Empowerment is a pre-requisite for sustainable development.



**THE WIFE OF THE GOVERNOR PRESENTING EMPOWERMENT MATERIALS**



# SHOULD CHRISTIAN LEADERS? TAKE PART IN POLITICS

ADEOLA BABALOLA

Press Officer, Office of the Head of Service

I am not used to sitting down watching television for long hours except there are interesting programmes which I would personally benefit from. However this particular day in April, 1994 when black South Africans went to the polls in fact, I was very fortunate to watch Arch-Bishop Desmond Tutu live on television while he was casting his vote during the said election. For Desmond Tutu, and indeed, Christians all over South Africa and even the world over, that period was the good moment they had been longing for in the history of the country.

Strike actions had been used; Protest marches and various speech moments had been employed for several years to remind their white leaders that people created in the likeness of God should always be treated with "utmost dignity, respect, and equality in their home countries." And when apartheid rule later came to an end with the election of President Nelson Mandela, Desmond Tutu appreciated Christians all over South Africa, and indeed, the world over for their all-important and purposeful role in bringing an end to all injustices meted to the good and loving people of South Africa.

There is no gainsaying the fact that the church has "important roles to play in

political activity and development and indeed in nation building". There was a period when Arch-Bishop Tutu was seriously warned never to mingle religion with politics but you can always trust his reaction: Is it written anywhere that God is not interested in what transpires from Monday to Saturday, but in what happens only on Sunday?"



Professors Oladejo Okediji, George Bama, J.O. Igbi and J. Oghene, and Claire Richards, in their different scholastic works, explain what leadership entails. They believe that leadership has not only

proved to be an establishment of God as a means of administering the affairs of man, but also calls people into leadership positions in order to carry out His purpose. Leadership remains an important element in the achievement of set goals.

Religious leaders, no doubt, have basic roles to play in nation building. They are expected to take an active part in nation building, the same manner they will pursue and guard their personal salvation, I mean with all sense of commitment, uprightness, faithfulness, diligence, fairness, justice and the fear of God.

The involvement of religious leaders in the three arms of government i.e the Executive, Judiciary and the Legislature ; and the three tiers of government, namely, the Local, State and the Federal Governments, "should be without compromising God's standards, commands, biblical principles and Christian values".

The participation of Christian leaders in the Nigeria politics should be to salvage the nation and should also be driven by the necessity to instil the fear of God in all public office holders. There should be a relentless pressure on politicians to uphold positive values, habits, norms, high leadership



performances, high level of productivity and other vitutes" that are persistently consistent with building an enduring democracy.

Christian leaders who find themselves in positions of authority or elective positions should be more honourable in carrying out responsibilities assigned to them. If this is done, "then the political posturing, fake and false presentation of self, legislative truancy and addiction to profane ceremonial activities which characterize the ego of political functionaries without enhancing the poor status of the generality of citizens of the nation and executive lawlessness" will be at its lowest ebb.

There is the need for constant and steady prayer on the part of our religious leaders. They should persistently intercede for those in positions of authority. They should covet wisdom, knowledge, understanding and discerning minds for them so that peace, stability and prosperity will reign supreme in Nigeria. The issue of Boko Haram and various other religious crises ravaging the country should be placed before God in prayer for necessary spiritual intervention.

After 52 years of chequered history, there is need for Nigeria to foster genuine integration of the diverse ethnic linguistic

and religious leaders. Religious leaders, who are financially blessed to sponsor true, genuine and reliable aspirants for public elective officers, should, for the sake of the poor masses do that and when such succeeds they should be innovative, creative, efficient, effective and continue to be God fearing in the discharge of their official duties. Religious leaders should constitute strong interest or pressure groups whose roles would be to clamour for the repeal of obnoxious laws in our constitution and help to sponsor bills targeted at achieving good governance.

Apart from sponsoring bills against actions that are in conflict or at variance with democratic principles and norms, religious leaders should proffer realistic solutions to emerging challenges confronting the polity.

Religious leaders are expected to be seriously involved in fund raising that would target giving helping hands to worthy and reliable political aspirants who are genuine christians. They should give necessary encouragement to all citizens of the nation with a view to raising the level of awareness of Nigerians, particularly in the area of civil and political responsibilities.

Our religious leaders, apart from fervently praying for the "uplift of due process and the rule of law to thrive in the country so that criminal, constitutional

and legal matters are not reduced to either ordinary political party or tea party affairs." They should equally mount pressure on how campaign funds usually released to Political Parties by government before elections is stopped henceforth. This, no doubt, will stop corruption which has eaten deep into the fabric of the society.

Nigeria requires more statesmen than politicians which should be formed by bulk of our religious leaders. Unfortunately, Nigerian leaders who would have fallen in this important category have allowed sectionalism and intense partisanship to limit the horizon of their political vision.

One is aware however that today's Nigeria is faced with the herculean task of revamping the already battered economy with the aim of ensuring that Nigerians are not labeled nationals of a bankrupt nation, but yet, it is the duty of our religious leaders to fully participate in order to make the country second to none in the entire race.

In conclusion, it must be emphasised that the onus falls on our religious leaders across the nation to support the government with prayers and take active part in politics.

**May the good Lord help Nigeria.**

**“There is the need for constant and steady prayer on the part of our religious leaders. They should persistently intercede for those in positions of authority.**

**They should covet wisdom, knowledge, understanding and discerning minds for them so that peace, stability and prosperity will reign supreme in Nigeria.”**



## SPORTS DEVELOPMENT

THE FOUNTAIN BUREAUCRAT  
THE JOURNAL OF EKITI STATE CIVIL SERVICE

**A**t inception, the present Professional and Premiership Leagues Tennis Champion was awarded a grant administration reiterated its have chosen to play their home of N350,000.00 by the State determination to sports matches at the Oluyemi Kayode Government to travel to Sweden for a development in recognition of the fact Stadium. training programme to improve her skills.

that sports has become a lucrative

venture globally. The administration Furthermore, the State Government has also realized that Sports could be used as a veritable tool for youths to actualize their potentials and channel their energies towards productive activities.

repositioned the State owned Fountain Football Club with the appointment of new coaches, recruitment of new players and purchase of a new 28 seater bus for the club. The club is doing well in the Premiership and other things

On its strategic plans, the State Government is to develop the stadia at Ikere, Ijero and Ikole under the Public Private Partnership (PPP) in a bid to provide more sports facilities across the State.

There is no gainsaying the fact that the participation of Youths in sports would keep them busy and go a long way in addressing youth restiveness. Undoubtedly, this informed the decision of the State Government to include Sports Development in its 8-point Agenda.

being equal would be promoted to the Professional League soon. In the same vein, sports equipment valued at N8 million had been distributed to

However, the interest of government is not limited to the youths. The State

Sports Council holds a monthly keep fit exercise for civil servants and the general public as part of efforts to ensure their fitness and sound health. In addition, arrangements had been concluded by the sports Council to organize Public Service Games with a view to selecting athletes that would represent the State at the Federal Public Service Games.

Towards this end, government has acquired 5 hectares of land near the Ikogosi Tourist Centre for the construction of Sports Academy which would be funded from the revenue accruable to

the State from the Subsidy Reinvestment and Empowerment Programme (SURE-P). Other measures taken by the Fayemi led administration include but not limited to the renovation of the Oluyemi Kayode Stadium Ado-Ekiti and upgrading its facilities to international standard. The stadium has a Tartan Track and a new football field. The exterior beautification of the stadium has been completed while the roof that was blown off during a thunderstorm had been fixed. As a result of this facelift, some football clubs playing in the

Secondary Schools while the Principal's Cup Competition and the State Sports Festival have been resuscitated to discover sportsmen and women who would represent the State in national and international competitions.

As part of efforts to motivate sportsmen and women, medalists at the 2011 National Sports Festival held in Port Harcourt were given cash award totaling N2.8 million.

Similarly Miss Tosin Oribamise, a student of Christ Girls School, Ado-Ekiti and current Nigerian Under-15 Table

The Fayemi led administration is obviously determined to take the State to its pride of place in sports by producing world class athletes, the likes of Damola Osayomi and Soji Fasuba.

It is worthy of note that government gesture has begun to yield dividends as the state contingent to the 2012 National Sports Festival held in Lagos bagged 5 gold, 1 silver and 10 bronze medals to place 15th position, which was an improvement on previous performances.



