

*TO THE PUBLIC SERVICE
AND POLITICS*



MUHAMMAD SA'IDU JIMADA

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INTRODUCTION

The six papers contained in this brief publication include two valedictory addresses at my sent forth, lavishly organized by my beloved department and the entire Institute, arranged by a Management Committee. The second is a memorandum aimed at improving the operations of the Department of Governance and Institutional Reforms with regard to training of public sector retirees. The third is my modest submission as a participant observer in Nigeria, where the public service and politics are justifiably primarily responsible for all major credits and failures in our national being. The fourth summarizes my assessment of leadership in Nigeria and how the rot in the system can be corrected. The fifth defines the status quo problems of Nigeria as corruption, bad governance, and new breeds. Two solutions have been proposed: long term and immediate (short term). The former should however not hinder the implementation of the latter. The sixth reviews my understanding of democracy, the connection between democracy and corruption especially in Nigeria as well as how the present administration can arrest the situation to ensure long lasting, efficient and permanent democratic governance.

M.S. Jimada

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ADDRESS TO ADMINISTRATIVE OFFICERS AND HEADS OF UNITS

ON MONDAY 26TH AUGUST, 2013.

Gentlemen first, and then Ladies

Let this be my expression of gratitude and more satisfaction with what together, I can be credited with, over and above what I can be blamed for, throughout my eight year tenure.

Your individual and collective strengths through your personal and official actions have sufficiently established an identity, an impression, a perspective and an understanding that can be fairly defined as consistent taste, inclination and commitment for orderliness.

This is expressed by avoiding Registry with smooth or outright illegalities and irregularities for most of this period. It is also a credit to us all that staff who have no personal friends in registry have not been denied their rights. Those who point out our errors to us have in most cases found us admitting and correcting them. Those uncomfortable with us cannot share it publicly and gain objective support. Those who are close to us respect us.

Praise be to God Almighty for this and thank you all a million times again. I personally wish to assure you all that I am leaving with no regrets whatsoever. As for the future, let me remind us that whatever a Registrar will be able to achieve or otherwise depends largely on his mastery of the rules of operation. This is what will make him first among equals and command respect. The second is the circumstances that will define your challenges through personnel, management and policy demands on the department. And the final one is your genuine and objective loyalty to a balance between the office and the person of the Director General at your time.

I wish you all the best and God bless.

**TEXT OF JIMADA'S ADDRESS ON RETIRING AS HEAD OF REGISTRY
DEPARTMENT IN NIGERIAN INSTITUTE OF TRANSPORT TECHNOLOGY
(NITT), ZARIA**

Good morning ladies and gentlemen.

I have convened this meeting, in order to formally inform you of my exit from the department and the employment of the Institute. My predecessor did the same and I have considered it courteous to do the same, even if not exactly in the way he did. I had instructed to have handing over briefs from the Units of the department. I have gotten them and signed too. I have accordingly endorsed them with a covering memo to the Director General with two notes. The first is on the submissions and the second is the logical recommendation that he approves my handing over the affairs and management of the department to the most senior officer who is also the more senior Deputy Registrar. I have secured his approval and will be effecting that immediately. Let me appreciate that at times like this, it is common to share good times and indeed shower good recalls on the exiting officer. This is akin to when one has a new born baby or gets a new leadership appointment. However, we must admit that for the last two, the more realistic thing should be, to sympathize with the new parent because of the uncertainty of what will become of the child, given our ignorance of definite future. In the case of the last, we should in my opinion alert the appointee of the burden of leadership. But we never consider both. In the case of retirement, it should be better to share both the strengths of the retiring officer and the weaknesses, for the benefit of the transition, to make the future better, to build on the good of the past and to avoid its failures. I hope that one day, we shall mature for such. I had personally attempted a similar method when I was Establishment Secretary, by asking my immediate staff to evaluate me. They did. It was fair. But when I attempted to suggest it for transparency, I was cautioned. I will therefore not kick start it now because I am leaving. However, if the new leadership shares it, a session may be convened for it and I may only be invited as an observer, to share in the IMPRESSIONS I have made. I will all the same want to share a few things with you,

from my experience, if you do not mind; hoping that you may find it of no harm, even if it is of no value.

The first is for All of us irrespective of our gender, age, rank, religion, state of origin and qualifications. As we were employed into the services of the Institute with different individual characteristics melting into one common identity as an EMPLOYEE of the institute and consequently making the Employees or Staff of the Institute, each different individual will do himself or herself better, by admitting the superiority of the demands as a staff over whatever demands may be on him or her as an individual. That means that conflicts will arise between the two from time to time. The more you fail to give the superiority to the callings of the Institute, the more you must get ready to be ON YOUR OWN. And this may unfortunately officially arise while you are still in service or after leaving (Allah forbid). The only keys that will enable everyone to achieve this, rest totally on the correct Knowledge of yourself and the correct Knowledge of your additional and superior self as a staff.

The second is again, to each person, but as a Lieutenant or Subordinate. You will need to submit to, oblige or obey all legal instructions that are authorized regardless of the pleasure or displeasure such compliance may give you or impact on another person or persons. This is the civil service principle for the right cultural orientation. And the more you fail in this respect, the more you will be qualifying for insubordination. Before such extreme and final qualification, you will be characterized by inefficiency, carelessness, low productivity, unreliability, distrust and truancy. For proper fitness in this respect, the key totally rests in the constant test of your being the right person entrusted with the right job and your sufficient Knowledge of the superior authorities that you are obliged to submit to. The price of failures in this second level includes personal frustration and suffocation of the assignments, schedules, tasks, processes, activity or project. You will often be in conflict with yourself and your superiors for no justified cause and your ignorant involvement of others that have no business with the relationship will only worsen matters for you and others.

My third learning is to each and every one of us as a Leader in relation to handling the affairs of others. You cannot be EXCUSED of the right and therefore correct Qualities of the two levels above. This is because you necessarily share them

by retaining your relevant and admissible individuality along with being a subordinate even though you are in a position of Leadership. In this Institute, there are two levels of critical leadership. The first is the statutory headship of a Department. The second is the highest leadership in the office and person of the Director General. For the first level, which is what concerns us here, the fitness of the leader rests in how much he is able to exercise his or her First position among equals. This is justified and enforced by the fact that Common rules bind you and the follower-ship even though there are peculiar rules applying with advantage to you. The success in the leadership of this department totally rests on the proper and timely interpretation of the rules and their application - across the board without prejudice. This specially must apply in respect of express rules. This is the basis and route to integrity. This is how to establish it. And there is the higher challenge. This arises every time between the rules or in the application of the rules, when DISCRETION is to be exercised by the leader. You will require at least the sufficient or even better, the superior intelligence to decide on an option that is Not Illegal. This must be the case even when you are prejudicial. This is the Only Way to Earn Respect. And because the Institute actually represents the collectivity, the all, if the leader symbolizes it, all individuals and groups will either love or fear reaching you or against you. But the leader must not be fooled or fool self, by mistaking such dispositions for self. They are in truth to the Institute. In religious parlance, such mistake is called apostasy. In civil service it is defined as Personalization of official matters.

In conclusion, the rule for all, for the benefit of each member that is transient and for the Institute that is constant, is to KEEP WITHIN ONE'S LIMITS AND GUARD OR SAVE THE LIMITS OF OTHERS whether as an Individual, a Subordinate or a Leader. The abuse of any, a combination or all of the LIMITS by any individual or group is necessarily the only true source of the collapse and crises in Our Families, Our Groups and Our Institutions that we complain about.

Thank you for listening. God bless us all.

AUGUST, 2013.

THE THREE BY THREE OF ONE FRUIT, ONE HISTORY, TOTAL EXPERIENCE FOR SHARING

Ladies and Gentlemen,

At a time and opportunity like this, the common tendency is to eat, drink and laugh to part.

At very rare times, praises are shared and showered, to humble the retiring. These are without doubt, Good and Better. But permit me to differ even if for once and for the best. I have grown up to experience a few disagreeable things.

THE AGREEMENTS I HAVE FULFILLINGLY EXPERIENCED

I was born into a polygamous family and grew to discover through Hajia Fatimatu that her senior is my biological mother. And I stuck to her all through. The bond was sealed when she fell ill and instructed that she be brought to me, to die in my care. And it came to pass. Hajiya Uwani Binta Jimada died at ABU Teaching Hospital, Zaria. Dr Patrick Obi signed for the corpse on my behalf after monitoring the management of her condition for some time.

I grew with non biological seniors, including Mr. Musa of Emi kogbonci and Mr. Pius who eventually joined the Nigerian Army.

My father as a civil servant took me round his different stations while I schooled. These included, Lokoja, Idah, Jimeta-Yola, Sokoto and Minna.

At Ahmadu Bello University I lived well with different people from across the globe and fundamentally learnt that sharing is the Means to living well and this is achieved through the Means of sharing Transparent Knowledge, Selfless Understanding and Useful Commitment. The combination of these explained Why and How model nations came into being. In between, the hypocrisy of colonialism and capitalism were specifically exposed.

