

GUIDES TO ADMINISTRATIVE PROCEDURES IN THE FEDERAL PUBLIC SERVICE

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Executive Summary

In Nigeria, appointment as a chairman or member of the governing board of a government parastatal, agency or corporation is celebrated with expectations from family members, friends, neighbours and acquaintances all of who are gleefully looking forward to favours of contracts, disbursements and/or public service appointments for their yet-to-be-employed graduate wards. For the board members, many of who are politicians and members of the ruling political party, there is the additional expectation that their appointment is a leverage in terms of where to raise funds to meet the demands of the party for re-election activities.

Public Service all over the world operate on the basis of globally cherished ethics, values and ethos. These values are the basis of the expectations of Government and the public, on one hand, for public servants in terms of their capacity to demonstrate democratic, professional, ethical and people values, and on the other hand the reciprocal expectations of public servants for Government, their employer, in terms of their working environment, job deployment, career progression and remuneration. The values, which have been codified into various documents, drive the operations of government and determine how efficient and effective those operations can be in delivering on the mandates of agencies.

Given these serial expectations of board members, the budgetary constraints under which the chief executives of Government agencies operate to execute the agency's mandate in order to deliver on the administration's electoral promises and the imperative of abiding by the administrative and financial regulations of government, conflicts in executive-governing board relations are bound to occur.

In order to avoid conflicts in executive-governing board relations and engender an environment of increased capacity for Government agencies to deliver on their mandates, it is imperative that Chairmen /members of Governing boards are brought to the same page as the executive on the administrative procedures guiding government operations, including board and council matters, the code of conduct for board members and their privileges.

This paper discusses *Board and Council Matters* including *Procedure for Convening Meetings; Frequency; Agenda & Working Papers; Quorum; Effectiveness; Role of the Chairperson, Role of the Secretary to the Board; Record of Proceedings, Board Decisions; Collective Responsibility in Decision making; Responsibility of the Board; Responsibility of the CEO; Standing Committees; Relations with Supervising Ministers; Code of Conduct for Board Members; and Privileges.*

It stresses that Ministerial control of agencies and their Boards is *institutional* rather than *personal* and implores the Board members to recognize this and to uphold their personal integrity and refrain from unethical behaviors in order to maintain the integrity of their boards.

It posits that it is inappropriate for Board members to see themselves in the mold of their colleagues occupying ministerial appointments and enjoying the privileges attach thereto. Board membership is a part-time appointment/position. Accordingly, there are no permanently allocated office accommodation, no residential accommodation, no official vehicle and no support staff.

Remuneration of Part-Time members of Boards of Government agencies are guided by the subsisting circulars issued by Government and it is anchored on a fixed sitting allowance depending on the category of the parastatal and agency subject to a maximum of 4 sittings per year. It is imperative, therefore, that Board Members appreciate from the outset that there are no special privileges attached to their appointments and that they are being called upon to render service to their nation to enable them bring to bear on the Board to which they have been appointed those qualities that have distinguished them in their spheres of service life. Accordingly, their service

connotes sacrifice and their privilege is in the intangible, being the honour that society would accord them in recognition of their respective personal integrity and the acknowledgement of their sacrifice.

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Protocols

Let me start by thanking the Secretary to the Government of the Federation for inviting me as a resource person to this very important **Induction Programme for the Recently Inaugurated Governing Board Members of Federal Government Parastatals, Agencies and Commissions**. I also wish to commend my colleagues at my former office - the Bureau of Public Service Reforms (BPSR), especially the acting Director General Mr. D. I. Arabi, for the wonderful way they are organizing the Programme. I congratulate all of you the participants - the Chairmen and members of the Boards of Government agencies that have been gathered here and wish you a very successful tenure.

Introduction

There are a number of reasons why I think you have been assembled here:

- There is no formal training school on both how to become/ behave as a Political Appointee (Minister / Chairman/ Board Member);
- By your appointment, I presume that you must have been entertaining in your minds some pre-conceived notion/expectations about the weight of your appointment, expectations that are being reinforced by the society and especially your friends and relations;
- Given the budgetary constraints under which CEOs operate and the conflicting pressures of election year, manifesting on the part of the CEO in the urge to deliver on MDA mandate and on the part of the Board Members in ability to have some access to funds to prosecute the re-election activities, there is bound to be some conflict in executive-Board member relations;
- Accordingly, the need to lay out the ground norms and clear the air about both the boundaries of authority and the limits of your expectations as Chairmen /members of Governing boards has therefore become an urgent imperative.