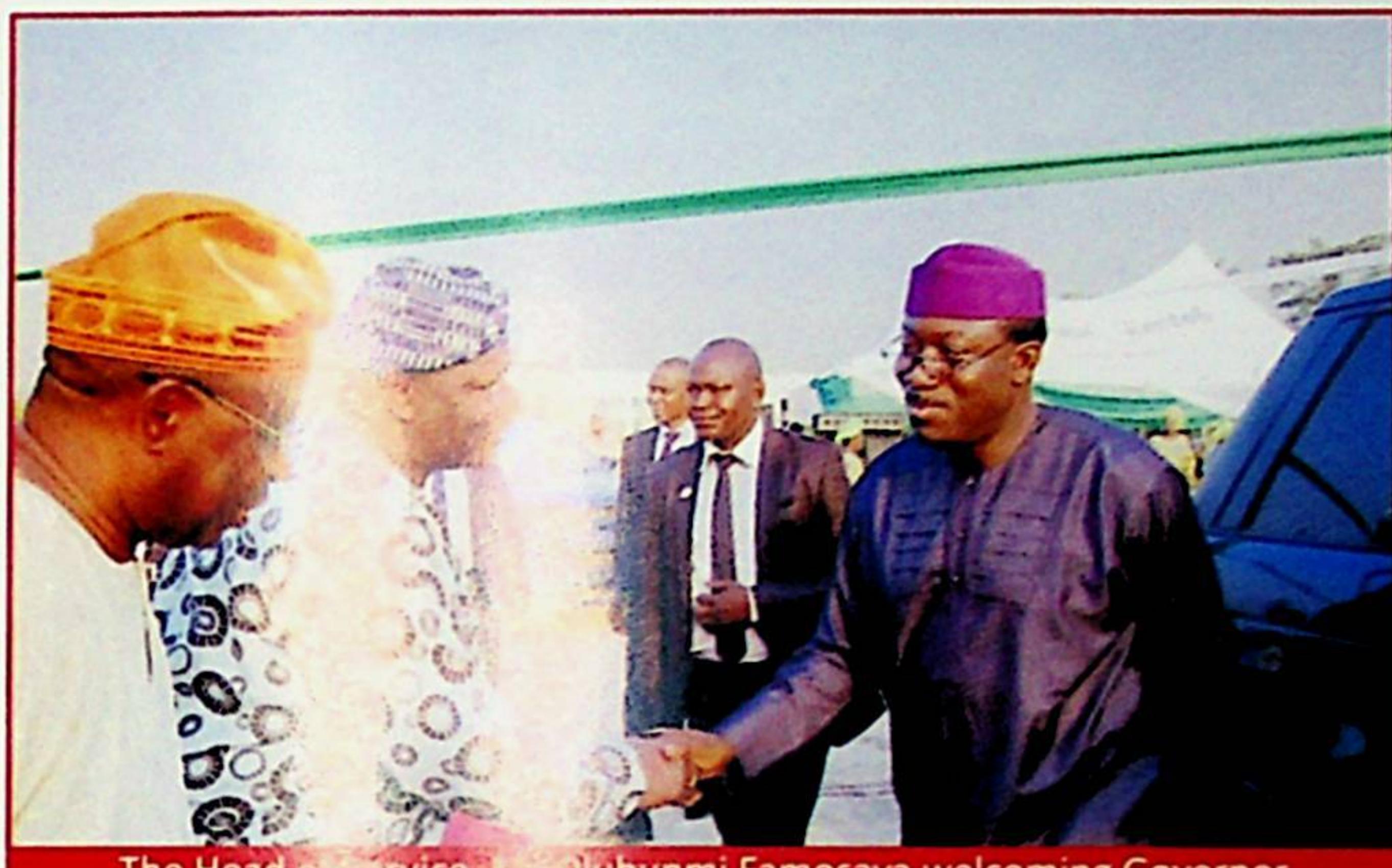
Governor Fayemi, inspecting the Oluyemi Kayode Stadium, Ado-Ekiti



## LIST OF PERMANENT SECRETARIES

| S/N | NAME                            | POSTING  |
|-----|---------------------------------|--|
| 1.  | <b>Dr. (Mrs) B. Fakunle</b>     | Ministry of Environment  |
| 2.  | <b>Mr. P. A. Amujo</b>          | Ministry of Finance and Economic Development                         |
| 3.  | <b>Mr. Lekan Aiyeleso</b>       | Office of Establishments and Training                                |
| 4.  | <b>Mrs. K. O. O. Aderiye</b>    | Ministry of Education, Science and Technology                        |
| 5.  | <b>Mrs. F. A. Oke</b>           | Ministry of Rural Development and Community Empowerment              |
| 6.  | <b>Mr. E. O. Abegunde</b>       | Local Government Service Commission                                  |
| 7.  | <b>Mrs. M. O. Babafemi</b>      | Ministry of Women Affairs, Gender Empowerment and Social Development |
| 8.  | <b>Mr. F. E. Daramola</b>       | Ministry of Infrastructure and Public Utilities                      |
| 9.  | <b>Mr. I. B. Akilo</b>          | Ministry of Works and Transport                                      |
| 10. | <b>Mr. S. I. Folorunso</b>      | Ministry of Budget and Economic Planning                             |
| 11. | <b>Mr. Akin Oso</b>             | Government House and Protocol Department                             |
| 12. | <b>Mr. Alfred Ologuntoye</b>    | General Administration Department, Governor's Office                 |
| 13. | <b>Dr. D. K. Aina</b>           | Hospitals' Management Board  |
| 14. | <b>Mr. O. B. Ajayi</b>          | Ministry of Physical, Urban and Regional Planning                    |
| 15. | <b>Mrs. F. O. Falore</b>        | Primary Health Care Development Agency                               |
| 16. | <b>Mrs. Adekunbi Obaisi</b>     | Ministry of Arts, Culture and Tourism                                |
| 17. | <b>Mr. Joe Olusola Dada</b>     | Ministry of Commerce and Industry                                    |
| 18. | <b>Dr.(Mrs) E. A. Dada</b>      | SUBEB  |
| 19. | <b>Mr. S. A. Ajayi</b>          | Ministry of Local Government and Chieftaincy Affairs                 |
| 20. | <b>Mr. S. A. Adebayo</b>        | Civil Service Commission   |
| 21. | <b>Mr. I. O. Aluko</b>          | Cabinet and Special Services Department                              |
| 22. | <b>Mr. Kayode Abe</b>           | Ministry of Special Duties   |
| 23. | <b>Mr. O. P. Faseluka</b>       | Liaison Office, Abuja  |
| 24. | <b>Mrs. F. A. Ajayi</b>         | Ministry of Labour, Productivity and Human Capital Development       |
| 25. | <b>Mr. B. J. Ogundare</b>       | Teaching Service Commission  |
| 26. | <b>Mr. Dayo Apata</b>           | Ministry of Justice  |
| 27. | <b>Mr. Dele Agbede</b>          | Political and Economic Department, Governor's Office                 |
| 28. | <b>Mr. M. A. Owoseni</b>        | Pension Commission   |
| 29. | <b>Mrs. Funke Falodun</b>       | Bureau of Land   |
| 30. | <b>Mr. Olusesan Alabi</b>       | Ministry of Integration and Inter-Governmental Affairs               |
| 31. | <b>Dr. J. B. Adeyemo</b>        | Ministry of Youth and Sports   |
| 32. | <b>Engr. E. O. Abegunde</b>     | Ministry of Agriculture and Natural Resources                        |
| 33. | <b>Mr. Kola Ajumobi</b>         | Ministry of Information and Civic Orientation                        |
| 34. | <b>Dr.(Mrs) O. G. Olomojobi</b> | Ministry of Health   |

# 2012 Civil Service week Pix Mart



The Head of Service, Mr. Olubunmi Famosoya welcoming Governor Fayemi to the grand finale of the 2012 Civil Service week



The Head of Service, in a warm embrace with the Chairman Civil Service Commission, Alhaji Afolabi Ogunlaiyi



