

ECONOMIC DEVELOPMENT INSTITUTE DIRECTOR'S  
E N D O F T O U R R E P O R T

March 18, 1963 - September 30, 1964

By

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and  
Senior Advisor Economic Development, MSU Advisory Group



Glenn Johnson

END OF TOUR REPORT  
July 1, 1964

Michigan State University  
University of Nigeria Program

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# I

1. The annual report of the Economic Development Institute 1963/64 contains a rather detailed summary of my activities while on my MSU/University of Nigeria assignment. A copy of a preliminary draft of that report is appended as the main part of this report.
2. It remains for me to express my personal satisfaction with my experience here. Except for my own shortcomings in carrying out my responsibilities, I have had a most rewarding experience and am pleased to have been involved. I know when I took the assignment that there would be many problems - in fact, I decided to take it only after finding that there were tough problems. Prior to investigating the assignment, I was under the impression (which is surprisingly prevalent at Michigan State University) that the University of Nigeria MSU/AID project was going so smoothly that it could only deteriorate under any new person's tenure.

I'm sure that this 18 months experience will make me a better teacher and researcher and, also, somewhat easier for my MSU administrators to get along with back home!

3. My personal pleasure and satisfaction with this year's experience, however, should not prevent me from making some more painful observations which might improve the administration of the EDI/MSU/University of Nigeria/USAID operation.
  - A. Nsukka/Enugu communications need to be improved. I suggest a 15 minute prebooked telephone call at 8 a.m. daily. A 30 minute prebooked call from AID/Enugu to AID/Lagos is working excellently.
  - B. There is a hiatus between (1) an MSU employee's regular MSU administrators and (2) University of Nigeria and MSU/Nigerian project administrators of that same man. This hiatus divorces performance from reward. As a result excellent performance can be unrewarded by promotion (as in Richard's case). I suggest that this problem be

considered at high administrative levels at MSU.

C. In the University of Nigeria and specifically with respect to the EDI there are problems of keeping Nsukka officers and personnel aware of the legitimate concerns and interests of Enugu units such that it is unnecessarily hard to maintain staff moral and operations at the EDI. These problems exist with respect to both the University of Nigeria administration and the MSU party administration. Specific cases in print are:

1. The handling of Aluke's appointment. We would have probably agreed with what was done, but would have felt much better had we been consulted. For that matter, we might have made suggestions to improve the manoeuvre.
2. The lack of EDI representation (which was cancelled from Nsukka) on the University research committee leaves us as the sometimes informed, potential cooperator in projects we have not helped formulate. EDI resources and fund raising capacity could materially expand cooperative development research in the University and extend other research if given proper administrative channels.
3. The lack of EDI representation on the Enugu Campus space planning committee (appointed in Nsukka) is another case. Forward planning for the Enugu campus as well as EDI moral and operations would have improved by the inclusion of EDI representatives.

D. In general the administrative structure of the University is badly in need of overhaul with respect to economics. The following units (actual and embryonic) have to do with economics teaching research and extra-mural activities; Economics, Finance, Business Administration; Land Economics and Surveying; Extra-Mural Studies (community develop-

ment); Economic Development Institute; and Agricultural Economics  
in the Faculty of Agriculture.

Economic Development Institute  
1963-64  
Annual Report

George M. Johnson - Vice Chancellor  
University of Nigeria  
Glenn L. Johnson - Director, E. D. I.

SENIOR STAFF

MSU Group

Prof. Glenn L. Johnson  
Prof. David L. MacFarlane  
Dr. Carl K. Eicher  
Dr. Philip C. Packard

Ford Foundation Advisors

Dr. H.N. Nanjundiah  
Mr. Harold W. Martin  
Mr. Simcha Bahiri

Mrs. Loren Cox, Librarian - Peace Corps.

SHORT TERM ADVISORS

United States:

Prof. Rendigs Fels  
Prof. T.W. Schultz  
Prof. John Letiche

United Kingdom:

Prof. Max Gluckman

Netherlands:

Prof. Egbert DeVries

Canada:

Prof. Irving Brecher

ASSOCIATE RESEARCHERS

Kurt R. Anschel, Ph.D. cand. MSU  
William L. Miller, Ph.D. cand. MSU  
Delane E. Welsch, Ph.D. cand. MSU

J.H.E. Johnson, Ph.D. cand. Nw.U.  
Dr. Joanne B. Eicher, MSU  
Mrs. Gertrude MacFarlane - McGill U.

RESEARCH FELLOWS

Full time:

S.C. Ukonu, B.Sc. Economics, University of Nigeria  
P.C. Ngene, B.Sc. Economics, University of Nigeria  
C.O. Okpalla, B.Sc. Economics, University of Nigeria

Part time:

E.J. Iwuchukwu, B.Sc. Economics - Manager in E.N.D.C.  
M.A. Oworen, B.Sc., M. Pub. Admin.-Manager in E.N.D.C.  
E.N. Uzoka, B.Sc. Economics - Manager in E.N.D.C.  
B.B.O. Emeh, B.A. Economics - Statistician, Mins. of Econ. Planning  
I.O.O. Onyemelukwe, B. A. Economics - Asst. Sec. Mins. of Econ. Planning  
Dr. J.I. Iboko, B.Sc. (Civil Eng.) -D.P.A., Asst. Sec. Inst. of Admin.  
J.C.O. Nwankwo, B.Sc. Agriculture - Agric. Officer, Mins. of Agriculture  
R.C. Ezeukwu, B.Sc. Economics - Management Officer, Mins. of Commerce  
A.T. Sadhwani, B.A., B. Com., M. Com. - Acct. Mins. of Agriculture

IV.

JUNIOR STAFF

Clerical

Julius N.O. Okonkwo - Stenographer  
Cletus O. Nwabia - Stenographer  
Patrick A.N. Akanu - Clerk

Interpreter

Matthew Nwabueze



BACKGROUND

In 1960, Michigan State University assumed obligations to develop in 1962 an Institute of Economic Development at the University of Nigeria. The Institute was "to place primary emphasis on research and the training of Africans to assume significant roles in the economic development of the African continent." The Institute was conceived "to operate on a broad three-phase front to meet Nigeria's needs for (1) research (2) teaching and (3) training and extension activities with respect to economic development."

As a result of consultations of an MSU ad-hoc committee set up at Michigan State University, Professor Glenn Johnson was sent to Nigeria in October of 1962 to determine whether or not it was still advisable to set up the Institute, and, if so, what should be the nature of the Institute to be established.

The decision to go ahead was based on extensive consultations with persons in academic, governmental, private and foundation positions. The ability of the new Institute to make additional personnel available both via direct recruitment of expatriates and via its own training program for Nigerians seemed to more than offset the argument that a new Institute would fragment the small "pool" of trained persons in Nigeria qualified to work on economic development problems. Subsequent recruitment of a capable expatriate E.D.I. staff has borne out part of this expectation and the E.D.I.'s Training Program indicates that the remainder will also be borne out. Another question which had to be answered involved the regionalization of economic development research. On this score, the decision to go ahead was based largely on the political realities of Nigeria, which seem to call for "coordinated cooperation" among professional personnel in regionalized research units rather than for research so centralized in one location that it would not be acceptable in other regions.

### SOME GENERAL POLICIES

The decision to go ahead with the E.D.I. was made along with three closely related decisions:

1. to recruit competent personnel vigorously
2. to emphasize the training aspects of the new Institute's program and
3. to adopt a policy of "coordinated cooperation" with all agencies involved in solving economic development problems, particularly the Nigerian Institute of Social and Economic Research at the University of Ibadan.