THE DISAGREEMENTS NOW CHALLENGING OUR TIMES

But I have grown to today to the exposition of the very opposites of these. The Family system has collapsed. The Unity of superficial differences has broken into pieces. Indeed intra-differences have sharply developed. The most worrisome is that the quantum of ideas, competences, resources and the variety of these have grown in manifolds. And the reward of all these are increasing poverty, crises, crimes and

failures. Over and above these we have responded by creating all kinds of formal and informal institutions, chasing them, in the name and spirit of arresting them. But we all know the scale of FAILURES OVER SUCCESSES.

MY OBSERVATION

I have come to appreciate that the best products of these limited, myopic differences are the most responsible for ALL the hurdles and risks of making and managing a responsible society in our own times. You can therefore find a first class material that is so undeveloped that in leadership position of a Professor he will discriminate between his students on the basis of tribe, village, denomination or whatever. Thus, if you have a few professors but of different denominations and from different villages that are similarly undeveloped, stress, frustrations, petitions will color and determine the imparting, sharing and direction of knowledge. The system becomes an engine of self destruction.

This misfortune is best experienced in melting-pot organizations like federal establishments. Different identities will be living and striving to entrench their identities shamelessly. Those already covered with this misfortune are deaf, blind and hardly have the capacity and willingness to hear and see otherwise. In those organizations where the underdevelopment cover is yet to be complete, the unfortunate ones among them justify turning blind and deaf because others are already enmeshed in it. This culture is not without the OTHER differences pushing for relevance. The laws are therefore Right with the Wrong people.

This explains anger and disappointment that people who have no PRIMARY business with a defined responsibility express, when they are properly restrained. Indeed they could be ambitious enough to want to help share in the responsibility. The irrationality and senseless nature of this attitude lies in the implied suggestion that anybody can do any other person's job. The structures and processes are faceless but the management is cultured by IN TURNS. It is therefore not shameless to hear expressions like IT IS OUR TURN, WAIT FOR YOUR TURN. Thus OUR public administration is often heavily trapped by high turn-overs, non continuity, insecurity and unpredictability.

I WISH TO SHARE WITH YOU TODAY, MY PERSONAL COMMITMENT TO THIS STATE OF HISTORY AND THE OUTCOME

THE THREE:

Firstly, there is what I call, the THREE. The beginning of this rests totally with us as individuals. Every man and woman has capacities or potentials that can be transformed into actions, attitudes and expressions for the existence and survival of oneself with optimal fulfillment. For example one may live on plain drinks or mixing it with alcohol. One may live on herbivores, carnivores omnivores or a combination of these. It is also a matter of choice by an individual to cohabit with a wife or non wife or living between the varieties. Religion is also a matter of choice. And when you do, you identify with one only. In the same vein, you may dress gorgeously or modestly. For your personal health you may care only when you fall sick, have commitment to preventive steps or boosting wellness through supplementary bonuses. With work for income, you may depend on only your job or be a little creative for extras. Any and all of these define our individual identity.

The second level rests in our relationships as members of groups. There is the immediate family, the larger family, a club, a fraternity, a movement, an association or whatever. The central peculiarity of this level is that relating and participating in these forms are informal or quasi formal. For example, we can talk of our family, my brother, my sister, our school, our union, our church etc.

The third is located in Formal Institutions in the Public and Private sectors. These ones are operated with express rules and regulations with accompanying rewards and sanctions. The best definition of this level of livelihood is the Foundation upon which the Federal Service is based. That Free Service is Prohibited. This especially justifies the machinery of sanctions because, while increasing privileges of rewards are available, they go with structured responsibilities. The question of doing the organization any favor is therefore not consequential. Breaking your responsibility is very consequential.

These are necessarily the only forms of universal or common identification as humans, in our society and all societies for that matter.

BY ANOTHER THREE:

Ladies and gentlemen, the commitment to the above THREE is enabled by structuring each and all of them BY other THREE. The First of these covers the

definition of those things that cannot be compromised. Thus, the options or variety of choices at the first, second and third levels of the first three MUST NOT PERMIT OR ADMIT ANYTHING THAT CAN NOT BE COMPROMISED, by the individual, the group or institution. If or in a circumstance where and when, this determining First for each and all of the first three is missing, weak or nonexistent, the logical necessary implication will be a Livelihood where ANYTHING GOES. EVERYTHING IS PERMISSIBLE. ALL THINGS ARE ADMITTED OR ADMISSIBLE. For example, suicide will not be a crime. Rape or Theft will not attract any sanctions. Lesbians and gays can become leaders and get married. The very distinctive characteristics of this determining level are that committing them are sanctioned and omitting or avoiding them are handsomely rewarded with Peace and Freedom . And this is the level that matters most because it defines RESPONSIBILITY LIMITS. Thus if an individual trespasses into that of another individual like dating a married woman , the husband is all right and the man is all wrong in the First instance in relation to a group. If a group of women gang up to rape a man, the limits have been exceeded. At corporate level, it will for example be too ambitious for a trainer to advise a bursar on disbursement of funds, beyond expressing his own needs in priority order of responsible needs. Indeed, it will amount to disorientation for the trainer to consider it fit to advise the chief executive to tamper with the submissions of the bursar. There is equally no difference or being more responsible for an administrator to suggest the marking scheme for a public administration course. In consequence, such seemingly simple abuse cannot be justified by any facts claimed by an unrecognized source. It is therefore system damaging where agents of trespasses and excesses believe that they are only assisting. This is the worst kind of anti system syndrome that can be experienced. This is not an uncommon experience but is about the Primary and Principal challenge that we have to OVERCOME as Individuals, as Group members and as Corporate operators.

The second of these three is the scope of those things that are commendable. These are strong discretions that are entrusted to individuals, specific groups or agents of corporate bodies. For example it is out of place for an administrator to suggest to a trainer, a cut off mark for passing an examination, when many students have fallen below the initial pass mark. In the same vein it is not for a trainer to

suggest to an administrator, who is to be posted where or the criteria for allocating houses to staff. At the individual level it is not commendable for a parent to insist on a child living his or her own kind of life. The rationale and sense of respecting such limitations is justified by the order of rights between two parties or more. In other words between two and more parties in a relationship , the right or authority for discretionary decisions cannot be equal on matters that are firstly for any one of the parties, more than or before the others. The relationship between this scope of elements and the first one is that, except the definitions by content are known and upheld; there will be no orderliness, discipline or objective evaluation of the participants and agents, since they will not be predictable.

This brings us to the third determinant factor in the three. These are ideas, actions that are considered pleasant and can be safely shared, sacrificed or compromised. At the level of the individual, a good example will be, wearing a cap by a man, on his own. However, because of the comparative determinate status of this third, if the man is a roman catholic, he cannot fancy to enter the church with his cap on. Likewise a fellow woman can not choose to enter the church without a head cover. At the group level, a member of an organization may admire the constant wearing of its identity tag or not. But as for bearing his or her identity card, the discretion is strong and rests with the employer. It can decide to make it optional or compulsory. And no individual or group that does not belong to its order of authority can realize the contrary, freely, safely, without sanction. When it comes to bearing an international passport for cross boarder travel, the rating goes beyond the second level, to the first. It is either impossible or punishable. It is out of the scopes of both the pleasure of an individual and the discretion of any group, less than a nation state or its agent. It is superior to not having a visa.

THE TWO TO ONE CHALLENGE:

From the above exposition, One element is the Individual who has an independent identity or recognition and is really the same that makes up the group just as the corporate entity is established, exists and survives to primarily and ultimately attend to his collective identity for general prosperity.

The very second element is that the superiority of the collective or corporate existence and survival is the ONLY means and basis for ensuring the security and prosperity of both the individual and the group.

The relationship between these twin elements compels the ONE SOLUTION that can only be achieved through INDIVIDUAL DISCIPLINE OR ORIENTATION THAT GIVES PRIMARY AND SUPERIOR EXISTENCE AND SURVIVAL TO THE COLLECTIVE WITHOUT ELIMINATING THE INDIVIDUAL BY COLLECTIVE PROCESSING.

MY OFFER WITH GRATITUDE TO EVERY MUSLIM INDIVIDUAL, ALL NIGERIANS AND HUMANITY AT LARGE

For every Muslim man, woman, and the immediate family I have been able to put together a set of materials that will provide us with the right knowledge and ORIENTATION as Humans and Nigerians. These are generously available for free download on my main website www.sadtayyfoundation.org.

And for every Nigerian, including every Muslim along with Humanity; I have another set of materials that define the framework for our Collective CORPORATE existence. These are also available for free download on my sub website www.jimada.sadtayyfoundation.org

CONCLUSIONS – MY PERSONAL FULFILLING GRATITUDE

To my initial employer, Niger State College of Education I was lucky. To my greater employer, Nigerian Institute of Transport Technology, I am satisfied. To the different Chief Executives with whom I have worked closely, I appreciate the challenges.

To my fellow employees, my subordinates, my equals and my superiors, I remain the same. To all of those with whom our roads have crossed, I am a pleasant beneficiary.

To my family and relations, I am fulfilled.

To Allah, I am a witness to His Unity, His Message, His Guidance.

