

CURRICULUM VITAE: OLADIPUPO OLUWABUSI ADAMOLEKUN

DATE AND PLACE

OF BIRTH: July 20, 1942. IJU, Akure-North LGA, Ondo State, Nigeria

EDUCATIONAL

INSTITUTIONS

ATTENDED WITH

DATES:

- (i) Oyemekun Grammar School, Akure, 1956-60
- (ii) Christ's School, Ado-Ekiti, 1962-63
- (iii) University of Ibadan, 1964-68
- (iv) University of Abidjan, 1966-67
- (v) University of Ife, 1968-70
- (vi) University of Oxford, 1969-72

ACADEMIC

QUALIFICATIONS:

BA. (French, First Class Honours), Ibadan, June 1968
MPhil. (Public Administration) Ife, October 1970
DPhil. (Politics) Oxon. November 1972
Diplôme d'études françaises (mention très bien) Abidjan, 1967
Diplôme supérieur d'études françaises (mention bien), Abidjan, 1967
Diploma in Public Administration (with Distinction), Ife, June 1969

HONOURS:

- (a) Federal Government Scholar at the University of Ibadan, 1964-65
- (b) Irving and Bonar Prizeman in History (1965) at the University of Ibadan for an essay on "Slave Trade in West Africa"
- (c) College Scholar at the University of Ibadan, 1965-68
- (d) Winner of the Departmental Prize in French (Best Final Year Result), 1968 Graduating Class, University of Ibadan
- (e) Winner of the Adekunle Fajuyi Prize for the best overall result in the Diploma in Public Administration, University of Ife, 1969
- (f) Rockefeller Scholar at the University of Oxford, England, 1969-72
- (g) Fulbright Scholar, U.S.A., 1982-83
- (h) Guest Scholar, Wilson International Centre for Scholars, Washington, D.C. July-August 1983
- (i) Rockefeller Scholar in Residence, Bellagio Study Centre, Italy, September-October 1983
- (j) Member, Scientific Council of the African Training and Research Centre in Administration for Development (CAFRAD), Tangier, Morocco, 1979-86
- (k) Fellow, Aspen Institute, Aspen, Colorado, U.S.A., August 1990
- (l) Festschrift to mark my retirement from Obafemi Awolowo University, 1968-1988 - Olowu, Dele, S.B. Ayo and J. Erero (eds.). 1991. *Nigerian Public Administration: Past, Present and Future. Essays in Honour of Professor Ladipo Adamolekun*. Ibadan, Shaneson C. I. Ltd.
- (m) Vice-President, International Association of Schools and Institutes of Administration (IASIA), 1981-86 and 1998-2004. Honoured by IASIA "for distinguished services" in June 2011.
- (n) Nigerian National Order of Merit (NNOM), 2005: officially described as the "highest national prize for academic and intellectual attainment".
- (o) DSc Public Policy and Governance (*honoris causa*), Lead City University, Ibadan, 2016
- (p) Honoured by Iju Community in recognition of contributions to educational development on November 4th 2017.

SOCIAL CLUB: United Oxford and Cambridge University Club,
Pall Mall, London. England, April 1982 – December 2022.

UNIVERSITY SERVICES: Member, University Senate at Ife, 1976-88;
Member of all major Committees of Senate in my capacity as Dean of Faculty, 1979-81; Senate representative on several University Committees (e.g. Development, Research, Library and Editorial Committees) at different intervals, 1981-86

PUBLIC SERVICE (NATIONAL AND INTERNATIONAL) I have served on many federal and state governments' committees, councils and boards dealing with issues in the field of public affairs. They include the following:

- (a) The Ombudsman Committee (1975)
- (b) Governing Board, Administrative Staff College of Nigeria, ASCON, (1976-78)
- (c) Nigerian Council for Management Development (1976-80)
- (d) Ondo State Economic Advisory Council (1977-79)
- (e) National Committee on Local Government Training (1978)
- (f) Committee on the Review of Local Government Administration in Nigeria (1984)
- (g) Consultant to Committee on Civil Service Re-organization (1985)
- (h) Advisory Committee of Assessors, Nigeria National Merit Award (NNMA) Board (1985-1986)
- (i) Board of Integrity (Convention of Business Integrity), 2005-2010
- (j) Steering Committee of State Peer Review Mechanism of the Nigeria Governors' Forum, 2011 – 2016.
- (k) Obafemi Awolowo Foundation Leadership Prize Selection Committee, 2012 – 2019
- (l) Sub-Committee on Structure of Government, Planning and Management of State Resources of Strategic Development and Policy Implementation Committee (SDPIC) charged with the responsibility to produce "Blueprint to Progress (2017-2021)" for Ondo State's Governor-elect, Rotimi Akeredolu, January/February 2017.

At the international level, I served from time to time between 1973 and 1986 and since 2004 as consultant to several organisations including: the Rockefeller Foundation, the United Nations, the World Bank, the African Development Bank, the Commonwealth Secretariat, and the United Kingdom's Department for International Development.

PROFESSIONAL ACCOMPLISHMENTS:

(i) Membership of Professional Organisations: Nigerian Political Science Association (1973 – mid-1990s); American Public Administration Society (1979 – 1986); and Nigerian Economic Society, 1980 – life member).

- (ii) Foundation President, Nigerian Association of Schools of Management Education and Training (NASMET), 1978-1979 and member of the Executive Committee (1979-1986)
- (iii) Publicity Secretary, Nigerian Association for Public Administration and Management, 1981-1982
- (iv) UN Fellow (August/September 1978) – visited selected tertiary institutions in the United States to see how consultancy and research activities are organised.
- (v) Honorary Fellow of the Institute of Local Government Studies, University of Birmingham “in recognition of distinction in local government” (1982- 1987).
- (vi) Chairman, Committee for Investigating Possibility of Starting MBA and MPA Programmes at the Institute of Development Management, Mzumbe, Morogoro, Tanzania, 1985/1986.
- (vii) Served as external examiner for undergraduate and graduate degrees in many universities in Nigeria and overseas between 1978 and 1986 and in 2000.
- (viii) Listed in: *AFRICA Who’s Who, 1981; The International Who’s Who of Intellectuals, Vol.5, 1983; Who’s Who in the Commonwealth, Second Edition, 1984; and Newswatch Who’s Who in Nigeria, First Edition, 1990*
- (ix) Editorial responsibilities: served as editor/editor-in-chief of the *Quarterly Journal of Administration* (Ife) between 1976 and 1981 and as a member of the editorial advisory board/committee of several international journals between 1980 and 2004, including the *International Review of Administrative Sciences* (Brussels) and *Public Administration and Development* (London). I have also served on the editorial advisory board of *Publius. The Journal of Federalism* (USA) 1992 - 2010 and *Public Administration Review* (Washington, DC) 2006 – 2012.

WORK EXPERIENCE

A. Federal University of Technology, Akure

2005 – 2008 Professor of Management (on part-time contract)

B. The World Bank

2000 – 2004 Lead Public Sector Management Specialist (Regional Adviser i/c West Africa, Public Sector Management, 2001-2003)

1992 – 2000 Principal Public Sector Management Specialist

1987 – 92 Senior Public Sector Management Specialist.

C. University of Ife (re-named Obafemi Awolowo University in 1987)

1978 Professor of Public Administration

1979 - 81 Dean, Faculty of Administration

1979 – 82 Coordinator, Local Government Training Programme

1979 (Jan-July) Head, Department of Public Administration

1976 - 78 Senior Lecturer and Acting Head, Department of Public Administration

1968 - 75 Junior Research Fellow/Lecturer in Public Administration

D. Other Organizations and Institutions:

- 1973 (July-December) On practical administrative attachment to the Benue Plateau State Government, Nigeria (six months)
- 1975 - 76 Public Administration Officer, Division of Public Administration, United Nations Headquarters, New York, U.S.A. (one year)
- 1979 - 81 Visiting Professor at the Centre d'etudes d'Afrique Noire, University of Bordeaux, France (short-term visits)
- 1980 (July) Visiting Professor at the National University of Benin, Cotonou, Republic of Benin (two weeks)
- 1980 - 82 Associate Staff Member of the Administrative Staff College of Nigeria (ASCON), Badagry, Nigeria
- 1983 (April-June) Visiting Professor, Department of Political Science, University of California, Los Angeles, U.S.A.