Less closely related, but still crucial, was the decision to diversify over a wide range of academic institutions. The staff members eventually recruited held academic ranks at the following Universities: Michigan State, McGill, Vanderbilt, California (Berkeley) and Maryland. Their Ph.D. degrees were granted at the University of Minnesota, Harvard University, the University of California (Berkeley) and the University of Chicago. Diversification was also carried out by selecting members of an external advisory board from the University of Chicago, the Institute of Social Studies at The Hague and the University of Manchester and from three different nations, Holland, the United Kingdom, and the United States.

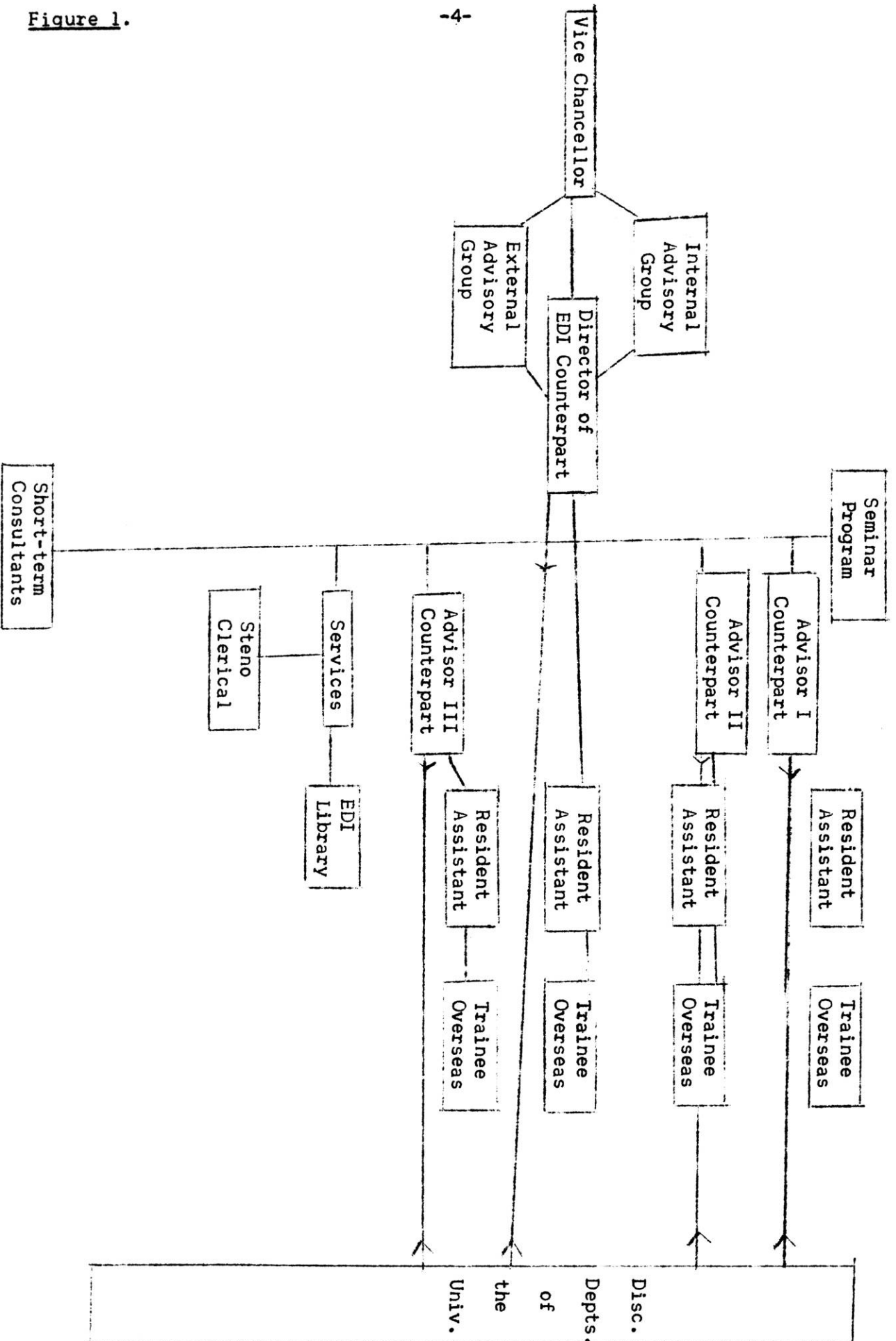
### ORGANIZATIONAL STRUCTURE

The actual original organization of the Institute was developed by Professor Glenn L. Johnson, Michigan State University, with the advice, help and verbal endorsement of important members of the Nigerian and world academic, governmental and business communities. Included among those consulted were Ambassador Pius Okigbo; Dr. G.M. Johnson, Vice Chancellor of the University of Nigeria; Dr. K.O. Dike, Vice Chancellor, University of Ibadan; Dr. N.S. Alexander, Vice Chancellor of Ahmadu Bello University; members of the University of Nigeria, particularly Dr. Kalu Ezera, Professor N.A. Cox-George, Mr. E. B. Ndem, Professor Kirk Lawton, Professor John P. Henderson and Mr. R.S. Rungta; Dr. Lyle Hansen, Federal Ministry of Economic Development; Dr. Frank Moore,

Dr. Robert Mitchell and Mr. David Fogg of Ford Foundation; Professors Lanzillotti, Boger, Axinn and Barlow at Michigan State University; Professor Irving Brecher, McGill University; Professors Harry Johnson and T.S. Schultz, University of Chicago; Dr. Marion Clawson of Resources for the Future; and Professor Egbert DeVries, Institute of Social Studies at The Hague. The original organization plan was adopted and placed in operation in the July - October, 1964 period as a result of the combined efforts of Professor Glenn Johnson, who accepted the Directorship, and Dr. Carl Eicher who joined the staff from Michigan State University.

That organization plan involved the administrative structure presented in Figure 1.

Figure 1.



A. The Vice Chancellor:

1. Shall be Chairman of
  - (a) the External Advisory Group and
  - (b) the Internal Advisory Group.
2. Shall approve members of the External Advisory Group.

B. The Director of the E.D.I. shall be:

1. Responsible directly to the Vice Chancellor.
2. Responsible for its research, training and extra-mural programs
3. Responsible for recruiting E.D.I. personnel and for originating recommendations to higher authorities concerning their appointments, promotions and compensation.
4. A member of the Senate subject to approval by the Council of the University of Nigeria.
5. Responsible for negotiating financial and other internal and external arrangements affecting the E.D.I. He will originate recommendations for actions requiring approval outside E.D.I., cooperative arrangements between the E.D.I. and
  - (a) the academic departments of the University of Nigeria
  - (b) Nigerian agencies outside the University
  - (c) overseas agencies.
6. Responsible for recommending members of the External and Internal Advisory Boards to the Vice Chancellor.
7. Responsible for other duties necessary for fulfillment of the E.D.I's objectives.

C. Advisory Groups

There will be two advisory groups to aid the Director, in addition to the E.D.I. staff.

1. An External Advisory Group

This group, which is advisory not governing, will help the Director and Institute members relate the Institute and its program to the needs of Nigeria.

- (a) Members will be expected to have a vital interest in Nigerian growth and development. They will be selected so as to maintain balance with respect to various regional, business, governmental, other Nigerian academic institutions doing research on growth and development, and with respect to academic points of view. Members will be appointed with the approval of the Vice Chancellor.

