The Functions and Structure of the INSTITUTE FOR AGRICULTURAL RESEARCH, AHMADU BELLO UNIVERSITY, Zaria, and a Review of some of its Administrative Systems

The Functions and Structure of the INSTITUTE FOR AGRICULTURAL RESEARCH, AHMADU BELLO UNIVERSITY, Zaria, and a Review of some of its Administrative Systems

by

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A C K N O W L E D G E M E N T

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TABLE OF CONTENTS

CHAPTER 1

		Page
A.	Introduction	1
B.	Major Functions of the Institute and Size of Facilities	1
C.	The Institute in Relationship with the Federal Ministry of Schience & Technology ..	4
D.	The Board of Governors	4
E.	The Professional and Academic Board	5
F.	Organizational Structure	5
G.	Departmental Functions	6

CHAPTER 2

H.	Compilation of Statistical Data at the Institute	12
	Recommendations	15

CHAPTER 3

I.	Appointment of Intermediate and Junior Staff	19
	Recommendations	20

CHAPTER 4

J.	Staff Passages	24
	Recommendations	27
K.	Conclusion	27
	Appendices	28
	References	30

CHAPTER 1

1. Introduction

In partial fulfilment of the requirements of the Administrative Management Training Course (AMTC), I was posted on field attachment, as an ABU sponsored student, by the Establishment Secretary of Ahmadu Bello University to the Administration Section of the University's Institute for Agricultural Research, Samaru, Zaria, on April 13, 1981, for three weeks.

The Secretary of the Institute, Mallam Jibrin Adamu, by his letter IAR/SS-227 of 14th April, 1981 (Appendix 'A') welcomed me to the Institute and assigned duties to me in the following areas:

(a) Procedure for appointments and promotions of junior and intermediate staff;

(b) Staff Discipline (University Regulations);

(c) Compilation of statistical data;

(d) Secretaryship of constituted committees;

(e) Staff passages and public relations.

The Secretary, as a senior member of the Registry Department, undertook to supervise me personally.

3. Major Functions of the Institute and Size of Facilities

In order to bring into focus the size and importance of the Institute, I give below a brief background information on its functions and organization.

The Institute for Agricultural Research was born from the transfer of the Research Division of the Ministry of Agriculture of the former Northern Region of Nigeria to the Ahmadu Bello University. Initially its research activities were directed to support the development of agriculture in the Northern Region and subsequently in the ten states generated from the Region. With the dissolution of the Interim Common Services Agency (ICSA) and the take-over of the University by the Federal Government, a new Statute for IAR (1976)gives as its function:

a) to conduct research into the development of farming systems which involve annual crops of the Savanna zones and result in the maintenance or improvement of the soil resources, and especially into the production and products of sorghum, millet, wheat and barley, cowpea and soyabeans (in coordination with the other institutes), groundnuts, sesame and other oilseeds of economic importance, cotton and other vegetable fibres of economic importance, and shall, in particular, conduct research into:

   i) the improvement of the genetic potential of the specified crops;

   ii) the improvement of agronomic and husbandry practices;

   iii) the mechanization and improvement of the methods of cultivating, harvesting, processing and storage of the specified crops;

   iv) the improvement of the utilization of by-products;

   v) the ecology of pests and diseases of the specified crops and improved methods of their control;

   vi) the technical, social and economic integration of the cultivation of the crops into farming systems in different ecological zones and their impact on the economy, and

   vii) any other problems related to the specified crops;

b) to cooperate with other bodies in the dissemination of knowledge of agricultural matters and of the results of research conducted by the Institute;

c) to arrange for such conferences of government officers and other persons and for such courses and lectures as may be considered to further the above functions, and

d) to participate in the teaching functions of the University at all levels.[1]

The administrative headquarters and chief research station of the Institute are at Samaru, about 13 kilometers from Zaria on the northwest of the main University site. The Institute has five subsidiary research stations: one at Mokwa, 385 kilometers southwest of Samaru near the north bank of the Niger; one at Kano, one at Yandev and two stations for research on irrigated crops at Kadawa and Bakura.