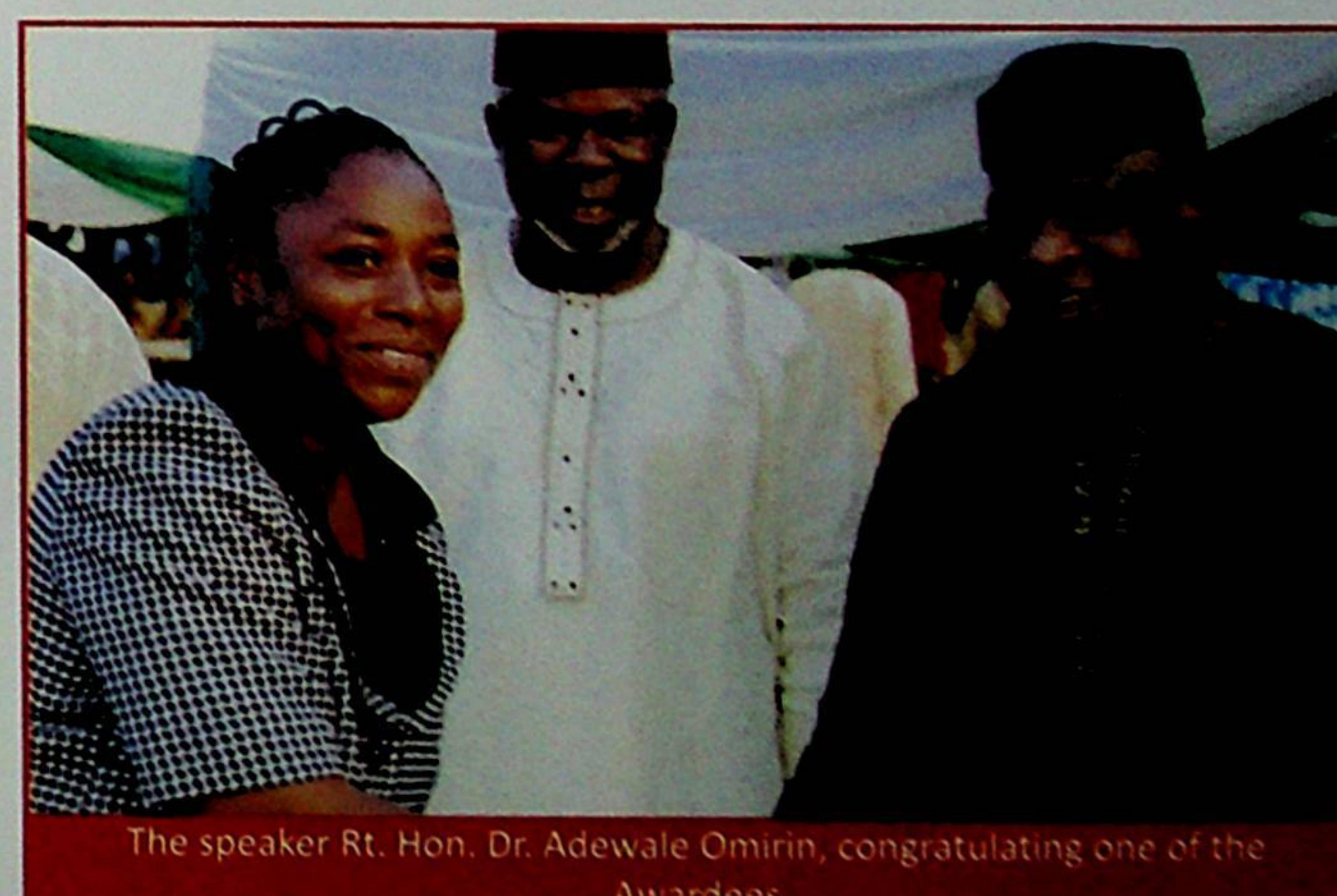
The Head of Service, presenting a gift to one of the awardees



From Left, Mr Governor, Head of Service, and Chairman Civil Service Commission holding horse tails join in a cultural dance



The Head of Service meet members of the Permanent Secretaries team before the novelty match



The speaker Rt. Hon. Dr. Adewale Omirin, congratulating one of the Awardees



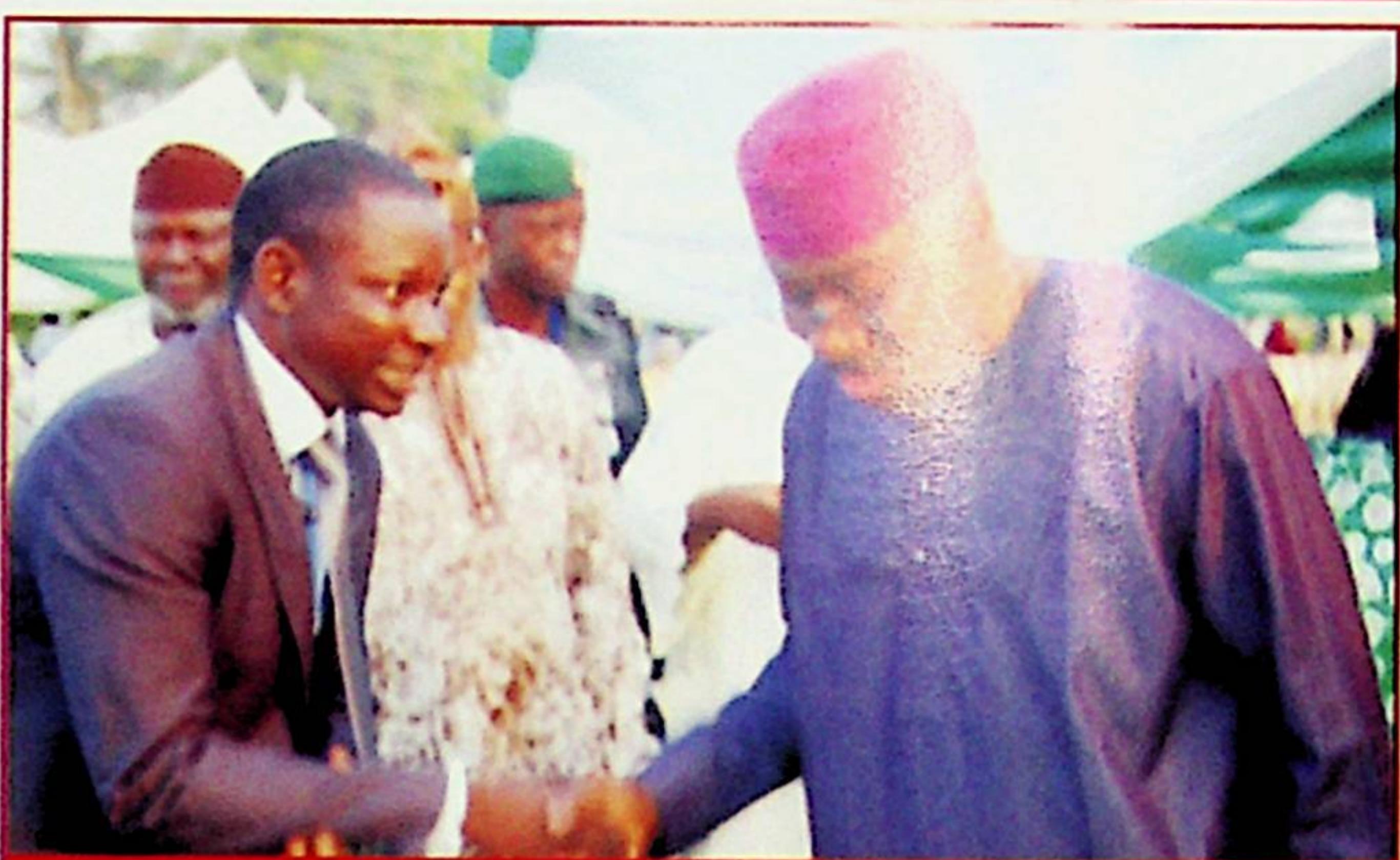
The Chairman Civil Service Commission, Alhaji Afolabi Ogunlai making his remarks



The Permanent Secretary, Office of Establishment and Training, Mr Lekan Aiyelosa humbly receiving a hand shake from our governor



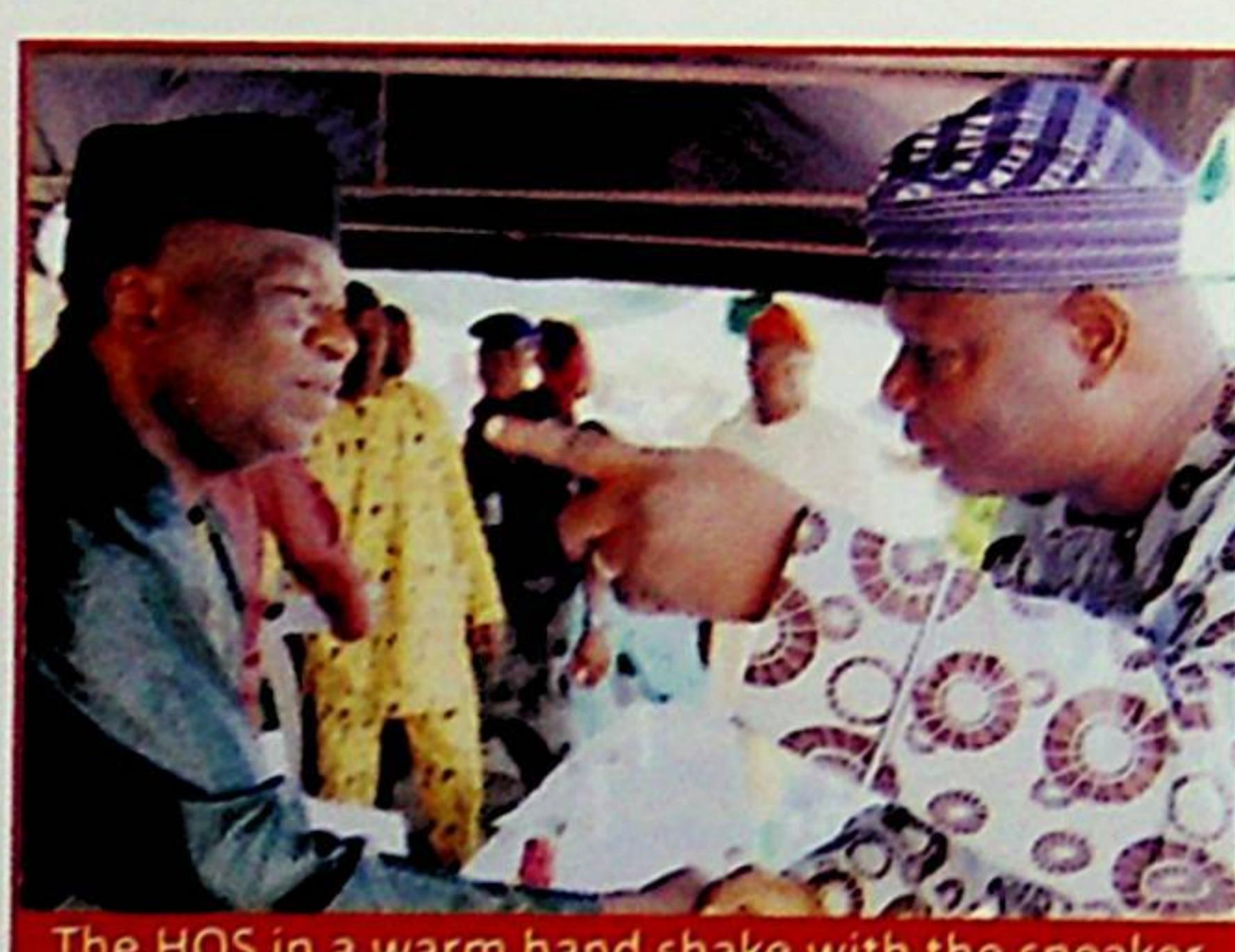
Dr Fayemi congratulating one of the Awardees, the Permanent Secretary Ministry of Works and Transport , Mr Babatunde Akilo