PUBLICATIONS

I. Thesis/Dissertation

- 1970: "Administrative Science in Francophone West Africa", M.Phil. (Public Administration) Thesis, University of Ife, Nigeria.
- 1972: *Central Government Administration in Guinea and Senegal Since Independence: A Comparative Study*. (Available as a Digitised DPhil Thesis, Oxford University Research Archive).

II. Books and Monographs

- 1976: *Sekou Toure's Guinea*, London, Methuen. Reissued in 2023 by Routledge Publishers, London, hardback December 12, 2023. (Forthcoming in facsimile and electronic versions)
- 1977: (with Jide Osuntokun), *Government and Politics for West African Students*, Ibadan, Heinemann.
- 1978: *The Public Services and Socio-economic Development in Nigeria*, Lagos, National Youth Service Corps (NYSC) Orientation Lecture Series No. 1.
- 1979: (ed. with L. Rowland), *The New Local Government System in Nigeria*, Ibadan, Heinemann.
- 1979: (ed. with A. Gboyega), *Leading Issues in Nigerian Public Service*, Ile-Ife, University of Ife Press.
- 1982: *On Administrative Power*, Ile-Ife, University of Ife Press, Inaugural Lecture Series.
- 1982: (with L. Osunkunle), *Nigeria's Ombudsman System. Five Years of the Public Complaints Commission*, Ibadan, Heinemann.
- 1983: *Public Administration, A Nigerian and Comparative Perspective*, London, Longman; reprinted in 1986.
- 1983: (with M. A. Adeyoju, C.A.B. Olowu and S.N. Ekwudu), *The Management of Intergovernmental Relations in Federal Administration Systems*, Lagos, Federal Government Printer.
- 1985: *The Fall of the Second Republic*. Ibadan: Spectrum Books.
- 1985: (ed.) *Nigerian Public Administration, 1960-1980. Perspectives and Prospects*, Ibadan, Heinemann.
- 1986: *Politics and Administration in Nigeria*, London, Hutchinson University Library for Africa and Ibadan, Spectrum Books. Reprinted (by Spectrum Books, Ibadan) in 1986, 1993, 1998, 2000, 2003 and 2004
- 1988: (ed. with Dele Olowu and Mouftaou Laleye), *Local Government in West Africa since Independence: Developments in Anglophone and Francophone States*, Lagos, University of Lagos Press.
- 1988: *World Bank Support for Public Administration Programmes in the Central African Republic*, EDI Working Paper, Washington D.C., Economic Development Institute of The World Bank.
- 1989: *Issues in Development Management in Sub-Saharan Africa. An EDI Policy Seminar Report*, Number 19. Washington D.C. The World Bank. (Also available in French). Second Printing, 1990.
- 1989: (ed). *Symposium on Privatization in Africa*. EDI Working Paper, Washington D.C., Economic Development Institute of the World Bank. (Also available in French).
- 1989: (ed. with J. Muller), *Readings in Development Management in Sub-Saharan Africa*, Berlin (West), German Foundation for International Development.

1990: (with R. Robert and M. Laleye), *Decentralization and Socio-economic Development in Sub-Saharan Africa*. Washington D.C., Economic Development Institute of the World Bank. (Also available in French).

1991: (Guest Editor), *Publius: The Journal of Federalism*, Special Issue on 'Federalism in Nigeria: Toward federal democracy.'

1994: (with C. Bryant), *Governance progress report: Africa region experience*. Capacity Building and Implementation Division, Africa Technical Department, World Bank.

1997: (with G. de Lusignan and A. Atomate), *Civil service reform in Francophone Africa*, Washington, D.C.: The World Bank. (Also available in French).

1999: (ed.). *Public Administration in Africa. Main issues and selected country studies*. Boulder, Colorado: Westview Press. Paper Back edition in 2002 by Spectrum Books, Ibadan and reprinted in 2005. Second Edition (Paper Back) in 2011 by Evans Publishers, Ibadan.

2005: *Re-orienting public management in Africa: selected issues and some country experiences*. Economic Research Working Paper No. 79. Tunis: African Development Bank.

2006: *Politics, Bureaucracy and Development in Africa*. Ibadan: Spectrum Books

2007: *Challenges of university governance in Nigeria: reflections of an old fogey* Maiden Convocation Lecture delivered at Adekunle Ajasin University, Akungba, Ondo State. (Monograph).

2008: *The governors and the governed. Towards improved accountability for achieving good development performance*. Ibadan: Spectrum Books (NNMA Award Winners" Lecture). (Monograph).

2008: (ed. with O. S. Adegoke and A. Mu'azu). *Promoting intellectual excellence and innovation for national development in Nigeria*. Proceedings of the First Forum of Laureates of the Nigerian National Order of Merit (NNOM), 2007

2009: (ed. with O. S. Adegoke and A. Mu'azu). *Developing a road map for the rapid technological and industrial development of Nigeria*. Proceedings of the Second Forum of Laureates of the Nigerian National Order of Merit (NNOM), 2008.

2011: (ed.). *Ideas for Development. Proceedings of Iju Public Affairs Forum Series, 2006-2009*. Ibadan: Caligata Publishing Company Limited. www.Caligatapub.com and Saarbrücken, Germany: LAP Lambert Academic Publishing.

2012: (ed. with Adele Jinadu). *Whither Nigeria? Directions for future development*. Ibadan: Caligata Publishing Company Limited.

2013: (ed.). *Higher Civil Servants and their Political Masters*. Ibadan: Caligata Publishing Company Limited.

2016: (ed.) *Essays on Public Management, Gender and Sub-National Governments*. Ibadan: Caligata Publishing Company Limited. www.Caligatapub.com

2016: *I Remember. The Autobiography of LADIPO ADAMOLEKUN*. Ibadan: Safari Books.

2016: *The Idea of Nigeria: Two Challenges - Unity in Diversity and Prosperity*. Convocation Lecture delivered at Lead City University, Ibadan. (Monograph)

2017: *Salvaging Nigerian Universities*. Maiden Convocation Lecture delivered at Federal University, Oye-Ekiti. (Monograph)

2018: *Some Reflections on Democracy and Development in Africa*. Africa Peacebuilding Network (APN) Lecture Series No. 2, 2018.

2024: *Nigeria & I: Getting Politics Right to Make Nigeria Work*. Ibadan: Caligata Publishing Company Limited. www.Caligatapub.com

2025: *Reflections on Governance and Development in Nigeria*. Ibadan: Caligata Publishing Company Limited. www.Caligatapub.com

III. Teaching Materials

- 1974: (ed. with Colin Baker), *Ife Case Studies in University Administration*, Ile-Ife, Institute of Administration, mimeo.
- 1975: (ed.) *Ife Case Studies in Nigerian Administration*, Vol. II, Ile-Ife, Institute of Administration, mimeo.
- 1978: (with D. Agidee) *The Quarterly Journal of Administration, Cumulative Index, 1966 to 1977*, Ile-Ife, Faculty of Administration, mimeo.
- 1978: (ed.) *Proceedings of the Symposium on Public Accountability in Nigerian Administration*, Ile-Ife, Department of Public Administration, mimeo.