The Samaru station originally covered 230 ha. Extention made in 1927 (when the Institute was a part of Northern Region Ministry of Agriculture) brought this to 303 ha and further expansion in 1955 and 1956 increased this to the present total of 1,150 ha. With about 60 ha at Kano and 500 ha at Mokwa, over 100 ha at Yandev, 32 ha at Kadawa and 16 ha at Bakura, the Institute has over 1858 ha, including land occupied by buildings and houses, available for research. This does not take into account experimental areas provided by the Ministries of Natural Resources in each state for field investigation undertaken jointly with the Institute. Some 800 trials are carried out on nearly 100 sites in the States annually.[2]

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[1] Institute for Agricultural Research General Research Policy - Revised April 1977, p.1.

[2] Brochure on the Institute for Agricultural Research and Special Services, Samaru.

The Institute in Relationship with the Federal Ministry of Science and Technology

Because the Institute's statutory functions are integrated into the national agricultural objectives of the country, the Federal Government placed it into some functional relationship with the Federal Ministry of Science and Technology - a body responsible for all research institutes in the country - while the Institute remains administratively under the Ahmadu Bello University. Because of the Institute's relationship with the above Ministry, the Federal Government funds it through that Ministry rather than through the University. This arrangement places the Institute in a peculiar position of maintaining dual loyalty to both the University and the Federal Ministry of Science and Technology.

The Board of Governors

The Institute has a 10-member Board of Governors appointed by the President of the Federal Republic of Nigeria on the recommendations of the Hon. Minister for Science and Technology, with the Vice-Chancellor of Ahmadu Bello University as the Chairman. Out of these 10 members, the University Council is authorized by the Federal Government to nominate 5 persons to represent the University. The Board of Governors is responsible for prescribing policy guidelines within the specified functions of the Institute and for assigning priorities for research activities within the capacity of funds allocated.

The Professional and Academic Board

The Institute also has a Professional and Academic Board comprising Departmental and Sectional Heads of the Institute, representatives of the academic staff of the Institute and representatives of the University Senate. The Professional and Academic Board is responsible for drawing up the detailed research programme within the guidelines given by the Board of Governors. The Board is also responsible for preparing the estimates of expenditure to match the programme and for considering and releasing recommendations from the Institute for use by farmers.

Organizational Structure

The Institute for Agricultural Research has a very close working relationship with the Faculty of Agriculture and the Agricultural Extension and Research Liaison Services (AERLS) who, together with the Division of Agricultural Colleges (DAC), the University Farm, the Faculty of Veterinary Medicine and the National Animal Production Research Institute (NAPRI), form a broad agricultural complex of Ahmadu Bello University.

The Institute has six academic/research departments, sub-divided into 13 disciplinary sections, actively engaged in research and teaching. In addition, there are six other sections providing central services, namely Administration Section, Finance Section, Library, Publications Section, Agricultural Estate Management Section and Data Processing and Field Experiments Section. The Institute's organization chart is shown as Appendix 'B'.

The departments and their component research sections are as follows:-

1. Department of Agronomy

   a) Agronomy Section
   b) Weed Science Section

2. Department of Soil Science

   a) Soil Science Section
   b) Soil Survey Section
   c) Soil & Water Management Section

3. Department of Plant Science

   a) Plant Breeding Section
   b) Fibre Breeding Section
   c) Horticulture Section

4. Department of Crop Protection

   a) Entomology Section
   b) Plant Pathology Section

5. Department of Agricultural Economics and Rural Sociology

   a) Agricultural Economics Section
   b) Rural Sociology Section

6. Department of Agricultural Engineering

   a) Agricultural Engineering Section

Departmental Functions

The functions of the departments can be succinctly put as follows:-

1. Department of Agronomy

This department is concerned with all aspects of the cultivation of crops and, as such, has a general integrating role to play in agricultural education and research. The research work is directed mainly towards agronomic factors in the small

farmer system. The ultimate aim is to offer the farmer not just separate recommendations on individual facets, but an entire farming system. The department undertakes studies of inter-cropping system with parallel physiological studies; determination of optimum combination of planting density; crop management to ensure full benefit from pest control, application of herbicides in small farmers' system and large scale plantings and development of agronomic practices in intensive agriculture particularly under irrigation.

2. Department of Soil Science

This department is concerned with the study of environmental factors influencing crop performance and the description of the climate in the Savanna region; the improvement and maintenance of soil fertility under intensive agriculture. The department is also concerned with the description, classification and mapping of soils to provide a sound basis for land use planning. It also assists with surveying project sites and participated in the soil survey of the new Federal Capital Territory of Abuja.

3. Department of Plant Science

This department is primarily concerned with the development of improved varieties of cereals, groundnuts, grain legumes, fibre, oil and vegetable crops for the savanna region of Nigeria.