Mr Governor, having a word with an awardee



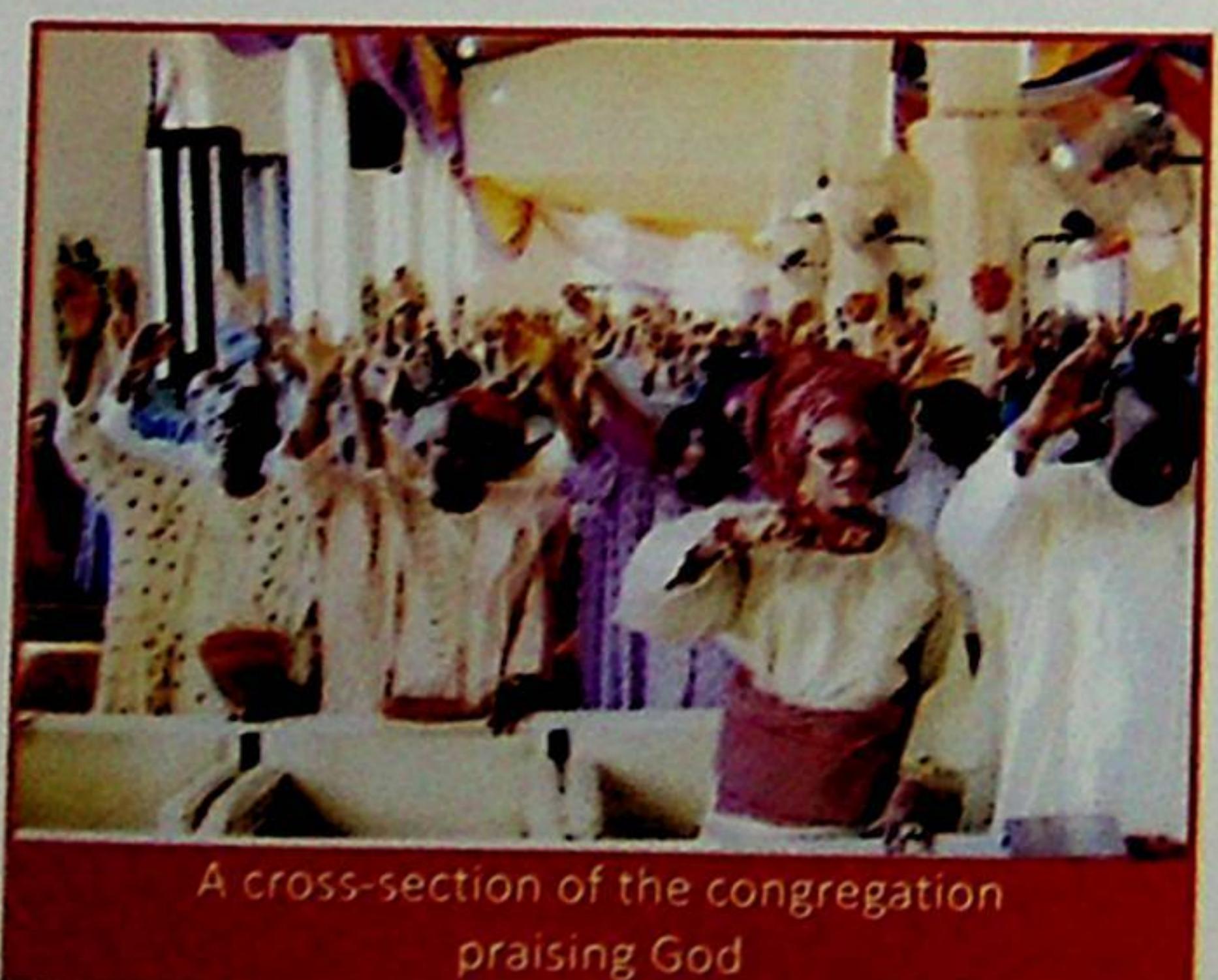
The HOS delivering his address



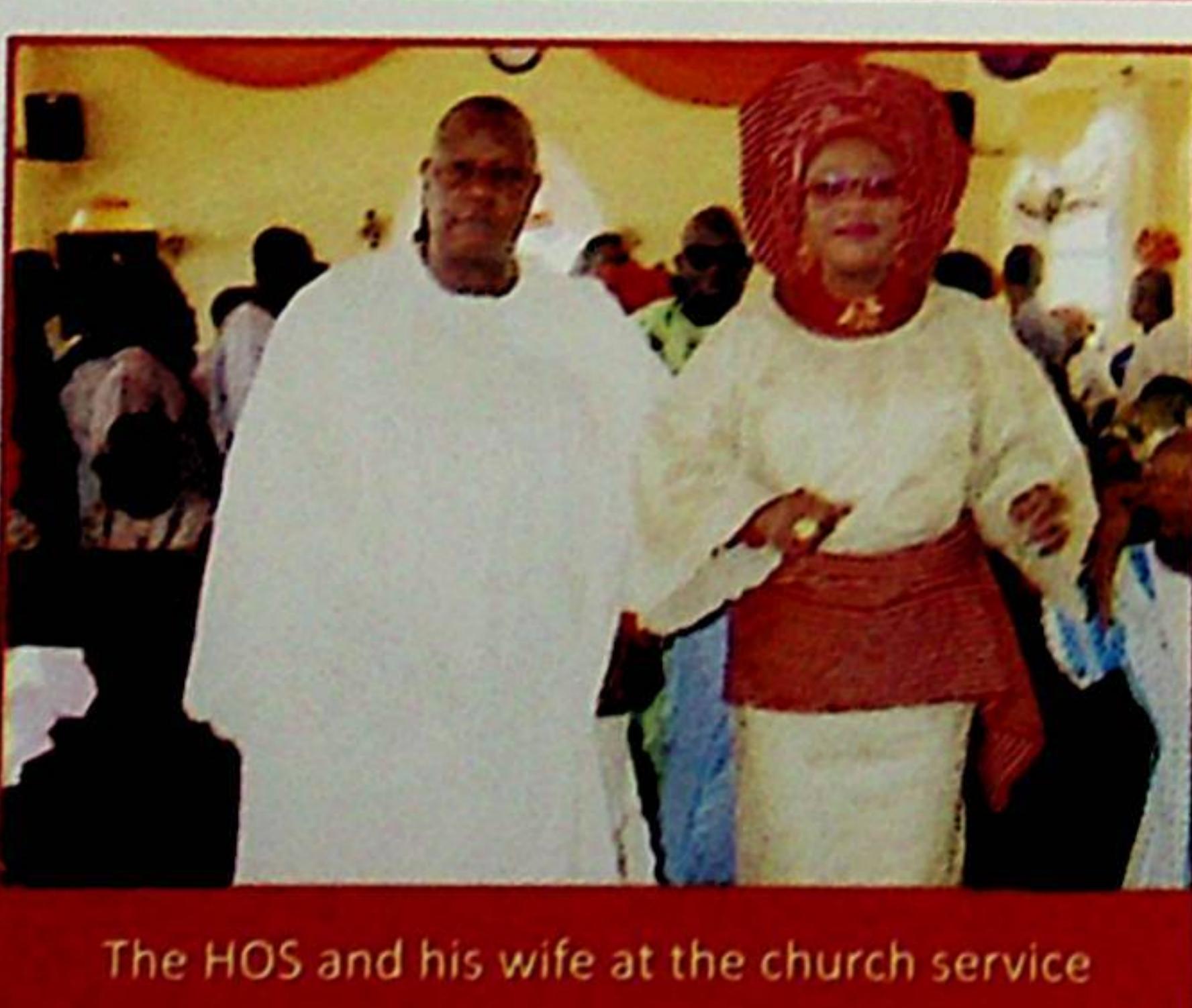
The HOS in a warm hand shake with the speaker, Ekiti State House of Assembly