IV. Contributions to Books and Published Articles

- 1966: "The Growth of African Nationalism after World War II," *Historia*, Vol. III, 84-89.
- 1968: "Ministerial Cabinets for Nigeria," *Administration (Ife)*, II, 2, 92-96.
- 1968a: "L'Afrique et la francophonie," *Afrique Actuelle* (Paris), No. 28 (mai 1968), 22-23
- 1969: "The French Tradition of Administrative Training: The Senegalese Experience," *Administration, Ife*, III, 2, 93-102.
- 1969a: "Politics and Administration in West Africa: The Guinean Model," *Journal of Administration Overseas*, London, VIII, 4, 235-242. Reprinted in *French in Ghana*, Legon, June 1975.
- 1969b: "The Road to Independence in French Tropical Africa," *Tarikh*, London, 2, 2, 72-85. Re-printed in *Colonialism and nationalism in Africa: a four-volume anthology of scholarly articles* edited by G. Maddox and T. Welliver, New York: Garland, 1993.
- 1970: "Higher-level Ministerial Organization in Nigeria and the Ivory Coast," in D. J. Murray (ed.) *Studies in Nigerian Administration*, London, Hutchinson, 11-42.
- 1970a: "The Work of Administration in Nigeria: Case Studies. A Review Article," *Administration, Ife*, IV, 4, 343-348.
- 1971: "Bureaucrats and the Senegalese Political Process," *The Journal of Modern African Studies*, Cambridge, IX, 4, 543-559.
- 1972: "Administrative Training in the Republic of Guinea," *Journal of Administration Overseas*, London, XI, 4, 233-252.
- 1973: "Senegal since Independence: A Brief Presentation," *Le Francais au Nigeria*, Ibadan, 8, 2, 5-10.
- 1974: "The Administration of Agricultural Development in Senegal, 1960-1971," *Quarterly Journal of Administration, Ife*, VIII, 2, 179-187.
- 1974a: "Accountability and Control Measures in Public Bureaucracies: A Comparative Analysis of Anglophone and Francophone Africa," *International Review of Administrative Sciences*, Brussels, L, 4, 307-321. **(Also available in French, Cahiers africains d'administration publique, 16, 1976)**. Reprinted in an abridged form in *Development Digest*, XV, 4 (October 1977), 3-14.
- 1974b: "Staff Development in Nigerian Public Service: Trends and Prospects," *The Bureaucrat*, Benin City, 2, 2, 11-19.
- 1974c: "University-level Teaching of Public Administration in Africa: A Comparative Study of Francophone and Anglophone Approaches," in A. Adedeji and C. Baker (eds.) *Education and Research in Public Administration in Africa. Problems and Prospects*,

London, Hutchinson, 160-181. **(Also available in French, Cahiers africains d'administration publique, 1975)**

1974d: "Problems of Administrative Research in Francophone Africa," in A. Adedeji and G. Hyden (eds.) *Developing Research in African Administration: Some Methodological Issues*, Ile-Ife, University of Ife Press, 158-171.

1974e: "Some Aspects of the Study of Bureaucracy in New States," *The Greenhill Journal of Administration* (Accra), 1, 3, 52 – 64.

1975: "Parliament and the Executive in Nigeria: The Federal Government Experience, 1952-1965," in C. Baker and M. J. Balogun (eds.) *Ife Essays on Administration*, Ile-Ife, University of Ife Press, 65-87.

1975a: "Inside Bureaucracy: Some Reflections on my Experience within a Nigerian State Administration," *Quarterly Journal of Administration*, Ife, IX, 2, 203-217.

1975b: « L'Agression du 22 Novembre 1970: faits et commentaires, » *Revue française d'études politiques africaines*, Paris, 79-114.

1976: "Towards Development-Oriented Bureaucracies in Africa," *International Review of Administrative Sciences*, Brussels, XLII, 3, 257-265. **(Also available in French)**

1976a: (with O. Oyediran), "Kwara State Administration Since 1969," *Quarterly Journal of Administration*, Ife, X, 2, 137-151.

1977: "Strategies for Institutionalizing Public Management Education: The Nigerian Experience," in L. S. Stifel et al. (eds.) *Education and Training for Public Sector Management in Developing Countries*, New York, Rockefeller Foundation, 111-115.

1977a: "The Foreign Policy of Guinea Since Independence," in O. Aluko (ed.) *The Foreign Policy of African States*, London, Hodder and Stoughton, 98-117.

1977b: "Adieu Westminster Model," *Quarterly Journal of Administration*, XI, 4, 219-225

1977c: "The Theory and Practice of Local Government Reform in the Benue Plateau State of Nigeria," *Journal of Administration Overseas*, XVI, 1, 30-42.

1978: (with O. M. Laleye), « Administration et développement au niveau local: l'expérience du Nigeria, 1960-1978, » *Revue française d'administration publique*, Paris, 571-596.

1978a: "France and Francophone African States: Cooperation or Neo-Colonialism?" *African Quarterly*, New Delhi, XVIII, 1, 2-17.

1978b: "Notes on Developments in Nigerian Administration since 1970," Postscript to D. J. Murray (ed.), *Studies in Nigerian Administration*, London, Hutchinson, Second Edition, 310-327.

1978c: "The Political and Social Ideas of Sekou Touré," in O. Otite (ed.) *Themes in African Social and Political Thought*, Enugu, Fourth Dimension, 157-179.

1979: "The Political Context (of Nigerian administration)," in L. Adamolekun and A. Gboyega (eds.) *Leading Issues in Nigerian Public Services*, Ife, University of Ife Press, 209-229.

1979a: "Major Developments in Local Government Finance Since 1972," Postscript to the reprinted edition of A. Adedeji and L. Rowland (eds.) *Local Government Finance in Nigeria*, Ile-Ife, University of Ife Press, 319-327.

1979b: "Some Reflections on the Unified Grading and Salary Structure for the Public Service," *The Catalyst*, Quarterly Magazine of the Oyo State Public Service. 1, 10-18.

1979c: "Introduction: A Tentative Profile of (Nigerian) Higher Civil Servants," *Quarterly Journal of Administration*, Ife, XIII, 3&4, 191-194.

1979d: "The Idea of Local Government as a Third Level of Government," in L. Adamolekun and L. Rowland (eds.), *The New Local Government System in Nigeria*, Ibadan, Heinemann, 3-13.

1979e: "The Socialist Experience in Guinea," in C. Rosberg and T. N. Callaghy (eds.) *Socialism in Sub-Saharan Africa. A New Assessment*, Berkeley, University of California Press, 61-82.

1979f: "The Political and Administrative Contexts of Planned Development in Ondo State," in Ondo State Government, Nigeria, *Ondo State Component of the Fourth National Development Plan, 1980-1985. Report of the Proceedings of the Workshop on Development Planning Strategy for the 1980s*, Akure, Ibipress Limited, 153-160.

1980: "Administrative Machinery for Development at the Local Level," in A. O. Sanda (ed.) *Planning with the People*, Ibadan, Sketch Publishing Co. 104-112.

1980a: "Two Decades of Public Administration in West Africa: An Assessment," in *The Future of Public Administration*, Proceedings of an International Conference organized by the *Ecole nationale d'administration publique*, Quebec City, Vol. IV, 142-156.

1980b: "Some Thoughts on Management Underdevelopment in Nigeria," in B. Akerele (ed.), *Management Education in Nigeria*, Ibadan, Ibadan University Press, 7-14.

1980c: "Factors Affecting Management Effectiveness in Public Organizations in Nigeria," in U. Udo-Aka (ed.), *Management for a Dynamic Economy*, Lagos, Centre for Management Development, 32-44.

1981: "Guinea" in J. Murray (ed.) *Cultural Atlas of Africa*, Amsterdam, Elsevier, 135-137.

1981a: "The Use of Social Science in Policy Analysis and Development in Nigeria," *Quarterly Journal of Administration*, Ife, XV, 2, 163-181.

1981b: "The Socialist Order in France," *Nigerian Forum*, 1, 6, 212-217.

1982: "The Politics of the Udoji Commission," in H. M. A. Onitiri and K. Awosika (eds.), *Inflation in Nigeria*, Ibadan, NISER

1982a: (with O. M. Laleye), "Effect of State Creation on the Nigerian Public Administration System," in O. Adejuyigbe, L. Dare and A. Adepoju (eds.), *Creation of States in Nigeria: A Review of Rationale, Demands, and Problems up to 1980*, Lagos, Federal Government Printer, 63-72.

1982b: "University Education in Nigeria at the Crossroads," in *Association of Commonwealth Universities, Bulletin of Current Documentation*, No. 56, 15-22.

1982c: "Reflections on Local Governments under the Presidential System," *ASCON Journal of Management*, Topo-Badagry, 1, 2, 62-66.