4. Department of Crop Protection

The Entomology Section of this department carries out research in the control of field pests of cereals, cotton and grain legumes especially cowpea and groundnuts. The department is authorized by the Federal Department of Agriculture to issue Phytosanitary Certificates in respect of plant materials exported for research

purposes.

5. Department of Agric. Economics & Rural Sociology

This department has responsibility for socio-economic research in agriculture. Its research activities have been developed on the premise that actions undertaken to improve the living conditions of farming communities should be firmly based on knowledge of what is going on at the farmers' level of activities and thinking. The department also carries out investigations at village level on subjects such as farm management, marketing and credit systems, consumption patterns, family structures and decision making processes, attitudes to change, role of women in village economies, seasonal migration and its consequences on the village and domestic economy.

6. Department of Agricultural Engineering

The major functions of this department cover such activities as testing of agricultural equipment to ensure their suitability for use by small scale farmers in the savanna zone of Nigeria and the development of proto-types for eventual production on commercial basis by agricultural engineering firms.

7. Central Services Units

The following central services units exist in the Institute for the purpose of providing certain service functions:

(a) Administration Section - This Section is headed by an Administrative Secretary who holds the rank of Deputy Registrar. The Secretary is a staff of the Registry Department of the University on posting to the Institute at the discretion of the University Registrar. The Secretary is directly responsible to the Director of the

Institute for the day-to-day performance of his duties. His primary responsibility is to assist the Director in the day-to-day administration of the Institute and in particular to advise him on the broad University policy in the administration of intermediate and junior staff. He is also Secretary to the Institute's Board of Governors, and Professional and Academic Board. Using his supporting administrative staff he also provides secretarial services to various other Institute's committees. From the broad University point of view, the Secretary is the Registrar's representative at the Institute.

(f) Finance Section - The Finance Section is responsible for all the financial transactions of the Institute and is headed by a Finance Officer who holds the rank of Chief Accountant. Like the Secretary, the Finance Officer is essentially a staff of the Bursary Department of the University on posting to the Institute at the pleasure of the University Bursar. The Finance Officer is responsible to the Director for the day-to-day performance of his duties. He assists the Director in the administration of the Institute's finances and advises him on the University financial procedures. He also assists the Director in the preparation of the Institute's annual budget.

(c) Library - The Institute has an Agricultural Library which holds stock of approximately 18,000 books, 19,000 pamphlets and over 600 microfilms including over 1,000 journals and

and 600 annual reports. The small libraries at the Institute's sub-stations at Mokwa and Kano and the NAPRI library at Shika are serviced by the Agricultural Library. The Library is primarily a post-graduate research library but it is also used by 2nd and 3rd year agricultural students and other members of the academic staff of the University. This library is headed by an Agricultural Librarian holding the rank of Deputy University Librarian.

(d) Publications Section - Once research has yielded results, it is most essential that the work should be put into a permanent and available form. This is the responsibility of the Publications Office which publishes and publicizes the work of the Institute. The Institute's publications include the Annual Report, Samaru Research Bulletin, Samaru Miscellaneous Papers, Soil Survey Reports, Soil Survey Bulletins, Samaru Agricultural Newsletter and NOMA. These publications are distributed to nearly 100 different countries and over 200 exchange agreements have been made with other research organizations throughout the world. This Section is headed by a Publications Secretary.

(e) Agricultural Estate Management Section - This Section is headed by an Agricultural Estate Manager and is responsible for the planning and cultivation of the Institute's farms, the development of new farming techniques, the upkeep of

farm roads and the maintenance of tractors and implements.

(f) Data Processing and Field Experiments Section

This Section assists the Institute's research staff in designing and analysing field experiments using computerized services. It also coordinates the Institute's numerous trials sited on State Farm Centres in cooperation with the State Ministries of Agriculture.

8. The Directorate

The Director is the Chief Executive of the Institute. He is responsible, through a Board of Governors, to the Vice-Chancellor of the University for the coordination and direction of research planning and execution and for the general administration of the Institute. All Heads of Departments as well as heads of service units are directly responsible to the Director through a Deputy Director.