Before I go on there are certain organizational terminologies often used interchangeably depending on the country but which in our setting have been confusing. “*Ministry*”, “*Department*”, “*Extra-Ministerial Department*”, “*Commission*”, “*Agency*”, “*Parastatal*”, and “*Corporation*” are organs of the public service but we must be clear in our minds what we mean when we use the terms. For example, on issues of the public service, we often hear the acronym “MDA”; what does it mean ?

MDAs: In the Nigerian setting, the term MDAs is not intended to mean *Ministries, Departments and Agencies*, BUT *Ministries, extra-Ministerial Departments and Agencies*.

This is because “MDAs” is an acronym for a group of principal/primary organs of government headed by high level (*first tier*) appointees of the President/Governor as chief executive officers. In the Nigerian setting, unlike the US or the UK, *Departments* are headed by Directors and operate under the direction of *second tier appointees* of the President/Governor, such as Permanent Secretaries, Executive Secretaries, Directors General and General Managers, who themselves are responsible to primary/first tier presidential/executive Governor appointees like Ministers/Commissioners, Secretary to the Government of the Federation/SSG, Head of the Civil Service and Chairmen of Commissions/Constitutional Bodies. Accordingly, MDAs cannot not stand for *Ministries, Departments and Agencies* but ***Ministries, extra-Ministerial Departments and Agencies***.

Public Service Values

Public service operate on the basis of certain ethics, values and ethos.

There are expectations of Government and the public for those who work in the Public Service

- ***Democratic Values*** – helping the Ministers/Commissioners and political heads to, under the law, serve public interest;
- ***Professional Values*** – serve with competence, excellence, efficiency, objectivity and impartiality;
- ***Ethical Values*** – uphold, at all times, public trust and be responsive to the society; and
- ***People Values*** – demonstrate respect, fairness and courtesy in dealing with the public and with fellow public servants

By the same token, public servants also expect Government, their employer, to reciprocally observe a certain set of principles.

Reciprocal Expectations of Public Servants

- ***Working Environment*** – that engenders confidence and encourages public servants to put in their best promptly and cheerfully;
- ***Job Deployment*** – that enables the system to get the best from officers in terms of general deployment of creativity and analysis, public policy initiation, programme planning and project execution;
- ***Career Development/Progression*** – that is motivating, inspiring, competitive and rejuvenating; and
- ***Remuneration*** – that is adequate in terms of ensuring that public servants can live not below the level of *cultural human dignity**.

**expectation of a Prado Jeep as Official Car and a Mansion in the choicest property location in the State amount to ostentation and not human dignity.*

These twin sets of principles, which incidentally are in quadruples, constitute what is called the “*globally cherished Public Service Values*”.

Public service values, ethics and ethos have mostly been codified in various documents, namely as Public Service Rules, Financial Regulations, and specific process and operational Guidelines like those for Appointments, Promotion and Discipline.

The ***Public Service Rules (PSR)*** issued by the Head of the Civil Service of the Federation, is the compendium of administrative rules guiding the entire public service of the federation. While it was a product of revision of the old Civil Service Rules there is a whole chapter detailing its application to Federal Government Parastatals.

The ***Financial Regulations (FR)*** is the second of twin documents (PSR & FR) that jointly serve as the principal instrument of administrative and financial controls in the public service.

Guidelines for Appointments, Promotion and Discipline is a subject matter specific document that spell out the procedures for appointments, promotions and discipline including the rights of appeal and petitions.

Helping to see to the effective discharge of the mandates of the respective MDAs within the bounds of the extant rules, regulations and guidelines, developing and improving on the documents as the case may be, and ensuring that you yourselves operate within the bounds of those rules and regulations, are the reasons why you have been appointed as Governing Council/Board chairmen and members.

It is public knowledge that Board chairmen and members have been remanded in prison and/or convicted for procurement offences committed either by them or under their watch;

While there is no public record of Governing Board members who have been jailed for carrying out irregular appointments, promotion and termination of appointment, there can be no doubting the effect that such acts have had in ruining the career and life of many innocent public servants in the agencies they superintend;

The first step, therefore, is to acquaint you with these rules, regulations and guidelines as they relate to your responsibilities as chairmen and members of Governing Boards and Councils.