- (b) The Vice Chancellor or his designated representative shall be chairman and shall conduct all meetings.
- (c) The Director of E.D.I. shall be responsible to the Vice Chancellor for the agenda of meetings and shall serve as his executive secretary.
- (d) Meetings will be called at the pleasure of the Vice Chancellor but not less than once annually.

2. An Internal Advisory Group

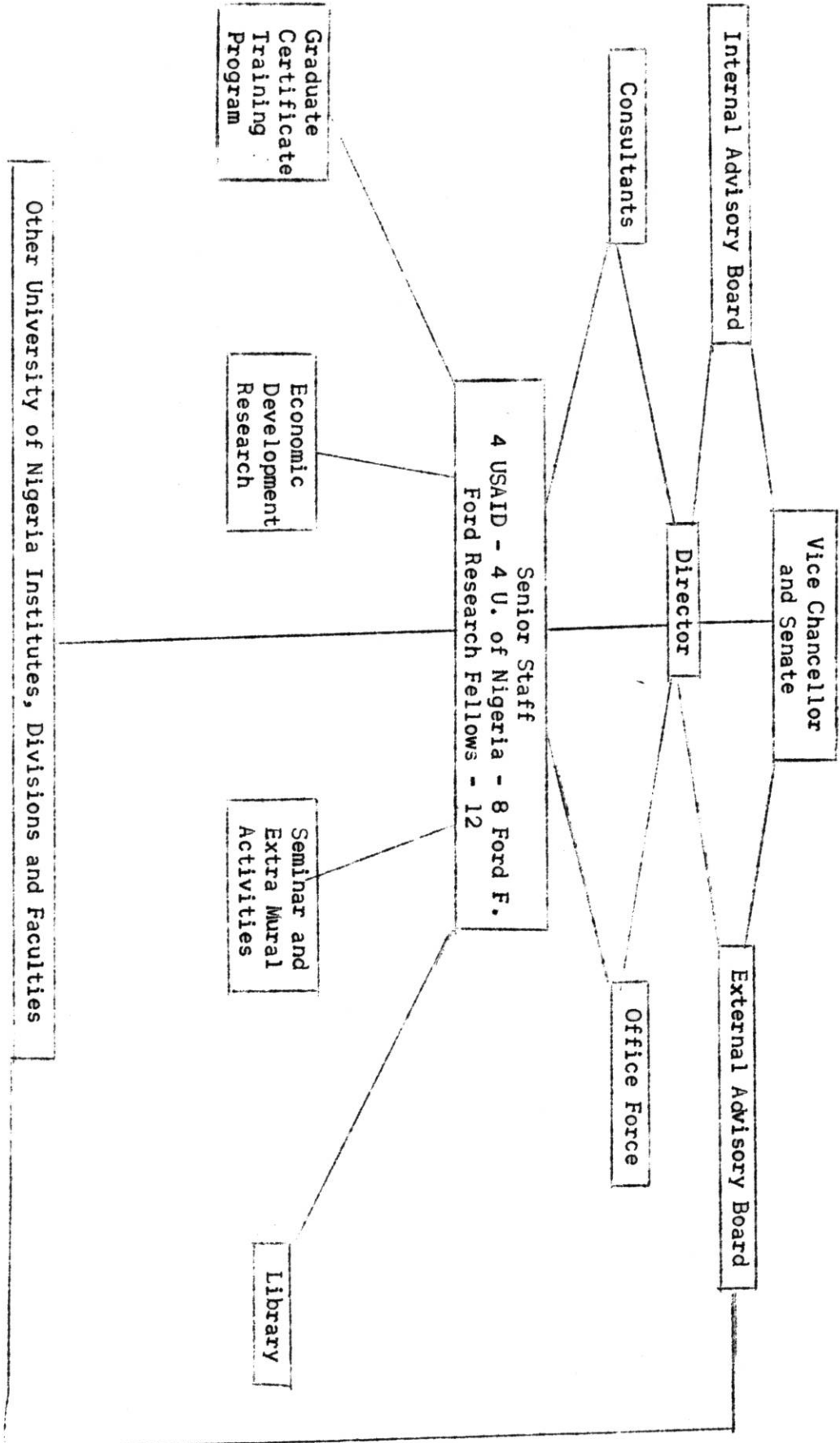
This group, which is advisory, not governing, will help the Director and Institute members relate the Institute and its programs to other units of the University of Nigeria.

- (a) The Vice Chancellor shall be chairman though meetings may be called and chaired by the Director with approval of the Vice Chancellor.
- (b) This group shall consist of:
  - 1. the Vice Chancellor
  - 2. the Director of the E.D.I.
  - 3. representatives of the Departments of
    - Economics
    - Sociology
    - Finance
    - Political Science
  - 4. and such other University of Nigeria personnel as will temporarily or permanently be advantageous to include in the group.

The members of the Institute are expected to participate in the development, conduct and direction of the research training and extra-mural programs of the Institute as part of their regular duties.

On July 22, 1963, two senior staff were on the Enugu Campus of the University of Nigeria and the Institute came into being as an academic structure. Professor David MacFarlane from McGill University was followed by Dr. Philip Packard and Dr. Carl Eicher who took up residence after serving an earlier term as a short term consultant. The original organization plan has evolved from that at the beginning of the year and presented as figure I to that existing at the end of the year which is presented as figure 2.

Figure 2. Present authorized Organizational Structure of the University of Nigeria Economic Development Institute.



## OBJECTIVES

The specific objectives of the Economic Development Institute are to promote growth and development of the Nigerian economy through:

- A. Advanced training in research and planning techniques for growth and development.
- B. Research on growth and development problems to improve public policies, private efforts and regional and national planning.
- C. Extra-mural activities, including:
  - 1. semi-popular writing on solutions to growth and development problems in Nigeria.
  - 2. seminars among political leaders, businessmen, civil servants and academicians.
  - 3. short-term training programs conducted in conjunction with the Continuing Education Centre.

A primary objective of the E.D.I. is to train Nigerian University graduates in economic development work so as to provide a corps of highly trained workers who will occupy important posts in ministries, in the business community, and in universities. The training program which was initiated in October, 1963, proceeds by formal lecture courses, by intensive use of seminars, and by research.

Another objective of the Institute is to provide a research centre for the continuing study of Nigerian economic development problems. The Institute brings people together from different disciplines and departments, and from government and international agencies to facilitate an inter-disciplinary approach to solving economic development problems.

The research program of the Institute is already extensive and includes such topics as Economics of Smallholder Rice and Rubber Production, Economics of Oil Palm Processing, Cost-Benefit Analysis of E.N.D.C. Plantations, Economics of Energy Sources, Economics of Education, Economics of the E.N.D.C. Cashew Project and Management Problems of Public Enterprises. This research is conducted in cooperation with other academic units within the University, and ministries and agencies of the Regional and Federal Governments. A substantial



portion of the research in progress was undertaken at the specific requests of agencies and ministries of government. A distinguishing feature of the Institute is the aim of providing knowledge which will make a practical and concrete contribution to facilitating social and economic development of Nigeria.

The third objective of the E.D.I. is to extend the research results to people throughout Nigeria through seminars and meetings sponsored cooperatively by the E.D.I. and the Department of Extra-Mural Studies.

#### SPECIFIC POLICIES

Early in the establishment of the E.D.I., the following policies were laid down:

- A. Research is to focus on practical growth and development problems encountered:
  - 1. by the government of Eastern Nigeria
  - 2. by individual businesses operating in
    - (a) the non-farm economy, both indigenous and foreign
    - (b) the farm economy
  - 3. at industry, commodity or area levels
  - 4. by the Federal Government
  - 5. at inter-regional, national and/or international levels.