CHAPTER 2

Compilation of Statistical Data at the Institute

As I had mentioned in Chapter 1, one of the duties assigned to me during my attachment to the Institute was in the area of compilation of statistical data. The Institute is quite often requested by both the Central Administration of the University and the Federal Ministry of Science and Technology to supply certain statistical information regarding its staff or its staff strength. These requests often ask for such information as:

(a) Names of staff
(b) Educational qualifications
(c) Areas of specialization
(d) Rank/Designation
(e) Grade Level
(f) Date Joined University Service
(g) State of origin
(h) Sex
(i) Nationality
(j) Establishment (by grades)
(k) Total number of staff in post (by grades)
(l) Variance on establishment (+/-)
(m) Total number of staff per research programme
(n) Names of staff on study fellowship with degrees in view
(o) Names of staff on leave of absence/secondment
(p) New arrivals
(q) Departures, etc., etc.

On my arrival at the Institute, there was a case in hand in connection with a circular from the Development Section of the Registry Department of the University calling for the following information from the various units of the University:

(a) Names of staff
(b) Rank/Designation
(c) Grade Level
(d) Nationality
(e) State of Origin
(f) Sex.

These pieces of information were required separately for both the senior staff and the intermediate and junior staff. An attempt was already being made by the Institute, with some difficulties, to provide these information in respect of its own staff and those of the Faculty of Agriculture. The Secretary, therefore, in accordance with the schedule of duty provided for my attachment, directed me to assist in the provision of these information and to take the opportunity to identify the constraints that tend to inhibit the easy acquisition of these information.

In order to determine the adequacy or inadequacy of the present system of staff records keeping, let us first of all consider the sources of information on staff, as observed by me during this study, that are available to the Institute's central administration.

(a) Intermediate and Junior Staff - The Institute has an autonomous Appointments and Promotions Committee that is responsible for the recruitment and promotion of its I&J staff, with the Secretary as the Chairman. All cases of resignation, withdrawal of service, dismissal, retirement and other forms of staff movement within the Institute and the Faculty of Agriculture are processed in the Secretary's office. The Secretary's office, therefore, has at its beck and call all information regarding this category of staff. It, therefore, has no difficulty in providing any information regarding them.

(b) Senior Staff - This is the area where the Institute's central administration has great difficulties in maintaining

accurate and up-to-date records. This is because the Secretary's office is isolated from all the processes of recruiting and administering this category of staff. The exercise of recruiting or promoting senior academic/research and supporting technical staff of the Institute and the Faculty of Agriculture is first considered by the Agricultural Complex Appointments and Promotions Sub-Committee for eventual ratification by the Central Appointments and Promotions Committee of the University. In the case of new appointments, as soon as the exercise is ratified by the Central A.&.P.C., the Registrar issues a letter of appointment to the prospective employee with copies to a number of University officers including the Director and the concerned Head of Department. The same system is adopted in the case of promotions of senior staff. Copies of such letters are not sent to the Secretary's office for records. Ironically the Secretary's office is required to keep an open file for each individual senior staff for the purpose of administering senior staff leave matters, overseas passages in the case of expatriate staff and other minor administrative issues. In view of the obvious defect in this system of communication, the Central Administration's records of senior staff members of the Institute are hardly ever up-to-date. In a majority of cases the Secretary is not aware of the presence of a new member of staff at the Institute until an administrative problem affecting such a staff is brought before him. It is only there and then that a file is opened for such a staff in the central records office.

Both the Director's office and the departmental offices keep confidential files of all senior staff - Director's office for all senior staff in the Institute and departmental offices for all senior staff in the respective departments. Here again, while the Director's office receives copies of letters offering appointment to prospective employees, it has no established way of knowing whether or not a candidate has taken up an offer. It, therefore, follows that the records kept in the Director's office are also not entirely up-to-date. Under the present system, it is only the departmental offices that have an accurate and up-to-date information regarding the staff in the various departments. When a new employee takes up an offer of appointment, he reports for duty to his Head of Department; but there is no established procedure of passing this information on to the Central Administration for records. In view of the foregoing, whenever the Central Administration is required to furnish information regarding staff members of the Institute it has no option than in turn to request for such information from the various Heads of Departments for ultimate collation. The Heads of Departments on their part are rather too tardy in providing these information and often feel that such information ought to be provided by the Central Administration headed by the Secretary.

Recommendations

To provide the Central Administration with the wherewithal to enable it maintain an accurate and up-to-date records of senior members of staff of the Institute and thereby enable it to provide statistical information on this category of staff

as and when required, I would like to make the following recommendations:

(1) An Establishment Section should be created in the Secretary's office charged with the responsibility for the administration and maintenance of confidential files for all senior staff in the Institute.