The HOS in a group photograph with top government officials at a church service



A cross-section of the congregation praising God



The HOS and his wife at the church service



The P. S. Min. of Information and Civic Orientation, (wearing a hat) & the state TUC Chairman

## **TEXT OF A PAPER ON THE IMPERATIVE OF REGENERATION: BLAME THE MAN IN THEMIRROR PRESENTED BY THE EKITI STATE GOVERNOR, DR. KAYODE FAYEMI AT THE 2012 SYNOD OF THE DIOCESE OF OSUN NORTH EAST ANGLICAN COMMUNION AT ORA IGBOMINA, OSUN STATE ON FRIDAY, 6TH JULY 2012**

### **GREETINGS**

I consider it a privilege to be invited by the laity of this Communion to share with you all on this very auspicious occasion. Let me first congratulate you for yet another Synod, a respected gathering of Christian leaders. I see this gathering as replicating those times when Jesus Christ during his earthly ministry would separate Himself from the crowd, even from His disciples, to seek the face of His father on His assignment here in the world. Such moments as this bring about a lot of reflection and self-appraisal in the efforts aimed at re-sharpening the call and the quality of delivery of divine services committed to you. The success of this spiritual outing is measured by how far you, as our spiritual heads, have been able to affect our society and indeed our generation. I am of the firm belief that you would use the opportunity of the Synod to take critical look at the contemporary Nigeria and come up with practical approaches to solve our myriad of challenges particularly insecurity, character depletion and indecency that had enveloped the entire nation.

This gathering would no doubt afford you, our religious leaders, an ample chance to correct the growing impression that Christianity has lost its steam and that it has succumbed to the things of this world making most adherents to lose the focus of righteousness and good neighbourliness.

#### **What is Regeneration?**

Regeneration, in its spiritual form, is generally understood in Christian theology to be a linkage with the grace of God for a man when he least deserves it for a new life drawn from a previous state of

condemnation to spiritual death. Bible researchers have indicated that the word "regeneration" was used sparingly in the Bible as it appears only twice in the English Bible. Both appearances are in the New Testament. It was used once by Jesus Christ in Matthew 19:28 and once by the Apostle Paul in Titus 3:5. It simply means a new birth, a new beginning, a new order.

In Matthew 19:28, Jesus was emphatic



when he told His disciples, "Verily I say unto you, that ye which have followed me, in the regeneration when the Son of man shall sit in the throne of His glory, ye also shall sit upon twelve thrones, judging the twelve tribes of Israel". Biblical scholars have explained that the usage here by Jesus has a wider connotation referring to His coming kingdom on earth at the close of this age.

It is the time of the earth's regeneration, the new order about which the prophets wrote, when Jehovah will set His King upon His holy hill of Zion (Psalm 2:6), "And He shall judge among the nations, and shall rebuke many

people; and they shall beat their swords into plowshares, and their spears into pruning hooks; nation shall not lift up sword against nation, neither shall they learn war any more" (Isaiah 2:4; Micah 4:3). The coming kingdom of Christ on earth is the day of the earth's regeneration, "the times of restitution of all things", according to Acts 3:21.

This re-birth of the earth in the coming Millennial Age will also fulfill God's covenant with Abraham concerning his descendants, for Israel too will experience a re-birth at that time (See Ezekiel 37).

As you all know, the kingdom of Christ on earth will be a time of world-wide submission to the authority of Christ, when sin, sorrow, sickness, suffering and strife will not touch earth's inhabitants. In that day, God shall renew His creation. "The wolf also shall dwell with the lamb, and the leopard shall lie down with the kid; and the calf and the young lion and the fatling together; and a little child shall lead them" (Isaiah 11:6).

In his own usage, Apostle Paul, according to Titus 3:5, sees regeneration as "not by works of righteousness which we have done, but according to His mercy He saved us, by the washing of regeneration, and renewing of the Holy Ghost". The difference between the use by Jesus and that of Paul is crystal clear. While Jesus applied it in its widest sense of the restoration of all things, at His Second Advent on earth, Paul used it in referring to the regeneration of the individual man, his being born again into God's new order.

This new order is the Church, the Body of Christ, not an organization, but a spiritual organism. No effort on man's part can bring



him into God's order, for it is "not by works (Jeremiah 17:9).

of righteousness which we have done", "Not of works, lest any man should boast" (Ephesians 2:9).

Regeneration should then be rightly seen as an act of God whereby He bestows upon the believing sinner new life. This life is God's own life, the imparting of His own nature. God Himself is the source of life, so that believers are said to be "partakers of the divine nature" (II Peter 1:4), "created in Christ Jesus" (Ephesians 2:10), "born of God" (John 1:13), "born again" (John 3:3, 7), "a new creation" (II Corinthians 5:17).

Once regenerated, we are spiritually equipped to see, hear, seek after divine things and to live a life of faith and holiness. Since Christ is now formed in the hearts; the regenerated becomes a partaker of the divine nature, having been made new creatures. God, not man, is the source of this (Ephesians 2:1, 8). It is not by men's works, but by God's own good will and pleasure through His great love, free gift, rich grace and abundant mercy.

Regeneration has also been seen as a part of the "salvation package," displaying sealing (Ephesians 1:14), adoption (Galatians 4:5), reconciliation (2 Corinthians 5:18- 20), and many other salvation concepts. Simply put, regeneration is an operation by God to make a person spiritually alive, a new creation, as a result of faith in Jesus Christ. Before salvation and regeneration we are not God's children (John 1:12-13); rather, we are children of wrath (Ephesians 2:3; Romans 5:18-20). Before salvation, we are degenerates. After salvation we are regenerated even though we are generated at our biological birth. The result of regeneration is peace with God (Romans 5:1), new life (Titus 3:5; 2 Corinthians 5:17), and eternal sonship (John 1:12-13; Galatians 3:26). The Bible is clear that the only means of regeneration is by faith in the finished work of Christ on the cross. No can regenerate the heart which from birth is "deceitful and wicked above all things"

Of all the religions, regeneration is uniquely

a concept in Christianity. I am not sure if any other religion offers a cure for the total depravity of the human heart. God has told

us, though, that "by works of the law no human being will be justified in his sight"

(Romans 3:20). Total regeneration of the heart is necessary for salvation. Paul explains this concept perfectly in Galatians 2:20: "I have been crucified with Christ. It is no longer I who live, but Christ who lives in me. And the life I now live in the flesh I live

by faith in the Son of God, who loved me and

gave himself for me."

I would not want to bore you with so many theological strands of teachings on regeneration. It will however add to our

knowledge that there are some beliefs that being God's creation, man is born pure with God's spirit already at work. This is the thought of Pelagius who propagated the concept of pelagianism arguing forcibly the irrelevance of the belief for a need for spiritual regeneration from a previous sinful state. Since the days of Pelagius, modernist

theology considers regeneration more as a matter of education rather than spiritual

renewal. However there had been periods when attempts were made to strike a balance between total disregard for the relevance of obliterating sin through born-againism and the teaching of Church leaders, who taught that man cannot come to God without the grace of God. This

thought also makes a distinction between the beginning of faith and the increase of faith.

My distinguished fathers of faith, there is a need for us to have a great reflection on the definition of regeneration by Apostle Paul.

Certainly it is not by works. And all honest persons would know that even salvation is by grace. Our being here today for this Synod is by grace. The continued co-existence in Nigeria in spite of all unprovoked attacks on innocent people and groups, wanton destruction of property, parlous state of infrastructure, inept

leadership and systemic failures is by grace.

It however occurs to me that many of us, against the warnings of the Scripture, are taking this grace for granted and in vain.

That is why it is very important for us to retrace our steps and make a cover under the saving grace of the Lord.

We should delight to know that nothing happens by chance. We are not creatures subject to circumstances, dependent upon luck. It has been emphasized by knowledgeable theologians that there is no such thing as good luck in the chancery of God.