This is the essence of topic that has been assigned to me, viz. **Guides to Administrative Procedures in the Federal Public Service.**

Accordingly, we are going to be talking on the following:

- Board and Council Matters
- Privileges of Members of Boards
- Authority for Appointment
- Appointments, Promotion and Discipline; Petitions and Appeals
- Relations with Ministers /The Ministry
- Chief Executives of Statutory Bodies; and
- Code of Conduct for Board Members, in terms of: (i) Use of Public Funds;(ii) Allowances; (iii) Members' Interests; (iv) Gifts and Hospitality; (v) Political Activity.

The Bureau of Public Service Reforms (BPSR) has already produced a revised and updated version the **Guides to Administrative Procedures in the Federal Public Service** as it relates to Federal Parastatals, Agencies and Commission under the title **Corporate Governance Manual** for Governing Boards/Councils of Federal Parastatals, Agencies and Commissions. It is the basis of what I am presenting hereunder:

Board and Council Matters are covered in chapter 5 of the Corporate Governance Manual.

I am sure that most of you here are distinguished men and women with experience on board processes especially in the private sector. The standard procedures are basically the same but for clarity and for all of us to be on the same page I would go through the basic elements hereunder.

Modes of Meeting can be through:

- (a) physical presence of members;
- (b) video conference or similar electronic channel allowing simultaneous visual and audio participation;
- (c) telephone conferencing; and
- (d) written resolution signed by all Board/Council members

Although in a technical sense, the modes listed under (a)-(d) above can be admitted as forms of meeting, the traditional mode entailing physical presence of members remains the preferred standard for statutory purposes. Modes (b) –(d) would be to augment and reinforce considerations taken during physical presence.

Procedure for convening meetings

Board Meetings are convened in accordance with the provisions in the enabling Act. Generally, requisitioning of a Board/Council meeting shall be the responsibility of the Board/Council chairman in consultation with the CEO. Notice of a Board/Council meeting shall indicate proposed date, time, venue and agenda.

Frequency of meetings

The frequency of Board/Council is guided by provisions in the laws establishing the respective agencies, corporations and parastatals and the rule of the thumb especially where there are no such provisions is quarterly meetings as provided in the extant circular of the National Salaries, Incomes and Wages Commission (NSIWC) as would be described later .

Organizational Arrangement for Discharging Boards Responsibilities

The standard administrative arrangement for the discharge of responsibilities is through the setting up of Standing Committees. [The benefits inherent in the use of the committee system include the fact that they:](#)

- are smaller in size and are able to devote more time to the assignments on hand;
- can delve into complex issues;
- can act as a liaison between the Board/Council and Management and thus take off a lot of pressure from Management; and

- facilitate decision making process of the full Board/Council.

Typical Standing Committees

- Human Resource, Administration and Legal Committee, which also covers Governance, Ethics and Remuneration issues.
- Audit, Risk and Internal Control Committee; and
- Finance Management & Investment Committee

Effective Meetings

How effective a Board Meeting is or has been is determined by having:

- (a) *appropriate agenda* for the meeting
- (b) *high attendance* by members beyond quorum;
- (c) *punctuality* at meetings;
- (d) *receipt of Board/Council papers in good time* by members;
- (e) *thorough preparation* and therefore *thorough participation* by members;
- (f) *effective control and conduct* of meeting by the chairperson;
- (g) *open and frank discussions* by members;
- (h) *decisions made* and not postponed;
- (i) *proceedings/minutes duly recorded* and signed;
- (j) *follow-up on action taken on decisions* to ensure that all decisions are implemented.

Duration

Granting *effective work at sub-committee level, the dispatch of documents in good time* as well as *effective use of time during board deliberations*, the duration of each Board/Council meeting shall be determined by the *number, weight and urgency* of the items listed on the agenda in relation to the agreed/stated *frequency* of meetings by the Board/Council. Accordingly, a sitting could extend beyond a day to 2, 3 or 4 days.

Agenda of Meetings

The Chairperson and the Secretary are to draw up the agenda of the meeting in consultation with the Chief Executive Officer and other Board/Council members.

The agenda shall contain the list of items of business to be discussed at any particular meeting, including:

- confirmation of previous minutes;
- matters arising from decisions taken at the previous meeting;
- formal approval of matters requiring limited discussions;
- reports from management staff: CEO, finance director, etc.;
- reports from standing committees;
- operational policy issues;
- strategic issues; and
- any other business.

Working Papers for Board/Council Meetings

The Board/Council shall determine the form, structure and time of receipt of all papers for discussion. To make good decisions, a Board/Council must receive the right information from the Chief Executive Officer at the right time as per Board/Council policy and in the right form.