Selection of research problems is to be based on advice from both the External and Internal Advisory Groups to be established. International comparative studies are to be undertaken where relevant to the solution of any of the above types of problems.

- B. "Fundamental" or "basic" research which is also relevant to the solution of selected growth and development problems is to be encouraged.
- C. It became the policy of the E.D.I. to maintain coordinated cooperative relationships with:
  - 1. The ministries and agencies of the governments of the Eastern Region and of the Federation of Nigeria.
  - 2. Domestic and expatriate foundations and organizations interested in research and research training in the fields of growth and development.
  - 3. Ministries of economic planning and development in other regions of Nigeria.
  - 4. Other present and future academic organizations in Nigeria interested in research on growth and development such as the Nigerian Institute of Social and Economic Research at the University of Ibadan.

5. Business firms and industry organizations of businessmen.
6. Disciplinary departments of the various Faculties and Colleges of the University of Nigeria. This coordination will involve (1) the exchange, on mutual agreement between E.D.I. and the department involved, of teaching and research assignments and (2) participation of departmental representatives in developing and carrying out the program of the E.D.I.

D. It is also the policy of the Institute to coordinate its training program with overseas advanced degree programs through:

1. partial integration of Institute research with the research programs of former employers of trainees.
2. integration of the trainees' research program in the Institute with the trainees' thesis research overseas.
3. close consultation between senior personnel of the Institute with overseas professors and institutions participating in the training of Institute personnel.
4. maintaining connections with a variety of overseas institutions located in different countries. It is recognized that obtaining such coordination requires close, sustained contact between senior personnel in the Institute and personnel at overseas institutions.

#### SUPPORT

In the 1963/64 period the E.D.I. was supported by the USAID/MSU

University of Nigeria Contract, the University of Nigeria, the Ford Foundation and a number of other smaller contributions crucial to the development of the E.D.I.

USAID/MUS University of Nigeria Project: - This project provided support for four senior staff advisors, two junior staff members, five short term advisors, equipment, library books, supplies, domestic transportation and international transport. Still further, two offices will be provided in the new Continuing Education Building being constructed on the Nsukka campus as an USAID grant to the University of Nigeria. A special grant of £1,000 by USAID permitted the E.D.I. to start its graduate fellows training program in the Fall of 1963.

The University of Nigeria Contribution: - The University made office space available on the Enugu Campus. Presently, the Institute occupies a set of eleven rooms plus a library-conference room. These offices were remodeled,

painted and equipped at University expense. The physical plant provided is a very great asset without which the Institute would find it difficult to operate, not to mention grow. The University is also providing a valuable site for the new visiting scholars' housing to be constructed on the Enugu Campus. The University also provided an operating budget for supplies, telephone services, cables, etc.

The Ford Foundation Grant: - It became clear early in 1963, that more resources of greater flexibility were needed than could be obtained from the University of Nigeria and U.S.A.I.D. The promising start of the E.D.I. created an opportunity to use such additional support effectively. As a first and major solution to this problem, a proposal was developed for a grant from the Ford Foundation.

Since the E.D.I. was charged with becoming an independent, viable and self-supporting Institute under Nigerian control within about six years, it was important that it should not remain dependent wholly upon U.S.A.I.D. but should begin early to use several kinds of Nigerian and international support. More resources were needed to develop library facilities, research projects, a centre for visiting scholars, a fellowship program, a Lagos desk and overseas administrative support.

Flexibility was also important. Though the MSU/USAID Contract provided substantial financial support, international travel allowances were required which were free of some of the administrative regulations of the United States Government. Also resources were needed to bring in personnel from Asia, Continental European countries and Britain.

In addition to resources, the Institute needed the kind of "moral support" which it could obtain by being related to the Ford Foundation with its connections in international, academic and governmental circles. Many visiting scholars on special assignment from international agencies, their own universities, and on their own, are prepared to do significant research on Nigerian

development at low cost.

To encourage the establishment of such research efforts at the E.D.I., £25,000 were requested to construct housing for short-term visiting scholars. Scholars with research projects of importance for Nigerian economic development will be provided with housing at fees calculated to cover maintenance and operating costs.

Another special need of the Institute was for overseas administrative support in the years immediately ahead. The extensive, spirited recruiting which had been carried out for the Institute had been financed largely out of overhead charges in the MSU/USAID contract. That money was intended, originally, to go to Michigan State University to cover the cost of providing housing for the project on the MSU campus and other kinds of overhead costs. Recognizing the problem, MSU administrators allocated substantial amounts of this money to the new Director of the E.D.I. for the purpose of travelling in and outside of the United States to recruit personnel. It was a hard fact that the MSU project coordinator was not in position to recruit personnel in the large number of disciplines involved in the MSU/USAID contract to support the University of Nigeria, and, at the same time, recruit specialized personnel and mobilize more resources for an entirely new Institute within the University of Nigeria. The Director had a long-range interest in the Economic Development Institute and was willing to commit a considerable amount of time to give the Institute the kind of overseas administrative support it would require after he completed his tour of duty in Nigeria. Thus, a modest amount of money from the Ford Foundation makes him available over the next few years to recruit personnel, mobilize overseas research resources, and to supervise graduate training programs of Nigerians from the E.D.I. at various Universities overseas.

The proposal submitted to Ford Foundation, requested the following amounts for the indicated purposes:

	1963-4	1964-5	1965-6
<u>Library</u>	£ 2,260	£ 2,470	£ 2,760
<u>Fellowships for Nigerian Trainees</u>	3,600	7,200	7,200
<u>Visiting Experts from Europe and Asia</u>	2,000	2,000	2,000
<u>Research Program</u>	7,500	14,000	14,000
<u>Seminar Program</u>	3,000	2,500	2,500
<u>Housing and Architectural Study</u>	25,000	-	-
<u>U.S. Administrator</u>	-	1,000	1,000
Grand Total	43,360	29,170	29,460

This request was granted in its entirety. As a result, the organizational structure of the E.D.I. was changed to that indicated by Figure II and the E D.I.'s program was expanded.

Other Support in Crucial Areas: - The E.D.I. needed support to bring in overseas advisors from countries other than U.S. The Royal Netherlands government through the offices of Ambassador Noe provided transportation for Professor Egbert DeVries, from the Institute of Social Studies, The Hague. Similarly, Canadian Technical Assistance provided the advisory services of Professor Irving Brecher from Mc Gill University's Centre for Developing-Areas Studies. Professor Gluckman from Manchester was able to travel to Nigeria and serve as an advisor at United Kingdom expense.

One of the significant smaller grants obtained was the so-called "small library" of economic development books and materials which was contributed by the International Bank for Reconstruction and Development.

Late in the 1963/64 fiscal year, a contract was negotiated with the U.S. Department of Agriculture to support the E D.I.'s participation in an international comparative study of the causes of increased agricultural productivity.

#### PROGRAMS

The 1963/4 Programs of the E.D.I. include (1) a graduate training

program, (2) a research program, (3) extra-mural activities, (4) teaching outside of the E.D.I., and (5) a visiting scholar and housing program.

The Economic Training Program: - The E.D.I's training program has evolved from a less well thought out initial program for the 1963/64 academic year to a full fledged Graduate Certificate Program properly approved by the University Senate.