An infinite, sovereign God, has foreordained every moment of our

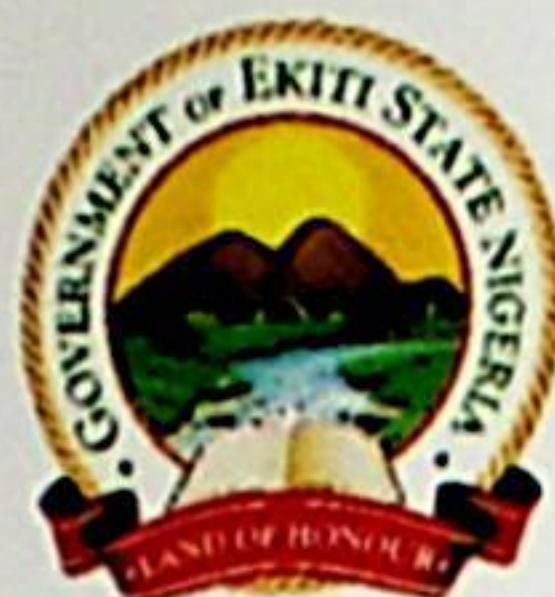
lives even before the foundation of the world. After all, He said before we were born, he had known and ordained us. God has settled His purpose and His program by His unalterable decree. God foreknows exactly what will take place each moment of

each day in our lives because it had been determined according to His purpose. God has elected us, not because of what we have done, but because it suited His infinite purpose. God, who has elected us, has set us apart by predestination to share His glory forever.

The essence of regeneration is directly for the benefit of man and not necessarily because God gains from it. It however makes God happy seeing His children displaying His character in the world He created.

### THE MAN IN THE MIRROR

The Yorubas say that the man being watched does not watch others. The man in the mirror is the one God has placed in a position where he should be a beacon of hope to others. To me every leader in any sector- political, social, economic, financial, religious and traditional among others falls squarely in this category. The gender of that occupant is irrelevant, the most important thing being that he should come to the realization that he/she is in position to provide leadership. In Nigeria and indeed in many parts of the



world the major challenge of our age is the quality of leaders in the saddle. Many are fair weather opportunists whose foray into leadership position is great misfortune that had befallen their followers and the environment of their emergence as leaders. When leaders fail, the societies also collapse with them with catastrophic effect on the people. The man in the mirror is a reflection of the person of Christ. He is the light and salt of the earth, a city on the mountain that cannot be hidden. He should therefore be directly conscious of his position and take positive measures to satisfy his conscience and God to whom he would ultimately report. For all it takes, the man should refrain from all actions that could make him a failed leader. The failed leader is identified by any of all the following traits among several others.

**Arrogance** Though a leader should display a high level of confidence, when this slips into arrogance and a sense of invincibility, it becomes a failing mark. These leaders shy away from accountability. They are often involved in moral and marital failures. They always see themselves as the smartest person in the room.

**Fearfulness** At the extreme end of confidence is fear. The fearful leaders are unwilling to make decisions because they don't want to be wrong. They are more likely to move decision making to multiple levels of committees and groups so they don't have to be responsible for the final decision.

**Retardation** Some of these leaders were great in the past; but they fail to change and fail to grow. They are leaders from another era that is no longer relevant. They are analog leaders functioning in a digital world.

**Non-inspiring** They often see their work as no more than a means of living. They will do the minimal work to get the job done so that they can keep their job and keep life going. These leaders inspire no one, including themselves.

Dreamlessness Leaders who fail often are those that fail to dream. Their world is the immediate task at hand. They do not take time to dream the impossible, nor to see what can be. They don't let others inspire them through books or conferences or mentoring or resourceful materials. They only deal with today and never dream about tomorrow.

**Entitlement consciousness** Some of these leaders act as if their position of leadership is totally secure regardless of their performance. These leaders treat others in the organization like means to an end. It's all about them because they feel they deserve special treatment.

**Victimization syndrome** Leaders fail because they see themselves as victims of circumstances. Perhaps they were prompted for elevation by the ubiquitous god fathers. They cannot function as true leaders because they spend so much of their mental and emotional energy feeling sorry for themselves and watching the lips of their fathers. Every leader will receive bad news at some point in his or her career. The key test is how that leader will respond.

The opportunity to lead is one of the great gifts given to us. Life is too short to be miserable or ineffective in our roles. I hope leaders today can learn powerful lessons from leaders who have failed.

Once the leader fails, the mirror is broken and ceases to be useful to himself, his society and the Lord who appointed him.

### **CONCLUSION**

The bottom line of this discussion is that our society, our nation needs regenerative interventions in all spheres. The issues at hand go beyond religious and spiritual escapism but pragmatic approach to life of abundance as envisaged by God, the creator. After all, Jesus himself echoed this glowingly at John 10:10 that he has come to give abundant life. It takes the regenerated mind to work towards realizing this purpose of God for all of us. Those in power in all

sectors should see this as a call and ministry to work up the mind of God for the benefit of all His creatures.

We should all come to realize that whenever we fail in our assignments, deliberately or otherwise, the mirror is being shattered and God is injured as His spirit is grieved.

The moment is now for all of us in government to drop the toga of arrogance of office and come to equity with clean hands and pure heart. Men in the sanctuary of the Lord should take a serious caution here. With due respect to all of us seated here, many Christian leaders have contributed in no small measure the decadence pervading our society today.

Many have practically compromised not only the standard of priesthood for which they are called but also the redemptive works the Lord Jesus came and suffered to build. Many have continued to celebrate mediocrity to high heavens and become too cold when it comes to matters of moral rejuvenation in the land. It is becoming more difficult today to separate believers from non-believers in conduct, morals, responsibility at duty posts and craze for financial and material possessions.

One thing that burdens my heart regularly is the rhetorical question the Lord Jesus asked in Luke 18:8 "I tell you that he will avenge them speedily. Nevertheless when the Son of man cometh, shall he find faith on the earth?" This is with the full knowledge of the presence of Ministers of God now in abundance in our land. Painfully, the multiplication of worship centres and 'richness' of their leaders in the Word have not produced any multiplier effect on the attitude of Christ in the majority of us. This is a riddle that all of us must, as a matter of urgency, solve.

Distinguished servants of the Lord, I charge you to conclude this Synod with an holy anger against the rot in our society and more importantly in the tabernacle of God. Thank you and God bless.



## THE HEAD OF SERVICE EKITI STATE **Sir Olubunmi Famosaya mni,**

IN GRAND STYLE, GAVE OUT HIS DAUGHTER YETUNDE FAMOSAYA  
IN MARRIAGE TO OLUWATOBA OMOTOSO ON NOVEMBER 11, 2012.

### THE MEMORABLE EVENT IN PIX



Ekiti State Governor, Dr Kayode Fayemi, 4th from left, his wife 3rd left, the Deputy Governor 3rd from right and the couple in a group photograph with the Clergy



The bride flanked by the wife of Ekiti State Gov. and the Deputy Gov.



The couple with the bride's parents



The bride dancing with the cultural troupe



From Left Ekiti State Chief of Staff, former Gov. Olumilua and Ekiti State SSG



| The Bride with her parents |



| The Couple exchanging wedding ring |



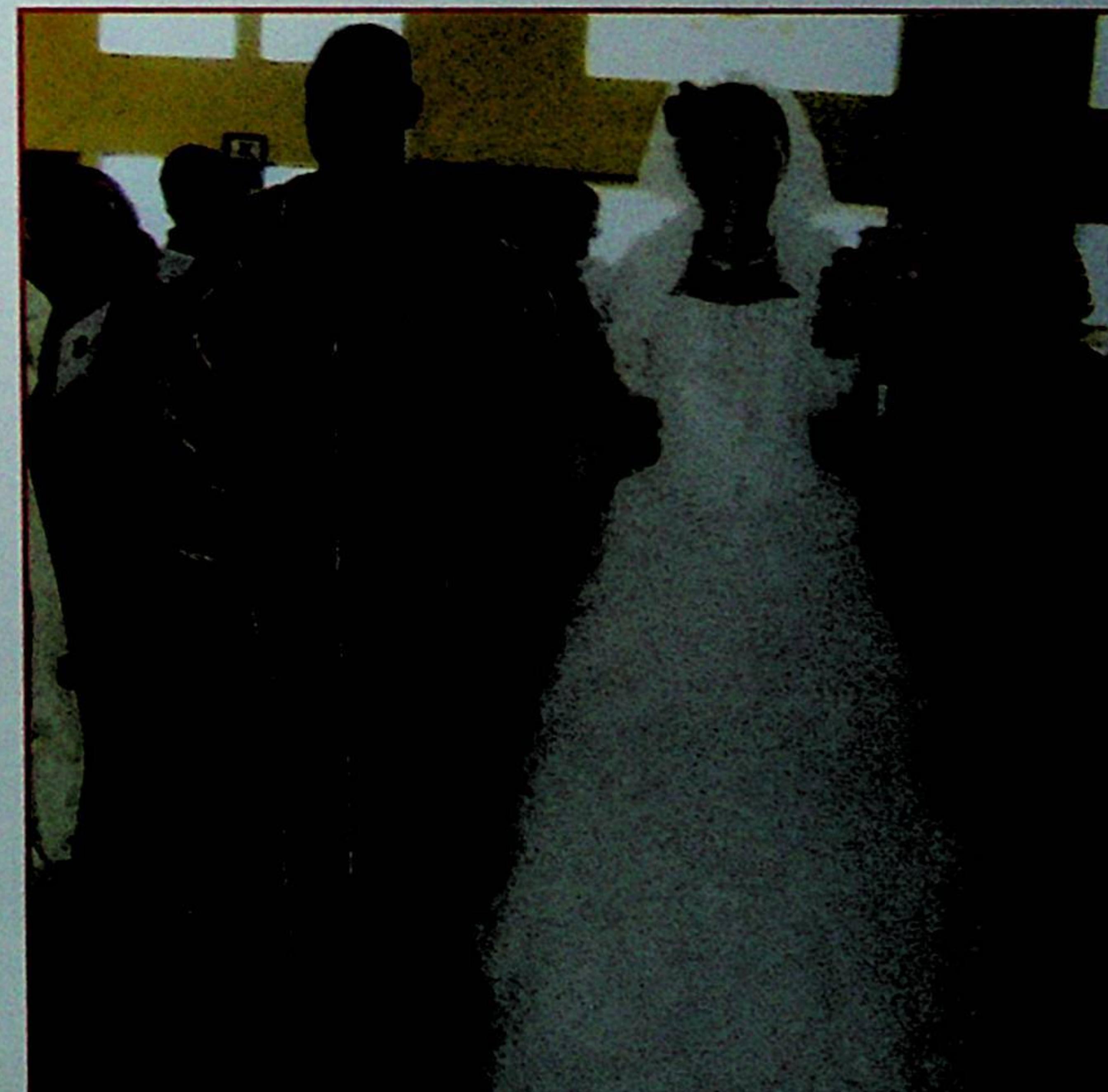
| The Bridegroom with the  
Bride's parents |