1983: "Nigeria's Public Complaints Commission" in G. Caiden (ed.) *International Handbook of the Ombudsman, Country Surveys*, Westport, Greenwood Press, 147-158.

1984: "The Nigerian Ombudsman Experience," *International Review of Administrative Sciences*, Brussels, L, 3, 227-229. **(Also available in French)**

1984a: "Note on the International Conference on Human Aspects of Administrative Decisions," *African Administrative Studies*, Tangier, No. 23, 131-135. **(Also available in French)**

1984b: (with O. M. Laleye), "The Impact of British Administrative Model in West Africa," *African Administrative Studies*, Tangier, No. 23, 27-38. **(Also available in French)**

1984c: "The Idea of Local Government as a Third Tier of Government Revisited," *Quarterly Journal of Administration*, Ife, 18, 3&4, 113-138.

1985: "Relationship between Political and Career Officials in US Federal Government: An Outsider's Viewpoint," *Indian Journal of Public Administration*, New Delhi, XXXI, 2, 225-238.

1985a: "Reforming the Nigerian Public Service: The Udoji Commission and its Aftermath," *NASMET Journal of Management Education and Training*, Lagos, 2, 1, 1-21.

1985b: "Nigeria's Ombudsman System: A National Network of Public Complaints Commissions," in L. Adamolekun (ed.), *Nigerian Public Administration, 1960-1980*, Ibadan, Heinemann, 307-326.

- 1985c: "Conclusion: Retrospect and Prospect" in Adamolekun (ed.) *Nigerian Public Administration, 1960-80...* Ibadan, Heinemann, 327-336
- 1986: "African Perspectives on Administrative Responsiveness: A Preliminary Report," *International Review of Administrative Sciences*, 52, 1, 55-58. **(Also available in French)**
- 1986a: "Issues in the Management of the Public Service," in D. Olowu and B. Oshienebo (eds.) *A Report on the National Workshop on Manpower Utilization and Development in Nigeria: A Post-Udoji Evaluation*, Topo-Badagry, ASCON Press.
- 1986b: (with O. M. Laleye) "Privatization and State Control of the National Economy," *Nigerian Journal of Policy and Strategy*, 1, 1, 11-22.
- 1987: "Impact of Military Rule on Accountability in Government Administration," in A. O. Sanda, O. Ojo and V. Ayeni (eds.) *The Impact of Military Rule on Nigeria's Administration*, Ile-Ife, University of Ife Press, 235-248.
- 1988: "Political Leadership in Sub-Saharan Africa: From Giants to Dwarfs," *International Political Science Review*, 9, 2, 95-106. **(Also available in French - « Le leadership politique en Afrique noire: les nains après les géants »)**
- 1988a: (with O.M. Laleye) "Development in Francophone West Africa," in L. Adamolekun *et al.* (eds.) *Local Government in West Africa Since Independence*, Lagos, University of Lagos Press, 310-341
- 1988b: (with D. Olowu and O.M. Laleye) "Local Government in West Africa: Retrospect and Prospect," in L. Adamolekun *et al* (eds.) ... 342-351.
- 1989: (with Dele Ayo) "Evolution of the Nigerian Federal System", *Publius, The Journal of Federalism*, 19, 1, 157-176.
- 1989a: "Public Sector Management Improvement in Sub-Saharan Africa: The World Bank Experience," in M. J. Balogun and G. Mutahaba (eds.) *Economic Restructuring and African Public Administration: Issues, Actions, and Future Choices*, West Hartford, Connecticut, Kumarian Press, 67-89
- 1990: (with V. Ayeni), "The Nigerian Public Administration System," in V. Subramaniam (ed.) *Public Administration in the Third World*, Westport, CT. Greenwood Press, 258-288.
- 1990a: "The Nigerian Civil Service: Problems of Manpower Development, Utilization and Orientation," in A. Gboyega, Y. Abubakar and Y. Aliyu (eds.) *Nigeria since Independence: Public Administration*, Ibadan, Heinemann, 41-60
- 1990b: "The 1979 Constitution and Intergovernmental Relations," in A. Afigbo and G. Olusanya (eds.) *Nigeria since Independence: Constitutional Developments*, Ibadan, Heinemann.
- 1990c: (with V. Ayeni), "Management Education and Training at Ife, Nigeria - Twenty-Five Years of a University-Based Experience," *Quarterly Journal of Administration*, XXIV, 4, 329-343.
- 1990d: "Decentralization Policies in Sub-Saharan Africa: An Overview," in L. Adamolekun, R. Roberts and M. Laleye, *Decentralization Policies and Socio-economic Development in Sub-Saharan Africa. (Also available in French)*
- 1990e: "Institutional Perspectives on Africa's Development Crisis," *International Journal of Public Sector Management*, 3, 2, 5-16.
- 1990f: (with R. Roberts and M. Laleye), "Decentralization policies and socioeconomic development in Sub-Saharan Africa: Summary of discussions at two roundtables," *Public Administration and Development*, 10, 467 – 469. **(Also available in French)**
- 1991: "Institutional Perspectives on Africa's Development Crisis," in Dele Olowu *et. Al* (eds.). *Nigerian Public Administration: Past, Present and Future. Essays in Honour of Professor "Ladipo Adamolekun*. Ibadan: Shaneson, 89 – 104. (Updated version of article published in *International Journal of Public Sector Management* in 1990)

- 1991a: "Decentralization Policies: Problems and Perspectives," *Asian Journal of Public Administration*, 13, 1, 67-92.
- 1991b: "Promoting African decentralization," *Public Administration and Development*, 11, 3, 285-291
- 1991c: "Introduction: Federalism in Nigeria," *Publius, The Journal of Federalism*, 21, 4, 1-11.
- 1991d: (with John Erero and Basil Oshionebo), "Federal Character" and Management of the Federal Civil Service and the Military," *Publius, The Journal of Federalism*, 21, 4, 75-88.
- 1991e: (with John Kincaid), "The Federal Solution: Assessment and Prognosis for Nigeria and Africa," *Publius, The Journal of Federalism*, 21, 4, 173-188.
- 1991f: "Public sector management improvement in sub-Saharan Africa: The World Bank experience," *Public Administration and Development*, 11, 223-227.
- 1993: "A Note on Civil Service Personnel Policy in Sub-Saharan Africa," *The International Journal of Public Sector Management*, 6, 3, 38-46.
- 1994: "Cultural institutions," in I. Serageldin and J. Taboroff (eds.) *Culture and development in Africa*. Washington, DC: The World Bank, 519-521.
- 1995: "Re-assessing thirty years of public administrative reform efforts," in S. Rasheed and D. Fashole-Luke (eds.) *Development management in Africa: Toward dynamism, improvement and entrepreneurship*, 34-44.
- 1997: (with Noel Kulemeka and Mouftaou Laleye), "Political transition, economic liberalization and civil service reform in Malawi," *Public Administration and Development*, 17, 209-222.
- 1997a: (with Mouftaou Laleye and Noel Kulemeka), "Malawi Institute of Management: a partial success story," *International Review of Administrative Sciences*, 63, 529-542
(Also available in French)
- 1997b: "Transforming the civil service," in L. Diamond *et. al. Democratic Transition and Structural Adjustment in Nigeria*, Boulder, Colorado: Lynne Rienner.
- 1997c: "Recent trends in promoting accountability in public service in sub-Saharan Africa," *Politeia*, 16, 3, 47-63
- 1998: "Réflexions sur les relations entre politique et administration en Afrique," *Revue française d'administration publique*, 88, 611-622.
- 1999: "Governance context and reorientation of government," in *Public Administration in Africa...*, 3-16.
- 1999a: "Central government organization," in *Public Administration in Africa...*, 17-27.
- 1999b: "Decentralization, sub-national governments, and intergovernmental relations," in *Public Administration in Africa...*, 49-67.
- 1999c: (with Dele Olowu), "Human resources management," in *Public Administration in Africa...*, 86-106.
- 1999d: (with Kithinji Kiragu), "Public Administration reforms," in *Public Administration in Africa...*, 159-174.
- 1999e: (with Aubrey Mvula), "[Public Administration system in] Malawi," in *Public Administration in Africa...*, 275-291.
- 1999f: (with Philip Morgan), "Pragmatic institutional design in Botswana: salient features and an assessment," *The International Journal of Public Sector Management*, 12, 7, 584-603.
- 2002: "Africa's evolving career civil service systems: three challenges – state continuity, efficient service delivery and accountability" in *International Review of Administrative Sciences*, 68, 3, 373-387. **(Also available in French).**

2004: (with J. Barkan and Y. Zhou), "Emerging legislatures: institutions of horizontal accountability," in B. Levy and S. Kpundeh (eds.) *Building state capacity in Africa: new approaches, emerging lessons*. Washington, D.C.: The World Bank, 211-255.