And I cannot fail to ask for more.

Thank you.

God bless

INVITATION:

Let us read and share the details of this framework, this perspective, this outlook in

OUR FAMILY, OUR HISTORY, OUR PURPOSE, OUR POVERTY AND THE ANSWER to liberate our minds. Let us read and share the application of this framework in my TO THE PHILOSOPHER KING AND PRINCES to free ourselves from slavery.

**A MEMORANDUM ARISING FROM THE BUREAU FOR PUBLIC SERVICE
REFORM'S RETIREMENT TRAINING COORDINATED BY THE DEPARTMENT
OF GOVERNANCE AND INSTITUTIONAL REFORMS**

OBJECTIVE

I am writing this memorandum, directed to the Director, Department of Governance and Institutional Reforms as the recognized window for attending to matters of transforming public service retirees into additional values to the society and economy in a systematic manner, for the optimal benefit of the members and Nigeria at large. Government is doing this because of its principal responsibility for all Nigerians and the added responsibility for this group that had committed its service for the general promotion of Nigeria's nationhood.

I expect that the department will find this memorandum useful enough for the adoption of the Bureau for Public Service Reforms for a chain of further necessary actions that will culminate in the general improvement of responsibilities and by implication, the governance of Nigeria.

METHODOLOGY

I am writing as a conscious participant/beneficiary observer. I have accordingly focused my evaluation on matters that will not require the easy excuse of waiting for the long law/amendment process that can last forever.

CALL UP

The principle of making the training within a Pre-retirement time is the best. It will fill up the gap of non-funding for general training to Pensions Boards of Trustees by their Underwriters. The Boards can concentrate on the training and retraining of the Desk Officers on Pension Administration. In practice, most participants got the training only long after retirement. But no beneficiary was not already enrolled for retirement by National Pension Commission.

In order to give it the intended value, the Bureau will need to consider conducting the training for prospective retirees, not later than three months after enrollment by PENCOR.

The immediate challenge will be, attending to those who will be caught up in between. It is only rational for the Bureau to create a time for such transition, like

the Universities created a third semester to close up the gap of hanging students. And the Bureau does not even need to relate with PENCOM to realize this. The publication by PENCOM of the time and duration for such exercise is the only indicator required.

And a copy of the evidence of enrollment along with a forwarding letter by each organization to the Bureau not later than two weeks after the standard advertised period is all that is required to establish the basis for funding. If the Government, through the Bureau, fails to initiate this earliest, it would continue to be running a good program without responsive and responsible impact. It will be as good as useless. And the lousy consolation of Better late than Never, will be a cover up for avoidable waste of public time and resources.

TRAINING MATERIALS

The present bound form of the handouts is no doubt a commendable standard. For the next five years this standard may continue, with two reviews. Before the end of five years prospective retirees must as a matter of necessity and personal responsibility be computer literate. Life materials by resource persons can then be electronically transferred to the participants Freely or at a token cost. Although the Workbook will be included, this must continue to be made available in hard copy.

The present experience where the presentations by some up to date consultants was qualitatively higher and more current than the content of the handouts, will not continue to be tolerable. Indeed it gives room for unserious resource persons to waste the investments by government and rubbish the ultimate objective for instituting the program. For example, I observed this and consistently asked each resource person to provide an email contact, to enable me fill up the gap. Out of all the resource persons, only one was responsive.

CONSULTING

It was confessed by the consultants who trained my group that, they have been severally engaged in the program. It was also evident that the consulting firm was only a management umbrella, given the primary employment of the members and the impact of their expertise. For engagement, this may be administratively more convenient for the Bureau. However, to get utmost value for what it pays or should pay for, the following need to be considered:

- The Bureau must evaluate and vet the credentials and expertise of the particular individuals to be engaged by the consulting firm(s). This will be, to ensure that knowledge, competence and experience are evident benefits that will be paid for. They must be able to give historical case studies or case experiences.
- The engaged resource persons must submit their contributions to the consultant in a defined standard format for acceptance or rejection. It is expected that the format will be intended to optimize impact on the participant for practical application and benefit. Not an epistle or pedagogy.
- The Bureau will then conduct an evaluation interactive meeting consisting of the representative of the consulting firm, the Bureau and three fitting/successful retirees to PASS the papers for the forthcoming training. It is all of the above that will give deserving assignment and pay to the coordinating consultants who are retired from public service and engaged by the Bureau.

THE BUREAU AND RETIREMENT BENEFITS

The opportunity of trying the learnings from the proposed timely training can only come up if Over and Above the Precision that the administrators of pension have displayed is topped with TIMELINESS. This period is technically defined by between when a retiree ceases to draw salary and when he accesses his retirement savings account.

On the part of government, the provision of proceeding on a retirement leave some three months to the actual exit date preceded by an earlier six months notice should have made it easy to deal with this. However, it is an uncommon practice because retirement is not attractive even if it can be progressive. And pension administrators will feel morally more comfortable with real calculations as against speculative ones. Thus, commencement of retirement benefits from the working day following the actual date of exit will be the working basis.

Presently, it takes PENCOM some four weeks to compute redeemed bonds in respect of those with pre contributory pension service. It takes the Pension Fund Administrator some two weeks to prepare payment template, which is sent to the retiree to sign along with programmed withdrawal Agreement. This may last for

another week, including its return to the PFA. This is returned to PENCOM for approval, which takes some two weeks. And the Pension Fund Custodian keeps the approved statement/schedule for payment UNTIL AFTER THE NEXT DATE OF INTEREST ACUAL ON ALL THE FUND IN ITS CUSTODY, to begin disbursement.

The Bureau as the agent of the Presidency must therefore deal with two challenges here that do not need any act to effect. The first is that four and two weeks are not responsive enough for computations where bonds are involved and where they are not, respectively. Deliberate discipline must be Instituted to ensure that two weeks is the maximum period it takes, given the experience already cultivated. PENCOM can ensure that the PFAs do not exceed the present one week while it does not exceed another week to approve signed statements. Then comes the real problem, the Fund Custodian. This is the real enemy of the retiree and the monetary trustee of the contributory pension scheme. The book keeping done by the PFA on the contributions is not transparent enough because they do not tell the whole story. This is simply because the licensed custodians live and boost on many things including lies and colored principles. This is the justification for the present appeal to PENCOM to implement a minimum of fifty percent of a retiree's last pay as monthly pension after a withdrawal of fifty percent lump sum. The insurance portfolio of annuity is really a fiscal diversionary opportunity. It creates the make believe that a comparison between the programmed and annuity withdrawals is of real meaning to the retiree. The custodian therefore has NO justification whatsoever to refuse or fail to up within twenty-four hours. And PENCOM can easily enable this by demanding for a feedback through a CERTIFICATE from the PFA. Refusal or failure can be met with financial sanction. Thus After a public servant must have undergone the training, One month after exiting from office , should be the longest time of waiting before hooking up to the Pension Scheme. The present practice is not commendable for PENCOM and the PFAs while the Fund Custodians are condemnable.

THE OUTSTANDING UTMOST CHALLENGE

The Government through the Bureau has established its responsible concern for those that have served public interest sufficiently according to their respective rating. This is literally captured in the retirement saving structure for the future. This is no doubt commendable. Government also recognizes that it is not sufficient, thus

the arrangement and encouragement to refit into the larger economy and society. And the bedrock is contributing to the economy in new ways. The principle is therefore perfectly welcome.

However, without any statistics it is well known that measurable post retirement success can only apply to about five percent of the retirees. And eighty percent of these are those who had applied double loyalty to the service and their personal future. They are absolutely certainly not the models of the service. The remaining twenty percent are the chanced successes that never fit into the developed and cultured competences of the new business men and women. The summary perspective of this is that new enterprises are given birth to.

BUT double loyalty to the service and self is growing in the service. Service opportunities are used or even created, to optimally build the foundation to retire to. Professional ethos and code of conduct along with legal declarations are really no more real and meaningful. Auditors of government businesses will easily admit that the fear of Abacha over Touring Advances has only worsened with Duty Tour Allowances. They will also not shy away from the fact that technocrats have developed expertise in beating the public procurement machinery. At the end of the day government business is more expensive for decreasing benefit. The Bureau has the responsibility as government, to tell itself the truth.

The outstanding utmost challenge therefore consists of making the service really better through a fairly secure future for most of those who make outstanding contributions without smartness and blemish. And an evaluation scale can easily be developed for determining this. The related challenge is a deliberate ordering of new engagement for retirees according to their redefined competencies in tune with productivity lines in the economy. But this shall be optional because, it will be like a new service. The other option is in line with what is currently being done. But over and above this, the Bureau will need to intervene by deliberately getting government support for successful retiree's businesses that open up to admit more retirees as junior partners, after which they may be weaned or grow together.

The principle behind this is that the resources that suddenly become available to retirees and their individually developed competences must not be left without responsible coordination or redirecting for the overall health of the economy. The

deceit of free or market economy and democracy will only destroy beneficial governance.