| The couple cutting their  
Wedding Cake |



| The Bride with the Groom's  
parents |



| Bride and her father in the  
aisle of the church |

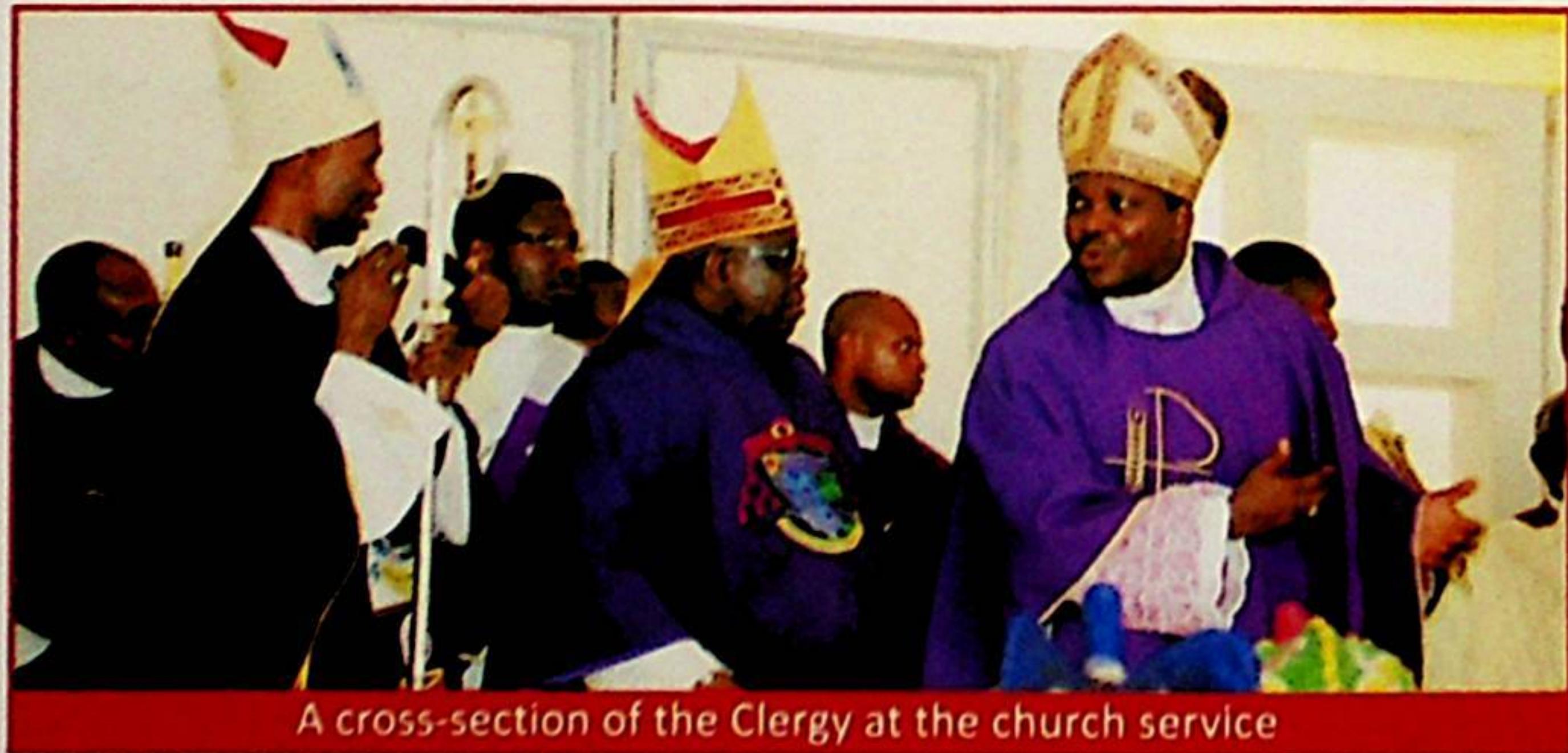
## Burial rites of Ekiti State Governor's Mother in Pix



From left Governor Fayemi, his wife and other Siblings at the church service



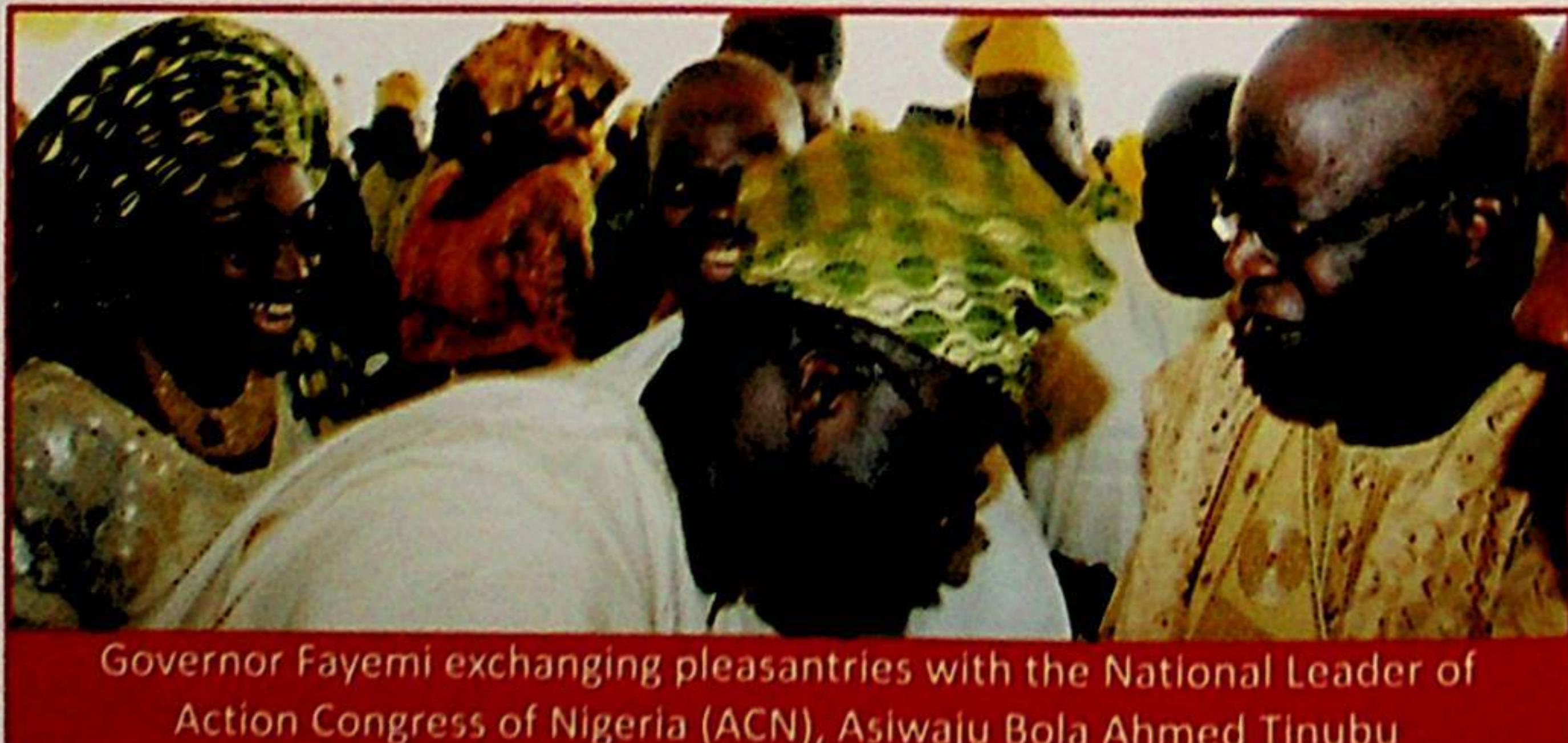
From left a guest, Governor Ibikunle Amosun of Ogun State, Dr. Fayemi, Mrs Amosun and Erelu Bisi Fayemi