2005: "Transferability of Governance Institutions: The Ombudsman and the Independent Commission Against Corruption," in Department of Economic and Social Affairs, United Nations, *Innovations in Governance and Public Administration. Replicating What Works*. New York: United Nations, 67-74.

2005a: "Nigerian federation at the crossroads: the way forward," *Publius, The Journal of Federalism*, 35, 3, 383-405; also published as a chapter in J. C. Senghor and N. K. Poku (eds) *Towards Africa's Renewal*, London: Routledge, 319-334.

2006: "Transferability of Governance Institutions: The Ombudsman and the Independent Commission Against Corruption" in United Nations, *Innovations in Governance and Public Administration. Replicating What Works*. New York: United Nations, 67-74.

2007: "Africa: Rehabilitating civil service institutions – main issues and implementation progress" in Raadschelders, J., F. van de Meer and T. Toonen (eds.), *The civil service in the 21st century. Comparative Perspectives*. Houndmills, Basingstoke: Palgrave Macmillan, 82-99

2008: "Creating a responsive and citizen-focused public service in Africa: an overview," in Commonwealth Secretariat, *Creating a Responsive and Citizen-focused Public Service in Africa*. Report of the Fourth Commonwealth Forum of Heads of African Public Services, Magaliesburg, South Africa, 11-13 July 2007. Improving African Public Services Series: No. 4. London: Commonwealth Secretariat, 42-76.

2009: "Civil service reform in re-orienting public administration in Sub-Saharan Africa," in R. Mathur (ed.), *Glimpses of Civil Service Reform*. Hyderabad, India: Icfai University Press, 109-134.

2009a: (with Mouftaou Laleye) "Benin: Legislative Development in Africa's First Democratizer" in J. Barkan, (ed.) *Legislative Power in Emerging African Democracies*, Boulder, Col: Lynne Reiner, 109 – 146.

2010: "Toward educational excellence: Lessons from Western Nigeria experience – leadership, institutions, and participation" in S. Gbadegesin and R. Sekoni (eds.) *Legacy of Educational Excellence. Essays Commemorating the 50th Anniversary of Universal Free Primary Education in Western Nigeria, 1955-2000*. Mitcheville, MD, USA: Pinnacle Publications, 41-51.

2010a: "The governors and the governed. Towards improved accountability for achieving good development performance," *Africa Review* (New Delhi), Vol. 2, No. 2, 105-138

2010b: "Challenges of Human Resources Development and Management," in O. S. Adegoke, L. Adamolekun and A. B. Mu'azu (eds), *Developing a Road Map for Attaining the Goals of Vision 20-2020: Visions, Slogans and Realities, Proceedings of the Third Forum of the Nigerian National Order of Merit (NNOM), 1st – 2nd December, 2009*.

2011: "Rethinking Public Service in Nigeria" in L. Adamolekun (ed.). *Ideas for Development. Proceedings of Iju Public Affairs Forum Series, 2006-2009*. Ibadan: Caligata Publishing Company Ltd, 42-57.

2011a: (With Roger Wettenhall), "Genesis and Visionary Hopes: The Formative Years, 1961-1981" In O. P. Divedi (ed.) *Glancing Backward and Looking Forward: IASIA in Transition – 1961-2011*. Bruxelles: Bruyant, 53-73.

2011b: "A framework for understanding governance reforms and development performance," in African Training and Research Centre in Administration for Development, *L'Administration publique en Afrique 50 ans après: éléments d'analyse historique et prospective de l'administration publique en Afrique à l'épreuve des défis du développement*, Tanger: Editions marocaines et international, 127-133. **(Also available in French)**.

2011c: "Reorienting the leadership of Governmental Administration for Achieving Improved Development Performance," in *Sola Dada, A Life of Service*. Ibadan: Bookcraft, 13-22.

2012: "The challenge of federalism, democracy, and development," in *Whither Nigeria? Directions for future development*. Ibadan: Caligata Publishing Company Limited, 34-44.

2013: "Introduction: The Politics-Administration Nexus - Two Doctrines and Four Recommendations" in L. Adamolekun (ed.) *Higher Civil Servants and their Political Masters*. Ibadan: Caligata Publishing Company Limited 1-15

2013a: "Civil servants and politics in Nigeria since the 1950s: an overview" in *We Served Our Generation. Perspectives and Reflections on Western Nigeria Civil Service* by the Association of Retired Heads of Service and Permanent Secretaries of Oyo and Osun States of Nigeria. Ibadan: HEBN Publishers, 230-247.

2015: (with Dele Olowu), "Africa: Revitalizing Civil Service Systems to Enhance Economic Performance," in Frits M. van der Meer, J., J. C. N. Raadschelders, T. A. J. Toonen (eds.), *Comparative Civil Service Systems in the 21st Century*. 2nd edition, Houndmills, Basingstoke: Palgrave Macmillan, 95-113.

2019: "Policy Imperatives for Diversity Management: Nigeria in Comparative Perspective," in S. Y. Aku et al (eds), *The Imperative of Unity in Diversity. Proceedings of the 11th Forum of Laureates of the Nigerian National Order of Merit (5th-7th December 2018)*, 22-41.

V. Book Reviews

Over 40 short essay-length book reviews in several journals and magazines, including *Quarterly Journal of Administration* (Ife), *Odu* (Ife), *Public Administration and Development* (London), *International Review of Administrative Sciences* (Brussels) and *West Africa* (London). And over 20 book reviews published in national newspapers between 2007 and 2021.

VI. Foreword to Books

1. Tony Akinola. 1996. *The Concept of a Rotational Presidency in Nigeria*. Ibadan: Spectrum Books.
2. Kunle Awotokun. 1998. *Governance and legislative control in Nigeria: lessons from the Second and Third Republics*. Lanham, MD: International Scholars Publications.
3. Tunji Olaopa, 2008. *Theory and Practice of Public Administration and Civil Service Reforms in Nigeria*. Ibadan: Spectrum Books.
4. Ayo Ogunraku, 2012. *University Administration in the 21st Century. A New Direction*. Ile-Ife: Obafemi Awolowo University Press.
5. Olorunnimbe Farukanmi. 2013. *A Beneficiary of the Milk of Women Kindness. An Autobiography*. Akure: Lord Keynes Publishing Company.
6. J. Kayode Fayemi. 2013. *Regaining the Legacy. Three Years in the Saddle. Reflections on People, Power and Possibilities*. Ibadan: Amandla Consulting.
7. Victor Adebayo Oke. 2021. *Seventy Steps Upon Mount Grace*,
8. Donald Omotayo Alasoadura, 2023. *From GRASS to GRACE. BIOGRAPHY*
9. SENATOR DONALD OMOTAYO ALASOADURA, October 2023.

VII. Commissioned/Official Papers/Reports and Invited Lectures

1966: "Towards Administrative Machinery for a United Nigeria." Paper submitted to the Working Party on Administrative Machinery for a United Nigeria", University of Ibadan, May 14th 1966.

1973: "The French Administrative System and Administrative Reform in Nigeria." Background paper commissioned by the Public Service Review Commission, Ibadan, mimeo.

1973a: "Some Observations on the work of Administration in Nasarawa Division, Benue Plateau State of Nigeria." Paper prepared for the Benue Plateau State of Nigeria, Ibadan, mimeo.