Quorum

The number of members constituting a quorum may be found in the legal document establishing the organization. In the absence of such provision, the Board/Council is expected to decide on the quorum for its meetings, which shall not be less than one half (1/2) of the membership.

The Role of the Chairperson

The chairperson shall perform the following functions in relation to Board meetings:

- ensure that the Secretary has sent out the notice, agenda and supporting documents in good time in accordance with Board/Council policy;
- ensures that items on the agenda can be covered within the time set for the meeting;
- signs minutes of previous meeting after approval;
- acts as a facilitator ensuring that no member dominates discussion, that appropriate discussion takes place and that relevant decisions are made;
- offers members the opportunity to speak on each item and encourages them to participate fully in the meeting;
- ensures that Board decisions are implemented.

The Role of the Secretary to the Board/Council

The Board/Council Secretary notifies members of the time, date and place of meeting; prepares the agenda and circulates it with associated papers; responsible for a number of house-keeping arrangements :

- ensures that the meeting venue is arranged;
- appropriate logistics have been secured for the meeting;
- reminds management staff who are to make presentations appropriately;
- ensures that there are spare copies of all documents needed for the meeting;
- ensures that the meeting is properly convened (i.e. there is a quorum);
- resists the temptation to speak on anything other than procedural matters or when requested to give an opinion;
- advises, without request or invitation from the chairman,, if any action proposed to be taken by the Board/Council is unlawful or contrary to the governing document or any other legal enactments;

- records proceedings at the meeting;
- conveys and monitors decisions of the Board/Council; and
- keeps custody of official documents of the Board/Council.

Conduct of Meeting

The meeting shall be conducted as follows:

- chairman calls the meeting to order;
- agenda is approved;
- apologies received, if any
- read and confirm minutes of previous meeting;
- consider matters arising from the minutes;
- receive and consider the report of the CEO;
- receive and consider specific management reports;
- receive and consider reports from standing committees; and
- consider new business and any other business.

Emergency Meeting

Emergency meeting may be convened in accordance with the provisions in the enabling Act, where applicable to discuss matters that are urgent and cannot wait for the regular meeting. An emergency meeting shall discuss matters giving rise to its calling.

Minutes/Records of proceedings

It is a legal requirement that minute of all meetings of the Board/Council and any Committees of the Board/Council are kept. Minutes are public documents that become part of the historical record of an organisation and, therefore, must be accurately captured. The minutes shall record:

- the precise wording of any resolution;
- summary of discussion on each item of business;
- information upon which the decision was based;
- details of the decision;
- action required; and
- date, time and venue for next meeting

The minutes shall be signed by the chairman. The chairman shall initial all pages and sign the last page. The minutes shall be prima facie evidence of the proceedings of the Board/Council members. The Minutes shall be confirmed and approved by members who were present at the earlier meeting.

Board Decisions

Board decisions may be arrived at in one or a combination of the following:

- (a) consensus;

- (b) compromise;
- (c) majority vote by indication; and
- (d) casting vote.

Collective Responsibility

Board/Council members are jointly and severally responsible for the decisions of the Board/Council and the actions taken thereon by management of the organisation. Board/Council members are, therefore, expected to accept collective responsibility for the decisions of the Board/Council as loyal members of the Board/Council.

However, where a member is unable to agree with his/her colleagues on the decisions made, then he/she should consider taking any or all of the following options:

- (a) express in unequivocal terms, his dissent and the reasons thereof;
- (b) request for a second professional opinion on the subject;
- (c) request that the decision be postponed for further research, reflection and consultation;
- (d) document his/her dissent and request that his decisions be put in the minutes; and
- (e) request for a special Board/Council meeting to consider the subject;

Where a member is still dissatisfied after exploring the options above, he/she may pursue the following options:

- (a) inform the appointing authority about the developments; or
- (b) resign as a member of the Board/Council.

Responsibilities of the Board

Matters Reserved for Approval by Boards/Councils

The Board/Council shall approve the following, subject to existing regulation of the Public Service:

- (a) Appointment/Promotion of senior staff
- (b) Conditions and Schemes of Service
- (c) Accounting Policies
- (d) Determine authorization limits
- (e) Financial Statements (both audited and unaudited)
- (f) Annual Budget
- (g) Strategic Plan
- (h) Opening and Closure of Bank Accounts
- (i) Investments
- (j) Overseas business travels and training of the CEO
- (k) Annual report.