(2) The present set of confidential personal files maintained by the Director's office should be transferred to the proposed Establishment Section which should henceforth be maintained by that Section.

(3) Henceforth copies of all letters of appointment to newly recruited staff of the Institute which are normally sent to the Director from the Registry Department should ultimately rest with the proposed Establishment Section where individual confidential personal files should be opened for them after the Director has read and noted them. In this way the Secretary will no longer be unaware of a probable addition to the Institute's staff strength.

(4) As soon as a new staff assumes duty in the Institute, the Head of Department concerned should communicate this information in writing to the Director with a copy to the Secretary. The Head of Department will then arrange for the new staff to report to the proposed Establishment Section for documentation - this will take the form of the new staff completing a personal records form which will be designed in a way to contain all the vital

information the Central Administration is from time to time called upon to provide in respect of the Institute staff. This arrangement is without prejudice to the formal documentation which all new senior staff are required to perform in the Registry Department.

(5) Vital administrative issues affecting any senior staff of the Institute, such as posting to an outstation, inter-departmental or inter-sectional transfers, appointment as Head of Section or Department, should be communicated to the Secretary in writing so that the personal record of the individual concerned should be up-dated.

(6) When a staff leaves the service of the Institute, the Secretary's office should be notified so that the personal file of the individual concerned should be closed and stored away and his name deleted from the staff list.

(7) Copies of all letters of promotion in respect of the Institute staff, which are normally sent to the Director, should, after the Director has noted them, be forwarded to the Secretary for the staff's personal files. This will enable the Secretary's office know whenever there is a change in the status of a staff and thereby up-date his personal records.

(8) In order to strengthen the reliability of this system, I would recommend that the proposed Establishment Section of the Secretary's office should be required to prepare a half-yearly staff return, by Departments, which should be forwarded to all departments and units for verification

in case there are any staff changes that have not been duly notified.

If this precedure is strictly adhered to, the difficulties which the Central Administration is currently experiencing in maintaining accurate staff records will be greatly minimized if not completely eliminated.

I. Appointment of Intermediate and Junior Staff

On the 22nd of April, 1981, I was given the opportunity to join the Institute's Intermediate and Junior Staff Appointments Committee in conducting an interview for the recruitment of the following categories of intermediate and junior staff:

1.	Assistant Technicians	- GL.06
2.	Snr. Technical Assistants	- GL.05
3.	Technical Assistants	- GL.04
4.	Laboratory Assistants	- GL.04
5.	" Attendants	- GL.02/03
6.	Agricultural Recorders	- GL.02
7.	Clerical Officers	- GL.04.

The Committee comprised:

1.	Institute Secretary	- Chairman
2.	A Snr. Assistant Registrar	- Member
3.	The I&J Staff Training Co-ordinator (IAR)	- "
4.	A representative of Heads of Departments	- "
5.	A representative of Heads of Sections	- "
6.	A representative of Heads of Outstations	- "
7.	The Finance Officer	- "
8.	A representative of Registry Department	- In attendance
9.	A representative of the Section/Dept concerned	- " "
10.	An Executive Officer	- Secretary to the Committee.

The vacant posts had earlier on been advertized by the Central Administration and applications received and forwarded to the Heads of Sections/Departments concerned for shortlisting. The candidates shortlisted were thereafter invited by the Central Administration for interview. The interview lasted several hours.

Recommendations

On the basis of my observations during the interview, I would like to make the following recommendations which are intended to help the Committee in conducting a satisfactory interview and ensuring that the best materials are selected from the candidates available.

(1) Since qualifications have already been specified for various jobs in the Institute, I consider it unnecessary that applications should be referred to Heads of Sections or Departments for shortlisting before candidates so shortlisted are invited for interview by the Central Administration. Since the responsibility for implementing the University policy on recruitment (e.g. the need to reflect the Federal character of the country) devolves on the Administration Section, the exercise of shortlisting prospective candidates should be carried out by it rather than by the Head of Section or Department who may be guided by other considerations.

On the other hand, the Heads of Sections/Departments are often too busy in other directions that the exercise of shortlisting the candidates is delayed for so long

that a great deal of time-lag takes place between the time the applications are received and the time the candidates are invited for interview with the result that many of the candidates so invited do not turn up for one reason or the other.

I, therefore, recommend that the responsibility for shortlisting candidates should be taken over by the Administration Section while the Head of Section/Dept, or his representative, sits on the selection committee to ensure that the right calibre of staff is recruited for the Section/Department.