A cross-section of the Clergy at the church service

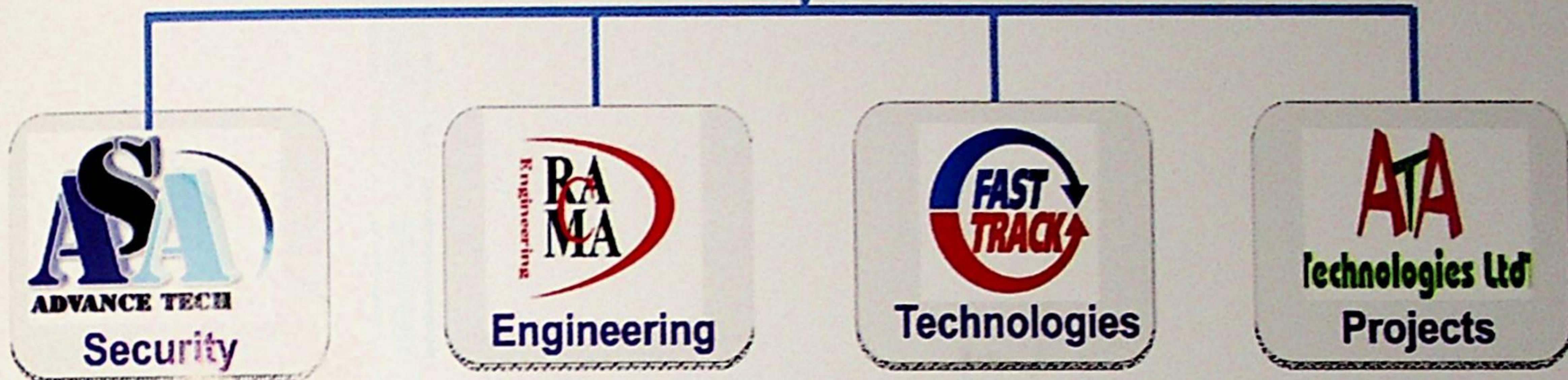


Governor Fayemi discussing with the former governor of Ogun State Aremo Olusegun Osoba



Governor Fayemi exchanging pleasantries with the National Leader of Action Congress of Nigeria (ACN), Asiwaju Bola Ahmed Tinubu

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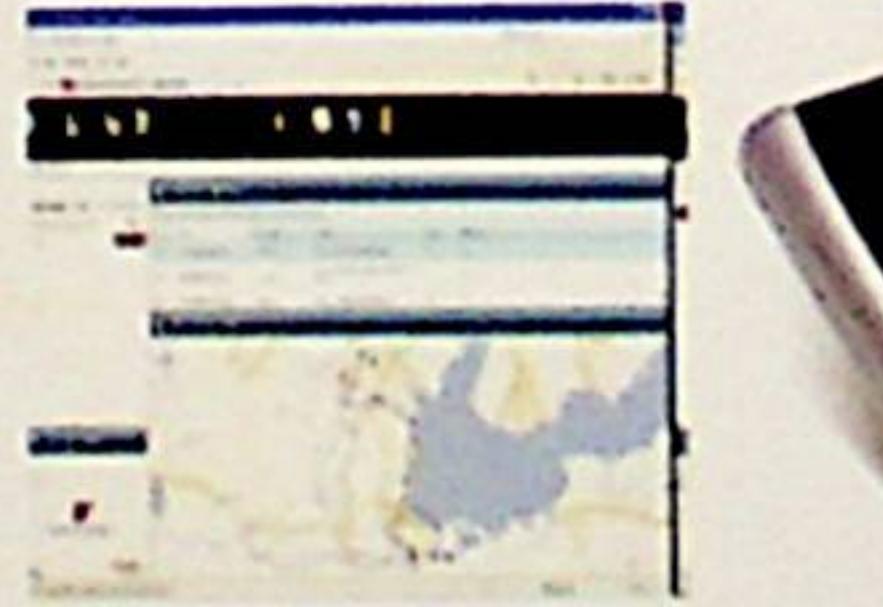
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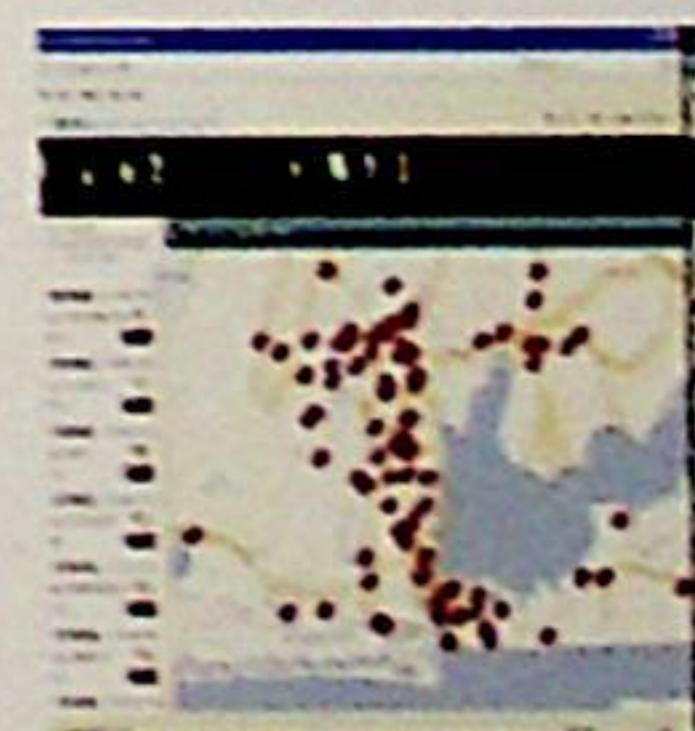
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### House panic button



### Vehicle tracking System



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### UVIS



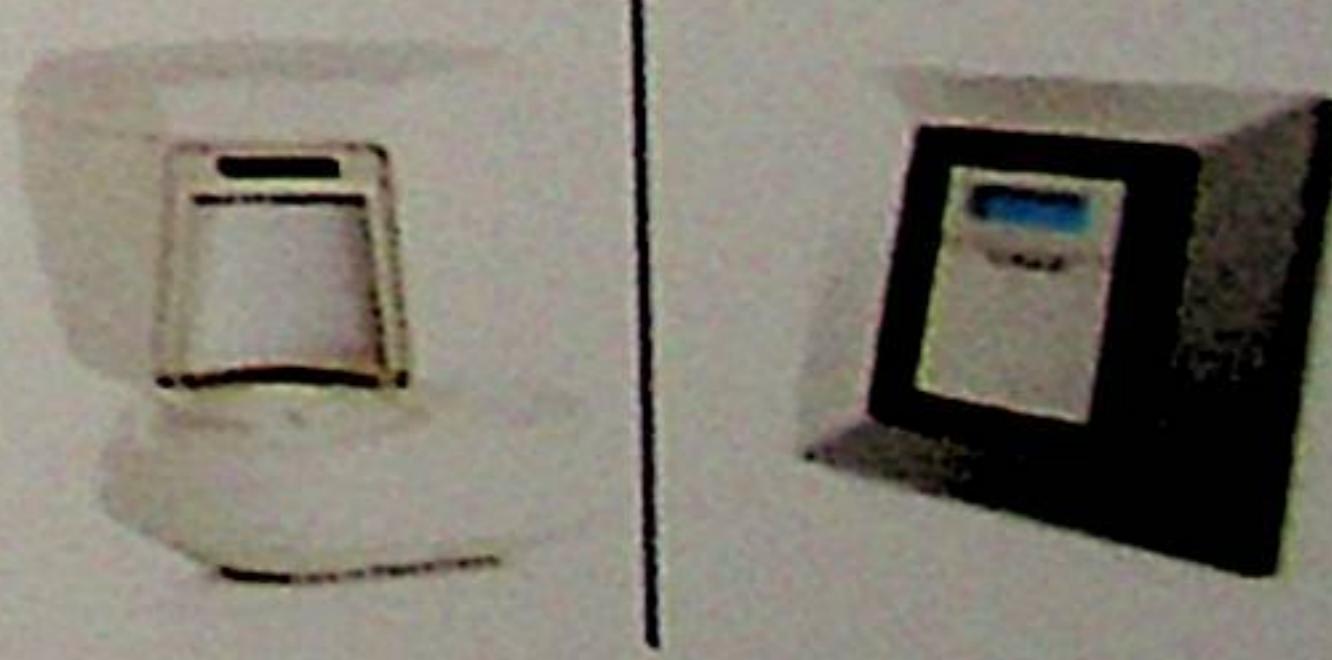
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