If these twin outstanding and utmost challenges are attended to, the service will be saved, retirement will begin to be attractive, and there will be some plus to the economy and only a necessary proportion will retire to rest fully on enhanced terms.

Thank you.

MUHAMMAD SA'IDU JIMADA

Kaduna group – November, 2013.

THE MANIFESTO FOR OUR POLITICAL LEADERSHIP

THE MANIFESTO FOR OUR POLITICAL LEADERSHIP AGAINST IGNORANCE AND HYPOCRISY

This manifesto is irrespective of the name of a Political Party. The only requirements are the sufficient responsible compliance and recognition for admission by the terms of the Constitution and the Electoral rules for such identity in Nigeria.

THE POLITICAL PARTY

The Party shall continuously scout for and recruit persons of leadership competence by qualification, education and character, in religion, skills, enterprise, tradition. They will be the card carrying registered members that will lead the Polity on those things that are common as well as on matters of differences LIMITED to those that will not destroy the commons.

The party shall exist and strive to survive by constant civil struggles to rule in the ideas, methods and actions that will enable the regular optimal satisfaction of those things in which we are common without destroying our admissibly safe differences. This struggle for rulership shall be achieved by partisan politics. But if that fails, it shall be encouraged through consistent redefinitions and criticism of the ruling party activities or directions that directly relate to the common and different goals that bind us all together.

THE TERMS FOR POLITICAL RELATIONSHIP OR LEADERSHIP

The party to party redefinitions and criticisms of the ruler party by the ruled party or the support for self party shall be emphasized in the following respects: The primary recognition of the civil service machinery as the first and principal instrument for the development of Nigerian History. This is because it can be made cheaper and it's confidentiality is more reliable. The deliberate reorientation of the leadership of the civil service machinery for Faceless operation, as the only standard for serving all related Nigerians that fall in as right clients. The development of a specifically secure transition program for members to exit into after meritorious service by overhauling the present structural arrangements.

The Joint Development of MASTER DATA BASE of Population statistics and Land resources to be led by Local Councils, supported by State Governments and Coordinated by the Federal Government. And this may not take more than a period of six months to achieve, irrespective of the level of human and material resources available.

The Development of an INTEGRATED MASTER PLAN across between local governments and their respective state governments on one hand and the integration of those of the states with that of the Federal Government within the limits of their respective jurisdictions. The difference between political parties shall not be a justification for non cooperation.

The Development of operational DEFINITE ACHIEVEMENT plans by respective agents by engagement of human and social resources as the foundation for minimal financial commitments. And the modest differentiation between collective and group or individual benefits. The scope must cover everybody while the yardstick for achievement will be the level of coverage as against what is outstanding.

The availability of Development Financial plans Free of Loans and Mortgages as foundations.

The Unification of public costs for works and services according to technical specifications and natural conditions, without differentiation between levels of government.

The redefinition of labor engagement and costs by more works to be done by sharing the same resources to produce more and raise the value of the money in circulation.

To Carefully define bridges for responsible reaching of Nigerians between different political parties' control jurisdictions. Difference in jurisdictions of political control can only be defined by levels of contribution to a similar common need. This may apply to the same permanent members, temporary members, transit members or a combination of these, in a given geographical location.

Transition by improvement on positive achievements and cutting off the failures as the primary standard for building the culture of continuity. The agents of the failures and damages shall not lead in the building of continuity if they are unable to sacrifice or forfeit their discovered excesses.

THE POLITICAL GOALS

The principal goals to be achieved, against which all others shall be secondary shall include Employment for all adults that are not in school and partial Employment for them while on long break. The exceptions shall be those in regular transit, either because they are in military or civil national service.

Employments shall be first directed to the production of Food, water, clothing and shelter for All, in totally free relation to land.

Mass literacy, philosophy, vocational education shall be the standard. University Education shall be limited to resources for optimal facilities and a blend of general and specialist national needs. And management of University Education shall in composition of staff and participants be Federalized just as ordinary level education shall be encouraged to be necessarily state mixed.

Monetary and financial transactions shall be encouraged to share in gains and losses according to contributions or level of participation.

The development of infrastructure shall be sustained and massive with no special credit.

Rewards structure shall be reviewed to accommodate the spread of employees in order to add value to both money and Nigerians.

MEMBERSHIP DISCIPLINE

Members shall orient themselves and promote faceless, objective and impersonal focus by everyone having the opportunity for leadership.

Specific party leadership shall be evaluated by both the leaders and followers according to Leadership and Political Goals defined above AND NOT BY number of physical activities alone.

Accordingly intra party disagreements shall be meaningful and resolved as much as they have direct bearing on the defined leadership responsibilities and goals.

While all Nigerians are free and welcome to be members, deliberate effort shall be made to have participant members from the cardinal and central point of each local government area of the federation.

POLITICAL PARTY STRUCTURES

The buildings shall be of common design to achieve a common operational process and purpose, with the headquarters differing only in size, when compared to that of any state.

The development of these shall be through members' contributions and registered supporters. This shall specifically be in turns or phases according to level of readiness across the country. Thus, even if interim facilities are offered for use in the beginning, these shall remain transitional to the collectively developed and owned facilities.

Party offices shall provide regular forums for Education against ignorance and hypocrisy.

The party machineries shall have regular leaders and a stronghold of ad hoc operators to run them. The difference between members and non members shall be the right of participation as against the right of observation in the forums. Participation by non members shall be a discretionary privilege of the party leadership at any forum.

CONCLUSIONS

The ultimate political responsibility of any Government must rest in three things. The topmost is to face the System as it is and Affect it Positively by REBUILDING it. The failure to do this is the bottom of darkness. The second that is dialectically related to this is the IMPACT that governance results from the operation of the system. Failure in this respect is the peak of Hopelessness. The very third and really the least, is defined by PHYSICAL GROWTH that the government is able to achieve through mobilization of the resources available.

The constitution of the party, its objectives and the processes of achieving them shall be to ultimately attain the leadership orientation and political goals outlined above to be AGAINST IGNORANCE AND HYPOCRISY.

OUR STRAIGHT CHALLENGES FOR HISTORICAL TRANSITION TODAY IN NIGERIA

1. The near absence of Leaders.

The peculiarity of a Leader is that he is materially contented and attracts the willingness of those who are amassing material wealth, to share, for the superior good of the general society. The Leader gets fulfilled with such selflessness and ignites the taste for general and faceless goodness in those that are in successful struggle in the expansion of material wealth. These are universally needed leaders. In the misfortune of Nigeria, there is no single person in the fold of any gathering so called past and current leaders that can identify such one, from who he has become. Virtually all the people here have become by sponsorship with express or latent bonds, because the Sponsors are themselves in dire struggle, if not competition. This condition is really the expression of the poverty of the so called leaders. They fear to share, invite or involve any other that is not of related by blood, mother tongue, marriage, geography or religion. The so called leaders are therefore really either competing or against each other or neutral. In consequence, division among the follower-ship on sharp terms that threaten the general unity, safety and development of this country, is our contemporary status. The implication is that we lack Leaders that are free from sharp prejudices, that we all will give the benefit of the doubt. This has severally been revealed by the cut throat process of producing flag bearers in our political process. UNTIL there come to be this difference, beyond participant leadership, there is no transition, and the prospect of tapping utmost potentials in the society is slim.

2. The engulfment of captains by multiple poverty.

If we may ask, what explains away the suggestion that Akwa Ibom has grown because of extra allocations, since Jigawa has also grown, while both cannot be excused from corruption? A level of discipline is no doubt, the cumulative answer. But, what are the elements of this discipline? The very first is Philosophical definition and focus that embraces the entire constituency of responsibility. Any Captain that lacks or is short of this in knowledge and commitment is bound, like a drowning swimmer, to hold onto any offer. This is a very common or wide spread poverty. And it is revealed through wasteful allocation, timing and disbursement of resources. In the end, ordinary material achievements are either very short of the investments or they are irrelevant to the priority needs of the polity or even disappear into thin air. It is therefore not sufficient to possess a doctoral degree and having serious titles prior to assuming the responsibility of a captain. These do not guarantee usefulness. The second is a definite experiential history in the application of the philosophy. This is mostly achieved through the opportunity for serious discretional resolutions

beyond the needs of technocracy that must be very familiar. Any general captain that has not had such exposure cannot expect to command the respect of the gamut of technocrats that should be taking general instructions for specific realizations. This gap always defines or determines the level of professional ethos, which the system is cultured with.

The third element that is related to this is right and timely evaluation of people and events. This is what makes an independent mind that can be associated with responsibility. Any captain that fails or is lacking in this respect, is open to any lead or contradictory leads. An insight into the relationship between the captain, his spokesman or what he does with his speech drafts points at the kind of human being or animal, in power. It is easily exposed through non-delegation of authority or responsibilities. This makes operations highly personalized or systemless. Most of the times, most our captains find themselves entrusted with resources meant for All, but because of the bankruptcy in philosophy and the responsibility to manage it, they end up committing them to themselves, their families, relations, acquaintances and those who are lucky or force themselves on them. This is without respect to the length of degrees, professional qualifications, age or traditional titles the opportune captain may have. Thus when any of the above elements, a combination of any or all, lives in a circumstance of the absence of Leaders, the consequences can only be imagined. And this is in real experience the unfortunate history we are commonly familiar with in most states.