1974: "A Note on the Problems of Local Administration in Benue-Plateau State of Nigeria." Paper prepared for the Benue-Plateau State Government, Ibadan, mimeo.

1976: "The Public Administration and Finance System of the People's Republic of Congo." Monograph prepared for the UN Secretariat, New York, mimeo.

1976a: "The Public Administration and Finance System of Nigeria." Monograph prepared for the UN Secretariat, New York, mimeo. 144pp.

1977: "Policy Analysis and the Public Administration of Developing Countries." Monograph commissioned by the Public Administration and Finance Division of the UN Secretariat, mimeo.

1977a: "Revenue Allocation and Local Governments." Invited Memorandum submitted to the Technical Committee on Revenue Allocation c/o Federal Ministry of Economic Development, Lagos.

1978: "The Impact of the New Local Government Reform on Development at the Local Level." Lecture delivered at the Army Command and Staff College, Jaji, Nigeria.

1980: (with O. Osemwota and D. Olowu) "Report on the Performance of Local Governments in Bendel, Kwara, Lagos, Ogun, Ondo, and Oyo States, 1976 – 1980." Prepared for the National Conference of Commissioners for Local Government, mimeo.

1981: "Legislative Terminologies: Public Administration." Monograph prepared for the National Language Centre, Lagos, Federal Ministry of Education, mimeo.

1981a: (with Dele Olowu) "Statutory Allocation to Local Governments: A Memorandum to the Ondo State House of Assembly".

1982: "Administrative Organization of Government Work in Nigeria." Monograph prepared for the International Institute of Administrative Sciences, Brussels, mimeo.

1982a: "The Evolution of Intergovernmental Relations in Nigeria." Niger State Public Service: First Abdulkarim Lafene Memorial Lecture, Minna Nigeria.

1983: "Presidential Democracy in Nigeria", Lecture delivered at the California Institute of Technology (CALTECH), Pasadena, January 10th.

1983a: "Nigeria's Executive Presidential System: A Critique." Address delivered in the Public Service Lecture Series, 1982/83 organized by the Office of the Head of the Civil Service of the Federation, Nigeria.

1984: "In Defence of a Career Civil Service." Lecture delivered at the University of Maiduguri, Department of Political Science and Administration, Maiduguri, Nigeria.

1984a: "Government-Business Relations in Nigeria." Public Lecture delivered to the Akure Branch of the Nigerian Branch of the Nigerian Institute of Management (NIM).

1985: "Accountability in Governmental Administration: The Nigerian Experience Since Independence." Contribution to the Distinguished Guest Lecture Series of the Nigerian Institute of Journalism, Lagos, Nigeria.

1985a: (with C. A. B. Olowu and V. Ayeni) "Training Needs of the Ondo State Civil Service." Report prepared for the Secretary to the Military Government and Head of Service, Ondo State Government, mimeo.

1985b: "Some Issues in the Re-organization of the Nigerian Federal Civil Service." Special paper commissioned by the Study Group on the Re-organization of the Civil Service (Chairman: Professor Dotun Phillips), mimeo.

1985c: "The Politics of Administration in Africa: Some Lessons of Experience." Address delivered at the Public Service Forum Lecture Series, Oyo State Public Service, Ibadan, Nigeria.

1986: "Continuity and Change in the Structure and Functioning of the Federal Government." Lecture delivered at the Nigerian Institute for Policy and Strategic Studies, Kuru, Nigeria. (See *Sunday New Nigerian*, Kaduna, April 6, 1986).

1986a: "The Civil Service and the National Economy: Some Lessons of Experience." Public Lecture sponsored by the State and Federal Public Services in Ondo State, Akure, Nigeria.

1986b: One-week lecture series on "Nigeria, France and Francophone West Africa" at the Ministry of External Affairs, Lagos, May 19-23.

1986c: "Politicization of the Civil Service: Its Uses and Abuses." Public Lecture sponsored by the Kwara State Civil Service, Ilorin, Nigeria. (Published in *The Herald*, Ilorin, August 15 and 18, 1986).

1986d: "The Civil Service and Development." Paper commissioned by the Political Bureau, c/o Cabinet Office, Lagos, mimeo.

1986e: "Ten years of Ondo State Civil Service: a preliminary assessment". Paper commissioned by the Office of the Secretary to the Government and Head of Civil Service, Akure, Ondo State, mimeo.

1989: "Issues in Development Management in Sub-Saharan Africa," Lecture delivered in The University of North Carolina at Chapel Hill, January 23rd.

1990: "Building blocks of Development: Leadership, Policy and Institutions," Lecture delivered at the Faculty of Administration, University of Ottawa, Canada.

1993: "Reflections on Political and Economic Transitions in Sub-Saharan Africa", Lecture delivered at Howard University.

1993b: "On Public Management Effectiveness", Lecture delivered at American University, Washington, DC.

1994: "The World Bank and the Development Crisis in Africa", Lecture delivered at the Department of Political Science, University of Massachusetts, Amherst.

1994a: (with K. Kiragu): *Civil service pay and employment study, processed*, for the World Bank.

1996: "Key Issues in Public Sector Management in Africa" Lecture delivered at Indiana University, Bloomington.

1998: "Governance and Corruption," Talk at US Foreign Service Training Institute, June 16th

1999: "Improving public sector management performance: Some lessons of experience" Lecture delivered at the Kenya Institute of Management in Nairobi, Kenya.

2003: "Togo – governance and public sector management issues," *processed*, for the World Bank

2003a: "How administrative competence contributes to better development performance," Public Lecture delivered at Rwanda Institute of Administration and Management, Kigali, Rwanda, November 7th.

2004: "Namibia – A note on public sector reform initiatives," *processed*, for the World Bank

2004a: "Enhancing the quality of management education in Africa. An agenda for action," *processed* for the World Bank

2004b: "Position paper on capacity building for better governance and development effectiveness," prepared for the African Development Bank.

2005. "Report on survey of renewal efforts of selected African Higher Education Institutions," prepared for Association of African Universities, Accra Ghana.

2006. "The political fundamentals of development". Second in the Distinguished Lecture Series of Igbinedion University, Okada, Edo State, Nigeria.

2008: "University renewal efforts in Africa and some pointers for Nigeria," Third Registry lecture, Obafemi Awolowo University, Ile-Ife

2009: "Reflections on public service professionals"- Second Christopher Kolade Symposium on Public Service Lecture Series, Nigeria Leadership Initiative, Lagos, May 21st

2009a: "Public Administration Capability and Good Development Performance: A Road Map for Ondo State", Invited Lecture delivered at the ceremony marking "Civil Service Day" in Ondo State, Akure, August 4th.

2010: "Reorienting the leadership of governmental administration for achieving improved development performance", Lecture delivered at Lead City University, Ibadan, June 2nd.

2011: "A Transformation Agenda for Accelerating National Development" Presidential Inauguration Lecture, May 28th.

2011a: "The Problem of Insecurity: Selected Issues and Possible Solutions", Lecture delivered as part of National Akure Day celebration @ Obafemi Awolowo University, Ife.

2012: "Overview of Ekiti State Government 8-Point Agenda and the Civil Service Reform Strategy," Note presented at a Retreat for the Offices of Secretary to the Government, Head of the Civil Service and Civil Service Commission, Ekiti State, January 5th

2012a: "Nigerian Women and National Development: Some Lessons from Fodayegbe Akintunde-Ighodalo", Paper presented at 2012 Forum in Honour of Chief F. Akintunde-Ighodalo @ Yaba College of Technology, Lagos

2012b: "Giving back and making a difference: youth empowerment through education" Address prepared as Guest Speaker but read *in absentia* at the Bisi Ogunjobi Foundation (BOF) 2012/2013 Scholarship Award Ceremony, Ikare-Akoko, Saturday, December 15th

2013: "Education Sector in Crisis: Evidence, Causes and Possible Remedies". 2012/2013 Joseph Ayo Babalola Distinguished Lecture, January 24th

2013a: "Integrity in the Accounting Profession and the Problem of Corruption in Nigeria". Talk delivered at the Annual Dinner/Awards organised by the Akure District of the Institute of Chartered Accountants of Nigeria (ICAN), Saturday, March 2nd 2013

2013b: "Civil service and good development performance", Paper delivered at a Public Service Forum, organised by Oyo State Civil Service, Friday, June 14th

2014: "Nurturing Service Culture", Keynote Address delivered at the 5th Summit of Heads of Civil Service, South-Western Nigeria, Wednesday, March 12th.