(2) Qualifications required for each job should be circulated to members of the selection panel at the interview to enable them make a realistic assessment of the performance of an individual candidate in relation to the qualifications necessary for the performance of the job, as the interview progresses. This should also enable the members determine the level of questions to ask the candidates at the interview. For example, if the qualification required for the post of Laboratory Attendent (GL.02) is Primary Six Certificate, with no previous working experience, it will be unnecessary to insist on a candidate with this qualification enumerating the contents of a science laboratory when it is obvious that he did not do science in the primary school.

(3) Considering the technical nature of majority of the posts available at the Institute, efforts should be made to brief the members of the panel on the art of interviewing. It must be recognized that interviewing is a function of Personnel Management and since the members of the panel are not all personnel practitioners, it is essential that some guidelines are provided. The members of the panel should be made aware that interviews have a purpose. According to the Personnel Management Division of the British Institute of Engineering Technology:

> "The purpose of the interview is to discover those latent capabilities and personal qualities which the application form cannot reveal, and to uncover those weaknesses which are glossed over in the form".

It is, therefore, essential that questions asked at an interview are those that will directly help in determining the suitability of an applicant for the post for which he is being interviewed. Irrelevant questions should be completely avoided and the candidate should not be embarrassed by the panel spending too much time probing into his private life, except where it is absolutely necessary.

(4) Applicants should as much as possible be made to feel at ease during the interview so that they can be able to demonstrate their capabilities fully. They should not be discouraged from expressing themselves fully by laughing at them when they make simple mistakes often occasioned by nervousness.

According to D.E. McFarlard in PERSONNEL MANAGEMENT: THEORY & PRACTICE:

> "The fact that the potential applicants take the recruiter to be a sample of the kinds of people working in the company is often overlooked. The recruiter is usually the first person in a company that an applicant meets, and he may form lasting impressions at this time".

In the light of McFarlard's advice, it is important, in the light of good public image, that an applicant leaves the interview hall with good impressions and satisfied that he has been given a fair chance.

(4) Finally, during the interview there were a few cases of noticeable alterations to statements of result by candidates. In the light of this development, there is a strong possibility that some of the candidates selected for appointment may have presented forged statements of result. As a counter-strategy, I would like to recommend that the WASC results of all candidates selected for appointment in the Institute be verified at the Academic Office by the Secretary to the Appointments Committee before letters of appointment are issued.

CHAPTER 4

J. Staff Passages

During the period of my field attachment I worked hand in hand with the Institute's Passages Officer in the performance of his duties. His duties involve booking of air flights for Institute staff travelling within and outside Nigeria on conferences and other official engagements and for expatriate staff travelling on home leave. The duties also involve constant liaison with the Immigration Department as all expatriate staff have to comply with immigration formalities each time they travel out and into the country. The Institute, as is the case with the University generally, has a large number of expatriate staff. All expatriate staff on contract appointment with the Institute, together with their wives, are entitled to air passage every other year to enable them travel on home leave throughout the duration of their contract. Those on tenure appointment are also, together with their wives, entitled to air passage yearly while on home leave. In addition, all expatriate staff - whether on contract or tenure appointment - are entitled to yearly air passage for a return journey from their country of origin to Nigeria for their children, up to a maximum of five, provided that such children are below 21 years of age.

I summarize below the areas in which I was involved during my brief period in the Passages Office.

1. Air Booking - This involves making air reservations for staff travelling by air either on conferences and other official duties or on home leave overseas. Air reservations are also made for children of expatriate staff not resident with their

parents in Nigeria to enable them visit such parents once in a year.

2. Entry Permit/Visa - This document is a permission to non-Nigerians to enter into the country, and all newly recruited expatriate staff of the Institute are expected to obtain this permission from the Nigerian Embassy or High Commission in their country before embarking on their journey to Nigeria. Entry permits are issued to citizens of the Commonwealth countries while visas are issued to citizens of non-Commonwealth countries.

3. Residence Permit - This is a permission for non-Nigerians to remain in the country for a specified period of time. It must be issued to every holder of a separate passport and has to be renewed a week before its date of expiration, provided that the holder's passport remains valid and his employment in Nigeria continues. The Passages Officer arranges the renewal of this permit for the Institute staff.