3. Failure or slack in intellectual monitoring.

This particular drawback is the singular explanation for the failure to constantly resolve the superiority of common elements over different elements in our variant unity within a larger unity, for the good of all. The champions of mother tongue identity disagree with themselves as much or no less than the champions of geography or religion, all against the limits that will enable national identity. Because we bear these variant identities, the failure to regularly re-understand them within the parameters of limits, we are constantly enmeshed in unreasonable and senseless crises or solutions that do not serve and at very high opportunistic costs. This particular lacking is often doubly experienced. The leaders in particular and the captains, often have the audacity of being self-sufficient in the knowledge and understanding of changing circumstances and needs. They fail to appreciate that it is from the stream of ongoing knowledge and understanding that is really socially generated that they have tapped from, and it continues to grow and develop. Thus their isolation or disconnection from the pool of fellow men that have tapped from the same or even wider sources starves them of the opportunity for such benefit. In the end, the inevitable cost is bore by the entire constituency entrusted to them to manage. The weight, scope and value for the intellectual capacity of the society is therefore not being coordinated and tapped for optimal use. But because intellectual

power cannot be suppressed, if it fails to be directed it will get engaged in making negative impact on the same society that sourced or bred it. The poverty in this respect is the poverty in the mindset, mind frame and orientation for driving historical transition with men and materials as the elements.

The logical and inevitable results from these chains of inadequacies reflect in two critical historical characteristics of our history. The first is that we are always in the habit of starting our collective things anew. When we get captains or leaders, they are not just new persons but most of them fail or are even afraid of continuing with the ideas and programs or projects on the ground. This is through the refusal to evaluate them before any adjustments, continuity or abandonment. And like with the projects, programs, plans, ideas, they fail to aid meaningful succession. If anything, the lately arising interest is to shop for a cover who will be UNCRITICAL of the mess that had been laid. Governance is therefore always a process of wasteful activities and at best non optimal engagement of the human and material resources at the disposal or entrusted to the captains and leaders. In the end, corruption is always a pronounced index that is technically embedded in the process of governance. The second is, by implication, the waste of time in achieving anything. The first facet of this is that the time committed to whatever is achieved includes waste of time because optimal results are not attainable, given the circumstances of poverties that define the people and environment of operation. The second facet is that a lot of time is really wastefully engaged in uncoordinated activities process. Every one for himself and numberless independent efforts to correct matters that a coordinative solution could have solved. Thus, there are men and resources engaged over time for investigating disagreements. But this continues, because as suggestions, recommendations or solutions are proffered, new ones are generated. Jealousy, acrimony and hatred are therefore not uncommon among the captains and among the so called leaders. In other words, the gaps and failures in the needed leadership, the right captains and intellectual drive constitute the root of the whole lot of time engaged in the little that can be achieved, in spite of the human and material resources that are evidently at our disposal.

But it is not enough to know and highlight problems, no matter how badly or rightly. Indeed, it is not always half way to solving the problem until the appropriate solution is proffered. And the summary, in this case is Crusade with the Self in two respects. The first is defined by championing the superiority of corporate existence and survival over that of the captain. The second is the superiority of the nation over every and all subordinate groupings. This is the only basis for building the necessary security for leaders to crop up and disengaged from participating or even competing with the captains. Such foundation is what is required for change of baton from one generation to another.

The principle, spirit and orientation of this crusade with But not Against the oneself of the Leaders and Captains, especially negates neutrality to what is going on or likely to happen, vengeance or vendetta. The public service and the politics of any human society has no prospect of blossoming or flourishing, the more they are entrapped in any, a combination or all of these inevitable challenges for historical transition.

And the necessary historical pointer to being on course is revealed through minimum institutional activities in the directions of self-serving objectives to maximize self-safety or escape from pervasive poverty and insecurity. Rather, efforts will be largely directed to ensuring minimum material security and well-being for close to all members of the society and some reasonable additional comfort for the Leaders.

FROM WHERE TO WHERE?

WHAT IS THE CHARACTER OF OUR STATUS QUO PROBLEM?

The Issue is either corruption, bad governance or the new breed. The first targets the break-down of the system or machinery of government. The second refers to the political leadership – the President, the Governors, the Chairmen and their Executive Teams. The third is in obvious reference to our generation that has the misfortune to bear the personality of the first and second. Along with this definition of the issue is the lack or failure of Leaders outside the leadership structure. To make matters more complicated and worse, these operatives need to be determined, elected or supported by the generality of Nigerians of age, who volunteer to do so, as the risk of some of themselves, which cut across gender, generation and experiential exposure. It probably cannot be worse, for an endowed nation and people like ours.

WHERE DO WE ASPIRE, DREAM, STRUGGLE AND BELIEVE WE ARE HEADING TO?

This has rarely been of much problem. At the bottom of it are those of false or least consciousness who have insufficient knowledge and understanding of the direction. Their concept is simply in the form of getting a relief from the pains that result from the Actions and Inactions of those that enable the self-destructive characteristics of our present status quo problems. Majority of those who believe that they have a fair definition of the effects of the problems they have tasted define it in the conceptual opposite of the present effects. They speak the languages of Honesty, Transparency and Accountability.

And the foot soldiers in this group and effort are the technocrats, specialists, professionals, who build frameworks, blue prints, plans, procedures, laws, regulations, establishments, policies and whatever, to realize the COMMON aspiration, dream or objective that NEGATES the status quo.

THE REMAINING CHALLENGES

The very first challenge is that our efforts, largely defined by our implementation of the elaborate ideas and schemes of the third group, gives some real sparks that

cannot be denied. For example, the Procurement Process and routine Audit by External, Internal and Supra external professionals have been yielding some queries and even appearances before the legislature to charges to courts of law. This has developed crops of professional crooks that produce more than magical results. This is because the various seals of PASSED they have given, has generated Distrust and Frustration to those at the receiving end. The second and only unfortunate challenge is that Nigeria is getting further and further away from the aspirations and dreams, even as we get richer and spend more.

THE INEVITABLE TWO ARROWS APPROACH TO DEALING WITH THE STATUS QUO

The first is that we have to attend to the problem, as parties to it. Any approach that negates this, by isolation will not achieve Anything. For example, the efforts and results of the professionals need not be simply thrown away or ignored, because they have only ignited some sparks. The very second is that the focus or target will have to be of total or eventual benefit. Thus, it should not matter, the error role played by the electorate or leaders outside the machinery of governance. Whatever solutions are attempted, should be able to succeed more than fail, in attaining the aspirations and dreams of Prosperity against Poverty and Good Governance against Break down of the Public System.

THE PROPOSED CONSIDERATION

This is two faceted. The first and necessarily long term one relates to the polity, through all Nigerians that are of decision and participatory age; and every other, as they become ripe for such participation, in the determination of those who bear the mantle of governance. The logic for the long term and continuous need of this rests on the singular fact that, good minds, good people will most probably largely beget good delegates, representatives or good leaders. This level of EDUCATION is the duty of each Family, each Responsible Group that is Nigerian in its principles of orientation, each individual Self and the Political parties. In relation to the polity, the State shall uphold the singular superior duty of ENSURING that it is neither abused nor contradicted, in the OVERALL INTEREST of all members. This has been

personally attempted in two folds. The first that applies and is relevant for every and all Muslims, including non-Muslims who care to visit is the total embodiment of www.sadtayyfoundation.org. The other independent fold that applies and is relevant for every Nigerian, including non-Nigerians who care to visit is the total embodiment of www.jimada.sadtayyfoundation.org. The logic is that IF the electorate fairly and reasonably understand, know and strive to Properly elect the leaders, the outcome can be the true responsibility of Nigerians IRRESPECTIVE OF ANY FORM AND LEVEL OF IRREGULARITIES. What is true about the practice or absence of any form and level of irregularities that produce a set of political leaders is that, the level of the knowledge and understanding often answers the results that are finally admitted. This is superior to social justice or legal justice. Thus, if the people largely understand, know and decide on the left, it will always be difficult and unsuccessful for the right to be securely admitted by law and society, when given a secondary opportunity to adjudicate in any arising disagreement.

The second facet relates to what necessarily needs to be done immediately. Because history is a process, we cannot afford to wait UNTIL the first facet is reasonably sorted out. We cannot afford picking up all persons who are connected with our corruption and bad governance for elimination BEFORE we attempt a fair and honorable move. And this is where the Philosopher King and Princes come in, the Political Leadership. So far what we have positively enjoyed, is to the credit of the Technocracy and Professionalism injected into our history. Their contributions have been essentially directed to the Political Leadership, to empower them towards good governance. But we are all witnesses to the abundant and pervasive factual experiences of worsening historical conditions. All the same, we cannot deny that these failed contributions that have produced only sparks are targeted to the Public System and have on the contrary produced highly impressive effects or results, in the histories of other nations. It is therefore not uncommon to hear the observation or comment that: our blue prints, our policies or plans are Very Good BUT THE IMPLEMENTATION OR THE LEADERS are the Bad or Wrong or Problematic PART.