Matters Reserved for the CEO

- (a) Day-to-day administration of the organization;

- (b) Operation of bank accounts as laid down in the Financial Administration Regulations, and
- (c) Appointment/promotion of junior staff.

Cooperation between the Board/Council and the CEO

There should be no illusion as to the important role of the CEOs and respective management as the engine room of policy initiation. They must therefore act in good faith to allow the Boards/Councils exercise their policy-making functions.

The working relationship between the Board/Council and the CEO must be cordial and mutually respectful to enhance growth and success for the organization.

Some of the possible causes of conflict between the Board/Council and the CEO, include:

- (a) lack of authorization limits;
- (b) lack of clear understanding of the different roles between the Board/Council (governance) and the CEO (management);
- (c) where the Board/Council attempts to “micro manage” either due to lack of understanding of role or abuse of power;
- (d) where CEOs erroneously think that Board/Council and CEO have the same appointing authority and therefore CEOs are not accountable to the Board/Council;
- (e) where Boards/Councils attempt to allocate to themselves corporate facilities such as vehicles, office space etc.;
- (f) power struggle between some Board/Council members and the CEO;
- (g) personality clash between CEO and chairperson or among members; and
- (h) lack of mutual respect between CEO and Board/Council members.

Resolution of Conflicts

Conflicts between the Board/Council and the CEO must be resolved as quickly as possible in order that organizations do not suffer from the negative impact. The Office of the SGF is always available for clarification on any grey areas.

Sector Minister – Board/Council Relationship

Upon appointment as Board/Council members by the President, a working relationship begins between the Sector Minister and the Board/Council. A good working relationship between the Sector Minister and the Board/Council will facilitate the achievement of corporate objectives.

The relationships may be classified as:

- (a) Ministerial Support;
- (b) Business Planning; and
- (c) Policy Advice

Sector Ministers shall hold the Boards/Councils accountable for their performance subject to provisions of the enabling Act.

This process shall involve:

- (a) Regular Ministerial and portfolio briefings as may be agreed between the Minister and the Board/Council;
- (b) Advising Minister as and when required;
- (c) Submission of quarterly performance report to the Minister or appropriate authority

Copies of approved strategic plans of Public Service organizations must be given to the sector Ministers to enable them understand the dynamics of the organizations.

Ministerial Control of Agencies

Ministerial control of agencies is *institutional* rather than *personal* authority; accordingly, it is vested in the Ministry rather than the person of the Minister; hence the need to accord recognition to the office of the Permanent Secretary of the supervising Ministry. The Guidelines Regulating Relationship between Parastatals/Government Owned Companies and The Government prescribes:

- “that the exercise of ministerial control shall be at the policy level and through the board of the parastatal;
- That the chairman and members of the board should have direct access to the minister on matters pertaining to the affairs of the parastatal;
- That the chief executive of the parastatal may have direct access to the minister.
- But that in every case, the permanent secretary **MUST** be present whenever the minister discusses with the board members or the chief executive of the parastatal

Sector Minister - CEO Relationship

A good working relationship between the Sector Minister and the CEO will facilitate the achievement of corporate objectives.

The relationships may be classified as providing technical advice as and when needed by the Minister.

Ethical Standards

The Board is held accountable to high level of ethical behavior and expected to bring same to bear on the agencies and to ensure that all unethical practices by employees are sanctioned. Board/Council members are expected to *deal courteously with employees*; and *respect the rights of employees irrespective of ethnicity, sex, religion, disability, experience and education*.

Abusive Conduct

Abusive conduct (physical, verbal and psychological) by a Board/Council member towards anyone: employee, fellow Board/Council member, service provider, etc. shall not be tolerated.

Gifts

Board/Council members are not to solicit and/or accept gifts or hospitality, tangible or intangible, which might reasonably appear to compromise their personal judgement or integrity, directly or indirectly from persons with whom they come into contact in relation to official duties

Conflict of Interest

Conflict of interest may arise in several forms including:

- (a) using for his/her own advantage any money or property of the organization;*
- (b) using for his/her personal advantage, confidential information or special knowledge obtained by him/her in his/her capacity as a Board/Council member;*
- (c) being interested directly or indirectly in any business which competes with that of the organization; and*
- (d) being interested directly or indirectly in any contract or other transactions entered into by the organization.*

Addressing Conflict of Interest

- (a) a member who has an interest in a matter being dealt with by the Board/Council is expected to disclose in writing to the Board the nature of that interest;*
- (b) the Board/Council member shall not participate in any discussion concerning the matter in which he has shown interest;*
- (c) where conflict of interest issues are delegated to a committee, the member-in-conflict shall refrain from influencing members of the committee, either through covert or overt means;*
- (d) conflict of interest issues shall be resolved by members who are not in conflict;*
- (e) members with persistent conflict of interest must resign from the Board/Council.*