2014a: "Reflections on Public Participation in Governance and Development." Talk delivered at the Akure Renewal Group (ARG) Summit, Saturday, April 12th.

2015: "Notes on Retirement and Some Observations on Secondary Education in Ondo State." Remarks at Retirement and 60th Birthday celebration of Mr. Dipe Adegboye Akure, March 17th.

2015a: "Leadership, Institutions and Development: Disjunction in the Nigerian Experience and Way Forward," May Day Lecture delivered at the invitation of Silver Knights Club, Ibadan.

2015b: "Legislators and Good Governance," Lecture delivered at the Chapel of the Annunciation, Archbishop Vining College of Theology, Akure, Ondo State, Sunday, March 24th

2015c: "The Challenge of Achieving Educational Excellence in Ondo State," Lecture delivered at the invitation of Ondo State Public Sphere, Akure, Thursday, November 5th.

2016: "The Challenge of Achieving Good Governance: Some Lessons from Awo," Chairman's opening remarks at 2016 Obafemi Awolowo Memorial: One Day Symposium, Ikenne, March 3rd

2017: "Background Note on the Main Public Sector and Public Administration Challenges in the Republic of Congo". Report prepared for the World Bank Group, February.

2017a: "The Missing Link in the Fight against Corruption: A Coalition Approach". Chairman's remarks at National Dialogue on Fight against Corruption, Abuja, March 2nd and 3rd

2017b: "Selected Issues in Primary and Secondary Education," Keynote Address at 25th Anniversary of Supreme Education Foundation Schools, Lagos, March 22nd.

2017c: "In Defence of Elite Educational Institutions," Public Lecture delivered at 2017 Founders' Day & 1982/1987 Set's 30th Anniversary Celebration, Christ's school Alumni Association

2017d: "Ondo State Education Summit: Five Recommendations," Note prepared for Ondo State Government as contribution to Education Summit, October 26th & 27th.

2018: "Political Stability, Good Governance and Development: Some Observations," contribution at Lagos-Kano Economic and Investment Summit, Epe, February 28th 2018.

2018a: "Awo Legacy: A Personal Perspective" Chairman's opening remarks at First Obafemi Awolowo Legacy Lecture Series organised by The Obafemi Awolowo Foundation for the Obafemi Awolowo Hall of Residence, University of Ibadan, May 15th 2018.

2018b: Nigeria's overcentralized federal system and poor development performance" Paper presented at Colloquium on Restructuring organised by the Nigerian Institute of Management (NIM), Lagos, May 23rd 2018

2018c: "Nigerian Civil Services Observed," Keynote Address delivered at a Book Presentation/Book Launch organised by Association of Retired Heads of Service and Permanent Secretaries, Osun State, Osogbo, June 21st 2018.

2019: "Governance and Service Delivery: From Promises to Reality." Keynote Address delivered at Ekiti State Government Retreat, May 2nd 2019.

2025: "Chief RF Fasoranti's Exceptionalism". A Keynote Address delivered at the event organised to celebrate Chief RF Fasoranti's 99th birthday, May 10, 2025.

VIII. Unpublished Conference, Seminar and Workshop Papers

1968: "The Development of Administrative Science", Paper read before a Discussion Group at the University of Ibadan, November 21st.

1969: "On-the job Training in the Administrative Class of Western Nigeria." Research Paper, Ile-Ife, Institute of Administration, mimeo.

1973: "Staff Development in Nigerian Public Services: Trends, Problems and Prospects." Paper read at the Friday Seminars on Administrative Management and Conduct of Government Business Organised by the Western State Civil Service, 12th January 1973.

1974: `Some Suggestions for Development Planning at the Local Level.” Paper presented at the Sixth National Conference on Local Government, Port-Harcourt, Nigeria.

1974a: “Prevailing political situation and the Udoji Commission,” paper commissioned for the Symposium on “Inflation in Nigeria” organised by the Nigerian Institute of Social and Economic Research, University of Ibadan.

1976: “Notes on the political and social aspects of planning and budgeting in Nigeria.” Presented at the Friday Seminars Series on Programming, Planning and Budgeting System, Organised by the Ministry of Establishments and Training, Western State Civil Service, Ibadan.

1977: “African presence at the United Nations: some impressionistic observations.” Note presented at a Seminar for Senior External Affairs Officers organised by the Department of International Relations, University of Ife.

1977a: `Towards Effective Implementation of Administrative Reforms: The Udoji Reform as a Case Study.” Paper presented at a seminar organized for senior administrators of the Cross River State Government, Nigeria.

1977b: “Public Administration and the Draft Constitution.” Paper read at the National Conference on the Draft Constitution, Ibadan, Nigeria.

1977c: (with O. Oke) `Some Reflections on Literature and Politics in West Africa.” Seminar Paper, Department of Modern European Languages, University of Ife.

1977d: (with J.G.O. Adegbite and E.M. Ojo), “Changing Pattern in the Relationship between Universities and Government: The University of Ife as a Case Study.” Paper presented at the Annual Seminar of the Committee of Vice-Chancellors, Bagauda Lake Hotel, Kano, Nigeria.

1977e: “The Ecology of Public Management in Nigeria.” Paper read at the Second National Conference on Management organised by the Centre for Management in Kaduna, Nigeria.

1978: `Providing Service for the People: The Respective Roles of Local Government Politicians and Administrators.” Paper read at the Workshop for Chairmen, Supervisory Councillors and Secretaries to Local Governments, Ogun State, Nigeria.

1978a: `Public Accountability in Comparative Perspective.” Paper read at a National Symposium on `Public Accountability in Nigerian Administration,” organized by the Department of Public Administration, University of Ife.

1978b: `Regionalism and Administrative Reform in Nigeria, 1960-1978.” Paper read at the International Colloquium jointly sponsored by the National Institute of Public Management (Washington D.C. USA) and the National Institute of Public Administration of Mexico held in Washington, DC.

1978c: “Institutional arrangements for planned development in the 1980s.” Lecture delivered at the Training Programme for Planning Officers held at Ibadan.

1978d: “The Development and Implementation of Policy in Africa South of the Sahara.” Paper prepared for the Third Workshop on Research Priorities for Population Policy co-sponsored by the International Review Group of Social Science Research on Population and Development and the Population Studies and Research Centre, University of Nairobi, Nairobi, Kenya.

1979: “Two decades of Public Administration in West Africa: An Assessment,” Paper presented at the International Conference on the Future of Public Administration, Quebec, May 27-31.

1980: “Administrative Training for Development-Oriented Public Service.” Address delivered at the formal opening of the Executive Development Seminar held for Administrative and Professional Officers of the Niger State Government, Minna, Nigeria.

1981: "Towards a Comprehensive Classification of Parastatals in Nigerian Public Administration." Brief prepared for the Presidential Commission on Parastatals, c/o Cabinet Office, Lagos, Nigeria.

1981a: "Political Leadership at the Local Government Level." Paper presented at a Meeting of Experts on Local Government, Benin City, Nigeria.

1981b: (with Dele Olowu), "The Role of Local Governments in the Provision of Rural Infrastructures since 1976" Keynote Paper at National Workshop on Rural Infrastructures in Nigeria.

1981c: "Guinea: An Experiment in Self-Reliance," Talk at the National Institute for Policy and Strategic Studies, Kuru, Jus, June 15th.

1981d: "Education and Training Programmes for Local Government in Three Nigerian Universities: Ife, Nsukka and Zaria," Paper Prepared for the Sixth National Conference of Local Government Service Boards/Commissions, Sokoto, 29th and 30th June 1981.