Participants for the 1963-64 E.D.I's training program were selected from a wide range of ministries and agencies of the government as well as from recent graduates of Nigerian universities. Moreover, some held university degrees in economics, public administration and agriculture. Among this diversity of backgrounds and employment there is a common theme, however; all participants were directly or indirectly involved in programs which affect the development of the Nigerian economy.

In the 1963-64 year, there were eleven Nigerian research fellows or research trainees in the Institute. Two were full-time and nine were part-time fellows, the latter being full-time employees of various agencies and ministries of the Eastern Nigeria Government who attended seminars and non-credit courses in the Institute after they worked a full day in their government jobs. The employers of the nine part-time fellows included the Ministry of Agriculture, Ministry of Commerce, Ministry of Economic Planning, Institute of Administration and the Eastern Nigeria Development Corporation. Eight of the eleven fellows held Bachelor's degrees in Economics; one held a similar degree in Agriculture; one held a Bachelor's degree and Master's degree in Public Administration while one held a D.P.A. All eleven were from the Eastern Region.

Full-time fellows were paid £50 per month and part-time fellows receive a minimum of £15 per month from the U.S.A.I.D. funds initially and, later, from the Ford grant. Part-time fellows earned their normal government salary and received £15 per month from the Institute provided they showed that these

monies were used to enhance their research and training.

Each fellow participated in one or all of the following formal lecture courses which have been or are being currently offered:

1. Economic Development offered by Dr. Carl Eicher;
2. Mathematics for Economists offered by Father B. Russell of the Department of Mathematics;
3. Quantitative Methods in Economics offered by Professor Glenn L. Johnson; and
4. Economic Analysis offered by Dr. Philip C. Packard.

While intended primarily for E.D.I. research fellows, these courses were open to University staff and qualified workers in government service and in the Enugu business community.

Each of the fellows chose or was assigned a research project and pursued this in collaboration with a member of the senior staff. The research involved analysis of important Nigerian economic development problems. Subjects of the investigations were chosen to coincide with the fellows' interests and present or prospective employment. Each fellow reported on his research progress at regular internal E.D.I seminars.

On the basis of experience with the 1963/64 program and in accordance with recommendations of both its Internal and External Advisory Boards, the E.D.I. developed a Post-graduate Certificate Course in Economic Development to replace its 1963/64 program which was approved by University of Nigeria Senate on June 25, 1964.

The Institute will conduct a six-month post-graduate course in economic development beginning on or about September 15, and ending on March 31 of each academic year. The annual course is based upon the conviction that, over the 1965-80 period, one of the bottlenecks in Nigerian development will continue to be a lack of economists and officers adequately trained to plan and execute development programs on the Federal, Regional and local levels. The training

program is also based upon the conviction that the Institute's on-going research on the Nigerian economy aids in organizing and executing a training program relevant to the needs of Nigerians and to Nigeria. Therefore, the research and training activities of the Institute are viewed as inseparable. Although Nigeria will continue for some years to send candidates abroad to attend development courses, it was the conviction of the staff that an increasing and significant number of Nigerians should be given post-graduate training in economic development work in Nigeria by experts who are actively engaged in research on Nigerian problems.

The six-month course in economic development will lead to a Certificate in Economic Development which is expected to make an important contribution to the development of their staffs. The aim of the course is to:

- a) enhance the competence and practical skills of government officers engaged in economic development work;
- b) prepare Nigerians who are recent University graduates for employment in a wide range of economic development agencies; and
- c) to prepare young Nigerians for further graduate study.

The course also provides basic preparation helpful for good performance and for admission to the graduate faculties of overseas and Nigerian universities. The Certificate Course in Economic Development will complement any M.A. program which may be established in the subject matter departments in the Social Sciences in the University of Nigeria.

For admission, candidates will have to possess a good university degree at second class honours level or its equivalent.<sup>1</sup> Candidates are to be selected with university degrees in economics, agricultural economics, sociology and anthropology, political science, business administration and other related fields. Preference will be given to students from Nigeria and other

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I.

Applicants without a second class degree (including those with no degree) will be accepted on the basis of demonstrated success in performing economic development work at the level expected from holders of honours degrees.



West African nations. Exceptional students from other nations may be admitted.

Since there will be an emphasis on high quality of training, admission will be limited to a small group of entering students a year and participants will be expected to devote themselves entirely to the course of study. The course will be directed to full-time students who can earn a Certificate in Economic Development in the six-month period of study. A few employees of business firms or government offices in the Enugu community, however, may be selected as part-time students. These students will take a reduced course load and may earn a Certificate after completion of equivalent work over a longer period of time.

The Program of study will be divided into two terms: October-December and January-March. The first term will emphasize the basic principles of economics, economic theory and statistics which are essential to an understanding of the Nigerian economy. The second term will focus on the application of knowledge of economics and other social sciences and related disciplines to the solution of Nigerian development problems.

Two options will be available. The first will be an economics option and the second a general option. Students selecting the economics option are likely to be engaged in or aspire to pursue careers as professional economists in government, universities or in the business world. Students who select the economics option are required to take the three full courses in Group A below plus two half courses in Group B below. Students who select the general option are likely to be engaged in or aspire to pursue careers as officers in the Public Service and in business firms, or as teachers in non-economic subjects related to economic development. Students selecting the general option are required to take two full courses in Group A (Statistics and Economic Development) and four half courses in Group B.

Group A (Full courses offered  
October - March)

1. Economic Analysis: The Nigerian Economy
2. Statistics for Economic Development
3. Economic and Agricultural Development

Group B (Half courses - two will be  
offered October-December and two Jan-  
uary-March)

4. Economics of Agriculture
5. International Economics
6. Modern Economic History of Nigeria
7. Development Planning Techniques
8. Project Evaluation\*
9. Social and Political Aspects of Development
10. Management Fundamentals\*
11. Industrial Economics
12. Financing Development
13. Demography

Each student will be expected to take examinations in each course at the end of the first and second terms. In addition, each student will be expected to prepare and deliver a seminar paper on some current problem of Nigerian development during the six-month course. A student will be judged by the faculty taking into account his performance in courses, examinations, seminars, workshops and field trips.

Since the enrollment is restricted to a small number of students, small classes and close supervision will be important features of the teaching program. Government officers and international experts in the Enugu community will teach some of the courses. Also, government officials from all regions will be invited to participate as guest lecturers in order to discuss the

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\* to be taught in 1964=65

practical problems of Nigerian development and outline the steps needed to execute the National Development Plan. Students will be required to write several papers in their courses in order to demonstrate ability to organize and express facts and judgements in a clear and rational manner. It has been already pointed out that each student will be graded on one seminar which he will present to the faculty sometime during the second term.

Students will attend the regular Friday seminar on Nigerian Development Problems which brings members of the University, government and business firms to the Enugu campus to discuss problems of local, national and international interest.

A Certificate in Economic Development will be awarded to the student by the University of Nigeria upon the successful completion of the course in Economic Development. A few students will be offered posts as Junior Research Fellows or Research Fellows in the Institute for a period of six to twelve months after completion of the course.

An important aspect of the training program is to give the student an opportunity to understand the functioning of the Nigerian economy. Field trips totalling about two weeks will be made to all regions in Nigeria during the six-month period of training. Visits will be made to Regional Development Corporations, Marketing Board, industrial estates in Lagos and Port Harcourt, groundnut and textile industries in Northern Nigeria, farm settlements, plantations and public and private financial institutions, processing mills, community development schemes and cement plants. Students will be accompanied by two or more members of the faculty on every trip and ample time will be made available for students to discuss the practical problems of planning, execution and administration of development schemes with the responsible officials of government agencies and private enterprises.