HIGHLIGHTS OF THE VEIL THAT OBSTRUCTS RIGHT FOCUS

The veil covering what we should be attending to is the appearance before us that are easily measurable and of common share. These include:-

1. The human form of the political leaders. They look like human beings as against animals. They are therefore necessarily social. They have some family identity. They have statuses and roles definable as one or a combination of Father, Wife, Brother, Sister, Cousin, Son or Daughter etc.
2. The constitutional claim or credential of Nigerian nationality. They identify with a specific community, locality and known authority for the jurisdiction.
3. The legal age recognized for entrusting the position occupied. They can vote, be voted for and appointed to the respective posts.
4. They are of common gender. We have often had men of women even though individuals with both sexual indications are not expressly unqualified.
5. They claim minimal and indeed often, higher schooling certificate for the defined position.
6. Majority of them claim some record of occupation, formal or informal. The above credentials are veils that we often mistakenly hold as guarantees for giving good governance. Every political leader is an embodiment of these attributes that constitutes a veil to our right perception of the capacity relationship between the governed and the leaders, in understanding and attaining good governance. And we have blindly IGNORED the numerous failures in getting good governance in spite of changes in the bodily human beings. Indeed we have had cases of utmost audacity, where higher impression and expectation is associated or suggested as cause and effect for good governance, by human looking political leaders with doctoral degree.

THE REAL PECULIAR CHALLENGES OF OUR POLITICAL LEADERS

These are two faceted. The first are relating to the social identity of every political leader. These set of challenges have to be consciously managed and overcome with a responsible commitment of time and resources. The level of success in this respect, almost determines the available power of commitment to the other facet and consequently, the prospect of good governance. While it is the full responsibility of each political leader to manage this set of challenges, as a prerequisite for

permitting optimal commitment to the sworn office assignment, it is for all others to see and evaluate, to establish that the individual political leader has the right orientation to contribute with the right reason and in the right senses, to contribute to good governance, to the best of his ability. The Technocrats and Professionals face exactly the same challenges, differing only in scale. That is what differentiates the president, Governor, the Legislators, Chairman and their respective team members against the head of service, the director general, executive secretary and their teams. The second facet is governance, which is the watch out of everybody. This is the aspect that the materials on www.jimada.sadtayyfoundation.org seek to empower.

AN OUTLINE OF THE FIRST FACET

This test of mental age and philosophy is what each of these principal officers have to undergo. Their pass or maturity in these determines their capacity in terms of the time that will be available to them and how they can manage the resources entrusted to them. The content of this facet is necessarily, primarily and best, the responsibility of the leaders. Anyone who fails in this respect is almost surely going to have problem in achieving good governance or performing optimally in the duties of his specific office.

The Challenge of Foods and Drinks

He will be faced with and enlarged and variant qualities of these from basic to weird types. Cooks and Merchants of these will make their knowledge and skills available for use. Those who will stand to be considered as immediate beneficiaries as proof of the care by the new leader may include BEYOND SELF AND FAMILY, in-laws, sisters and aunts. This scope of members has the implication of investments of time and resources. And the fact that this challenge will never disappear, the leader gets hooked up in the network that will continue to attend to this challenge. If the leader has no form of existing capacities of knowledge, exposure and discipline to manage this, this will be the first fall. Discipline is what can deal with the challenge of being introduced to new items or wanting to enjoy them or continue to do so, IF this cannot be personally resolved. Indeed if the new office has instituted the satisfaction of this, the new leader will need some time to learn to enjoy them. The wider scope of the prospective beneficiaries and the indiscipline already in the operation of this service can make starting off, very expensive. This can be the beginning of initiation

into corruption and bad governance. Calculate the sessions of special eating and drinking in the life span of a leader's office, the quality time and finances committed AND THE SOURCING of these.

The Challenge of Good Fitness

This relates to our health. Here, professional and non-professional health workers will abundantly make themselves available. In these times of refined things, pollution and the mounting need of energy to combat stress, the new leader has no choice but to listen, in his own interest. Like with food and drinks, knowledge, exposure and discipline are critical in the required maturity to manage this for self, the family and relations. If there are aged persons in the senior generations that are in need of such care, they become a tempting window for this burst. The physicians of association are the consultants that you have to share this trust with. For example, the option of treating headache at the United States, India or Russia will be made available. And if the new leader is already a diabetic for example, the challenge is more severe.

The Challenge of Personal Wears or Good Looking

The new leader is welcomed by merchants, fashion designers, dress makers, tailors and similar or related professionals. The types of clothes, shoes, rings, caps, wrist watches, glasses, handsets, etc. that are considered by THEM as befitting you most, at your cost, will be pursuing you. I know one political leader who tried to deal with this problem by sewing or making sets of wears in their hundreds. Indeed he was not known to wear a dress after it has been handled by a dry cleaner. Obsession you will say. But it consumed less of his time and resources, because he was not a big dresser. When you compare this with one who is big, fabulous and strives to be current or even introduce new wears, their comparative performance is between seven and seventy-seven. Like the others, the family and relations cannot be left out. And in this particular aspect, unlike food, drink and health, the requirements and temptations are usually heavier in respect of the women members. They may consider rings for all the fingers, bangles in their jewelry forms. Make ups can turn into creating a special office. The clothes and shoes are not different. But the same

knowledge, exposure and discipline will sort the leader out and save him from drowning.

The Challenge of Housing

Where the leader had no personal house, it may not be criminal to have one. The common experience is to have several and live kingly in each environment he goes to. Each of them may be consuming. This trap that invites builders, contractors, agents, gardeners and cleaners is completed by professionals and industries of internal decoration. The madness can rise to having a property that will be maintained at an embarrassing cost and will end up not to be fit for even state use. And the gesture of providing for family members and relations is not easy to dismiss. This is capital intensive and can very difficult to deal with modestly. The reason is that the knowledge, exposure and discipline that are necessary for scaling through this are rare to come by, for those who devote most of their earlier history building leadership attributes, consciously or unconsciously.

The Challenge of the Cars to Ride

This aspect of the challenges is often easy to under rate and can be sweeping, because it always comes as a turnkey solution. You simply pay and pick or you are provided with one that is considered to fit your status. The leader often only begins to appreciate the weight of commitment when maintenance needs begin to rare their heads. Like the others, the family and relations may look up to theirs, at a variant scale. The knowledge, exposure and discipline that can manage this challenge reasonably and sensibly is as uncommon as that in respect of housing. The lackeys that are related to this often come in corporate form of sales/service/maintenance workshops.

The Challenge of Regular Association

As a social being, each political leader will be compelled to widen his association. His immediate family members and relations will NOT be the only ones with unrestricted right of access to him. His old and current friends, his school or class mates, his religious group members, tribal group, political allies, political opposition, the press

or pressure groups members will seek for ways of showing their faces. Along with these will be those he has had the accident or opportunity to work with or met in the course of his work, who may be business men or independent private people. The summary of this is, those that he largely recognizes. But there are much more of others that he has not met, will not meet or know them and those that he need not meet, who do not bother about meeting him. The difficulty of this challenged is rooted in the gender coloration of these members. The particular role of the ladies or women can be VERY POWERFULLY AFFECTING. To manage the DEMANDS and OFFERS of each and a cross section of these in a RESPONSIBLE BALANCE for ALL requires some knowledge, exposure and discipline on relating with HUMAN BEINGS other than self. This Spirit of collective and selfless identity and orientation cannot be acquired or built in a day. Moreover, there will always be additional knowledge, exposure and discipline that will be flowing in.

In an Unfortunate situation where the priority focus is either what is PERSONAL or GROUP, with him over and above, what is for ALL or MOST, good governance will be a mirage. The leader may be identified first strongly as a drunkard, a womanizer, an alumni, of a tribe, association, club, etc. While it is not illegal to participate in each and all of these, MORE THAN EACH AND ALL OF THEM is RESPONSIBLE for his becoming a leader. And his leadership is institutionally of ALL and for ALL. The time and attention to ALL is distinctive only by the time and attention given to FORMAL POLICIES AND ACTIONS that are meant to cater for all, rather than being surrounded by SELFS OR GROUPS OR THEIR REPRESENTATIVES. The inelastic time available to each and every one of us will benefit the leader IF he can balance the devotion between what is his and what is public. Those who destroy their own time actually eat into those of ALL. Working without rest or in the wee hours DOES NOT MAKE FOR A RESPONSIVE AND RESPONSIBLE LEADERSHIP. The forms in which this aspect of the challenges present themselves include OFFERING those things that you will surely agree with and specially. For example, either what everyone will not object, like the hand of a woman in marriage OR what he is known, not to privately object to, a free woman's service. The DEMANDS have the same structure, BUT curiously, they are more dynamic. Therefore, the leader will have to be handling

Past Disagreements against Appearing Disagreements and Prospective ones. The ultimate objectives of each and all of these recognized DEMANDS that are not absolutely corporate and formal, are to meet their NARROW AMBITIONS especially of friends, family members, relations etc.