4. Re-entry Permit/Visa - All expatriate staff travelling out of the country for whatever reason have to obtain a re-entry permit (in the case of Commonwealth citizens) or a re-entry visa (in the case of non-Commonwealth citizens). Such staff should obtain the application form IMM/22 or IMM/22A - depending on whether the applicant is a Commonwealth or non-Commonwealth citizen - from the Institute's Passages Officer. Completed application forms must also be accompanied by a letter from the Passages Officer to the Immigration Office, Zaria, stipulating that the Institute accepts all immigration responsibilities for such staff.

5. Work Permit - When wives of expatriate staff working with the Institute intend to take up appointment in Nigeria, even for a short period, they will be required to obtain a Work Permit from the Chief Immigration Officer, Lagos. Any such expatriate wife is required to submit to the Passages Officer the following documents:

(a) A letter from her (in duplicate) addressed to the Immigration Officer stating the type of job for which she is request a Work Permit.

(b) A letter of no objection from her husband addressed "To Whom It May Concern" or to the Immigration Officer, Zaria.

(c) Her Residence Permit,

(d) Photostat copies of her educational certificates (if any).

The Passages Officer then delivers these documents to the Immigration Office, Zaria, for on-forwarding to the Chief Immigration Officer, Lagos, who issues the Work Permit by appending an official stamp at the back of her Residence Permit. The documents are thereafter returned to the Immigration Office, Zaria, and are collected on behalf of the wife by the Institute's Passages Officer. When wives of expatriate staff in possession of Work Permits proceed on overseas leave, they are required to deposit their Work Permits with the Passages Officer who forwards them to the Immigration Office, Zaria, for custody. On their return to Nigeria from home leave the Work Permits are returned to them through the Passages Officer.

Recommendations

Much of the problems existing in the area of staff passages are outside the control of the Institute. Such problems exist either as a result of the procedures stipulated by the Immigration Department or the Central Bank or as a result of the operational systems adopted by the various airlines. It is, therefore, outside the province of the Institute to do anything about them.

My only recommendation in this area is concerned with a way to minimize the colossal sums of money which the Institute spends on passages for expatriate staff. The Institute spends over ₦3,000.00 a year on air passages for an average British family of five and approximately ₦6,000.00 yearly on an average Indian family of seven. It is a tradition among world airlines to charge only 50% of total fare on any child attending school provided that a Certificate of Student Fare is presented by the parents. I observed that many parents do not take the trouble to obtain these certificates in respect of their children thereby denying the Institute the benefit of this privilege. I would, therefore, recommend that the Institute insist on the provision of these certificates in respect of staff's children before air tickets are purchased for them. If parents adhere strictly to this method, the Institute will be making a lot of savings in cost in the area of staff passages.

K. Conclusion

My attachment ended on 30th April, 1981 and before I finally left the Institute, I forwarded, in writing, to the Institute Secretary various recommendations contained in this paper for his consideration and possible implementation. The attachment, no doubt, provided a very rewarding experience.

INSTITUTE FOR AGRICULTURAL RESEARCH
Ahmadu Bello University,
Zaria.

(Office of the Secretary)

Ref: IAR/SS-227

14, April 1981.

Mr. M.C. Ezumezuh,
c/o Admin. Office,
IAR.

Practical Field Attachment

I refer to the Registrar's letter P. 8739 of 7th April 1981 posting you to this Institute for 3 weeks field attachment as from 13th April 1981 as part of the requirements of the course you are presently undertaken at the Institute of Administration, ABU, Zaria.

I take this opportunity to welcome you to the Institute and to express our delight in seeing you in our midst. During the period of your course, you had no doubt been exposed to various theories and concepts in Administration. It is our hope and pledge that we shall be able to co-operate together so that you will have the full opportunity of demonstrating and translating the new skills you have acquired into various aspects of practical Administration.

You will be directly attached to me and in addition to whatever specific assignments you may be interested, I intend to assign duties to you on the following subjects.

(a) Procedure for appointments & promotions of junior and intermediate staff
(b) Staff Discipline (University Regulations)
(c) Compilation of statistical data.
(d) Secretaryship of constituted Committees.
(e) Staff Passages and public relations.

I hope that you will find your attachment to this Institute an enjoyable one. I am by a copy of this letter requesting all Administrative staff to co-operate with you and do assure you that you are quite free to discuss any subject relating your studies with us.