Research Program: - In 1963/64 the following research programs were underway:

<u>Project Number</u>	<u>Title</u>
1.	The Palm Product Processing System in Eastern Nigeria. William L. Miller
2.	The Profitability of Investment in Traditional Agriculture: The Economics of the Stork Hand Hydraulic Press in Eastern Nigeria, 1962/63. William Miller and Carl Eicher.
3.	Cost-Benefit Analysis of Eastern Nigeria Development Corporation's Palm Plantations. David MacFarlane and Martin Oworen.
4.	Nigerian Farm Settlement Schemes. Carl Eicher (EDI) and David Osifo (NISER, Ibadan)
5.	A Study of Energy Uses in Nigeria, Philip Packard
6.	A Report on the Nigerian Economy. Philip Packard
7.	A Study of the Mid-Western Nigeria Rubber Producing Industry. Kurt R. Anschel
8.	The Economics of Education in Nigeria. Joanee Eicher and Carl Eicher
9.	The Economics of Farm Settlements in Eastern Nigeria. Carl Eicher
10.	A Preliminary Survey of the Problems and Prospects of an African Common Market. P.C. Ngene
11.	Food Consumption Patterns of the Indigenous Population of Nigeria. S.C. Ukonu
12.	Rural Unemployment Sample Survey, Eastern Nigeria 1963/64. B.B.O. Emeh
13.	Rice in Eastern Nigeria. Delane E. Welsch
14.	Economics of E.N.D.C. Cashew Project. H.N. Nanjundiah

As the part of the output of these and other unformalized projects the following reports were issued:

1.	Carl Eicher and William Miller	Observations on Smallholder Palm Production in Eastern Nigeria.
2.	H.N. Nanjundiah	Economics of the ENDC Cashew Project
3.	H.N. Nanjundiah	An Analysis of ENDC with special Reference to its Agricultural (Plantations) Division.
4.	William L. Miller	Economics of the Stork Hand Hydraulic Oil Press in Eastern Nigeria.

5. Philip C. Packard Report on the Nigerian Economy
6. Glenn L. Johnson "Stress on Production Economics" Australian Journal of Agricultural Economics Society.
7. Glenn L. Johnson "Capital in Agriculture" Encyclopaedia of the Social Sciences now being republished by the University of Chicago.
8. Carl K. Eicher Review, "Taxation and Economic Development" to be published in Economic Development and Cultural Change.
9. Carl K. Eicher Review, "Agricultural Development in Modern Japan" to be published in The Nigerian Journal of Agricultural Economics.
10. Carl K. Eicher Review, "The Economics of Education" to be published in The Nigerian Journal of Economics and Social Studies.
11. Carl K. Eicher Review, "Transforming Traditional Agriculture" to be published in The Nigerian Journal of Economics and Social Studies.
12. Philip C. Packard "Six Year Development Plan" PROCEEDINGS Nigerian Society for Public Administration.

The projects and reports listed above were selected by the senior staff of the E.D.I. with the advice of members of both External and Internal Advisory Boards. The E.D.I. has been attentive to the needs of government and has responded repeatedly to requests for research assistance from government and has received in the brief year of its existence, a number of expressions of appreciation from government for competent assistance rendered. E.D.I. staff members have been gratified with opportunities to serve in solving Nigerian Development problems, In addition, the attitude of ministry officials has been appreciated - - they have consistently helped guide the research program of the E.D.I. onto important developmental issues without infringing on the essential independence of a University unit. This kind of arrangement has permitted the E.D.I. to work closely with government while maintaining a most satisfactory academic atmosphere.

An External Advisory Board member, Professor T.W. Schultz of the University of Chicago wrote:

"What impresses me most is the intellectual excitement about this place. You are examining issues that matter. They are not trivial bits and pieces. The questions under discussion and on your research agenda are basic. As you acquire insights they will not only be used but they will be exceedingly important in future public decisions. The "returns" here to economic analysis per man year are much, much larger than they can be in the United States. The best ore has long been mined at home; not so here. In some social sense, your contributions exceed many times what a comparable group of economists can come up with in the U.S. This high return, also, in part explains, so it seems to me, the enthusiasm and excitement. It's a lively place, what one does counts. Thus, there is a strong incentive based on the clear worthwhileness of what one does."

Major re-organization of the research program is not contemplated in the year ahead; instead present projects will be completed and new projects will be inaugurated as additional resources are obtained and committed resources are freed by completion of present projects. In general, proportionally more emphasis will be placed on the non-agricultural sector. Phil Packard is starting a new project on Economic-functional Budgeting for Eastern Nigeria. Research on alternative sources of tax revenues is needed. Import substitution and balance of payment research are badly needed. Population research virtually cries to be done. Research on transportation is also required. One problem presents itself after another with respect to managerial manpower and the organization of non-farm enterprises (both private and public).

Agricultural development research will also be expanded absolutely but not proportionally as resources become available. Work on the international comparative study of the causes of increased agricultural productivity will go forward under the U.S.D.A. contract. Attempts will be made to finance and establish projects in the following areas: agricultural policy; rice production, processing, distribution and retailing; beef production; poultry and poultry feed; fertilizer use, procurement and marketing; agricultural education and training and special crops. This new work will be developed in close cooperation with the Federal Ministry of Economic Development and with

regional ministries of economic planning and agriculture.

In the 1964/65 year special attention will be given to the initiation of cooperative research projects with:

1. other academic units of the University of Nigeria and
2. economic research units elsewhere in Nigeria, especially the Nigerian Institute of Social and Economic Research at the University of Ibadan and the developing research unit at Ahmadu Bello University.

Wherever possible the E.D.I. will stand prepared to support the development of new economic research units in the North, West and Mid-West and will continue to cooperate with the Nigerian Institute of Social and Economic Research to help meet the economic development research needs of the new Mid-Western region.

Extra-Mural Activities: - In 1964, the following seminars were conducted on the Enugu and Nsukka campuses for the invited public:

Professor Rendigs Fels	Research Projects for the Economic Development Institute, University of Nigeria.
Dr. Barry N.Floyd	The Eastern Nigeria Geographic Atlas Project.
Dr. P.N.C. Okigbo, Nigerian Ambassador to the Common Market	Nigeria and the Common Market
Dr. H.N. Nanjundiah E.D.I.	Managerial Manpower Planning
Mr. Kenneth Baldwin, F.A.O., Rome	Economic Development Research for West Africa
Prof. D.L. MacFarlane, E.D.I.	Role of F.A.O. in Economic Development
Prof. T.W. Schultz, University of Chicago	The U.S. Economic Situation, 1964.
Dr. Ignacy Sacks Warsaw University	Barriers to Economic Development
Prof. M. Gluckman Manchester University	The Anthropologist in Economic Development Research
Mr. B. Shields Ministry of World	Planning a Transport System in Eastern Nigeria

Mr. H.P. Elliott Ministry of Agriculture	Farm Settlements
Mr. J.H.E. Johnson University of Nigeria	Resources for Development in Eastern Nigeria.
Dr. H.N. Nanjundiah Prof. MacFarlane and Dr. Packard	Depreciation, Interest and Amortization in Economic Development Planning.
Mr. John Langlois Ministry of Commerce	Creating A Practical Industrial Development Program
Mr. B.A. Wachuku Cooperative Bank of Eastern Nigeria	Cooperative Banking in Developing Countries
Prof. Irving Brecher McGill University	Review of Development Theories
Mr. Virgil Poling Ministry of Commerce Owerri	Industrial Development Projects
Prof. Glenn Johnson E.D.I.	Making Practical Fertilizer Recommendation
Mr. R.S. Rungta University of Nigeria	Entrepreneurship in Nigeria
Mr. F.J. van Hoek OECD, Paris, France	Training Problems of the OECD
Prof. John Letiche U. of California	Import Substitution and Balance of Payments Problems in Nigeria

In addition, E.D.I. personnel conducted 25 out of 40 sessions in an E.N.D.C. Plantation Management Training Course conducted jointly with the Department of Extra-Mural Studies, the Department of Economics and the Goldie College of Business Administration. This course was attended by 20 tuition paying middle to upper level E.N.D.C. plantation management.