The Challenge of Security

No political leader can afford to be blind to the ordinary and special risks of being entrusted with calling the final shots on all the array of disagreements that will need, want or fancy to be attended to. Those who are careless about this aspect at best end up as heroes, without contributing to governance. Here, the political leader will be faced with offers of blueprints by the official protocol machinery, spiritual tablets or formulae, professional agents etc. If the leader has no reasonable and sensible concept of what is responsible, he may aspire or end up with a network like the security ring around the president of the United States. The cost implications of this and the latent risks left to the knowledge, exposure and discipline of the leader.

THE IMPLICATIONS FOR THE SECOND FACET – THE OBJECTIVE OF LEADERSHIP

The interim implication is that, as long as each and all leaders fail to fairly overcome the challenges highlighted above, the more hopeless we should be in realizing good governance. And no specialization is needed to understand this or prove it. MOST OF OUR LEADERS THAT WE WILL PENCIL AS HAVING FAILED MORE THAN SUCCEEDED, HAVE PROFOUNDLY SUCCEEDED FOR THEMSELVES AND FAMILIES OR RELATIONS. And let ANY SUCH ONE deny what people have witnessed by a third party verification. This is what Assets Declaration law seeks to achieve by subtle cautious restraint. The basic implication is that, the quality of those who will be entrusted with leadership and have the challenges of the first facet to cross, will depend upon how fairly the larger Polity decides on its representatives. And more seriously, this is what will determine the prospect of building a formidable political culture that will include succession of the older generation by the younger generation.

THE SUMMARY CHALLENGE OF THE SECOND FACET

Simply put, it is MAKING THE ENTIRE MEMBERS CROSS ALL THE CHALLENGES OF THE FIRST FACET, THAT THE LEADER WOULD HAVE SUCCESSFULLY CROSSED HIMSELF. That is attendance to Poverty and Sustenance of Prosperity. This is achievable with clear and optimal knowledge of the required Universal Objectives that are selfless and faceless; Special Interests or Objectives; the Status Quo of Resources ; the Priority and Program of Operation; and required Arrow Operators. This WAR is the constant Challenge and Invitation of HISTORY.

TOWARDS A NIGERIAN DEMOCRACY FOR OUR IDENTITY

We are now in a state and at a time when we are largely inclined to define democracy as public life ruled by evident separate arms of government that are required to operate under the principles of checks and balances, in their service to all members of the polity, irrespective of differences. In other words, the fundamental standards of and for livelihood will allow differences to thrive as much as will protect any difference against other differences. The envisaged beauty of this arrangement is that, through freedom the superior differences will be able to expand their scope and relevance, leading to transformation in the general quality of living of most of the members and opportunities for those that are yet to voluntarily join, in our beloved country.

The prominent structures for reference are the Executive, the Legislature, the Judiciary and the lurking Press. While the first two are formed through political struggle between formal parties that seek for public mandate to do so for a tenure, the third, like the bureaucracy is a regular, largely conservative system that ordinarily grows and develops by standards of open and competitive rules of merit. The Press is ordinarily available to members of the polity and especially to those outside these structures to also influence the process of history making. This is often considered as a free window even though each form, like the print, the television and radio always have their Pros. And the closer you are to the pros the higher the prospect of bearing your opinion for others to know about it. And the knot within which all of these are required to operate is the Constitution.

However, men do not have and are not making history only through the form defined above. Democracy is therefore essentially formless because it can and actually assumes different forms across the world. In the United States we can see an appearance of what we have. In the United Kingdom the character is differently parliamentary and without an elaborate written constitution. In Saudi Arabia there is a radically different setting, even from that of Turkey. The forms and character in France is not exactly the same with what obtains in Germany. The meeting point for

each and all is the kernel challenge – delivering political, social and economic dividends.

And our choice or package of democracy can be of optimal service or benefit only AS MUCH AS POLITICAL EDUCATION THRIVES. This is a fundamental basis for all adults in the society. Over and above this, the leadership in the Executive, the Legislature, the Judiciary and even the Press need to have more patriotic orientation than otherwise if, when and where SO OPPORTUNE. In our present circumstance these are undoubtedly LOW. The price of this is Corruption, Violence and Poverty. This is why in our experience and history; political, social and economic growth and development have severally and consistently failed to reach the level of minimum responsible security, across the board for all Nigerians. Every government or regime that comes into power starts from the beginning as if nothing had been done, INSTEAD OF MAINTAINING AND BUILDING ON THE ATTAINED AVERAGE OF ALL CITIZENS.

THE NIGERIANS FOR DEMOCRACY TO SERVE

Like every and all other countries of humans, democracy or whatever form of government and leadership must strive to provide the needs, wants and fancies of the citizens and continue to do these in growing and developing bounds. The lowest and basic forms of these relate to food, drinks, shelter, health, education and employment.

However, the nature and forms in which these are required to meet what Nigerians require of democracy is superior to what even animals select. For instance, there are animals that are carnivores. Even among them there is a difference between lions and hyenas or scavengers. Even though pigs are, their targets or victims are often safely different from those of lions. More so with Nigerians. We do not all eat the very same types of things or drink same things all through. Shelters in the forms of dressing and housing are variant. As with health challenges so with the content of education that will be satisfying.

Democracy consists in its details, of whatever we are able to make of it either by commitment or disregard. It is a system of Neutrality that welcomes the introduction of commitments. This can be appreciated through what the mainstream media outfits engage in. We have had very strong affiliation and promotion of courses because a party or persons are paying or are being paid. The misfortune is that it is not in the interest of all Nigerians, across the media outlets. But this was only painfully discovered and now built on, with the revelation of anti-people, unpatriotic and criminal investments of the Peoples Democratic Party governance. The volume and changed direction of the social media between the political campaign period and now is another indicator that the neutrality of democracy is open to whatever it is fed with. Legislation is not different. For example, the oil and gas crisis-ridden foundation on which Nigerians expect the government to attend to, failed to be sorted out after over a decade of legislative responsibility. But the eighth session of the assembly is already calling for a patriotic bill in that direction, from the Executive. A review of our Arts development in the form of films for instance will show that they largely merely telescope the things that happen in the society like diarrhoea. Nigerian, Yoruba, Hausa or Igbo are not different. The wealth of creativity that is committed to such works rarely extends to orienting nationalism or patriotism of the viewers. Thus, our rich democratic experience is largely short of building us as a nation by developing any shades of our positive identities. At the end, the consequence is the generation of what we regretfully disdain or are not too certain of its necessity or desirability. Corruption in public office, secession, confederation or state police are some of the faces.

For our identity or difference for instance, those who care and seek for salvation must not be ashamed or careless about the erasure of the values that will enable it. This is because democracy is neutral enough to be neutral or colourful. The challenge is for us to be conscious. In Nigeria, for those who cherish salvation, we have different scriptures. We differ in places of worship. The reserved days for congressional service differ. We practice different scopes of marriage. But we end up with the same Lord. We also have the same limitations. Beyond the recognition and

permission for cohabitation, we are against homosexuality and lesbianism. Beyond being against rape, we object to extra marital sex. We recognize investigation but object to slander and blackmail. We admit patriotism and representation but are against idol worship in any guise. We recognize individual rights but object to transgender practice. Democracy is open to admit all. The challenge therefore, is that of distinguishing between the value-free that democracy is open to and defined values as our standard of living. What we must not lose sight of. What we must conserve and protect. All of these will be against the trend and tendencies that can reduce us to mere beasts. What distinguish men are values and morals.

And the foundation for the setting of this identity that democracy can be engaged in to develop, is the FAMILY. Once the family fabric or unit is destroyed, democracy will develop by admitting anything that is introduced. The failure in building the family amounts to a growing weak polity because of the break between our basic identity and what use we can put democratic institutions to. And the present history portends this characteristic failure. It will become prevalent to have covetousness among citizens, idol worship in different guises, false witnessing that later get exposed as lies, disrespect for parents and leaders, etc. It is therefore not surprising to have racialists and racists using the gab of economic solution to cast aspersions on our collapsing family system, to meet up with the broken character of their own. Over and above this, they offer seemingly plain solutions that are however in greater disregard for our taste for salvation.

THE PRESENT CHALLENGE OF CORRUPTION

Based on the political ignorance and the non-committal national orientation that have been driving our history, the present priority worry of the government is CORRUPTION. One facet of this challenge before the leadership relates to the inherited orientation that is widespread in the service system that is available for delivering the dividends of democracy. This system, by its operators reasonably enabled most of the revelations that we now all condemn. Imagine for instance a case relating to the administration of the old pension scheme. An experience was

characterized by the following – an underwriter is given custody of the funds to manage by a Board of Trustees. The underwriter certifies that over ninety million is available in the account. The Board certifies claims for payment. The underwriter refuses to either pay any claims or refund the certified sum in its custody. A report is made to the regulator and is unable to enforce the underwriter to oblige. And the Legislature institutes a probe but fails to deal with the problem. When a leadership is faced with this type of system and operators, time will be required to go back and establish or recover both the system and operators.