Political Activity

There is no vote-head in any MDA for the funding of political activities. But there are a large number of channels through which budgets of MDAs have been abused even for political activities in the past. For example, chapter 9 of my book, *Restoring Good Governance in Nigeria* vol. 1 page 144-164 has identified 16 of such channels under the title:

Tracer Analyses of Official Abuse of Budgets of MDAs as listed below:

- *Taking deliberate advantage of the Subsisting Accounting gaffe - whereby salaries of personal assistants, allowance for fuel and newspapers that are already part of the salary package of political office holders are again settled with Government funds using the imprest vote and/or through direct payment by the Director of Accounts.*
- *Large Retinue of Aides many of who carry unauthorized designations;*
- *Payment of Hotel Accommodation/Rent against extant provisions of the Monetization policy;*
- *Unregulated approval for Overseas Travels;*

- *Delegation Size on official trips;*
- *Air Travel Costs and the Newly Acquired Taste for Chartered Flights;*
- *Estacode, Warm Clothing and Contingency Allowances;*
- *Double Dipping in the funding of official tours;*
- *Unofficial Weekend Trips;*
- *Attendance of Social Functions and Festivals;*
- *Irregular Payment of Uniform Allowances to police orderlies attached to political office holders;*
- *Public Relations;*
- *Out-of-Station Retreats, Workshops and Meetings*
- *Burden of Over-sight Functions of the National Assembly*
- ***Election Year Pressures of the Ruling Political Party;***
- *Official Vehicles and Personal Computers*

Privileges of Board Members

This is where CEOs and Board member normally clash, as Board members see themselves in the mold of their colleagues occupying ministerial appointments and enjoying the privileges attach thereto. Unfortunately, the situation is different here. Board membership is a part-time appointment/position. Accordingly, there are no permanently allocated office accommodation, no residential accommodation, no official vehicle and no support staff.

The conditions of service and the entitlements of Chairmen and Members of Boards are as prescribed from time to time by the Minister of Finance and the National Salaries Incomes and Wages Commission (NSIWC) in accordance to Government policy as issued by the Secretary to the Government of the Federation. Abuse of hotel privileges in the past has led Government to adopt a standard rate of payment in lieu of hotel to not just Board members but career public servants as well. Whether those rates adequately cover the cost of hotel in the standard expected of the members is debatable. Same for transportation as there are no official vehicles. Except for the Chairman to whom the CEO can even volunteer his official car, in the face of the current shortage of official vehicles in an agency's fleet, board members are expected to make their own arrangement and pay for it but to be reimbursed or paid some allowance in lieu .

Remuneration of Part-Time members of Boards of Government agencies are guided by the subsisting circulars issued by Government. The current one is the Circular of the NSIWC issued on 8 April, 2016. It states explicitly that the approved Sitting Allowances for Chairman/Member are as follows:

- Special Category Agencies ---- N150,000/N120,000
- Category A -----N100,000/N75,000
- Category B -----N85,000/N65,000
- Category C -----N75,000/N55,000

According to the Circular, the maximum number of sittings per year is pegged at four (4) and, of course, a **Sitting** is not expected to be equated to a **Meeting** but should be seen as a *meeting session* that could span more than one, two, three or more meetings. In other words, the maximum that a Chairman of a board of a federal agency can earn in a year is:

N600,000 for the Special Category;

N400,000 for Category A;

N340,000 for Category B; and

N300,000 for Category C

The corresponding figures for the members are N480,000; N300,000; N260,000 and N220,000 across the categories respectively !

The import of all that I have highlighted above is that as Board Members you must appreciate from the outset that there are no special privileges attached to your appointments. You are being called upon to spare some time out of the time that you have devoting to your regular professions and vocations, to enable you to render service to your nation. In essence, you are required to bring to bear on the Board to which you have been appointed those qualities that have distinguished you in your spheres of service life.

Accordingly, your service as Chairmen and Members of Boards of Government Agencies connotes sacrifice and your privilege is in the intangible, and it resides in the honour that society would accord you in recognition of your respective personal integrity and in appreciation of the fact that you have truly made a sacrifice.

I wish you all a successful tenure !

Goke Adegroye, PhD, OON
Abuja, 27 July, 2018

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