A two-day nation-wide seminar on fertilizers was conducted on the Enugu Campus on January 10th and 11th, 52 persons attended and 9 papers were presented.

In connection with a meeting of the E.D.I. External Advisory Board, the E.D.I. and the Department of Extra-Mural Studies sponsored a series of Five Lectures on Economic Development:



"The Economics of Education"	Professor T.W. Schultz University of Chicago
"Coordinating British, Commonwealth, Continental European and American Aid in Economic Development Research and Training."	Prof. Egbert DeVries Institute of Social Studies The Hague
"Land Tenure Law"	Prof. Max Gluckman University of Manchester
"Law of Contract"	Prof. Max Gluckman University of Manchester

Members of the E.D.I. staff have also participated in lectures and seminars throughout Nigeria. These contributions have ranged from explaining the consequences of economic growth to wives of Junior managers of the coal corporation to international seminars on manpower.

Teaching Outside the E.D.I.: - In 1963/64, some under-graduate teaching was done by the E.D.I. staff. For 1964/65, the E.D.I. has agreed to supplement the teaching staff of the Department of Economics and of the Faculty of Agriculture.

The E.D.I. will assist the College of Agriculture with the development of its agricultural economics and farm management program.

It is also the policy of the E.D.I. to help establish an M.A. degree program in the Department of Economics by serving (as requested) on planning committees, by offering courses and by helping to mobilize personnel and research resources. E.D.I. research fellowships will be available to graduate students in economics who want to do theses in the area of economic development.

Visiting Scholars and Housing: - In the 1963/64 period, there were four full time visiting scholars at the E.D.I. Three of these were Ph.D. candidates in Agricultural Economic Development at Michigan State University. The other is the wife of a senior staff member whose research is supported by International Programs of Michigan State University. They are Dr. Joanne Eicher, Kurt Anshel, William Miller and Delane Welsch. All are fully supported with grants from their home university as it is the established policy of the E.D.I.

that money designated for the training of Nigerian personnel will not be used to train expatriate students and support expatriate scholars. The full time scholars have made an important contribution to the research output of the E.D.I. as reference to pages 20 and 21 will indicate.

In addition to the three full time visiting scholars, David Abernathy from Nigerian Institute of Social and Economic Research and Howard Wolpe from Massachusetts Institute of Technology have been associated with the E.D.I. Gertrude MacFarlane with support from Canadian Technical Assistance and her own resources has played an important role in the E.D.I. extra-Mural work. J.H. E. Johnson of the University of Nigeria has been associated with the E.D.I. as he has carried out his Ph.D. dissertation work on economic geography for Northwestern University.

In 1963/64 regular E.D.I. personnel have been housed in University housing on the Enugu Campus. Two visiting scholars have been housed off campus in rented accommodations. Un-married graduate fellows have been housed on the campus in hostels.

In the year ahead, Ford Foundation housing will be constructed and made available for visiting scholars from universities, Foundations and Internal agencies who are prepared to do worthwhile research on Nigeria's Economic Development problems.

In the 1964-65 year, three or four houses for scholars accompanied by their wives and four rooms for single scholars will be constructed on the Enugu Campus with Ford Foundation funds. Plans for these units are presented as figures three and four below. These will be made available to visiting scholars at rates calculated to cover maintenance and recurrent costs on the units. Office space will be included as well as centralized eating facilities for single scholars or scholars unaccompanied by their wives.