The hands that will become immediately available are those operators who have not been caught as corrupt, for the cleansing transition. This is because those who may not be corrupt will really be few and too scattered to be easily brought together. Moreover, they may also not be knowledgeable or competent enough to help out. Then, those who have been badly caught will appear to deserve some level of mercy because they are an admixture of those who took advantage of the weak system or have become powerful enough to resist the leadership effectively or even threaten its replacement.

Another facet is appreciable by the various forms of response to poverty that the agents to drive the goals of the present leadership have been displaying. Some will respond by going after the life of the government before it makes any mark of credibility. Some will travel out of the country to mobilize for secession. Some will travel out to arrange an intellectual derailment of the orientation the present leadership is pushing into place. Some will be calling for a puristic arrangement. Some will be calling for putting the past behind without any reference or evaluation, irrespective of the consequences. Some will be admitting mistakes, correcting them and calling on others to do so. Some will be commending the new orientation while going behind to do the contrary, even as others will be on the run. Some will be focused on the future of replacing the leadership. Some who contributed to enthronement of the leadership expect to be carried along as they are. From the above, the leadership will have the choice of grooming for the future from among those who have lost out. Very few will qualify from this. The other group will be from

those who have joined its trail. Here, many may be available. And the last opening is those who are neutral, if they find the invitation attractive.

And the immediate form that the leadership faces which is the means that cuts through the facets above is definable as Corruption and Theft that have bred Poverty, Crisis and Violence across the country. Ordinarily, the first inclination is to turn a new leaf, slate or page and put the past behind. In principle it will amount to Forgiving the mistakes of the past because no one is perfect. The assumption here is that the previous government had been more than reasonably responsible IN DEEDS. The present leadership even expressed that willingness. However by the time the treasury was in hand, it was compelling to visit the books of governance. The challenge then became the necessity to recover what was not according to the books.

But what level or sum will be the definition? The books will give indisputable levels. This will logically bring in signatories with authorization seals and the receiving parties. Thus, will the sum to be the total sums derived from the books, an adjustment of this derived sums or any portion of it that is volunteered? This challenge that will appear simple is complex, because the government needs the money and may not prefer prison terms as the best option. Moreover the integrity of the thieves cannot be guaranteed, to assume that they will not in the future bring up claims of injustice and unfairness.

The laws of the country clearly provide for thieves but not as clearly for abuse of office or trust. The barristers are therefore in good business as the courts cannot do more than what the statutes provide. This position is certainly different from the open cries for social justice. The sensitivity of the leadership to this, in terms of the sums involved and the circle of those captured is a complex challenge. Because our families have not been values building in orientation, the polity in ignorance and neutrality cannot possibly largely do differently, with democratic institutions. The underlying philosophical challenge will therefore be to either let go for now and process legislative improvements while frustration builds up in the larger society and

even contempt for the leadership or selectively ensure social justice. This is especially inviting because it is uncertain if the legislature will be patriotically sensitive in handling such trusts. After all, it took three sessions to rubbish the Petroleum Industry Bill. The lower house clumsily passed it while the head of the upper house expressed regret for its failure. This is logically because the members may not differ from those for who the laws need to be upgraded. This is why we largely support the generation of suspects and their being charged to court. But as the courts do their business and the defence counsels rake in their fees the outcomes fall short of our expectations with those in sympathy with the suspects shouting foul, to have social justice. This is why a group of citizens will obstruct national officials in ordinary course of their duties and cry of victimization. This is why militants will go to sleep when collective resources are being plundered and wake up when it is being checked. And the cry against marginalization will prop up from among those that were widely part of the replaced plunder machinery. The real definition of nationalism or patriotism will become truncated. It is even more so when non participants in this misguide and confusion are dormant or neutral. This leaves only the federal machinery to be the one that expresses and acts patriotism.

A SUMMARY OF OUR CHALLENGES FOR TRANSITION

It is clear that our democracy is not serving us enough for satisfaction more than dissatisfaction. The foundation challenge that will empower us to enable the institutions of democracy serve us is defining and protecting our identity through our Marriage and Family system. Family heads have this utmost and basic responsibility to bear and manage. The more its honour and integrity is values-based and realizable with minimal monetization, the more human and richer it will be for sustenance and propagation. Fathers and mothers who are bankrupt in this or are simply careless, are doing a fundamental disservice to our collectivity. The knowledge and example to impart on the children at this level must not commence with contracting them to anybody. This is why the more the membership of our leaders are those who lost or failed to get this, the less or weaker our identity and commitment to its protection. It is most unfortunate and shameful to have a society,

a majority of which members are children or servants of the Lord deeply and widely enmeshed in ungodly things like hypocrisy, crimes, alcoholism, gambling, commercial sex, thefts, betrayal, association of partners with the Lord, shamelessness, audacity, oppression, etc. The distaste, dislike and distance from these are not to be learnt by court rulings.

Beyond this informal foundation is the responsibility of the parents who have expertise in education to ensure that the formal school system at all levels impacts these values and morals along with secular knowledge. The failure at this level generates the consequence of safe dissociation between honourable development in a given field, expertise and an honourable personality. This further provides an unbecoming window of choice for those who have lost or are weak in the values that give us identity. What makes this level of challenge critical is that, it is the foundation for our general political, economic, social, intellectual, technological, spiritual and cultural orientation. And the foremost failures in this respect are our educational and religious institutions and the leaders. If we therefore care, we must need to adjust ourselves and our institutions of education and morality.

The fitting products of the above two levels are the suitable conscious members that can establish, run or operate and build political parties and manifestos that will serve us. The same with private and public sector institutions. The overriding constitution and our statutes will be caring and protecting of our identity. We cannot come up with an embarrassing situation like operators of the statutes considering that since marriage is not expressed as between a man and a woman, it can be between a man and a man or a woman and a woman as well. This logical but senseless derivation or interpretation can be sponsored by any breed of our identity in Nigeria. But democracy will permit it. This kind of precarious challenge was what made a leader of our Senate at the presentation of a bill for same marriage, down play it. The same crisis was experienced what the wind of international democracy created abolishing of capital punishment.

Thus, the challenge of the present leadership goes beyond the immediate needs of food, drinks, shelter and employment. The machinery and the agents or operators to initiate and develop the infrastructure are equally or even in more need of recovery or reorientation. The critical nature of this challenge rests in the fact that except and until they are recovered or changed, there is a high probability that they may only temporarily oblige the biddings of the present leadership. And this can be appreciated because the legislature and judiciary are not different. Indeed the veil of hopeless difficulty is characterized by the position and relationship between poverty, money in our running democracy. This is why appreciable recovery of looted funds and the prudent reinvestment of the same can at best give a temporary relief. The wretched system and bankrupt operators can bear the necessary frustration that will enable this. But it can only be sustained if the system is transformed.

The leaders therefore also need to adjust. This is because the structures they are occupying are by far more developed than themselves. For instance, the security and comfort arrangements that are legally at their disposal often strongly blinds or even block them from the regular consciousness of the stark realities they have responsibility for. A simple indicator is the cost of commissioning projects. Over and above this, time consciousness is very critical. No leader has the right to play the Lord by doing the right thing when he pleases. Good intentions are appreciable. Good plans are better. But only timely actions are good enough. The more distant a leader is from this the less useful is the leadership. It is wrong to provide food, drinks shelter, education and employment to people only after their death. The more difficult or distant right things are made available the more wrong things become attractive.

It is therefore only when our identity is defined and protected that democracy can serve us. Unfortunately if we ignore or do not care, democracy will transform us into a strange arrangement that can grow and develop into destroying our identity before our very eyes and with our own limbs. The above should be the reference for any political party that cares for commitment to the laying down and development of

a meaningful nationalism or patriotism that will be fulfilling and lasting. A regular system can be coloured by philanthropy but not replaced by it.

THE SPRINGS OF HOPE

Our situation is certainly not a hopeless one. In the first place, because we largely believe and can hang unto our Lord who will grant us salvation and eternal bliss, this world of democracy is truly transient. We are for that reason most potent for selflessness to enable collective interests. Those who do not share our values will be less potent because their selflessness will be coloured by definitions of sacrifice and compromise. And this is logical because their nationalism and patriotism begins and ends with this world, where democracy is an issue.

The implication of this is that the leaders now in official leadership need to appreciate that all citizens cannot be totally evil or unredeemable. If all things are and will be perfect, there will be no need for leadership. The coercive power entrusted to them for reasonable and sensible use is to be employed with responsible discretion. And believers will always expectedly exercise more compassion. Thus, the traits of using Machiavelli's *The Prince* or value-empty democratic literature on WHY politicians should employ lies as a vehicle, is irresponsible.

This also implies that the leaders that are not in official positions have the challenge of supporting the present challenges of transformation by utmost investment of goodwill with the resources at their disposal. This discretionary responsibility is the only critical need for our overall general good. Refusal or failure to do this is certainly not a choice for leaders with values. The pervasive culture of withdrawal, suspense or waiting to see what the official leadership will do is unbecoming, irresponsive and self-defeatist.

This postscript is to provide an understanding for what must not be ignored if we are to achieve the desired change, sustain and build on it.