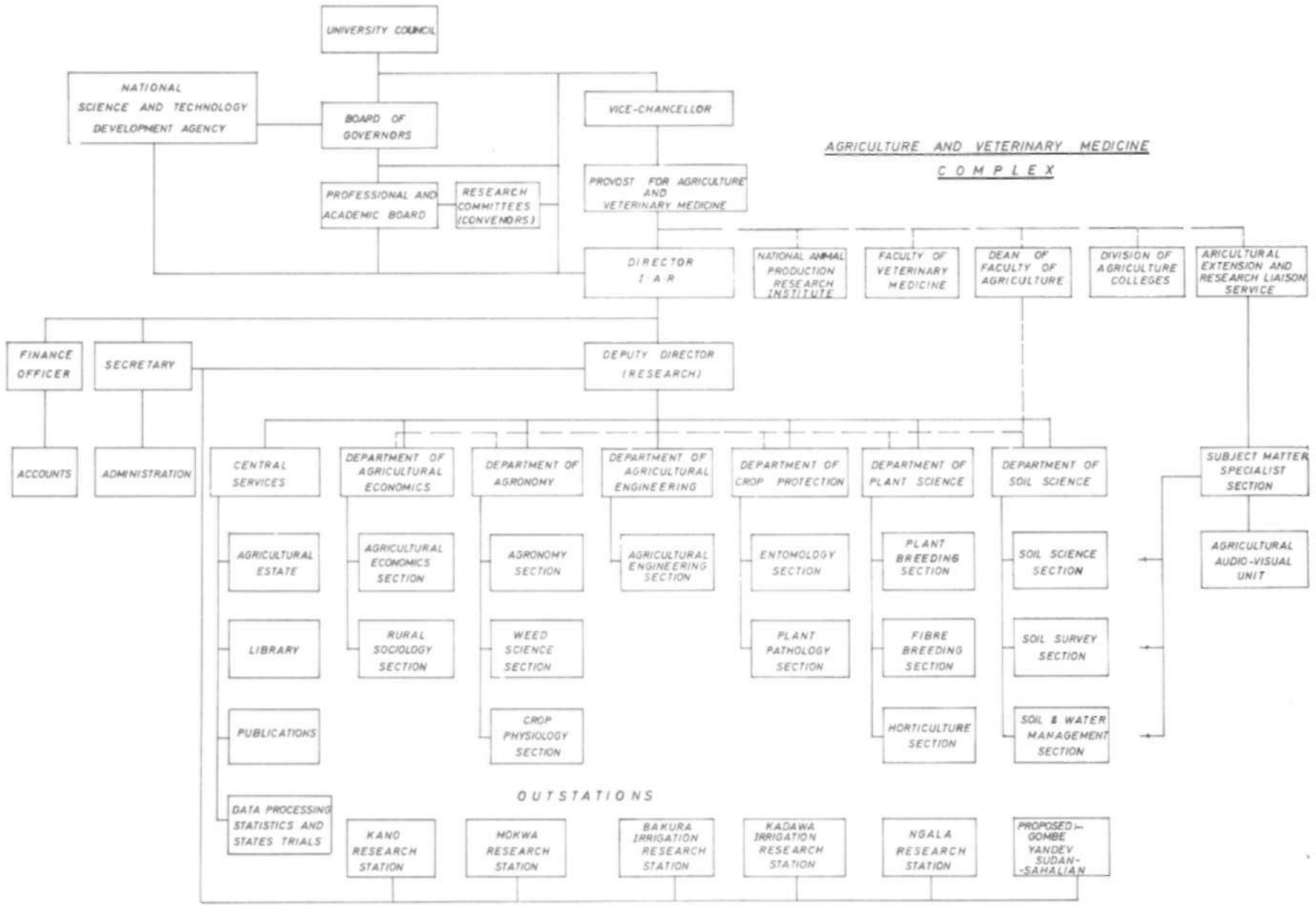
Jibrin Adamu
Secretary

cc: Director IAR
Ag. Establishment Secretary ABU
Head,
Dept. of Administrative Studies,
Inst. of Administration, ABU.

All Senior Admin. Staff IAR.

APPENDIX 'B'

STRUCTURE OF ORGANIZATION OF INSTITUTE FOR AGRICULTURAL RESEARCH



References

1. Institute for Agricultural Research General Research Policy - Revised April 1977.

2. Brochure on the Institute for Agricultural Research and Special Services, Samaru.

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4. D.E. McFarlard, Personnel Management: Theory and Practice.

5. New Statute for the Institute for Agricultural Research (1976).

6. File C/MEE/1 - IAR Board of Governors.