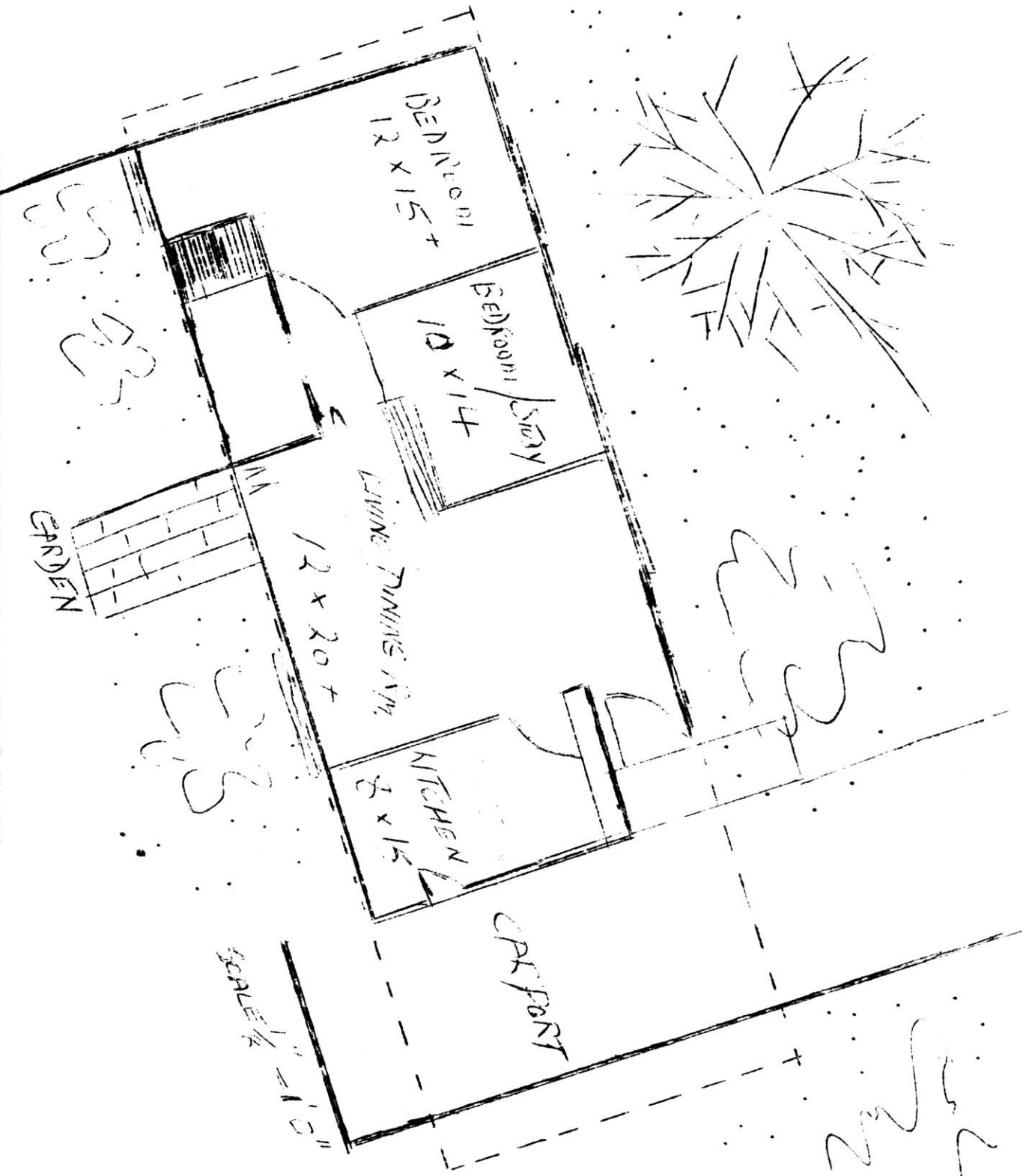


Figure 4: Floor Plan of House for Visiting EDI Scholars and Small Families

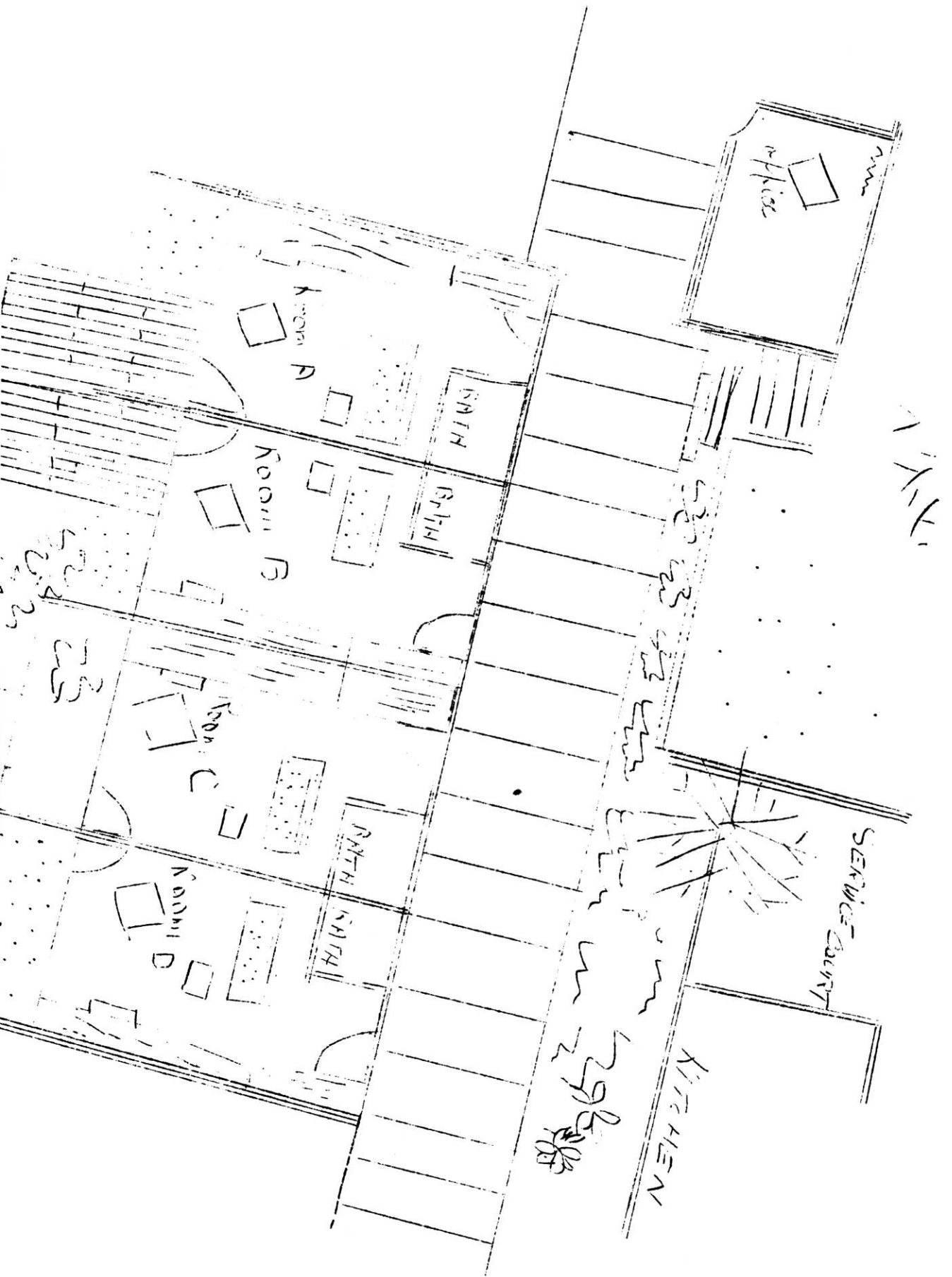


Fig. 3: Bachelor Units and offices for Visiting E.D.I. Scholars

ADVISORY BOARDS

As provided by the organization plan for the E.D.I., two advisory boards have been established, one external and the other internal to the University.

The 1963/64 members of the Internal Advisory Board included:

Dr. G.M. Johnson	Vice Chancellor	Chairman of the Internal Board
Dr. Achufusi, M.	Senior Lecturer Dept. of History & Archeology	Member
Prof. Cox-George, N.A.	Professor and Head Department of Economics	Member
Prof. Doyle, A.L.	Visiting Professor and Director, Dept. of Extra- mural Studies	Member
Dr. Floyd, B.N.	Visiting Professor Department of Geography	Member
Father Lai-Food, A.	Lecturer Department of Mathematics	Member
Prof. Lawton, K.	Visiting Professor and Head College of Agriculture	Member
Mr. Ndem, E.B.	Lecturer Department of Sociology	Member
Dr. Odenigwe, G.A.	Lecturer Department of Political Science	Member
Dr. Okigbo, B.N.	Senior Lecturer College of Agriculture	Member
Mr. Rungta, R.S.	Lecturer College of Finance	Member
Prof. Johnson, G.L.	Director E.D.I.	Executive Sec. of the Bd.

The Internal Advisory Board has provided valuable advice and direction for the E.D.I. Through it the E.D.I.'s relationships to the University have been established and strengthened.

The 1963/64 members of the External Advisory Board Included:

Dr. G.M . Johnson	Vice Chancellor University of Nigeria	Chairman
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Mallam Ayida, A.A.	Permanent Secretary Fed. Mins. of Econ. Development	Member
Mr. Bispham, B.	Director: Nigerian Institute of Social and Economic Research University of Ibadan	Member
Prof. Brecher, I.	Professor of Economics and Director: Centre for Developing Areas" Studies, McGill University	Member
Mallam Coomasie, A.	Permanent Secretary, Northern Government. Mins. of Econ. Planning	Member
Prof. DeVries, E.	Rector: Institute of Social Studies, The Hague	Member
Prof. Gluckman, M.	Professor of Social Anthropology, Manchester University	Member
Dr. Okigbo, P.N.C.	Nigerian Ambassador to the European Economic Community and Economic Adviser to the Federal Government	Member
Mr. Oti, S.	Permanent Secretary, Eastern Government, Mins. of Econ.Planning	Member
Prof. Schultz, T.W.	Professor of Economics, U. of Chicago	Member
Prof. Johnson, G.L.	Director UNEDI	Executive Sec. of the Bd.

Though the External Advisory Board met but once, it has been externally helpful in providing advice and assistance to the Director, E.D.I. staff members and the University of Nigeria administrators. E.D.I. research programs were materially improved and better oriented as a result of constructive criticisms received from External Advisory Board members. Further, these board members have been quick to note personnel and resource needs of the E.D.I. As a result a number of arrangements have and are being made to help the E.D.I. mobilize personnel and resources. Marcel Boogaerts, for instance, has been recruited with Belgian technical assistance to take up the study of the economics of rubber at the point at which Kurt Anschel's work stops.