1982: "The Implication of Current Reorganization of Local Governments for Local Government Service Commissions." Paper prepared for the Conference of Local Government Service Commissions of the "Progressive States", Akure, Nigeria.

1982a: "The Relationship between Political and Administrative Leaders in Local Government." Paper read at a Seminar organized by the Nigerian Union of Local Government Employees, Ilorin, Nigeria.

1982b: "Intergovernmental Relations and Development at the Local Level." Paper presented at the Leadership and Development in Local Government Workshop Organised by the University Consultancy Services Unit, University of Ibadan, Nigeria.

1982c: "Thoughts on Some Aspects of Governmental Administration Under the Presidential Constitution". Paper presented at the National Institute of Policy and Strategic Studies.

1982d: "AAPAM and the Challenge Facing Public Administration in Africa." Paper read at the Annual Conference of the African Association for Public Administration and Management (AAPAM), Lagos, Nigeria.

1983: "Nigeria Today: A Subjective View." Paper read at a seminar organised by the African Studies Centre, University of California, Los Angeles, USA

1983a: "Sekou Toure's Guinea Revisited: Change in Continuity." Paper read at a seminar organized by the African Studies Centre, Stanford University, U.S.A.

1984: "The 1976 Local Government Reform in Ondo State Revisited: Issues, Problems and Prospects." Paper presented at an Induction Course for newly appointed Sole Administrators, Ondo State, Akure, Nigeria

1984a: "Leadership in Governmental Administration in Nigeria: Politicians, Political Technocrats and Higher Civil Servants." Paper read at the Conference of the Nigerian Institute of Economic and Social Research (NISER) on Leadership and National Development, Ibadan, Nigeria.

1984b: "Public Sector Management in Africa: An Overview." Paper read at the Seminar on Public Management in Nigeria under the auspices of the World Bank's External Relations Department, Ile-Ife, Nigeria.

1985: "Federalism as Intergovernmental Relations: Illustrations from Selected Federal Administration Systems." Paper presented at the Workshop on Problems of Federal Administration in Nigeria organised by the Department of Public Administration, University of Ife,

1985a: "Issues in the Management of the Public Service." Paper presented at the National Workshop on Manpower Utilisation and Development in Nigeria: A Post-Udoji Evaluation at the Administrative Staff College of Nigeria, Topo, Badagry.

1985b: "Decision-making in University Administration." Paper prepared for a Management Appreciation Course organized by the Nigerian Institute of Management (NIM) for the Registry of the University of Ife, Nigeria.

1986: "Nigeria, France and Francophone West African States." Memorandum prepared for the All-Nigeria Conference on Foreign Policy, Jos, Nigeria.

1986a: "Continuity or Change? The Status of Traditional Rulers in Pre-colonial, Colonial and Post-colonial Nigeria." Paper read at the National Seminar on Traditional Rulers and Politics in Past, Present and Future Nigeria, University of Sokoto, Sokoto, Nigeria.

1986b: "On the Appointment of Vice-Chancellors and the Enforcement of Accountability in University Administration." Memorandum submitted to the Visitation Panel to the University of Ife, Ile-Ife, Nigeria.

1986c: "Issues in the Management of Intergovernmental Relations in Post-1990 Nigeria." Paper prepared for the Colloquium on Why Army Rule? organized by the Nigerian Institute of Advanced Legal Studies, Lagos, Nigeria.

1989: "Decentralization and regionalization: the Nigerian experience." Paper presented at the Congress of the International Institute of Administrative Sciences, Marrakech, Morocco.

1994: "The search for the missing link(s) in African development." A review note presented at the biennial conference on African economic issues, organized by the African Economic Research Consortium, Arusha, Tanzania.

1994a: "Capacity Building in Sub-Saharan Africa," Conference of the International Association of Schools and Institutes of Administration (IASIA), Hong Kong, July 1994.

1995: "Citizen Empowerment and Public Management: Recent Trends in Sub-Saharan Africa." Paper presented at the Congress of the International Institute of Administrative Sciences, Dubai, July 1995.

1999: "On corporate governance." Speech given at the Corporate Governance Seminar held in Nairobi, Kenya.

2004: "How Administrative Competence Contributes to Development Performance." Paper presented at the Conference of the International Association of Schools and Institutes of Administration (IASIA), Seoul, Korea, July 2004.

2004a: "The National Assembly and the fight against corruption." Paper presented at a Workshop for Nigerian Parliamentarians organized by the Commonwealth Parliamentary Association in Abuja, Nigeria, October 19-22, 2004.

2005: "Towards excellence in the higher education sector: the inevitability of diversity." A Note Presented at a Symposium on Higher Education organized by the Independent Policy Group, Abuja in Ibadan, June 30, 2005

2007: "Some African and international good practices in public sector reform," Note prepared for Human and Institutional Development Agency (HIDA), Kigali, Rwanda.

2008: "Human Resources Management and University Development: Some African Experiences." Paper Presented at a Retreat for Principal Officers, Deans, Directors, etc., of the Federal University of Technology, Akure, held at MICCOM Golf Hotel and Resort, Ada, Osun State, 3rd – 6th January, 2008.

2013: "Key Issues in Human Resource Management in a 21st Century University" - Paper presented at a Retreat on preparation of a Strategic Plan for Senior Management of Ekiti State University, Ado Ekiti.

IX. Unpublished Manuscripts

1968: "The development of administrative science." Unpublished paper read before a Discussion Group in the Faculty of Social Sciences, University of Ibadan, November 21st.

- 1969: (with F. Lalande Isnard). "Nos voisins francophones". (A book for students studying French at "A" level and First Year University students)
- 1973: (with S. E. Wilmer, "Public Participation in African Politics," mimeo.
- 1974: "An Evaluation of Ife Postgraduate Diploma in Public Administration Course, 1963-1973", Ibadan: Institute of Administration, University of Ife.
- 1975: "Ideology and administration in Africa: a comparative study of Guinea and Senegal", Monograph, 57pp.
- 1983: Administrative Organization of Government Work in Nigeria. A Monograph commissioned by the International Institute of Administrative Sciences (IIAS), Brussels, Belgium.
- 1987: "The rise and fall of Sekou Toure's Party-State".
- 1997: "Dick Sklar: Democratic theorist and Afro-optimist"

X. Cumulative List of Short Essays Published in Magazines and Newspapers 1968-

1. "We Are All Tribalists", *Sunday Sketch*, 1965.
- 1a. "Race prejudice and Africa", *Nigerian Tribune*, September 12th 1966.
- 1b. "Why do French Leaders Support the Secessionists?" *Daily Sketch*, Ibadan, February 6, 1969.
- 1c. "Some reflections on Sekou Toure's Guinea," *West Africa* (London) March 1973
2. (With Jide Aluko), "The Role of Higher Civil Servants in Nigeria," *Sunday Sketch*, Ibadan, June 3, 1973.
3. "Sense and Nonsense in the "Quota System" Debate," *Sunday Sketch*, Ibadan, January 13, 1974.
4. (With E.O. Adeniyi and A.O. Falusi), "Revenue Allocation Problem Reconsidered," *Daily Times*, Lagos, May 4, 1974.
5. "Sekou Touré's Guinea and Nigeria," *Daily Times*, Lagos, February 27, 1975,
6. "The Use of Advisory Bodies," *Daily Times*, Lagos, February 27, 1975,
7. "Mobutu's Authenticity: Rhetoric or Revolution?" *Afriscopes*, Lagos, February 1975.
8. "T. M. Aluko's Writings: A Review Article," *Afriscopes*, Lagos, March 1975.
- 9-10. "The Portuguese Invasion of Guinea," *Afriscopes*, Lagos, February 1975 and March 1975.
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XI CONFERENCES, SYMPOSIA, WORKSHOPS AND SEMINARS

From my first year in academia at Ife in 1968/69 through my final year in the World Bank (2004), I attended over 100 national and international conferences, symposia, workshops and seminars. A majority of the sixty-one international conferences were either through my membership of two professional associations (the International Association of Schools and Institutes of Administration (IASIA) and the International Institute of Administrative Sciences, IIAS) or through invitations requesting me to deliver papers or serve as an expert.